



ANNUAL REPORT 2025

**KHYBER PAKHTUNKHWA RIGHT TO PUBLIC SERVICES
COMMISSION**



Dignity in Service - Efficiency in Delivery



Contents

MESSAGES.....	ii
YEAR 2025 AT GLANCE	vi
EXECUTIVE SUMMARY	viii
INTRODUCTION	1
MILESTONES COVERED IN 2025.....	4
Citizen Complaints and Grievance Redressal.....	5
Enforcements	9
Outreach Initiatives.....	12
RTS Ambassadors Program.....	18
Legal and Policy Reforms.....	19
Digital Transformation and Innovation	19
SERVICE DELIVERY IMPACT.....	20
CASE BASED EVIDENCE	20
SERVICE DELIVERY PERFORMANCE ANALYSIS.....	24
KEY LEARNINGS FROM 2025	27
RTS VISION 2026.....	30
RECOGNITION OF THE SERVICES	32
GALLERY 2025.....	36
ANNEXURE.....	42

MESSAGES

MESSAGE FROM THE CHIEF MINISTER, KHYBER PAKHTUNKHWA



Serving the people with dignity, efficiency, and transparency remains a fundamental priority of the Government of Khyber Pakhtunkhwa. The Annual Report of the Right to Public Services Commission is a testament to our continued resolve to place citizens at the very center of governance and public administration.

Through the RTS framework, the provincial government is systematically transforming public service delivery by enforcing statutory timelines, strengthening accountability mechanism, and leveraging modern technology to minimize delays, discretion, and inefficiencies. These reforms are instrumental in improving institutional performance, enhancing public trust, and ensuring equitable and hassle-free access to essential government services for all citizens.

The progress highlighted in this report reflects the collective efforts of the RTS Commission, provincial departments, and district administration, who have worked diligently to uphold citizens' rights under the Right to Public Services Act. I commend their commitment and dedication to improving governance outcomes across the province.

The Government of Khyber Pakhtunkhwa will continue to fully support and strengthen the RTS Commission, further expanding its scope and effectiveness, so that every citizen receives timely, transparent, and quality public services in line with the principles of good governance.

MESSAGE FROM THE CHIEF SECRETARY, KHYBER PAKHTUNKHWA



Efficient public service delivery is the cornerstone of good governance and a key determinant of public trust in state institutions. The Annual Report of the Right to Public Services Commission highlights significant progress made toward strengthening institutional accountability, improving administrative efficiency, and enhancing the responsiveness of government departments across Khyber Pakhtunkhwa.

The provincial government remains fully committed to supporting the Commission in its vital role of monitoring service delivery, facilitating administrative reforms, and ensuring compliance with the Right to Public Services framework. Continued emphasis on digitalization, clearly defined timelines, grievance redressal mechanisms, and performance monitoring has contributed to fostering a culture of responsibility, transparency, and results-oriented governance within the public sector.

I commend the RTS Commission for its proactive engagement with provincial departments and district administrations, as well as its efforts to build institutional capacity and promote awareness of citizens' service rights. I encourage all administrative units to further align their service delivery mechanisms with the principles and standards enshrined in the Right to Public Services Act, to ensure timely, efficient, and citizen-centric public services throughout the province

MESSAGE FROM THE CHIEF COMMISSIONER, RTS COMMISSION



It is a matter of pride to present the Annual Report of the Right to Public Services Commission, Khyber Pakhtunkhwa. The Commission remains steadfast in its mandate to ensure timely, transparent, and accountable delivery of public services, thereby strengthening citizens' trust in government institutions and reinforcing the principles of good governance.

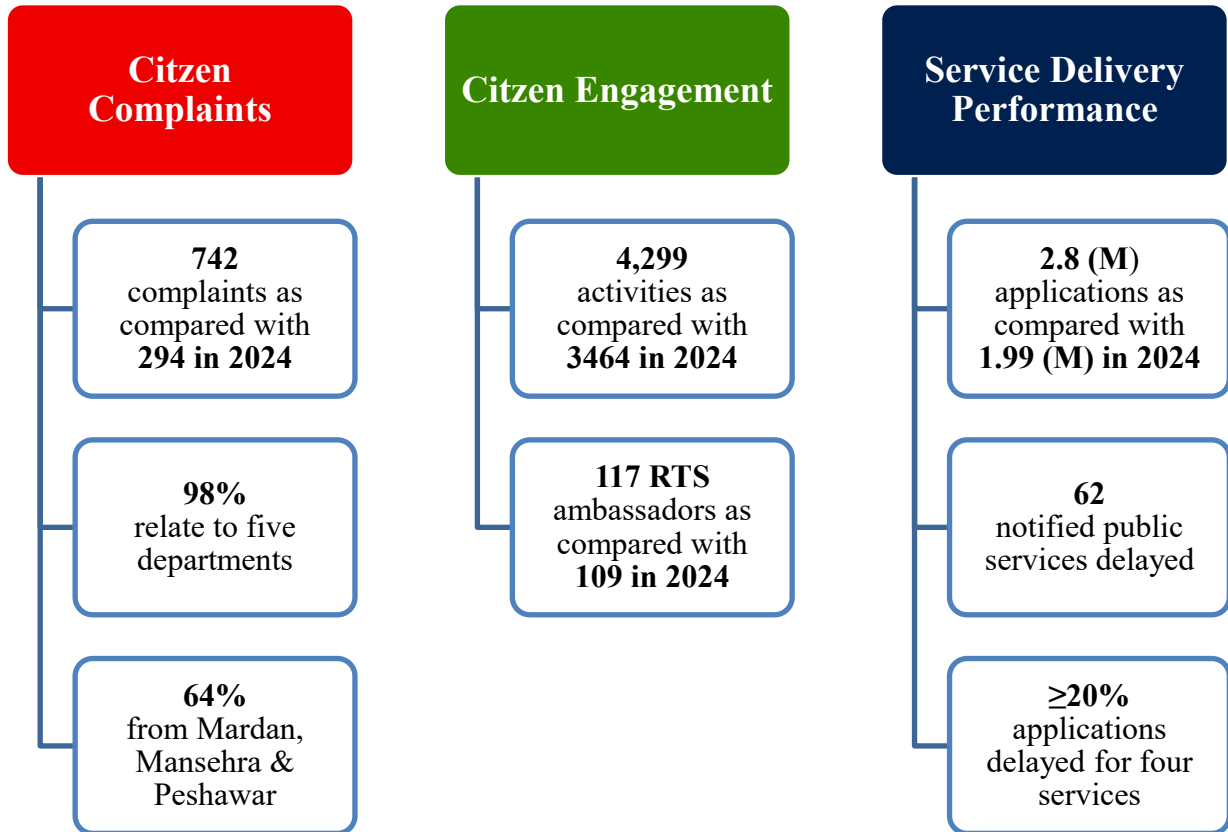
During the year under review, the Commission expanded its oversight framework, strengthened complaint redressal mechanisms, and actively promoted the use of digital tools to enhance service efficiency and accessibility. These initiatives reflect our continued commitment to safeguarding citizens' rights under the Right to Public Services Act and ensuring effective implementation across departments and districts.

I sincerely acknowledge the cooperation and support of provincial departments and district administrations in advancing the objectives of the RTS framework. I would especially like to place on record my deep appreciation for the dedication, professionalism, and tireless efforts of the officers and staff of the Right to Public Services Commission, whose commitment has been central to the Commission's achievements during the year.

The Commission will continue to work relentlessly to bridge gaps between policy and practice, strengthen institutional coordination, and further improve service delivery standards, so that public services genuinely respond to the needs and expectations of the people of Khyber Pakhtunkhwa.

YEAR 2025 AT GLANCE

HIGHLIGHTS



Percent Change from 2024 to 2025

Indicator	2025	2024	Change
Applications processed	2.81	1.99	↑ 41%
Citizen complaints	742	294	↑ 152%
Outreach activities	4,299	3,613	↑ 19%
RTS ambassadors	117	109	↑ 7%

EXECUTIVE SUMMARY

Executive Summary

The Right to Public Services (RTS) Commission is a statutory body established under the Act of Parliament. The Commission is responsible for ensuring time-bound public service delivery in Khyber Pakhtunkhwa.

This report presents the Commission's progress and provides a critical analysis of departmental service delivery performance for the year 2025. The report also sets forth the Commission's targets for 2026.

In 2025, the citizen complaints and grievance redressal remained the most active function of the Commission. A total of 742 complaints were received, significantly higher than 2024 (294 complaints), reflecting growing public trust and awareness. Most of the complaints (98%) were lodged against five departments including Transport, Home, Police, Revenue and Local Government. These complaints were mainly about delays in issuing and renewal of driving license, arms licences, registration of FIR, land demarcation and Fard respectively. Mardan, Mansehra and Peshawar recorded the highest volume.

Citizen and official engagement also expanded significantly in 2025. A total of 4299 activities were conducted with public, district officials and community leaders, marking a notable increase from 3613 activities in 2024. The RTS ambassadors program also gained momentum with 117 ambassadors (109 in 2024) which helped in raising awareness and supporting citizens. Accountability remained a core pillar of the Commission's work and 20 disciplinary actions were initiated against delinquent officials across multiple departments. The year also saw major progress in legal and policy reforms including the submission of RTS Amendment Bill to the Provincial Assembly.

Since the Commission does not have direct access to the departmental data, it relies on the information provided by the respective departments. In 2025, the line departments (14) provided services to 2.8 million applicants, significantly higher than previous years (1.99 million in 2024 and 2.18 million in 2023). Service-wise analysis revealed that departments were unable to fully meet the stipulated timelines for several notified services. Delays in the timely provision of services were observed in 62 services, with delay rates ranging from 0.2% to 34.9%. Similarly, departmental data shows zero delays for 16 services, however, citizen complaints particularly regarding driving licenses and arms licenses negates this. Variations in

application volumes across years and in contradictions departmental performance and citizen complaints, indicates issues in data accuracy and reporting mechanisms.

In 2025, the Commission successfully advanced its functions through complaints resolution, enhanced citizen outreach, increased public trust and progress in legal and digital reforms. However, recurring complaints and delays in key departments indicates persistent procedural gaps. Addressing these gaps requires enhanced outreach and sensitization of service-delivery providers. Moreover, digital integration of departmental data is also important for real time monitoring, reliable reporting and timely interventions.

By 2026, the Commission aims to operate a well integrated, data-driven system that enhances accountability and citizen empowerment. Key priorities include real time digital integration with service providers, a mobile based complaint registration and tracking system, expansion of the outreach, inclusion of validation mechanisms, and organizational realignment with responsibilities and challenges which are expected with approval of Amendment Bill.

INTRODUCTION

Background

The Government of Khyber Pakhtunkhwa enacted the Right to Public Services Act, 2014, under which eighty-time bound public services were notified across fourteen departments. The Right to Public Services Commission serves as the statutory authority to ensure timely, transparent, and efficient delivery of these services in coordination with the line departments.

Vision and Mission

Vision

The vision of the 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 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 such lapses as refusal, delay, deficiency, or lack of transparency in providing notified public services.

