



# KHYBER PAKHTUNKHWA

## RIGHT TO PUBLIC SERVICES COMMISSION



# ANNUAL REPORT 2024



Chinar Road, University Town, Peshawar, Khyber Pakhtunkhwa, Pakistan





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Khyber Pakhtunkhwa Right to Public Services Commission  
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# ANNUAL REPORT 2024

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### MESSAGE OF THE CHIEF MINISTER KHYBER PAKHTUNKHWA

Good governance has always been an important reform agenda of the Government of Khyber Pakhtunkhwa, followed by accountability and citizen-centric governance. We have consistently pursued structural and institutional reforms to bring government closer to the people. The Right to Public Services Act, 2014, stands as one of the most significant milestones, translating the ideals of good governance into a legally enforceable citizen's right.

The Right to Public Services Commission reflects the government's commitment to empower citizens by providing essential services transparently, efficiently, and within stipulated timelines. This initiative strengthens the trust between the government and its citizens. The Commission's performance during the year 2024 reflects the spirit of our reform agenda, "citizens first, services on time", and "governance with integrity".

Our government firmly believes that responsive governance is the foundation of a prosperous society. The progress of the Commission in institutionalizing service delivery reforms, addressing citizens' grievances, and promoting accountability across departments is a testament to the PTI-led government's unwavering dedication to the principles of justice, merit, and accessibility.

As we move forward, we reaffirm our commitment to further strengthen the Commission, expand its scope of notified services, and integrate technology to ensure ease of access for all citizens. Together, we shall continue to build a Khyber Pakhtunkhwa where every citizen enjoys their right to timely and transparent public services, which is a true reflection of the PTI's vision of good governance and people-centered development.

**Muhammad Sohail Afridi**  
Chief Minister  
Khyber Pakhtunkhwa



### MESSAGE OF THE CHIEF SECRETARY KHYBER PAKHTUNKHWA

The efficient and transparent public service delivery is the backbone of a functional and trusted administrative system. The Right to Public Services Commission is playing a pivotal role in translating the government's commitment to good governance through a structured legal and institutional mechanism.

The Commission, supported by the provincial government, ensures that notified public services are delivered within the prescribed timeline to the citizens of Khyber Pakhtunkhwa, thereby promoting accountability, responsiveness, and efficiency across the administrative machinery. For this purpose, the district administration, designated officers, and appellate authorities serve as key operational pillars of the system. The Right to Public Services Commission ensures the timely provision of notified services in accordance with prescribed standards, through fairness, transparency, and redressal. The Commission also strengthens the bridge between citizens and government institutions by identifying bottlenecks, performance gaps, and areas requiring policy attention.

The government's administrative framework is fully committed to supporting the Commission through coordination, information sharing, and capacity-building.

I appreciate the efforts of the Right to Public Services Commission and its staff for their dedication to upholding citizens' rights and maintaining high standards of administrative integrity. We are looking for cooperation and institutional support to ensure that every citizen of Khyber Pakhtunkhwa benefits from timely, transparent, and quality public services.

**Shahab Ali Shah**  
Chief Secretary



## MESSAGE OF THE CHIEF COMMISSIONER KHYBER PAKHTUNKHWA

The Khyber Pakhtunkhwa Right to Public Services Act, 2014, reflects the government's commitment to good governance and reform agenda. This law ensures that the citizens have a clear right to prompt and effective public services, reshaping the relationship between the state and its people.

The Act establishes a strong accountability system, holding public officials responsible for delays, unfair denials, or poor-quality services. It promotes transparency and efficiency, fostering a culture of responsiveness in government institutions.

The Commission overseeing the Act prioritizes transparency by regularly publishing detailed reports. These reports highlight achievements and provide insights into better planning and service improvements, raising the standard of governance in Khyber Pakhtunkhwa.

The 2024 Annual Report showcases the work of the Commission and Provincial departments responsible for the delivery of notified public services. It provides an objective overview of performance and suggests a possible way forward as well. It is hoped that in future we will see improved processes in service delivery to bring ease to the life of a common man of the province.

**Muhammad Ali Shahzada**  
Chief Commissioner  
Right to Public Services Commission  
Khyber Pakhtunkhwa

## KEY HIGHLIGHTS - 2024

### Citizen Complaints Resolution

294 Total Citizen complaints registered

Resolved By	Number
DMOs	84
1st Appellate Authorities	86
Final Appellate Authority (Commission)	124

### Connectivity & Public Awareness

3,464 outreach events and awareness sessions across the province  
96 Steering Committee meetings at divisional, district and sub-divisional levels

### Departmental Performance on Notified Service

1,992,952 applications processed for 80 notified services  
96.1% of applications disposed of within stipulated time

Department	Timely Disposal	Delay Rate
Overall Average	96.1%	3.9%
Local Government	87.64%	<b>12%</b>
Transport	75%	<b>25%</b>

## EXECUTIVE SUMMARY

The Khyber Pakhtunkhwa became the first province to pass the Right to Public Services Act, 2014 and established a statutory framework to ensure the timely, transparent, and accountable delivery of public services to citizens. The Act mandates the timely provision of 80 notified public services across fourteen departments to all citizens of the province. The Right to Public Services (RTS) Commission is an institutional arrangement for ensuring predictability in the delivery of these public services to the people within a stipulated time limit.

The Annual Report 2024 presents the role of the Commission in advancing the objectives of the Act 2014 and analyses the data received from line departments. Moreover, the report also highlights the frequent delays, identifying the underlying causes for poor-performing services and recommends corrective actions.

In 2024, the Commission resolved 294 complaints on time through a multi-tier redressal system. Out of them, 84 complaints were resolved at the district level by DMOs, while 86 and 124 complaints were resolved by the 1<sup>st</sup> Appellate Authorities and final Appellate Authority (the Commission), respectively. Most complaints were received against the local government (69), the revenue department (65), the police (59) and the Transport department (56).

The Commission strengthened connectivity and public awareness to improve service accessibility across the province. About 3464 outreach events, including awareness sessions, sensitization of policy makers, etc., were held. Similarly, Steering Committees conducted 96 sessions at divisional, district, and sub-divisional levels across the province to review compliance, address grievances, and resolve operational challenges. In 2024, the designated departments received 1,992,952 applications for the 80 notified services, which were less than compared to 2023, i.e., 2,185,871. Overall, 96.1% of applications were disposed of in the given time frame.

However, the efficiency of the local government and transport department was 87.64% and 75%, indicating delays in service delivery. Similarly, delays in timely delivery were also observed for a few services, like attestation of inheritance and mutation documents etc.

In short, the Commission continued to advance its mandate by prioritizing accessibility, connectivity, and timely redress through active engagement. Moreover, the data indicate a resilient service delivery environment with improved coordination, strengthened oversight, and increased public awareness. However, there were systemic challenges and limitations, including self-reported departmental data, inconsistent and delayed data submission and service delivery gaps in districts lacking land settlement.

## BACKGROUND

The global movement for citizens' rights to quality public services began in 1991. The UK's Citizens' Charter is the first step, which focuses on accountability, transparency, and efficiency in the service delivery of government departments. The idea soon inspired similar initiatives across the world, emphasizing citizens' entitlement to efficient, transparent, and accountable public services.

The Constitution of the Islamic Republic of Pakistan provides fundamental rights such as equality, education, fair justice, social welfare, etc., to all citizens of the country. In line with constitutional guarantees, guided by the Post Crisis Needs Assessment (PCNA) report (2010) and the Good Governance Framework (2013–14), Khyber Pakhtunkhwa became the first province to pass the Right to Public Services Act, 2014, to ensure citizens' access to timely and transparent services. Initially, the seven services were included in the list of RTS from five departments.

The RTS Commission standardizes service timelines, strengthens accountability, and aligns with international best practices and the Sustainable Development Goals (SDGs). It improves service delivery through performance monitoring, annual reporting, public awareness campaigns, and Citizens' Integration Forums (CIFs). The Commission also holds powers of a civil court for inquiries, including imposition of penalties, payment of compensation to the complainant, issuance of show cause notices, attachment of salaries and ensuring case decisions within two months.

The Commission remains committed to ensuring timely, transparent, and citizen-centred public services, thereby strengthening governance and public trust in Khyber Pakhtunkhwa.



### OUR VISION AND MISSION

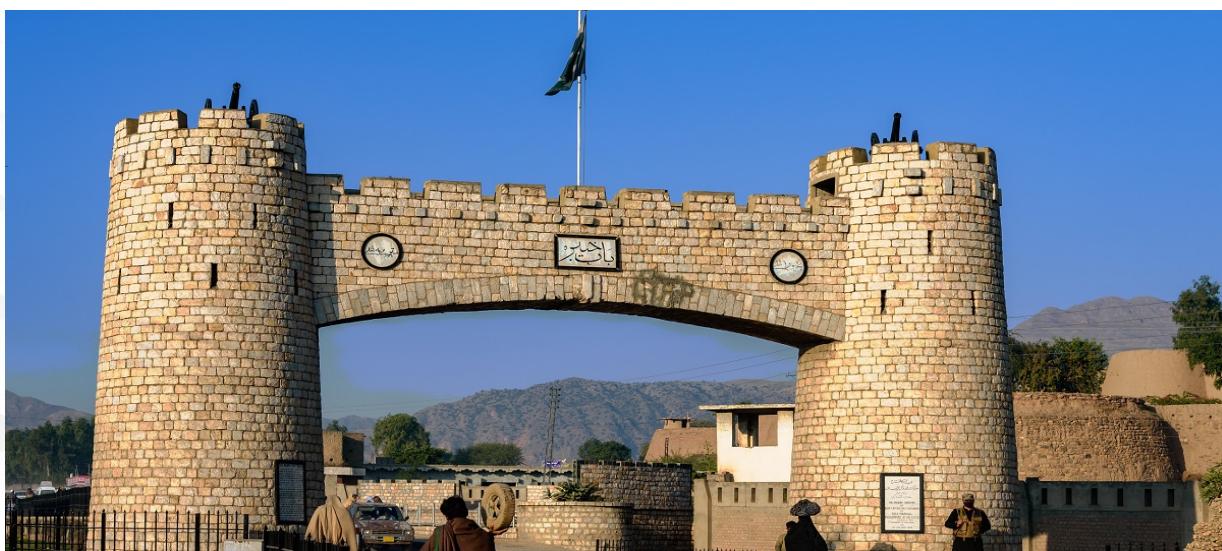
#### VISION

The vision of the RTPS Commission is to strive for “Good Governance”, measured by the leading pillars of Responsiveness, Transparency, Effectiveness, Efficiency, and Accountability.



#### MISSION

The mission of the Khyber Pakhtunkhwa Right to Public Services Commission is to hold the hands of the citizens for availing time-bound, notified public services from public entities in a transparent and efficient manner as a matter of right and to make the public functionaries accountable for lapses such as refusal, delay, deficiency, or lack of transparency in providing such public services.



