



# ANNUAL REPORT 2022

RIGHT TO PUBLIC SERVICES COMMISSION  
GOVERNMENT OF KHYBER PAKHTUNKHWA

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## ACKNOWLEDGMENT

Khyber Pakhtunkhwa Right to Public Services Act, 2014 is a landmark legislation in the province for achieving the ends of good governance. The law declares timely and efficient delivery of notified public services as basic right of the eligible persons of the province. In addition to conferment of this right to the citizens, the law provides for the accountability of public functionaries against lapses of inordinate delays, arbitrary denial, and deficiency in the delivery of such public services. The law has also empowered eligible persons to demand performance and compensation from the public servants in cases of delay, unjustified denial, or deficiency.

The Act has created a watchdog institution, the Right to Public Services Commission, to implement the provisions of the Act including an oversight for timeliness and transparency in efficient delivery of notified public services. To implement the provisions of the Act as per its true spirit, the Commission is using several tools to cover both supply and demand sides of the services spectrum. On the supply side, the Commission constantly engages with the Services Providing Line Departments (SPLDs) in identifying, simplifying, and expanding the scope of public services. For the demand side, the Commission is working on a very comprehensive strategy including setting up a very user-friendly complaint management system, public empowerment through awareness as well as strengthening a dialogue between the citizens and the service providers through the Citizen Integration Forums (CIF) at district as well as provincial levels.

The publication of Annual Reports is not mandatory as per the existing RTPS Act. However, quarterly, half yearly and annual reporting was started in the right earnest from 2021 which has produced many positive results. The reports allowed the RTS team to see their cumulative achievements as well as measure their speed and direction. The periodical reporting allowed the RTS team to further galvanize, renew strategies and forge ahead with higher level benchmarks for the future. This has also enabled the Commission to think more innovatively, improve linkages with the Service providing institutions and facilitate general public.

This report in your hand is very special because it captures significant changes in the legal and regulatory framework as well as the mandate of the RTS Commission. When rolled out, the services delivery will substantially improve in the province. Two very significant changes that happened in 2022 were firstly, the addition of 37 new services. The KP Government has enhanced the spectrum of notified services for the people to 81 which is a major one-time leap. Secondly, the draft amendment Act of the Commission reached the provincial Assembly. The bill was introduced on the floor of the house but in the meanwhile the Assembly was dissolved. The changes in the Act are meant to enhance the Commission oversight and monitoring capabilities.

This report is the outcome of a very fine teamwork between the RTS core team and our external partners. The GPP-MA provided resources in piecing together data, analysis compilation and other contents of this report through a consultant. GPP Settled area provided energy and resources in publication and dissemination of this report. Although mostly remaining in the shadow, the DMOs and the Headquarter team worked day and night to make this report a worth reading document. They all deserve my deepest appreciation.

**Mohammad Saleem,**  
Chief Commissioner,  
Right to Public Services Commission.  
Peshawar.

## FOREWORD

The compilation in hand is the Annual Report for 2022. It is an overview of the “State of Public Services Delivery” under the Khyber Pakhtunkhwa Right to Public Services Act, 2014 which was enacted as part of Good Governance Charter of the government of Khyber Pakhtunkhwa. The initiative has proven to be a new and landmark experience in the arena of governance. This legislation introduced the concept of time bound right to public services and conferring the right so created on the residents of the province. Correspondingly, the law required the appointment of Designated Officers and obligating them with timely and efficient delivery of public services in a transparent manner. The Right to Public Services Commission was established and positioned as prime public sector oversight institution to steer implementation of the Act and oversee the delivery of public services in conformity with the dictates of the law including systemic efficiency, transparency, and regularity. As ultimate appellate authority, the Commission is mandated to enforce penal clauses of the Right to Public Services Act for addressing default, delay, or denial of public services to eligible citizens. It is a matter of great satisfaction that since its establishment in 2014, the Commission has maintained a steady pace of improvement and consolidation in discharge of its oversight role.

This Report provides a critical analysis of data of previously notified 44 public services. The Commission is dependent upon service providers for data, and it does not have means and resources to countercheck the veracity of data or information through feedback from applicants and recipients of public services. However, the

Commission has overcome this limitation through two interventions. Firstly, the Commission has maintained regular coordination, connectivity, and engagement with the Services Providing Line Departments (SPLDs). Through this transfer of data, it can hope to bring seriousness amongst the data providers. Secondly, the data received from service delivery outlets is objectively analyzed, collated with reports of the previous years and compared with other sources of information. The quarterly and mid-year reports of the Commission are shared with the Departments. This regular sharing of information generates positive activity in the Departments for improving delivery of public services.

### **This Report consists of two parts.**

**Part-I** of the Report is descriptive in nature wherein various aspects of the concept of Right To Public Services have been described. This part briefly highlights the efforts of the Commission for improving efficiency, enforcing the Right to Public Services Act and showcasing various events during the year.

**Part –II** of the Report deals with the data of notified services prefaced with a critical analysis of the subject matter concluding with brief recommendations for remedial action by the Service Providing Line Departments (SPLDs). This brief also provides a comparative landscape of service delivery since 2021. The findings in the brief contain reflections on both upward and downward trends in service delivery. The district-wise tables provide a comparison of service delivery performance in 2021 and 2022. These tables indicate the upward and downward trends in each district and concludes with a consolidated statement of provincial level.

## EXECUTIVE SUMMARY

The legislation of the Khyber Pakhtunkhwa Right to Public Services Act, 2014 and the subsequent creation of the Right to Public Services Commission are aimed at ensuring predictability in the delivery of notified public services to the eligible persons within stipulated time limit. Our Constitution requires observance of the principles of democracy, freedom, equality, tolerance and social justice, as enunciated by Islam, as the corner-stone of the governance structure. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 is a statutory radiance of these contemplations. The Act seeks to ensure efficiency in the delivery of public services and provide for the accountability of those who fail to discharge this duty.

The Annual Report of Right to Public Services Commission for the year 2022 is a reflection of the “State of Public Services Delivery” in Khyber Pakhtunkhwa. The information, data, analysis, comments and recommendations in this report are the outcome of sustained coordination and engagement with the service delivery Departments and regular reports from the District Monitoring Officers. The descriptive part of the report highlights the efforts of the Commission for improving efficiency, enforcing the Right to Public Services Act and showcasing various events during the year. The analysis part of the report presents detailed overview of each service and concludes with specific recommendations for remedial action.

The Right to Public Services Commission is established to oversee implementation of the Act and improve transparency in the functioning of the service delivery Departments. In essence, the most critical function - oversight- is entrusted to the Commission. In view of this responsibility, communication and outreach constitute integral part of the work plans in the Commission. The Commission strives to identify systemic gaps, recommend measures to plug those gaps and improve service delivery. The Commission strongly believes that the concept of right to public services is a new dimension in the governance structure of the province and it is essential to communicate with the public for awareness about the concept. 2022 was a year of vigorous efforts for cementing engagement and expanding communication. These endeavours were carefully tailored and every event was aimed at disseminating the real purpose of the legislation on right to public services and creation of the Commission. During the year, the Chief Commissioner, Commissioners and senior members of their staff visited Mardan, Nowshera, Buner Shangla, Battagram and Abbottabad. The rosters of activities by the District Monitoring Officers included regular interaction with civil society organizations, education institutions and bar associations. During 2022, the District Monitoring Officers of the Commission worked with a comprehensive outreach for creating awareness regarding the concept of right to public services, the efficacy of the legislation and the role of the Commission. 543 meetings with elected representatives, 437 sessions in educational institutions, 435 visits to remote village councils for meeting rural communities and 425 capacity building sessions for employees in the district-based service delivery outlets are highlights of these activities.

The Commission is overseeing the delivery of public services at divisional and district levels through the steering committees. During the year, the Commission focused on activating the divisional and district steering committees for improving service delivery and sharpening local oversight. In this arena, the Commission engaged with Commissioner Malakand, Mardan and Peshawar Divisions. At district level, the Commission interacted with the district officers of service delivery Departments in Lower Chitral. Peshawar and Dir Upper.

The Commission is the forum for second appeal in cases where the appellant before the first appellate authority or the designated officer is aggrieved of a final order passed by the first appellate authority. During 2022, the Commission received seventy-one (71) complaints and appeals. By the end of the year, it had decided sixty-six (66) complaints/Apeals. The landscape of these complaints indicates that thirty (30) complaints/appeals were instituted against Revenue Department. There were twenty (20) complaints/appeals against the Police Department. Public Health Engineering Department entailed six (6) and Local Government Department was

arraigned in five (5) complaints/appeals. In one case the Commission imposed fine on a petitioner for instituting a false complaint.

Towards the end of 2021, the Chief Commissioner contacted the Administrative Departments in the government of Khyber Pakhtunkhwa for identification of services which could be notified as “public services” and tagged with timelines for delivery to eligible persons. In response, the Commission received 74 services which were reviewed for selecting genuine public services. After extensive deliberations, the Commission selected 38 new services, amendments in already notified 15 public services, omission of two services from the list of public services and renaming one public service. On June 28, 2022, the provincial Cabinet approved these additions and changes. Spanning over more than ten months, this was a protracted and tedious exercise leading to a phenomenal addition of 37 new public services to the landscape of 43 existing services.

During 2021, the Commission carried out detailed assessment of its own institutional architecture. Building on this assessment, the Commission initiated a plan for reforms and repositioning of its limited resources at strategic level. For this purpose, the Commission engaged with the Administration Department and the Law Department for processing the amendments in the Right to Public Services Act, 2014. Moreover, the Commission has put in considerable effort to work out a suitable business model to improve delivery of public services in the province.

The data of public services delivered by various Departments and institutions in Khyber Pakhtunkhwa revealed that during 2022, a total of 2,047,518 applications were received for 78 services notified as public services. 95.69% of all these applications were attended within notified time. Numerically, the Home and Tribal Affairs Department entertained the maximum number of applications (447,247) for its five notified services as compared to all other Departments and institutions. The number of delays in the Department also registered an abnormal surge. Applications of 34,214 eligible persons were delayed in 2022 as against 27,482 in 2021. Transport Department received 311,146 applications for six (06) notified services. There was a 42.57% increase in the number of applications in comparison to the previous year. The Department worked with improved efficiency and delivered 97.37% of these services within stipulated time. The Police Department received 392,788 applications for five (05) notified services and managed to attend 99.21% of these applications within notified time. In aggregate terms the performance of Police Department was at the optimum level in comparison to other Departments and institutions. By the end of 2022, the Local Government Department was managing 18 notified services and received 264,658 applications for these services and performed at 90.37 % efficiency level in observing timelines. Data from the Social Welfare Department presents a gloomy picture as it received 58,997 applications for its five (05) notified services. There was an abnormal drop of 91,816 applications- from 150,813 in 2021 to 58,997 applications in 2022. The delivery of services within stipulated time also dropped from 93.15% to 85.40% in 2022. The Excise Department was accessed by 164,284 applicants for its three (03) notified services during 2022 as against 205,114 applicants in 2021. This 19.90% drop in the number of applications is alarming for the revenues of the Department. The Elementary and Secondary Education Department received 94,722 applications for three (03) notified services as against 40,388 applications in the previous year. However, the number of delays escalated to 3,222 as against 554 in 2021. The number of applicants for the five (05) notified services in the Board of Revenue increased by 32%. But there was a marginal (0.53%) drop in the timely delivery of services.

It may be mentioned that applicants pay prescribed fee for majority of the notified public services and contribute to the revenue of the province. During 2022, a total of 2,047,419 applicants applied for these notified services and contributed Rs. 1764.603 million to the provincial exchequer. Ten notified services in the offices of the Deputy Commissioners were availed by 587,843 applicants and delivery of these services generated an amount of Rs. 485.558 million in revenue. Three notified services in the Excise Department generated Rs.544.971 million in fees and charges. With delivery of three notified services, the Police Department raised an amount of Rs. 220.406 million while the nine services in Transport Department contributed an amount of Rs. 343.572 million in public revenue.

# PART - I



# INTRODUCTION - THE CONCEPT OF PUBLIC SERVICE AND RIGHT TO PUBLIC SERVICES

The term “**Public Service**” is used in two different contexts. According to its dictionary meaning, “public service is the business of supplying commodities or services to any or all members of a community.” It is also defined as “service rendered in public interest.” Another connotation of the term is “governmental employment”. In this sense the term is used to refer to jobs which are provided or paid for by a government. This is referred to as “public service” because of the fact that the jobs are funded from revenue paid by the people in the shape of taxes and charges. The institution of “public servants” springs from this concept. In essence public functionaries are paid for delivery of public services. With this in perspective, it is established that there is hardly any service for which the citizens are not charged- directly or indirectly. When citizens are charged for services, they have a right to expect and demand certainty, predictability, transparency, quality and equity in delivery of services. There is no denying the fact that governments have expanded in size over a period of time. The needs of this expansion were addressed through expansion in public service cadres. With this expansion in size, the public service lost connectivity to its conceptual domain and became irresponsive to public needs and requirements. Governments are endeavouring to address these issues of disconnection and irresponsiveness through reform of work culture in government institutions for improving the quality of services provided to the people. Formal legislation on the right to public services is part of these reform initiatives.

Legislation on the right to public services was preceded by the concept of Citizens Charter originated in the United Kingdom in 1991. It was started as a national program intended to improve the quality of public services. In 1998 the concept was renamed “Service First” and structured around six pillars, namely: -

- (i) Improving quality of public services
- (ii) Providing choice to the people wherever possible
- (iii) Specifying standards of services expected by the public and how to go about if those standards are not met.
- (iv) Ensuring value for taxpayers’ money
- (v) Enforcing accountability for failures and delays at individual and organizational level and
- (vi) Inculcating transparency in rules, procedures, and grievances redressal systems

Since 1991, different countries have adopted the concept under different names and forms. However, the basic idea remains the same- how to enhance the quality of services delivered to the public and how to have transparency and accountability in the delivery of public services. In India, the concept of citizen’s charter- a replica of the model in the United Kingdom- was first adopted during a “Conference of the Chief Ministers” in May 1997. It was a major outcome of the conference and required the central and state governments to formulate and publish citizen charters. Although voluntary in nature, such charters were mandated to include services’ standards, time limit that people can expect to be served, mechanism for redressing grievances and a provision for independent public scrutiny.

Legislated in 2005 and given effect on May 25, 2006, the Maharashtra Government Servants Regulation and Transfer and Prevention of Delay in Discharge of Official Duties Act, 2005 happens to be the first law in India giving a statutory definition to the citizen charter. This was followed by another sixteen states to issue their enactments. Each state improved upon and customized the law suiting their environment and needs. However, the following specific similarities were found in these legislative instruments:

- (i) Services delivery within stipulated time frame.
- (ii) Two stage appellate forum.
- (iii) Limitation period for instituting appeals and decisions of appeal.
- (iv) Imposition of penalty for delay, defects and denial of public service.
- (v) Payment of compensation.
- (vi) Bar on jurisdiction.
- (vii) Oversight and monitoring.
- (viii) Government obligation of provisions of support staff.
- (ix) Regulatory framework.

## RIGHT TO PUBLIC SERVICES REGIME IN PAKISTAN AND THE KHYBER PAKHTUNKHWA RIGHT TO PUBLIC SERVICES ACT, 2014

In Pakistan, Khyber Pakhtunkhwa is the first province where the Right to Public Services Act, 2014 has been legislated. It has adopted the model from India. The province of Punjab followed Khyber Pakhtunkhwa in 2019 and replicated the law in its entirety, but yet to operationalize the Commission.

The legislation of the Khyber Pakhtunkhwa Right to Public Services Act, 2014 and the subsequent creation of the Right to Public Services Commission were aimed at ensuring **predictability** in the delivery of notified public services to the eligible person within stipulated time limit. In the Act, a “Public Service” is defined to mean any service notified by the government. While creating a statutory right to public services and conferring it on the people, the Act in section (3) stipulates that “every eligible person shall have a right to public services and this right includes the right to (a) have access to the public service (b) receive the public service within a specified time limit (c) receive the public service in transparent manner (d) demand performance of duties and functions by the designated officer in accordance with the Act (e) hold the concerned designated officer accountable for any deficiency in the public service and (f) claim compensation from the concerned designated officer for his failure or delay in providing public service. The process of claim to a public service and responsibility for provision of that service starts with the submission of an application for access to the right. In case of rejection, designated officers are obliged to record reasons for rejection of applications. The Act provides a forum of appeal against the orders of rejection, delay or provision of deficient service. An appeal can be lodged within thirty (30) days and the appellate authority is obliged to decide the case within thirty (30) days after affording an opportunity of hearing to the appellant and respondent. While deciding the appeal, the appellate authority may either direct the designated officer to provide the public service within the time limit, rectify the deficiency in the service provided or reject the appeal with reasons recorded. Second appeal in these cases lies to the Commission. In addition to other processes and sanctions, the Act empowers the appellate authorities to levy fine on the defaulting designated officer or direct him to pay compensation to the eligible person. Imposition of fine is subject to a show cause notice and a response time of thirty (30) days by the respondent officer. When an appellate authority reaches a conclusion that the commission or omission of the designated officer constitutes a fit case for imposition of penalty, it shall impose a fine which may extend to Rs. 25,000 but it shall not be less than Rs. 500 in any case. The Act mandates the Right to Public Services Commission to impose a fine on the appellate authority for not deciding an appeal within the time limit. The fine in such cases may extend to Rs. 25,000 but shall not be less than Rs. 1,000 in any case. Subject to a maximum limit of 70% of the total fine, the appellate authorities and the Commission are empowered to direct that a portion of the fines may be paid to the aggrieved person as compensation. The Act empowers

the Commission to recommend disciplinary action against designated officers and appellate authorities in cases where it is of the opinion that they have failed to discharge their duties without sufficient or reasonable cause. Moreover, the Act requires the acknowledgement of good performers by way of quarterly publication of “Rolls of Honour” containing the names of those designated officers and other government servants who have been consistently performing well either in providing public services in timely and efficient manner or have been reputed for discharging their administrative duties and disposal of case work, adequately and within prescribed time. The Act also indicates towards the prescription and approval of cash awards for “Best Performers” in addition to measures for promoting the culture of efficient and timely delivery of public services.

## RIGHT TO PUBLIC SERVICES LAW – AS INSTRUMENT FOR IMPROVING GOVERNANCE

The words “Government” and “Governance” have their origin in the Greek word “kubernaein” which means “steering”. The Columbia Encyclopaedia defines “government” as “a system of social control under which the right to make laws, and the right to enforce them, is vested in a particular group in society”. Different organizations have defined “governance” differently to promote different objectives. The World Bank defines “governance” as “the manner in which power is exercised in the management of the economic and social resources of a country for development.”

Historically, the institution of government started taking shape with the advent of small city -states some 5,000 years ago. From the simple concept of “social control”, government has developed into the most complex institution encompassing almost every sphere of human life and activity. At the advent of modern era, a number of political theories were put forth for defining different forms of government and its institutional structures. All these theories have tried to address one fundamental question- What should be the parameters of relationship between the citizens and the government? It is after numerous experiments with a variety of government forms that democracy is considered as the most widely acceptable form of government.

One of the modern trends in statecraft is the concept of good governance which emerged towards the end of 20<sup>th</sup> century. The concept gained wider acceptance in the developing countries. Today, the United Nations Organization is playing an increasing role in advocating good governance. According to Kofi Annan (the former Secretary-General of the UNO), “good governance is ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration.” To implement this, the United Nations Organization follows eight (8) principles. Since 2013, the province of Khyber Pakhtunkhwa is working on its “Charter of Good Governance” and legislation of the Khyber Pakhtunkhwa Right to Public Services Act, 2014 is one of the numerous initiatives which envisage good governance through timely delivery of public services and holding public functionaries responsible for delay, deficiency and defect in the process.

The succeeding paragraphs briefly describes the good governance principles worked and advocated by the United Nations Organizations and the provisions of the Right to Public Services Act, 2014 which encapsulate the principles as statutory instrument:

- (i) **Participation:** In this principle, the United Nations Organization emphasizes that people should be able to voice their own opinions through legitimate immediate organizations or representatives. In ultimate analysis this means that people should be involved in the process of decision making and in the process of their implementation. Section 4 (3) of the Right to Public Services Act, 2014 commands that “while specifying the time limit for provision of any public service,

*in order to arrive at an informed decision, the government may invite and receive recommendations from all related public functionaries, as well as general public through prior publication of the proposed time limit along with a precise description of service.”*

- (ii) **Rule of Law:** This principle contemplates that “legal framework should be enforced impartially, especially on human right laws. The Right to Public Services Act, 2014 is structured around the concept of universal application of the law. While defining eligibility to access notified public services, the Act in section (2) states that “eligible person” means a *citizen of Pakistan having any accrued right to public service in the province of Khyber Pakhtunkhwa*. All corporations, companies, firms, businesses and organizations working in the province are included in this eligibility. In view of this definition, the Act ensures access to notified public services for everyone in the province.
- (iii) **Consensus Oriented:** This principle encapsulates mediation of differing interests to meet the broad consensus in the best interests of people. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 mandates the government to notify a service as a public service and tag its delivery with time limit. At the same time, it obligates the government to invite and receive recommendations from the concerned functionaries and the general public for arriving at an informed decision. This mandate and obligation lead to broad consensus on the mechanism and time limit for the delivery of public services.
- (iv) **Equity and Inclusiveness:** This principle requires that people should have opportunities to improve or maintain their well-being. The whole structure and scheme of the Right to Public Service Act in Khyber Pakhtunkhwa is built on the principle of ensuring equity and inclusiveness. The services notified under the Act are available to everyone in the province, within the same time limit and with the same standard and quality.
- (v) **Effectiveness and Efficiency:** This principle requires that processes and institutions should be able to produce results that meet the needs of the people while making the best use of their resources. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 addresses the expediency of delivery of services within stipulated time. It ensures predictability and transparency in provision of services. At the same time, it devolves a liability on the public functionaries in cases of delay, default and defect in the delivery of services. Likewise, the Act provides for acknowledging consistent good performance through publication of quarterly roll of honor and cash rewards for promoting the culture of efficient and timely delivery of public services.
- (vi) **Accountability:** This principle enshrines that government institutions, private sectors, and civil society organizations should be held accountable to the public and institutional stakeholders. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 prescribes very clear parameters of performance standards and provides effective mechanism of monitoring, oversight and accountability. The Act provides for imposition of fines where the designated officers are found deficient in performance. The Act also authorizes payment of compensation to eligible persons. In terms of Section (3) of the Act, the right to a public service includes the right to (a) have access to the public service (b) receive the public service within a specified time limit (c) receive the public service in a transparent manner (d) demand performance of duties and functions by the designated officer in accordance with the Act (e) hold the concerned designated officer accountable for any service deficiency in the public service and (f) claim compensation from the concerned designated officer for his failure to provide, or delay in providing public service.

Every component of the right creates a corresponding responsibility for public functionaries and their institutions and the Act prescribes institutional mechanism for enforcing the responsibility.

- (vii) **Transparency:** This principle emphasizes on access to information. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 obligates all offices to display the details of the designated officers, public services and the specified time limit thereof locally on the notice-board in every office. The Act also requires official gazette notification of all services and using the official websites for notifying the services for the information of general public. The Act requires the government to endeavor and encourage delivery of public service to the eligible persons as a part of e-governance.
- (viii) **Responsiveness:** This principle requires that institutions and processes should serve all stakeholders. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 is legislated with a clear objective of making public sector institutions and public functionaries responsive to the needs and demands of the people accessing public services. The provisions of the Act on notifying services as public services, tagging the delivery of notified services with time limit, obligating designated officers to abide by time lines, providing windows of grievance redressal in the shape of appellate authorities and creating an oversight arrangement by establishing the Right to Public Services Commission for enforcing the penal provisions of the Act are few landmarks for instituting responsiveness.

The last but not the least. In the context of our own constitutional framework, power and authority vested in the government are a sacred trust. Our Constitution requires observance of the principles of democracy, freedom, equality, tolerance and social justice, as enunciated by Islam, as the corner-stone of the governance structure. The Khyber Pakhtunkhwa Right to Public Services Act, 2014 is a statutory radiance of these contemplations.

## EXPANDING CONNECTIVITY AND DEVELOPING COMMUNICATION

The Khyber Pakhtunkhwa Right to Public Services Act, 2014 is meant to ensure predictability in the delivery of public services to eligible persons within stipulated time limit. The Act seeks to ensure efficiency in the delivery of services and provide for the accountability of those public functionaries who fail to discharge this duty. Improved access public services in quick, fair and equitable manner is the ultimate objective of all the dictates and institutional arrangements envisaged in the Act. The Right to Public Services Commission is established to oversee implementation of the Act and improve transparency in the functioning of the service delivery Departments. In essence, the most critical function in the whole scheme-oversight- is entrusted to the Commission. In view of these reasons, connectivity and outreach constitute integral part of the work plans in the Commission. These efforts are directed to identify systemic gaps, recommend measures to plug those gaps, improve service delivery and increase visibility of the Commission. The Commission strongly believes that the concept of right to public services is a new dimension in the governance structure of the province as such it is essential to communicate with the public for awareness. This communication provides the Commission with reliable data of public perception and their level of trust in the services delivery outlets. The Commission is cognizant of the fact that connectivity and communication need consistency for creating a lasting and visible impact.

Year 2022 was a year of vigorous efforts in the Commission for cementing connectivity and expanding communication. These endeavours were carefully tailored and meaningfully executed for achieving strategic objectives. Every event on connectivity and communication was aimed at disseminating the real purpose for the legislation on right to public services and creation of the Commission. Through these activities the Commission was projected as a support institution instead of an external arrangement overseeing the service delivery Departments and critiquing their performance. In addition to advocating the utility, working and performance of the Commission, the efforts had a component on listening to have feedback for course correction and innovation.

**Field Visits:** Keeping in view the importance of field visits, a plan for the senior management was developed whereby a sustained interface and dialogue mechanism was put in place. As part of this strategy, the senior management participated in the meetings of district and divisional steering committees, held special sessions with officers of district administration so as to stress on improving service delivery and responsiveness to public needs. They were encouraged to bring in more transparency and improving internal controls. Important field visits included the following

- ❖ **Visit to Mardan:** In June, 2022, the Chief Commissioner visited the office of Commissioner Mardan Division. This occasion was availed to launch and observe the working of an excellent innovation introduced by the Deputy Commissioner. The sanction and delivery of Domicile Certificate was improved to the extent that students were saved from the botheration of repeatedly visiting the office of the Deputy Commissioner for obtaining their Domicile Certificates. Now, they are provided this service in their schools. While appreciating the initiative, the Chief Commissioner desired the Commissioner and the Deputy Commissioner to select a public service in their functional assignment, review the current process for delivery of that service, identify the outdated/obsolete processes, find out ways and means to refine the process and simplify the mode of delivery of the service for facilitating the public. The pleasing experience of simplification process for issuing domicile may be shared with other districts for replication.
- ❖ **Visits to Nowshera and Buner:** In June, 2022, the Chief Commissioner visited the offices of Deputy Commissioners in Nowshera and Buner. These meetings were attended by officers of the service delivery Departments. These sessions with operational staff were used for detailed presentations by Secretary of the Commission on the salient features and requirements of the Right to Public Services Act, 2014. While addressing the participants, the Chief Commissioner apprised the participants that the prime objective of Right to Public Services Act was to ensure intime, transparent and efficient delivery of services to the people. The Commission was in place to oversee observance of standards, quality and timelines fixed by the service delivery Department itself. He acknowledged their role in implementing the Act and urged them to work with due diligence to eliminate the chances of entailing the application of penal clauses in the Act for delay, defect or deficiency in delivery of services.
- ❖ **Visits to Shangla & Battagram:** In June, 2022, the Chief Commissioner visited offices of the Deputy Commissioners Shangla and Battagram. The occasions were utilised for meetings with district-based operational staff of the service delivery Departments. They were given presentation by Secretary of the Commission on essential features of the Act and requirements for efficiency and transparency in service delivery. The Chief Commissioner congratulated the participants of the meeting in Shangla for their outstanding performance and distinction in the Annual Award Ceremony. The Chief Commissioner acknowledged that the performance of officers in district Shangla would serve as model for others to emulate.

- ❖ **Media Workshop at Nathiagali:** Today is a world of rapid change. With the addition of electronic, digital and social platforms, the flow of information is not only phenomenal but fast as well. The Commission is striving to identify people and institutions for support and advocacy of its cause. In this arena linkages and coordination with media are an area of focus for the Commission because of the following reasons:
- ✓ There is no denying the fact that public is generally unaware of the Right to Public Services Act and its positive impact on service delivery in public offices. The benefits of the law will not be fully realized unless the public is educated and familiarized with the provisions of the Act.
  - ✓ Awareness campaigns and advocacy by the Commission need to be structured around a clear goal- improved perception and increased understanding of the role and utility of the Commission.
  - ✓ Every district has a press club and most of the districts have local outfits of mainstream television channels, national dailies and periodicals. It is important to develop and maintain positive relationship with these clubs and outfits in view of the fact that simple circulation of press releases is not enough to project an image. It is the timely publication and appropriate placement of the news to get desired radiations. The Commission needs this relationship for publication and circulation of performance reports and success stories.
  - ✓ The Commission is working for the cohort of eligible citizens accessing service delivery outlets for notified services. Advocacy for the cause of those who face problems in accessing designated officers with applications for services and getting delayed or defective response is essential but it cannot be done without an active support of the print and electronic media.

In June 2022, a two-day Media Workshop was arranged in Nathiagali. The event was sponsored by the Governance and Policy Project. Eighteen (18) senior and professional journalists from print and electronic media attended the event. Before working sessions, the participants were addressed by the chief guest- Arbab Mohammad Shehzad former Advisor to the Prime Minister on Establishment. He highlighted the importance of Right to Public Services Act and appreciated the lead taken by Khyber Pakhtunkhwa for introducing the concept of public services and their delivery as a statutory right instead of a favour. Working sessions of the workshop started with presentation on the role, mandate, performance and impact of the Commission since its establishment in 2014. The participants, frankly admitting the limitation of their information about the Commission, appreciated the effort to sensitize them about the Right to Public Services Act and the Commission as prime oversight institution for implementation of the Act. Highlights of the workshop on day-2 were the presentations by Ashraf Khan and Mohammad Atif from Governance and Policy Project. These presentations covered State-Citizen Relationship and Motivational Skills. Concluding session of the event was addressed by the Chief Commissioner with his closing remarks and note of thanks for the sponsors and participants. He told the participant that the Commission will be working on creating more opportunities of interaction with media. The event was also used for groupwork to have feedback, views and recommendations of the participants for which the participants were divided into two groups for consideration of thematic areas, namely (i) **Ideas for Improved Communication** and (ii) **Proposals for Improving Service Delivery**. It was a productive activity leading to very pertinent recommendations including the following:

## Recommendation on Thematic Area (I)- Ideas for Improved Communication:

- ✓ The Commission may establish a separate media wing;
- ✓ Orientation workshops may be arranged for the Public Relations Officers in service delivery Departments, members of the Youth Assembly and Social Media Activists;
- ✓ The Commission may issue regular monthly updates to the print media. Articulately drafted success stories should constitute integral part of these reports;
- ✓ The Commission may think of having ambassadors in media, youth organizations and media;
- ✓ The Commission may engage with district press clubs, district level media associations and religious scholars through its district offices; and
- ✓ The Commission may hold declamation contests and stage shows in universities and colleges.

## Recommendation on Thematic Area (II)- Proposals for Improving Service Delivery:

- ✓ More services may be notified as public services;
- ✓ Independent organizations may be engaged for authentication of data received from service delivery outlets;
- ✓ The Commission may appreciate complainants for their feedback and designated officers for efficiency and improvement in service delivery;
- ✓ Political leaders from all shades of opinion may be given orientation about the Act and mandate of the Commission;
- ✓ Mobile Apps may be used for expanding communication, feedback and connectivity network;
- ✓ The Commission may increase interaction with the Administrative Departments and their service delivery units at regional and district level;
- ✓ Monitoring of service delivery to minorities and other marginalised communities may be given priority; and
- ✓ The issuance of acknowledgement receipts to applicants may be made mandatory and expanded throughout the province.

❖ **Activating the Steering Committees:** During the year, the Commission also focused on activating the district and Divisional Steering Committees for improving service delivery and sharpening local oversight.

- ✓ In July 2022, the Commission engaged with Commissioner Malakand Division for convening the meeting of the Divisional Steering Committee. The meeting was held on July 26, 2022. It was attended by all Deputy Commissioners and District Monitoring Officers. Secretary of the Commission availed the opportunity for a presentation to highlight the essence of the Right to Public Services legislation and the role of Divisional Steering Committee. The event was used as a stock-take of the situation and performance review of all districts in Malakand Division. District Shangla topped in terms of timely delivery of public services. When apprised of the addition of 37 new services to the list of notified services, the Commissioner directed all Deputy Commissioners to include the designated officers and appellate authorities of these services in their respective District Steering Committees. Taking cognizance of the issues in the

execution of the annual work plans, the Commissioner asked all Deputy Commissioners to facilitate the District Monitoring Officers in execution of their activities work plan.

- ✓ In September 2022, the Commission reached out to Commissioner Mardan Division for a joint meeting of the Divisional and District Steering Committees. Muhammad Asim Imam, Commissioner-I co-chaired the meeting with Commissioner Mardan on September 29, 2022. The forum was apprised on the issues of delayed reporting, communication of incomplete data, non-provision of acknowledgement receipts to applicants accessing designated officers for services. While concluding the meeting, Commissioner Mardan directed that:

- All services delivery offices shall display the list of their notified services on the notice boards and the District Monitoring Officers shall regularly monitor compliance by the offices;
- The designated officers shall ensure timely delivery of notified services to avoid penal action under the Right to Public Services Act, 2014;
- It shall be mandatory for all focal persons to communicate the service delivery data by 5<sup>th</sup> of every month and it shall also be their duty to ensure accuracy of the data communicated to the District Monitoring Officers; and
- The District Monitoring Officers shall carry out mass awareness campaigns in their districts.

- ✓ In December 2022, the Commission communicated with Commissioner Peshawar Division to convene a meeting of the Divisional steering Committee and take stock of the situation of service delivery in the Division including the provincial metropolis. The forum was provided data by the Data Analyst of the Commission which reflected on the performance of various service delivery outlets. While concluding the meeting, the Commissioner Peshawar Division directed that:

- The District Monitoring Officers shall reach out to the remote villages and carry out awareness campaigns regarding the right to public services.
- The Deputy commissioners shall instruct district-based officers of the service delivery departments to comply with the provisions of the Right to Public Services Act, 2014 on display of notified services on notice boards in their offices so as to facilitate applicants. The District Monitoring Officers shall monitor compliance by these offices.
- Deputy Commissioners will extend all possible assistance to the District Monitoring Officers for achieving annual targets for reaching out to the public for awareness about the concept of right to public services; and
- The Deputy Commissioner shall issue instructions to all Assistant Commissioners for convening regular meetings of the Sub-Divisional Steering Committees.