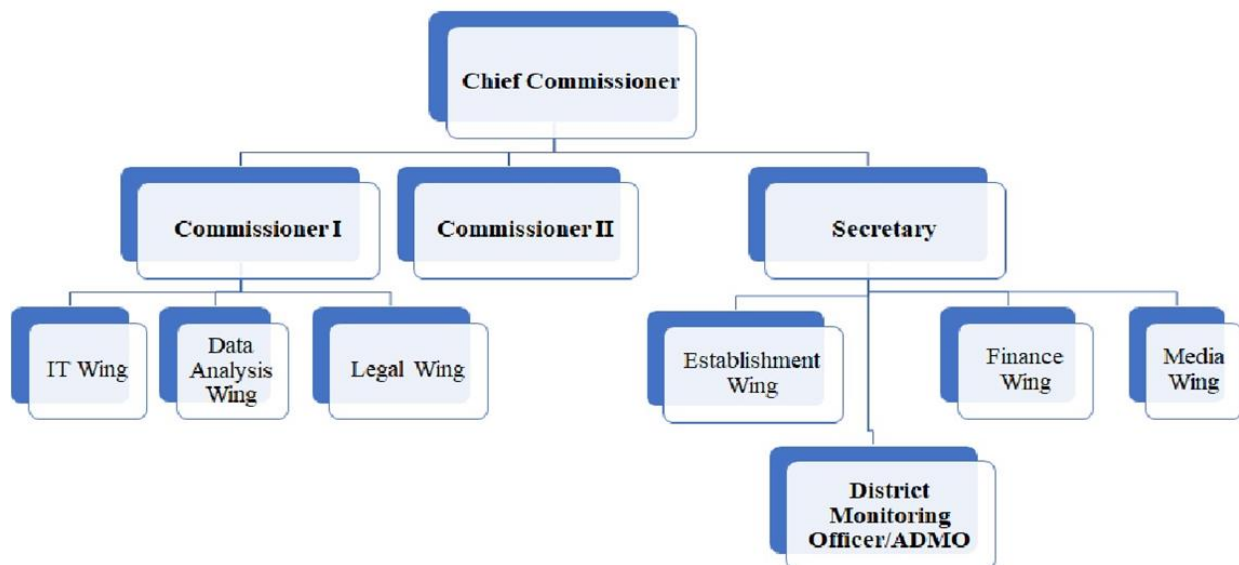
Powers of the Commission

The Commission holds powers of a Civil Court under the Civil Procedure Code 1908, including summoning individuals, obtaining documents, receiving affidavits, reviewing decisions, and issuing commissions for witness examinations. Additionally, while handling appeals and complaints, the Commission may.

- Impose fines (Rs. 500 to 25,000) on Designated Officer for failing to provide public services.
- Fine Appellate Authorities (Rs. 1,000 to 25,000) for delaying decisions on appeals.
- Award up to 70% of fines as compensation to the aggrieved person.
- Recommend disciplinary action against negligent officers.
- Issue directions and conduct inquiries with powers of a Tribunal.
- Penalize frivolous complaints with fines up to Rs. 50,000.
- Forward non-compliance applications directly to the competent Appellate Authority.

Hierarchy and Functional Framework

The Commission has a structured hierarchy including the Chief Commissioner, two 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.



MILESTONES COVERED IN 2025

Citizen Complaints and Grievance Redressal

Citizen complaints and grievance redressal remained the most active and outcome-oriented function of the Right to Public Services Commission. During 2025, a total of 742 complaints were received which were higher than compared to 2024 (Figure 1). Moreover, number of complaints received by the Commission (Final Authority) were also higher in 2025 as compared with 2024 indicating increased public awareness and trust in the Commission (Figure 2).

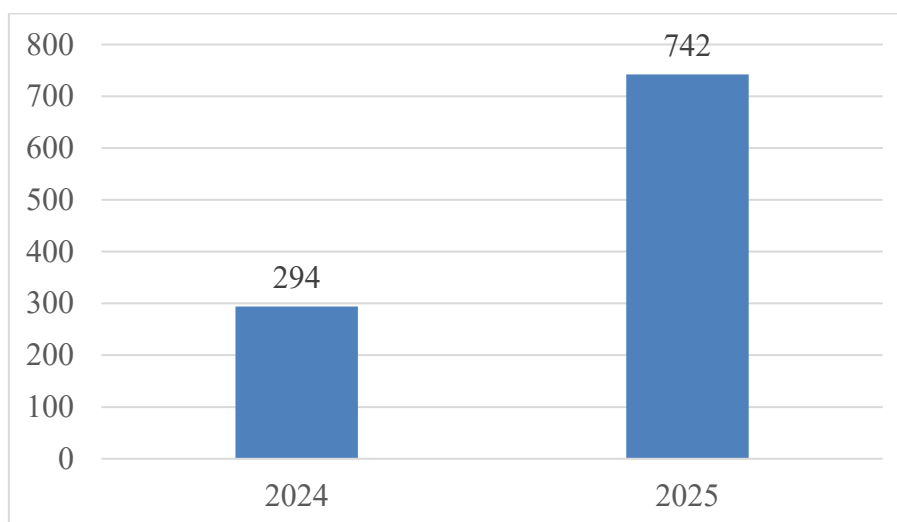


Figure 1: Comparison of Total Citizen Complaints (2024 vs 2025)

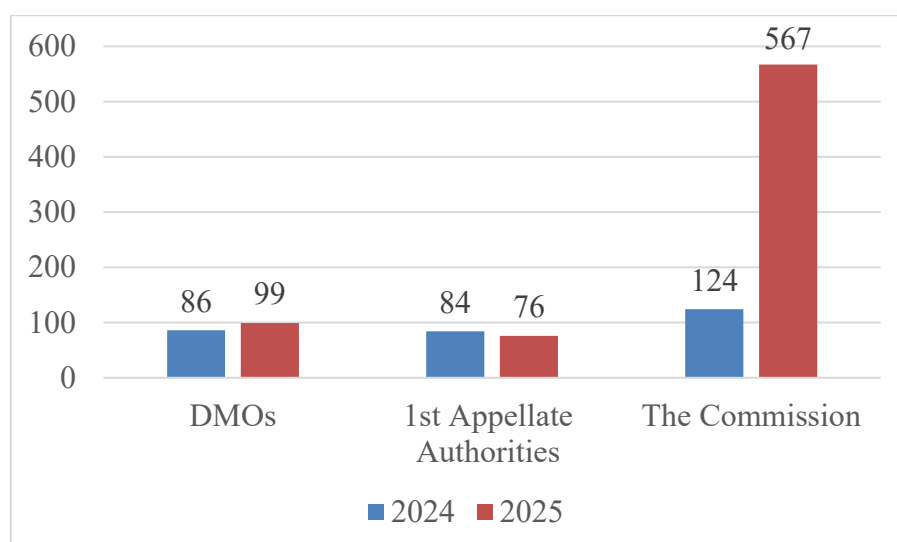


Figure 2: Comparison of Citizen Complaints Received and Resolved by DMO, 1st Appellate Authorities and the Commission (2024 vs 2025)

Nature and Distribution of Complaints

Citizen grievances were highly concentrated in service intensive departments. Transport department accounted for the largest share of complaints (64%) followed by Home Department (13%), Police (9%), Revenue Department (7%), and Local Government Department (5%). However, 2% percent of the complaints were received against other departments including Health, Food, Excise and Taxation (Figure 3).

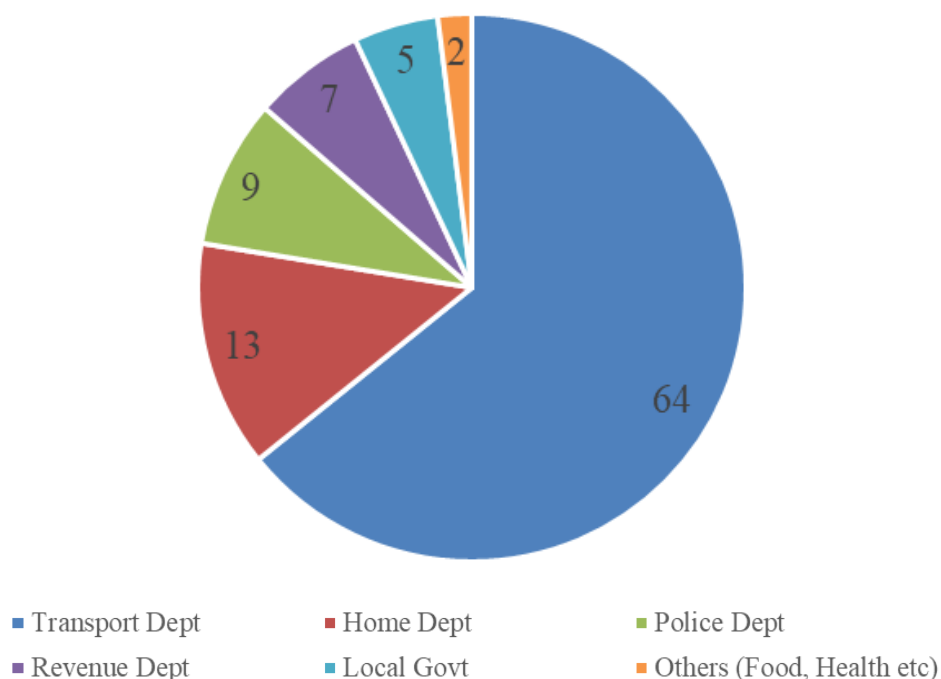


Figure 3: Department-Wise Complaint Distribution (2025)

Four services drove most complaints including issuance and renewal of driving license by transport department, issuance of arms licenses by Home department and registration of FIR by Police (Figure 4). Similarly, the complaints were received for other services as well including land demarcation, domicile, police verification etc (Annex I). This indicates that the chronic issue of delay exists in almost all departments.

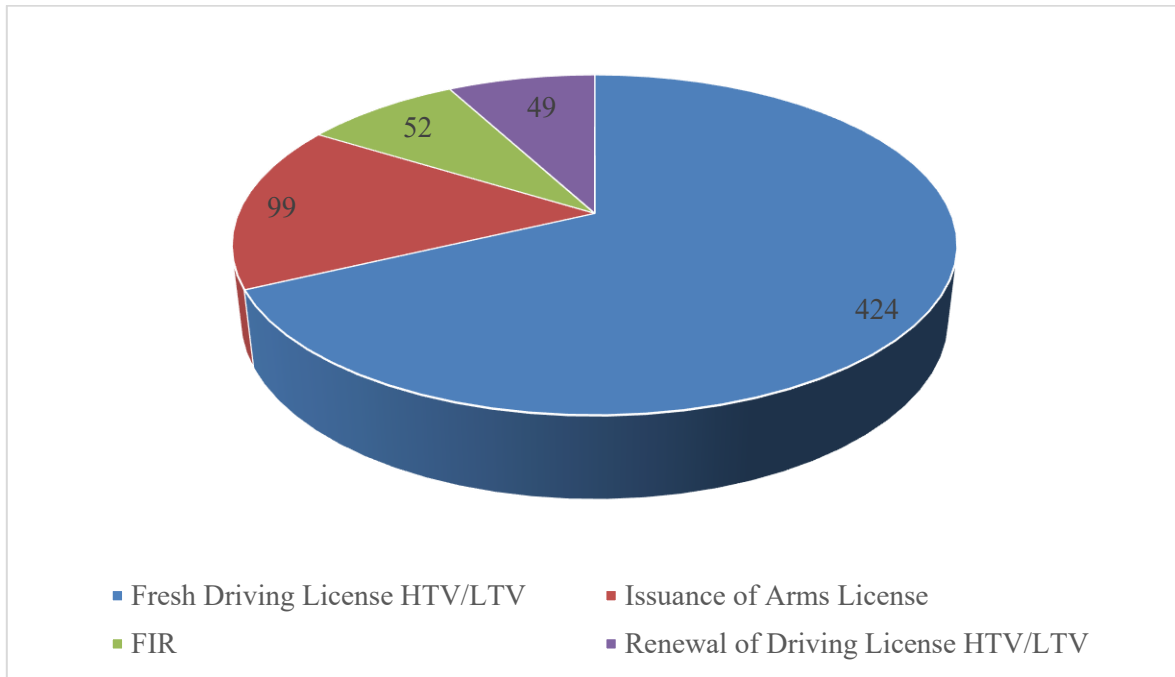


Figure 4: Service-Wise Complaint Concentration (2025)

Geographic Distribution of Complaints

The complaint distribution showed strong geographic concentration. Mardan, Mansehra and Peshawar recorded the highest number of complaints, reflecting high service demand and population pressure (Figure 4). Some districts reported low complaint volumes, indicating awareness and access gaps rather than absence of service issues (Annex II).