## POWERS OF THE COMMISSION

The Commission shall, for the purpose of its function under this Act, have the same power as are vested in a Civil Court under the Code of Civil Procedure 1908 in respect of the following matters, namely; but not limited:

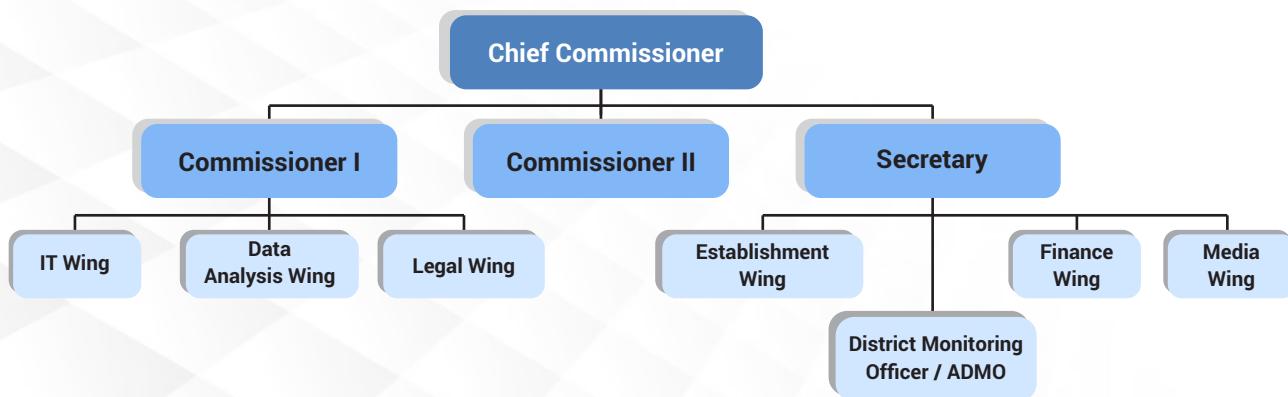
- Summoning and enforcing the attendance of any person and examining him on oath.
- Discovery and production of any document or other material object producible as evidence.
- Receiving evidence on affidavits & Requisition of any public record.
- Issuing a commission for the examination of witnesses.
- Reviewing its decisions, directions and orders.

### Other Powers of the Commission in Disposal of Appeals and Complaints

- Penalty for not providing public service, i.e., “The Appellate Authority may fine a Designated Officer Rs. 500–25,000 for delayed, deficient, or non-provision of public service.”
- Penalty for not deciding appeal in time, i.e., “The Commission may fine an Appellate Authority Rs. 1,000–25,000 for failing to decide an appeal within the prescribed period.”
- Compensation: “Up to seventy per cent of the imposed fine may be awarded to the aggrieved person as compensation.”
- Disciplinary Action: “The Commission may also recommend disciplinary proceedings against officers who fail to discharge statutory duties without cause.”
- Power to issue directions: “The Commission may issue compliance directions, award compensation, and initiate inquiries with powers of a Tribunal.”
- Punishment for Frivolous Complaints: “The Commission may fine a complainant up to Rs. 50,000 for a complaint upheld as false, frivolous, or vexatious.”
- Power to send applications to Appellate Authority: “The Commission may forward applications alleging non-compliance directly to the competent Appellate Authority for

## HIERARCHY AND FUNCTIONAL FRAMEWORK

The Commission has a structured hierarchy including the Chief Commissioner, the Commissioners and the Secretary. The operational functions are managed by specialised wings, including Admin, Finance, Data and IT team and Legal Affairs. At the district level, the District Monitoring Officers (DMOs) represent the Commission.



# STRENGTHENING SERVICE DELIVERY

## Citizen Complaints, Redressal & Key Outcomes - 2024

Ensuring timely, transparent and accountable public service under the RTS Act, 2014

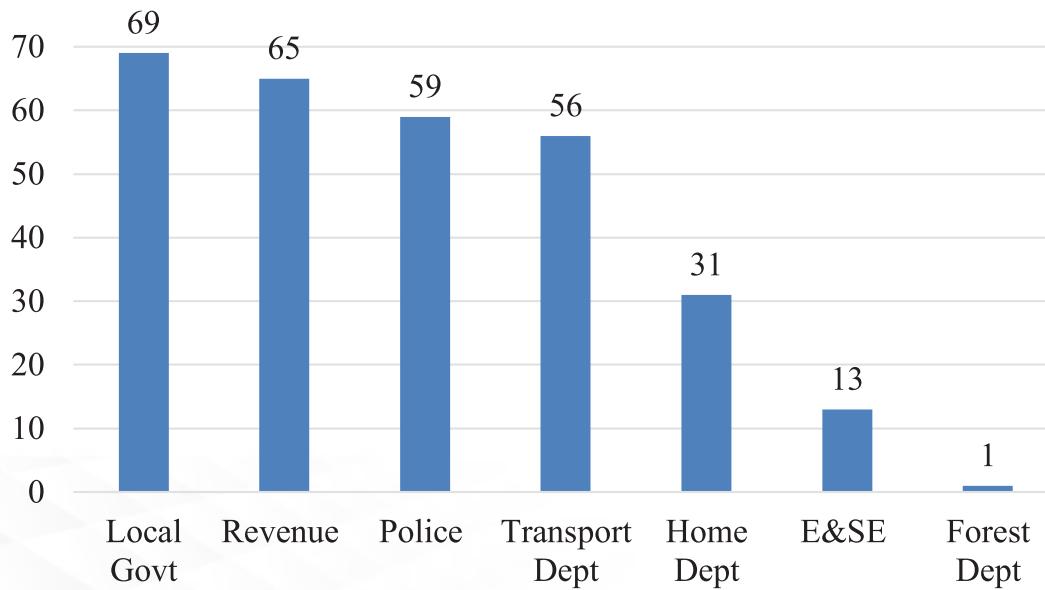


## STRENGTHENING SERVICE DELIVERY

The Commission continued to strengthen public service delivery by providing opportunities for all citizens to register their complaints (online or manually) against any delay in receiving the notified public services. The complaints are resolved timely manner, and citizens are facilitated accordingly. The Commission also engages with line departments through District Monitoring Officers to improve accessibility of notified services for citizens. Moreover, awareness events and other activities are conducted to sensitize the masses and service providers about citizen rights and the importance of the timely provision of these services.

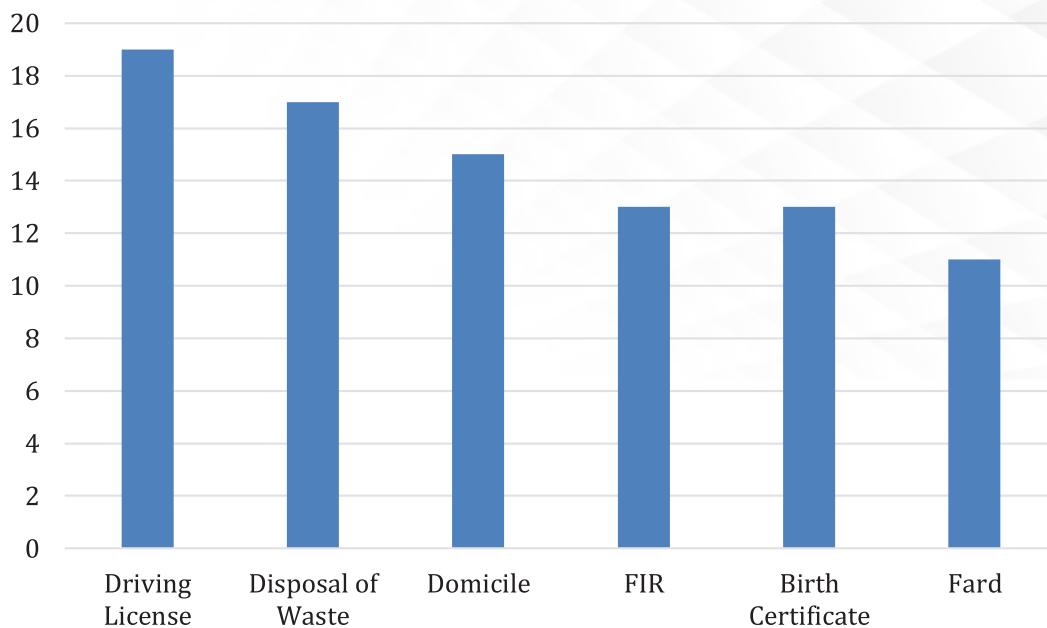
### COMPLAINTS RESOLUTION

In 2024, a total of 294 complaints were filed by the citizens against various departments. Most of the complaints were against the local government, revenue, police and transport department (Figure 1).



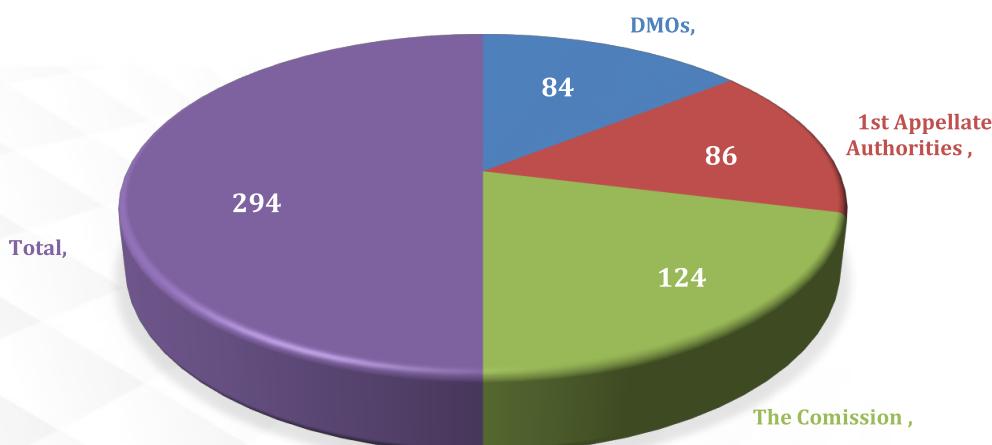
**Figure 1: Department-wise complaints filed by citizens in 2024**

The common complaints (>10) were about delays in the timely provision of services, including driving license, disposal of solid and garbage waste, domicile, etc. (Figure 2).