- ❖ **Working with Institutions and Service Delivery Outlets:** During 2022, the Commission also reached out to institutions and service delivery outlets;

- ✓ In September 2022, the Commission interacted with the district officers of service delivery departments in Lower Chitral. The Chief Commissioner, Commissioner-II, Secretary of the Commission took part in a session with Additional Deputy Commissioner, Assistant Commissioners, Tehsil Municipal Officers, Deputy Superintendent of Police, and other officers. In his address, the Chief Commissioner highlighted the background, objectives, and goals of Right to Public Services Commission. The Chief Commissioner appreciated the service delivery

in the Lower Chitral and presented shield to Additional Deputy Commissioner (General) as a token of appreciation for his good work.

- ✓ In November 2022, the Chief Commissioner delivered a lecture in Saint Vienny High School, Peshawar. The participants, including faculty and students of the institution, were briefed about the concept of right to public services, accessing notified public services, lodging complaints for denial, delay and deficiency in delivery of services and the role of the Commission as monitoring and oversight forum for providing relief to public.
- ✓ In August 2022, the Commission carried out a review of the situation in Dir Upper. During the activity, Secretary of the Commission paid visits to the Arms License and Driving License Branches in the office of Deputy Commissioner and office of the Tehsildar. The Deputy Commissioner was briefed on the Right to Public services Act, 2014 and various requirements for compliance with provisions of the Act. The event was also availed for soliciting feedback from applicants in these offices. It was observed that the applicants were generally aware of the Right to Public services Act. However, they had little or no knowledge about the Right to Public Services Commission.

## REVISITING THE LANDSCAPE OF PUBLIC SERVICES AND NEW ADDITIONS

Starting with defining the term “public service” as a service notified by the provincial government, the Khyber Pakhtunkhwa Right to Public Services Act, 2014 creates a statutory regime for time bound delivery of these public services. The Act declares that every eligible person shall have a right to public services and this right shall include the right to (a) have access to the public service (b) receive the public service within a specified time limit (c) receive the public service in a transparent manner (d) demand performance of duties and functions by the designated officer in accordance with the provisions of the Act (e) hold the designated officers accountable for any service deficiency in the public service and (f) claim compensation from the designated officer for his failure to provide, or delay in providing public service. The creation of a service as “public service” and its delivery to eligible persons is governed by section (4) of the Act. The provincial government may, by notification, specify any service to be a public service, and also specify the time limit within which such service shall be provided by the designated officer to the eligible persons. The designated officers shall be responsible for providing each of such service to the eligible person. While specifying the time limit for provision of any public service, in order to arrive at an informed decision, the provincial government may solicit and receive recommendations from all stakeholders through prior publication of the proposed time limit along with a precise description of the service. This is an elaborate and time-consuming process. After legislation of the Act, only seven (7) services were notified as public services in 2014. The following table presents a reflection on the complexity of the process for notifying services as public services:

Year	2014	2015	2016	2018	2019	Total (2014-19)
Services	7	13	7	11	6	44

Every notification of a public service means addition to the functional assignment and responsibilities of the Commission and its minimal work force to coordinate and liaise with service delivery institutions at strategic as well as operational levels. However, the Commission and the team have always advocated for expanding the landscape of public services so as to provide relief to larger segments of citizenry.

In 2021, the Chief Commissioner contacted secretaries of 26 departments and requested them for identification of services which could be notified as “public services” tagged with timelines for delivery to eligible persons. They were also requested to identify Designated Officers and Appellate Authorities as required by the Right to Public services Act, 2014. Moreover, their attention was invited to certain anomalies in the existing landscape of public services with lead to suggest amendments, deletions and adjustments for improving their delivery. This was the starting point of a detailed coordination and consultation process. The Commission received a total of 74 services which were reviewed at the Commission level and selected genuine public services as shown in the following table:

Sr.	Department	Proposed Services	
		Long List	Service Qualifying as Public Services
1.	Elementary and Secondary Education Department	47	12
2.	LG & RD Department	12	10
3.	Labour Department	8	8
4.	Transport Department	3	3
5.	Industries Department	3	3
6.	Food Department	1	1
	<b>Total</b>	<b>74</b>	<b>37</b>

The list of services proposed to be notified as public services was published in widely circulating five dailies on February 23, 2022. Suggestions and recommendations were solicited as required under section (4) of the Act. The Commission worked as focal point for the process and collected valuable comments, suggestions and recommendations which added value to the process and generated another scrutiny by the Commission. Refining the delivery process was the unique feature of the whole effort and it was aimed at providing optimum clarity on timelines and standards of public services for facilitating the public. After extensive deliberations, the Commission finalized 38 new services, amendments in already notified 15 public services, omission of two services from the list of public services and renaming one public service.

On June 28, 2022, the provincial Cabinet approved the addition of 38 new services as public services, amendments proposed in 15 public services and changes. The Commission capped the process with preparation of draft notification for publication in the official Gazette. This was a protracted and tedious exercise leading to a phenomenal addition- 38 new public services- to the landscape of 43 existing services.

**Reports on the delivery of additional public services:** The new services were notified as public services in September, 2022 and the District Monitoring Officers started monitoring their delivery during the October-December quarter of the year. By the end of 2022, the Commission has received reports regarding the following 15 (out of 38) public services depicting the state of delivery in these services.:

- I) **Cancellation of Results as Whole:** Three Boards of Intermediate and Secondary Education (Dera Ismail Khan, Bannu and Swat) have reported progress. BISE Swat, has reported to have attended 6484 applications and delivered 99.88% of these application within the stipulated time. Dera Ismail Khan has received 8 applications and could not comply with time limit in any of the cases. Bannu has reported 9 applications entertained within time limit.

- 2) **Correction of Date of Birth:** Five Boards of Intermediate and Secondary Education (Abbottabad, Bannu, Dera Ismail Khan, Peshawar and Swat) have reported data. Collectively, these Boards have entertained 129 applications. 126 applications were decided within time limit. The remaining three (3) pertained to Bannu.
- 3) **Correction of name or father name:** Four Boards of Intermediate and Secondary Education (Abbottabad, Dera Ismail Khan, Bannu and Swat) have reported progress. BISE Swat, has reported to have attended 2,468 applications and delivered 66% of the service within the stipulated time. Abbottabad and Dera Ismail Khan have reported to have entertained 23 and 9 applications respectively with 100% compliance of time limit. Bannu received 284 applications, complied with time limit in 256 cases and dragged the remaining 28 applications beyond time lines.
- 4) **Disposal of UFM Cases:** Four Boards of Intermediate and Secondary Education (Abbottabad, Dera Ismail Khan, Bannu and Swat) have reported progress. BISE, Bannu has reported to have attended 46 applications with 100% compliance with time limit. Abbottabad, Dera Ismail Khan and Swat have received 2, 10 and 20 applications respectively and have complied with time limit in all cases.
- 5) **Duplicate DMC:** Six Boards of Intermediate and Secondary Education, namely Dera Ismail Khan, Bannu, Abbottabad, Peshawar and Swat, have collectively attended 2001 applications for duplicate DMCs. The bulk of the workload (1636 applications) were entertained in Swat with 100% compliance with timelines. Abbottabad (14 applications) and Peshawar (4 applications) followed suit. Chitral (86 applications), Bannu (251 applications) performed at 97% and 92 % efficiency level. Dera Ismail Khan (10 applications) could not comply with timelines in any of the applications.
- 6) **Issuance of Certificate:** Five Boards of Intermediate and Secondary Education, namely Dera Ismail Khan, Bannu, Abbottabad, Peshawar and Swat, have collectively attended 27,047 applications for issuance of certificates with 100% compliance with time limit. However, the bulk of the workload (25,806 applications) were entertained in Swat with 100% compliance with timelines.
- 7) **Issuance of DMC:** Four Boards of Intermediate and Secondary Education, namely Dera Ismail Khan, Bannu, Abbottabad and Swat, have collectively attended 60,075 applications for issuance of detailed marks certificates. The bulk of the workload (59,710 applications) were entertained in Swat with 100% compliance with timelines.
- 8) **Issuance of Duplicate Certificates:** Four Boards of Intermediate and Secondary Education, namely Dera Ismail Khan, Bannu, Abbottabad and Peshawar, have collectively attended 231 applications for issuance of duplicate certificates. The overall efficiency level is reported to be 71%. BISE, Bannu could achieve 60% efficiency level as 58 out of 144 applications were attended after the time limit.
- 9) **Marriage Registration:** 33 districts have reported to have entertained a total of 4,910 requests for registration of marriages during the October-December quarter of 2022. 4,597 applications (94%) were attended within time limit while 313 applications (6%) were dragged beyond prescribed time limit. Peshawar with 1,102 applications and charsadda with 743 applications are two major districts. The efficiency level in Peshawar is 88% while Charsadda worked at 97% efficiency level.

- 10) Repair and Maintenance:** The Commission has received data from 8 districts indicating a total workload of 65 applications. 62 applications were attended within time limit while 3 applications (1 in Hangu and 2 in Abbottabad) were attended after the time limit.
- 11) Sanitation in Designated Areas:** The Commission has received data from 15 districts indicating a total workload of 187 applications. 186 applications were attended within time limit. Only one (01) application in Mansehra district was delayed.
- 12) Street Lights:** Only 12 districts have reported their data which is indicative of total workload of 131 applications out of which 106 applications (81%) were attended within time limit. All 25 applications which were delayed pertained to Mansehra districts and these applications counted for 57% of total workload in the district.
- 13) Issuance of Fitness Certificate:** Only 12 districts have reported data for this service. In these districts a total of 17,496 fitness certificates were issued out of which 17,420 (99.57%) applications were attended within time limit. The bulk of the workload (13,969 applications) was entertained in Peshawar and all these certificates of fitness were issued within time limit. 69 out of the 76 applications delayed pertained to Mansehra.
- 14) Route Permits:** The Commission has received data from six districts (Kohat, Dera Ismail Khan, Bannu, Mardan, Peshawar and Swat) where 1,027 route permits were issued. District Kohat was prominent for creating a huge backlog of 130 (98% of the total 133) applications for route permits. All other districts have reported 100% compliance with time limit.
- 15) Pollution Control Certificate:** Only 9 districts have reported data to the Commission. These districts issued 2,569 pollution control certificates. Battagram is the only district which delayed 17 cases constituting 39% of its workload of 44 applications.

## THE RIGHT TO PUBLIC SERVICES REGIME IN KHYBER PAKHTUNKHWA - YESTERDAY, TODAY AND TOMORROW

### Delivery of Public Services in Khyber Pakhtunkhwa- Yesterday and Today

Since 2001, Khyber Pakhtunkhwa has witnessed phenomenal expansion of its public sector institutions. This steep growth has increased the number of government employees and enhanced their public interface. Enhanced public interface of the public functionaries, as instrument of public policy, was genuinely intended to scale up delivery of services to the people at their doorstep and ensure better controls. However, the expansion has not yielded the requisite results. Quite conversely, lack of efficiency and abuse of power has unfortunately permeated while the service delivery has become more complex, rare, and low quality. Such a sharp dip in performance is caused by multiple reasons including but not limited to poor controls, lack of transparency and accountability and over centralization of authority. Resultantly public dissatisfaction has increased and the gap between the people and government further widened.

Recognizing the need for improvement in the public services delivery domain, the government of Khyber Pakhtunkhwa in 2013 drew up a charter of “Good Governance Legislative Framework”. As part of this framework, the Government of Khyber Pakhtunkhwa legislated the Khyber Pakhtunkhwa Right to Public

Services Act, 2014. This legislation introduced the concept of creating time bound right to public services and conferring the right so created on the people. Correspondingly, the law required the appointment of Designated Officers and obligating them with timely and efficient delivery of public services in transparent manner. The right holders are given access to at least two additional forums for redressing their complaints on delay and deficiency in services applied for and claim compensation. The Right to Public Services Commission is established and positioned as prime public sector oversight institution to steer implementation of the Act and oversee the delivery of public services. As ultimate Appellate Authority, the Commission is mandated to hold the Designated Officers and 1<sup>st</sup> Appellate Authorities accountable for default, delay and denial to deliver notified public services. This is a new and landmark experience in the arena of governance. The system started shaping up with the establishment of the Commission in 2014 and notification of a few public services tagging their delivery with timelines, appointment of Designated Officers and Appellate Authorities. The scope of notified services gradually expanded. By the end of 2022 a total of 81 services are notified as public services. The system is new and its institutional approaches are evolving. It will be negotiating impediments and facing challenges during progression. As a natural corollary of this phenomenon, the statutory and regulatory instruments and business processes in the system will need changes and adjustments to address emerging challenges and produce optimum facilitation for the people.

The Commission is in place since 2014 and it is working through its District Monitoring Officers with the operational entities at district and sub-district level. Critical evaluation of this structural design and business model leads to inherent weaknesses which, unless addressed, will continue to frustrate better standards of performance. It is but certain that with this business model, no matter how greater efforts are put in, the Commission may operate and maintain average performance levels and will not be able to achieve optimum results- a threshold necessary to usher in a culture of high standards of public services delivery. Some of the core weaknesses in the design and business model prompting a review are the following:

- ✓ The Commission worked as a parallel, separate, and standalone institution rather than an inclusive entity within the infrastructure of existing departments. This has reduced the Commission abilities to internalize and mainstream the standards of efficiency within the services delivery institutions. In an environment where coordination was already rare and collaborative working amongst institutions scarce, the Commission to team up with many government departments and usher in a culture of better services delivery was an unrealistic expectation.
- ✓ With a limited mandate (acting as second appeal forum) and narrow domain (81 services notified as public services) the impact of the Commission will be too small to bring in any substantive shift in the services delivery area. Therefore, it will not be surprising if it has not created any visible impact.
- ✓ Ironically, no eligible person has invoked the jurisdiction of the Commission as 2<sup>nd</sup> Appellate Authority since its establishment in 2014. The reason for this situation is not the deterrence of the presence of the Commission but rather lack of any institutionalized mechanism regarding complaint registration, hearing and disposal of first appeal at the first Appellate Authority level located within the departments.
- ✓ On the implementation side, the Commission operates through a network of district-based monitors. This implementation model is not compatible with the statutory mandate of the Commission as a strategic level oversight authority. Theoretically, these monitors are there to improve the delivery of services at the grass-root level. But, for all practical purposes, these monitors obtain monthly data of services delivery from departments and send it to the head office where it is compiled, sequenced and sent back to the administrative secretaires without any third party validation. In addition to the issue of accuracy, the utility of this recycled data for the department is of no real value when they have access to primary sources within the department itself.

These factors led to some very serious thinking about the architecture of the institution as well as its working model. It was felt necessary to launch an assessment of the statutory and regulatory instruments and business model of the Commission. Therefore, in August 2021, the Commission, with the assistance of Foreign, Commonwealth and Development Office (FCDO) Government of United Kingdom, through its Sub-National Governance Programme, commissioned an external evaluation and capability assessment of the institutional arrangements to identify issues in the working of the system and suggest measures to increase its effectiveness.

The short-term technical assistance team carried out detailed analysis and produced a report with recommendations spanning over seven areas including amendment in the Khyber Pakhtunkhwa Right to Public Services Act, 2014 to improve effectiveness and efficacy of the service delivery regime. The proposed amendments have bearing on the following aspects of the system:

- ✓ **Obligating the Departments to notify their public services and timelines for delivery:** The report proposes a mandatory obligation for the Departments to notify their services and give timelines for their delivery electronically, including delivery at the doorstep of eligible citizens. It has been proposed to allow the Departments three years to complete the process of notifying the whole range of their public services and take two more years to switch over to online delivery of services as is done in various other jurisdictions and in some cases in Pakistan as well.
- ✓ **Incorporating the concept of reasonable accommodation for marginalized segments:** The report proposes incorporation of a provision in the Act to create a regime of reasonable facilitation for senior citizens, women, minors and differently abled persons. This concept is in line with the fundamental rights to life, human dignity and equality guaranteed under the Constitution of Pakistan.
- ✓ **Judicious disposal of applications for public services:** To make the process more transparent, the report proposes to make it obligatory for the designated officers to provide an acknowledgment of receipt of applications for public services. To save incomplete applications of citizens from dismissal on technicalities, the designated officers have been required to call for any additional information as may be necessary for disposal of the applications on merit as opposed to technicalities. This reform is in line with the well-settled principle of law that law leans in favour of adjudication on merits as opposed to technicalities.
- ✓ **Monitoring of applications and appeals:** At present, there is no provision in the law which entitles the applicants and appellants to monitor the status of their applications and appeals. The report proposes to bring certainty in this entire framework and grant the applicants with the option to monitor the status of their applications and appeals online.
- ✓ **Introducing the culture of record keeping and creation of databank:** Record keeping is an overlooked legal aspect, and this is leading to institutional disconnect and lack of result-oriented approach. The report proposes a mandatory obligation of record-keeping for the designated officers, Departments, appellate authorities, and the Commission. It will lead to the development of a robust system of coordination and exchange of information between the stakeholders.
- ✓ **Annual and special reporting by the Commission:** Presently the Commission lacks an external oversight. The report proposes to make it obligatory for the Commission to prepare regular annual reports of its activities and present it to the Government for laying before the Provincial Assembly.

- ✓ **Institutionalizing E-Governance:** The report suggests that the most promising provision in the Act- the use of technology- may be used, as far as practicable, for all matters transacted under the Khyber Pakhtunkhwa Right to Public Services Act, 2014.

During 2022, the Commission engaged with the Administration Department and the Law Department for processing the amendments. This engagement led to the submission of a summary. After concurrence of the Chief Minister, the draft Bill for amendments in the Right to Public Services Act, 2014 was approved by the Cabinet and transmitted to the Assembly Secretariat for enactment.

With the above amendments in perspective, the Commission initiated a thorough assessment of its own working model and asked the Sub-National Governance Programme for follow up support for revision of regulatory instrument and preparation of terms of partnership with the administrative departments so as to enable the Commission address issues and gaps in its regulatory framework and strengthen its ability to perform its core function of creating sustained momentum for continued improvement in service delivery across the province.

## ENGAGEMENT WITH CITIZENS AT LOCAL LEVEL

The Right to Public Services Commission is positioned as a second appellate authority, which precludes its direct linkages with citizens. However, the Commission believes that the ultimate efficacy of the Act and the Commission, as prime oversight public sector institution, will depend upon the awareness and trust of the people. The Khyber Pakhtunkhwa Right to Public Services Rules, 2014 contemplates in rule (17) that, *“the Commission may, to the extent of availability of financial and other resources, develop and organize campaigns and programmes to advance the understanding of the public, in particular of the disadvantaged communities and remote areas, to how exercise rights contemplated in the Act.”* The Khyber Pakhtunkhwa Right to Public Services (Steering Committees) Regulations, 2018 requires the Divisional Steering Committees to conduct quarterly performance review of service delivery departments with regard to *“community awareness, engagement and development of linkages with local government representatives, communities and other stakeholders.”* The District Steering Committees are obligated to carry out monthly review of the District Action Plans regarding *“awareness, capacity building and engagement of stakeholders.”* For the purposes of improving service delivery systems, creating awareness and developing linkages, the Commission is working with a “Strategic Action Plan” which aims to promote community participation in administering public services, improving citizen-state engagement through community forums and reduce trust deficit through strengthening linkages and improving coordination among stakeholders. The plan clearly stipulates working with community-based organizations, social and human rights activists, advocacy forums, local press clubs, elected representatives and public/private sector educational institutions. The district level components of this plan are steered by the District Monitoring Officers who access and use multiple channels of communication, including consultative sessions, social media, newspapers, periodicals, broadcasts and electronic media.

During 2022, the District Monitoring Officers worked with a comprehensive outreach for creating awareness regarding the concept of right to public services, the efficacy of the legislation and the role of the Commission. These efforts were structured on the following axis:

- ✓ The Khyber Pakhtunkhwa Right to Public Services Act, 2014 is meant to ensure predictability in the delivery of basic public services to the people within stipulated time limit. The Act not only seeks to ensure efficiency in the delivery of services delivery but to hold those public office holders accountable who fail to discharge their duty.
- ✓ Improved access of people to services in quick, fair and equitable manner is the ultimate objective of all the statutory and institutional arrangements and the most critical function-oversight- is entrusted to the Commission.

- ✓ The Right to Public Services Commission is established to oversee implementation of the Act and improve transparency and accountability in the functioning of the service delivery departments.

The awareness and communication parts of the Annual District Work Plans are designed with a view to achieve these objectives through careful selection of awareness and advocacy activities to improve perceptions and expand understanding. The Commission provides regular guidance and monitors the activities. During the year, the District Monitoring Officers carried out the following activities:

- ✓ 543 meetings with elected representatives;
- ✓ 437 sessions in educational institutions;
- ✓ 435 visits to remote village councils for meeting with rural communities;
- ✓ 425 capacity building sessions for employees in the district-based service delivery outlets;
- ✓ 381 sessions on the themes of transparency and openness in service delivery outlets at district level
- ✓ 389 sessions on the themes of transparency and openness in service delivery outlets at sub-divisional level;
- ✓ 360 sessions on the themes of transparency and openness in the Village Councils
- ✓ 304 meetings with civil society organizations;
- ✓ 281 orientation sessions with officers of the district administration;
- ✓ 164 orientation sessions with marginalized communities;
- ✓ 114 meetings of the District Steering Committees;
- ✓ 104 interactive sessions with local press clubs throughout the province;
- ✓ 99 meeting of the Sub-Divisional Steering Committees;
- ✓ 97 broadcasts and talk shows on local radio for public awareness; and
- ✓ 58 meeting with local Bar Associations.

## FOCUS ON CAPACITY BUILDING

### ■ Training of District Monitoring Officers and Designated Officers

The District Monitoring Officers of the Commission are working on a new concept in the arena of governance and service delivery. Despite many hardships, including lack of accommodation, suitable locations and appropriate facilities, they are performing well and had been able to develop very good working relationship with the service delivery outlets at district level. The rosters of activities by the District Monitoring Officers include regular interaction with civil society organizations, education institutions and bar associations. This interaction provides them opportunities of refining their understanding of various issues faced by applicants for delivery of services. An overview of the educational attainment of these officers reveals their qualification is comparable with the qualification of general cohort of officers in service delivery outlets of their districts. The District Monitoring Officers are performing the most important tasks of monitoring and overseeing the delivery of public services and creating awareness. However, the emerging addition to the portfolio of the Commission is generating more work for them and it will put definite pressure on their performance. Likewise, the Designated Officers need orientation to the new requirements of service delivery in view of the statutory emphasis on timelines, standards, quality and transparency. In view of these ground realities, training and capacity building is a critical need of the system and this needs to be attended with tailor made training courses based on carefully developed modules.

While dealing with the establishment of the Commission, section 16 of the Right to Public Services Act, 2014 obligates the provincial government to establish the Right to Public Services Commission for exercising jurisdiction, powers and authority conferred under the Act. These responsibilities include “making provisions for speedy access to public services.” Rule (17) of the Khyber Pakhtunkhwa Right to Public Services Rules, 2014 devolves a responsibility on the Commission to train its own staff, designated officers, appellate authorities and other stakeholders.

Keeping in view the capacity building needs of the District Monitoring Officers, the Commission approached GIZ for tasking a team of an international senior public policy consultant and a senior national consultant to assess the training needs. This training needs assessment, conducted in December 2021, focused on the cohort of District Monitoring Officers working in all districts in Khyber Pakhtunkhwa and produced a comprehensive report on the training needs of the staff. In June, 2022, the GIZ organized a five-day training of trainers’ programme for a select group of five District Monitoring Officers (Bannu, Dera Ismail Khan, Khyber, Battagram and Upper Dir), two members of the headquarter staff in the Commission (Budget & Accounts Officer and Data Analyst) and two members from the Pakistan Provincial Services Academy (A Senior Faculty Member and Field Research Specialist). It was followed by a two-day training for Designated Officers of the service delivery Departments. A team of two consultants, including a senior international consultant- Mr. Adi Walker and a senior local consultant-Mr. Muhammad Raza- steered these programmes for preparing master trainers from amongst the District Monitoring Officers and Designated Officers to take on the responsibility of training their colleagues and other stakeholders in due course. Participants of these trainings prepared a Handbook/Field Kit for District Monitoring Officers. The training addressed the requirements of participants in the areas of:

- ✓ Government structure at national and provincial level;
- ✓ Local governance structure at tehsil, neighborhood and village level;
- ✓ Institutional memory;
- ✓ Communication, reporting, interpersonal skills and presentations;
- ✓ Right to Public Services Act. The Rules, Regulations and Manuals made under the Act;
- ✓ Mandate, vision, mission, functions, powers, roles and responsibilities of service delivery Departments;
- ✓ Performance evaluation management system software (PeMS) and digital literacy;
- ✓ Outreach campaigns and capacities, public relations and awareness;
- ✓ Office management, book keeping, preparation and submission of bills and accounting;
- ✓ Drafting skills, preparation of agenda, record notes and minutes;
- ✓ Drafting of summaries and focus capture; and
- ✓ Team building and collaboration.

## OUR DISTINGUISHED GUESTS AND VISITORS IN 2022

During 2022, the Commission availed numerous opportunities to host distinguished guests and visitors. Here to name a few of those dignitaries who have time and again spared their time for becoming part with the Commission.

### ▪ Arbab Mohammad Shehzad

In his capacity as Establishment Advisor to the Prime Minister of Pakistan, Arbab Mohammed Shehzad graced the first Award Ceremony of the Commission in 2021. The legislation on right to public services was conceived during his posting as Chief Secretary, Khyber Pakhtunkhwa. He is committed to the concept of improving service delivery through creation of statutory regime of responsibilities for public functionaries, creation of a robust oversight mechanism and providing stringent framework of administrative accountability.

On June 22, 2022, he paid a visit to the head office of the Commission and discussed ways and means for further improvement in the system of service delivery in the province. The Chief Commissioner briefed him on various initiatives of the Commission to achieve the objective. His interest in the Commission took him to Nathiagali on June 25, 2022 where he participated in the media workshop as chief guest.

### ■ **Dr. Mohammad Shehzad Bangash**

Dr. Shehzad Bangash was posted as the Chief Secretary of the province in December 2021 and, within a month, he managed time to visit the Commission on January 25, 2022. His assurances to support the Commission in implementation of reforms and its new initiatives were promising and encouraging. On May 19, 2022, he joined the Commission in Abbottabad as chief guest in the Annual Award Ceremony. This event provided a unique opportunity to the district and sub-divisional level officers from remote districts, including Shangla and Tank, to interact with the Chief Secretary and receive their awards.

## **Adjudication of Complaints and Appeals**

According to the Khyber Pakhtunkhwa Right to Public Services Act, the Commission is the forum for second appeal in cases where the appellant before the first appellate authority or the designated officer is aggrieved of a final order passed by the first appellate authority. Appeal to the Commission needs to be preferred within fifteen (15) days of issuance of such final order and the Commission is obliged to decide the appeal within thirty (30) days. In cases of other complaints to be adjudicated by the Commission, the Act allows a period of sixty (60) days counted from the date of receipt of such complaint. Section (12) of the Act empowers the Commission to impose a fine on the appellate authority if it is of the opinion that the appellate authority has failed to decide the appeal within the prescribed time limit of thirty (30) days, without any sufficient or reasonable cause. Section (13) of the Act empowers the Commission to direct that a portion of fine imposed by it may be awarded to the aggrieved person, as compensation. Moreover, the Commission is also empowered to recommend disciplinary action against a designated officer or appellate authority if the Commission is satisfied that they have failed to discharge their duties under the Act. Section (19) of the Act provides that, *“the Commission shall, upon adjudication of a complaint, have the power to issue directions (i) requiring any authority entrusted with administration to take such steps as may be necessary to secure compliance with the Act or any other law under which the eligible person is entitled to a right or benefit and (ii) requiring the payment of compensation to the eligible person.”* In addition to these directional powers of the Commission, Section (19) stipulates that, *“where the Commission, is satisfied that there are reasonable grounds to inquire into the matter, it may initiate an inquiry in respect thereof and shall enjoy powers available to a Tribunal under the Tribunals of Inquiry Act, 1969.”* The provisions of section (21) in the Act creates a relationship of the Commission with the Departments by stating that, *“all authorities shall be bound to give effect to the orders and directions of the Commission in enforcing its decisions and orders, including but not limited to orders related to attachment and remission of properties, salaries and other receivables of the defaulters.”* Section (20) of the Act provides for penalizing false, frivolous and vexatious complaints. When an appellate authority rejects a complaint or appeal on the ground that it was either false, frivolous or vexatious and when such order is upheld by the Commission, it may, subject to a show cause notice and opportunity of hearing, fine the complainant for an amount up to rupees fifty (50) thousand. Section (24) empowers the Commission to send applications alleging noncompliance of the provisions of the Act directly to the appellate authority for taking further action in the matter in accordance with the Act. The following details provide the adjudication framework for the Commission.

**Landscape of Complaints and Appeals:** During 2022, the Commission received a total of seventy-one (71) complaints and appeals. By the end of the year, it had decided sixty-six (66) complaints/Apeals while the remaining five (5) were carried over to 2023. The landscape of these complaints indicates that thirty (30) complaints/appeals were instituted against Revenue Department. There were twenty (20) complaints/appeals against the Police Department. Public Health Engineering Department entailed six (6) and Local Government Department was arraigned in five (5) complaints/appeals.

**Directions of the Commission for Disciplinary Action:** During 2022, the Commission issued directions for disciplinary action against two officers in the Revenue Department leading to a suspension and transfer from the position.

**Attachment of Salaries by the Commission:** In few cases, the Commission ordered the attachment of salaries of officers to compel compliance with its directions. The salaries of Senior Member Board of Revenue, District Police Officers Charsadda and Bajaur and Station House Officer Bajaur were attached and released after compliance with directions issued by the Commission.

**Imposition of Fines for Delay, Deficiency and Denial of Public Services:** During the year, the Commission imposed fines on nine (9) officers. These officers included:

- ✓ Assistant Director Local Government, Kolai Palas (For Birth Certificate): (Rs.25,000)
- ✓ Secretary Village Council Kolai Palas (For Birth Certificate): (Rs.10,000)
- ✓ Assistant Director Local Government Abbottabad (For Birth Certificate): (Rs. 10,000)
- ✓ Secretary Village Council Abbottabad (For Birth Certificate): (Rs. 5,000)
- ✓ Halqa Patwari Charsadda (For Fard): Rs. 25,000)
- ✓ Halqa Patwari D. I. Khan (For Fard): (Rs.20,000)
- ✓ Halqa Patwari, Peshawar (For Fard): (Rs.25,000)
- ✓ Halqa Patwari, Bannu (For Fard): (Rs. 5,000)
- ✓ Station House Officer, Bajaur (For FIR): (Rs. 1,000)

**Imposition of Fine for False Complaint:** One petitioner from Peshawar was fined for instituting a false complaint. The complainant had alleged denial of Death Certificate by the Secretary of a Village Council. The complaint was thoroughly probed and when it was established beyond doubt that the complaint was false, the complainant was slapped with a fine of Rs. 20,000/-

# THE DIVIDENDS OF EFFICIENCY

## Public Service Delivery in Khyber Pakhtunkhwa

The Khyber Pakhtunkhwa Right to Public services Commission is overseeing the delivery of 81 services notified under the Right to Public services Act. Applicants and eligible persons pay prescribed fee for majority of these services and contribute to the revenue of the province. During 2022, a total of 2,047,419 applicants applied for these services and contributed an amount of Rs. 1764.603 million to the provincial exchequer. The following table explains the upward trend of revenues in the last four year:

Year	2019	2020	2021	2022
Revenue (Rs. In Million)	851.786	1,121.771	1,371.937	1,764.603

The services notified under the Right to Public Services Act, 2014 are categorized into thirteen sectors for presenting an overview of the revenue generation potential of each sector:

**Group-1: Boards of Intermediate and Secondary Education:** A total of twelve (12) services of the Boards were notified under the Act in September, 2022. One service (Nomination of Amanuensis Helper for Disabled Candidates) is provided without any fee. The remaining eleven services were accessed by 146,420 applicants and paid an amount of Rs. 83.40 million in fees.

**Group-2: Services provided by the Offices of Deputy Commissioners:** Ten notified services in the offices of the Deputy Commissioners were availed by 587,843 applicants. Delivery of these services generated an amount of Rs. 485.558 million in revenue.

**Group-3: Services in Elementary and Secondary Education Department:** Three notified services of the Department, including Provisional or Character Certificate, School Leaving Certificate Private Sector and School Leaving Certificate Public Sector are delivered free of cost and 94,772 applicants availed these services in 2022.

**Group-4: Services in Excise and Taxation Department:** There are three notified services in the Department and all are tagged with fee. Data received in the Commission indicate that 164,284 applicants accessed these services and paid a collective amount of Rs.544.971 million in fees and charges.

**Group-5: Services in Food Department:** Only one service of the Department (Food Grain License) is notified under the Right to Public Services Act, 2014. This service was availed by 1,471 applicants at a total cost of Rs. 1.471 million.

**Group-6: Services in Forest Department:** Two services of the Department notified as public services include grant of Trees and Issuance of Wood Permit. Applications for grant of trees are entertained without any fee while Wood Permits are issued for an application fee of Rs. 500/-. During the year, 6,250 applicants applied for Wood permits and contributed an amount of Rs. 3.128 million to the provincial revenues.

**Group-7: Services in Health Department:** There are two notified services in Health sector. Copies of Post Mortem and Medico-Legal Reports are provided gratis. 13,076 applicants were provided this service during 2022. The issuance of Drug License is processed at a fee of Rs.4,000/-. This service was availed by 3,191 applicants and paid an amount of Rs.12.764 million in fee.

**Group-8: Services in Industries Department:** Three notified services in the sector pertain to societies, Trusts and Partnerships. These services were accessed by 17 applicants after paying an amount of Rs. 45,500 in fees.

**Group-9: Services in Labour Department:** eight notified services of this sector relate to workers, their welfare and associations. All these services are provided free of cost.