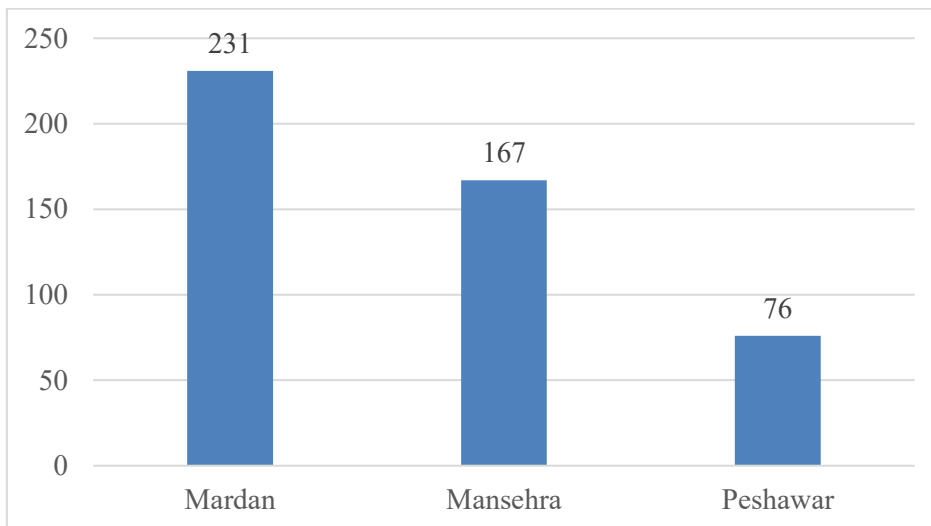


Figure 5: District-Wise Complaint Distribution (2025)

Mode of Complaints Directly Received by the Commission

The Commission received complaints through different modes including direct physical submission, online (website), email, DMOs, and referral institutions. The significant share of complaints filed digitally indicates growing citizen confidence in technology-enabled grievance redressal, while continued use of direct and DMO-based channels highlights the importance of maintaining hybrid access mechanisms to ensure inclusiveness for citizens with limited digital access (Figure 6).

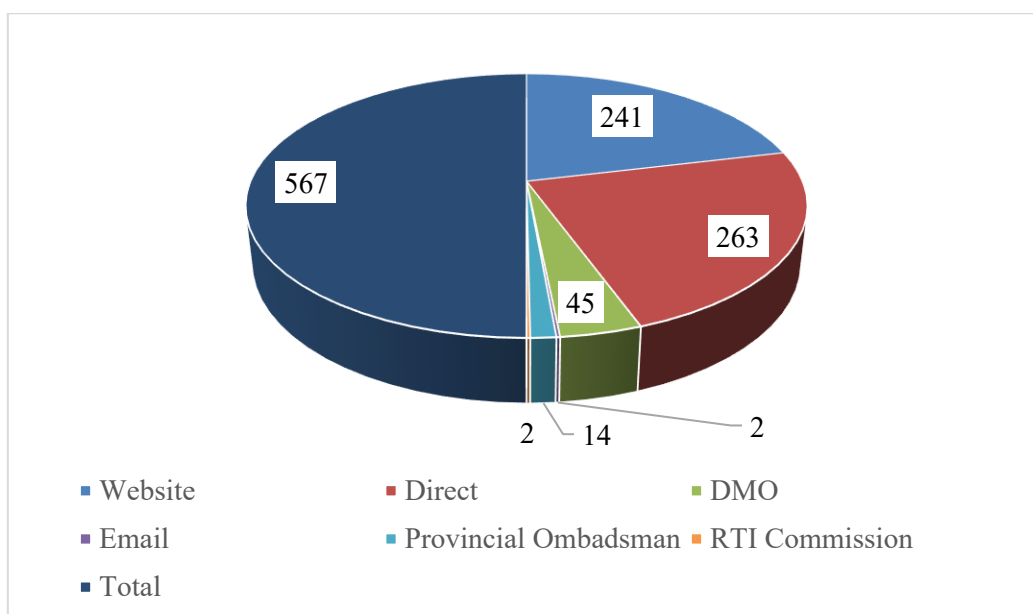


Figure 6: Modes of Complaints Received (2025)

Number of Complaints Resolved and Relief Provided to Citizen by Commission in 2025

Of the total, 521 complaints were disposed of resulting in relief granted to citizens while 07 are in process. The remaining are either withdrawn or not notified etc. (Figure 7).

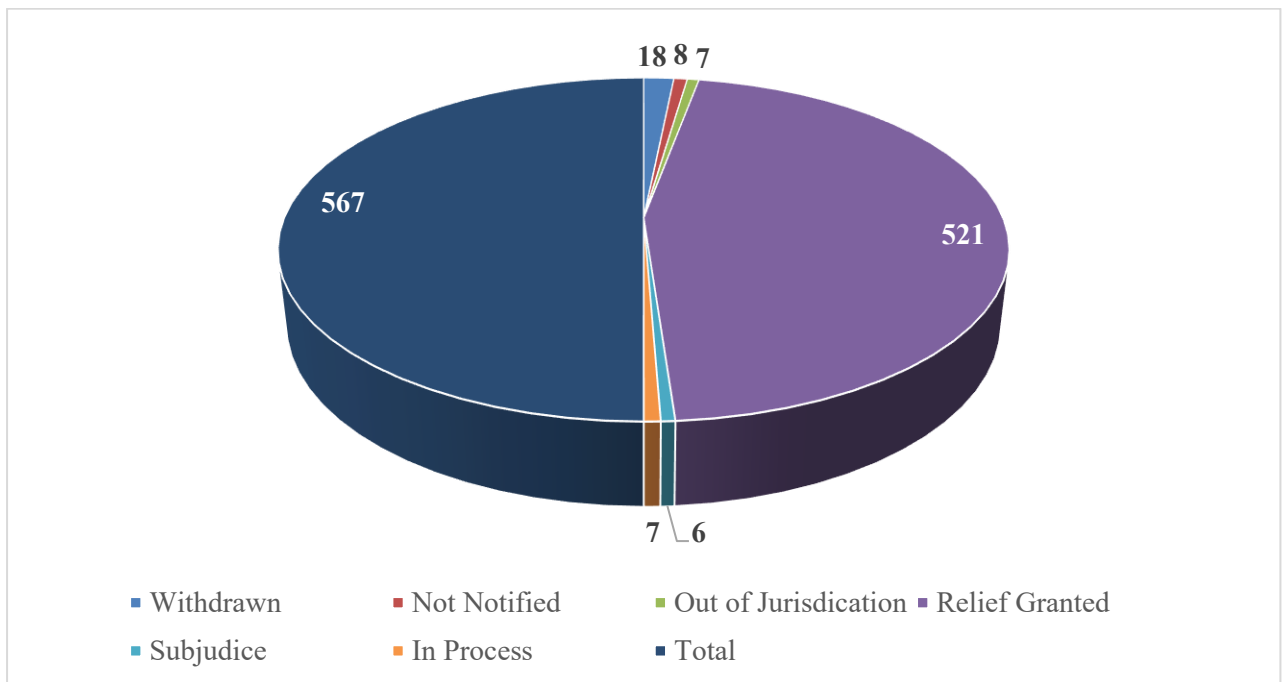


Figure 7: Distribution of Complaint Resolution Outcomes (2025)

Enforcements

Compliance to the Act remains a core function of the Commission. During 2025, the Commission exercised its statutory powers to initiate disciplinary actions against delinquent officials who failed to deliver notified services within prescribed timelines or did not comply with lawful orders of the Commission. About 20 disciplinary cases were initiated against officials across multiple departments and districts of Khyber Pakhtunkhwa. The number of such actions taken in 2025 was lower than 2024, indicating improved compliance by officials and departments with the Commission directions (Figure 8)

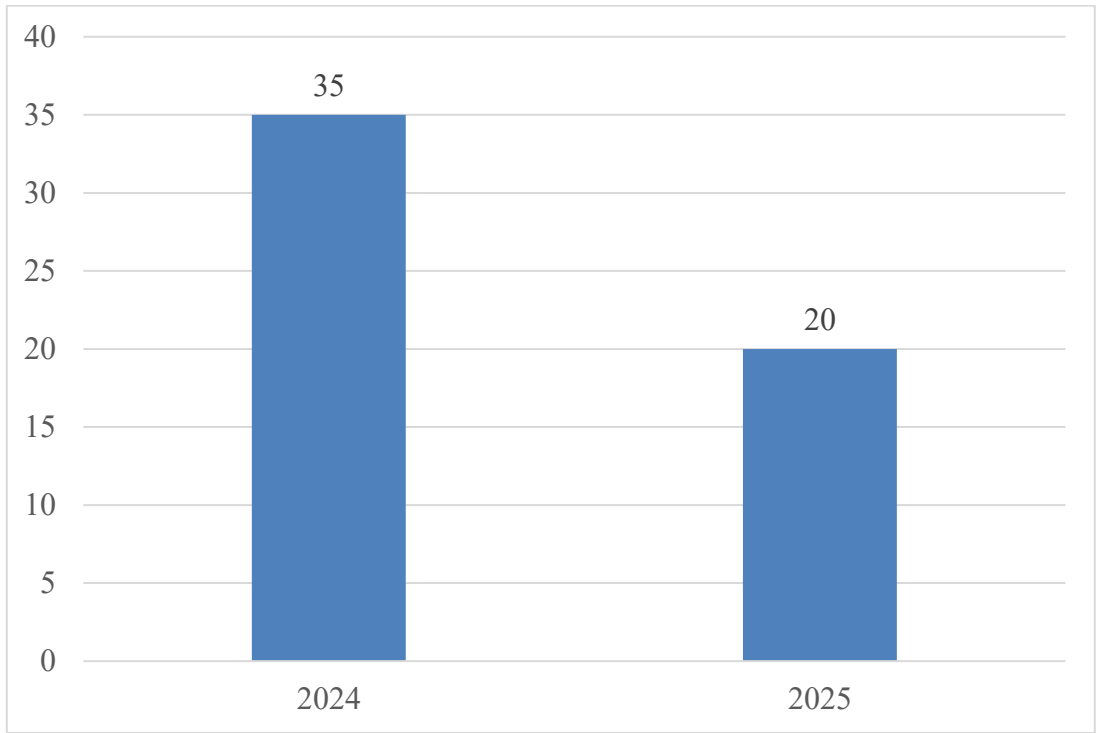


Figure 8: Comparison of Action Taken (2024 vs 2025)

Types of Actions Taken

The Commission adopted a graduated and cautious approach to enforcement including issuance of show cause notices, salary attachments and suspension. This enforcement framework aims at corrective action rather than punitive, while still maintaining institutional discipline (Figure 9).

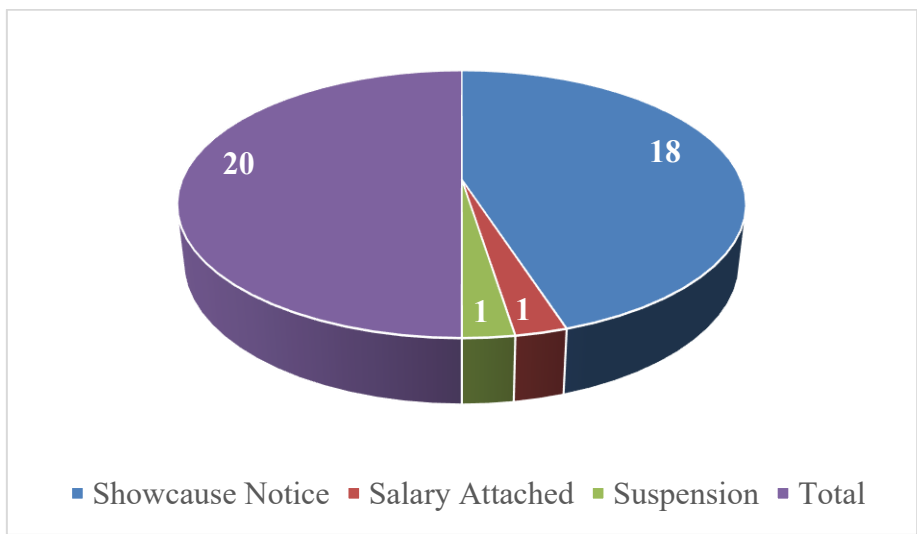


Figure 9: Types of Disciplinary Actions Initiated (2025)

Department and Designation Wise Accountability

Disciplinary actions were initiated across a broad range of departments and officers of all cadres. Such actions related to the Police, Local Government, Revenue, Transport, Forest, Home Department etc. This reflects the Commission’s impartial application of accountability, regardless of department or rank (Figure 10 and 11).