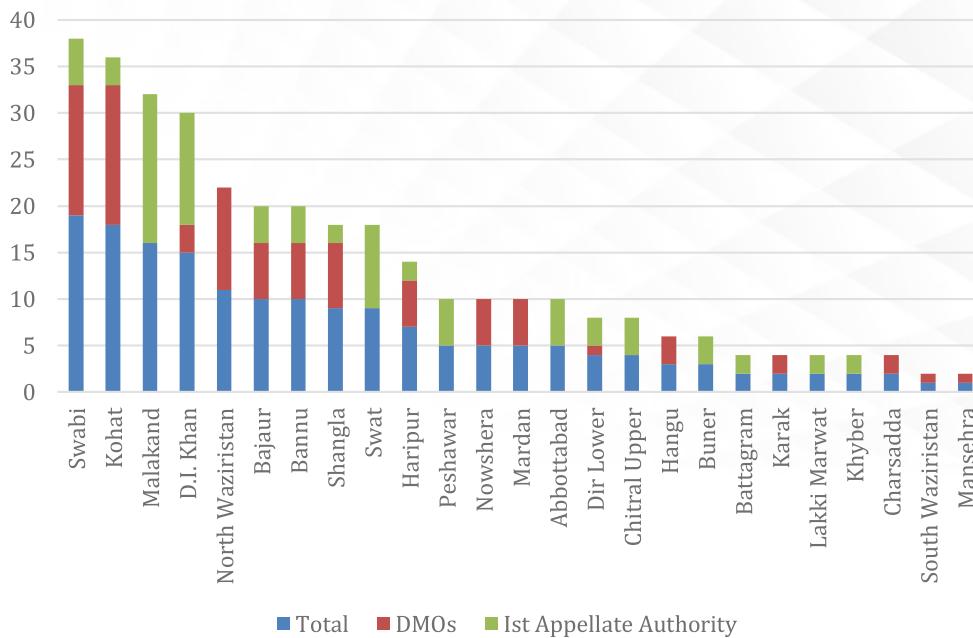


**Figure 2: Service Type and Frequency of Complaints**

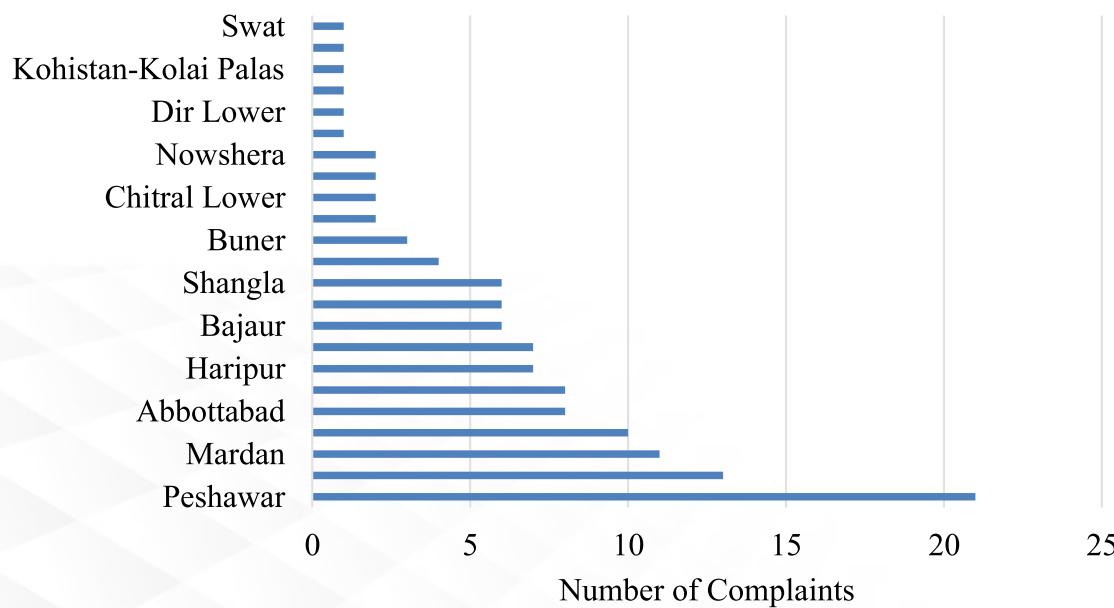
It is pertinent to mention that residents across the province approached the Commission for redressal of their grievances. These complaints were resolved through a multi-tier redressal system including DMOs, 1<sup>st</sup> Appellate Authorities, and the final Appellate Authority (The Commission). The majority of cases were settled by the Commission (Figure 3-5).



**Figure 3: Details of complaints resolved by DMOs, 1st and final Appellate Authorities**



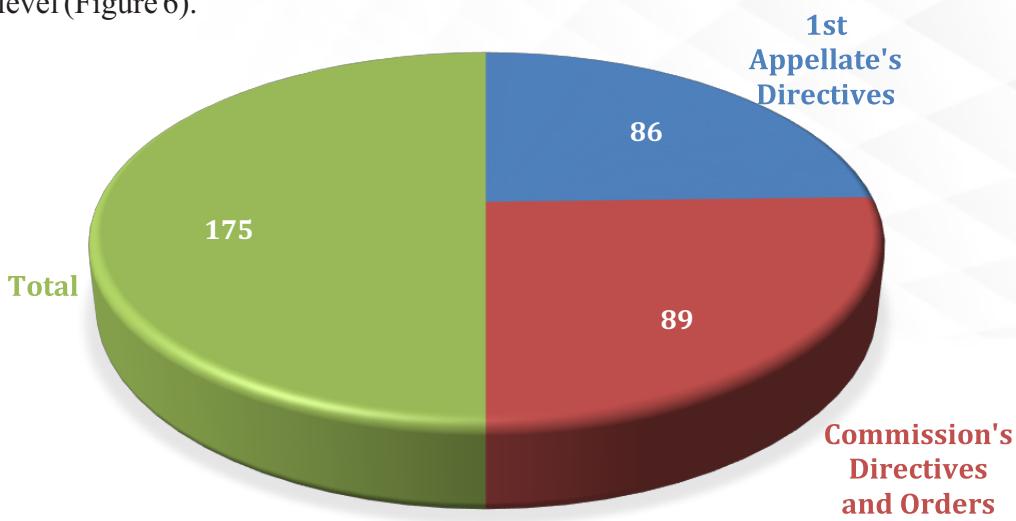
**Figure 4: District-wise distribution of complaints resolved by DMOs and 1st Appellate Authorities**



**Figure 5: District-wise distribution of complaints resolved by the final authority (the Commission)**

## KEY DECISIONS DURING 2024

A total of 175 decisions were made on citizen complaints. Out of the total, 89 directives and orders were passed by the Commission, while the 1st Appellate Authorities issued 86 directives at the district level (Figure 6).



**Figure 6: Details of Directives, Orders made by 1st Appellate Authorities and the Commission**

The list of all these decisions is given (Annex I), while a few significant orders from the Commission are narrated below:

### **A. Case No. 458 Titled: Mrs Noor Jehan Vs. Revenue Department**

Mrs Noor Jehan, resident of Swat, approached the Commission regarding the issue of demarcation of her inherited land by the district administration, District Shangla. Being a notified public service, the case was forwarded to the Deputy Commissioner Shangla for disposal as per section 6 of the Act. As a result of non-compliance by the 1<sup>st</sup> Appellate Authority, he was served with the show-cause notice.

The DC Shangla subsequently reported that the matter had been resolved, and the complainant felt satisfied with the decision. The case was closed accordingly.

### **B. Case No. 459 Titled: Mr Mohsin Amin Vs. Police Department**

Mr Mohsin Amin approached the Commission regarding the delay in the registration of FIR by Gulbahar Police Station, Peshawar. He stated that his new motorcycle was snatched, and the incident was entered into the roznamcha, and CCTV footage was provided, but the FIR had not been registered. The case was forwarded to the SSP Operations Peshawar under section 24 of the RTS Act, 2014, being the 1<sup>st</sup> Appellate Authority. He was directed to register an FIR or provide valid reasons for the delay. When no response was received. Hence, the Commission issued a show cause notice to the Police Officer and attached his salary through the Accountant General of KP.

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The SSP later submitted a response confirming that the notified public service had been provided. The case was closed subsequently.

### C. Case No. RTS-Online-449; Titled Mr Taj Malook vs WSSC Kohat

Mr Taj Malook, resident of KDA Kohat, approached the Commission regarding the supply of clean drinking water, which is a notified public service. The Commission summoned and heard the complainant online. The complaint was forwarded to the CEO of WSSC Kohat, under section 24 of the RTS Act, 2014, being the 1<sup>st</sup> Appellate Authority, with directions to resolve the issue as per section 6 of the Act, with intimation to the Commission.

The issue was resolved by the 1<sup>st</sup> Appellate Authority within the notified timeframe, and the case was closed.

### D. Case No. RTS-Online-461 Titled Mr Atta Ullah vs Home Department

Mr Atta Ullah, resident of District Battagram, approached the Commission regarding the delay in issuance of domicile certificates. He mentioned that over 300 applications were pending, including his application. As issuance of domicile is a notified public service under the RTPS Act, 2014. The Deputy Commissioner Battagram was directed to issue a show cause notice to the designated officer under section 11 of the Act, with intimation to the Commission within 15 days.

Resultantly, DC Battagram submitted a detailed report confirming that the process had been streamlined, and grievances were addressed through an order directing all VC/NC Secretaries to promptly verify applications and submit reports to ensure the timely issuance of certificates. The Commission therefore closed the case.



## ENSURING ACCOUNTABILITY THROUGH CORRECTIVE ACTIONS

During 2024, the Commission acted against 35 officials from various departments, including revenue and police, for failing to discharge their responsibilities under the Act. Out of them, 28 were served with show cause notices, while the salaries of seven officials were withheld (Figures 7 & 8).