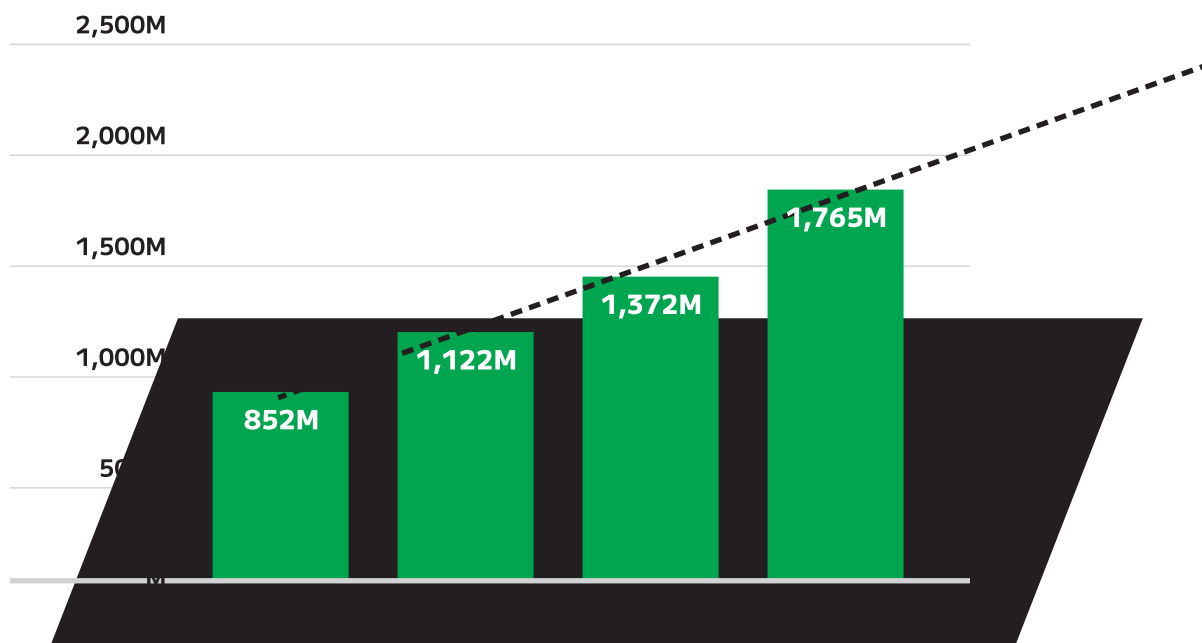
**Group-10: Services in Local Government Department:** There are sixteen (16) notified services of the Department. Eight (08) services are delivered free of costs while the remaining eight services generated an amount of Rs. 69.275 million.

**Group-11: Services in Police Department:** There are five notified services in the sector. Registration of FIR and Police Verifications are delivered free of cost while the remaining three services generated an amount of Rs. 220.406 million in revenue.

**Group-12: Services in transport Department:** There are nine notified services in the sector and all are tagged with fee. During 2022 the delivery of these services generated an amount of Rs. 343.572 million in public revenue.

**Group-13: Services in Zakat Department:** Five notified services of this sector are targeting the poor segments of society and all these services are provided free of cost.

## Revenue Generation



## Department Wise Revenue Generated in 2022

S. No	Department	Notified Services	Total Applications	Revenue Generated
1	Excise and Taxation Department	3	164284	544970700
2	Deputy Commissioner Office	10	587843	485577338
3	Transport & Mass Transit Department	6	311146	343572595
4	Police Department	5	392788	220406160
5	Board of Intermediate & Secondary Education	12	146440	83391900
6	Local Government & Rural Development Department	18	264658	69275470
7	Health Department	2	16267	12764000
8	Forest Department	2	6804	3128000
9	Food Department	1	1471	1471000
10	Industries, Commerce & Technical Education Department	3	17	45500
11	Elementary and Secondary Education Department	3	94722	0
12	Zakar, Ushr, Social Welfare & Woman Empowerment Department	5	58997	0
13	Labour Department	8	2003	0
<b>Grand Total</b>		<b>78</b>	<b>2047874</b>	<b>1764602663</b>



# PART - II



## COMPARATIVE OVERVIEW OF PUBLIC SERVICES DELIVERY IN 2022 & 2021

A comparison of public services delivered by various Departments and institutions in Khyber Pakhtunkhwa during 2022 and 2021 may be perused in the table. A few highlights of the comparison are as under:

- ❖ **Provincial Landscape:** During 2022, a total of 2,047,518 applications were received for 78 services notified under the Right to Public Services Act as against 1,567,431 applications for 44 services in 2021. There was a marginal improvement during 2022 as 95.69% of all applications were attended within notified time.
- ❖ **Transport Department:** During 2022, the Department received 311,146 applications for six (06) notified services. There was a 42.57% increase in the number of applications in comparison to 2021 when 178,685 applications were entertained for these services. Likewise, the Department worked with improved efficiency and delivered 97.37% of these services within stipulated time as against 95.90% timely delivery in 2021.
- ❖ **Police Department:** During 2022, the Police Department received the 392,788 applications for five (05) notified services and managed to attend 99.21% of these applications within notified time. Delays were brought down 5,493 in 2021 to 3088 in 2022. In aggregate terms the performance was at the optimum level in comparison to other Departments and institutions.
- ❖ **Local Government Department:** By the end of 2022, the Department was managing 18 notified services and received 264,658 applications for these services. In 2021, the number of services notified in the Department was only eight (08) and it had entertained 141,541 applications. Numerically the Department entertained 123,117 more applications and improved its efficiency level to 90.37% as against 88% in 2021.
- ❖ **Social Welfare Department:** Data received from the Department presents a gloomy picture as it received 58,997 applications for its five (05) notified services. There was an abnormal drop of 91,816 application (from 150,813 in 2021 to 58,997 in 2022). Likewise, the delivery of services within stipulated time also dropped from 93.15% to 85.40% in 2022.
- ❖ **Excise Department:** 164,284 applicants accessed the Department for its three (03) notified services during 2022 as against 205,114 applicants in 2021. This 19.90% drop in the number of applications is alarming for the revenues of the Department.
- ❖ **Elementary & Secondary Education Department:** During 2022, the Department received 94,722 applications for three (03) notified services as against 40,388 applications in the previous year. However, the number of delays escalated to 3,222 as against 554 in 2021. Moreover, the timely delivery of services came down to 96.60 % in comparison to previous year when 98.63 % of all applications were attended within stipulated time.
- ❖ **Health Department:** Following the trend in Elementary and Secondary Education Department, the efficiency level of Health Department dropped down by 1.29% in 2022.
- ❖ **Board of Revenue:** The number of applicants for the five (05) notified services in the Board of Revenue increased by 32% (140,674-95,150=45,524). However, there was a marginal (0.53%) drop in the timely delivery of services.
- ❖ **Home Department:** Numerically, the Home Department entertained the maximum number of applications (447,247) for its five notified services as compared to all other Departments and

institutions. However, the same is the proportion of delays as well. The number of delays registered an abnormal surge. In 2022, a total of 34,214 applications for services were delayed as against 27,482 in 2021.

**Table of Comparative Overview of Public Services Delivery In 2022 & 2021**

DEPARTMENT WISE CONSOLIDATED SUMMARY OF 2022							DEPARTMENT WISE CONSOLIDATED SUMMARY OF 2021			
S.No	Department	Trend	Notified Services	In time	Beyond time	Total Applications	Notified Services	In time	Beyond time	Total Applications
1	Forest Department		2	6541	263	6804	2	5855	260	6115
2	Police Department		5	389700	3088	392788	5	366729	5493	372222
3	Excise and Taxation Department		3	162066	2218	164284	3	199382	5732	205114
4	Transport & Mass Transit Department		6	302967	8179	311146	6	171355	7330	178685
5	Local Government & Rural Development Department		18	239177	25481	264658	8	124587	16954	141541
6	Zakar, Ushr, Social Welfare & Woman Empowerment Department		5	54955	4042	58997	5	143882	6931	150813

7	Elementary and Secondary Education Department		3	91500	3222	94722	3	39834	554	40388
8	Health Department		2	15681	586	16267	2	11093	262	11355
9	Board of Revenue		5	139373	1,301	140674	5	94783	367	95150
10	Home & Traible Affairs Department		5	413033	34,214	447247	5	338566	27,482	366048
11	Board of Intermediate & Secondary Education	No Result	12	140981	5459	146440	0	0	0	0
12	Labour Department	No Result	8	1862	141	2003	0	0	0	0
13	Food Department	No Result	1	1370	101	1471	0	0	0	0
14	Industries, Commerce & Technical Education Department	No Result	3	16	1	17	0	0	0	0
<b>Grand Total</b>			<b>78</b>	<b>1959222</b>	<b>88296</b>	<b>2047518</b>	<b>44</b>	<b>1496066</b>	<b>71365</b>	<b>1567431</b>

## Comments and Recommendations

### A. BOARD OF REVENUE:

**General:** By the end of 2022, Khyber Pakhtunkhwa was administratively divided into seven (7) Revenue Divisions and thirty-six (36) Revenue Districts. In October 2022, district South Waziristan was bifurcated into Upper and Lower South Waziristan districts. This bifurcation recognized the distinct demographic entities of Mehsud and Ahmadzai Wazir tribes as separate districts. The predominantly Mehsud areas of Sarwakai and Ladha sub-divisions were included in South Waziristan Upper district and Spinkai Raghazai was notified as headquarters of the new district. These two sub-divisions have Tiarza, Serwakai, Shawal, Ladha, Makin, Shaktui and Sararogha as their tehsils. With Wana being retained as its headquarters, district South Waziristan Lower comprises one sub-division (Wana) and four tehsils, including Wana, Shakai, Tolkhela and Birmal. The district is home to Ahmadzai Wazir tribe.

### Public Services in the Board of Revenue:

**AI) Demarcation of Land:** In 2020, a total of 490 applications for the service were received. 459 applications were decided within notified time while 31 requests for the service were delayed. In 2021, a total of 660 applications for the service were received out of which 649 applications were decided within notified time while 21 requests for the service were delayed. In 2022, a total of 903 applications for the service were received. 887 applications were decided within notified time while 16 requests for the service were delayed. These delays occurred in two districts- Dera Ismail Khan (15) and Shangla (01). 13 districts have reported compliance with timelines. The service is not available in fifteen (15) districts while six districts have not reported on the service. The numbers suggest that the service delivery has improved but owing to sky rocketing land cost and division of property in families, the following aspects would need consideration by the Board of Revenue:

- a. Statistics from district Peshawar radiate a strange phenomenon. Since 2020, the district has reported only two cases where demarcation of land was solicited and provided.
- b. The trend for demand of the service in district Charsadda is declining. It has reported 115 cases in 2020, 51 cases in 2021 and only 7 cases in 2022.
- c. Districts Kohat, Mansehra and Haripur have “Nil Reports” on account of this service in 2022 which can be trusted.

**Recommendation:** The Commission recommends the following:

- a. As the land related disputes have increased, it is in the larger interest of the province and the land owners to have authentic and reliable land records. Expedient completion of Land Settlement operations will help achieve this objective.
- b. The situation in Peshawar and trends in Charsadda would need specific focus.
- c. An overall review of applications for demarcation and their disposal will give the Board of Revenue a clearer picture of the situation on ground. This review will also lead to corrective measures.

**Table AI. Demarcation of Land**

Department: Board of Revenue					Public Service: Demarcation of Land			
Time Limit: 28 Days			Designated Officer: Revenue Officer			Appellate Authority: Deputy Commissioner/District Collector		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	389	0	389	121	0	121
2	Karak	▲	6	0	6	4	0	4
3	Swabi	▲	11	0	11	6	0	6
4	Swat	▲	2	0	2	5	0	5
5	Charsadda	▲	7	0	7	51	0	51
6	Buner	▲	10	0	10	20	0	20
7	Battagram	▲	6	0	6	20	0	20
8	Hangu	▲	20	0	20	53	0	53
9	Tank	▲	14	0	14	5	0	5
10	Lakki Marwat	▲	4	0	4	78	2	80
11	Nowshera	▲	30	0	30	30	1	31
12	Bannu	▲	9	0	9	51	3	54
13	Abbottabad	▲	197	0	197	52	7	59
14	DI Khan	▼	95	15	110	22	0	22
15	Shangla	▼	87	1	88	92	0	92
16	Haripur	No Result	Not Reported			26	5	31
17	Mansehra	No Result	Not Reported			11	3	14
18	Kurram	No Result	Not Reported			1	0	1
19	North Waziristan	No Result	Not Reported			1	0	1
20	Malakand	No Result	Not Reported			Not Reported		
21	Chitral Lower	No Result	Not Reported			Not Reported		
22	Peshawar	No Result	Not Reported			Not Reported		
23	Dir Lower	No Result	Not Reported			Not Reported		

24	Kohat	No Result	Not Reported			Not Reported		
25	Mohmand	No Result	Not Reported			Not Reported		
26	Kohistan Upper	No Result	Not Reported			Not Reported		
27	Kolai Palas	No Result	Not Reported			Not Reported		
28	Chitral Upper	No Result	Not Reported			Not Reported		
29	Torghar	No Result	Not Reported			Not Reported		
30	Kohistan Lower	No Result	Not Reported			Not Reported		
31	Bajaur	No Result	Not Reported			Not Reported		
32	South Waziristan	No Result	Not Reported			Not Reported		
33	Orakzai	No Result	Not Reported			Not Reported		
34	Khyber	No Result	Not Reported			Not Reported		
35	Dir Upper	No Result	Not Reported			Not Reported		
Khyber Pakhtunkhwa		▲	887	16	903	649	21	670

**A2) Fard:** In 2020, a total of 18,166 applications for the service were received. 18,099 applications were decided within notified time while 67 requests for the service were delayed. In 2021, a total of 60,704 applications for the service were received. 60,596 applications were decided within notified time while 21 requests for the service were delayed. In 2022, a total of 93,521 applications for the service were received. 93,132 applications were decided within notified time while 389 requests for the service were delayed. Major portion of these delays (264) occurred in Peshawar. 11 districts have reported (100% ?) complete compliance with timelines. The service is not available in thirteen (13) districts. Comparison of the statistics suggests that the service delivery has improved. However, the following aspects would need consideration by the Board of Revenue:

- District Peshawar has entertained a reduced workload (9,225 cases) during the year as compared to 10,371 cases in 2021 but the frequency of delays has increased from 9 cases in 2021 to 264 cases in 2022. In contrast district Mardan has entertained heavier workload (43,617 cases) as compared to 33,759 cases in 2021 and the district has registered a lesser number (28 only) of delays.
- District Swabi has reported approximately 3,000 more applications for the service during 2022 as compared to only 207 applications in the previous year. Likewise, Dera Ismail Kahn has also entertained a heavier workload of 6,826 cases as compared to 2021 when it reported 3,327 cases in this category. The district has reported compliance with timelines in all these cases. Haripur is yet another district which has reported phenomenal increase in the number of applications received for the service. In 2021 it had reported a workload of 650 cases. In 2022 it has reported to have attended 10,770 applications. District Buner follows the trend with 6,365 cases in 2022 as against 1,140 cases in the previous year.
- The Revenue staff in Peshawar, Mardan, Swabi, Haripur, Dera Ismail Khan, Kohat, Bannu and Abbottabad have access to Service Delivery Centers. However, in some cases (like Mardan) the

staff had been able to meet increased demand for the service while in other cases (like Peshawar), the facility had not been accessed with increased demand.

**Recommendations:** The Commission recommends the following:

- Reductions in demand and delays in provision of the service in Peshawar need a review.
- The impact and utility of the Service Delivery Centers need an objective assessment and corrective measures.
- The BOR may also wish to carry out some random audit to ascertain if the fees were timely deposited and to avoid revenue loss to the government.

**Table A2. Fard**

Department: Board of Revenue						Public Service: Fard		
Time Limit: 7 Days			Designated Officer: Patwari			Appellate Authority: Deputy Commissioner		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Battagram	▲	442	0	442	1243	0	1243
2	Kohat	▲	1320	0	1320	1727	0	1727
3	Shangla	▲	4196	0	4196	3416	0	3416
4	Kurram	▲	6	0	6	40	0	40
5	Chitral Lower	▲	125	0	125	92	0	92
6	Abbottabad	▲	2659	0	2659	1560	3	1563
22	DI Khan	▲	6826	0	6826	3320	7	3327
7	Buner	▲	6365	0	6365	1137	3	1140
8	Nowshera	▲	723	0	723	715	2	717
9	Lakki Marwat	▲	2029	0	2029	476	2	478
10	Haripur	▲	10759	11	10770	645	5	650
11	Swat	▲	206	7	213	218	15	233
12	Bannu	▲	238	4	242	241	15	256
13	Mansehra	▲	122	2	124	82	7	89
14	Tank	▼	346	35	381	119	5	124
15	Hangu	▼	545	29	574	420	8	428
16	Peshawar	▼	8961	264	9225	10362	9	10371

17	Charsadda	▼	276	7	283	604	5	609
18	Karak	▼	135	1	136	234	1	235
19	Swabi	▼	3259	1	3260	207	0	207
20	Mardan	▼	43589	28	43617	33738	21	33759
21	North Waziristan	No Result	5	0	5	Not Reported		
23	Mohmand	No Result	Not Reported			Not Reported		
24	Kohistan Upper	No Result	Not Reported			Not Reported		
25	Kolai Palas	No Result	Not Reported			Not Reported		
26	Chitral Upper	No Result	Not Reported			Not Reported		
27	Torghar	No Result	Not Reported			Not Reported		
28	Kohistan Lower	No Result	Not Reported			Not Reported		
29	Bajaur	No Result	Not Reported			Not Reported		
30	South Waziristan	No Result	Not Reported			Not Reported		
31	Orakzai	No Result	Not Reported			Not Reported		
32	Khyber	No Result	Not Reported			Not Reported		
33	Dir Upper	No Result	Not Reported			Not Reported		
34	Malakand	No Result	Not Reported			Not Reported		
35	Dir Lower	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>93132</b>	<b>389</b>	<b>93521</b>	<b>60596</b>	<b>108</b>	<b>60704</b>

**A3) Inheritance Mutation (Entry in Roaznamcha and Revenue Record):** In 2020, a total of 4,296 applications for the service were received throughout the province. 4,265 applications were decided within notified time leading to entries while 31 requests for the service were delayed. In 2021, a total of 15,022 applications for the service were received out of which 14,992 applications were entered within notified time while 30 requests for entries were delayed. In 2022, a total of 14,976 references for entry of inheritance mutations were received. Out of these 14,905 entries were recorded within notified time limit while 71 entries were delayed. Comparison of the statistics suggests that demand for the service has slightly decreased. Following aspects of the subject would need consideration by the Board of Revenue:

- District Peshawar had reported 248 requests for the service in 2020. This demand dropped to 182 in 2021 while 2022 witnessed another slide to 61.
- District Mardan (8,965), Shangla (2,400) and Buner (1,050) have the highest number of requests for these entries. The workload in Mardan has gone up by 1,216 cases while Buner has

registered an increase of 1,039 cases as compared to the total work load of 11 cases in 2021. District Shangla presents a contrast as the workload has registered a decrease of 2,209 cases.

**Recommendations:** Keeping in view the dependence of attestation of inheritance mutations on their entry in the revenue record, the framework of review is outlined in the succeeding comments on the attestation of inheritance mutations.

**Table A3. Inheritance Mutation** (Entry in Roaznamcha and Revenue Record)

Department: Board of Revenue						Public Service:Entry in Roznamcha and Revenue Record		
Time Limit: 60 Days			Designated Officer: Patwari/ Circle Revenue Officer			Appellate Authority: Deputy Commissioner		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	389	0	389	7500	0	7500
3	Swabi	▲	11	0	11	76	0	76
4	Swat	▲	2	0	2	35	0	35
5	Charsadda	▲	7	0	7	321	0	321
6	Buner	▲	10	0	10	9	0	9
7	Battagram	▲	6	0	6	149	0	149
8	Hangu	▲	20	0	20	8	0	8
9	Tank	▲	14	0	14	33	0	33
10	Lakki Marwat	▲	4	0	4	157	0	157
11	Nowshera	▲	30	0	30	114	0	114
2	Karak	▲	6	0	6	371	4	375
13	Abbottabad	▲	197	0	197	88	1	89
12	Bannu	▲	9	0	9	340	11	351
14	DI Khan	▼	95	15	110	819	3	822
15	Shangla	▼	87	1	88	4606	0	4606
16	Haripur	No Result	Not Reported			170	11	181
17	Mansehra	No Result	Not Reported			8	0	8
18	Kurram	No Result	Not Reported			6	0	6

22	Peshawar	No Result	Not Reported			182	0	182
19	North Waziristan	No Result	Not Reported			Not Reported		
20	Malakand	No Result	Not Reported			Not Reported		
21	Chitral Lower	No Result	Not Reported			Not Reported		
23	Dir Lower	No Result	Not Reported			Not Reported		
24	Kohat	No Result	Not Reported			Not Reported		
25	Mohmand	No Result	Not Reported			Not Reported		
26	Kohistan Upper	No Result	Not Reported			Not Reported		
27	Kolai Palas	No Result	Not Reported			Not Reported		
28	Chitral Upper	No Result	Not Reported			Not Reported		
29	Torghar	No Result	Not Reported			Not Reported		
30	Kohistan Lower	No Result	Not Reported			Not Reported		
31	Bajaur	No Result	Not Reported			Not Reported		
32	South Waziristan	No Result	Not Reported			Not Reported		
33	Orakzai	No Result	Not Reported			Not Reported		
34	Khyber	No Result	Not Reported			Not Reported		
35	Dir Upper	No Result	Not Reported			Not Reported		
Khyber Pakhtunkhwa		▼	887	16	903	14992	30	15022

**A4) Attestation of Inheritance Mutations:** In 2020, out of a total of 4,971 inheritance mutations, 4,854 mutations were attested within the stipulated time limit while attestation of 117 mutations, constituting 2% of the total, was delayed. In 2021, a total of 14,304 mutations were received out of which 14,187 mutations were attested within notified time while 117 mutations were delayed. In 2022, a total of 23,488 mutations were entertained out of which 23,148 mutations were attested within the prescribed time limit. 340 mutations, constituting 1.45% of the total, were delayed. Following aspects of the subject would need consideration by the Board of Revenue:

- District Peshawar had reported 1,923 mutations as against 12,580 in Mardan and 2,671 in Haripur. In comparison to 2021, Mardan, Haripur, Buner and Shangla have recorded quantum jump while Peshawar has shown a slight reduction.
- Numerically delays have increased. Haripur (136) and Buner (50) have contributed more than 50% of the delayed cases.

**Recommendations of the Commission:** The Board of Revenue may carry out a review of both components of the service i.e., (i) entry of inheritance mutations in the daily register and (ii) attestation of inheritance mutations. In 2022, a total of 14,976 references for entry of inheritance mutations were entertained. When it comes to the number of attested mutations, all districts have reported 23,488

attestations. Mardan has reported to have entered 7,753 mutations in the daily registers but it has reported attestation of 12,580 mutations. On the other hand, Shangla has reported to have entered 2,400 inheritance mutations in the revenue record but has reported to have attested 1,321 inheritance mutations. District Peshawar follows the trend in Shangla. It has reported 61 entries of inheritance mutations but has reported attestation of 1,923 mutations. These samples provide ample justification for the Board of Revenue to carry out a comprehensive review of both the services as attestation of a mutation follows its entry in the daily register. The Board of Revenue may also carry out a review of the subject with focus on the workload in districts Mardan, Shangla and Buner and the relatively low number of cases in Peshawar.

**Table A4. Attestation of Inheritance Mutations**

Department: Board of Revenue						Public Service: Attestation		
Time Limit: 60 Days			Designated Officer: Revenue Officer			Appellate Authority: Deputy Commissioner/District Collector		
			Year 2022			Year 2021		
S.NO	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	12580	0	12580	7093	0	7093
2	Nowshera	▲	96	0	96	141	0	141
3	Peshawar	▲	1923	0	1923	1946	0	1946
4	Charsadda	▲	50	0	50	250	0	250
5	Battagram	▲	68	0	68	81	0	81
6	North Waziristan	▲	22	0	22	942	2	944
7	Buner	▲	1350	54	1404	280	12	292
8	Lakki Marwat	▲	33	0	33	249	2	251
9	DI Khan	▲	914	0	914	814	13	827
10	Mansehra	▲	125	24	149	171	49	220
11	Abbottabad	▲	643	1	644	212	18	230
12	Hangu	▲	28	0	28	12	1	13
13	Tank	▼	98	11	109	28	0	28
14	Kohat	▼	344	32	376	220	7	227
15	Bannu	▼	240	17	257	360	11	371
16	Swabi	▼	525	18	543	86	0	86

17	Shangla	▼	1278	43	1321	757	0	757
18	Haripur	▼	2535	136	2671	84	2	86
19	Swat	▼	40	1	41	33	0	33
20	Karak	▼	256	3	259	394	0	394
21	Kurram	No Result	Not Reported			5	0	5
22	Mohmand	No Result	Not Reported			Not Reported		
23	Kohistan Upper	No Result	Not Reported			Not Reported		
24	Kolai Palas	No Result	Not Reported			Not Reported		
25	Chitral Upper	No Result	Not Reported			Not Reported		
26	Torghar	No Result	Not Reported			Not Reported		
27	Kohistan Lower	No Result	Not Reported			Not Reported		
28	Bajaur	No Result	Not Reported			Not Reported		
29	South Waziristan	No Result	Not Reported			Not Reported		
30	Orakzai	No Result	Not Reported			Not Reported		
31	Khyber	No Result	Not Reported			Not Reported		
32	Dir Upper	No Result	Not Reported			Not Reported		
33	Malakand	No Result	Not Reported			Not Reported		
34	Chitral Lower	No Result	Not Reported			Not Reported		
35	Dir Lower	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>23148</b>	<b>340</b>	<b>23488</b>	<b>14158</b>	<b>117</b>	<b>14275</b>

**A5) Issuance of Certified Copies of Registered Documents:** During 2020, the Sub-Registrars in the province entertained 1,648 requests for the service and complied with the timelines of seven days in 1,605 applications, 43 applications were delayed which comes out 3% of the total. In 2021, the number of requests for the service was increased to 4,450 out of which 4,359 applications were entertained within the time limit. 91 cases were delayed. In 2022, the number of applications maintained upward trend. 7,024 applications were received, and 6,752 requests were met within the timeline. In 272 cases, constituting 3.87% of the total workload, the Designated Officers were not able to meet the time lines. The data suggest that the overall delivery of the service has improved but delays are also on the increase.

**Recommendations of the Commission:** The Commission solicits action of the Board of Revenue on the following issues:

- The work load in district Peshawar constitutes almost 50% of the total. In contrast delays in the district (210 out of 272) constitute 77% of the total delays in the province. The remaining 23%

of delays are concentrated in Haripur and Dera Ismail Khan. The Board may think in terms of relocating some staff to the high demand areas

- b) The service is not available in 11 districts. The coverage may be extended to these districts.

**Table A5. Issuance of Certified Copies of Registered Documents:**

Department: Board of Revenue						Public Service: Issuance of Certified Copies of Registered Document		
Time Limit: 7 Days			Designated Officer: Sub Registrar			Appellate Authority: Deputy Commissioner/ District Collector		
			Year 2022			Year 2021		
S.NO	District	Trend	Within Time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	353	0	353	358	0	358
2	North Waziristan	▲	17	0	17	11	0	11
3	Lakki Marwat	▲	69	0	69	92	0	92
4	Malakand	▲	113	0	113	88	0	88
5	Swabi	▲	28	0	28	15	0	15
6	Hangu	▲	7	0	7	28	0	28
7	Chitral Lower	▲	166	0	166	188	0	188
8	Tank	▲	32	0	32	199	0	199
9	Charsadda	▲	113	0	113	132	0	132
10	Dir Upper	▲	78	0	78	113	0	113
11	Karak	▲	172	0	172	148	0	148
12	Bannu	▲	318	0	318	276	0	276
13	Nowshera	▲	304	0	304	265	8	273
14	Haripur	▲	295	23	318	17	2	19
15	Kohat	▲	11	0	11	46	3	49
16	Abbottabad	▲	294	0	294	103	8	111
17	Battagram	▲	461	0	461	45	4	49
18	Swat	▲	10	0	10	29	3	32
19	Kurram	▼	2	1	3	6	0	6

20	Mansehra	▼	11	5	16	26	2	28
21	DI Khan	▼	626	29	655	337	1	338
22	Peshawar	▼	3064	210	3274	1514	57	1571
23	Shangla	▼	194	3	197	323	3	326
24	Buner	No Result	14	1	15	Not Reported		
25	Kohistan Upper	No Result	Not Reported			Not Reported		
26	Kolai Palas	No Result	Not Reported			Not Reported		
27	Chitral Upper	No Result	Not Reported			Not Reported		
28	Torghar	No Result	Not Reported			Not Reported		
29	Bajaur	No Result	Not Reported			Not Reported		
30	Kohistan Lower	No Result	Not Reported			Not Reported		
31	Dir Lower	No Result	Not Reported			Not Reported		
32	Mohmand	No Result	Not Reported			Not Reported		
33	Orakzai	No Result	Not Reported			Not Reported		
34	Khyber	No Result	Not Reported			Not Reported		
35	South Waziristan	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>6752</b>	<b>272</b>	<b>7024</b>	<b>4359</b>	<b>91</b>	<b>4450</b>

## Comments and Recommendations

### B. PUBLIC SERVICES IN THE ELEMENTARY AND SECONDARY EDUCATION DEPARTMENT:

**BI) Provisional/Character Certificate:** In 2020, the service was availed by 35,249 applicants. 99.5% of the applicants received this service within the prescribed time limit of 5 days. Only 171 applications were delayed. 2021 registered drastic reduction in the number of applications for the service. Only 11,391 applications were reported, and 11,257 applicants received the service within time. 134 applicants, constituting 1% of the total, received the service after the time limit. During 2022 the number of applicants registered 62% increase as the districts reported a total of 18,444 applicants. 18342 applicants were provided the service within time limit while 102 applications were delayed. Reports from the districts in the last three years have the following special features:

- a. In 2020, Bajaur reported to have entertained 18,751 cases. Demand for the service came down to 289 in 2021 while in 2022, the district reported a total workload of 538 cases.
- b. Mardan had reported 10,276 cases in 2020. In 2021 it reported 167 cases while in 2022 it reported 7,320 cases.
- c. Haripur had reported 2,635 cases in 2020. In 2021, it had a workload of 3,774 cases while in 2022 demand for the service in this district has decreased to 953 cases.
- d. Peshawar, the most populous district of the province had reported a workload of 75 cases in 2020, 50 cases in 2021 and 13 cases in 2022.

**Recommendations:** The Commission recommends that the Department may examine the need for revisiting the nature of this service in the following parameters:

- a) Nomenclature of the service combines two different services- (i) Provisional Certificate and (ii) Character Certificate. The two services may be segregated for better understanding at the operational and institutional level in the Elementary and Secondary Education Department. The current practice is indicative of the fact that the "Provisional Certificate" is issued by the Boards of Intermediate and Secondary Education while the service of "Character Certificate" is resting with the institution last attended by the applicant. The Provisional Certificate is issued as a matter of obligation while Character Certificate is issued on demand.
- b) Character Certificate has a relationship with School Leaving Certificate. This relationship may be articulately clarified for the purpose of instituting a standard format of School Leaving Certificate to include Character Certificate as a component for convenience of the students.
- c) The districts are reporting fluctuating figures. These fluctuations are causing oblique reflections on the efficacy of the service. This aspect may be considered for inducing symmetry in reporting.

**Table B I. Provisional/Character Certificate:**

Department: Elementary & Secondary Education						Public Service: Provisional/Character Certificate		
Time Limit: 5 Days			Designated Officer: Head of Institution			Appellate Authority: DEO/ Director Education		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	365	0	365	305	0	305
2	Swat	▲	668	0	668	224	0	224
3	Lakki Marwat	▲	602	0	602	84	0	84
4	Battagram	▲	937	0	937	460	0	460
5	Peshawar	▲	13	0	13	50	0	50
6	Torghar	▲	3	0	3	37	0	37
7	Kohat	▲	27	0	27	71	0	71
8	Orakzai	▲	91	0	91	23	0	23
9	Chitral Lower	▲	321	1	322	255	1	256
10	Khyber	▲	77	1	78	71	1	72
11	Dir Lower	▲	1479	0	1479	553	1	554
12	Shangla	▲	794	0	794	1060	2	1062
13	Nowshera	▲	1346	2	1348	1207	5	1212
14	Haripur	▲	948	5	953	3707	67	3774
15	Buner	▲	7	0	7	69	1	70
16	Mohmand	▲	1	0	1	240	6	246
17	Abbottabad	▲	150	1	151	139	5	144
18	Bannu	▲	89	0	89	293	10	303
19	Mansehra	▲	40	0	40	62	3	65
20	Hangu	▲	90	2	92	46	27	73
21	Tank	▼	152	38	190	213	0	213
22	South Waziristan	▼	163	38	201	16	3	19

23	DI Khan	▼	388	5	393	310	0	310
24	Bajaur	▼	533	5	538	289	0	289
25	Swabi	▼	170	2	172	596	2	598
26	Karak	▼	1217	1	1218	614	0	614
27	Mardan	▼	7319	1	7320	167	0	167
28	Kohistan Lower	No Result	60	0	60	Data Not Reported		
29	Kohistan Upper	No Result	196	0	196	Data Not Reported		
30	Kolai Palas	No Result	92	0	92	Data Not Reported		
31	Dir Upper	No Result	4	0	4	Data Not Reported		
32	Kurram	No Result	Data Not Reported			Data Not Reported		
33	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
34	North Waziristan	No Result	Data Not Reported			Data Not Reported		
35	Charsadda	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>18342</b>	<b>102</b>	<b>18444</b>	<b>11161</b>	<b>134</b>	<b>11295</b>

**B2) School Leaving Certificate in Private Sector Schools:** Before examining the reported figures of School Leaving Certificate in private schools in the province, it will not be out of place to tabulate the number of private schools and students in the province:

Primary Schools	Middle Schools	High Schools	Higher Secondary School
1,724	3,274	2,875	1,110
<b>Student: 2.458 million</b> (Collected from the School Census Report for 2020-21)			

With this landscape of schools and students in private sector, the figures reported on account of School Leaving Certificates issued by private schools indicate that in 2020 a total of 2,587 cases were reported. The number of applications dropped down to 1,952 in 2021 while in 2022 all districts reported to have handled a workload of 2,537 cases. These reports do not reflect the situation on ground.

**Recommendations:** The Commission recommends that the Department may examine this issue in requisite detail in consultation with the Private Schools Regulatory Authority.