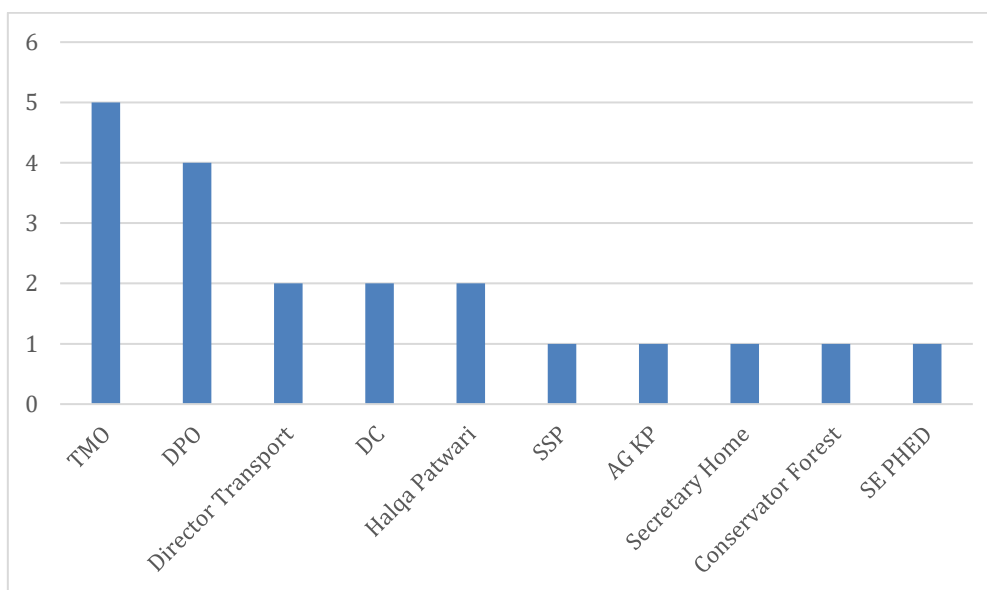


Figure 10: Designation-Wise Accountability Trends (2025)

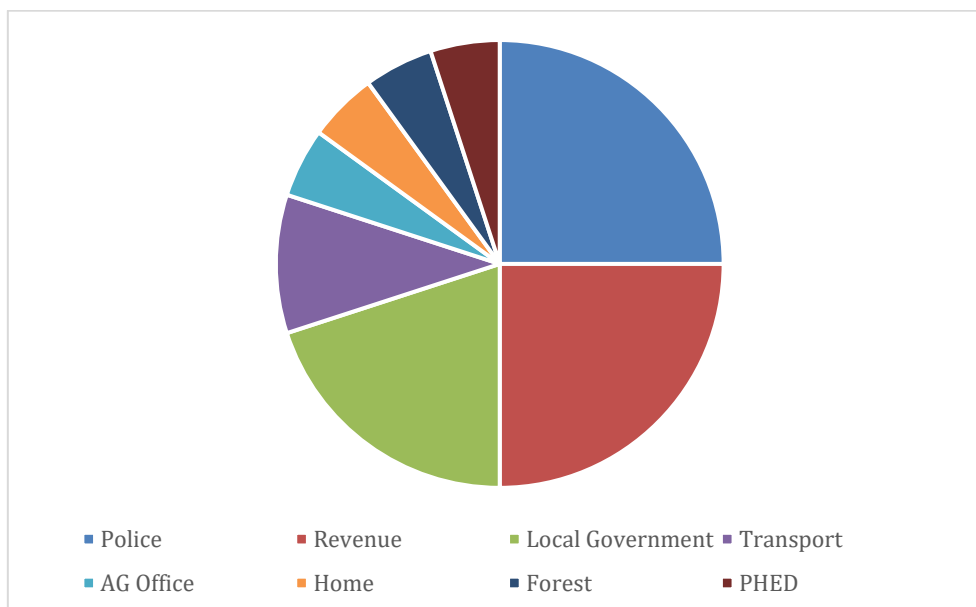


Figure 11: Department-Wise Distribution of Disciplinary Cases (2025)

Service Wise Accountability

The cases relate to delays, non-compliance, or failure in the provision of essential public services such as FIR registration, issuance of fard, land demarcation, licenses, municipal services, and utilities (Figure 12). The recurrence of delays in certain services, particularly FIR registration and land-related services, highlights areas requiring strengthened internal controls and monitoring.

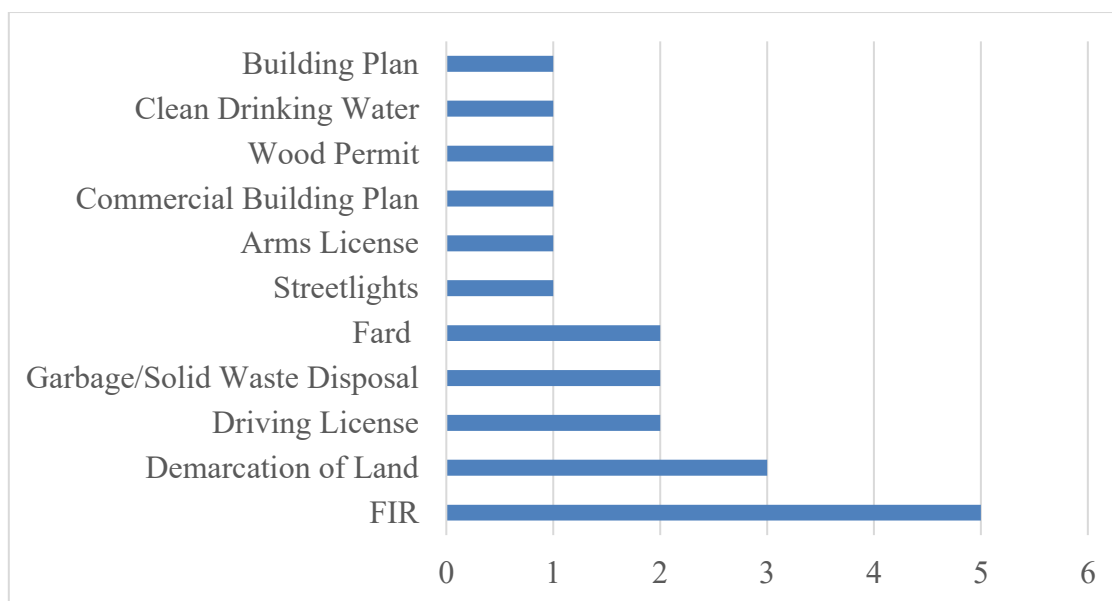


Figure 12: Service-Wise Accountability Trends (2025)

Outreach Initiatives

In 2025, the Commission adopted a multi-faceted communication strategy that effectively combined traditional media, digital platforms, and direct public outreach. This strategy significantly strengthened citizen engagement and awareness initiatives, and 4299 activities were conducted in 2025 as compared with 3464 in 2024 (Figure 13).

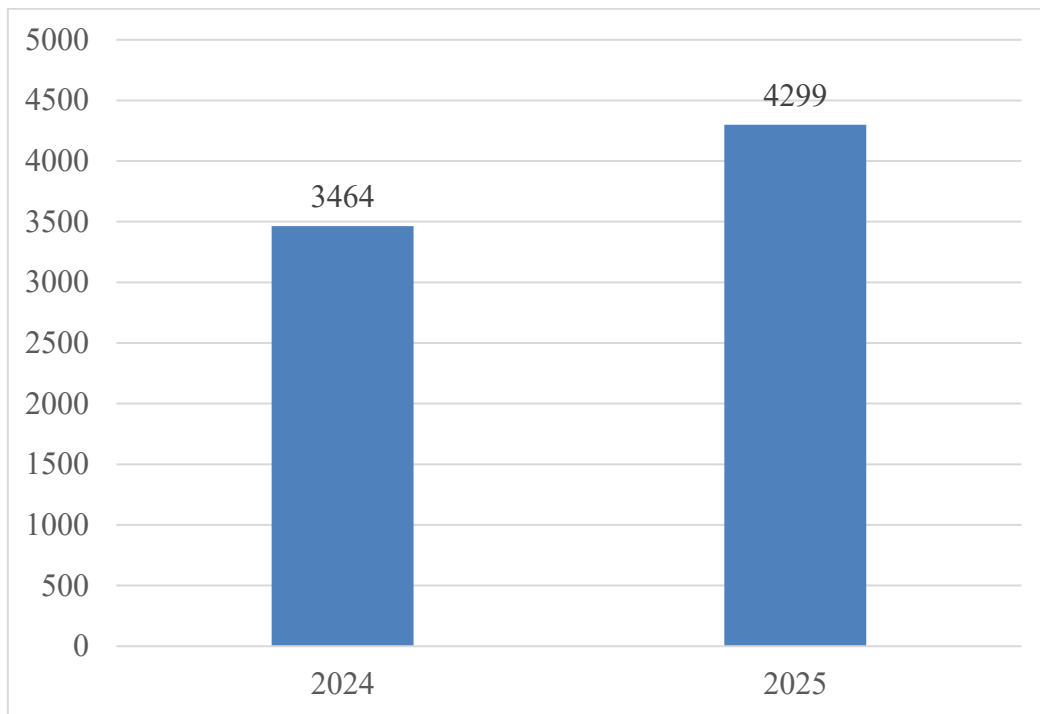


Figure 13: Comparison of activities conducted in 2024 and 2025

Print Media Outreach

During 2025, the Commission issued 55 press releases and 465 news stories which were published in national newspapers. These publications played a vital role in highlighting Commission’s activities, achievements, and reforms and helped sustain its visibility.

Electronic Media Engagement

Similarly, electronic media engagement also remained a key pillar of outreach. Fifty-five radio and TV programs were recorded by RTS officers in 21 districts. These programs are aimed at providing citizens with direct information on RTS services and redress mechanisms.

Social Media Engagement

Recognizing the growing importance of digital outreach, the Commission placed special emphasis on social media engagement. About 180 official and district level social media pages were operated including Facebook, YouTube, Instagram, TikTok, and Twitter. The impact of these efforts was substantial, with the headquarters alone achieving an outreach of 478,054 (Figure 14 and 15).