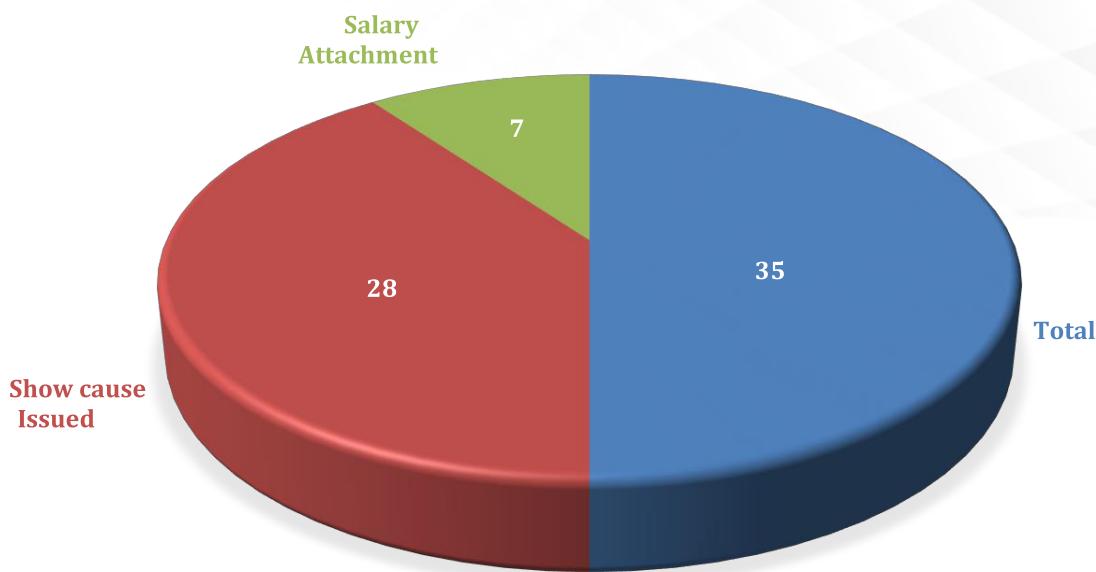


Figure 7: Officials Penalized by Type of Action

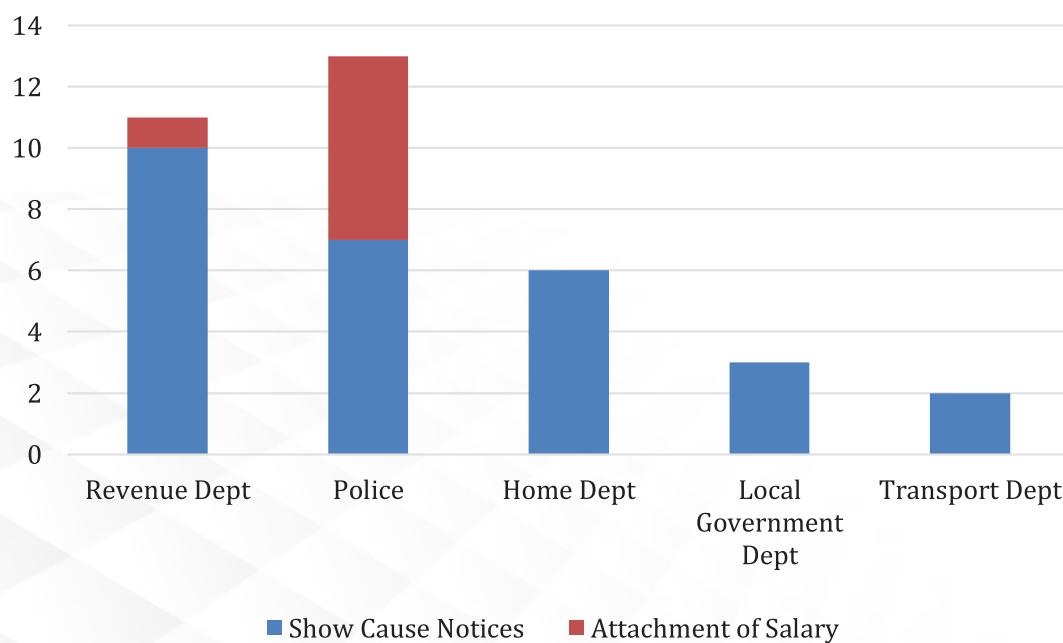
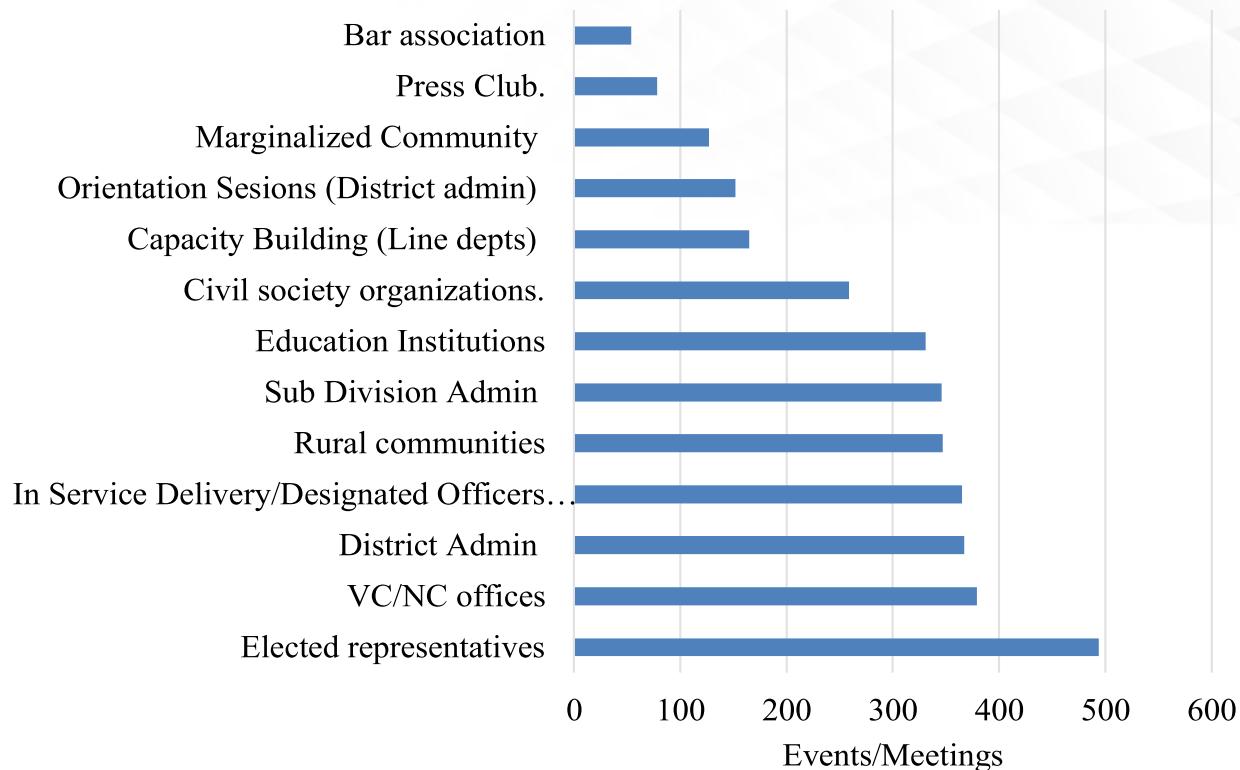


Figure 8: Department-wise Breakdown of Officials Penalized

## OUTREACH AND PUBLIC ENGAGEMENT

The Commission, both at headquarters and district level, organized 3464 sessions, including capacity building events and awareness activities with public representatives, service providers, masses, bar association and other various segments of society (Figure 9). These sessions focused on community mobilization and engaging to create awareness among participants about the role of the Commission.



**Figure 9: Number of awareness and capacity building sessions**

## STEERING COMMITTEE MEETINGS

In 2024, a total of 96 meetings of the Steering Committee were held including 52 at the district level and 44 at the sub-divisional level to strengthen the coordination between various departments and improve service delivery, respectively.



## MEDIA COVERAGE

In 2024, a total of 236 news and stories were published in national and local newspapers to highlight the Commission's role and sensitize the public. Moreover, the social media platforms, including Facebook, Instagram, etc., were also utilized to disseminate information.



**DMO Peshawar talks about the Commission, and it's role through Radio.**



**DMO Kohat is representing RTS Commission on PTV**

## SOCIAL MEDIA OUTREACH

The Commission has successfully used various social media platforms to sensitize the public about RTS rights and activities. In 2024, the overall reach increased to 69.1K, reflecting a 2.7% growth, while link clicks rose by 37.9%, indicating improved audience interaction. Similarly, the site visits surged significantly to 22.1K, marking a 75.3% increase, which highlights successful content visibility and user interest. All these activities were done without any paid advertising, indicating the effectiveness of organic efforts. However, the number of followers declined by 37.9%, indicating a lack of regular and positive engagement to sustain them (Figure 10).

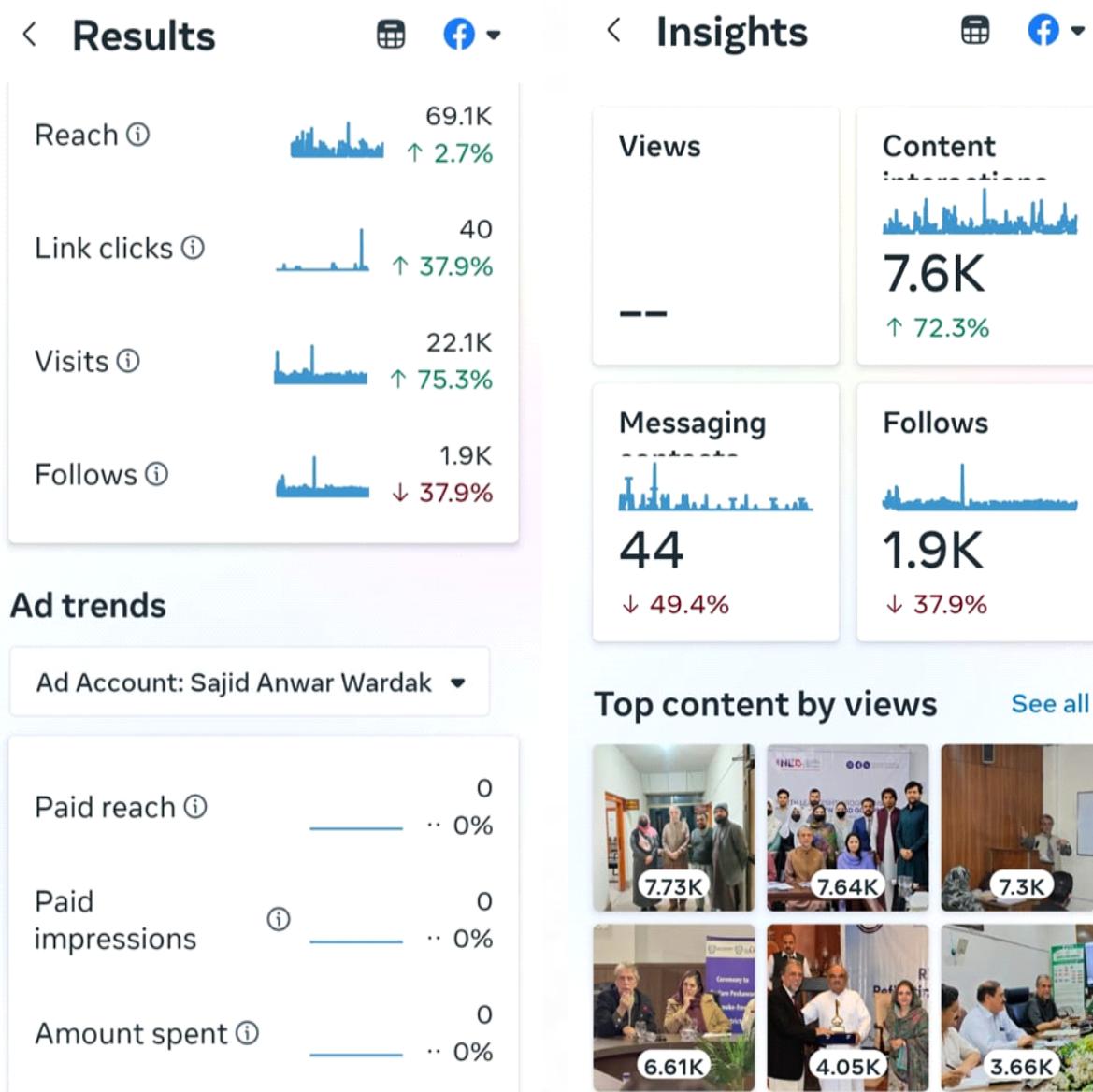


Figure 10: Detail of Social Media Awareness

### DIGITAL INTEGRATION FOR REAL-TIME SERVICE MONITORING

The Commission relies on the department concerned for the provision of data. There are designated officers in each department who provide data to District Monitoring Officers (DMOs), resulting in secondary, non-real-time reporting.

To overcome this challenge, the Commission has held a series of consultative meetings with the KP IT Board and line departments to enable real-time integration of data. In this regard, a meeting was held on 27th February 2024, with the Khyber Pakhtunkhwa Information Technology Board (KP-IT Board) regarding the integration of RTS software with line departments for improved coordination.

The discussion covered the Performance Evaluation Management System (PeMS) re-engineering, an overview of the mobile application for online complaint systems, and integration of the RTS Commission line department software for online service data collection and performance monitoring. The data regarding domicile services has been successfully linked, providing live data access. Transition to full digital integration is underway to ensure compliance with the RTS Act timelines.



### LEADERSHIP ENGAGEMENT AND INSTITUTIONAL COLLABORATION

In 2024, the Commission actively engaged with provincial leadership and development partners through strategic meetings, workshops and capacity building events. These interactions aimed to strengthen institutional collaboration, enhance service delivery mechanisms, and streamline data integration processes.

#### Meeting with the Honourable Chief Minister Khyber Pakhtunkhwa

An introductory meeting of the RTS Commission was held in the office of the Chief Minister, Khyber Pakhtunkhwa. During the meeting, Mr Zakir Hussain Afridi, Commissioner, RTS Commission, gave a brief presentation to the Chief Minister. Certain directives were issued by the Chief Minister's Secretariat, as recorded in the Record Note.



#### Meetings with Advisor to Chief Minister Khyber Pakhtunkhwa



Advisor to the Chief Minister on Information and Public Relations, Mr Barrister Muhammad Ali Saif, visited the headquarters of the RTS Commission. He was briefed on the Commission's mandates, achievements, ongoing initiatives, challenges, and possible solutions.

#### Collaboration Workshop with Services Providing Departments

A one-day workshop on 25<sup>th</sup> July 2024 was held to collaborate with the line departments and to enhance public service delivery through synergies and data streamlining, attended by senior representatives of Service Providing Line Departments and Commission staff.



## Meetings with Development Partners



A meeting was held on 31st July 2024, with GIZ, the development partner, to share mutual experiences on the internal monitoring mechanism, including key performance indicators (KPIs), reporting frequency, and data validation processes. Another meeting was held on 1st February 2024, with GIZ regarding the presentation on PeMS software, review of the Annual Report 2023, and finalization of the coordination workshop with SPLDs.

## Good Governance and Inclusive Services through revamping the RTS Act, 2014

The Commission has proposed to amend the RTS Act, 2014. The proposed amendments aim to simplify the process of notification of Public Services, improve coordination between the Commission and departments, clarify the vague provision for e-governance, provision for public oversight, provision of reasonable accommodation to marginalized segments, doorstep delivery of the service and accountability of the Commission. The amended bill also encourages the departments to expand the range of their services within three (03) years and bind them to provide online services within the next five (05) years.



## PUBLIC SERVICE DELIVERY PERFORMANCE

Overall Departments Performance Review - 2024



**1.99 Million**  
Applications  
Processed



**96.1%**  
Services  
Delivered  
Within Time



**80**  
Notified  
Public Services



**14**  
Line  
Departments

## PUBLIC SERVICE DELIVERY PERFORMANCE

### OVERALL PERFORMANCE

*(Disclaimer: The conclusion and analysis drawn hereunder are based on data provided by the Line Departments.)*

During 2024, a total of 1,992,952 applications were received in fourteen-line departments for the eighty notified public services. Out of the total, 1,915,412 (96.1%) were processed within the given time, and 3% were delayed (Figure). Similarly, the efficiency of most of the departments was above 90% with BISE's and Police excelling in both volume and timeliness. However, the efficiency of LG & RDD was 87.64%, which caters majority of the services. Similarly, the overall efficiency of the Transport department was 75% (Figures 11 & 12).