**Table B2. School Leaving Certificate in Private Sector Schools:**

Department: Elementary & Secondary Education						Public Service: School Leaving Certificate (Private Sector)		
Time Limit: 7 Days			Designated Officer: Headmaster/Principal			Appellate Authority: District Education Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	328	0	328	349	0	349
2	Swat	▲	58	0	58	32	0	32
3	Battagram	▲	129	0	129	108	0	108
4	Torghar	▲	7	0	7	5	0	5
5	Khyber	▲	125	0	125	28	0	28
6	Haripur	▲	1	0	1	2	0	2
7	Bannu	▲	10	0	10	53	0	53
8	Hangu	▲	85	0	85	20	0	20
9	Karak	▲	32	0	32	65	0	65
10	Dir Upper	▲	57	0	57	90	0	90
11	Swabi	▲	39	0	39	283	6	289
12	Buner	▲	25	1	26	50	8	58
13	Tank	▼	4	1	5	10	0	10
14	Nowshera	▼	59	4	63	15	0	15
15	Orakzai	▼	19	1	20	2	0	2
16	Peshawar	▼	81	1	82	48	0	48
17	DI Khan	▼	335	3	338	425	0	425
18	Shangla	▼	161	1	162	32	0	32
19	Bajaur	▼	234	1	235	182	0	182
20	Mardan	▼	517	1	518	3	0	3
21	Charsadda	No Result	104	0	104	Not Reported		
22	South Waziristan	No Result	46	1	47	Not Reported		

23	Kolai Palas	No Result	37	0	37	Not Reported		
24	Kohistan Upper	No Result	7	0	7	Not Reported		
25	Chitral Lower	No Result	22	0	22	Not Reported		
26	Lakki Marwat	No Result	Not Reported			104	0	104
27	Abbottabad	No Result	Not Reported			3	0	3
28	Dir Lower	No Result	Not Reported			29	0	29
29	Mohmand	No Result	Not Reported			Not Reported		
30	Mansehra	No Result	Not Reported			Not Reported		
31	Kohat	No Result	Not Reported			Not Reported		
32	Kohistan Lower	No Result	Not Reported			Not Reported		
33	Kurram	No Result	Not Reported			Not Reported		
34	Chitral Upper	No Result	Not Reported			Not Reported		
35	North Waziristan	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		<b>▲</b>	<b>2522</b>	<b>15</b>	<b>2537</b>	<b>1938</b>	<b>14</b>	<b>1952</b>

**B3) School Leaving Certificate in Public Sector Schools:** Before examining the reported figures of School Leaving Certificate in public schools in the province, it is necessary to tabulate the number of public sector schools and students in the province:

Primary Schools	Middle Schools	High Schools	Higher Secondary School
22,000	2,622	2,268	738
<b>Student: 4.649 million</b>			
3,279,847	247,370	762,370	554,403
<i>(Collected from the School Census Report for 2020-21)</i>			

With this landscape of schools and students in public sector, the figures reported on account of School Leaving Certificates issued by public schools indicate that in 2020 a total of 28,321 cases were reported. The number of applications dropped down to 27,045 in 2021 while in 2022 all districts reported to have handled a workload of 73,418 cases. These reports need a deep reflection on the obtaining situation.

**Recommendations:** The Commission recommends that the Department may review this subject with the following parameters in perspective:

- At what grades do the educational institutions issue School Leaving Certificate and for what purpose? There is a general understanding that every student passing out a primary school (Grade-V) is issued a School Leaving Certificate while in other cases, such certificates are issued on demand when a student leave a school.

- b) In 2020, district Haripur reported to have entertained 12,547 cases. In 2021, this district entertained 2,547 cases while in 2022, Haripur reported to have received 6,395 cases. In 2021, district Swat reported 736 cases while the same district reported to have issued 27,619 School Leaving Certificates in 2022.
- c) In the absence of clarity of the issue mentioned at sub-paragraph (a)/ante, the increasing numbers of School Leaving Certificates from public sector schools radiate a negative impression as if there is a large-scale migration from these schools. This impression is magnified by the unrealistic low reports of School Leaving Certificates from private schools.

**Table B3. School Leaving Certificate in Public Sector Schools:**

Department: Elementary & Secondary Education						Public Service: School Leaving Certificate (Public Sector)		
Time Limit: 7 Days			Designated Officer: Headmaster/Principal			Appellate Authority: District Education Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	1649	0	1649	751	0	751
2	Battagram	▲	1110	0	1110	699	0	699
3	Torghar	▲	110	0	110	32	0	32
4	Dir Upper	▲	196	0	196	543	0	543
5	Lakki Marwat	▲	113	0	113	60	0	60
6	Dir Lower	▲	1480	0	1480	589	0	589
7	Kohat	▲	88	0	88	147	0	147
8	Kohistan Lower	▲	99	0	99	248	0	248
9	Shangla	▲	1382	1	1383	3021	6	3027
10	Nowshera	▲	2407	15	2422	4534	35	4569
11	Charsadda	▲	1082	3	1085	493	4	497
12	Haripur	▲	6327	68	6395	2504	43	2547
13	Karak	▲	5059	0	5059	623	4	627
14	Buner	▲	140	1	141	408	6	414
15	Mansehra	▲	393	10	403	425	15	440
16	Mardan	▲	7757	0	7757	162	2	164

17	Khyber	▲	93	0	93	74	1	75
18	Mohmand	▲	19	0	19	244	6	250
19	Orakzai	▲	210	28	238	12	2	14
20	Abbottabad	▲	127	1	128	171	7	178
21	Tank	▼	143	38	181	436	24	460
22	Swat	▼	25312	2307	27619	736	0	736
23	South Waziristan	▼	159	38	197	34	7	41
24	Peshawar	▼	3141	95	3236	2774	37	2811
25	DI Khan	▼	450	4	454	1983	0	1983
26	Bajaur	▼	2123	15	2138	793	0	793
27	Hangu	▼	155	1	156	86	0	86
28	Chitral Lower	▼	939	4	943	210	0	210
29	Bannu	▼	505	8	513	482	6	488
30	Swabi	▼	7229	455	7684	3357	201	3558
31	Kolai Palas	No Result	97	0	97	Not Reported		
32	Kohistan Upper	No Result	190	0	190	Not Reported		
33	North Waziristan	No Result	42	0	42	Not Reported		
34	Kurram	No Result	Not Reported			8	0	8
35	Chitral Upper	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>70326</b>	<b>3092</b>	<b>73418</b>	<b>26639</b>	<b>406</b>	<b>27045</b>

## Comments and Recommendations

### C. PUBLIC SERVICES IN THE EXCISE AND TAXATION DEPARTMENT:

**CI) Registration of New Motor Vehicles:** In 2020, the district offices of the Excise and Taxation Department in 24 districts reported to have registered 90,637 vehicles. The cases of 87,597 applicants were completed on the day the service was solicited while the cases of 3,141 applicants were delayed. In 2021, the service was provided to 90,335 applicants. 86,421 applications were decided within the stipulated time while 3,914 cases were delayed. In 2022, the registration of new vehicles in the province registered a steep drop to 64,400 vehicles. 63,056 applicants received the service within the time limit while the cases of 1,344 applicants were delayed. Data received from five large districts in the province is tabulated for ease of referencing:

Year	Peshawar	Mardan	Swabi	Nowshera	Kohat
2020	64,581	8,458	2,131	4,466	3,639
2021	52,031	11,150	4,357	2,654	5,646
2022	27,488	11,658	3,465	2,210	6,508

These statistics reveal that:

- Demand for the service in districts Peshawar and Nowshera is witnessing an unusual steep drop;
- District Mardan and Kohat are maintaining a steady increase in demand for the service;
- District Swabi is representing a fluctuating trend.

**Recommendations:** The Commission recommends that the Department may examine the issue of steep drop in registration of new vehicles in the province with particular focus on resultant decline in revenues. Motor registration is an area open to all the competitors (Registration Authorities) and that is why owners have wider choices available to them. They prefer districts where the fee threshold is low or where there are less chances of fudging/ record tempering. The KP authorities of registration need to work for establishing their credibility and improving its image of customers friendliness.

**Table CI. Registration of New Motor Vehicles:**

Department: Excise & Taxation Department					Public Service: Registration of New Motor Vehicles			
Time Limit: Same Days			Designated Officer: ETO/MRA			Appellate Authority: DG Excise & Taxation		
			Year 2022			Year 2021		
S.N O	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	255	0	255	230	0	230
4	Dir Upper	▲	72	0	72	74	0	74
5	Lakki Marwat	▲	145	0	145	191	0	191
9	Shangla	▲	62	0	62	106	0	106
15	Mansehra	▲	1619	0	1619	2398	0	2398
28	Chitral Lower	▲	25	0	25	21	0	21
25	DI Khan	▲	932	200	1132	980	211	1191
16	Mardan	▲	11499	159	11658	10970	180	11150
10	Nowshera	▲	2210	0	2210	2638	16	2654
22	Swat	▲	2264	8	2272	2188	40	2228
14	Buner	▲	40	0	40	97	2	99
27	Hangu	▲	63	0	63	364	11	375
24	Peshawar	▲	27030	458	27488	49364	2667	52031
12	Haripur	▲	2413	19	2432	1454	93	1547
20	Abbottabad	▲	2358	194	2552	1923	512	2435
3	Torghar	▼	8	5	13	10	0	10
2	Battagram	▼	101	32	133	99	5	104
21	Tank	▼	223	32	255	239	0	239
6	Dir Lower	▼	34	2	36	204	0	204
29	Bannu	▼	484	31	515	482	12	494
30	Swabi	▼	3357	108	3465	4256	101	4357
13	Karak	▼	789	4	793	1666	0	1666

7	Kohat	▼	5985	73	6058	5603	43	5646
11	Charsadda	▼	1081	13	1094	821	7	828
32	Kohistan Upper	No Result	7	6	13	Data Not Reported		
8	Kohistan Lower	No Result	Data Not Reported			43	14	57
17	Khyber	No Result	Data Not Reported			Data Not Reported		
18	Mohmand	No Result	Data Not Reported			Data Not Reported		
19	Orakzai	No Result	Data Not Reported			Data Not Reported		
23	South Waziristan	No Result	Data Not Reported			Data Not Reported		
26	Bajaur	No Result	Data Not Reported			Data Not Reported		
31	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
33	North Waziristan	No Result	Data Not Reported			Data Not Reported		
34	Kurram	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>63056</b>	<b>1344</b>	<b>64400</b>	<b>86421</b>	<b>3914</b>	<b>90335</b>

**C2) Renewal of Vehicle's Registration:** In 2020, the service was provided to 34,498 applicants. 96% of these applicants received the service on the day when it was solicited. In 2021, demand for the service radiated an upward trend as 85,842 customers accessed the service with 98% receiving the service on the day of their application. In 2022, the demand for the service dropped to 81,612 applications. Compliance rate with timelines went up to 99%. Reports from five sample districts during the last three years is tabulated as under:

Year	Peshawar	Mardan	Swabi	Nowshera	Kohat
2020	23,830	3,161	499	697	78
2021	64,288	4,524	862	712	1,759
2022	55,220	4,624	758	359	1,656

These statistics reveal that:

- Demand for the service in district Peshawar and Nowshera has dropped with Peshawar contributing more than the overall decrease which is made up in other districts.
- Demand in district Mardan is steady.
- Districts Swabi, Nowshera and Kohat have very light workload on this account.
- These statistics do not correspond to the number of vehicles registered over the years.

**Recommendations:** The Excise and Taxation Department may carry out a comprehensive review of the sector to find out the reasons for decrease in renewals of registrations. The department may think innovative in terms of rebate in fee for those aspiring to renew vehicles registration for multiple years in one go. This can decrease the multiple visits of clients, reduction in transaction cost and instant higher revenues.

**Table C2. Renewal of Vehicle's Registration:**

Department: Excise & Taxation Department						Public Service: Renewal of Vehicles Registration		
Time Limit: Same Days			Designated Officer: ETO/MRA			Appellate Authority: DG Excise & Taxation		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	103	0	103	82	0	82
2	Shangla	▲	63	0	63	43	0	43
3	Chitral Lower	▲	333	0	333	291	0	291
4	Mardan	▲	4614	0	4614	4524	0	4524
5	Nowshera	▲	359	0	359	712	0	712
6	Swat	▲	9327	0	9327	2010	0	2010
7	Hangu	▲	29	0	29	8	0	8
8	Haripur	▲	1129	0	1129	2299	0	2299
9	Battagram	▲	66	0	66	121	0	121
10	Karak	▲	312	0	312	552	0	552
11	Charsadda	▲	270	0	270	188	0	188
12	Peshawar	▲	55220	0	55220	64280	8	64288
13	Bannu	▲	253	0	253	439	1	440
14	Kohat	▲	1656	0	1656	691	1068	1759
15	Torghar	▼	0	2	2	6	0	6
16	Lakki Marwat	▼	42	42	84	152	0	152
17	Tank	▼	67	8	75	55	0	55
18	Mansehra	▼	1098	741	1839	1329	563	1892
19	Dir Lower	▼	42	2	44	134	0	134

20	DI Khan	▼	1032	18	1050	1395	0	1395
21	Dir Upper	▼	77	1	78	70	0	70
22	Buner	▼	100	1	101	75	0	75
23	Swabi	▼	757	1	758	862	0	862
24	Abbottabad	▼	3801	1	3802	3848	0	3848
25	Kohistan Upper	No Result	45	0	45	Data Not Reported		
26	Kohistan Lower	No Result	Data Not Reported			24	12	36
27	Khyber	No Result	Data Not Reported			Data Not Reported		
28	Mohmand	No Result	Data Not Reported			Data Not Reported		
29	Orakzai	No Result	Data Not Reported			Data Not Reported		
30	South Waziristan	No Result	Data Not Reported			Data Not Reported		
31	Bajaur	No Result	Data Not Reported			Data Not Reported		
32	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
33	North Waziristan	No Result	Data Not Reported			Data Not Reported		
34	Kurram	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>80795</b>	<b>817</b>	<b>81612</b>	<b>84190</b>	<b>1652</b>	<b>85842</b>

**C3) Transfer of Vehicles:** In 2020, the service for transfer of vehicles was availed by 12,216 customers in Khyber Pakhtunkhwa. The number increased to 28,937 in 2021 while 2022 recorded a drop of 10,666 cases when the whole demand generated a workload of 18,271 cases. The data on transfer of vehicles from five districts during the last three years present the following impression.

Year	Peshawar	Mardan	Swabi	Nowshera	Kohat
2020	6,974	1,214	182	431	434
2021	17,434	2,436	357	489	589
2022	7,202	2,223	519	344	997

These statistics reveal that:

- Demand for the service in district Peshawar has drastically dropped. It has contributed more than 10,000 cases to the decrease and that happens to be the total drop; and
- Trend for demand in district Mardan is steady while the workload in districts Swabi, Nowshera and Kohat is negligible.

**Recommendations:** The statistics reported on account of transfer of vehicles in the province, particularly in Peshawar-the provincial metropolis, present a bleak picture of stagnation. It is either decrease in transactions or irresponsiveness to the need for documenting and formalizing transfer transactions which are leading to stagnancy. Both these factors have negative implications for the province. The Department may review this subject with these implications in perspective. Reduction in fee can disincentivize informal transfer through manual receipts/ stamp paper. Moreover, some campaign to discourage unauthorized possession can yield some results.

**Table C3. Transfer of Vehicles:**

Department: Excise & Taxation Department						Public Service: Transfer of Vehicles		
Time Limit: 03 Days			Designated Officer: ETO/MRA			Appellate Authority: DG Excise & Taxation		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	99	0	99	64	0	64
2	Dir Upper	▲	38	0	38	42	0	42
3	Lakki Marwat	▲	21	0	21	101	0	101
4	Shangla	▲	41	0	41	9	0	9
5	Mansehra	▲	795	0	795	745	0	745
6	Chitral Lower	▲	9	0	9	16	0	16
7	Nowshera	▲	344	0	344	489	0	489
8	Buner	▲	18	0	18	14	0	14
9	Hangu	▲	4	0	4	34	0	34
10	Dir Lower	▲	14	0	14	62	0	62
11	Karak	▲	30	0	30	40	0	40
12	Charsadda	▲	202	0	202	104	0	104
13	Kohat	▲	997	0	997	588	1	589
14	Peshawar	▲	7176	26	7202	17323	111	17434
15	Abbottabad	▲	2100	4	2104	2757	29	2786
16	Bannu	▲	308	0	308	273	15	288
17	Tank	▼	50	5	55	48	0	48
18	Battagram	▼	47	2	49	51	0	51

19	DI Khan	▼	616	9	625	625	5	630
20	Swabi	▼	518	1	519	357	0	357
21	Haripur	▼	1462	6	1468	1144	3	1147
22	Swat	▼	1064	3	1067	1382	2	1384
23	Mardan	▼	2222	1	2223	2436	0	2436
24	Kohistan Upper	No Result	39	0	39	Data Not Reported		
25	Torghar	No Result	Data Not Reported			4	0	4
26	Kohistan Lower	No Result	Data Not Reported			63	0	63
27	Khyber	No Result	Data Not Reported			Data Not Reported		
28	Mohmand	No Result	Data Not Reported			Data Not Reported		
29	Orakzai	No Result	Data Not Reported			Data Not Reported		
30	South Waziristan	No Result	Data Not Reported			Data Not Reported		
31	Bajaur	No Result	Data Not Reported			Data Not Reported		
32	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
33	North Waziristan	No Result	Data Not Reported			Data Not Reported		
34	Kurram	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>18214</b>	<b>57</b>	<b>18271</b>	<b>28771</b>	<b>166</b>	<b>28937</b>

## Comments and Recommendations

### D. PUBLIC SERVICES IN THE FOREST DEPARTMENT

**DI) Grant of Trees:** During 2020, a total of 2,199 applications for the service were entertained out of which 2,077 applications were decided within the stipulated time limit of 60 days and 122 services were delayed. In 2021, a slight increase was reported in the number of applications when 2,934 applications were received for the service. 2,861 applicants were provided the service within stipulated time while 73 services were delayed. In 2022, the number of reported cases has drastically reduced to 548 in seven districts. 98% of the cases were decided within time limit while 2% cases were delayed. Collective reflection of the workload in districts which reported data since 2020 is as under:

Year	Mansehra	Haripur	Abbottabad	Shangla	Swat	Orakzai	Khyber	Kurram
2020	1,458		257	285	16		170	1,866
2021	97	20	111	195	2	42		
2022	7	1	102	404	13	21		

This landscape reveal that the delivery of this service and reporting of the same are yet to achieve an organized approach. The reporting of 548 cases in 2022 as against 2,934 cases in 2021 presents a sharp decline in demand for the service. However, there are no circumstances to support reduction in demand as such it can be concluded with certainty that there are issues in reporting. Likewise, the frequency of delays has increased despite considerable reduction in workload.

**Recommendation:** The Commission recommends that the Department may carry out a stock-take to find out the situation on ground with particular focus on Kurram and Shangla districts.

**Table DI. Grant of Trees:**

Department: Forest Department					Public Service: Grant of Trees			
Time Limit: 60 Days			Designated Officer: Divisional Forest Officer			Appellate Authority: Conservator of Forest		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Haripur	▲	1	0	1	20	0	20
2	Swat	▲	13	0	13	2	0	2
3	Mansehra	▲	4	3	7	54	43	97
4	Abbottabad	▲	102	0	102	107	4	111
5	Orakzai	▲	21	0	21	29	14	43

6	Shangla	▼	389	15	404	783	12	795
	Kurram	No Result	Not Reported			1866	0	1866
7	Malakand	No Result	Not Reported			Not Reported		
8	Dir Upper	No Result	Not Reported			Not Reported		
9	Lakki Marwat	No Result	Not Reported			Not Reported		
10	Chitral Lower	No Result	Not Reported			Not Reported		
11	Nowshera	No Result	Not Reported			Not Reported		
12	Buner	No Result	Not Reported			Not Reported		
13	Hangu	No Result	Not Reported			Not Reported		
14	Dir Lower	No Result	Not Reported			Not Reported		
15	Karak	No Result	Not Reported			Not Reported		
16	Charsadda	No Result	Not Reported			Not Reported		
17	Kohat	No Result	Not Reported			Not Reported		
18	Peshawar	No Result	Not Reported			Not Reported		
19	Bannu	No Result	Not Reported			Not Reported		
20	Tank	No Result	Not Reported			Not Reported		
21	Battagram	No Result	Not Reported			Not Reported		
22	DI Khan	No Result	Not Reported			Not Reported		
23	Swabi	No Result	Not Reported			Not Reported		
24	Mardan	No Result	Not Reported			Not Reported		
25	Kohistan Upper	No Result	Not Reported			Not Reported		
26	Torghar	No Result	Not Reported			Not Reported		
27	Kohistan Lower	No Result	Not Reported			Not Reported		
28	Khyber	No Result	Not Reported			Not Reported		
29	Mohmand	No Result	Not Reported			Not Reported		
30	South Waziristan	No Result	Not Reported			Not Reported		
31	Bajaur	No Result	Not Reported			Not Reported		
32	Kolai Palas	No Result	Not Reported			Not Reported		
33	North Waziristan	No Result	Not Reported			Not Reported		

34	Kurram	No Result	Not Reported			Not Reported		
35	Chitral Upper	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>530</b>	<b>18</b>	<b>548</b>	<b>2861</b>	<b>73</b>	<b>2934</b>

**D2) Issuance of Wood Permit:** In 2020 these permits were issued to 1,122 applicants with delay in 17% cases. In 2021, the issuance of 3,181 permits was reported with only 6% of the total provided beyond the time limit of 60 days. In 2022, the issuance of permit in 12 districts stood at 6,237 with 7% of the total issued beyond the time limit. The comparative landscape of seven districts with relatively heavy workload is as under:

Year	Mansehra	Haripur	Abbottabad	Chitral	Buner	Mohmand	Upper Dir
2020	131	6	211		145		170
2021	129	1050	85	301	225	696	280
2022	105	1,208	104	577	315	3,569	248

These statistics represent the same pattern as reported on the service titled “**Grant of Trees**”. The reporting is not cohesive and as such these reports do not represent ground realities. The districts of Haripur and Mohmand represent a classic case of irregular reporting.

**Recommendations:** The Commission recommends the following course of action for the Department:

- Revisit the notifications and nomenclatures of both the services (**Grant of Trees and Issuance of Wood Permit**). The distinction of both the services may be clarified and circulated to all Divisional Forest Officers for better understanding of the services and their prerequisites at the operational level.
- Examine the cases of Mohmand and Haripur for finding out the reasons for abnormally inflated number of reports in 2021 and 2022.
- Chitral is yet another district for a case study. The level of community awareness, organization and development in the district is very high and conservation of natural resources is one of the major focuses of these efforts. It will be interesting to find out as to how is this service affecting the preservation of forests.

**Table D2. Issuance of Wood Permit:**

Department: Forest Department						Public Service: Issuance of Wood Permit		
Time Limit: 60 Days			Designated Officer: Divisional Forest Officer			Appellate Authority: Conservator of Forest		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Haripur	▲	1208	0	1208	1049	1	1050
5	Orakzai	▲	28	0	28	210	2	212
4	Abbottabad	▲	101	3	104	79	6	85
8	Dir Upper	▲	248	0	248	255	25	280
12	Buner	▲	243	72	315	131	94	225
2	Swat	▲	14	0	14	105	29	134
6	Shangla	▼	0	1	1	6	2	8
10	Chitral Lower	▼	462	115	577	303	0	303
3	Mansehra	▼	74	31	105	104	25	129
21	Battagram	▼	61	1	62	24	0	24
29	Mohmand	▼	3556	13	3569	696	0	696
13	Hangu	No Result	5	1	6	Not Reported		
34	Kurram	No Result	Not Reported			32	3	35
7	Malakand	No Result	Not Reported			Not Reported		
9	Lakki Marwat	No Result	Not Reported			Not Reported		
11	Nowshera	No Result	Not Reported			Not Reported		
14	Dir Lower	No Result	Not Reported			Not Reported		
15	Karak	No Result	Not Reported			Not Reported		
16	Charsadda	No Result	Not Reported			Not Reported		
17	Kohat	No Result	Not Reported			Not Reported		
18	Peshawar	No Result	Not Reported			Not Reported		
19	Bannu	No Result	Not Reported			Not Reported		
20	Tank	No Result	Not Reported			Not Reported		

22	DI Khan	No Result	Not Reported			Not Reported		
23	Swabi	No Result	Not Reported			Not Reported		
24	Mardan	No Result	Not Reported			Not Reported		
25	Kohistan Upper	No Result	Not Reported			Not Reported		
26	Torghar	No Result	Not Reported			Not Reported		
27	Kohistan Lower	No Result	Not Reported			Not Reported		
28	Khyber	No Result	Not Reported			Not Reported		
30	South Waziristan	No Result	Not Reported			Not Reported		
31	Bajaur	No Result	Not Reported			Not Reported		
32	Kolai Palas	No Result	Not Reported			Not Reported		
33	North Waziristan	No Result	Not Reported			Not Reported		
35	Chitral Upper	No Result	Not Reported			Not Reported		
Khyber Pakhtunkhwa		▲	6000	237	6237	2994	187	3181

## Comments and Recommendations

### E. PUBLIC SERVICES IN HEALTH DEPARTMENT

**EI) Copies of Postmortem or Medico-Legal Report:** In 2020, this service was provided to 2,338 applicants with only 6 cases entertained beyond the specified time limit of 30 days. In 2021, demand for service was reported at 9,884 cases. 165 of these cases were delivered after the timelines. In 2022, the service data received from 30 districts is indicative of a sharp increase. During the year, a total of 13,025 cases were reported with 99.6% delivery within specified time limit. Data from 7 districts with heavy case load present the following picture:

Year	Haripur	Batagram	Mardan	Lakki Marwat	Swabi	Peshawar	Malakand
2020	7	504	73	223	254	206	3
2021	2874	901	551	381	436	498	701
2022	4153	964	348	958	754	448	425

The above table reveals the following:

- Haripur has the highest rate of reports for the last two years. It is followed by Battagram. Both districts have different disposition. Haripur is predominantly urban while Battagram is largely rural. Social set up of the two districts is also distinctly different. In contrast Mardan, a largely urban district, radiates another pattern. Peshawar, the provincial metropolis, is reporting relatively smaller number of cases despite the fact that the rate of medicolegal cases in the district is higher than all other districts. This assessment leads to a very clear conclusion that the data is not representative of the real situation.
- The districts report combined statistics of postmortem and medicolegal cases which are two distinct certifications and have different connotations. These combined statistics do not provide reliable data for analysis of trends in offences against person.
- In terms of numbers and timelines, the reports radiate a visible improvement. However, the patchy reports make it very difficult to draw articulate conclusions.

**Recommendations:** The Commission recommends that the Department may consider:

- Bifurcation of the two certifications. This bifurcation will provide the Department a clearer picture of the crime patterns and trends.
- A comprehensive review of the reports to find out the reasons for low reporting from Peshawar and non-reporting from Swat, Chitral Upper, Kolai Palas and Kurrum districts.

**Table E1. Copies of Postmortem or Medico-Legal Report:**

Department: Health Department						Public Service: Copies of Post Morte or Medico Legal Report		
Time Limit: 30 Days			Designated Officer: Medical Officer of Civil Hospital			Appellate Authority: District Health Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	425	0	425	701	0	701
2	Chitral Lower	▲	89	0	89	57	0	57
3	Mardan	▲	348	0	348	551	0	551
4	Mansehra	▲	419	0	419	3	0	3
6	Abbottabad	▲	26	0	26	39	0	39
7	Lakki Marwat	▲	968	0	968	381	0	381
10	Karak	▲	498	0	498	421	0	421
11	Dir Lower	▲	16	0	16	62	0	62
12	DI Khan	▲	133	0	133	173	0	173
14	Hangu	▲	52	0	52	37	0	37
15	Kohistan Lower	▲	76	0	76	57	0	57
17	Battagram	▲	964	0	964	901	0	901
19	Charsadda	▲	216	0	216	194	0	194
21	Bannu	▲	49	0	49	43	0	43
22	Tank	▲	389	0	389	451	0	451
26	Torghar	▲	4	0	4	4	0	4
27	Kohat	▲	40	0	40	28	0	28
33	Khyber	▲	149	0	149	157	0	157
34	Orakzai	▲	73	0	73	8	0	8
13	Haripur	▲	4153	0	4153	2868	6	2874
23	Shangla	▲	619	1	620	401	2	403
18	North Waziristan	▲	163	0	163	122	1	123
9	South Waziristan	▲	63	0	63	81	1	82

8	Buner	▲	262	0	262	51	1	52
16	Mohmand	▲	40	0	40	23	1	24
31	Dir Upper	▲	197	33	230	64	152	216
20	Swabi	▼	744	10	754	436	0	436
25	Nowshera	▼	1304	4	1308	734	0	734
24	Peshawar	▼	447	1	448	497	1	498
28	Kohistan Upper	No Result	50	0	50	Data Not Reported		
32	Kurram	No Result	Data Not Reported			174	0	174
5	Swat	No Result	Data Not Reported			Data Not Reported		
29	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
30	Bajaur	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>12976</b>	<b>49</b>	<b>13025</b>	<b>9719</b>	<b>165</b>	<b>9884</b>

**E2) Issuance of Drug License:** Twenty (20) districts in the province had reported to have entertained a total of 1,404 cases in 2020. Thirty (30) districts in the province reported a workload of 1,471 cases in 2021 while the same number of districts reported a case load of 3,143 in 2022. Observance of timelines dropped to 85% in 2022 as against 93% efficiency in 2020 and 2021. Data from 7 districts with heavy case load present the following picture:

Year	Haripur	DI Khan	Mardan	Lakki Marwat	Nowshera	Peshawar	Swat
2020	62	89	23	82	124	365	14
2021	20	123	193	66	91	339	133
2022	282	411	404	186	181	425	233

The above details and the comparison reveal that:

- 2022 has registered increase in almost all districts. However, the reports from Peshawar are again indicative of lag in reporting in view of the huge demand for the service in this district.
- Khyber and Bajaur among the merged districts have reported their data but remaining five districts in this category have not reported to have attended any applications for the service.
- Delays have increased to 15% and this is an area of concern in view of the reasonably manageable load in all districts.

**Recommendations:** The Commission recommends that the Department may investigate the issue of delays in delivery of this service. Likewise, the Department may carry out a review of assessing the situation on ground in all districts in view of the following aspects of the subject:

- a) Drug Licensing is a regulatory function and effective management of the service improves regulatory regime; and
- b) Growth in demand for the service owes to rapid expansion of healthcare facilities in both public and private sector. The department needs to brace up for higher demand and readiness in improving the regulatory regime.

**Table E2. Issuance of Drug License:**

Department: Health Department						Public Service: Issuance of Drug License		
Time Limit: 10 Days			Designated Officer: Drug Inspector			Appellate Authority: District Health Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Chitral Lower	▲	11	0	11	7	0	7
2	Mardan	▲	404	0	404	193	0	193
3	Swat	▲	233	0	233	132	1	133
4	Swabi	▲	63	30	93	49	26	75
5	Peshawar	▲	424	1	425	328	11	339
6	Karak	▲	62	4	66	24	3	27
7	Kohat	▲	60	2	62	30	3	33
8	Abbottabad	▲	20	0	20	16	1	17
9	Malakand	▲	95	0	95	26	2	28
10	Lakki Marwat	▲	148	38	186	46	20	66
11	Buner	▲	127	0	127	70	10	80
12	Dir Upper	▲	9	0	9	3	10	13
13	Mansehra	▼	33	68	101	9	0	9
14	Haripur	▼	48	234	282	16	4	20
15	Battagram	▼	7	9	16	3	0	3
16	Shangla	▼	8	7	15	42	0	42

17	Bajaur	▼	14	9	23	2	0	2
18	Hangu	▼	31	7	38	7	0	7
19	Khyber	▼	3	3	6	4	2	6
20	Tank	▼	23	4	27	16	0	16
21	Dir Lower	▼	128	50	178	19	3	22
22	Bannu	▼	40	1	41	60	0	60
23	Charsadda	▼	76	3	79	48	1	49
24	DI Khan	▼	407	4	411	123	0	123
25	Nowshera	▼	180	1	181	91	0	91
26	Orakzai	No Result	2	2	4	Data not Reported		
27	Kohistan Upper	No Result	10	0	10	Data not Reported		
28	Kohistan Lower	No Result	Data not Reported			10	0	10
29	Torghar	No Result	Data not Reported			Data not Reported		
30	North Waziristan	No Result	Data not Reported			Data not Reported		
31	South Waziristan	No Result	Data not Reported			Data not Reported		
32	Mohmand	No Result	Data not Reported			Data not Reported		
33	Kurram	No Result	Data not Reported			Data not Reported		
34	Kolai Palas	No Result	Data not Reported			Data not Reported		
35	Chitral Upper	No Result	Data not Reported			Data not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>2666</b>	<b>477</b>	<b>3143</b>	<b>1374</b>	<b>97</b>	<b>1471</b>

# Comments and Recommendations

## F. PUBLIC SERVICE DELIVERY IN HOME DEPARTMENT

(Note: Public Service notified as (i) Processing of arms licenses, (ii) verification of arms licenses application by police (iii) issuance of arms licenses and (iv) all-Pakistan cartridges increase in Home Department are dealing with one subject- Arms and Arms Licenses. Analyses of all the four services are separately given but the radiations and recommendations are given in consolidated form so as to provide a holistic brief for the Home Department to addresses some critical issues.)

**FI) Processing of Arms License:** Data reported in 2020 revealed that 47,241 applications for arms licenses were processed for verification in 25 districts. 97% of these applications were processed in the notified time limit of seven days. 13 districts had no delays while Khyber (370) Charsadda (291) Mansehra (236) and Buner (201) contributed more than 50% of the total delayed cases of 1,638 cases. In 2021, 31 districts reported 73,906 cases entertained with 98% efficiency. 17 districts had reported complete observance of timelines. 1386 cases were delayed. Major cases of delays were reported from Hangu (268 out of 304), Buner (165 out of 616), Kohat (189 out of 808) and Nowshera (230 out of 2,239). In 2022, the total workload in 32 districts was reported at 99,600 applications. 22 districts reported complete conformity with the time limit of 7 days for processing. In aggregate terms the service was delivered with 97.69% efficiency. North Waziristan (666 out of 902 cases), Buner (370 out of 1320 cases), Nowshera (307 cases out of 1,533 cases), Swabi (627 out of 3,517 cases) and Hangu (205 out of 2,397 cases) were major contributors to the delays.