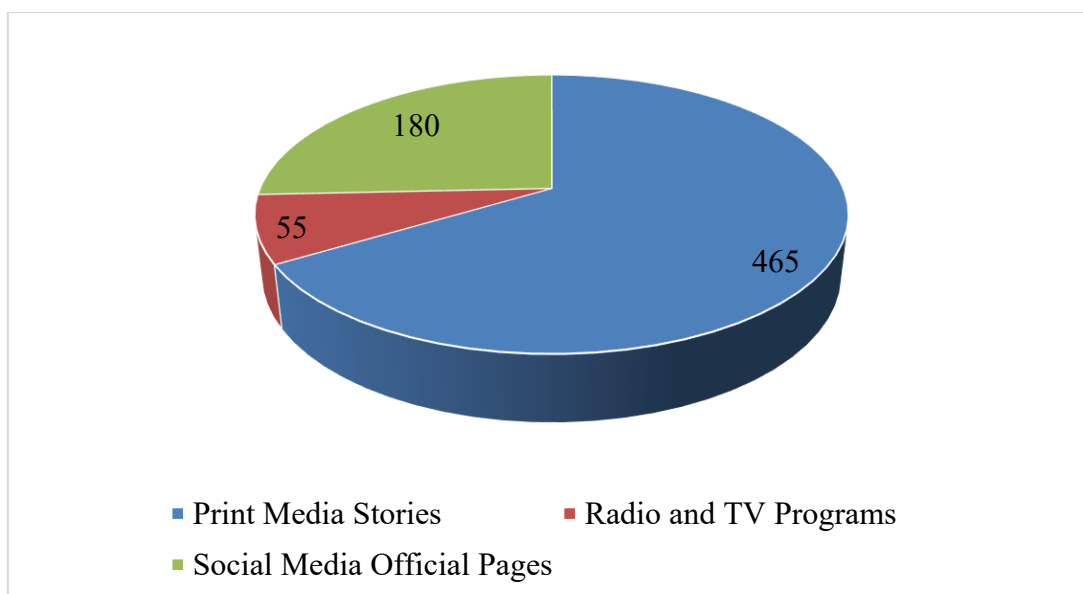


Figure 14: Social Media Outreach and Engagement (2025)

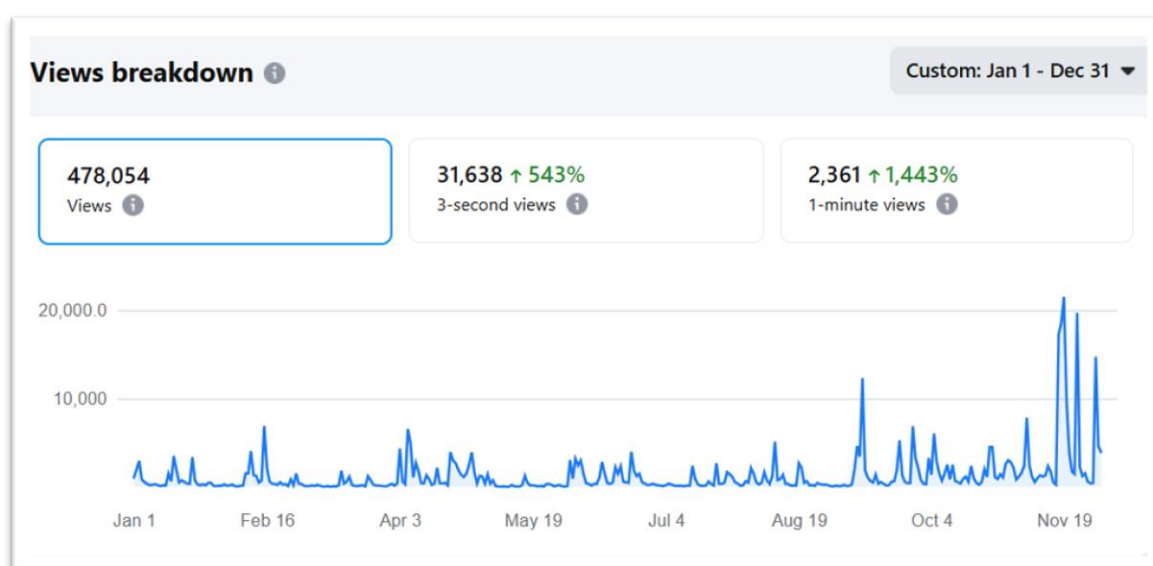


Figure 15: Social Media Outreach (2025)

Moreover, a series of video messages featuring service beneficiaries, the Chief Commissioner, the Commissioner, District Monitoring Officers (DMOs), and officials from service-providing departments were produced and shared through digital platforms. In addition, six success stories and six digital media blogs were recorded and published, showcasing real world impacts of RTS interventions.

Digital and Creative Awareness Campaigns

The Commission designed and disseminated 44 special graphic-based awareness messages. These messages were aligned with important national and cultural occasions, including Eid, Iqbal Day, and Quaid Day, allowing RTS messaging to resonate more effectively with diverse segments of society.

Physical Engagement

Traditional awareness tools were also utilized to maintain year-round public engagement including meeting with local bars, elected members, civil societies organizations, awareness campaigns in educational institutions etc., (Figure 16).

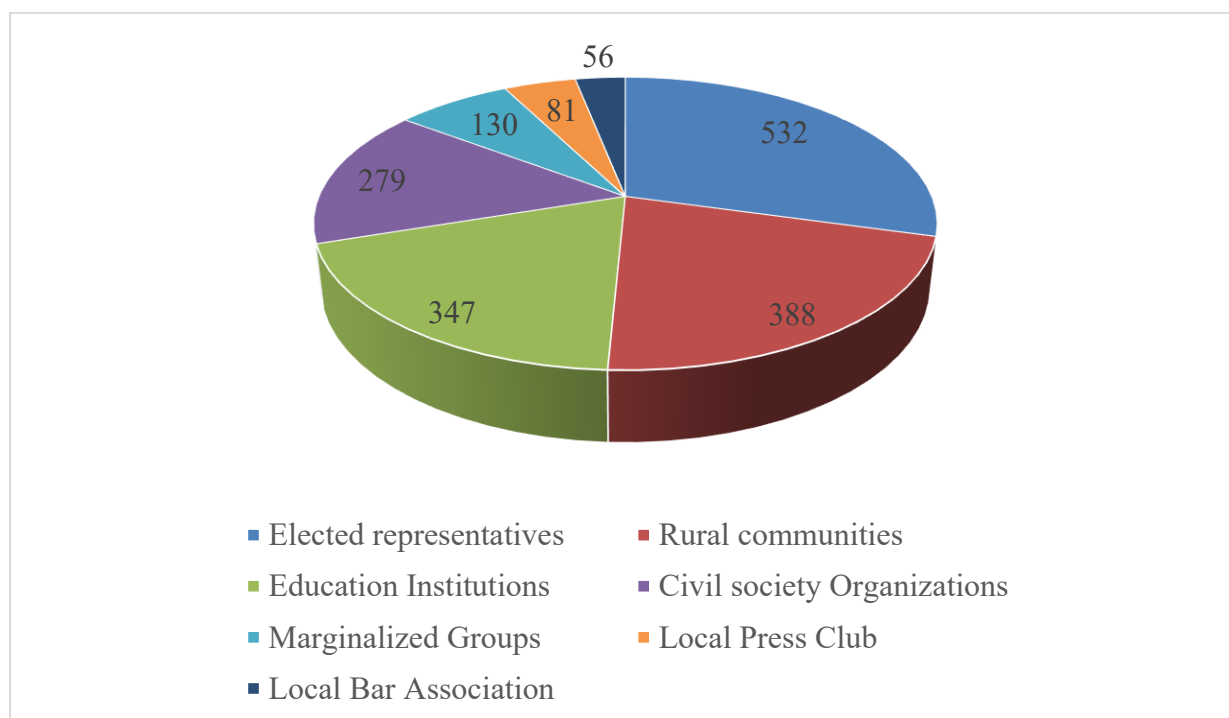


Figure 16: Community-Level Engagement Activities (2025)

Overall, 2025 marked a year of enhanced citizen engagement and awareness, with the Commission successfully leveraging both traditional and digital media to inform, engage, and empower citizens. These efforts not only increased public visibility of RTS but also strengthened citizen confidence in the Government of Khyber Pakhtunkhwa’s commitment to transparent, accountable, and time-bound public service delivery.

District Wise Distribution of Activities

Analysis of the activities conducted across various districts reveals noticeable variation (Figure 17). While several districts demonstrated strong engagement and met their targets effectively, the others lagged behind. These disparities can be addressed by ensuring that all DMOs consistently adhere to the assigned timelines, maintain regular field engagement, and meet their performance targets.

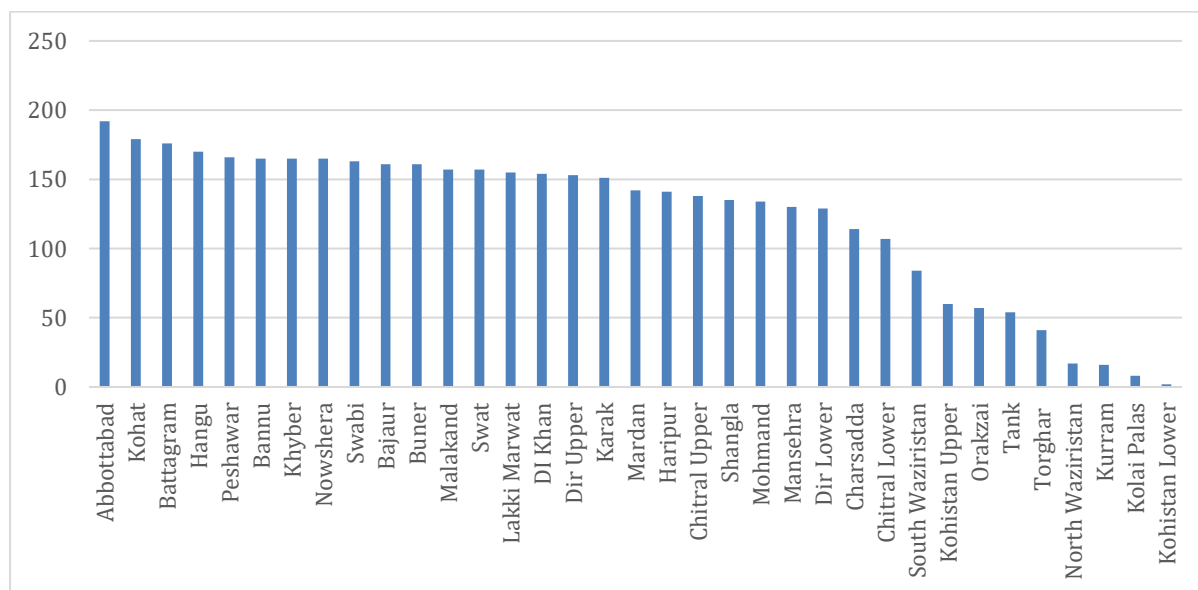


Figure 17: District wise outreach and engagement performance

Official Engagement and Collaborations

Official engagement and strategic partnerships played a critical role in advancing the objectives of the Commission. In 2025, the Commission actively engaged with provincial departments, district administration, civil society organizations, and digital governance units to strengthen service the delivery systems and institutional capacity. In total, 2431 meetings/sessions were held across the province (Figure 18).

The Commission actively collaborated with provincial departments including PeMS, KP IT Board etc. This collaboration focused on digital integration, performance monitoring, capacity building, and citizen outreach.

With a view to disseminate its message to the masses and expand scope of service delivery, the Commission endeavoured to partner with other institutions working in the province in social sector. Accordingly, its signed MoU with SRSP and Blue veins to use their plate forms for purposeful engagement with the public.