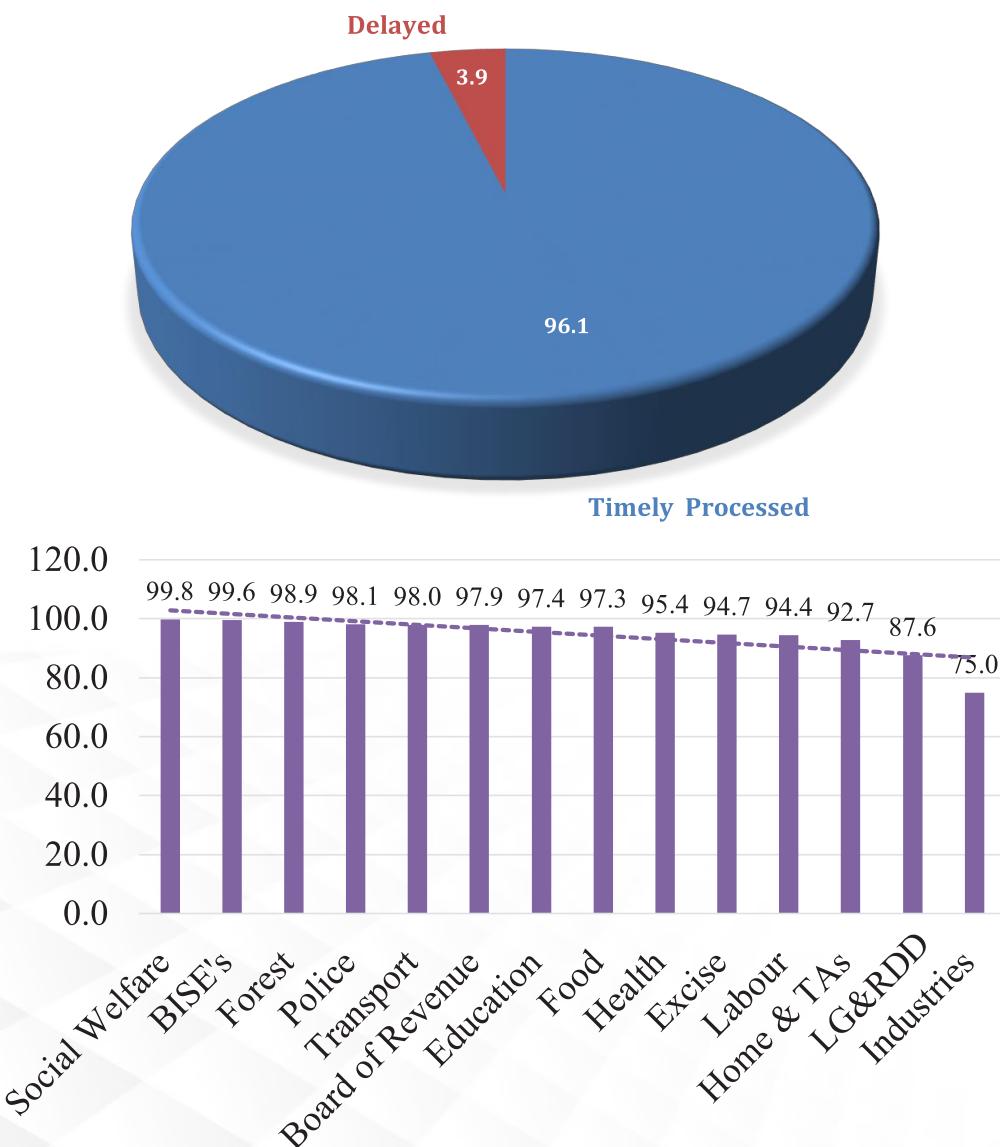


Figure 12: Department-wise efficiency of service delivery in 2024

## DELAY IN SERVICE DELIVERY

The percentage of delay ( $\geq 10$ ) of notified services is given in Figure 13. The maximum delay was seen for the provision of demolish certificate (61%), followed by attestation of inheritance and mutation documents, and entry in Roznamcha (37%) and revenue record (36%).



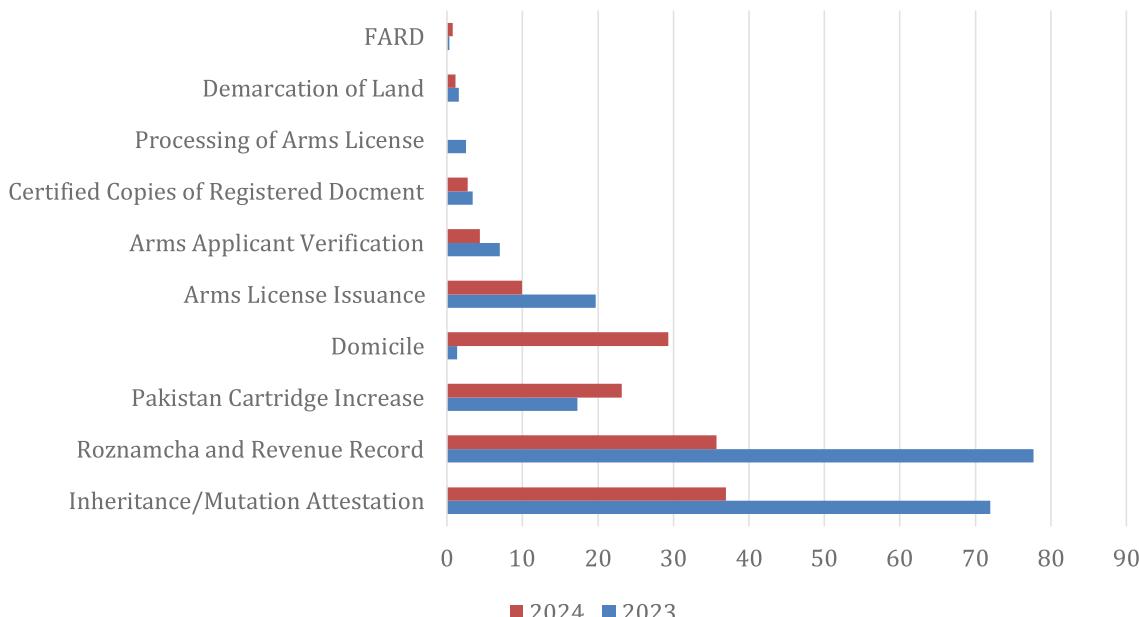
**Figure 13: Percentage delay in provision of notified services ( $\geq 10\%$ ) in 2024**

## DEPARTMENT-WISE PUBLIC SERVICES DELIVERY

The efficiency of most departments was above 90%. A brief detail of a few departments is also given below.

### 1. Revenue and Home Department

Together, the Revenue and Home Department received 2,66,603 applications for nine notified services, which remained high as compared to 2023 (203,559). Overall, the compliance rate was almost 98%. Comparison of the delays in 2023 and 2024 showed improvement in services, including entry in roznamcha and revenue record, attestation of inheritance/mutation document and issuance of arms license. However, the frequency of delay in services like domicile and All Pakistan cartridge increased in 2024. (Figure 14).



**Figure 14: Percentage delay in provision of notified services for the Revenue and Home Departments (2023-24)**

Within the districts, the performance also varied, like Mardan, Swat, Nowshera, Karak, Battagram, and Swabi showed almost 100% compliance. On the other hand, districts like North Waziristan, Hangu, Orakzai, Torghar, and Tank showed marked improvements in services, including issuance of arms licenses and domicile in 2024. However, delays were seen in Buner, Haripur, Abbottabad, Tank, and Peshawar. Despite a high workload, Battagram, Mardan and DI Khan performed well as compared to Peshawar and Kohat.

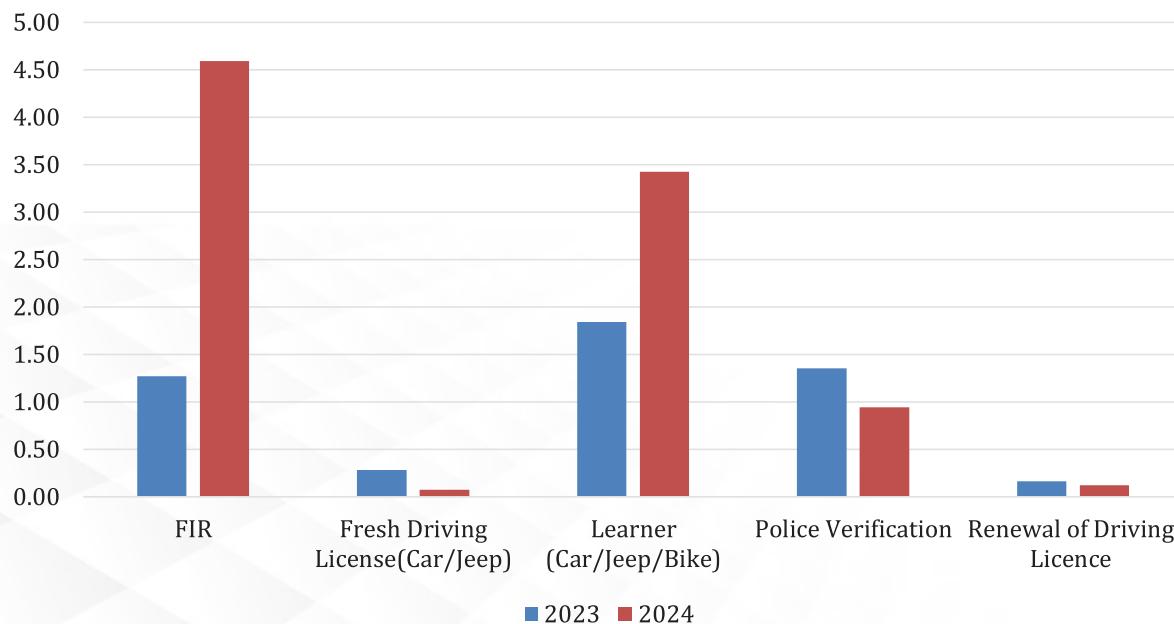
Data was not available for non-settled districts due to the non-applicability of land and revenue services in those regions.

## Recommendations

- The issue of settlement of land in different districts of the province should be resolved on a priority basis. This will help to address land-related disputes in the province.
- Target intervention, including staff adjustments, workload reviews in Buner, Haripur, Mardan, and Peshawar.
- Digital integration of services, including Roznamcha entry, and inheritance/mutation attestation.
- Development and implementation of standardized SOPs and capacity building programs for Patwaris and frontline staff.
- Regular training sessions for revenue and home department staff on RTS timelines.

## 2. Police Department

The police department offers several time-bound and citizen-centric services and being provided through modern platforms, including mobile applications and citizen facilitation centers. In 2024, the performance of the Police department showed a decline compared to 2023, especially for registration of FIR (Figure 15). Similarly, district-wise variation was seen. In Haripur, 1,664 FIRs were registered beyond the notified timeline. Similarly, Kohat recorded 137 delayed cases. Charsadda and Peshawar, which had no delays in 2023, also reported delayed cases in 2024.