**Table FI. Processing of Arms License:**

Department: Home Department						Public Service: Processing of Arms License		
Time Limit: 7 Days			Designated Officer: Deputy Commissioner			Appellate Authority: Concerned Commissioner		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	269	0	269	273	0	273
2	Chitral Lower	▲	429	0	429	183	0	183
3	Mardan	▲	10511	0	10511	6177	0	6177
4	DI Khan	▲	5414	0	5414	4862	0	4862
5	Haripur	▲	1149	0	1149	2547	0	2547
6	Mansehra	▲	1806	0	1806	2669	0	2669
7	Karak	▲	4777	0	4777	3350	0	3350
8	Peshawar	▲	32732	0	32732	25564	0	25564
9	Abbottabad	▲	1049	0	1049	1447	0	1447

10	Swat	▲	3040	0	3040	2122	0	2122
11	Shangla	▲	1630	0	1630	2294	0	2294
12	Bannu	▲	6619	0	6619	6931	0	6931
13	Battagram	▲	433	0	433	382	0	382
14	Torghar	▲	108	0	108	519	0	519
15	Kohistan Lower	▲	678	0	678	666	0	666
16	Tank	▲	455	0	455	69	0	69
17	Khyber	▲	76	54	130	123	92	215
18	Bajaur	▲	1283	20	1303	929	48	977
19	Charsadda	▲	2024	0	2024	1121	42	1163
20	Lakki Marwat	▲	4287	0	4287	963	82	1045
21	South Waziristan	▲	433	0	433	418	68	486
22	Kohat	▲	473	17	490	619	189	808
23	Mohmand	▲	55	0	55	29	40	69
24	Hangu	▲	2192	205	2397	36	268	304
25	Orakzai	▼	0	2	2	56	26	82
26	North Waziristan	▼	236	666	902	517	62	579
27	Swabi	▼	2890	627	3517	1495	74	1569
28	Nowshera	▼	1226	307	1533	1999	230	2229
29	Buner	▼	950	370	1320	451	165	616
30	Dir Lower	▼	4034	4	4038	3600	0	3600
31	Kohistan Upper	No Result	416	0	416	Not Reported		
32	Kolai Palas	No Result	228	0	228	Not Reported		
33	Kurram	No Result	Not Reported			109	0	109
34	Chitral Upper	No Result	Not Reported			Not Reported		
35	Dir Upper	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>91902</b>	<b>2272</b>	<b>94174</b>	<b>72520</b>	<b>1386</b>	<b>73906</b>

**F2) Verification of Arms Applicants by Police:** This step in the issue of arms license is generated when the particulars are forwarded to the local police. Time limit notified for verification is 15 days. In 2020, the particulars of 45,209 applicants were sent for verification. In 2021, the particulars of 49,018

applicants were sent for verification. 90% verifications were done within the stipulated time while 10% were delayed. In 2022, the particulars of 64,052 applicants were sent for verification. The efficiency rate came down to 88.69%. Considerable number of cases (7,245 constituting more than 11% of the total) was delayed. The following table indicates the districts contributing major portion of the delays over the last three years:

Year	Peshawar	Dera Ismail Khan	Bannu	Karak	Charsadda
2020	1,054	326	907	647	475
2021	1,601	730	254	305	24
2022	3,038	1,035	633	423	522

**Table F2. Verification of Arms Applicants by Police**

Department: Home Department			Public Service: Verification of Arms Applicant					
Time Limit: 15 Days			Designated Officer: Deputy Commissioner			Appellate Authority: Concerned Commissioner		
			Year 2022			Year 2021		
S.No	District	Trend	Withi n time	Beyon d Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	980	0	980	851	0	851
2	Chitral Lower	▲	152	0	152	88	0	88
3	Mardan	▲	5382	0	5382	2998	0	2998
4	Mansehra	▲	1038	0	1038	1295	0	1295
5	Swat	▲	1599	0	1599	837	0	837
6	Abbottabad	▲	1064	0	1064	1486	1	1487
7	Lakki Marwat	▲	3176	101	3277	3094	112	3206
8	Buner	▲	1733	198	1931	918	133	1051
9	South Waziristan	▲	1119	1	1120	380	14	394
10	Karak	▲	1562	423	1985	886	305	1191
11	Dir Lower	▲	3219	120	3339	2305	277	2582
12	DI Khan	▲	2093	1035	3128	1082	730	1812
13	Haripur	▲	1622	0	1622	1015	83	1098
14	Hangu	▲	751	231	982	247	140	387

15	Kohistan Lower	▲	626	0	626	657	152	809
16	Mohmand	▲	55	0	55	28	8	36
17	Battagram	▲	901	0	901	489	193	682
18	North Waziristan	▲	244	0	244	90	354	444
19	Charsadda	▼	1131	522	1653	336	24	360
20	Swabi	▼	655	232	887	1502	256	1758
21	Bannu	▼	3435	633	4068	4679	254	4933
22	Tank	▼	170	17	187	237	0	237
23	Shangla	▼	954	57	1011	1455	0	1455
24	Peshawar	▼	18410	3038	21448	14152	1601	15753
25	Nowshera	▼	2860	448	3308	1484	169	1653
26	Torghar	▼	74	2	76	226	1	227
27	Kohat	▼	654	2	656	1285	0	1285
28	Kohistan Upper	No Result	482	0	482	Data Not Reported		
29	Kolai Palas	No Result	142	0	142	Data Not Reported		
30	Bajaur	No Result	168	19	187	Data Not Reported		
31	Dir Upper	No Result	356	166	522	Data Not Reported		
32	Kurram	No Result	Data Not Reported			109	0	109
33	Khyber	No Result	Data Not Reported			Data Not Reported		
34	Orakzai	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>56807</b>	<b>7245</b>	<b>64052</b>	<b>44211</b>	<b>4807</b>	<b>49018</b>

**F3) Issuance of Arms Licenses:** In 2020, a total of 29,464 licenses were issued. 49% of the applicants received the service within the notified time of 15 days. 51% of the applicants had to wait for the service beyond specified time. In 2021, the service was provided to 33,505 applicants. 68% of the cases were attended within specified time while 32 % cases were delayed beyond 15 days. In 2022, the service was received by 39,577 applicants. The efficiency level came down to 63.58% and the delays went up to 36.42%. Five districts contributing major portion of the delays during the last three years are indicated in the following table:

Year	Peshawar	Mansehra	Swabi	Nowshera	Buner
2020	566	2,044	1,541	1,461	3,026
2021	2,630	1,139	1,078	836	943
2022	10,513	429	511	373	445

**Table F3. Issuance of Arms Licenses**

Department: Home Department						Public Service: Issuance of Arms License		
Time Limit: 15 Days			Designated Officer: Deputy Commissioner			Appellate Authority: Commissioner		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Battagram	▲	776	0	776	556	0	556
2	Mardan	▲	2011	0	2011	822	0	822
3	Torghar	▲	537	0	537	681	0	681
4	Bajaur	▲	1377	10	1387	943	7	950
5	Kurram	▲	44	0	44	261	5	266
6	Kohistan Lower	▲	593	0	593	914	19	933
7	Haripur	▲	38	386	424	66	1014	1080
8	North Waziristan	▲	1903	103	2006	1370	131	1501
9	Mansehra	▲	65	429	494	109	1139	1248
10	Kohat	▲	349	4	353	822	57	879
11	Lakki Marwat	▲	1368	4	1372	447	43	490
12	Dir Lower	▲	2137	2	2139	1016	130	1146
13	Malakand	▲	1039	0	1039	804	138	942

14	Swabi	▲	475	511	986	472	1078	1550
15	Hangu	▲	391	104	495	159	137	296
16	Swat	▲	962	89	1051	1579	834	2413
17	Chitral Lower	▲	171	0	171	137	57	194
18	Mohmand	▲	178	43	221	40	39	79
19	Tank	▲	371	0	371	183	79	262
20	Buner	▲	429	445	874	174	943	1117
21	Charsadda	▲	1782	533	2315	559	842	1401
22	Nowshera	▲	256	373	629	19	836	855
23	Abbottabad	▲	148	10	158	62	198	260
24	Orakzai	▲	2	0	2	51	200	251
25	Dir Upper	▼	549	456	1005	1740	6	1746
26	Peshawar	▼	2330	10513	12843	3419	2630	6049
27	Khyber	▼	105	25	130	204	11	215
28	Karak	▼	565	101	666	397	11	408
29	Shangla	▼	221	25	246	323	12	335
30	South Waziristan	▼	1243	189	1432	557	69	626
31	Bannu	▼	1407	36	1443	3164	15	3179
32	DI Khan	▼	715	20	735	762	13	775
33	Kohistan Upper	No Result	421	0	421	Data Not Reported		
34	Kolai Palas	No Result	206	2	208	Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>25164</b>	<b>14413</b>	<b>39577</b>	<b>22812</b>	<b>10693</b>	<b>33505</b>

**F4) All Pakistan Cartridges Increase:** Data of applicants and delivery of this service for the last three years is as under:

2020			2021			2022		
Total	Intime	Delayed	Total	Intime	Delayed	Total	Intime	Delayed
17,419	4,326	13,093	15,952	8,726	7,226	16,009	11,729	4,280

Four districts with major workload and performance are as under:

District	2020			2021			2022		
	Total	Intime	Delay	Total	Intime	Delay	Total	Intime	Delay
Peshawar	8,071	472	7,599	4,554	1,259	3,295	6,085	4,127	1,958
Nowshera	1,362	5	1,357	925	35	890	627	68	559
Swabi	1,714	59	1,655	1,309	75	1,234	2,721	1,598	1,123
Haripur	1,590	69	1,521	523	17	506	157	13	144

**Issues and Radiations of the Process:** As a matter of policy every district is allotted a specific quota for grant of licenses and all districts are required to observe those limits. For all practical purposes, the processing of application for a license and verification of the antecedents of applicant are part of the ultimate service- the grant of license. An application, complete in all respects with the applicant qualifying the eligibility criteria, takes 37 days to mature if the service is provided within the stipulated time (7-days for processing, 15-days for verification and 15-days for issuance of license). With these parameters and timelines in the perspective, the data for the last three years indicate the following:

- a) The data of all the three stages of the process for grant of an arms license is not cohesive and this is evident from the patterns of reports received since 2020. The following comparison highlights this aspect:

Year	Processing (7-days)		Verification (15-days)		Issuance (15-days)
	Total	Processed	Total	Verified	Total Issued
2020	47,241	45,603	45,209	40,738	29,464
2021	73,906	72,570	49,018	44,211	33,505
2022	94,174	91,902	64,052	56,807	39,577

- b) Some districts are constantly contributing to the delays in a major way and this aspect is highlighted in the tabulations given in the preceding paragraphs.
- c) It is observed that in some districts the demand for arms licenses has registered an abnormal increase. In the southern part of the province, district Lakki Marwat had processes 1,868 cases

in 2020, 1,045 cases in 2021. This demand went up to 4,287 in 2022. Dera Ismail Khan received 1,571 applications for processing in 2020, 4,862 applications in 2021 and 5,414 applications in 2022. District Tank had a workload of 12 applications in 2020, 69 applications in 2021 and 455 applications in 2022. In the central part of the province, district Swabi had a workload of 861 cases in 2020, 1,569 cases in 2021 and 3,517 cases in 2022. Peshawar entertained 15,666 applications in 2020, 25,564 applications in 2021 and 32,732 applications in 2022. District Mardan had reported 4,627 cases in 2020. In 2021, it reported 6,177 cases and in 2022 it entertained 10,511 cases. In Malakand Division, district Swat worked out a caseload of 1,387 applications in 2020. This workload increased to 2,122 in 2021 and 3040 in 2022. This increase in demand radiates an impression of sense of insecurity. It may have some relationship with the crime trends and patterns in the respective districts.

- d) The public service titled “All Pakistan Cartridges Increase” is entertained at the level of Home Department but the data is reported by the districts. There are major delays in the delivery of this service as indicated in paragraph 4/ante.
- e) Statistics on account of grant of licenses in districts need to be assessed on the touchstone of quota allocated to the districts. It needs clarity whether monthly/annual quota for a district can be carried over to the next month/year or not?
- f) It also need consideration if the subject deserves to be retained on the list of public services.

**Recommendations:** The Commission recommends that the Home Department may carry out a comprehensive review of these services with the above issues constituting the basis of the process. The purpose should be to create one window and public ease in accessing these services.

**Table F4. All Pakistan Cartridges Increase**

Department: Home Department			Public Service: All Pakistan Cartridges Increase					
Time Limit: 10 Days			Designated Officer: Deputy Secretary Home			Appellate Authority: Secretary Home		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	1160	0	1160	771	0	771
2	Chitral Lower	▲	63	0	63	70	0	70
3	Mardan	▲	2728	0	2728	1509	1	1510
4	DI Khan	▲	198	37	235	127	26	153
5	Haripur	▲	13	144	157	17	506	523

6	Nowshera	▲	68	559	627	35	890	925
7	Mansehra	▲	198	4	202	263	80	343
8	Karak	▲	345	152	497	199	231	430
9	Peshawar	▲	4127	1958	6085	1259	3295	4554
10	Dir Lower	▲	517	19	536	362	331	693
11	Abbottabad	▲	99	27	126	88	208	296
12	Swabi	▲	1598	1123	2721	75	1234	1309
13	Swat	▲	53	24	77	6	129	135
14	Shangla	▼	248	28	276	148	2	150
15	Bannu	▼	76	7	83	525	31	556
16	Charsadda	▼	210	198	408	228	211	439
17	Buner	No Result	28	0	28	Not Reported		
18	Kohat	No Result	Not Reported			25	43	68
19	Mohmand	No Result	Not Reported			19	9	28
20	Kohistan Upper	No Result	Not Reported			Not Reported		
21	Kolai Palas	No Result	Not Reported			Not Reported		
22	Chitral Upper	No Result	Not Reported			Not Reported		
23	Kurram	No Result	Not Reported			Not Reported		
24	Battagram	No Result	Not Reported			Not Reported		
25	Torghar	No Result	Not Reported			Not Reported		
26	Kohistan Lower	No Result	Not Reported			Not Reported		
27	Bajaur	No	Not Reported			Not Reported		

		Result						
28	Lakki Marwat	No Result	Not Reported			Not Reported		
29	North Waziristan	No Result	Not Reported			Not Reported		
30	South Waziristan	No Result	Not Reported			Not Reported		
31	Orakzai	No Result	Not Reported			Not Reported		
32	Hangu	No Result	Not Reported			Not Reported		
33	Tank	No Result	Not Reported			Not Reported		
34	Khyber	No Result	Not Reported			Not Reported		
35	Dir Upper	No Result	Not Reported			Not Reported		
<b>Khyber Pakhtunkhwa</b>		<b>▲</b>	<b>11729</b>	<b>4280</b>	<b>16009</b>	<b>5726</b>	<b>7227</b>	<b>12953</b>

## Comments and Recommendations

### Public Services in Home Department (II) Domicile Certificate:

**F5) Domicile Certificate:** Domicile certificate happens to be one of the most sought-after service among the public services notified in Khyber Pakhtunkhwa. This phenomenon is evident from the data of three years given in the following table:

Year	Reporting District	Total	Intime Delivery	Delayed Delivery
2020	31	1,43,108	1,38,553	4,555
2021	32	1,96,666	1,93,297	3,369
2022	34	2,29,684	2,26,035	3,653

Data received from the districts further reveal that merged districts in Khyber Pakhtunkhwa have managed a heavier workload as compared to other districts. This phenomenon is indicative of some kind of backlog. Statistics for these districts over the same period of three years are as under:

Year	Khyber	Kurram	Orakzai	Bajaur	North Waziristan	South Waziristan
2020	6,762	1,050	2,200	1,450		2,070
2021	2,506	1,145	2,835	7,396	16,618	15,736
2022	2,438		3,767	7,898	16,552	25,935

Data pertaining to 2022 is indicative of significant improvement in delivery of the service within stipulated time limit of 10 days. However, there are visible delays in Mohmand (28%) and Orakzai (19%) among merged districts and Abbottabad (13%) and Hangu (12%) among settled districts.

**Recommendations:** The Commission recommends the following for consideration of the Home and Tribal Affairs Department:

- Domicile certificate is primarily required by students for getting admission at higher secondary level. Another category of recipients of the service are those individuals who need it as annexure to their applications for jobs and employment. This requirement is essential in view of the fact that Khyber Pakhtunkhwa is working with a Zonal Quota system of recruitments in public sector. The Department may examine the possibility of upscaling the service and evolving a system of grant of domicile certificate to every student admitted in the 9<sup>th</sup>/10<sup>th</sup> grade in high schools. It would need the preparation of a comprehensive project proposal and its implementation in coordination with the Elementary and Secondary Education Department and the Boards of Intermediate and Secondary Education in the province.
- The current system requires every applicant to visit a minimum of four offices (Stamp-Vendor, Notary Public, School, and Revenue Staff) for the purpose of attestation and verification of his antecedents. In addition to costs, this process has its negative effects. The Department may consider improving the system to an online application system and delivery of the service.

- c) The merged districts had a tedious system for grant of domicile before merger in 2018. The current workload in these districts is relatively heavier than settled districts. The Department may focus on elimination of delays in these districts.

**Table F5. Domicile Certificate**

Department: Board of Revenue						Public Service: Domicile		
Time Limit: 10 Days			Designated Officer: Additional Deputy Commissioner			Appellate Authority: Deputy Commissioner		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Battagram	▲	2541	0	2541	2128	0	2128
2	Torghar	▲	842	0	842	357	0	357
3	Kohistan Lower	▲	869	0	869	1333	0	1333
4	Malakand	▲	5888	0	5888	5635	0	5635
5	Dir Lower	▲	2182	0	2182	1532	0	1532
6	Chitral Lower	▲	3219	0	3219	1984	0	1984
7	Bajaur	▲	7898	0	7898	7396	0	7396
8	Swabi	▲	8157	0	8157	2327	0	2327
9	Lakki Marwat	▲	7718	0	7718	2353	0	2353
10	Mardan	▲	17980	0	17980	26384	4	26388
11	Charsadda	▲	12141	0	12141	15811	5	15816
12	North Waziristan	▲	16552	0	16552	16600	18	16618
13	Mansehra	▲	9410	0	9410	12023	19	12042
14	Peshawar	▲	9661	27	9688	10441	46	10487
15	Nowshera	▲	10383	3	10386	8859	40	8899

16	Karak	▲	4636	0	4636	2831	14	2845
17	Buner	▲	3933	4	3937	2259	14	2273
18	South Waziristan	▲	25318	617	25935	15258	478	15736
19	Haripur	▲	9879	151	10030	7834	281	8115
20	Orakzai	▲	3055	712	3767	2172	663	2835
21	Hangu	▲	3189	428	3617	202	41	243
22	Kohat	▲	2746	3	2749	735	46	781
23	Tank	▲	2656	67	2723	2003	721	2724
24	Mohmand	▲	1240	480	1720	299	359	658
25	Abbottabad	▼	6799	991	7790	10904	577	11481
26	Khyber	▼	2381	57	2438	2501	5	2506
27	Shangla	▼	4518	58	4576	3899	0	3899
28	Bannu	▼	4106	31	4137	7261	1	7262
29	DI Khan	▼	5973	19	5992	5235	2	5237
30	Dir Upper	▼	4075	1	4076	4020	0	4020
31	Swat	▼	24999	4	25003	9611	0	9611
32	Kohistan Upper	No Result	757	0	757	Not Reported		
33	Kolai Palas	No Result	316	0	316	Not Reported		
34	Chitral Upper	No Result	14	0	14	Not Reported		
35	Kurram	No Result	Not Reported			1110	35	1145
<b>Khyber Pakhtunkhwa</b>		▲	<b>226031</b>	<b>3653</b>	<b>229684</b>	<b>193297</b>	<b>3369</b>	<b>196666</b>

## Comments and Recommendation

### G. PUBLIC SERVICES DELIVERY IN LOCAL GOVERNMENT DEPARTMENT

**GI) Birth Certificate:** This public service in Local Government Department is provided at the Village/Neighborhood Council level in collaboration with National Database and Registration Authority. It is a service-cum-regulatory function and serves as a major tool for planning at local, provincial and national level. In 2020, all districts reported to have registered 23,754 births with 86% registered within the stipulated time limit of two (2) days. In 2021, a total of 83,509 births were registered in the province with efficiency level raised to 94% timely registration. In 2022, a total of 2,07, 860 births were registered in the province. However, the efficiency in observing timelines dropped to 92%. Few striking features of the reporting are tabulated for comparison:

Year	Peshawar	Mansehra	DI Khan	Swabi	Charsadda	Shangla
2020	936	2,450	1,755	1,178	1,489	583
2021	5,629	8,016	8,299	2,105	7,410	11,968
2022	9,292	2,974	18,563	43,822	29,468	16,889

- I. This table indicates the strange phenomenon of incoherence in reporting. Despite being the most populous district, Peshawar is reporting smaller number of registrations as compared to Shangla. Annual trends in all districts are inconsistent. This inconsistency is indicative of three facts:
  - a) People are unaware of their responsibility to register births with their local council.
  - b) Secretaries of the Village/Neighborhood Councils have little or no idea about the regulatory aspect of this service; and
  - c) Data is not correctly reported from all Village and Neighborhood Councils.
- II. 43% delays in Orakzai, 35% in Khyber, 33% in North Waziristan, 26% in Haripur, 22% in Mardan, 17% in Peshawar and 16% in Mansehra are a matter of concern.

**Table GI. Birth Certificate**

Department: Local Government					Public Service: Birth Certificate			
Time Limit: 02 Days			Designated Officer: Secretary Village Council			Appellate Authority: AD Local Government		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Dir Upper	▲	3991	0	3991	1342	0	1342
2	Kohistan Lower	▲	399	0	399	2788	7	2795
3	Shangla	▲	16874	15	16889	11913	55	11968
4	Chitral Lower	▲	978	6	984	332	4	336
5	Haripur	▲	2385	819	3204	2368	852	3220
6	Khyber	▲	1322	721	2043	663	380	1043
7	Bannu	▲	699	45	744	878	73	951
8	Malakand	▲	2110	0	2110	1534	35	1569
9	Mohmand	▲	7393	279	7672	4976	1087	6063
10	South Waziristan	▲	3516	156	3672	647	165	812
11	Orakzai	▲	4018	2999	7017	40	158	198
12	North Waziristan	▼	552	269	821	1888	51	1939
13	Mardan	▼	2601	735	3336	4451	4	4455
14	Nowshera	▼	900	158	1058	671	1	672
15	Kurram	▼	431	66	497	150	0	150
16	Abbottabad	▼	126	16	142	222	0	222
17	Kohat	▼	1791	321	2112	864	50	914
18	Swabi	▼	39566	4256	43822	2060	45	2105
19	Mansehra	▼	2485	489	2974	7285	731	8016
20	Peshawar	▼	7669	1623	9292	5056	572	5628
21	Swat	▼	3900	296	4196	2039	2	2041
22	Hangu	▼	522	58	580	642	23	665

23	Bajaur	▼	3124	188	3312	599	2	601
24	Lakki Marwat	▼	7204	191	7395	769	3	772
25	Charsadda	▼	28543	925	29468	7314	96	7410
26	Tank	▼	3757	265	4022	416	23	439
27	Torghar	▼	3054	37	3091	414	0	414
28	Dir Lower	▼	1628	24	1652	611	4	615
29	DI Khan	▼	17774	789	18563	7987	312	8299
30	Karak	▼	6112	278	6390	2691	109	2800
31	Battagram	▼	8862	35	8897	3275	0	3275
32	Buner	▼	5449	11	5460	1778	2	1780
33	Kohistan Upper	No Result	1434	0	1434	Data Not Reported		
34	Kolai Palas	No Result	543	0	543	Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>191712</b>	<b>16070</b>	<b>207782</b>	<b>78663</b>	<b>4846</b>	<b>83509</b>

**G2) Death Certificate:** Like Birth Certification, this public service is also delivered at the Village/Neighborhood Council level in collaboration with National Database and Registration Authority. 29 districts reported data in 2020 on this account and had reported to have registered 10,972 deaths with 89% reports registered and certified within the stipulated time limit of two (2) days. In 2021, a total of 22,298 deaths were registered and certified in 32 districts of the province. Timelines were observed in 92% cases. In 2022, a total of 19,299 deaths were registered in the province. However, the efficiency in observing timelines for certification dropped to 85%. Data received from the district reveal that reporting, registration and certification of deaths is not given importance.

**Recommendations:** The Commission recommends that the Local Government Department may review the situation for addressing the two issues of (i) regularity in registration/ certification of births and deaths and (ii) delays in providing certification to applicants for the services in some districts. The Coordination Unit constituted under section (10) of the Khyber Pakhtunkhwa Local Government Act, 2013 is mandated to **“conduct surveys on certification function of village and neighbourhood councils in the province.”** This Unit may be pressed into service for preparatory work of this important review.

**Table G2. Death Certificate**

Department: Local Government					Public Service: Death Certificate			
Time Limit: 2 Days			Designated Officer: Village Council Secretary			Appellate Authority: AD Local Government		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Battagram	▲	202	0	202	400	0	400
2	Mohmand	▲	1281	17	1298	1064	19	1083
3	Dir Lower	▲	96	0	96	210	1	211
4	Chitral Lower	▲	187	0	187	197	3	200
5	Malakand	▲	563	0	563	293	6	299
6	Abbottabad	▲	105	14	119	216	35	251
7	Buner	▲	267	0	267	175	6	181
8	Haripur	▲	526	208	734	465	289	754
9	South Waziristan	▲	612	65	677	331	102	433
10	Tank	▲	541	35	576	63	45	108
11	Orakzai	▲	194	153	347	20	125	145
12	North Waziristan	▼	195	185	380	192	8	200
13	Mardan	▼	916	378	1294	855	1	856
14	Bajaur	▼	202	77	279	227	8	235
15	Hangu	▼	54	20	74	140	6	146
16	Nowshera	▼	124	34	158	85	1	86
17	Khyber	▼	64	274	338	216	346	562
18	Mansehra	▼	1228	377	1605	1891	172	2063
19	Kurram	▼	44	7	51	99	0	99
20	Swabi	▼	1279	205	1484	264	5	269
21	Dir Upper	▼	70	5	75	177	0	177
22	Bannu	▼	110	45	155	255	77	332
23	DI Khan	▼	1089	89	1178	2538	100	2638

24	Peshawar	▼	1080	476	1556	923	340	1263
25	Kohat	▼	694	72	766	242	16	258
26	Torghar	▼	65	2	67	56	0	56
27	Karak	▼	844	62	906	1220	55	1275
28	Charsadda	▼	1799	88	1887	3469	82	3551
29	Lakki Marwat	▼	459	18	477	254	4	258
30	Swat	▼	348	13	361	608	10	618
31	Shangla	▼	685	4	689	2796	1	2797
32	Kohistan Lower	▲	161	0	161	492	2	494
33	Kohistan Upper	No Result	262	0	262	Data Not Reported		
34	Kolai Palas	No Result	30	0	30	Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>16376</b>	<b>2923</b>	<b>19299</b>	<b>20433</b>	<b>1865</b>	<b>22298</b>

## Comments and Recommendation

### Public Services Delivery in Local Government Department

**G3) Disposal of Garbage and Solid Waste:** This public service in Local Government Department is provided by Water and Sanitations Services Companies in urban areas of City Local Governments at Provincial and Divisional Headquarters, Urban Areas Development Authorities in their area of jurisdiction, Tehsil/City Local Governments in other areas of the respective Tehsils and statutory authorities established at Galiyat, Kaghan and Kalam. Reports compiled in 2020, suggest that 12,142 demands for disposal of garbage and solid waste were attended. 75% of these demands were responded within 24-36 hours- the notified time for provision of the service. In 2021, a total of 19,941 calls were attended. However, the efficiency level registered a down-slide to 70%. In 2022, demand for the service declined to 12,957 calls. However, the efficiency level went up to 78%. Following are few aspects of the subject:

- a. Water and Sanitation Services Companies (WSSCs) are incorporated to improve the two critical municipal services of water supply and sanitation. Currently there are seven (7) companies in the province catering to the needs of divisional headquarters. Kohat has reported only 4 cases since 2020 and the succeeding table gives the landscape of reports from the remaining six (6) Sanitation Companies in their areas of jurisdiction:

Year	Peshawar	Mardan	DI Khan	Swat	Abbottabad	Bannu
2020	6,294	3,891	67	235	275	66
2021	9,621	5,496	580	607	232	62
2022	3,753	3,747	575	1,996	191	128

This table clearly indicates that the data provided by the municipal institutions including the Water and Sanitation Services Companies for the headquarter districts of all Divisions is not reflective of the situation on ground.

- b) The data provided by 32 districts in 2022 do not provide leads to a comparative assessment of performance by Tehsil Municipal Administration, Sanitation Companies and Urban Area Development Authorities;
- c) In addition to Peshawar Development Authority, there are eleven (11) Urban Areas Development Authorities established in terms of section 3 (2) (a) of the Khyber Pakhtunkhwa Urban Areas Development Authorities Act, 2020. These institutions are established at Dera Ismail Khan, Bannu, Karak, Kohat, Mardan, Swabi, Swat, Abbottabad, Mansehra, Chitral and Dir. This arrangement is supplemented with Galiyat Development Authority, Kaghan Development Authority and Kalam Development Authority established under special statutes. These institutions provide sanitation services but their performance is not reflected in the data.
- d) Comparison of data for 2021 and 2022 reveal that in terms of numbers the service delivery has declined.

**Recommendations:** The Commission recommends that the Local Government Department may review for addressing the following issues:

- a) Reporting by all institutions obligated with the delivery of this service; and
- b) Delay in responding to demands for disposal of garbage and solid waste with particular focus on Kohat (100% delays), North Waziristan (57% delays), Peshawar (47% delays), Charsadda and Bajaur (38% delays) Swabi (37% delays, Mansehra (31 % delays, Tank and Karak (29% delays), Dera Ismail Khan (27% delays and Swat (24% delays).

**Table G3. Disposal of Garbage and Solid Waste**

Department: Local Government						Public Service: Disposal of Garbage and Solid Waste		
Time Limit: 24-36 Hours			Designated Officer: Zonal Manager WSS/Sanitary Inspec TMA			Appellate Authority: CEO WSSC, TMO TMA		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Lakki Marwat	▲	27	0	27	8	0	8
2	Abbottabad	▲	191	0	191	232	0	232
3	Dir Lower	▲	34	0	34	81	0	81
4	Battagram	▲	41	0	41	236	0	236
5	Malakand	▲	5	0	5	15	0	15
6	Chitral Lower	▲	7	0	7	2	0	2
7	Orakzai	▲	1	0	1	28	0	28
8	Kohistan Lower	▲	101	0	101	63	0	63
9	Swabi	▲	59	34	93	84	52	136
10	Khyber	▲	173	5	178	94	5	99
11	Peshawar	▲	1980	1773	3753	4555	5066	9621
12	Swat	▲	1512	484	1996	395	212	607
13	Bannu	▲	126	2	128	54	8	62
14	Buner	▲	125	25	150	6	3	9
15	Mohmand	▲	63	14	77	21	12	33
16	Karak	▲	25	10	35	18	18	36

17	Tank	▲	24	10	34	13	16	29
18	Nowshera	▲	203	8	211	144	74	218
19	Dir Upper	▲	475	2	477	146	85	231
20	North Waziristan	▼	50	67	117	215	46	261
21	Bajaur	▼	196	121	317	248	7	255
22	Hangu	▼	47	9	56	91	1	92
23	Shangla	▼	31	5	36	12	0	12
24	DI Khan	▼	420	155	575	494	86	580
25	Mansehra	▼	95	43	138	145	58	203
26	Charsadda	▼	64	40	104	10	6	16
27	Mardan	▼	3728	19	3747	5495	1	5496
28	South Waziristan	▼	290	1	291	244	0	244
29	Torghar	No Result	24	2	26	Data Not reported		
30	Kohat	No Result	0	4	4	Data Not reported		
31	Kurram	No Result	1	0	1	Data Not reported		
32	Chitral Upper	No Result	6	0	6	Data Not reported		
33	Haripur	No Result	Data Not reported			16	20	36
34	Kohistan Upper	No Result	Data Not reported			Data Not reported		
35	Kolai Palas	No Result	Data Not reported			Data Not reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>10124</b>	<b>2833</b>	<b>12957</b>	<b>13165</b>	<b>5776</b>	<b>18941</b>

## Comments and Recommendation

### Public Services Delivery in Local Government Department

**G4) Building Plans:** This public service in Local Government Department is provided by City Local Governments at Provincial and Divisional Headquarters, Tehsil Local Governments in other districts, Urban Areas Development Authorities in their area of jurisdiction, and statutory authorities established at Galiyat, Kaghan and Kalam. A comparative statement of reports provided since 2020 is as under:

Year	Reporting Districts	Services Delivered			
		Timely	delayed	Total	% of Intime Delivery
2020	20	690	243	933	74%
2021	23	978	580	1,558	63%
2022	23	1,201	903	2,104	57%

A comparison of data from seven (7) districts with heavier workload is as under:

Year	Peshawar	Mardan	Abbottabad	Mansehra	Haripur	DIKhan	Swabi
2020	151	21	104	177	290	38	11
2021	194	80	110	220	270	274	128
2022	177	103	86	282	514	127	159

Following are few reflections of the data and critical issues in delivery of this service in the shape of approval of building plans:

- Building plans have two outcomes for the approving institutions. Firstly, it regulates the construction and secondly, it is a source of revenue for the institutions. The details received through the data are not representative of the real situation of construction works undertaken in every part of the province. The data suggests two possibilities. Either the reports are patchy or the institutions responsible for regulating the construction and delivering the service of approving building plans are not performing well their regulatory functions. Both have adverse reflections on institutional efficacy.
- The statistics do not match even the works going on in the jurisdiction of Urban Areas Development Authorities and the special authorities.
- Even the reported workload is not efficiently managed as there are huge delays in some districts. For instance, Mansehra worked with 72% delay, Dera Ismail Khan has 71% delay, Haripur delayed 56% of its caseload, Swat delayed 45% of the cases and Mardan has a delay of 42% cases in 2022.

**Recommendations:** Delays in approval of Construction Plans disrupts construction planning as well as cost escalation of the project. The higher cost of construction is waste which can be addressed by bringing efficiency in processing time and adhering to the timelines set by the government. Lower output deprives relevant institutions of their genuine income. The Commission recommends that the Local Government Department may review the situation for addressing the following issues:

- c) Effective enforcement of Building Bye-Laws by City and Tehsil Local Governments and Urban Areas Development Authorities; and
- d) Addressing the issues of delays by taking corrective measures including backstopping districts having higher workload.

**Table G4. Building Plans**

Department: Local Government			Public Service: Building Plan					
Time Limit: 30 Days			Designated Officer: Tehsil Officer AMO (Planning)			Appellate Authority: Chief Municipal Officer/TMO		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Lakki Marwat	▲	22	0	22	20	0	20
2	Karak	▲	83	5	88	21	2	23
3	Abbottabad	▲	39	47	86	46	64	110
4	Nowshera	▲	40	23	63	21	15	36
5	Swabi	▲	142	17	159	104	24	128
6	Peshawar	▲	156	21	177	153	41	194
7	Bannu	▲	30	2	32	11	4	15
8	Torghar	▼	0	2	2	2	0	2
9	Hangu	▼	11	24	35	19	5	24
10	Tank	▼	10	6	16	7	0	7
11	Dir Lower	▼	16	8	24	26	3	29
12	Battagram	▼	8	8	16	13	5	18
13	Kohat	▼	35	7	42	43	1	44
14	DI Khan	▼	35	86	121	74	100	174
15	Charsadda	▼	25	20	45	19	9	28
16	Haripur	▼	225	289	514	151	119	270

17	Mansehra	▼	79	203	282	86	134	220
18	Buner	▼	8	12	20	1	1	2
19	Swat	▼	38	31	69	41	23	64
20	Mardan	▼	118	85	203	53	27	80
21	Malakand	▼	32	1	33	26	0	26
22	Chitral Lower	▼	41	1	42	36	0	36
23	Shangla	No Result	8	5	13	Data Not Reported		
24	Kurram	No Result	Data Not Reported			5	3	8
25	Dir Upper	No Result	Data Not Reported			Data Not Reported		
26	Bajaur	No Result	Data Not Reported			Data Not Reported		
27	Khyber	No Result	Data Not Reported			Data Not Reported		
28	Orakzai	No Result	Data Not Reported			Data Not Reported		
29	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
30	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
31	North Waziristan	No Result	Data Not Reported			Data Not Reported		
32	South Waziristan	No Result	Data Not Reported			Data Not Reported		
33	Mohmand	No Result	Data Not Reported			Data Not Reported		
34	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>1201</b>	<b>903</b>	<b>2104</b>	<b>978</b>	<b>580</b>	<b>1558</b>

# Comments and Recommendation

## Public Services Delivery in Local Government Department

**G5) Plan of Commercial Building-Outside City Walls:** This public service in Local Government Department is provided by City Local Governments at Provincial and Divisional Headquarters, Tehsil Local Governments in other districts, Urban Areas Development Authorities in their area of jurisdiction, and statutory authorities established at Galiyat, Kaghan and Kalam. A comparative statement of reports provided since 2020 is as under:

Year	Reporting Districts	Services Delivered			
		Timely	delayed	Total	% of Intime Delivery
2020	11	120	41	161	75%
2021	18	469	87	557	84%
2022	19	427	97	524	81.49%

A comparison of data from seven (7) districts with heavier workload is as under:

Year	Peshawar	Mardan	Abbottabad	Charsadda	Haripur	DIKhan	Nowshera
2020	57	9	55	7	2	20	2
2021	207	40	60	48	15	44	13
2022	83	60	65	57	37	19	21

Commercial buildings outside the city walls are a kind of expanding existing markets or creating new markets in the periphery of urban centers. This activity needs very vigilant oversight to ensure orderly expansion catering to emerging needs. The data is not reflective of the expansions on ground and so is the case with the oversight and regulatory function. The data from Peshawar is indicative of minor workload on this account but it is attended with less than 50% efficiency (43 delays in 83 cases during 2022).