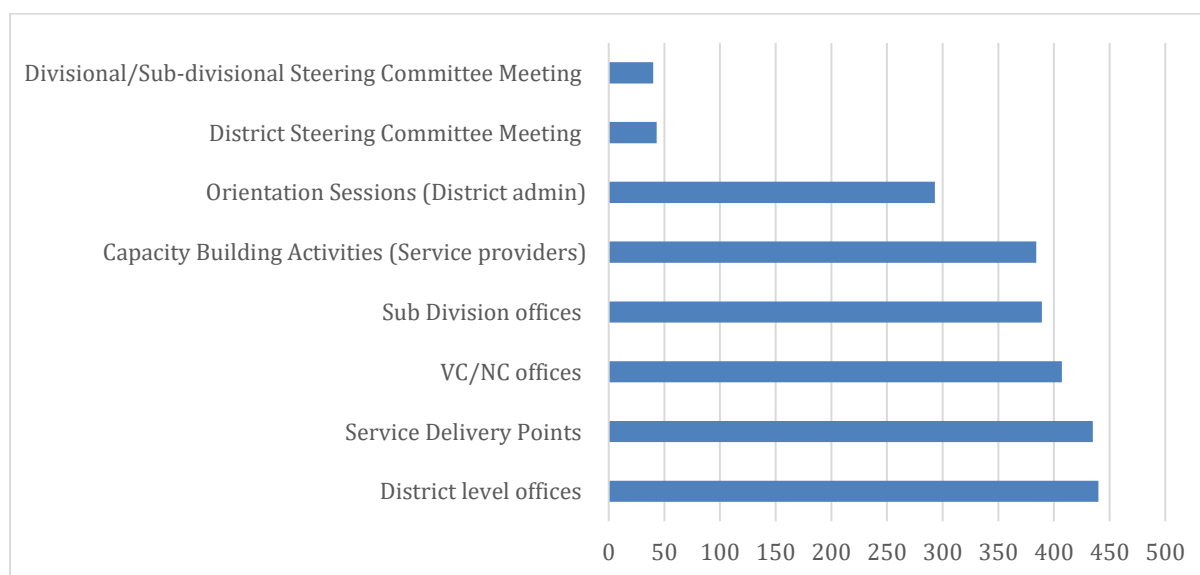


Figure 18: Coordination Initiatives in 2025

RTS Ambassadors Program

The RTS Ambassadors Program was launched in 2023 as an outreach and advocacy initiative to extend the reach of the RTS to the grassroots level through a network of informed volunteers. The ambassadors act as community level facilitators and awareness champions and contributed significantly to increasing citizen confidence in the RTS system.

Currently, 117 ambassadors are serving RTS on voluntary basis including 18 females (15% of the total) across various districts (Figure 19) as compared with 109 in 2024. These ambassadors represent diverse segments of society including social workers, lawyers, teachers and other community leaders (Figure 20).

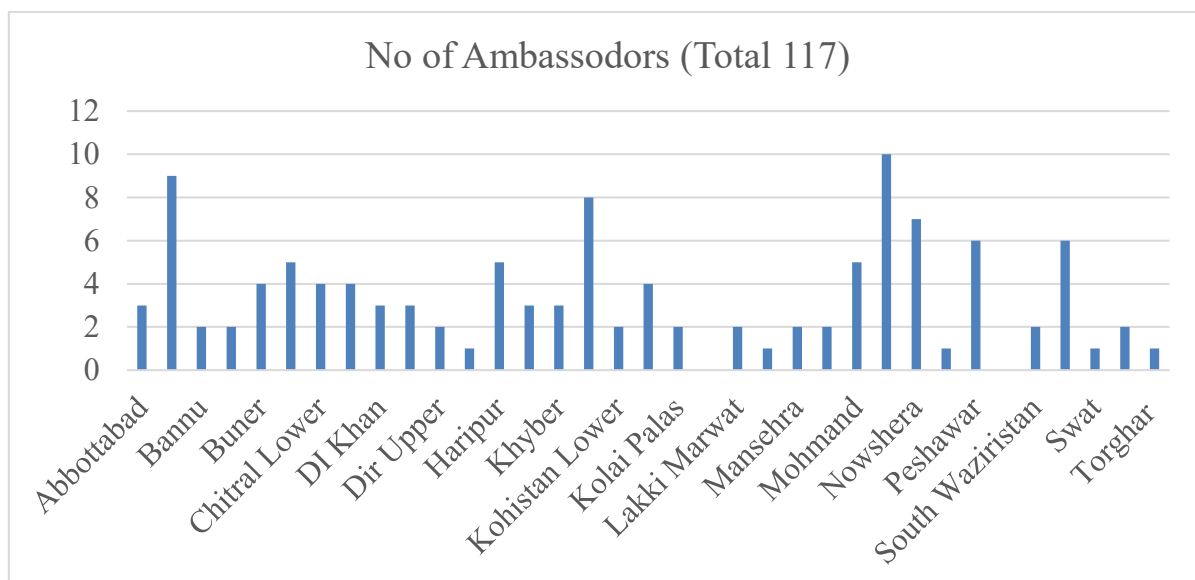


Figure 19: District Wise Distribution of Ambassadors

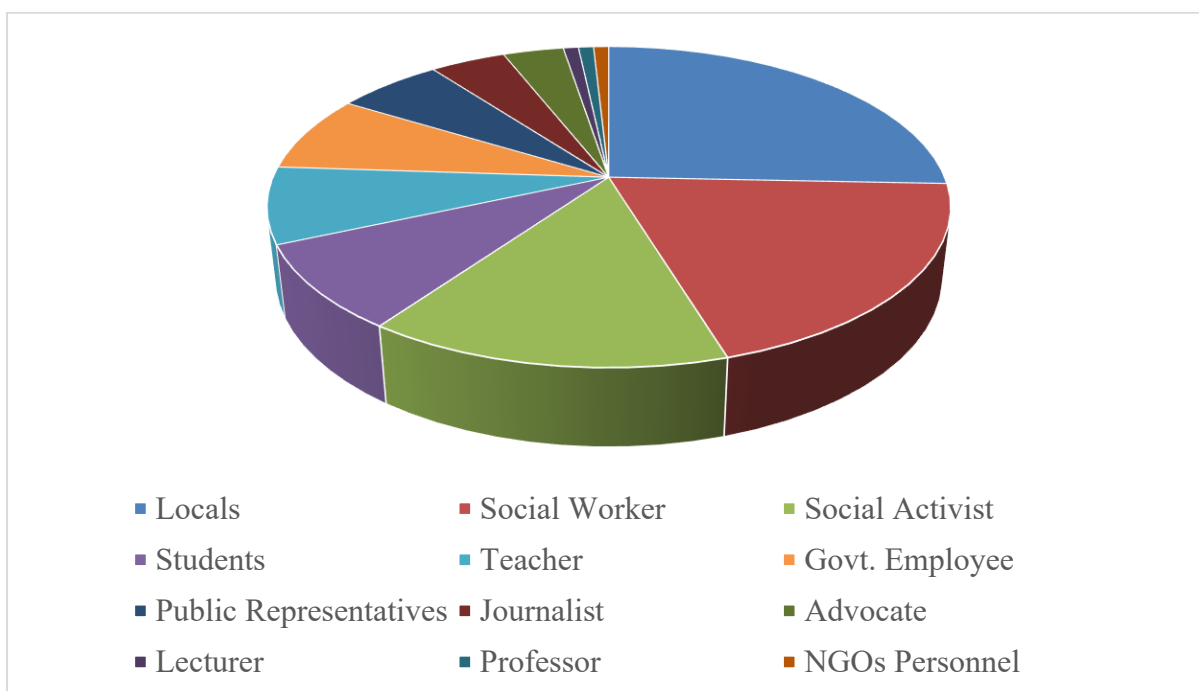


Figure 20: Profession Wise Distribution of Ambassadors

Legal and Policy Reforms

Legal and policy reform remained a key priority in 2025, with the Commission engaging Government and law makers for consideration of RTS Amendment Bill. The Bill aims to streamline service notification procedures, improve coordination with departments, expand e-governance and support marginalized groups. It also empowers departments to expand their services within one year, stipulates availability of online services within two years and assign the Commission a role in supporting technological adoption. The draft has been vetted by the Law Department, reviewed by the Cabinet Committee on Legislation, approved by the Chief Minister, and submitted to the parliament for consideration and approval.

Digital Transformation and Innovation

In 2025, the Commission achieved a major milestone toward digital transformation which aims at switching from a compliance-based framework to a real time governance system. This transformation includes development of RTS Mobile App, its possible integration with KP DASTAK, and the deployment of real time monitoring dashboards. These initiatives will help the Commission to strengthen transparency, enhance citizen access, and improve institutional accountability.



**SERVICE DELIVERY IMPACT
CASE BASED EVIDENCE**

Clean Drinking Water Restored in Battagram

Residents from Battagram, Mr. Ibadullah, Mr. Bakht Zada, and Mr. Wali Khan had been struggling for over six months to get their clean drinking water supply scheme operational. Despite submitting several applications to local authorities, no action was taken. They approached the Commission for help which took up the matter and sent it to the concerned engineering authority for urgent action. After intervention, the department repaired and restored the water supply system. The residents confirmed that water service was fully restored and even sent a letter of appreciation.

Impact: Six months disruption resolved, clean drinking water restored and community relief achieved.

One-Year Delay Fixed in 3 Days: Domicile Certificate Delay from North Waziristan

Mr. Arshad Ullah had applied online for his domicile certificate, but his application remained stuck with the office concerned for nearly a year. He did not receive any response and finally filed a complaint through the RTS online system. The Commission forwarded the case to the Deputy Commissioner. The pending certificate was issued within just three days. The complainant confirmed the resolution in writing.

Impact: One-year delay cleared, certificate issued within three days, and citizen trust strengthened.

Compliance Ensured in Driving Licenses and Arms Licenses Case

Residents across the province reported significant delays in the issuance and renewal of driving licenses and arms licenses. In 2025, the Commission received 372 complaints related to driving licenses and 70 concerning arms licenses, indicating widespread public inconvenience. Despite statutory timelines, these applications have been pending with respective departments. The Commission intervened by referring the cases to the relevant First Appellate Authorities and issuing Show Cause Notices when delays persisted. Departmental representatives were summoned, and clear directions were issued for immediate clearance of the backlog. Following the Commission's directions, both departments completed the pending cases and assured compliance with statutory timelines in the future.

Impact: Long-pending licensing cases resolved; departmental responsiveness improved; future compliance ensured.

Complaint Regarding Registration of FIR; District Karak

A resident of District Karak reported that her son had been threatened at gunpoint and unlawfully confined, but the police had not registered FIR despite the seriousness of the incident. She submitted a complaint to the Commission seeking timely facilitation. The Commission forwarded the case to the District Police Officer (First Appellate Authority) with instructions for immediate action under the provisions of the RTS Act. The DPO submitted a formal report confirming that the FIR had been registered and legal proceedings had commenced. A compliance report was also provided to the Commission.

Impact: FIR registered, legal proceedings initiated; citizen confidence in grievance redressal strengthened.

Complaint Regarding Demarcation of Land; District Haripur

Mr. Naeem Ur Rehman, a resident of District Haripur, submitted an online complaint regarding undue delay in the provision of land demarcation services by the Revenue Department. The complainant also alleged that Patwari demanded illegal gratification for providing the service. The complaint was filed with the Commission seeking timely delivery of the notified public service.

The Commission conducted proceedings in the matter in which the complainant appeared through video link from Canada, while the concerned revenue officials appeared before the Commission in person. After reviewing the documentary and recorded evidence and hearing both parties, the Commission observed that the notified service had not been delivered within the stipulated period of 30 days, which constituted a violation of the RTS Act, 2014.

In view of the seriousness of the matter, the Commission directed the Deputy Commissioner, Haripur, to suspend the concerned Patwari, initiate proceedings regarding the delay in service provision, and conduct a fact-finding inquiry into the allegations under the relevant laws. The Deputy Commissioner subsequently placed Patwari under suspension and appointed the Additional Assistant Commissioner (Revenue), Haripur, as the Inquiry Officer to conduct a

detailed inquiry. A compliance report was submitted to the Commission confirming implementation of the orders and initiation of formal proceedings.

Impact: Patwari suspended, inquiry initiated, and accountability ensured; strengthened transparency and citizen trust in the grievance redressal mechanism.

SERVICE DELIVERY PERFORMANCE ANALYSIS

(Disclaimer: Since the Commission does not have direct access to data pertaining to service delivery, it is constrained to rely on the data provided by departments, hence, any conclusion drawn may be seen in this context)

Service Delivery Performance Analysis

The performance analysis assesses the efficiency of public service delivery across provincial departments under the RTS Act and is based on data provided by the departments. The data covers total applications received, applications processed within the notified timelines, and cases delayed beyond prescribed limits. A total of 2.81 million applications were received across fourteen departments which were much higher compared with 2022, 2023 and 2024 (Figure 21).