**Figure 15: Percentage delay in provision of notified service for the Police Department (2023-24)**

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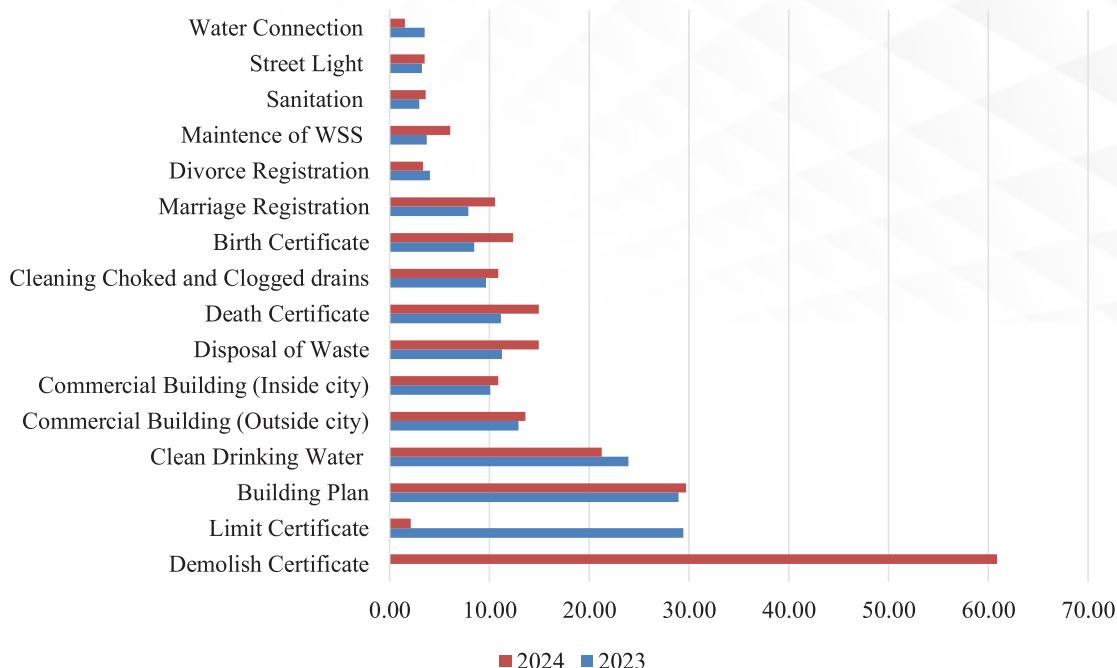
## Recommendations

While the Police have shown better progress and reduced delays across many districts, persistent challenges still exist in certain districts. The department can significantly enhance its performance through targeted operational improvements, including:

- Mobile apps for FIR, verification, and licensing should be expanded with real-time processing status and feedback modules.
- Introducing an Online Appointment System and dedicated desks for the renewal of driving licenses in medium and high-volume districts to reduce congestion.
- Decentralize the verification process at the tehsil level to reduce pressure on district headquarters.
- Assessing low performing districts like Haripur and Kohat (for FIR), Peshawar (delay in issuance of Learner Permit), to identify staff shortages, workflow inefficiencies, or system bottlenecks.
- Documented and institutionalized the best practices, like Peshawar, wherein all licenses were issued on time. A “Police Service Delivery Best Practices Toolkit” may be developed and implemented.
- Ensure the presence of technical staff in the newly merged districts to facilitate the applicants and ensure the authenticity of the data in these districts.
- Integration of notified services data with the RTS Commission for better monitoring and real-time data sharing.

### 3. Local Government Department

The local government department provides various public services. The overall performance of the department was < 90%. In 2024, delays were observed in services like disposal of waste, issuance of birth certificates, etc. (Figure 16).



**Figure 16: Percentage delay in provision of services notified for the Local Government department (2023-24)**

Performance also varied across districts like Mardan, Swat, Nowshera, Karak, Battagram, and Swabi, which showed almost 100% compliance. On the other hand, the performance of settled districts like Buner, Haripur, Abbottabad, Tank, and Peshawar remained unsatisfactory for the reason of missing the notified timeline. It is important to mention that data from Newly Merged Districts (NMDs) was missing because most of the services were not accessible due to various administrative reasons.

### Recommendations

To improve the delivery service of the Local Government department following steps are recommended:

- Digitalization of services, including demolish certificates and building plans, to reduce manual delays and improve accountability through real-time tracking.
- Analysis of workload in low-performing districts, especially Buner, Haripur, Abbottabad, Tank, Peshawar and provision of additional staff (if required).
- Allocate dedicated funds for maintenance of water supply schemes and waste disposal systems.
- Public sensitization about RTS timelines and complaint mechanisms to improve transparency.

## 4. Health Department

The Health Department provides two notified public services: Postmortem/Medico-Legal Reports and Issuance of Drug Licenses. The overall performance for medico-legal reports was good, and 26 districts (74%) recorded zero delays. However, 22% of applications for the issuance of drug licenses were delayed.

District-wise variations were seen, like Nowshera and Kohat showed notable improvements, while delays were reported from Abbottabad, Upper Dir, Buner, and Peshawar. Despite a small number of applications, the delay increased in Haripur, Nowshera, Bannu, and Chitral Lower. Moreover, data gaps persisted across NMDs for various administrative reasons.

### Recommendations

- The department should document best practices from districts performing well and replicate them in low-performing districts.
- Ensure data accuracy and validate outlier data for Haripur and Nowshera.
- Increase coordination with medico-legal units across the province and provide training to low-performing districts.

## 5. Excise & Taxation Department

In 2024, the department received 58,852 applications for three notified services, and its overall performance was 94%. Overall, there was a significant decline in the number of applications from 2023, i.e., 95,223 to 58,852.

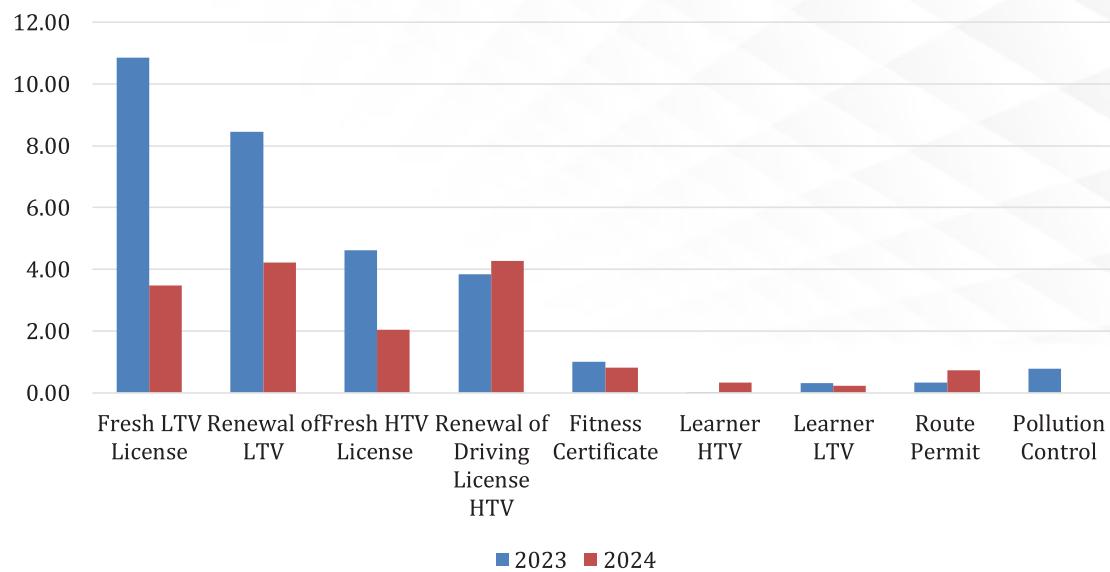
The district-wise performance varied. Haripur, Nowshera, Swat, Battagram, Bannu, Karak, and Kohat maintained 100% performance, and Battagram showed improvement with zero delays in all services. However, districts like Mansehra, Mardan, DI Khan, Chitral Lower, Buner, Swabi, Lakki Marwat, and Abbottabad experienced increased delays despite lower caseloads. High-volume districts (Peshawar and Mardan) showed good performance for renewals but reported delays in new registrations or transfers.

### Recommendations

- Reasons for the decline in the number of applications in 2024 need to be ascertained by the department, as it impacts the provincial revenue collection.
- Improve accessibility and public engagement for better facilitation at the district level.
- Targeted operational reforms are required in districts with recurring issues of delayed service delivery, like Mansehra, Mardan, Abbottabad, DI Khan, Buner, and Chitral Lower.
- Simplification of procedures and wider promotion of online renewal services.
- Accessing social media platforms may help increase demand for notified services.

## 6. Transport Department

Transport department received 204887 applications in 2024 for a range of public services. Overall, the improvement was seen for various services in 2024 as compared to 2023 (Figure 17).



**Figure 17: Percentage delay in delivery of services notified for the Transport Department (2023-24)**

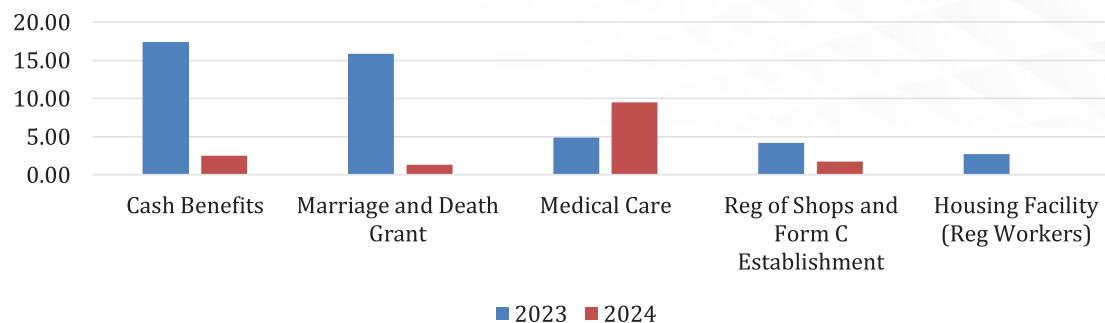
Delay in the provision of services was seen in different districts. Issuance of HTV learners license (31 delays in Khyber), fresh HTV license (46 delays in Kohat), renewal of HTV license (Khyber, Orakzai, Chitral Lower, Kohat, Charsadda, Karak), Learner LTV (96 delays in Khyber and 40 in Dir Lower) etc. Moreover, Peshawar, Kurram, Kolai Palas, Torghar, Kohistan Upper, and Kohistan Lower did not provide data for multiple services, including licensing, fitness certification, pollution control certificates, and route permits.

### Recommendations

- Districts like Kohat, Khyber, Dir Lower, Lakki Marwat, Charsadda, Karak, and Chitral Lower require performance audits.
- Human Resource issues need to be reviewed.
- Mobile service units should be deployed to remote or partially serviced districts like Kohistan Upper/Lower, Torghar, Bajaur, and Waziristan
- Service-specific weaknesses, such as licensing delays in Kohat, learners' licensing processing issues in Khyber and Dir Lower, can be addressed through targeted capacity enhancements.
- Ensuring timely data reporting across all districts.
- Ensure the presence of technical staff in the newly merged districts to improve service delivery.

## 7. Labour Department

The Labour Department provides several public services, including registration of factories, trade unions, shops and establishments, and welfare-related services. Performance assessment for 2024 could not be done because data from several districts were either missing or not available. Only limited data was provided for services like Factories Registration (partially available for Peshawar only), Trade Union Registration (2–3 districts), Marriage & Death Grants (5 districts), Scholarships (only Peshawar and Haripur reported). However, the available data showed that most applications were processed within the notified timelines as compared to 2023, except medical care, which had recorded delays in Peshawar (48%) and DI Khan (90%) (Figure 18).