**Recommendations:** Private sector has the capacity to move faster and has the ability to seize every opportunity of profit. That is considered the most potent driver of economic growth while rapid urbanization is one of its outcomes. Vertical and horizontal expansion of cities is not unique to KP/ Pakistan alone. This is an international challenge which is taken with the right spirit and high enthusiasm by the relevant state institution. High rise buildings, expansion in businesses and commercial activities leads to urban sprawl which is positive and healthy sign provided it is managed. Complicated procedures, slow processing ability, multiple lairs of approval either damps the Urban sprawl or leads to unauthorized construction and the resultant low standards of construction. Commission recommends that the Local Government Department may review the situation for addressing the issue of effective enforcement of Building Bye-Laws by City and Tehsil Local Governments and Urban Areas Development Authorities and improving the regulatory regime for ensuring orderly expansion in sub-urban areas.

**Table G5. Plan of Commercial Building-Outside City Walls**

Department: Local Government						Public Service: Plan of Commercial Building Outside City Wall		
Time Limit: 60 Days			Designated Officer: Tehsil Planing Officer			Appellate Authority: Tehsil Municipal Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Chitral Lower	▲	3	0	3	1	0	1
2	Malakand	▲	17	0	17	7	0	7
3	Hangu	▲	21	0	21	6	0	6
4	Mardan	▲	52	8	60	34	6	40
5	Kohat	▲	25	0	25	19	1	20
6	Nowshera	▲	21	0	21	12	1	13
7	Bannu	▲	16	1	17	21	5	26
8	Haripur	▲	35	2	37	12	3	15
9	Abbottabad	▲	65	0	65	45	15	60
10	Lakki Marwat	▲	5	0	5	6	2	8
11	Mansehra	▲	6	2	8	11	17	28
12	DI Khan	▲	16	3	19	21	23	44
13	Swat	▼	5	11	16	16	2	18
14	Peshawar	▼	40	43	83	204	3	207
15	Shangla	▼	10	3	13	6	0	6
16	Buner	▼	12	1	13	2	0	2
17	Charsadda	▼	46	11	57	39	9	48
18	Bajaur	No Result	26	12	38	Data Not Reported		
19	Karak	No Result	6	0	6	Data Not Reported		
20	Dir Lower	No Result	Data Not Reported			7	0	7
21	Battagram	No Result	Data Not Reported			Data Not Reported		
22	Mohmand	No Result	Data Not Reported			Data Not Reported		
23	South Waziristan	No Result	Data Not Reported			Data Not Reported		

24	Tank	No Result	Data Not Reported			Data Not Reported		
25	Orakzai	No Result	Data Not Reported			Data Not Reported		
26	North Waziristan	No Result	Data Not Reported			Data Not Reported		
27	Khyber	No Result	Data Not Reported			Data Not Reported		
28	Kurram	No Result	Data Not Reported			Data Not Reported		
29	Swabi	No Result	Data Not Reported			Data Not Reported		
30	Dir Upper	No Result	Data Not Reported			Data Not Reported		
31	Torghar	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
33	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
34	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
Khyber Pakhtunkhwa		▼	427	97	524	469	87	556

## Comments and Recommendation

### Public Services Delivery in Local Government Department

**G6) Plan of Commercial Building-Within City Walls:** This public service in Local Government Department is provided by City Local Governments at Provincial and Divisional Headquarters and Tehsil Local Governments in other districts. A comparative statement of reports provided since 2020 is as under:

Year	Reporting Districts	Services Delivered			
		Timely	delayed	Total	% of Intime Delivery
2020	11	176	57	233	76%
2021	18	510	98	608	86%
2022	22	666	125	791	84.20%

A comparison of data from seven (7) divisional headquarters is as under:

Year	Peshawar	Mardan	Abbottabad	Kohat	Bannu	DIKhan	Swat
2020	34	17	63	0	19	23	0
2021	68	92	77	11	36	41	26
2022	29	75	57	9	55	16	102

There is no denying the fact that commercial infrastructure in old cities is being reconstructed. It is horizontal as well as vertical expansion in almost all cities. Residential areas adjoining old markets are attached in new designs. For all practical purposes, this activity is reshaping the cities. The data suggest that reports from Peshawar, Mardan, Abbottabad, Kohat and Dera Ismail Khan have declined. The data from Peshawar is indicative of declining workload and increasing delays (14 delays in 29 cases during 2022).

**Recommendations:** The Commission recommends that the Local Government Department may review the situation on ground so as to ensure customer facilitation, better tracking of construction and effective oversight in terms of effective enforcement of Building Bye-Laws by City and Tehsil Local Governments within city walls and improving the regulatory regime for ensuring orderly expansion.

**Table G6. Plan of Commercial Building-Within City Walls**

Department: Local Government						Public Service: Plan of Commercial Building Within City Wall		
Time Limit: 30 Days			Designated Officer: Tehsil Planning Officer			Appellate Authority: Tehsil Municipal Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Lakki Marwat	▲	12	0	12	19	0	19
2	Dir Lower	▲	18	0	18	15	0	15
3	Malakand	▲	15	0	15	12	0	12
4	Chitral Lower	▲	6	0	6	6	0	6
5	Karak	▲	89	0	89	23	0	23
6	Nowshera	▲	25	0	25	16	0	16
7	Kohat	▲	9	0	9	11	0	11
8	Mardan	▲	67	8	75	81	11	92
9	Bannu	▲	54	1	55	33	3	36
10	Charsadda	▲	30	5	35	17	6	23
11	Abbottabad	▲	54	3	57	59	18	77
12	DI Khan	▲	14	2	16	20	21	41
13	Swat	▲	93	9	102	12	14	26
14	Peshawar	▼	15	14	29	61	7	68
15	Mansehra	▼	3	3	6	31	5	36
16	Haripur	▼	133	71	204	73	9	82
17	Buner	▼	10	2	12	7	0	7
18	Hangu	▼	12	1	13	7	0	7
19	Shangla	▼	7	6	13	6	4	10
20	Tank	No Result	Data Not Reported			1	0	1
21	Battagram	No Result	Data Not Reported			Data Not Reported		
22	Orakzai	No Result	Data Not Reported			Data Not Reported		

23	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
24	Swabi	No Result	Data Not Reported			Data Not Reported		
25	Khyber	No Result	Data Not Reported			Data Not Reported		
26	Mohmand	No Result	Data Not Reported			Data Not Reported		
27	Dir Upper	No Result	Data Not Reported			Data Not Reported		
28	North Waziristan	No Result	Data Not Reported			Data Not Reported		
29	Bajaur	No Result	Data Not Reported			Data Not Reported		
30	South Waziristan	No Result	Data Not Reported			Data Not Reported		
31	Torghar	No Result	Data Not Reported			Data Not Reported		
32	Kurram	No Result	Data Not Reported			Data Not Reported		
33	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
34	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
35	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		<b>▲</b>	<b>666</b>	<b>125</b>	<b>791</b>	<b>510</b>	<b>98</b>	<b>608</b>

# Comments and Recommendation

## Public Services Delivery in Local Government Department

**G7) Water Connection:** This public service is provided by three distinct entities. In some areas of provincial and divisional headquarters, the service is provided by Water and Sanitation Services Companies. In urban areas of districts (including areas beyond the jurisdiction of WSSCs), the service is provided by City and Tehsil Local Governments. In rural areas the service is provided by the Public Health Engineering Department. A comparative statement of reports reflecting the overall situation of delivery of the service in three years is as under:

Year	Reporting Districts	Services Delivered (Connections Given)			
		Timely	delayed	Total	% of Intime Delivery
2020	22	3,174	143	3,137	96%
2021	25	5,636	406	6,042	93%
2022	26	7,109	321	7,430	95.63%

A comparison of data from seven (7) divisional headquarters is as under:

Year	Peshawar	Mardan	Abbottabad	Kohat	Bannu	DIKhan	Swat
2020	550	218	386	211	356	440	125
2021	794	737	377	398	494	301	833
2022	690	516	112	264	694	367	2157

A comparison of data from predominantly rural and remote districts in the province is as under:

Year	Kohistan	Torghar	Tank	Chitral	Shangla	Upper Dir	Karak
2020	34	9	1	0	0	8	0
2021	2	6	6	72	62	0	152
2022	27	4	2	122	8	147	69

The data captured in the above tables indicate that:

- The overall data reporting is infrequent. It does not reflect the general performance of the three entities separately.
- Data from divisional headquarters is indicative of the fact that the Water and Sanitation Services Companies had not been able to boost connectivity and regularization of water connections so as to expand their revenue base on account of water charges.
- The rural districts are the least attended.
- Merged districts are yet to report any statistics except for Orakzai which has reported provision of 29 water connections during 2022.

**Recommendations:** The Commission recommends the following

- a) Water unfortunately, is the least cost commodity in the country and thus its wastage is increasing. While the ground-based water supply projects heavily outnumber the gravity schemes in the province, the waste is unviable economically as well. Falling water table in urban areas and slower recharge potential coupled with global warming effects, drastic climatic change and erratic rain pattern, the emerging drought conditions have become a far bigger challenge. The wastage of water can be effectively checked provided the supply agencies begin metering water supplies. Although this is tough task but the department needs to keep encouraging the supply agencies to begin the move in a right earnest immediately. Water metering can effectively check the tendencies of informal connection as well and result in revenue generation.
- b) The Local Government Department may review the situation for evaluating the performance and reporting by the City/Tehsil Local Governments, Water and Sanitation Services Companies and the Local Area Development Authorities
- c) The Public Health Engineering Department may review the situation for evaluating the performance of its district offices in the rural areas of the province, including all the merged districts, to address the issues in expanding water supply coverage and reporting of data.

**Table G7. Water Connection**

Department: Local Government						Public Service: Water Connection		
Time Limit: 2 Weeks			Designated Officer: Zonal Mngr WSSC,TMO TMA, XEN PHED			Appellate Authority: CEO WSSC, TMO TMA, Supt Engg PHED		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	201	0	201	177	0	177
2	Dir Lower	▲	78	0	78	46	0	46
3	Nowshera	▲	215	0	215	48	0	48
4	Mardan	▲	516	0	516	737	0	737
5	Chitral Lower	▲	122	0	122	72	0	72
6	Swabi	▲	661	0	661	293	0	293
7	Karak	▲	69	0	69	152	0	152
8	Torghar	▲	4	0	4	6	0	6
9	Shangla	▲	8	0	8	62	0	62
10	Tank	▲	2	0	2	6	0	6

11	Kohistan Lower	▲	27	0	27	2	0	2
12	Dir Upper	▲	147	0	147	118	0	118
13	Haripur	▲	556	7	563	491	9	500
14	Swat	▲	1991	166	2157	751	82	833
15	Peshawar	▲	690	0	690	775	19	794
16	Buner	▲	111	0	111	133	30	163
17	Abbottabad	▲	110	2	112	141	236	377
18	Kohat	▼	212	52	264	395	3	398
19	Bannu	▼	641	53	694	494	0	494
20	Lakki Marwat	▼	81	4	85	53	0	53
21	Mansehra	▼	141	24	165	219	26	245
22	Battagram	▼	32	1	33	99	0	99
23	DI Khan	▼	358	9	367	301	0	301
24	Hangu	▼	40	1	41	6	0	6
25	Charsadda	▼	67	2	69	59	1	60
26	Orakzai	No Result	29	0	29	Data Not Reported		
27	Khyber	No Result	Data Not Reported			Data Not Reported		
28	Mohmand	No Result	Data Not Reported			Data Not Reported		
29	North Waziristan	No Result	Data Not Reported			Data Not Reported		
30	Bajaur	No Result	Data Not Reported			Data Not Reported		
31	South Waziristan	No Result	Data Not Reported			Data Not Reported		
32	Kurram	No Result	Data Not Reported			Data Not Reported		
33	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
34	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
35	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>7109</b>	<b>321</b>	<b>7430</b>	<b>5636</b>	<b>406</b>	<b>6042</b>

## Comments and Recommendation

### Public Services Delivery in Local Government Department

**G8) Supply of Clean Drinking Water:** Delivery of this public service is allocated to Water and Sanitation Services Companies, City/Tehsil Local Governments and Public Health Engineering Department. The timeline for the delivery of service is regulated as per policy of the provincial Government. The seven Water and Sanitation Services Companies are responsible for delivery of the service in the provincial and divisional headquarters. In urban areas of districts (including areas beyond the jurisdiction of WSSCs), delivery of the service is allocated to City and Tehsil Local Governments. In rural areas, delivery of the service is the responsibility of the Public Health Engineering Department. A comparative statement of reports reflecting the overall situation of delivery of the service in three years is as under:

Year	Reporting Districts	Services Delivered (Connections Given)			
		Timely	delayed	Total	% of Intime Delivery
2020	14	3,170	1,850	5,020	63%
2021	19	4,733	3,296	8,029	59%
2022	22	5,504	1,621	7,125	77.25%

Comparison of data reported from seven (7) divisional headquarters is as under:

Year	Peshawar	Mardan	Abbottabad	Kohat	Bannu	DIKhan	Swat
2020	4,327	0	15	104	75	78	6
2021	6,024	19	94	185	73	71	289
2022	4,703	512	76	139	59	18	0

The data captured in the above tables indicate that:

- e) The overall efficiency level is not satisfactory. It is despite the fact that the institutions responsible for the delivery of this service are not provided tight timelines. 37% delays in 2020, 41% delays in 2021 and 23 % delays in 2022 are alarming as compared to other services.
- f) Data from divisional headquarters is indicative of the fact that the level of delivery of this service has registered a decline in all divisional headquarters except Mardan.

**Recommendations:** The Commission recommends the following

- d) The Local Government Department may review the situation for evaluating the performance and reporting by the City/Tehsil Local Governments, Water and Sanitation Services Companies and the Local Area Development Authorities with regard to provision of clean drinking water to people in conformity with the policy of the provincial government.
- e) The Public Health Engineering Department may review the situation for evaluating the performance of its district offices in the rural areas of the province, including all the merged districts.

**Table G8. Supply of Clean Drinking Water**

Department: Local Government						Public Service: Supply of Clean Drinking Water		
Time Limit: As per Govt Policy			Designated Officer: GM Oper WSS, TPO TMA, XEN PHED			Appellate Authority: Tehsil Municipal Officer		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	9	0	9	21	0	21
2	Dir Lower	▲	65	21	86	57	23	80
3	Nowshera	▲	49	11	60	10	7	17
4	Mansehra	▲	86	32	118	68	69	137
5	Peshawar	▲	3553	1150	4703	3149	2875	6024
6	Bannu	▲	47	5	52	47	26	73
7	Haripur	▲	48	0	48	188	101	289
8	Abbottabad	▲	70	6	76	30	64	94
9	Mardan	▲	339	173	512	0	19	19
10	Chitral Lower	▲	89	33	122	0	19	19
11	Charsadda	▼	2	3	5	45	0	45
12	Battagram	▼	0	4	4	3	3	6
13	Lakki Marwat	▼	40	19	59	29	0	29
14	Khyber	▼	30	7	37	70	10	80
15	Hangu	▼	204	10	214	254	4	258
16	Kohat	▼	112	27	139	153	32	185
17	Swabi	▼	654	6	660	292	1	293
18	DI Khan	▼	7	11	18	28	43	71
19	Karak	No Result	1	7	8	Data Not Reported		
20	Buner	No Result	99	4	103	Data Not Reported		
21	Orakzai	No Result	0	90	90	Data Not Reported		
22	Torghar	No Result	0	2	2	Data Not Reported		

23	Swat	No Result	Data Not Reported			289	0	289
24	Shangla	No Result	Data Not Reported			Data Not Reported		
25	Tank	No Result	Data Not Reported			Data Not Reported		
26	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
27	Mohmand	No Result	Data Not Reported			Data Not Reported		
28	Dir Upper	No Result	Data Not Reported			Data Not Reported		
29	North Waziristan	No Result	Data Not Reported			Data Not Reported		
30	Bajaur	No Result	Data Not Reported			Data Not Reported		
31	South Waziristan	No Result	Data Not Reported			Data Not Reported		
32	Kurram	No Result	Data Not Reported			Data Not Reported		
33	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
34	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
35	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
Khyber Pakhtunkhwa		▲	5504	1621	7125	4733	3296	8029

# Comments and Recommendation

## H. PUBLIC SERVICES DELIVERY IN POLICE

**HI) Registration of FIR:** First Information Reports in criminal cases are registered at the Police Station level. The instrument notifying the service as Public Service in terms of the Khyber Pakhtunkhwa Right to Public Services Act, 2014 tags its delivery with instant registration after the receipt of report in cognizable offences. The Station House Officers are notified as designated officers while the District Police Officers are the appellate authorities to take cognizance of delay and inaction. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (First Information Reports Registered)			
		Timely	delayed	Total	% of Intime Delivery
2020	31	48,605	619	49,224	99%
2021	32	71,496	519	72,015	99%
2022	33	45,956	582	46,538	99%

Comparison of data reported from districts in Peshawar Division is as under:

Year	Peshawar	Charsadda	Nowshera	Khyber	Mohmand
2020	2,045	7,598	6,858	224	111
2021	3,655	9,738	10,268	544	288
2022	4,139	9,915	6,885	345	138

Comparison of data reported from seven merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	2	40	79	224	111	38	0
2021	602	145	84	544	288	76	240
2022	135	263	0	345	138	62	242

District Swabi has shown a constant downwards trend in reporting. In 2020, it communicated to have registered 10,126 reports. In 2021, the figures came down to registration of 6,629 reports while in 2022, the district reported to have registered 5,572 reports.

The data captured in the above tables and paragraph indicate that:

- g) The overall efficiency level (with 99% instant registration of First Information Reports) is satisfactory.
- h) Reports from Peshawar does not reflect the real situation of crime rate in cognizable offences. Charsadda and Nowshera have reported to have registered more cases than Peshawar.

- i) Data from newly merged districts is indicative of a general decline. South Waziristan is the only district which has reported more cases in 2022 as compared to 2021. Orakzai has remained constant for 2021 and 2022. The remaining five districts have reported lesser number of cases in 2022 as compared to 2021.
- j) Data from Swabi seems to be incorrect. The drastic reduction in numbers since 2020 cannot be the result of improvement in law-and-order situation in the district.

**Recommendations:** The Commission recommends that the Provincial Police Officer and the Home Secretary may review:

- a) The whole subject of instant registration of First Information Reports as the reduction in reports during 2022 does not seem to be the result of reduction in crime rate. It seems that the figures are not reflective of the situation on ground.
- b) The situation in district Swabi may be examined as a case study with specific focus on the constant and drastic reduction in reports.
- c) The situation in district Peshawar may be examined to find out the causes of poor reporting.
- d) Registration of First Information Reports and investigation of cases in merged districts would need special attention for setting standards in both areas of criminal cases.

**Table HI. Registration of FIR**

Department: Police						Public Service: FIR		
Time Limit: Instantly			Designated Officer: SHO			Appellate Authority: District Police Officer		
S.No	District	Trend	Year 2022			Year 2021		
			Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Tank	▲	335	15	350	196	35	231
2	Abbottabad	▲	651	1	652	713	33	746
3	North Waziristan	▲	135	0	135	580	22	602
4	Mohmand	▲	138	0	138	286	2	288
5	South Waziristan	▲	263	0	263	144	1	145
6	Peshawar	▲	4055	84	4139	3581	86	3667
7	Haripur	▲	5175	4	5179	5880	17	5897
8	Swabi	▲	5509	3	5512	6946	11	6957
9	Mansehra	▲	1765	0	1765	2575	2	2577
10	Shangla	▲	1691	0	1691	4483	0	4483
11	Chitral Lower	▲	170	0	170	109	0	109

12	Khyber	▲	345	0	345	544	0	544
13	Malakand	▲	1933	0	1933	1637	0	1637
14	Orakzai	▲	242	0	242	240	0	240
15	Mardan	▲	1435	0	1435	4492	0	4492
16	Nowshera	▲	13885	0	13885	10269	0	10269
17	Swat	▲	2204	0	2204	9675	0	9675
18	Bajaur	▲	62	0	62	76	0	76
19	Lakki Marwat	▲	379	0	379	302	0	302
20	Dir Lower	▲	159	0	159	188	0	188
21	DI Khan	▲	5096	0	5096	5476	0	5476
22	Battagram	▲	311	0	311	280	0	280
23	Buner	▼	1669	1	1670	393	0	393
24	Charsadda	▼	9893	22	9915	9738	0	9738
25	Bannu	▼	656	234	890	640	223	863
26	Karak	▼	345	3	348	213	0	213
27	Kohat	▼	169	61	230	150	47	197
28	Dir Upper	▼	1636	136	1772	1283	60	1343
29	Hangu	▼	16	8	24	35	10	45
30	Torghar	▼	19	9	28	8	0	8
31	Kohistan Upper	▲	968	0	968	1049	7	1056
32	Kohistan Lower	No Result	471	0	471	Data Not Reported		
33	Kurram	No Result	Data Not Reported			84	0	84
34	Kolai Palas	No Result	176	1	177	Not Reported		
35	Chitral Upper	No Result	Data Not Reported					
Khyber Pakhtunkhwa		▼	61956	582	62538	72265	556	72821

## Comments and Recommendation

### Public Services Delivery in Police

**H2) Learner Permit Motor Car/Jeep:** Police department in Khyber Pakhtunkhwa is mandated to approve driving licenses for motor car and jeep. The process starts with grant of a Learner Permit. Senior Superintendent of Police in Peshawar, Deputy Commissioner in Malakand and District Police Officers in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. Learner Permit is required to be issued on the day when application is submitted. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Learner Permit Motor Car/Jeep)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	26	25,272	3,275	28,547	89%	Nowshera-3220
2021	32	93,890	3,139	97,029	97%	Abbottabad-2145
2022	33	98,279	1,521	99,800	98%	DIKhan-694

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	31	222	405	0	5	58	0
2021	8,163	502	3,243	1,349	2,446	1,579	230
2022	2,741	279	616	2,118	1,355	1,994	516

Driving license provides opportunities of employment to a person. Delaying it without sufficient cause amounts to denying him livelihood. His family would suffer as long as he is without a job. Recently there were some complaints of huge delays.

The data captured in the above tables indicate that:

- k) The overall service delivery has registered marked improvement with the efficiency level maintaining upward trend since 2020.
- l) Nowshera in 2020, Abbottabad in 2021 and Dera Ismail Khan in 2022 were the only districts which had shown major delays in delivery of service.
- m) Data from merged districts indicates that now the system is providing service to the locals from within the district. However, in 2022 North Waziristan, Kurram and Mohmand reported a decline in the number of applicants availing the service.

**Recommendations:** The Commission recommends that the Provincial Police Officer and Secretary Transport may review the state of delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts.

**Table H2. Learner Permit Motor Car/Jeep**

Department: Police						Public Service: Issuance of Learner Permit Motorcar/Jeep		
Time Limit: Same Day			Designated Officer: SSP Peshawar, DC Malakand, DPO for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	1053	0	1053	537	0	537
2	Dir Lower	▲	3572	0	3572	994	0	994
3	Mardan	▲	6212	0	6212	2906	0	2906
4	Swabi	▲	8943	0	8943	3958	0	3958
5	Shangla	▲	2307	0	2307	3015	0	3015
6	Haripur	▲	3583	0	3583	3282	0	3282
7	Swat	▲	5762	0	5762	6672	0	6672
8	Bannu	▲	2357	0	2357	3931	0	3931
9	Lakki Marwat	▲	2243	0	2243	1344	0	1344
10	Hangu	▲	1840	0	1840	683	0	683
11	Charsadda	▲	3729	0	3729	754	0	754
12	Tank	▲	778	0	778	1015	0	1015
13	Orakzai	▲	516	0	516	230	0	230
14	Mohmand	▲	1355	0	1355	2446	0	2446
15	North Waziristan	▲	2741	0	2741	8163	0	8163
16	Kurram	▲	616	0	616	3243	0	3243
17	Peshawar	▲	19259	0	19259	17548	1	17549
18	Khyber	▲	2118	0	2118	1346	3	1349
19	Nowshera	▲	6561	0	6561	9348	444	9792
20	Battagram	▲	2049	0	2049	1714	170	1884
21	Abbottabad	▲	3618	256	3874	5986	2145	8131

22	Mansehra	▲	1231	17	1248	177	92	269
23	Kohistan Lower	▲	303	0	303	102	283	385
24	Kohat	▼	13	15	28	5994	0	5994
25	DI Khan	▼	2918	696	3614	2158	0	2158
26	Karak	▼	3386	272	3658	1011	0	1011
27	Bajaur	▼	1853	141	1994	1579	0	1579
28	Chitral Lower	▼	1355	44	1399	1301	1	1302
29	Buner	▼	2881	58	2939	8	0	8
30	Torghar	▼	892	15	907	923	0	923
31	South Waziristan	▼	275	4	279	502	0	502
32	Dir Upper	▼	1654	3	1657	1020	0	1020
33	Kohistan Upper	No Result	306	0	306	Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>98279</b>	<b>1521</b>	<b>99800</b>	<b>93890</b>	<b>3139</b>	<b>97029</b>

# Comments and Recommendation

## Public Services Delivery in Police

**H3) Issuance of Fresh Driving License Motor/Jeep:** Police department in Khyber Pakhtunkhwa is mandated to approve driving licenses for motor car and jeep. Senior Superintendent of Police in Peshawar, Deputy Commissioner in Malakand and District Police Officers in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. The license is required to be issued within three (03) days in Peshawar and within ten (10) days in other districts. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Driving License Motor Car/Jeep)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	20	48,620	268	48,888	99%	Buner-197
2021	32	85,251	274	85,525	99.7%	Khyber- 247
2022	33	85,843	16	85,859	99.9%	

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	157	4,330	72	0	0	0
2021	8,043	520	3,351	1,737	1,803	1,535	175
2022	2,434	199	934	1,985	1,207	1,878	396

The data captured in the above tables indicate that:

- n) The overall service delivery has registered marked improvement with the efficiency level constantly remaining at more than 99% in all three years.
- o) The delays (197) in Buner in 2020 and Khyber (247) in 2021 were negligible. The maximum delay reported in 2022 was only eight (08) delays reported from South Waziristan.
- p) In some cases, data from merged districts does not correspond to the data of learner permits delivered in those districts during 2020-22. For instance, district Kurram had reported to have issued 4,264 learner permits for motor car/jeep during 2020-22 but it has reportedly issued 8,615 licenses for motor car/jeep during the same period.

**Recommendations:** The Commission recommends that the Provincial Police Officer and Secretary Transport may review the state of delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts and ensure authenticity of data reported from these districts.

**Table H3. Issuance of Fresh Driving License Motor/Jeep**

Department: Police						Public Service: Issuance of Fresh Driving License Motorcar/Jeep		
Time Limit: 3 Days for Peshawar, 10 days for Other			Designated Officer: SSP Peshawar, DC Malakand, DPO for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	981	0	981	1025	0	1025
2	Dir Lower	▲	3292	0	3292	1084	0	1084
3	Nowshera	▲	5937	0	5937	6088	0	6088
4	Mardan	▲	5841	0	5841	2194	0	2194
5	Chitral Lower	▲	1542	0	1542	994	0	994
6	Swabi	▲	6838	0	6838	3464	0	3464
7	Karak	▲	2627	0	2627	545	0	545
8	Shangla	▲	1957	0	1957	2733	0	2733
9	Kohistan Lower	▲	362	0	362	561	0	561
10	Haripur	▲	1846	0	1846	1857	0	1857
11	Swat	▲	5105	0	5105	5433	0	5433
12	Buner	▲	2175	0	2175	364	0	364
13	Kohat	▲	700	0	700	4497	0	4497
14	Bannu	▲	29	0	29	51	0	51
15	Lakki Marwat	▲	2244	0	2244	904	0	904
16	Mansehra	▲	2620	0	2620	1713	0	1713
17	Battagram	▲	1190	0	1190	1738	0	1738
18	Hangu	▲	1497	0	1497	359	0	359
19	Charsadda	▲	3615	0	3615	2361	0	2361
20	Peshawar	▲	15907	0	15907	16620	3	16623
21	DI Khan	▲	3601	0	3601	3251	3	3254
22	Abbottabad	▲	3707	0	3707	7101	27	7128

23	Tank	▼	704	3	707	1133	0	1133
24	Torghar	▼	777	3	780	1273	0	1273
25	Dir Upper	▼	1419	2	1421	985	0	985
26	Orakzai	No Result	396	0	396	175	0	175
27	Khyber	No Result	1985	0	1985	1496	241	1737
28	Mohmand	No Result	1207	0	1207	1803	0	1803
29	North Waziristan	No Result	2434	0	2434	8043	0	8043
30	Bajaur	No Result	1878	0	1878	1535	0	1535
31	South Waziristan	No Result	191	8	199	520	0	520
32	Kurram	No Result	934	0	934	3351	0	3351
33	Kohistan Upper	No Result	305	0	305	Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>85843</b>	<b>16</b>	<b>85859</b>	<b>85251</b>	<b>274</b>	<b>85525</b>

## Comments and Recommendation

### Public Services Delivery in Police

**H4) Renewal of License Motor/Jeep:** Renewal of license motor car/jeep rests with the authority mandated to issue the license. Senior Superintendent of Police in Peshawar, Deputy Commissioner in Malakand and District Police Officers in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. The renewal of license is required to be sanctioned within three (03) days in Peshawar and within ten (10) days in other districts. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Renewal of License Motor Car/Jeep)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	17	15,730	35	15,767	99.8%	Buner-34
2021	30	53,002	36	53,038	99.9%	Abbotabad-15
2022	31	85,843	36	85,859	99.9%	Tank-5

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	0	0	0	0	0	0
2021	9	0	0	172	179	19	5
2022	44	0	1	917	0	191	20

The data captured in the above tables indicate that:

- q) The overall service delivery has registered marked improvement with the efficiency level constantly remaining at more than 99% in all three years.
- r) The delays (34) in Buner in 2020 and Abbottabad (15) in 2021 were negligible and in 2022 the maximum delays were only 5 delays reported from district Tank.

**Recommendations:** The Commission recommends that the Provincial Police Officer and Secretary Transport may review the state of delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts and ensure authenticity of data reported from these districts.

**Table H4. Renewal of License Motor/Jeep**

Department: Police						Public Service: Renewal of License Motorcar/Jeep		
Time Limit: 3 days Peshawar, 10 days other districts			Designated Officer: SSP Peshawar, DC Malakand, DPO for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.NO	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	619	0	619	297	0	297
2	Dir Lower	▲	1035	0	1035	401	0	401
3	Mardan	▲	3426	0	3426	3474	0	3474
4	Swabi	▲	3839	0	3839	1395	0	1395
5	Shangla	▲	949	0	949	540	0	540
6	Haripur	▲	1676	0	1676	1494	0	1494
7	Swat	▲	3506	0	3506	6800	0	6800
8	Bannu	▲	507	0	507	467	0	467
9	Lakki Marwat	▲	549	0	549	639	0	639
10	Charsadda	▲	3023	0	3023	2304	0	2304
11	Orakzai	▲	20	0	20	5	0	5
12	North Waziristan	▲	44	0	44	9	0	9
13	Nowshera	▲	3790	0	3790	8282	0	8282
14	Battagram	▲	301	0	301	332	0	332
15	Mansehra	▲	1528	0	1528	646	0	646
16	Kohistan Lower	▲	119	0	119	181	0	181
17	Kohat	▲	945	0	945	1330	0	1330
18	DI Khan	▲	2710	0	2710	2147	0	2147
19	Karak	▲	2872	0	2872	494	0	494
20	Chitral Lower	▲	440	0	440	681	0	681
21	Torghar	▲	80	0	80	68	0	68
22	Dir Upper	▲	412	0	412	287	0	287

23	Peshawar	▲	20626	0	20626	13962	2	13964
24	Abbottabad	▲	1152	0	1152	4839	15	4854
25	Khyber	▲	917	0	917	171	1	172
26	Buner	▲	1598	0	1598	874	9	883
27	Hangu	▲	994	0	994	440	9	449
28	Bajaur	▼	187	4	191	19	0	19
29	Tank	▼	335	5	340	245	0	245
30	Kurram	No Result	1	0	1	Data Not Reported		
31	Kohistan Upper	No Result	134	0	134	Data Not Reported		
32	Mohmand	No Result	Data Not Reported			179	0	179
33	South Waziristan	No Result	Data Not Reported			Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>58334</b>	<b>9</b>	<b>58343</b>	<b>53002</b>	<b>36</b>	<b>53038</b>

# Comments and Recommendation

## Public Services Delivery in Police

**H5) Police Verification:** The Station House Officers in Khyber Pakhtunkhwa are obligated to provide verifications as a public service. The Deputy Superintendent of Police (Headquarters) in all districts are Appellate Authorities for the service. Designated Officers are obligated to deliver the service within seven (07) days. Such verifications are required to people in a variety of situations including getting public sector jobs or aspiring public offices, documentation requirements for overseas travel or seeking different licenses. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Police Verification)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	30	41,472	954	42,426	98%	Mohmand-173
2021	32	63,090	1,525	64,615	98%	Mohmand-392
2022	33	84,937	939	85,876	98.9%	Dir Upper-163

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	166	66	158	248	565	63	0
2021	1,613	218	552	923	1,150	591	921
2022	2,534	773	0	1,880	1,663	307	2,631

The data captured in the above tables indicate that:

- s) The overall service delivery has registered marked improvement with the efficiency level constantly remaining at more than 98% in all three years.
- t) There were delays in Mohmand in 2020 and 2021 (173 and 392 delays respectively). However, these delays have been eliminated as Mohmand has reported 10% compliance with timelines in 2022. Dir Upper (163 delays) in 2022 would need attention.
- u) Data from merged districts is reflecting constant improvement in terms of numbers as well as compliance to timelines.