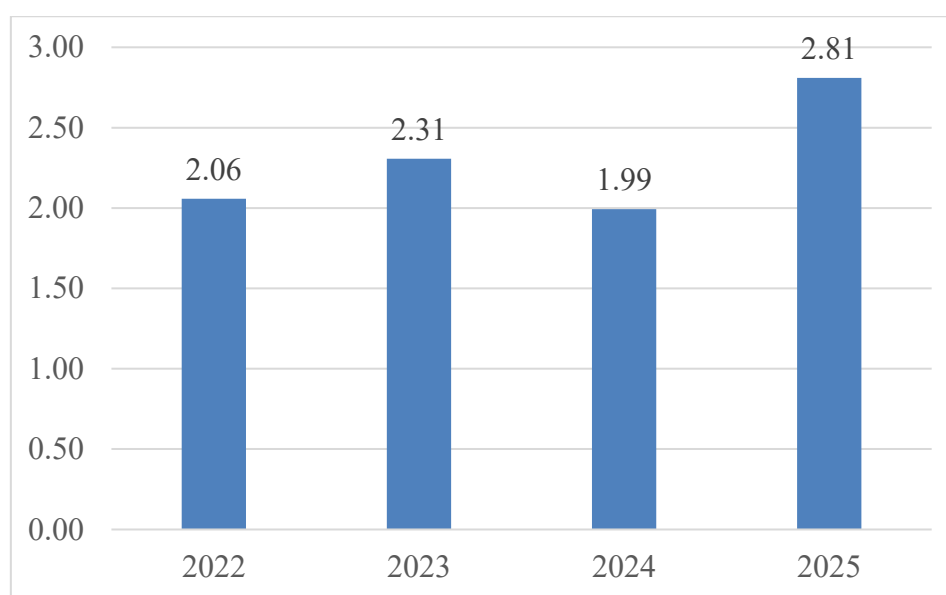


Figure 21: Comparison Of Application Received by Line Department From 2022 To 2025

The service wise analysis showed that applications ranging from 0.2% to 34.9% were delayed across 62 notified public services, (Annex III). Four service recorded highest delays including approval building plans (34.9%), demolition certificates (29.6%), domicile issuance (28.1%) and clean water supply (20.1%) indicating significant procedural or administrative bottlenecks (Figure 22).

Analysis also showed zero delays for 16 services including issuance of driving and arms License etc. across various departments. However, this may not be true as the commission received 442 complaints for delay in provision of driving licenses and arms licenses respectively. This discrepancy suggests that departmental reporting may be incomplete, inconsistent, or missing critical delay information.

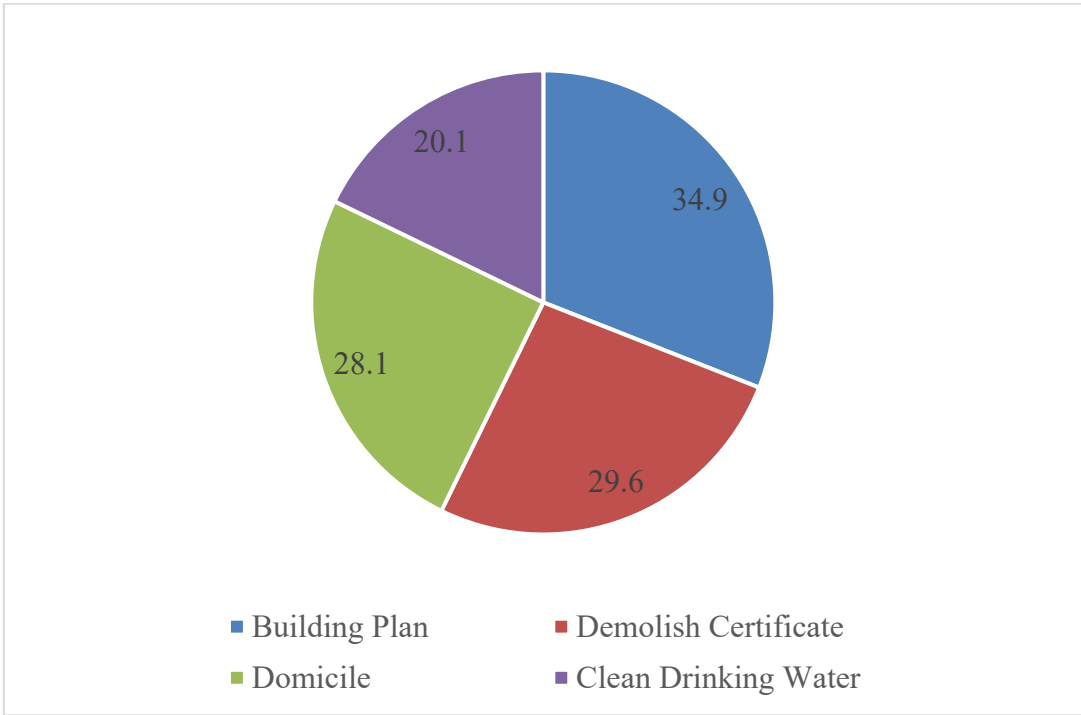


Figure 22: Services With $\geq 20\%$ Delay (2025)

KEY LEARNINGS FROM 2025

Digital Integration Is Essential for Good Governance

The year revealed a persistent mismatch between departmental performance data and citizen complaint trends. Departments reported high efficiency and even zero delays for certain services. On the other hand, citizens' complaints increased as well, especially about driving and arms licenses. This inconsistency clearly demonstrates that manual or departmental reporting is incomplete and unreliable. Therefore, real time digital integration is needed for accurate reporting, early detection of delays and evidence-based interventions

Citizen Complaints Are a Strength, not a Weakness

The rising number of complaints from 294 in 2024 to 742 in 2025 shows increasing public trust and awareness. These complaints provided structured, actionable insights into procedural bottlenecks, capacity gaps, and discretion heavy services informing both accountability measures and policy reform. This should be taken positively, and more efforts should be made to create awareness among public about the complaint registration system.

RTS Awareness and Engagement is Uneven Across Districts

The total number of beneficiaries remained at 2.8 million, which constitutes approximately 6.8% of the total population (40.85 million) of the province. Moreover, the number of citizen complaints is considerably lower compared to the total number of applications that were delayed in 2025. This indicates that the citizens may not be fully aware of their rights. Therefore, there is a strong need to revisit and strengthen the RTS outreach strategy to ensure wider coverage and improved dissemination of information regarding public services and complaint mechanisms.

Integration is Critical

The report highlights the need for deeper links across departments, district administration, digital governance units and civil society partners. Issues such as delays in land services, licensing, and FIR registration reveal that many services require cross departmental coordination, timely decision especially procurements of inputs and sharing of the reasons of delay with public.

Citizen Satisfaction

The ultimate purpose of the Commission is to ensure satisfaction of citizen regarding provision of notified public services. Although a substantial increase in service delivery has been observed over time, there is currently no mechanism in place to gauge citizen satisfaction regarding the quality of services and the procedures through which these services are delivered. Therefore, there is an urgent need to develop an objective and impartial mechanism to assess the level of citizen satisfaction with the quality and accessibility of notified public services.

Strengthening the Commission

With the proposed amendments in the law, the scope of services and expectations of citizens are likely to increase significantly. Therefore, the Commission needs to revisit its strengths and realign its strategies and institutional capacity to effectively address the emerging challenges.

RTS VISION 2026

By 2026, RTS aspire to become a fully integrated, data-driven governance system that anticipates service delivery risks, empowers citizens, and embeds accountability as a norm across public administration in Khyber Pakhtunkhwa. The Commission sets the following targets achievement in year 2026.

Real time digital integration with all service providers

This will help the Commission overcome its handicap to rely on data provided by the department only. This will not only simply data collection processes but will also help in understanding departmental efficiency more objectively.

Putting in place a mobile-based complaint and tracking system

Currently though online registration of complaints is possible but there is a need to make the system more user friendly. Hence, effort would be made to introduce a mobile complaint registration system for all and sundry. Ideally, the system will enable to track the complaints as well.

Enhancing public outreach

Public awareness is key to realize vision of RTS Act. Indeed, its public awareness which will itself generate demand for efficient service delivery. Hence, effort will be made to effectively enhance public outreach by making of use of all possible means.

Institutionalizing first party validation of service data

Currently, there is no mechanism to gauge public satisfaction with quality of provision of notified services. Effort will be made to gauge it through independent and internationally accepted standard.

Reorientation of RTS to align it with public expectations and greater responsibilities as expected with approval of RTS Amendment Bill

With expected changes in RTS Act, scope of work and corresponding responsibilities will increase enormously for the Commission. Hence, there is a need to revisit the organizational structure to help the Commission discharge its oversight function more effectively.

RECOGNITION OF THE SERVICES

The Commission's performance is the direct result of the dedication and commitment of District Monitoring Officers (DMOs) RTS Ambassadors, and designated officers of the line departments. The Commission sincerely appreciates their commitment to the spirit of RTS Act and zeal with which they have served humanity. To recognize their services, the Commission has introduced an institutional mechanism (Annex IV-VI) to select star performers in following three categories.

- District Monitoring Officers
- Line departments
- Ambassadors

For the year 2025, following have been recognized as star performers.

District Monitoring Officers



**Shakir Ullah
DMO Hangu**



**Tashfin Israr,
DMO Kohat**



**Rehmat Hussain,
DMO Bajaur**



**Muhammad Yousaf Hassan
DMO DI Khan**



**Ms Fatima Gul,
DMO Swabi**

Designated Officers



Ihsan Ullah Afridi
AC Chitral



Farukh Masood
D.D. SDC Abbottabad



Maqsood Anwar
Secretary BISEK



Muhammad Bashir
Controller BISE Swat



Aftab Uddin
ETO Peshawar



Shah Khalid
DFO Mohmand



Imtiaz Ahmad
Village Secretary
Abbottabad



Haroon Rashid Khan
SSP Traffic Peshawar



Johar Shed
SHO Charsadda

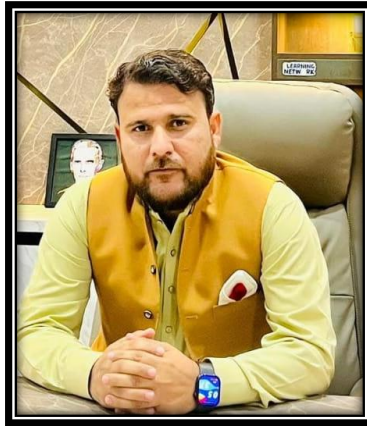


Zaffar Ul Haq
TOI Peshawar

Ambassadors



Zahoor Ahmad Khan
Ambassador Charsadda



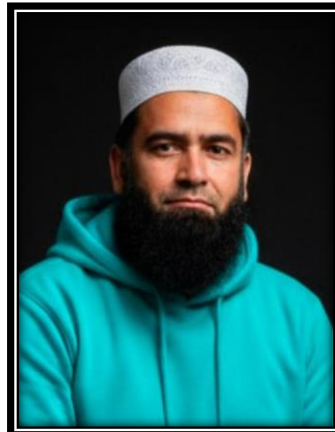
Imtiaz Ali
Ambassador Charsadda



Hanif Ahmad Khan
Ambassador Charsadda



Mohsin
Ambassador Bajaur



Sayed Khalil Ur Rahman
Ambassador Bajaur



Musharaf Hazarvi
Ambassador Haripur

GALLERY 2025



محمد علی شہزادہ نے چیف کمشنر آر ٹی ایس کا چارج سنبھال لیا۔



Commissioner RTS participated in a live program at Radio Pakistan



RTS Commission KP and Sarhad Rural Support Program (SRSP) signing a Memorandum of Understanding (MoU)



Awareness Session with Lawyers



DMO Mardan conducts an awareness session with madrasa students



District steering committee meeting Kolai Pallas Kohistan



کمشنر رائٹ ٹوپیک سروسز کمیشن جج عاصم امام کا ڈسٹرکٹ بار ایسوسی ایشن بونیر کے وکلاء کے ساتھ گروپ فوٹو۔



One-day RTS Commission meeting chaired by Chief Commissioner Muhammad Ali Shahzada to review activities, digital integration, and citizen awareness



Awareness session at girl degree college Abbottabad

پروگرام عکس پختونخوا

آج شام 6 بجے سنو پختونخوا ایف ایم 89.4/96 اور فیسبوک پیج پر براہ راست



مہمان

تاشفین اسرار

ڈسٹرکٹ مینسٹرنگ آفسر آر ٹی ایس



میزبان

رفعت شاہ

موضوع عوام تک خدمات تک رسائی حاصل کرنے میں خیبر پختونخوا کمیشن کی کارکردگی اور عوامی مسائل

DMO Kohat participated in a live program at Suno Pakhtunkhwa Radio



Sajid Anwar representing RTS Commission at the three-day NACTA training program



Chief Commissioner RTS hearing complaints through the online system



Meeting with all line departments of District Chitral lower



Secretary RTS Commission is addressing an awareness session to the Christian community at Church in District Charsadda



DAILY TIMES

The Voice of the Time

Friday

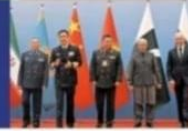
June 27, 2025

Muharram-ul-Haram 01 1446 A.H

Rs. 20

Peshawar

Prominent AJK political figures join PPP in meeting with President Asif Ali Zardari



China is a friend and brother, says Defense Minister at SCO Defense Ministers' Meeting

RTS Act KP is a step towards Good Governance: Commissioner

TIMES REPORT

PESHAWAR: The Right to Public Services (RTS) Act of the Government of K h y b e r Pakhtunkhwa is a revolutionary and dynamic step towards good governance, which not only provides services to the people at the local level in a timely manner, but also improves the image of all government departments, especially the divisional and district administrations, and increases the trust of the people in

them.