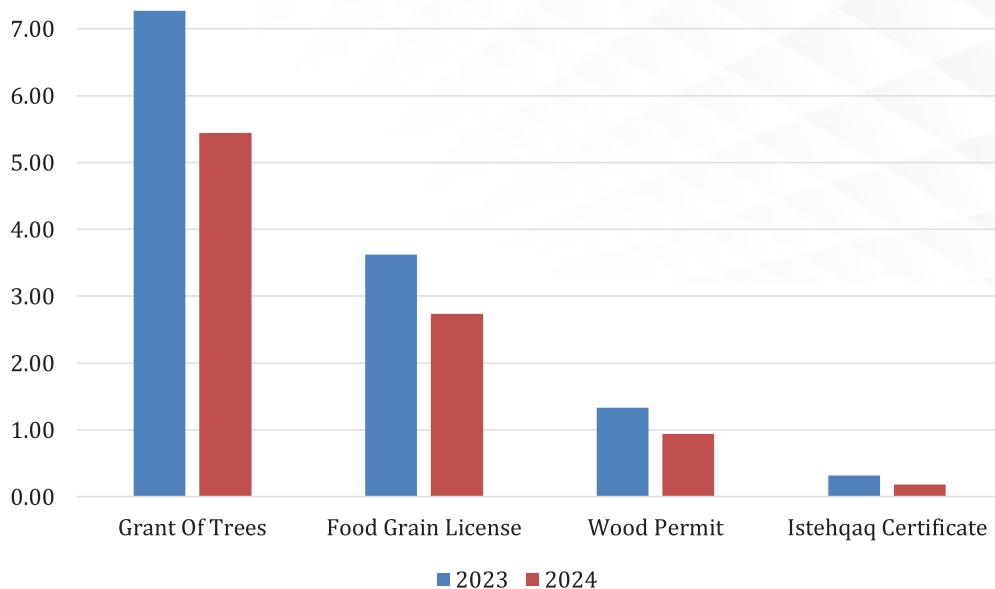
**Figure 18: Percentage delay in delivery of services notified for the Labour Department (2023-24)**

### Recommendations

- The data reporting system needs improvement, with mandatory monthly submissions.
- The digitalization of Labour services, including online applications, tracking, and approval, will facilitate the workers.

## 8. Food, Forest, and Zakat Services Department

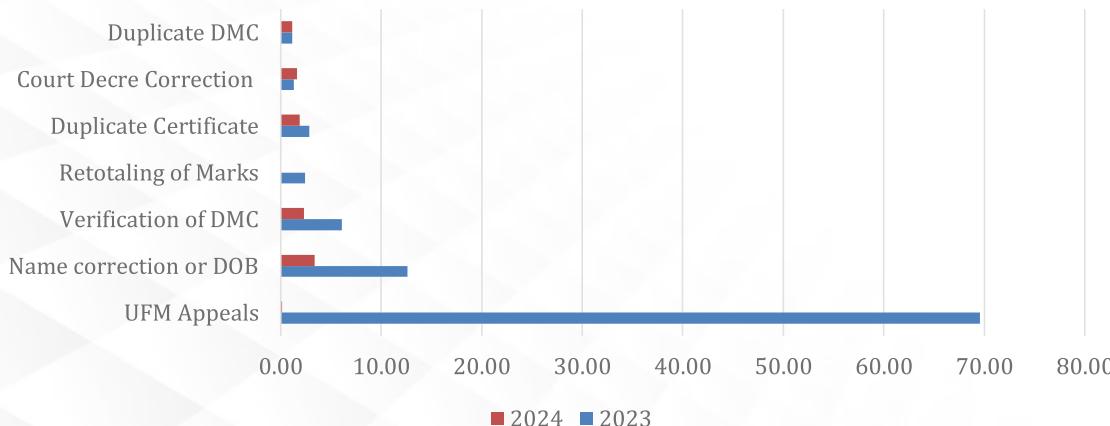
Departments of Food, Forest, and Zakat services are responsible for providing timely public services. Comparison of available data (missing data for most of the districts) for the years 2023 with 2024 showed a mixed performance for various services. Improvement in the delivery of timely service was seen for the grant of tree permits, food grain, etc. (Figure 19).



**Figure 19: Percentage delay in delivery of services notified for the Food, Forest and Zakat Department (2023-24)**

## 9. Board of Intermediate and Secondary Education

The Boards of Intermediate and Secondary Education (BISEs) are responsible for providing various notified services, including issuance and verification of certificates and DMCs, corrections of personal details, duplicate documents, etc. Overall, the BISEs showed a good performance in most services and improvement in 2024 as compared to 2023 (Figure 20).



**Figure 20: Percentage delay in delivery of services notified for the BISEs (2023-24)**

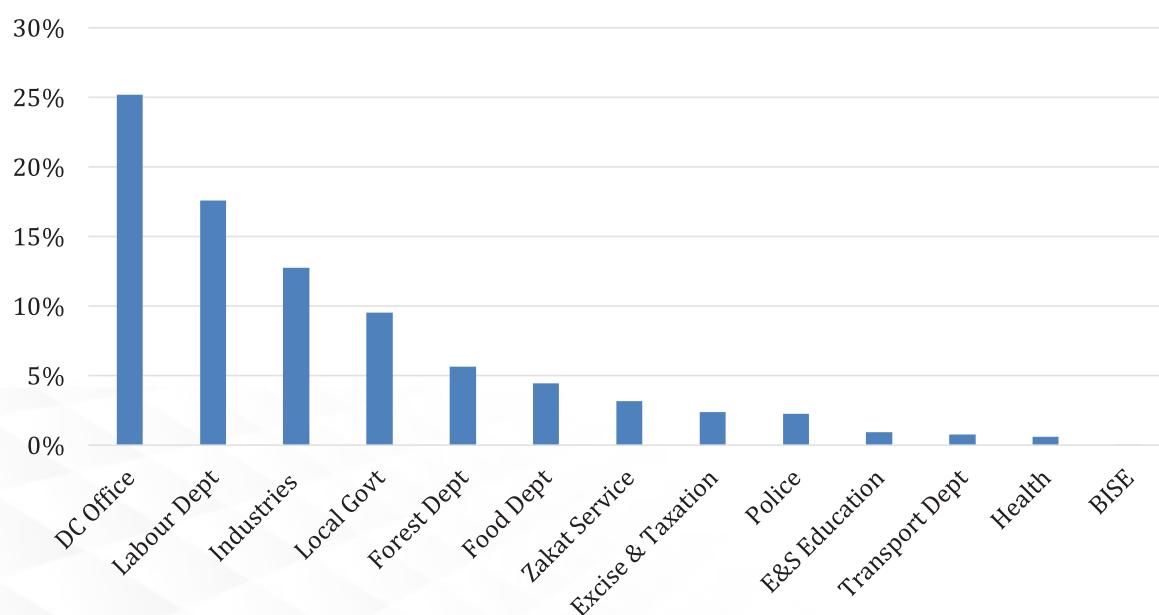
Persistent delays were seen in some BISEs (Bannu, 33% and DI Khan 67%) in verification and duplicate issuance. Peshawar maintained a strong performance despite a high workload. Data was missing for some services for Mardan, Chitral Lower, while some BISEs show incomplete reporting.

## Recommendations

- High delay rates in DI Khan and Bannu in core services such as verification and duplicate issuance need immediate attention and a performance audit to identify the reasons.
- Replication of best practice and standardization of workflows and digital tracking systems for real-time monitoring of certificate processing and delays.

## COMPARISON OF THE DELAY (2022-24)

Analysis of the comparison of the delays of the last three years showed persistent delays in the Revenue and Home Department, Labour Department, the Commerce & Technical Education Department, the Local Government Department and the Forest Department. However, the departments, including Education, Transport, Health, as well as BISEs, showed improved performance (Figure 21).



**Figure 21: Comparison of service delivery delays across departments (2022–2024)**

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## **KEY LEARNINGS & WAY FORWARD**

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Insight from Service Delivery Performance and Future Reform Priorities

## KEY LEARNINGS

Keeping in view the public input and facts presented in the Report, the following are the key learnings and recommendations to improve delivery service.

### ***Increase Efficiency and Citizen Trust***

The timely resolution of the complaints has improved overall efficiency and played a positive role in building public trust in the government institutions.

### ***Gathering of Real -Time and Reliable Data***

The Commission receives data about the total number of applicants, their status (timely processed or delayed), from the departments concerned. Manual collection from 35 districts for 80 services and fourteen departments is a challenge. Moreover, this self-reported data is either inconsistent or received with a delay from several districts. Lack of complete and real-time data limits the identification of issues and makes evidence-based analysis difficult.

### ***Persistent Service Delivery Delays***

Delays were seen in the provision of various public services, including Inheritance/Mutation Document Attestation, Domicile, etc. Most of these services are related to the Local Government and the revenue department.

### ***Limited Awareness Among Service Providers and Citizens***

Awareness of the RTS Act, time lines, complaint mechanisms, and departmental responsibilities remains low among both service providers and the public. This directly affects compliance, quality of service delivery, and utilization of appellate systems. Moreover, frequent transfer and posting of the service providers pose a challenge for ensuring consistency of the knowledge base of the officials concerned.

### ***Building Synergies***

Eighty notified public services across fourteen departments demonstrate the breadth of RTS implementation. However, the diversity of services demands stronger coordination, standardization of procedures, and enhanced oversight to ensure consistent performance across districts.

## WAY FORWARD

Though the Commission is striving to achieve its objectives, the following way forward is suggested for achieving greater efficiency:

- Development and integration of a centralized digital dashboard with all 14 departments for real-time data collection and reporting.
- Linking RTS systems with KP IT Board's Performance Evaluation Management System (PeMS) and mobile applications to automate data flow.
- Provision of all notified services to residents across the province, especially in unsettled districts.
- Public awareness campaigns through social media, radio, and community outreach programs to sensitize citizens about RTS rights and the role of the Commission, with the support of the Information Department.
- Increase human resource allocation for RTS monitoring in high-volume districts.
- Increase the range of notified services for improvement of service delivery and enhancing public trust.

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### LIST OF ORDERS AND DIRECTIVES ISSUED BY THE COMMISSION IN 2024

Annexure I  
*To be continued*

(<https://www.kptrts.gov.pk/complaint-status/#proceedings>)

S.No.	Case No.	Title of the Case	District	Notified Service
1	RTS-333	Adnan Khan VS Commissioner Hazara	Abbottabad	Arms License
2	RTS-334	Muhammad Islam VS DPO Kolai Palas	Kohistan-Kolai Palas	FIR
3	RTS-339	Umair Khan VS CCPO Peshawar	Peshawar	FIR
4	RTS-342	Faheem Ullah VS DC Lakki Marwat	Lakki Marwat	Fard
5	RTS-343	Muhammad Haseeb Ullah VS RPO Peshawar	Peshawar	Verification of the Applicant in Arms License
6	RTS-345	Syed Waris VS CCPO Peshawar	Peshawar	FIR
7	RTS-347	Muhammad Imran VS DC Kohat	Kohat	Fard
8	RTS-349	Hafeez Ulalh VS TMO Dir Lower	Dir Lower	Clearing Choked/Clogged Drains & Nullahs
9	RTS-351	Fateh Muhammad VS DC Swabi	Swabi	Demarcation of Land
10	RTS-352	Muhammad Yousaf VS DC Swabi	Swabi	Demarcation of Land
11	RTS-354	Mst. Surraya VS AD LG Charsadda	Charsadda	Divorce Certificate
12	RTS-356	Khalid Khan VS Director Transport	Mardan	Renewal of Driving License
13	RTS-357	Muhammad Noman VS SSP Operations	Peshawar	FIR
14	RTS-358	Fayaz Muhammad VS TMO Nowshera	Nowshera	Streetlights
15	RTS-359	Muhammad Ikram VS AD LG Shangla	Shangla	Death Certificate
16	RTS-364	Akmal Shah VS Divisional Commissioner	Mardan	Arms License
17	RTS-365	Wasim Khan VS DPO Charsadda	Charsadda	FIR