**Recommendations:** The Commission recommends that the Provincial Police Officer may review the state of delivery of this service with the following consideration in perspective:

- a) Improvement of the system to eliminate hiccups for applicants at the operational level; and
- b) Upgrading the system in merged districts to facilitate residents from these districts.

**Table H5. Police Verification**

Department: Police						Public Service: Police Verification		
Time Limit: 7 Days			Designated Officer: SHO			Appellate Authority: DSP Headquarter		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Malakand	▲	2601	0	2601	1330	0	1330
3	Mardan	▲	9566	0	9566	6935	0	6935
4	Swabi	▲	1843	0	1843	1414	0	1414
7	Swat	▲	8535	0	8535	4366	0	4366
10	Charsadda	▲	4405	0	4405	2041	0	2041
11	Orakzai	▲	2631	0	2631	921	0	921
19	Karak	▲	1915	0	1915	664	0	664
24	Abbottabad	▲	4622	0	4622	2571	1	2572
8	Bannu	▲	1805	9	1814	1089	6	1095
6	Haripur	▲	2875	0	2875	1408	2	1410
27	Hangu	▲	1048	120	1168	872	108	980
22	Dir Upper	▲	1767	163	1930	793	94	887
2	Dir Lower	▲	6251	1	6252	3669	153	3822
12	North Waziristan	▲	2532	2	2534	1498	115	1613
14	Battagram	▲	1469	29	1498	682	77	759
9	Lakki Marwat	▲	460	0	460	300	64	364
33	South Waziristan	▲	767	6	773	155	63	218
32	Mohmand	▲	1663	0	1663	758	392	1150
16	Kohistan Lower	▲	1460	0	1460	597	346	943
18	DI Khan	▼	162	73	235	186	33	219
29	Tank	▼	369	61	430	409	1	410
28	Bajaur	▼	285	22	307	588	3	591
21	Torghar	▼	131	11	142	72	3	75

25	Khyber	▼	1804	76	1880	919	4	923
17	Kohat	▼	1571	78	1649	1640	19	1659
26	Buner	▼	755	117	872	282	33	315
20	Chitral Lower	▼	1845	39	1884	1673	1	1674
15	Mansehra	▼	3015	62	3077	7122	4	7126
23	Peshawar	▼	3905	34	3939	7323	0	7323
13	Nowshera	▼	7991	23	8014	8623	0	8623
5	Shangla	▼	3526	13	3539	1638	3	1641
31	Kohistan Upper	No Result	1339	0	1339	Data Not Reported		
35	Kolai Palas	No Result	24	0	24	Data Not Reported		
30	Kurram	No Result	Data Not Reported			552	0	552
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>84937</b>	<b>939</b>	<b>85876</b>	<b>63090</b>	<b>1525</b>	<b>64615</b>

## Comments and Recommendation on Services Data for the Year 2022

### I. PUBLIC SERVICES DELIVERY IN TRANSPORT AND MASS TRANSIT DEPARTMENT

- 11) **Issuance of Learner HTV:** The function of granting driving license for heavy transport vehicles is allocated to Transport Department. The process starts with grant of a learner permit. Director Transport in Peshawar and Additional Deputy Commissioners/Assistant Commissioners in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. HTV learner permit is required to be issued on the day when application is submitted. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Learner Permit HTV)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	23	19,513	169	19,782	99%	Bannu-167
2021	24	19,092	218	19,310	99%	Swat-111
2022	28	26,085	24	26,109	99%	Abbottabad-24

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	218	0	0	0	0	0
2021	0	831	0	0	0	0	0
2022	604	803	0	35	91	0	31

The data captured in the above tables indicate that:

- v) The overall service delivery during 2022 has registered marked improvement with efficiency level at 99% for compliance with timelines.
- w) The data indicate that 21 out of 23 reporting districts in 2020, 19 out of 24 reporting districts reporting in 2021 and 27 out of 28 reporting districts in 2022 have reported 100% compliance with timelines in issuance of HTV learner permits.
- x) Data from merged districts is indicative of very slow progress. Kurram and Bajaur are yet to report any progress while Khyber, Mohmand and Orakzai have respectively reported only 35, 91 and 31 cases since 2020. South Waziristan is constantly reporting data and North Waziristan has started reporting in 2022 with 604 HTV learner permits issued during the year.

- y) **Recommendations:** There are complaints of lack of transparency in sequencing the candidates, scheduling of the driving tests, element of merits in qualifying the test and communication of test results. People are made to wait longer, pay for the charges of the vehicle hired for the test and fuel thereof. These are made very discretionary and without any laid down SOP. This therefore enhances the transaction cost of the getting this service. The Commission has been highlighting these issues off and on to the decision makers.
- z) The Commission recommends that Secretary Transport and Mass Transit Department may focus delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts

**Table II. Issuance of Learner HTV**

Department: Transport & Mass Transit						Public Service: Issuance of Learner HTV		
Time Limit: Same Day			Designated Officer: Director Transport Peshawar, ADC/AC for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Withi n time	Beyon d Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	2633	0	2633	1501	0	1501
2	Peshawar	▲	5219	0	5219	1877	0	1877
3	Battagram	▲	104	0	104	204	0	204
4	Buner	▲	432	0	432	33	0	33
5	DI Khan	▲	1561	0	1561	1165	0	1165
6	Swabi	▲	1288	0	1288	1036	0	1036
7	Shangla	▲	356	0	356	510	0	510
8	Karak	▲	720	0	720	643	0	643
9	Dir Upper	▲	122	0	122	187	0	187
10	Malakand	▲	243	0	243	35	0	35
11	Dir Lower	▲	385	0	385	575	0	575
12	South Waziristan	▲	803	0	803	831	0	831
13	Bannu	▲	1003	0	1003	1302	0	1302
14	Mansehra	▲	1754	0	1754	773	0	773

15	Tank	▲	552	0	552	513	0	513
16	Haripur	▲	1240	0	1240	938	0	938
17	Nowshera	▲	1266	0	1266	470	0	470
18	Charsadda	▲	1423	0	1423	2292	0	2292
19	Lakki Marwat	▲	1800	0	1800	983	1	984
20	Swat	▲	781	0	781	1477	111	1588
21	Hangu	▲	81	0	81	38	5	43
22	Chitral Lower	▲	250	0	250	90	13	103
23	Abbottabad	▼	915	24	939	1071	0	1071
24	North Waziristan	No Result	604	0	604	Data Not Reported		
25	Khyber	No Result	35	0	35	Data Not Reported		
26	Mohmand	No Result	91	0	91	Data Not Reported		
27	Kohistan Lower	No Result	393	0	393	Data Not Reported		
28	Orakzai	No Result	31	0	31	Data Not Reported		
29	Kohat	No Result	Data Not Reported			548	88	636
30	Bajaur	No Result	Data Not Reported			Data Not Reported		
31	Kurram	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
33	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Torghar	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>26085</b>	<b>24</b>	<b>26109</b>	<b>19092</b>	<b>218</b>	<b>19310</b>

# Comments and Recommendation on Services Data for the Year 2022

## Public Services Delivery in Transport and Mass Transit Department

- I2) **Issuance of Fresh Driving License HTV:** Delivery of this service rests with Transport and Mass Transit Department. Director Transport in Peshawar and Additional Deputy Commissioners/Assistant Commissioners in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. HTV driving license in Peshawar is required to be issued in three (03) days while in other district a time limit of ten (10) days is fixed for delivery of the service. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Fresh Driving License HTV)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	23	10,442	251	10,693	98%	Bannu-133
2021	25	13,754	683	14,437	95%	Swat-335
2022	28	12,033	389	12,422	97%	Swat-290

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	237	0	0	0	0	0
2021	438	761	0	0	0	0	0
2022	394	662	0	32	20	0	2

The data captured in the above tables indicate that:

- aa) The overall service delivery during 2022 has significantly dropped in terms of number. This decline in demand is not supported by factors of growth in population and oversees employment opportunities. Only 12,442 cases were reported in 2022 as against 14, 437 cases in 2021.
- bb) The data indicate that 17 out of 23 reporting districts in 2020, 16 out of 25 reporting districts in 2021 and 24 out of 28 reporting districts in 2022 have reported 100% timely compliance which is appreciable.
- cc) Data from merged districts is indicative of very slow progress. Kurram and Bajaur are yet to report any progress while Khyber, Mohmand and Orakzai have respectively reported to have issued only 32, 20 and 2 licenses for heavy transport vehicles since 2020. South Waziristan is constantly reporting data and North Waziristan has started reporting since 2021. The data lack compatibility with the number of HTV learner permits (26,109 learner permits) issued in merged districts during 2022.

**Recommendations:** The Commission recommends that Secretary Transport and Mass Transit Department may review the state of delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts and ensuring authenticity of data.

**Table I2. Issuance of Fresh Driving License HTV**

Department: Transport & Mass Transit						Public Service: Issuance of Fresh Driving License HTV		
Time Limit: 3 days Peshawar, 10 days other districts			Designated Officer: Director Transport Peshawar, ADC/AC for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	1575	0	1575	932	0	932
2	Peshawar	▲	872	0	872	1540	0	1540
3	Battagram	▲	62	0	62	290	0	290
4	North Waziristan	▲	394	0	394	438	0	438
5	Buner	▲	81	0	81	169	0	169
6	Lakki Marwat	▲	885	0	885	281	0	281
7	DI Khan	▲	290	0	290	1005	0	1005
8	Abbottabad	▲	837	0	837	654	0	654
9	Tank	▲	367	0	367	618	0	618
10	Swabi	▲	283	0	283	498	0	498
11	Shangla	▲	205	0	205	145	0	145
12	Karak	▲	590	0	590	268	0	268
13	Dir Upper	▲	22	0	22	266	0	266
14	Malakand	▲	227	0	227	123	0	123
15	Dir Lower	▲	154	0	154	241	0	241
16	South Waziristan	▲	662	0	662	760	1	761
17	Bannu	▲	723	0	723	373	2	375
18	Haripur	▲	1213	0	1213	546	54	600

19	Mansehra	▲	102	0	102	902	115	1017
20	Chitral Lower	▲	29	47	76	13	38	51
21	Hangu	▲	39	0	39	19	6	25
22	Nowshera	▲	1205	0	1205	305	129	434
23	Swat	▼	15	290	305	375	335	710
24	Charsadda	▼	1116	20	1136	2436	0	2436
25	Mohmand	No Result	20	0	20	Data not Reported		
26	Kohistan Lower	No Result	60	0	60	Data not Reported		
27	Orakzai	No Result	2	0	2	Data not Reported		
28	Khyber	No Result	3	32	35	Data not Reported		
29	Kohat	No Result	Data not Reported			557	3	560
30	Kurram	No Result	Data not Reported			Data not Reported		
31	Kohistan Upper	No Result	Data not Reported			Data not Reported		
32	Kolai Palas	No Result	Data not Reported			Data not Reported		
33	Chitral Upper	No Result	Data not Reported			Data not Reported		
34	Torghar	No Result	Data not Reported			Data not Reported		
35	Bajaur	No Result	Data not Reported			Data not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>12033</b>	<b>389</b>	<b>12422</b>	<b>13754</b>	<b>683</b>	<b>14437</b>

## Comments and Recommendation

### Public Services Delivery in Transport and Mass Transit Department

- 13) **Renewal of Driving License HTV:** The function of renewal of driving license for HTV rests with the authority mandated to issue the license. Director Transport in Peshawar and Additional Deputy Commissioners/Assistant Commissioners in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. Renewal of driving license for HTV is required to be sanctioned in three (03) days in Peshawar and within ten (10) days in other districts when application is submitted. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Renewal of Driving License HTV)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	16	5,153	62	5,215	99%	Bannu-51
2021	24	5,000	21	5,021	99.6%	Upper Dir-8
2022	28	18,891	250	19,141	99%	Swat-197

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	306	0	0	0	0	0
2021	1,602	729	0	186	0	118	0
2022	285	0	0	11	22	0	30

The data captured in the above tables indicate that:

- dd) The overall service delivery during 2022 has registered marked improvement (277%) with efficiency level sustained at 99%.
- ee) The data indicate that 13 out of 16 reporting districts in 2020, 19 out of 24 reporting districts in 2021 and 22 out of 27 reporting districts in 2022 have reported 100% compliance with timelines in renewal of driving licenses for heavy transport vehicles.
- ff) District Swat has reported considerable delay of 56% during 2022.
- gg) Data from merged districts is indicative of very slow progress. Kurram is yet to report any progress while Mohmand and Orakzai have respectively reported only 22 and 30 cases since 2020. South Waziristan has lagged in reporting during 2022. North Waziristan has started reporting since 2021 and has reported to have issued 1,878 driving licenses for heavy transport vehicles during 2021-22.

**Recommendations:** The Commission recommends that Secretary Transport and Mass Transit Department may review the state of delivery in the merged districts with focus on upgrading the system to facilitate

applicants from these districts. District Swat needs attention for reduction of delays in the delivery of this service.

**Table I3. Renewal of Driving License HTV**

Department: Transport & Mass Transit						Public Service: Renewal of Driving License HTV		
Time Limit: 3 days Peshawar, 10 days other districts			Designated Officer: Director Transport Peshawar, ADC/AC for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	3411	0	3411	11078	0	11078
2	Peshawar	▲	4805	0	4805	6340	0	6340
3	Battagram	▲	82	0	82	2089	0	2089
4	Buner	▲	160	0	160	467	0	467
5	DI Khan	▲	2246	0	2246	2243	0	2243
6	Swabi	▲	949	0	949	7559	0	7559
7	Shangla	▲	113	0	113	3312	0	3312
8	Dir Upper	▲	179	0	179	1356	0	1356
9	Malakand	▲	73	0	73	597	0	597
10	Dir Lower	▲	266	0	266	6044	0	6044
11	Bannu	▲	1016	0	1016	2571	0	2571
12	Mansehra	▲	674	0	674	3070	0	3070
13	Tank	▲	535	0	535	331	0	331
14	Haripur	▲	732	0	732	5614	0	5614
15	Nowshera	▲	719	0	719	1668	0	1668
16	Lakki Marwat	▲	1011	0	1011	1348	0	1348
17	Hangu	▲	70	0	70	186	0	186
18	North Waziristan	▲	285	0	285	1602	0	1602
19	Charsadda	▲	212	0	212	1004	0	1004

20	Karak	▲	589	0	589	1257	90	1347
21	Orakzai	▲	28	2	30	44	7	51
22	Swat	▼	153	197	350	5650	645	6295
23	Khyber	▼	7	4	11	186	0	186
24	Chitral Lower	▼	87	44	131	359	0	359
25	Abbottabad	▼	367	3	370	4100	0	4100
26	Mohmand	No Result	22	0	22	Data Not Reported		
27	Kohistan Lower	No Result	84	0	84	Data Not Reported		
28	Kohat	No Result	Data Not Reported			1970	530	2500
29	South Waziristan	No Result	Data Not Reported			729	0	729
30	Bajaur	No Result	Data Not Reported			116	0	116
31	Kurram	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
33	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Torghar	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>18875</b>	<b>250</b>	<b>19125</b>	<b>72890</b>	<b>1272</b>	<b>74162</b>

# Comments and Recommendation

## Public Services Delivery in Transport and Mass Transit Department

- I4) **Issuance of Learner Permit LTV:** The function of granting driving license for light transport vehicles (LTV) is allocated to Transport Department. The process starts with grant of LTV learner permit. Director Transport in Peshawar and Additional Deputy Commissioners/Assistant Commissioners in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport and Mass Transit Department is notified as Appellate Authority. Learner permit LTV is required to be issued on the day when application is submitted. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Learner Permit LTV)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	22	63,812	710	64,542	99%	Bannu-373
2021	24	72,890	1,272	74,162	99%	Swat-645
2022	28	106,664	394	107,058	99.6%	Charsadda-362

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	306	0	0	0	0	0
2021	1,602	729	0	186	0	116	51
2022	1,847	821	0	788	1,235	477	344

The data captured in the above tables indicate that:

- hh) The overall service delivery during 2022 has registered marked improvement with the efficiency level at 99%. The number of LTV learner permits issued during the years went up to 107,058 as against 74,162 issued in the previous year.
- ii) District Charsadda has reported considerable (8%) delays in issuing learner permit for LTV.
- jj) The data indicate that 19 out of 22 reporting districts in 2020, 24 out of 28 reporting districts in 2021 and 26 out of 29 reporting districts in 2022 have reported 100% compliance with timelines in issuance of LTV learner permits.
- kk) Data from merged districts is indicative of very slow progress. Kurram is yet to report any progress while Mohmand has started reporting in 2022. Orakzai and Bajaur are gradually increasing their reports. North Waziristan and South Waziristan have shown good improvement.

**Recommendations:** The Commission recommends that Secretary Transport and Mass Transit Department may review the state of delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts. Likewise, district Charsadda need attention to eliminate delays.

**Table I4. Issuance of Learner Permit LTV**

Department: Transport & Mass Transit						Public Service: Issuance of Learner LTV		
Time Limit: Same Day			Designated Officer: Director Transport Peshawar, ADC/AC for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	14951	0	14951	11078	0	11078
2	Peshawar	▲	19838	0	19838	6340	0	6340
3	Battagram	▲	1433	0	1433	2089	0	2089
4	Buner	▲	7228	0	7228	467	0	467
5	DI Khan	▲	2101	0	2101	2243	0	2243
6	Swabi	▲	10326	0	10326	7559	0	7559
7	Shangla	▲	1981	0	1981	3312	0	3312
9	Dir Upper	▲	1658	0	1658	1356	0	1356
10	Malakand	▲	3213	0	3213	597	0	597
11	Dir Lower	▲	3236	0	3236	6044	0	6044
12	South Waziristan	▲	821	0	821	729	0	729
13	Bannu	▲	4146	0	4146	2571	0	2571
14	Mansehra	▲	3527	0	3527	3070	0	3070
15	Tank	▲	428	0	428	331	0	331
16	Haripur	▲	7178	0	7178	5614	0	5614
17	Nowshera	▲	1994	0	1994	1668	0	1668
19	Lakki Marwat	▲	3110	0	3110	1348	0	1348
21	Hangu	▲	1086	0	1086	186	0	186
22	Chitral Lower	▲	808	0	808	359	0	359

24	North Waziristan	▲	1847	0	1847	1602	0	1602
30	Bajaur	▲	477	0	477	116	0	116
8	Karak	▲	1673	0	1673	1257	90	1347
20	Swat	▲	5880	0	5880	5650	645	6295
28	Orakzai	▲	344	0	344	44	7	51
18	Charsadda	▼	4219	362	4581	1004	0	1004
23	Abbottabad	▼	922	23	945	4100	0	4100
25	Khyber	▼	779	9	788	186	0	186
26	Mohmand	No Result	1235	0	1235	Data Not Reported		
27	Kohistan Lower	No Result	225	0	225	Data Not Reported		
29	Kohat	No Result	Data Not Reported			1970	530	2500
31	Kurram	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
33	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Torghar	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>106664</b>	<b>394</b>	<b>107058</b>	<b>72890</b>	<b>1272</b>	<b>74162</b>

## Comments and Recommendation

### Public Services Delivery in Transport and Mass Transit Department

- I5) **Issuance of Fresh Driving License LTV:** Delivery of this service rests with Transport and Mass Transit Department. Director Transport in Peshawar and Additional Deputy Commissioners/Assistant Commissioners in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. Fresh driving license for light transport vehicles in Peshawar is required to be issued in three (03) days while in other district a time limit of ten (10) days is fixed for delivery of the service. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Fresh Driving License LTV)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	22	48,801	1,601	50,402	97%	Battagram-355
2021	27	51,801	4,995	56,791	91%	Swat-3,783
2022	30	81,644	3,916	85,560	95%	Swat-3,554

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	0	0	0	0	0	0
2021	42	0	0	0	0	0	0
2022	942	450	4	219	498	215	80

The data captured in the above tables indicate that:

- II) The overall service delivery during 2022 has significantly improved. The number of reporting districts has gone up from 24 to 30 and the percentage of licenses issued during 2022 has gone up by 57%.
- mm) The data indicate that 13 out of 17 reporting districts in 2020, 18 out of 24 reporting districts in 2021 and 24 out of 30 reporting districts in 2022 have reported 100% compliance with timelines in issuance of fresh driving licenses for light transport vehicles.
- nn) District Swat has consistently reported huge delays/ backlogs during 2021 (3783 delays out of 8001 cases) and in year 2022 (3,554 delays out of 3,660 cases). These statistics are alarming. This Commission specifically focused Swat and communicated its concerns with the department previously. But contrary to expectations, Swat continues to struggle to improve its performance.
- oo) Data from merged districts indicate that.
  - a. None of the seven merged districts reported issuance of driving licenses for light transport vehicles during 2020.

- b. Only North Waziristan reported to have issued 42 driving licenses for light transport vehicles in 2021.
- c. All seven (07) districts have reported issuance of driving license for light transport vehicles in 2022. However, it happens to be a very slow start to the delivery of this service in the least served merged districts.

**Recommendations:** The Commission recommends that the Secretary Transport and Mass Transit Department may review:

- a) The situation in Swat for eliminating the delays and backlog.
- b) The state of delivery in the merged districts with focus on upgrading the system to facilitate applicants from these districts where large segments of population are attached to transportation business.
- c) Capacity of the system to sustain increasing workload as evident from the number of learners permits for light transport vehicles (107,058) issued in 2022.

**Table I5. Issuance of Fresh Driving License LTV**

Department: Transport & Mass Transit						Public Service: Issuance of Fresh Driving License LTV		
Time Limit: 3 days Peshawar, 10 days other districts			Designated Officer: Director Transport Peshawar, ADC/AC for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	11193	0	11193	6075	0	6075
2	Peshawar	▲	26597	0	26597	5373	0	5373
3	Battagram	▲	1178	0	1178	1757	0	1757
4	North Waziristan	▲	942	0	942	1553	0	1553
5	Buner	▲	1911	0	1911	949	0	949
6	DI Khan	▲	1878	0	1878	1877	0	1877
7	Abbottabad	▲	927	0	927	4025	0	4025
8	Swabi	▲	6764	0	6764	5198	0	5198
9	Shangla	▲	1069	0	1069	506	0	506
10	Karak	▲	1010	0	1010	732	0	732
11	Dir Upper	▲	1109	0	1109	1752	0	1752

12	Malakand	▲	2520	0	2520	1978	0	1978
13	Dir Lower	▲	2022	0	2022	2851	0	2851
14	Bajaur	▲	215	0	215	116	0	116
15	South Waziristan	▲	450	0	450	562	1	563
16	Bannu	▲	3223	0	3223	1960	5	1965
17	Lakki Marwat	▲	2195	0	2195	325	13	338
18	Mansehra	▲	2746	0	2746	2967	270	3237
19	Tank	▲	316	0	316	256	27	283
20	Hangu	▲	876	0	876	77	9	86
21	Haripur	▲	5174	0	5174	2573	505	3078
22	Nowshera	▲	1383	0	1383	584	233	817
23	Chitral Lower	▲	371	256	627	55	149	204
24	Swat	▼	106	3554	3660	4218	3783	8001
25	Khyber	▼	123	96	219	61	0	61
26	Charsadda	▼	4468	8	4476	2074	0	2074
27	Mohmand	No Result	498	0	498	Data Not Reported		
28	Kohistan Lower	No Result	298	0	298	Data Not Reported		
29	Orakzai	No Result	79	1	80	Data Not Reported		
30	Kurram	No Result	3	1	4	Data Not Reported		
31	Kohat	No Result	Data Not Reported			1347	0	1347
32	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
33	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Torghar	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>81644</b>	<b>3916</b>	<b>85560</b>	<b>51801</b>	<b>4995</b>	<b>56796</b>

# Comments and Recommendation

## Public Services Delivery in Transport and Mass Transit Department

- I6) **Renewal of Driving License LTV:** The function of renewal of driving license for light transport vehicles (LTVs) rests with the authority mandated to issue the license. Director Transport in Peshawar and Additional Deputy Commissioners/Assistant Commissioners in other districts are Designated Officers for delivery of the service in their respective areas of jurisdiction. Secretary Transport Department is notified as Appellate Authority. Renewal of driving license for light transport vehicle is required to be sanctioned in three (03) days in Peshawar and within ten (10) days in other districts when application is submitted. A comparative statement of reports reflecting the overall situation of delivery of this service in three years is as under:

Year	Reporting Districts	Services Delivered (Renewal of Driving License LTV)				Major Delay District
		Timely	Delayed	Total	% (Intime Delivery)	
2020	17	5,897	41	5,938	99%	Chitral-24
2021	24	8,818	141	8,959	98%	Swat-97
2022	28	36,554	2,969	39,523	92%	Swat-2,803

The state of delivery of the service in merged districts is as under:

Year	Waziristan		Kurram	Khyber	Mohmand	Bajaur	Orakzai
	North	South					
2020	0	0	0	0	0	0	0
2021	42		0	0	0	0	0
2022	409	0	0	22	10	96	137

The data captured in the above tables indicate that:

- The overall service delivery during 2022 has registered marked improvement. In percentage terms, it has gone up 312%. However, the efficiency level during the year has dropped to 92.49% from 98% in the preceding year.
- The data indicate that 13 out of 17 reporting districts in 2020, 18 out of 24 reporting districts in 2021 and 23 out of 28 reporting districts in 2022 have reported 100% compliance with timelines in issuance of driving licenses for heavy transport vehicles.
- District Swat has reported considerable delays. 2,803 cases for renewal of LTV licenses out of 4,726 cases were delayed in 2022. It makes out 59% of the total workload in the district. It is the major cause of drop in overall efficiency level during the year.
- Data from merged districts is indicative of minor workload on account of applications for renewal of licenses for light transport vehicles. It may be due to the reason that these districts did not have the system of granting licenses before 2018.

**Recommendations:** The Commission recommends that Secretary Transport and Mass Transit Department may review

- the situation in Swat for eliminating delays; and
- working of system in merged district for improvement to sustain the emerging workload.

**Table I6. Renewal of Driving License LTV**

Department: Transport & Mass Transit						Public Service: Renewal of Driving License LTV		
Time Limit: 3 days Peshawar, 10 days other districts			Designated Officer: Director Transport Peshawar, ADC/AC for other			Appellate Authority: Secretary Transport		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	5201	0	5201	110	0	110
2	Peshawar	▲	7103	0	7103	2492	0	2492
3	Battagram	▲	619	0	619	370	0	370
4	DI Khan	▲	1328	0	1328	265	0	265
5	Swabi	▲	2483	0	2483	144	0	144
6	Shangla	▲	660	0	660	103	0	103
7	Malakand	▲	850	0	850	173	0	173
8	Dir Lower	▲	2636	0	2636	685	0	685
9	Bannu	▲	1275	0	1275	61	0	61
10	Haripur	▲	3281	0	3281	680	0	680
11	Nowshera	▲	1175	0	1175	483	0	483
12	Lakki Marwat	▲	557	0	557	100	0	100
13	Hangu	▲	498	0	498	12	0	12
14	North Waziristan	▲	409	0	409	42	0	42
15	Karak	▲	984	0	984	161	0	161
16	Abbottabad	▲	295	0	295	102	0	102
17	Buner	▲	824	0	824	257	2	259
18	Charsadda	▲	611	0	611	1125	10	1135

19	Mansehra	▲	1754	0	1754	952	18	970
20	Dir Upper	▲	1124	0	1124	124	3	127
21	Swat	▲	1923	2803	4726	0	97	97
22	Tank	▼	296	5	301	305	0	305
23	Chitral Lower	▼	352	142	494	29	11	40
24	Orakzai	No Result	123	14	137	Data Not Reported		
25	Khyber	No Result	17	5	22	Data Not Reported		
26	Mohmand	No Result	10	0	10	Data Not Reported		
27	Bajaur	No Result	96	0	96	Data Not Reported		
28	Kohistan Lower	No Result	70	0	70	Data Not Reported		
29	Kohat	No Result	Data Not Reported			43	0	43
30	South Waziristan	No Result	Data Not Reported			Data Not Reported		
31	Kurram	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
33	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
34	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
35	Torghar	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	36554	2969	39523	8818	141	8959

## Comments and Recommendations

### J. PUBLIC SERVICES DELIVERY IN ZAKAT, SOCIAL WELFARE AND WOMEN EMPOWERMENT DEPARTMENT

**J1) Release of Fund from District Zakat Committee to Local Committee:** This public service in the Zakat, Social Welfare and Women Empowerment Department is entrusted to the District Zakat Officer with Chairman, District Zakat Committee as the Appellate Authority. The Designated Officer is obligated to release funds to Local Zakat Committee within 20 days. A comparison of the delivery of the service since 2020 is as under:

Year	Reporting Districts	Services Delivered (Release of Funds to Local Zakat Committees)				
		Timely	Delayed	Total	% (Intime Delivery)	Major Delays in
2020	03	52	140	192	27%	Haripur-140
2021	13	17,732	1,020	18,752	95%	Mohmand-850
2022	12	3,796	3	3,799	99.9%	Swat-3

The data suggests that:

- Service delivery has drastically dropped as compared to 2021. However, the efficiency level has improved to the extent that only 3 cases in Swat were the only cases delayed during the year as against 1,020 cases delayed in 2021.
- The three (03) districts reporting in 2020 included Bajaur from the merged districts. In 2021, the sixteen districts included Mohmand, Bajaur and South Waziristan from the merged districts. In 2022, Mohmand did not report data while the other two districts reported their data. However, 850 cases reported from Mohmand in 2021 were all delayed.

**Comments from the Commission:** This service is now de-notified.

**Table JI. Release of Fund from District Zakat Committee to Local Committee**

Department: Zakat, Social Welfare and Women Empowerment						Public Service: Release of Fund form District Committee to Local Committee		
Time Limit: 20 Days			Designated Officer: District Zakat Officer			Appellate Authority: Chairman District Zakat Committee		
			Year 2022			Year 2021		
S.NO	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	1	0	1	8413	0	8413
2	Hangu	▲	2	0	2	2	0	2
3	Bannu	▲	209	0	209	5107	0	5107
4	DI Khan	▲	1	0	1	203	0	203
5	Bajaur	▲	195	0	195	519	0	519
6	Shangla	▲	8	0	8	22	0	22
7	South Waziristan	▲	48	0	48	69	0	69
8	Nowshera	▲	236	0	236	161	75	236
9	Swat	▼	2799	3	2802	399	0	399
10	Karak	No Result	109	0	109	Data Not Reported		
11	Dir Lower	No Result	154	0	154	Data Not Reported		
12	Tank	No Result	34	0	34	Data Not Reported		
13	Battagram	No Result	Data Not Reported			0	95	95
14	Mansehra	No Result	Data Not Reported			5	0	5
15	Swabi	No Result	Data Not Reported			45	0	45
16	Abbottabad	No Result	Data Not Reported			2382	0	2382
17	Lakki Marwat	No Result	Data Not Reported			111	0	111
18	Mohmand	No Result	Data Not Reported			0	850	850

19	Chitral Lower	No Result	Data Not Reported			294	0	294
20	Charsadda	No Result	Data Not Reported			Data Not Reported		
21	Dir Upper	No Result	Data Not Reported			Data Not Reported		
22	Kohat	No Result	Data Not Reported			Data Not Reported		
23	Malakand	No Result	Data Not Reported			Data Not Reported		
24	Orakzai	No Result	Data Not Reported			Data Not Reported		
25	Khyber	No Result	Data Not Reported			Data Not Reported		
26	Haripur	No Result	Data Not Reported			Data Not Reported		
27	Peshawar	No Result	Data Not Reported			Data Not Reported		
28	North Waziristan	No Result	Data Not Reported			Data Not Reported		
29	Buner	No Result	Data Not Reported			Data Not Reported		
30	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
31	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
32	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
33	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
34	Torghar	No Result	Data Not Reported			Data Not Reported		
35	Kurram	No Result	Data Not Reported			Data Not Reported		
Khyber Pakhtunkhwa		▲	3796	3	3799	17732	1020	18752

# Comments and Recommendations

## Public Services Delivery in Zakat, Social Welfare and Women Empowerment Department

**J2) Disbursement of Zakat into Mustaheqin:** This public service in the Zakat, Social Welfare and Women Empowerment Department is entrusted to the Chairman Local Zakat Committee with Chairman, District Zakat Committee as the Appellate Authority. The Designated Officer is obligated to disburse funds to Mustaheqin within 20 days. A comparison of the delivery of the service since 2020 is as under:

Year	Reporting Districts	Services Delivered (Disbursement of Zakat into Mustaheqin)				
		Timely	Delayed	Total	% (Intime Delivery)	Major Delays in
2020	07	10,872	813	11,685	93%	Torghar-694
2021	25	101,696	749	102,445	99%	S. Waziristan-749
2022	26	28,770	1,526	30,296	95%	Mohmand-992 and Orakzai-516

The data suggests that:

- c) There is significant drop in delivery of this service in 2022 as compared to 2021. In 2021, 25 districts had reported to have disbursed Zakat to 102,445 Mustaheqin. In 2022, the number dropped to 30,296 despite the fact the number of reporting districts was increased to 26. The efficiency level in terms of timely disbursement of Zakat also dropped from 99% in 2021 to 95 % in 2022.
- d) The four (04) districts reporting delays in 2020-22 (Torghar in 2020, South Waziristan in 2021 and Mohmand and Orakzai in 2022) are all remote and backward districts where more people need the service as compared to urbanized and developed districts.

**Recommendations:** The Commission recommends that the Zakat, Social Welfare and Women Empowerment Department may carry out a comprehensive stock-take of the issues in delivery of this critical social safety service. Major issues for consideration of Department may include:

- a) Ensuring swift disbursement of Zakat to Mustaheqin;
- b) Expanding coverage in remote and backward areas particularly the merged districts.
- c) Focusing on reliability of data; and
- d) Improving reporting from districts.