These views were

committee beside District Administration

others, was also Administration



expressed by the Commissioner RTS K h y b e r Pakhtunkhwa Zakir Hussain Afridi while presiding over the meeting of the Divisional Committee of RTS at Commissioner House Kohat. The

attended by the Commissioner Kohat Division Syed Motasim Billah Shah, Deputy Commissioner Kohat Abdul Akram and Monitoring Officers of the respective districts, as well as Officers of the

Karak, Kurram, Orakzai and Hangu through video link. Commissioner RTS explained in detail the aims and objectives, organizational structure, procedures and legal framework of the commission.

رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی

شہریوں نے ڈرائیجنگ لائسنس کے اجراء کیلئے کمیشن سے رجوع کیا

پٹنہ اور آجیہ (جنگ نمونہ) رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی ہوئی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔

Jang Pindli

پٹنہ اور آجیہ ایس کمیشن میں 8 عوامی شکایات کی شنوائی

پٹنہ اور آجیہ (جنگ نمونہ) رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی ہوئی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔

Ti hadi

آر ٹی ایس کمیشن میں آٹھ عوامی شکایات کی شنوائی

خدمات تک بروقت رسائی عوام کا حق ہے، کمیشن

پٹنہ اور آجیہ (جنگ نمونہ) رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی ہوئی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔

Kusoti

آر ٹی ایس کمیشن میں آٹھ عوامی شکایات کی شنوائی

خدمات تک بروقت رسائی عوام کا حق ہے، کمیشن

پٹنہ اور آجیہ (جنگ نمونہ) رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی ہوئی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔

Atean



پٹنہ اور آجیہ ایس کمیشن میں آن لائن ویڈیو کانفرنس کے ذریعے عوامی شکایات کی شنوائی ہوئی

Maidan

رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی ہوئی

خدمات تک بروقت رسائی عوام کا حق ہے، چیف کسٹمر مینٹنس

پٹنہ اور آجیہ (جنگ نمونہ) رائٹ ٹوپیک سروسز کمیشن میں آٹھ عوامی شکایات کی شنوائی ہوئی۔ چیف کسٹمر مینٹنس اور ڈائریکٹر آف پبلک ریلیشنز نے شہریوں کی شکایات کی شنوائی کی۔

ANNEXURES

Annex I

S. No	Name of Notified Service	No. of Complaints
1.	Fresh Driving License HTV/LTV	424
2.	Issuance of Arms License	99
3.	FIR	52
4.	Renewal of Driving License HTV/LTV	49
5.	Demarcation of Land	19
6.	Domicile	16
7.	Police Verification	11
8.	Birth Certificate	7
9.	FARD	6
10.	Disposal of Waste	6
11.	Inheritance Doc Attestation	5
12.	School Leaving Certificate	5
13.	Cleaning Drains	5
14.	Clean Drinking Water	5
15.	Death Certificate	4
16.	Correction of DoB	3
17.	Cartridge Increase	3
18.	Reg or Renewal of Societies under Societies Act	2
19.	Street Light R and M TMAs	2
20.	Water Connection	2
21.	Issuance of Fresh Driving License Motor Car Jeep	2
22.	Pollution Control Certi Emit from Transport Vehicle	2
23.	Migration Certificate	1
24.	Registration of new motor Vehicle	1
25.	Food Grain License	1
26.	Issuance of Wood Permit	1
27.	Issuance of Drug License	1
28.	Building Plan	1
29.	Marriage Registration	1
30.	Plan of Commercial Building within city wall	1
31.	Sanitation in designated area of TMAs	1
32.	Plan of Commercial Building Outside city walls	1
33.	Plan of Commercial Building Inside city walls	1
34.	Renewal of Driving Licence Motor Car Jeep	1
35.	Issuance of Fitness Certificate to Transport Vehicle	1
36.	Total	742

Annex II

S. No	Name of District	No of Complaints
1.	Mardan	231
2.	Mansehra	167
3.	Peshawar	76
4.	Haripur	43
5.	Malakand	39
6.	Abbottabad	28
7.	North Waziristan	24
8.	Nowshera	22
9.	Charsadda	17
10.	Bajaur	14
11.	Swabi	13
12.	DI Khan	11
13.	Buner	9
14.	Kohat	8
15.	Bannu	7
16.	Karak	6
17.	Khyber	5
18.	Swat	4
19.	Battagram	3
20.	Hangu	3
21.	Lakki Marwat	3
22.	Dir Lower	2
23.	Kurram	2
24.	Upper South Waziristan	2
25.	Chitral Lower	1
26.	Shangla	1
27.	Tor Ghar	1
28.		742

Percent of Delay Recorded for Notified Public Service for 2025

S. No	Notified Public Service	% Delay
1.	Building Plan	34.9
2.	Demolish Certificate	29.6
3.	Domicile	28.1
4.	Supply of Clean Drinking Water	20.1
5.	Disposal of Garbage and Solid Waste	19.3
6.	Issuance of Drug License	18.4
7.	Commercial Building Plan Outside city	17.6
8.	Limit Certificate	16.7
9.	Cleaning Choked and Clogged drains	16.0
10.	Grant Of Trees	15.9
11.	Reg of Shops and Establishments of Form C	14.2
12.	Plan of Commercial Building within city	13.3
13.	Inheritance/Mutation Docs Attestation	11.7
14.	Application for cancellation of results whole	10.7
15.	Birth Certificate	9.8
16.	Reg or Renewal of Societies	9.1
17.	Registration of new motor Vehicle	8.8
18.	Death Certificate	8.5
19.	FIR	7.4
20.	Food Grain License	5.9
21.	Sanitation in designated area of TMAs	5.9
22.	Marriage Registration	5.4
23.	Registration of Trade Unions	5.3
24.	Correction of Name/F Name/DOB	4.0
25.	All Pakistan Cartridge Increase	3.9
26.	Street Light R and M TMAs	3.5
27.	Entry in Roznamcha and Revenue Record	3.4
28.	School Leaving Certificate Private Sector	3.3
29.	Renewal of Driving License LTV	3.2
30.	Certified Copies of Registered Docs	3.1
31.	Medical Care	3.0
32.	Renewal of Driving License HTV	3.0
33.	Divorce Registration	2.9
34.	Demarcation of Land	2.9
35.	Issuance of Fresh Driving License LTV	2.7
36.	Renewal of Vehicle	2.5

S. No	Notified Public Service	% Delay
37.	Disposal of UFM Appeals	2.2
38.	Jahez	2.2
39.	Repair/Maintenance Water Supply Schemes	2.2
40.	Cash Benefits	1.9
41.	Water Connection	1.9
42.	Issuance of Duplicate Certificate	1.7
43.	Issuance of Wood Permit	1.7
44.	Issuance of Istehqaq Certificate	1.6
45.	Fitness Certificate to Transport Vehicle	1.4
46.	School Leaving Certificate Public Sector	1.1
47.	Provisional or Character Certificate	1.1
48.	Transfer of Vehicle	0.8
49.	Duplicate DMC	0.6
50.	Amanuensis Helper for Disables	0.6
51.	Correction of DoB/Name thro Court Decree	0.5
52.	Postmortem or Medico Legal Report	0.5
53.	Issuance of Fresh Driving License HTV	0.4
54.	Route Permit to Commercial Vehicles	0.4
55.	Learner Motor Car Jeep and Motorcycle	0.4
56.	FARD	0.3
57.	Verification of DMC or Certificate	0.3
58.	Issuance of Learner HTV	0.3
59.	Pollution Control Certificate Emit	0.3
60.	Police Verification	0.3
61.	Migration Certificate	0.2
62.	Issuance of Learner LTV	0.2

RUBRIC FOR SELECTION OF STAR PERFORMERS

A. EVALUATION CRITERIA FOR DESIGNATED OFFICER

The selection of top-performers within the Department were determined through the application of a standardized, aggregate service-delivery efficiency metric, calculated as follows:

For each service category say i delivered by the Department in a given district:

Let

- S_i = Total number of services of type i delivered within the stipulated time limit.
- P = Total population of the district (as per the latest official census 2023)

The Service Delivery Ratio for service i shall be defined as:

$$R_i = S_i / P$$

The Aggregate Departmental Service Delivery Score (ADSDS) for the district shall then be computed by summation across all service categories provided by the Department:

$$ADSDS = \sum R_i$$

(for all $i = 1$ to n , where n = total number of service types notified under the Department)

Eligibility for recognition as Top Performer:

Districts were ranked in descending order of their ADSDS values. The designated officer securing the highest Aggregate Departmental Service Delivery Score are declared as Top Performer(s) of the Department for the relevant evaluation period.

B. EVALUATION CRITERIA FOR AMBASSADORS

The selection of top performers out of Ambassadors working across the province determined by the concerned DMO's by using the following parameters.

The evaluation was made on a scale of minimum of one (1) and maximum of five (5) marks for each parameter, where 1 represents the lowest performance and 5 represents the highest for each parameter.

- i. Liaison with DMOs:
- ii. Understanding of the purpose of appointment as Ambassador:
- iii. Understanding of RTS Act/Law:
- iv. Proactive Use of Social Media:
- v. Organization of Awareness Campaigns:
- vi. Social awareness campaigns organized by others:

C. EVALUATION CRITERIA FOR DISTRICT MONITORING OFFICERS

S. No	Evaluation Component	Key Activities / Indicators	Marks Allocated
1.	Awareness Campaigns	Press club sessions, Meeting with Bar association, elected representatives, Civil society engagement, VC/NC visits, Sessions in School, College and University, Radio/TV shows	27
2.	Transparency & Openness	Operational visibility of RTS mechanisms at District, Sub-Division, VC/NC, and Designated Officers	12
3.	Capacity Enhancement	Orientation sessions for district administration officers; Training sessions for service-providing departments	10
4.	Data Management & Reporting	Timely submission of qualitative & quantitative data; Structured activity reporting	20
5.	Monthly Sessions & Coordination	District Steering Committee (4), Sub-Divisional Steering Committee (4), Divisional Steering Committee (2)	15
6.	Community Empowerment	Orientation to marginalized and underserved communities	6
7.	Committee Evaluation (Qualitative Assessment)	Timeliness (4), Quality of Work (3), Responsiveness (3)	10
	Total Marks		100

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