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18	RTS-366	Mst. Begum VS DPO Shangla	Shangla	FIR
19	RTS-367	Kashif Ali VS TMO Buner	Buner	Disposal of Garbage/Solid Waste
20	RTS-368	Amir Sultan VS Divisional Commissioner	Haripur	Arms License
21	RTS-370	Nawaz Khan Vs DC Peshawar	Peshawar	Fard
22	RTS-372	Pervez Khan VS DC Haripur	Haripur	Demarcation of Land
23	RTS-373	Israr Ullah VS Director Transport	Chitral Lower	Driving License
24	RTS-374	Asif Khan VS Director Transport	Mardan	Driving License
25	RTS-375	Liaq Syed VS Director Transport	Mardan	Driving License
26	RTS-376	Kamran Ullah Vs DPO Charsadda	Charsadda	FIR
27	RTS-377	Kamran Ahmad VS TMO Mardan	Mardan	Clearing Choked/Clogged Drains & Nullahs
28	RTS-378	Muhammad Huzaifa Vs Director Transport	Mardan	Driving License
29	RTS-379	Ayaz Sarwar Vs DPO Abbottabad	Abbottabad	FIR
30	RTS-381	Noor Zaman VS DPO Lakki Marwat	Lakki Marwat	FIR
31	RTS-382	Zaman Khan Vs DC Peshawar	Peshawar	Demarcation of Land
32	RTS-383	Afzal Shah VS Director Transport	Malakand	Renewal of Driving License
33	RTS-384	Asim Ali Shah VS DC Haripur	Haripur	Demarcation of Land
34	RTS-385	Muhammad Amjad VS DPO Mansehra	Mansehra	FIR
35	RTS-386	Haseeb Ullah Jan VS Secretary Home	Khyber	Arms License
36	RTS-387	Mst. Hameeda Begum VS DC Swat	Swat	Inheritance Mutation
37	RTS-389	Jamil Khan Vs Director Transport	Malakand	Renewal of Driving License
38	RTS-390	Muhammad Taseer VS Director Transport	Malakand	Renewal of Driving License
39	RTS-391	Naveed Khan VS Director Transport	Malakand	Driving License
40	RTS-392	Imran Khan VS Director Transport	Malakand	Driving License
41	RTS-393	Muhammad Irfan VS Director Transport	Malakand	Driving License
42	RTS-395	Abdullah VS Director Transport	Malakand	Driving License

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43	RTS-396	Muhammad Amin VS Director Transport	Malakand	Driving License
44	RTS-397	Muhammad Majid Khan VS Director Transport	Malakand	Driving License
45	RTS-398	Muzafar Khan Vs DC/Commandment Malakand	Malakand	FIR
46	RTS-399	Abdul Qayyum Vs DPO Chitral Lower	Chitral Lower	FIR
47	RTS-400	Malik Muhammad Shafi VS DC Peshawar	Peshawar	Fard
48	RTS-401	Noor Nabi Shah VS Secretary Home	Buner	Arms License
49	RTS-402	Kamran Amjad VS Director Transport	Mansehra	Renewal of Driving License
50	RTS-403	Muhammad Wasim VS Director Transport	Mansehra	Renewal of Driving License
51	RTS-404	Pir Shahab VS CEO WSSC Mardan	Mardan	Disposal of Garbage/Solid Waste
52	RTS-405	Ms. Saif Nazira Vs DPO Charsadda	Charsadda	FIR
53	RTS-406	Mst. Samina Naaz Vs DPO Mansehra	Mansehra	FIR
54	RTS-416	Muhammad Hakim Vs Director Transport Department	Bajaur	Driving License
55	RTS-417	Hamzala Vs Director Transport Department	Bajaur	Driving License
56	RTS-418	Tehsil Jan Vs Director Transport Department	Bajaur	Driving License
57	RTS-419	Najeeb Ullah Vs Director Transport Department	Bajaur	Renewal Driving License
58	RTS-424	Shehryar Khan VS Secretary Home	Nowshera	Arms License
59	RTS-425	Abdul Hafeez VS AD LG Battagram	Battagram	Marriage Certificate
60	RTS-426	Umar Salim VS TMO Haripur	Haripur	Disposal of Garbage/Solid Waste
61	RTS-429	Faizan Sartaj VS Secretary Home	Peshawar	Arms License
62	RTS-430	Mst. Aisha Jamshaid VS AD LG Abbottabad	Abbottabad	Divorce Certificate
63	RTS-431	Mir Afzal VS AD LG Mansehra	Mansehra	Death Certificate
64	RTS-432	Atiq Ur Rehman VS Secretary Home	Karak	Verification of the Applicant in Arms License
65	RTS-433	Ahtesham Ul Haq VS Secretary Home	Mansehra	Arms License

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66	RTS-434	Shah Khalid VS Director Transport	Swabi	Driving License
67	RTS-435	Muhammad Ibraheem VS Chairman BISE	Mansehra	Migration Certificate Board to University
68	RTS-436	Nasir Kazmi VS DPO Abbottabad	Abbottabad	FIR
69	RTS-437	Salman Zeb VS Secretary Home	Mardan	Arms License
70	RTS-439	Muhammad Usman VS DPO Abbottabad	Abbottabad	FIR
71	RTS-443	Hayat Muhammad Khan VS Director Transport	Swabi	Renewal of Driving License
72	RTS-446	Imdad Ullah Vs TMO Karak	Karak	Clearing Choked/Clogged Drains & Nullahs
73	RTS-448	Rauf Shah VS DC Kohat	Kohat	Demarcation of Land
74	RTS-449	Taj Malook Vs CEO WSSC Kohat	Kohat	Supply of Clean Drinking Water
75	RTS-450	Ms. Noor Jehan Vs DC Shangla	Shangla	Demarcation of Land
76	RTS-451	Muhammad Yaqoob VS Director Transport	Mansehra	Driving License
77	RTS-453	Khalil Akbar Vs DPO Mardan	Mardan	FIR
78	RTS-454	Zahir Rehman Vs DC Shangla	Shangla	Fard
79	RTS-455	Bilawal Zeb VS CEO WSSC Peshawar	Peshawar	Clearing Choked/Clogged Drains & Nullahs
80	RTS-456	Mubashir Ali VS Director Transport	Swabi	Driving License
81	RTS-459	Mohsin Amin Vs SSP Operations Peshawar	Peshawar	FIR
82	RTS-461	Attaullah Shah Vs DC Battagram	Battagram	Domicile
83	RTS-462	Mohaz Gul VS DC Abbottabad	Abbottabad	Fard
84	RTS-464	Sajid Ullah VS DPO Bajaur	Bajaur	FIR
85	RTS-465	Reheel Nasir VS AD LG Charsadda	Charsadda	Birth Certificate
86	RTS-466	Ella Ernawati VS AD LG Buner	Buner	Birth Certificate
87	RTS-467	Shah Zaib VS Director Transport	Kohat	Driving License
88	RTS-469	Arshad Khan Vs SSP Operations Peshawar	Peshawar	FIR
89	RTS-473	Aamir Shams Syed VS AD LG Peshawar	Peshawar	Divorce Certificate

## MEDIA REPORTS

A public awareness seminar was organized for the students of the Deptt of IR, University of Peshawar

**SPECIAL CORRESPONDENT**

**PESHAWAR:** It is very important for students to be aware of their basic constitutional rights to become active citizens, teachers should focus on raising awareness, Commissioner Judge Muhammad Asim Imam.

Organizing an awareness seminar for students of Department of International Relations Peshawar University regarding Right to Public Services Organized by the Right to Public Services Commission, a public awareness seminar was organized for the students of the Department of International Relations, University of Peshawar. Commissioner Muhammad Asim Imam gave a comprehensive lecture on the aims and objectives of the commission, legal structure and procedures. Hundreds of students and teachers participated in the seminar. Chairman Dr Hussain Suhrawardy, former chairman Dr



Adnan, Dr. Saima Gul, Dr. Minhas Majed participated. Hussain Aslam and Arshad Khan also attended the seminar. Dr. Gul said that the purpose of such seminars is to raise awareness among the students about the government initiatives, so that tomorrow they can contribute to a positive development of the society. The commissioner answered the questions of the participants. While addressing, he said that we all have to take this country and nation forward together. Students should research the topic of how their world has achieved so much progress in access to services and give suggestions to the government on how improvements can be made. Teachers should educate their students about good governance and the rights of citizens so that they can play a positive role in the development of the country.

A group of men in a formal meeting setting, reviewing documents and a map. One man is pointing at a large map on the table, while others look on. The room has a large screen in the background displaying a map.



دہلی نی ایجنسی  
DAILY NAI BAAT

گورنمنٹ پوسٹ گرینیچ ہائچار سدھے میں آگاہی مہم کا کامیابی سے علاقہ  
3000 زائد طلباء اور 120 علیلے کے اراکین کی زیر دست شرکت کا شاخہ کیا

## فصل آندر جنگ سکوی اشاعر

## Transforming governance: The role of RTPS Commission

Sajid Anwar Wardag

No matter how different the system of government and governance in different countries of the world but they all have one value in common and that is to declare the people as the main center of power. Democracy started to get more importance in modern governance, the main reason is to give more importance to the opinions of the people, as a result of which some basic responsibilities were determined between the people and the government. The provision of fundamental rights was made mandatory on the state's side. In the constitutions of all the countries of the world, some basic rights of the citizens were set in return of which the people were obliged to pay taxes to the government. The right of speech and other basic rights, the Charter movement spread from Great Britain to different countries. In the context of this movement, countries began to adopt an approach based on access to public services at the stipulated time. The Indian state of Madhya Pradesh was the first state in South Asia to make various public service delivery departments bound by this law in 1997. After that, about 19 states of India have successively enacted legislation under which various public service entities listed for efficient and timely delivery. At present, there are about 200 such basic services in India which are provided to the people at their doorsteps.

In the general elections of 2013, a big change was seen in the election slogan "not a rupee".

transparency, accountability and good governance were declared as the axis of welfare of the common people. The Right to Public Services Act was passed by the Khyber Pakhtunkhwa Assembly in January 2014, which provides the residents of the province with the legal right to access public services on time and also imposes liability for non-delivery or neglect of services on time; makes government officials accountable. Services means all the basic services that are provided by the government entities to the public with charge or free of charge. Such as different types of certificates, licenses, registrations and other facilities.

A commission called the Right to Public Services Commission was formed to achieve this goal. This commission sets the time table for establishing

addressed mechanism. Under this mandate, the relevant institutions are obliged to provide to the public in a transparent manner within the stipulated time and in case of negligence, the relevant government officials are held accountable, and if the negligence is proven, departmental action and fines are imposed. The main feature of this law is that 70% of the fine imposed on government officials is paid to the citizens as compensation. As a secondary mandate, the commission publishes its annual report in which suggestions are given to the relevant government institutions for better delivery of services. Apart from this, various types of awareness programs are organized to create awareness among the people.

ission has the powers of a civil court under CPC 1908, which summons are issued to government officials. Both the government official and the complainant appear before the commission. Departmental actions and fines are imposed if there is a lack of timely action to services. It is also possible to take action against citizens for making frivolous complaints against government officials. The commission also has the power to freeze the salaries of government officials, which remain frozen until the citizen tells the commission at his problem has been solved and he is satisfied. The commission has so far received 782 complaints while dealing with them, action has been taken against 77 officers, fines have been imposed on 13, 2 have been suspended, 40

ences, salaries of 18 officials have been attached, 3 have been transferred, while one citizen has also been fined being conducted on TV programs, radio shows, newspaper advertisements and social media.

making a frivolous complaint. Most of the complaints are received concerning the Revenue Department and the Police. Campaigns were launched through seminars and conferences at schools, colleges, universities, union council level, bar associations and district level to create awareness among the people regarding their fundamental rights. District Monitoring Officers visit the concerned places every month and inform the public about the commission and the law. Access forums are organized at the district level in which the government officials are seated in front of the public and grievances are redressed on the spot. Apart from this, the office of the District Monitoring Officer is open to the public and the citizens can file their complaints with the commission. The complainants can write the application on plain paper and submit it to the office of the District Monitoring Officer or in the head office at Chinar Road University Town Peshawar. Citizens can also submit their complaints online on the commission's website or send them to the commission through e-mail. The list of all District Monitoring Officers' names, phone numbers, e-mail and notified services are available on the Commission's website.

## AWARENESS ACTIVITIES