**Table J2. Disbursement of Zakat into Mustaheqin**

Department: Zakat, Social Welfare and Women Empowerment						Public Service: Disbursement of Zakat to Mustaheqin		
Time Limit: 20 Days			Designated Officer: Chairman Local Zakat Committee			Appellate Authority: Chairman District Zakat Committee		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	3346	0	3346	7931	0	7931
2	North Waziristan	▲	1513	0	1513	7513	0	7513
3	Mansehra	▲	41	0	41	182	0	182
4	Lakki Marwat	▲	2298	0	2298	1294	0	1294
5	Malakand	▲	98	0	98	719	0	719
6	Swabi	▲	46	0	46	811	0	811
7	Hangu	▲	2	0	2	2650	0	2650
8	Swat	▲	2551	0	2551	10669	0	10669
9	Charsadda	▲	2195	0	2195	10748	0	10748
10	Nowshera	▲	2313	0	2313	46	0	46
11	Karak	▲	1001	0	1001	1241	0	1241
12	Shangla	▲	5	0	5	482	0	482
13	Bannu	▲	1237	0	1237	5166	0	5166
14	DI Khan	▲	85	0	85	1364	0	1364
15	Torghar	▲	247	0	247	65	0	65
16	Bajaur	▲	2536	0	2536	1013	0	1013
17	South Waziristan	▲	2527	0	2527	5839	749	6588
18	Orakzai	▼	13	516	529	685	0	685

19	Mohmand	▼	213	992	1205	29317	0	29317
20	Haripur	No Result	29	0	29	Data Not Reported		
21	Battagram	No Result	54	0	54	Data Not Reported		
22	Peshawar	No Result	134	0	134	Data Not Reported		
23	Abbottabad	No Result	354	0	354	Data Not Reported		
24	Tank	No Result	397	0	397	Data Not Reported		
25	Dir Upper	No Result	2722	18	2740	Data Not Reported		
26	Khyber	No Result	2813	0	2813	Data Not Reported		
27	Dir Lower	No Result	Data Not Reported			92	0	92
28	Chitral Lower	No Result	Data Not Reported			148	0	148
29	Buner	No Result	Data Not Reported			37	0	37
30	Kurram	No Result	Data Not Reported			9096	0	9096
31	Kohat	No Result	Data Not Reported			452	0	452
32	Kohistan Lower	No Result	Data Not Reported			4136	0	4136
33	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
34	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>28770</b>	<b>1526</b>	<b>30296</b>	<b>101696</b>	<b>749</b>	<b>102445</b>

## Comments and Recommendations

### Public Services Delivery in Zakat, Social Welfare and Women Empowerment Department

**J3) Issuance of Istehqaq Certificate:** This public service in the Zakat, Social Welfare and Women Empowerment Department is entrusted to the Chairman Local Zakat Committee with Chairman, District Zakat Committee as the Appellate Authority. The Designated Officer is obligated to issue Istehqaq Certificate within 10 days. A comparison of the delivery of the service since 2020 is as under:

Year	Reporting Districts	Services Delivered (Issuance of Istehqaq Certificate)				
		Timely	Delayed	Total	% (Intime Delivery)	Major Delays in
2020	19	9,326	1,210	10,536	89%	Shanglar-1,011
2021	29	18,687	4,750	23,437	80%	Dir Upper-4,737
2022	28	15,698	1,607	17,305	91%	Dir-Upper-1,370

The data suggests that:

- e) There is significant drop in delivery of this service in 2022 as compared to 2021. In 2021, 29 districts reported to have issued 23,437 certificates to Mustaheqin. In 2022, the number dropped to 17,305 despite the increasing trend of poverty
- f) District Dir-Upper has reported huge delays in 2021 and 2022. In both years the whole workload in the district was delayed.
- g) As evident from the number of reporting districts, seven (07) districts have not reported their data.

**Recommendations:** Keeping in view the importance of the Istehqaq (eligibility) Certificate for the poor and marginalized communities, the Commission recommends a comprehensive review of the situation by the Zakat, Social Welfare and Women Empowerment Department. Major issues for consideration of Department may include:

- e) Ensuring timely issuance of Istehqaq Certificates to applicants when demanded
- f) Expanding coverage to remote and backward areas particularly the merged districts.
- g) Eliminating delays in provision of the certificate with special focus on Dir Upper, Mohmand and Peshawar; and
- h) Improving reporting from districts.

**Table J3. Issuance of Istehqaq Certificate**

Department: Zakat, Social Welfare and Women Empowerment						Public Service: Issuance of Istehqaq Certificate		
Time Limit: 10 Days			Designated Officer: Chairman Local Zakat Committee			Appellate Authority: Chairman District Zakat Committee		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	1293	0	1293	805	0	805
2	Lakki Marwat	▲	467	0	467	173	0	173
3	Hangu	▲	37	0	37	64	0	64
4	Swat	▲	1162	0	1162	1491	0	1491
5	Charsadda	▲	2367	0	2367	4487	0	4487
6	Bannu	▲	492	0	492	1122	0	1122
7	DI Khan	▲	113	0	113	11	0	11
8	Bajaur	▲	754	0	754	471	0	471
9	Dir Upper	▲	0	1370	1370	0	4737	4737
10	Kohat	▲	351	0	351	47	0	47
11	Nowshera	▲	289	0	289	583	0	583
12	Battagram	▲	203	0	203	343	0	343
13	Mansehra	▲	124	0	124	55	0	55
14	Malakand	▲	1492	0	1492	887	0	887
15	Abbottabad	▲	320	0	320	498	0	498
16	Khyber	▲	966	0	966	981	0	981
17	Karak	▲	1085	0	1085	1283	0	1283
18	South Waziristan	▲	67	0	67	205	0	205
19	Swabi	▲	224	0	224	70	0	70
20	Haripur	▲	865	0	865	461	0	461
21	Shangla	▲	239	0	239	1320	1	1321
22	Dir Lower	▲	483	0	483	217	1	218

23	Tank	▲	80	0	80	52	1	53
24	Orakzai	▲	121	0	121	24	8	32
25	Mohmand	▼	401	74	475	300	2	302
26	Peshawar	▼	1140	150	1290	1972	0	1972
27	Kurram	▼	97	3	100	30	0	30
28	North Waziristan	▼	466	10	476	589	0	589
29	Chitral Lower	No Result	Data Not Reported			146	0	146
30	Torghar	No Result	Data Not Reported			Data Not Reported		
31	Buner	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
33	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
34	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▲	<b>15698</b>	<b>1607</b>	<b>17305</b>	<b>18687</b>	<b>4750</b>	<b>23437</b>

## Comments and Recommendations

### Public Services Delivery in Zakat, Social Welfare and Women Empowerment Department

**J4) Education Scholarship:** This public service in the Zakat, Social Welfare and Women Empowerment Department is entrusted to District Zakat Officer with Chairman, District Zakat Committee as the Appellate Authority. The Designated Officer is obligated to deliver the service within 20 days. A comparison of the delivery of the service since 2020 is as under:

Year	Reporting Districts	Services Delivered (Education Scholarship)				
		Timely	Delayed	Total	% (Intime Delivery)	Major Delays in
2020	4	524	134	658	80%	Shangla-129
2021	22	2,541	353	2,894	88%	Shangla-220
2022	26	4,135	436	4,571	90%	Peshawar-220

The data suggests that:

- h) There is significant improvement in delivery of this service in 2022 as compared to 2021. In 2021, a total of 22 districts had reported to have disbursed 2,894 education scholarships. In 2022, 26 districts have reported disbursement of 4,571 education scholarships. Likewise, the ratio of timely disbursement has increased to 90% as compared to 88% in 2021.
- i) As evident from the number of reporting districts, nine (09) districts have not reported their data.
- j) District Peshawar has reported huge delays (220 out of 419 disbursements). This is alarming.
- k) In terms of numbers of scholarships, minimum disbursements in 2022 are reported from Hangu (02), Shangla (07), Orakzai (16), Torgar (21), Mardan (24), Tank (50) and Dera Ismail Khan (70). All these districts, except Mardan, are remote and under-developed areas and deserve more attention and investment in education.

**Recommendations:** Keeping in view the nature of the service- scholarship for education of eligible students- the Commission recommends that the Zakat, Social Welfare and Women Empowerment Department may carry out a detailed review of the delivery of this service. Major issues for consideration of the Department may include:

- i) Ensuring timely release of scholarships to eligible applicants.
- j) Expanding coverage to remote and underdeveloped areas of the province.
- k) Eliminating delays in Peshawar; and
- l) Improving reporting from districts.

**Table J4. Education Scholarship**

Department: Zakat, Social Welfare and Women Empowerment						Public Service: Education Scholarship (MoRA)		
Time Limit: 20 Days			Designated Officer: District Zakat Officer			Appellate Authority: Chairman District Zakat Committee		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	24	0	24	239	0	239
2	North Waziristan	▲	176	0	176	100	0	100
3	Lakki Marwat	▲	367	0	367	111	0	111
4	Hangu	▲	2	0	2	3	0	3
5	Swat	▲	150	0	150	254	0	254
6	Charsadda	▲	488	0	488	353	0	353
7	Bannu	▲	159	0	159	55	0	55
8	DI Khan	▲	70	0	70	16	0	16
9	Bajaur	▲	104	0	104	64	0	64
10	Orakzai	▲	16	0	16	12	0	12
11	Dir Upper	▲	152	0	152	271	0	271
12	Dir Lower	▲	183	0	183	36	0	36
13	Chitral Lower	▲	167	0	167	146	0	146
14	Kohat	▲	166	0	166	194	5	199
15	Nowshera	▲	169	0	169	99	99	198
16	Shangla	▲	7	0	7	39	220	259
17	Battagram	▼	135	30	165	112	0	112
18	Mansehra	▼	175	9	184	32	0	32
19	Malakand	No Result	423	0	423	Data Not Reported		
20	Peshawar	No Result	22	397	419	Data Not Reported		
21	Abbottabad	No	286	0	286	Data Not Reported		

		Result						
22	Tank	No Result	50	0	50	Data Not Reported		
23	Khyber	No Result	221	0	221	Data Not Reported		
24	Karak	No Result	182	0	182	Data Not Reported		
25	Torghar	No Result	21	0	21	Data Not Reported		
26	South Waziristan	No Result	220	0	220	Data Not Reported		
27	Mohmand	No Result	Data Not Reported			0	28	28
28	Buner	No Result	Data Not Reported			161	1	162
29	Kurram	No Result	Data Not Reported			201	0	201
30	Swabi	No Result	Data Not Reported			43	0	43
31	Haripur	No Result	Data Not Reported			Data Not Reported		
32	Kohistan Lower	No Result	Data Not Reported			Data Not Reported		
33	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
34	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
35	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
Khyber Pakhtunkhwa		▲	4135	436	4571	2541	353	2894

## Comments and Recommendations

### Public Services Delivery in Zakat, Social Welfare and Women Empowerment Department

**J5) Jahez:** This public service in the Zakat, Social Welfare and Women Empowerment Department is entrusted to District Zakat Officer with Chairman, District Zakat Committee as the Appellate Authority. The Designated Officer is obligated to deliver the service within 20 days. A comparison of the delivery of the service since 2020 is as under:

Year	Reporting Districts	Services Delivered (Jahez)				
		Timely	Delayed	Total	% (Intime Delivery)	Major Delays in
2020	2	359	102	461	78%	Shangla-102
2021	19	3,226	59	3,285	98%	Shangla-47
2022	27	2,546	470	3,016	84%	Peshawar-262 Tank-86 Mohmand-20,
<b>Minimum Disbursements (less than 50/district):</b> Hangu, Swabi, Shangla, Mansehra, Mohmand, Lakki Marwat and Dir Lower						
<b>Minimum Disbursements (More than 50 but less than 100/district):</b> South Waziristan, Battagram, Karak, Abbottabad, Tank, Khyber and Orakzai.						

The data suggests that:

- l) There is significant drop in the delivery of this service in 2022. In 2021, a total of 19 districts had reported to have 3,285 Jahez disbursements. In 2022, 27 districts have reported 3,016 Jahez disbursements. Moreover, the ratio of timely disbursement of Jahez has dropped to 84% as compared to 98% in 2021.
- m) As evident from the number of reporting districts, eight (08) districts have not reported their data.
- n) District Peshawar has reported huge delays (262 delays in 262 disbursements). The same has happened in Mohmand (20 delays in 20 disbursements) and Tank (86 delays in 86 disbursements). These delays are alarming.
- o) In terms of numbers, minimum Jahez disbursements (Less than 50/district) in 2022 are reported from Hangu (02), Swabi (05), Shangla (08), Mansehra (12), Mohmand (20), Lakki Marwat (29) and Dir Lower (46). Likewise, the second band of districts with minimum disbursements (More than 50 but less than 100/district) are reported from South Waziristan (54), Battagram (54), Karak (56), Abbottabad (62), Tank (86), Khyber (89), and Orakzai (93).

**Recommendations:** Although there must be shortage of funds as compared to demand, the candidates selection must be very tough process. Some criteria need to be carefully developed and there should be higher degree of transparency in disbursement. Keeping in view the nature of the service- Jahez for deserving girls- the Commission recommends that the Zakat, Social Welfare and Women Empowerment Department

may carry out a detailed review of the delivery of this service. Major issues for consideration of the Department may include:

- m) Ensuring timely release of Jahez to deserving girls.
- n) Expanding coverage to remote and underdeveloped areas of the province to help deserving families and ensure equitable distribution of resources for the purpose.
- o) Eliminating delays in Peshawar, Mohmand, and Tank; and
- p) Improving reporting from districts.

**Table J5. Jahez**

Department: Zakat, Social Welfare and Women Empowerment						Public Service: Jahez		
Time Limit: 20 Days			Designated Officer: District Zakat Officer			Appellate Authority: Chairman District Zakat Committee		
			Year 2022			Year 2021		
S.No	District	Trend	Within time	Beyond Time	Total	Within time	Beyond Time	Total
1	Mardan	▲	186	0	186	482	0	482
2	Lakki Marwat	▲	29	0	29	133	0	133
3	Hangu	▲	2	0	2	3	0	3
4	Swat	▲	403	0	403	520	0	520
5	Charsadda	▲	157	0	157	534	0	534
6	Bannu	▲	198	0	198	329	0	329
7	DI Khan	▲	158	0	158	9	0	9
8	Bajaur	▲	247	0	247	17	0	17
9	Dir Upper	▲	105	0	105	24	0	24
10	Kohat	▲	110	0	110	334	0	334
11	Battagram	▲	54	0	54	118	0	118
12	Mansehra	▲	12	0	12	23	0	23
13	Malakand	▲	209	0	209	97	0	97
14	Swabi	▲	5	0	5	42	0	42
15	Shangla	▲	8	0	8	73	47	120

16	Orakzai	▲	61	32	93	1	9	10
17	Nowshera	No Result	146	0	146	Data Not Reported		
18	Abbottabad	No Result	62	0	62	Data Not Reported		
19	Khyber	No Result	89	0	89	Data Not Reported		
20	Karak	No Result	56	0	56	Data Not Reported		
21	South Waziristan	No Result	54	0	54	Data Not Reported		
22	Haripur	No Result	109	0	109	Data Not Reported		
23	Dir Lower	No Result	46	0	46	Data Not Reported		
24	Tank	No Result	0	86	86	Data Not Reported		
25	Mohmand	No Result	0	20	20	Data Not Reported		
26	Peshawar	No Result	0	262	262	Data Not Reported		
27	North Waziristan	No Result	40	70	110	Data Not Reported		
28	Chitral Lower	No Result	Data Not Reported			148	0	148
29	Buner	No Result	Data Not Reported			20	3	23
30	Kohistan Lower	No Result	Data Not Reported			319	0	319
31	Kohistan Upper	No Result	Data Not Reported			Data Not Reported		
32	Kolai Palas	No Result	Data Not Reported			Data Not Reported		
33	Chitral Upper	No Result	Data Not Reported			Data Not Reported		
34	Torghar	No Result	Data Not Reported			Data Not Reported		
35	Kurram	No Result	Data Not Reported			Data Not Reported		
<b>Khyber Pakhtunkhwa</b>		▼	<b>2546</b>	<b>470</b>	<b>3016</b>	<b>3226</b>	<b>59</b>	<b>3285</b>

## Photo Gallery

### Head Office Activities



Chief Secretary Dr. Muhammad Shahzad Khan Bangash visited RTPS head office.



Mrs. Farah Hamid Khan, Chief Information Commissioner (RTI KP) Visited the RTPSC head office.



Right to Public Services Commission organized Provincial Citizen Integration Forum at IMSciences Peshawar.



Dr. Peer Gatter, head of the development program GIZ for Newly Merged Districts, Visited the RTPSC head office.



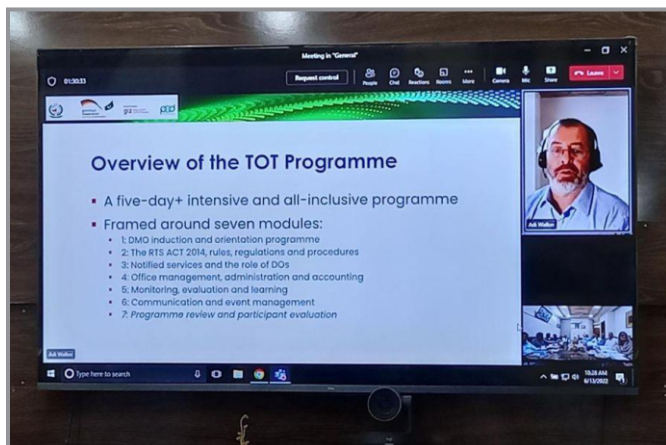
Inter-Provincial Seminar was held at Islamabad.



Muhammad Shehzad Arbab (Ex-Advisor to Prime Minister on Establishment) Visited RTPSC head office.

## Photo Gallery

### Head Office Activities



5-day RTS DMO TOT Program in the KP RTS Commission with Adi Walker



Media Workshop With KP Based Journalists



Chief commissioner and Commissioner RTPS visited Saint veinny High School



A delegation from Pakistan provincial Services academy visited the Right to Public Services Commission headquarter.

## Photo Gallery

### Districts Activities



Advocacy Seminar with Women In Kohat



Divisional Steering Committee Peshawar Division meeting chaired by Commissioner Peshawar Division



Awareness Seminar Arranged In Abbottabad



Awareness Seminar Arranged In Swat



Awareness session at Govt Girls Higher Secondary School Kharari, Battagram



Awareness Sessions With Kalash Community

## Photo Gallery

### Districts Activities



DMO Peshawar is briefing Mayor Peshawar on RTPSC



Mr. Abaseen Yousafzai, famous poet, writer and academic encouraging people on the use of RTS law



Empowering the Labour Community District DI Khan



Awareness session with the local community in the far flung area of District Khyber



DMO Kurram is briefing the students of Government College of Management Sciences Parachinar.



DMO Malakand is attending DSC meeting under the Chairmanship of DC

## Press Corner



**سليم خان کی زیر صدارت رائٹ نوپبلک سروس کمیشن کا اجلاس**  
تمام مختلف کھنوں کو خدمات کیلئے ریسپنس ایجی ہجاری کرنے کا فیصلہ  
پشاور (پشاور پوسٹ آن لائن) ڈائریکٹر جنرل سروسز، رائٹ نوپبلک سروس کمیشن، سید سلیم خان کی زیر صدارت اجلاس منعقد ہوا جس میں تمام مختلف کھنوں کو خدمات کیلئے ریسپنس ایجی ہجاری کرنے کا فیصلہ کیا گیا۔ اجلاس میں سید سلیم خان نے کہا کہ رائٹ نوپبلک سروس کمیشن کی بنیادی مقصد یہ ہے کہ تمام کھنوں کو خدمات کیلئے ریسپنس ایجی ہجاری کرنے کا فیصلہ کیا جائے۔

**RTPSC setup to ensure delivery of services in stipulated timeframe**  
Peshawar: Right to Public Services Commission (RTPSC) has announced that it will ensure delivery of services in stipulated timeframe. The commission has announced that it will ensure delivery of services in stipulated timeframe. The commission has announced that it will ensure delivery of services in stipulated timeframe.

**33 سالہ بہن شام خدیجہ فریدی ان آرٹس کا فیصلہ**  
پشاور (پشاور پوسٹ آن لائن) 33 سالہ بہن شام خدیجہ فریدی ان آرٹس کا فیصلہ کیا۔ انھوں نے کہا کہ انھیں آرٹس کا فیصلہ کرنے کا بہت زیادہ شوق ہے۔ انھوں نے کہا کہ انھیں آرٹس کا فیصلہ کرنے کا بہت زیادہ شوق ہے۔ انھوں نے کہا کہ انھیں آرٹس کا فیصلہ کرنے کا بہت زیادہ شوق ہے۔

**RTPSC issues summons to Shangla's revenue staff**  
Peshawar: Right to Public Services Commission (RTPSC) has issued summons to Shangla's revenue staff. The commission has issued summons to Shangla's revenue staff. The commission has issued summons to Shangla's revenue staff.



پشاور (پشاور پوسٹ آن لائن) ڈائریکٹر جنرل سروسز، رائٹ نوپبلک سروس کمیشن، سید سلیم خان کی زیر صدارت اجلاس منعقد ہوا جس میں تمام مختلف کھنوں کو خدمات کیلئے ریسپنس ایجی ہجاری کرنے کا فیصلہ کیا گیا۔

پشاور (پشاور پوسٹ آن لائن) ڈائریکٹر جنرل سروسز، رائٹ نوپبلک سروس کمیشن، سید سلیم خان کی زیر صدارت اجلاس منعقد ہوا جس میں تمام مختلف کھنوں کو خدمات کیلئے ریسپنس ایجی ہجاری کرنے کا فیصلہ کیا گیا۔

پشاور (پشاور پوسٹ آن لائن) ڈائریکٹر جنرل سروسز، رائٹ نوپبلک سروس کمیشن، سید سلیم خان کی زیر صدارت اجلاس منعقد ہوا جس میں تمام مختلف کھنوں کو خدمات کیلئے ریسپنس ایجی ہجاری کرنے کا فیصلہ کیا گیا۔

## Page | 156

## Public Letters

محرمات جناب چیف کمشنر آرٹس اینڈ سائنس، خیبر پختون خواہ  
جناب عالی!

عرض کی جاتی ہے کہ صدر السی لائسنس کا مسئلہ تھا  
جو کافی مہینوں سے حل نہیں ہو رہا تھا۔ ہم نے اس بابت  
میں DMO آرٹس اینڈ سائنس ہوا بی سے رابطہ کیا۔  
اور اس کے بعد آرٹس اینڈ سائنس نے صدر مسئلہ  
خوش اسلوبی سے حل کر دیا۔

میں آرٹس اینڈ سائنس کا بہت شکر گزار ہوں  
کہ انہوں نے صدر مسئلہ حل کر دیا۔

الحارثی

Sazamin Khan 17/10/22  
ولد فی دہلی خان - سرزمین خان، محلہ نہر آخیل، مانڈری باہان ہوا بی

شناختی کارڈ نمبر: 16202-6645821-7

موبائل نمبر: 0300-9085554

## Public Letters

بخدمت جناب ڈسٹرک مینیسٹرنگ آفیسر درلودر نمبر گره۔

گزارش کے جائز ہے کہ میں حلیم الرحمن کے سکند ڈھیری ٹاؤن  
جہاں میں 2۔ ڈسٹرک مانیسٹرنگ آفیسر کو کیپیٹل مقامات  
کیا تھا۔ کہ مجھے حکمہ زکوات سے تعلیم وظیفہ پیش  
مل دیا گیا۔ اور بعد میں تعلیمی وظیفہ کیلئے ایڈمٹ  
مقامات کوئے کے بعد میرا مسئلہ RTI کمیشن  
لوہر دیوں 2۔ مل کر دیا اور مجھے ایڈمٹ 50  
دیا۔ جس پر میں RTI کمیشن کے چیف  
کمیشنر اور ڈسٹرک مانیسٹرنگ آفیسر  
کا مشترکہ گزارہ ہوا۔ میں اپنے علاقے  
کے لوگوں سے خدمات و ٹاؤن کے استعمال  
کوئے کا ایڈمٹ کرنا ہوا تاکہ باخود  
طریقہ سے ان کو اپنے حقوق مل سکے۔

الحامد

حلیم الرحمن



03413162549

## Public Letters

To,  
District Monitoring Officer,  
RTS Commission,  
DC Office Peshawar.

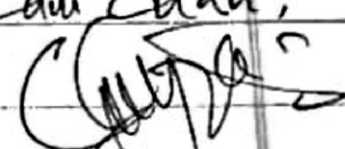
Subject : Appreciation.

R/Sir,

It gives me immense pleasure to address this appreciation letter to RTS Commission staff specially ADMO Gulaman Sb over my Application regarding delay in approval of my Arm License. His courteous behaviour really amused me.

The RTS Commission really exhibit their duties in a thorough professional manner.

Thanking you:

Regards  
Azam Khan;  
  
or

## Special Messages

Claim your Rights! Under the RTS Act

نپاسال 2022 مبارک

پچھلے سال رائٹ ٹو پبلک سروس کمیشن نے

**94% درخواست گزاروں**

کو مقررہ وقت میں خدمات تک رسائی فراہم کی۔ اس سال ہماری پوری کوشش ہوں گی کہ ہم 100% درخواست گزاروں کو مزید خدمات تک رسائی فراہم کریں۔ دعا کرتے ہیں کہ یہ سال پاکستان میں ترقی اور خوشحالی لیکر آئے

**محمد سلیم خان**  
چیف کمشنر رائٹ ٹو پبلک سروس کمیشن

دلوں میں حقوق مانگوں میں حقوق

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آرٹی ایس قانون

کے تحت خیر پختونخوا

کے ہر اہل شہری کو یہ حق حاصل ہے کہ اسے حکومتی ادارے مقررہ وقت میں خدمات فراہم کریں۔

خیر پختونخوا رائٹ ٹو پبلک سروس کمیشن

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#MyKPRTS

دلوں میں حقوق مانگوں میں حقوق

**خدمات کمیشن**

حکومت خیبر پختونخوا

خدمات تک رسائی کا حق کیا ہے؟

خدمات تک رسائی کا قانون خیر پختونخوا کے شرعیوں کو ہر وقت اور ہر جگہ سے سرکاری خدمات کے حصول کا حق دیتا ہے۔

خدمات کی فراہمی کا دورانیہ

سروس کی ہر شاخ کی سرکاری خدمات کے حصول کیلئے وقت مقرر کیا گیا ہے۔ مقررہ وقت میں فراہم نہ کی گئی خدمات کی شکایت کیلئے وقت دینا کر سکتے ہیں۔

کیسے استعمال کریں؟

ہر سرکاری خدمت کے حصول کیلئے قانون کے مطابق طریقہ کار ہے۔ ہر شہری کی ضرورت ہوتی ہے۔ خدمات کی فراہمی کیلئے ہر شہری کو ہر ادارہ میں ہر وقت کے لیے۔

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متعلقہ سرکاری محکموں سے خدمات کی حصول

خیر پختونخوا کے ہر شہری کا آئینی حق ہے۔

رائٹ ٹو پبلک سروسز کا قانون خیر پختونخوا

کے تمام سرکاری محکموں سے خدمات کی فراہمی

یقینی بناتا ہے۔

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دلوں میں حقوق مانگوں میں حقوق

حکومت خیبر پختونخوا

**خدمات تک رسائی کا قانون**

شہریوں کو مقررہ وقت میں سرکاری خدمات کے حصول کا حق دیتا ہے اور شہریوں کی شکایات کا ازالہ کرتا ہے۔

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**عید کا مطلب ہے خوشی!**

اسے بٹنی، جیسا کہ ہمارے دین اور انسانیت کا تقاضا ہے۔

امت مسلمہ کو عید الاضحیٰ کی خوشیاں مبارک ہوں۔

**محمد سلیم خان**  
چیف کمشنر رائٹ ٹو پبلک سروسز کمیشن

دلوں میں حقوق مانگوں میں حقوق

#MyKPRTS

Claim your Rights! Under the RTS Act

**جشن آزادی مبارک**

آج 14 اگست 2022 کو پاکستان کو آزاد ہونے 75 سال ہو گئے ہیں۔ ان سالوں میں ملک پہ کئی مشکلات آئیں لیکن سب نے مل کر ڈٹ کر مقابلہ کیا اور آئندہ بھی ڈٹتے رہیں گے۔

اللہ پاک سے دعا ہے کہ ملک پاکستان کو برتری نظر سے بچائے۔ آمین ثناء آمین

رائٹ ٹو پبلک سروسز کمیشن، خیبر پختونخوا

دلوں میں حقوق مانگوں میں حقوق

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تمام احباب سے گزارش ہے کہ سیلاب زدگان کیلئے دعا اور تعاون کریں۔ ہم نے اپنے تمام ٹیم کو کہا ہے کہ ضلعی سطح پر متاثرین کی ہر ممکن مدد کرے۔

رائٹ ٹو پبلک سروسز کمیشن، خیبر پختونخوا

دلوں میں حقوق مانگوں میں حقوق

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**یوم اقبال (۹ نومبر)**

علامہ اقبال نے مسلمانوں کو خودی، امید، عروج، مشقت، وفا، صداقت، محبت، توکل اور بہادری کا درس دیا جس کی بنا پر ہم اس مملکت خدا داد پاکستان کے وجود کو یقینی بناسکے۔ اللہ تعالیٰ آپ کے درجاء بلند فرمائے اور ہمیں اقبال ساجقی شعور عطا فرمائے اور جدوجہد مسلسل کی توفیق عطا فرمائے۔ آمین یارب العالمین

رائٹ ٹو پبلک سروسز کمیشن، حکومت خیبر پختونخوا

دلوں میں حقوق مانگوں میں حقوق

#MyKPRTS

## Special Messages

**PUBLIC RIGHTS ARE NATION'S PRIDE**

**A Day of Commitment!**

"A day to remember and Cherish our Pride. It was the day when the people of the Sub-Continent declared their commitment to hold an independent state of their own."

We at **RTS COMMISSION** ensure our commitment to getting 41 notified public services in stipulated time with transparent & qualitative services for public legal rights.

(In addition, we also need your recommendation and suggestions for the new 39 services (already published in newspapers).

It is the prosperity of our esteemed organization and KP province.

**23<sup>rd</sup> MARCH 2022**

RIGHT TO PUBLIC SERVICE COMMISSION KHYBER PAKHTUNKHWA  
12-A CHINAR ROAD, UNIVERSITY TOWN PESHAWAR

091-9216393 0347-8083822 secretary.rts@kp.gov.pk

IPR CW

محکمہ اطلاعات و تعلقات عامہ  
حکومت خیبر پختونخوا

**Judge Muhammad Asim Imam**  
Commissioner Right to Public Services Commission

The Right to Public Services Commission joins the world on International Anti-Corruption Day to highlight everyone's responsibility in fighting this scourge. The day is observed to raise awareness about the negative effects of corruption as well as to find ways to eradicate it.

محکمہ اطلاعات و تعلقات عامہ  
حکومت خیبر پختونخوا

**Muhammad Salim Khan**  
Chief Commissioner,  
Right to Public Services Commission

"The purpose of celebrating this day at the global level is to raise public awareness about the harms of corruption. Corruption breeds inequality, injustice and instability. Right to Public Services Commission in Khyber Pakhtunkhwa is determined to eradicate corruption."

IPR CW

@infoagovt @infoagovt

**ستمبر 2022**

**عزم نوکادن**

**آپ کا حق - بروقت، بروقت**

رائٹ ٹو پبلک سروس کمیشن، خیبر پختونخوا

عوام کی بروقت خدمات کیلئے پُر عزم

خیبر پختونخوا کے عوام کیلئے موجودہ حکومت کی طرف سے انقلابی قدم

**80 خدمات کی یقینی فراہمی میں تاخیر کی صورت میں ہم سے فوراً رابطہ کریں**

عوامی اعتماد کی بحالی ہماری جدوجہد

چیف کمشنر رائٹ ٹو پبلک سروس کمیشن

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IPR CW

محکمہ اطلاعات و تعلقات عامہ  
حکومت خیبر پختونخوا

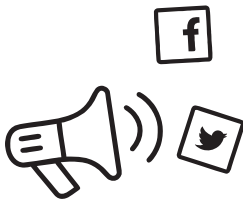
**صوبائی کابینہ اجلاس**

صوبائی کابینہ نے رائٹ ٹو پبلک سروس کمیشن میں عوامی خدمات تک رسائی میں 38 مزید پبلک سروسز شامل کرنے کی منظوری دی۔

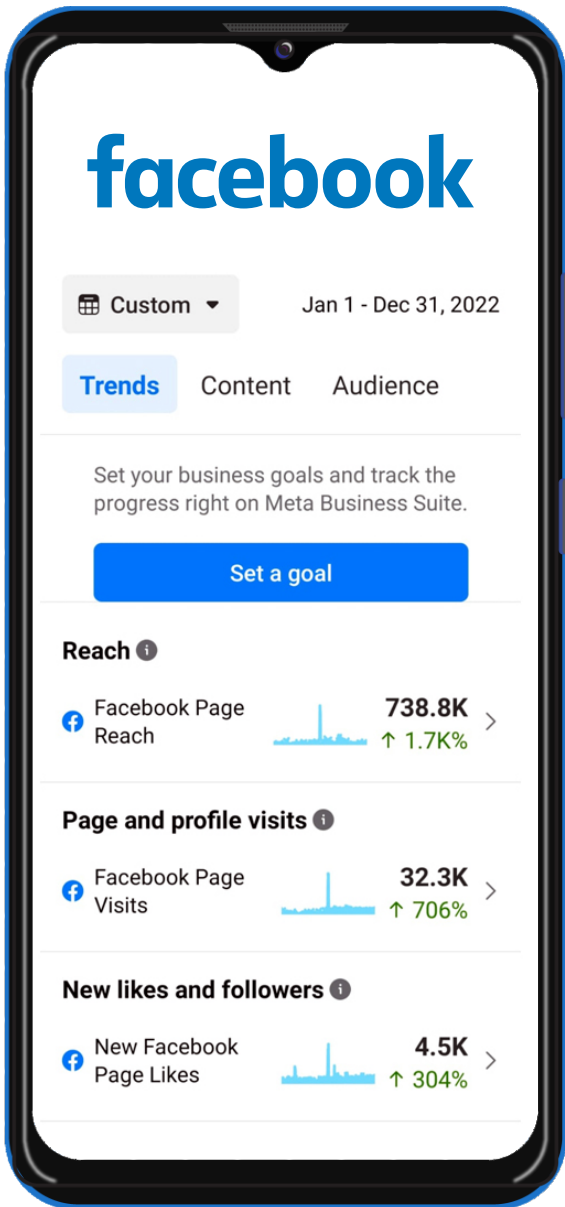
**پیر سید محمد علی سیف**  
معاون خصوصی اطلاعات

3/11

@infoagovt @infoagovt



# Digital Media Outreach




MONTH	TWEET IMPRESSIONS
Jan 2022	1,956
Feb 2022	2,505
Mar 2022	1,834
Apr 2022	2,004
May 2022	3,090
Jun 2022	3,574
Jul 2022	2,399
Aug 2022	3,878
Sep 2022	1,448
Oct 2022	404
Nov 2022	447
Dec 2022	469

# RIGHT TO PUBLIC SERVICES COMMISSION

GOVERNMENT OF KHYBER PAKHTUNKHWA

 12-A Chinar Road, University Town Peshawar

 091-9216375

 pschief.rts@kp.gov.pk

 KPRTPS

 Kprtps

 [www.kprts.gov.pk](http://www.kprts.gov.pk)

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Khyber Pakhtunkhwa  
MDTF World Bank