



PRIME MINISTER'S PERFORMANCE
DELIVERY UNIT

CONSIDER IT
DELIVERED



PAKISTAN CITIZEN'S PORTAL
PCP
عوام کی آواز

USER'S GUIDELINES MANUAL
FOR
COMPLAINTS &
SUGGESTIONS
HANDLING

1ST EDITION | DECEMBER 2018

PRIME MINISTER'S PERFORMANCE DELIVERY UNIT (PMDU)



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TABLE OF CONTENTS

S.No	Title	Page
1	Introduction	4
2	Complaint handling	8
3	Profile privacy	15
4	Efficiency & Follow-up Mechanism	18
5	Suggestion handling	20
6	Approval of Manual	22

1. Introduction

1.1 Prime Minister's Performance Delivery Unit (PMDU)

Prime Minister's Performance Delivery Unit (PMDU) established in 2013 has been reorganized with a new vision to promote citizen-centric and participatory governance. PMDU is pioneering a nation-wide complaints and grievance redressal mechanism with special emphasis on facilitation of overseas Pakistanis, women, special persons and foreigners. The primary objective of the unit is to provide citizens' an opportunity to seamlessly communicate with all government entities and have their issues resolved with priority, in accordance with the vision of the Government. The Unit will enable the establishment of a culture of quantified performance management and make the various government entities accountable for their mandated roles and responsibilities. Besides, the Unit will put forward recommendations for amendment and simplification of cumbersome official procedures as evidenced from the database for the purpose of assuring public facilitation.

The Unit strives to assure that the registered citizens/members on **Pakistan Citizen's Portal (PCP)** get every possible relief from the Government Organizations being interacted. The citizens/members may have suggestions to put before the authorities or personal complaints and grievances or to report violations of laws by the people or to seek guidance etc. The Unit takes it as a prime responsibility to ensure that all complaints and suggestions are handled fairly and efficiently through concerned organizations. This manual is designed to help the Government Organizations to efficiently respond to the matters raised on the Portal. The processes described in this manual are intended for understanding and use of all concerned stakeholders.

1.2 Pakistan Citizen's Portal (PCP)

Pakistan Citizen's Portal (PCP) is a Government-owned Mobile Application (available on both Android and iOS) and is being used as a tool to promote citizen-centric participatory governance. It provides a nation-wide window to connect people with Government Organizations at all levels for raising their issues with authorities, complaints' redressal and suggestions. On Government's side, it helps to promote the culture of quantified performance management and make the various government entities accountable for their mandated roles and responsibilities.

1.2.1 Features

1.2.1.1 People by installation of the App, can be benefitted in the following ways;

- Citizens' empowerment
- Free registration on the Portal via App.
- Creation of a long-lasting account with Governments' authorities at all levels for lodging complaints, identifications of issues as a social responsibility and suggestions.
- Direct interaction and connectivity with the concerned office/officers.
- No reference required to put forward a case.

- No physical mobility required.
- Regular update and real time tracking regarding the status of complaints etc.
- No timing bar on complaint lodging/case submission.

1.2.1.2 Organizations while using the respective dashboards can be benefitted in the following ways;

- Identification of grey areas in policy making.
- Acquaintance about critical public issues.
- Getting suggestions on various pertinent subjects.
- Efficiency tracking of officers/offices/organization.
- Performance accountability.
- Governance accountability.

1.3 Objectives

The manual aims to ensure that complaints, guidance seeking queries and suggestions from registered members of the Portal are handled in a clearly defined and effective manner. Objectives of the manual are to;

- Enable the Organizations to respond and attempt to resolve complaints of the registered citizens/members in a timely and appropriate possible manner.
- Ensure complaints & suggestions are timely forwarded to the concerned officer/office within the organization or other organizations (if not related).
- Respond and keep the member/citizen well informed at all levels of the complaint Redressal process.
- Ensure complaints are resolved in the manner of a possible relief provided to the complainant.
- Provide focal persons with an understanding about complaints & suggestions handling processes i.e. lodging, forwarding, retrieving, reopening, resolving, responding and closing.
- Identify how complaints & suggestions are used as basis for evidence-based policy making.
- Establish review and summarization procedures, internal/external reporting procedures, and procedures for handling confidentiality issues.
- Enable organizations to integrate all existing complaint cells/systems with Pakistan Citizen's Portal.

1.4 Categories of Registered Members

People registered or being registered on Pakistan Citizen's Portal regarded as members are categorized as follow;

S.No	Category	Description
1	Pakistani citizens	All Pakistanis without any discrimination based on caste, creed, religion, color, gender, age, physical/mental condition etc. may register on the Portal.
2	Overseas Pakistanis	All Pakistanis who are either abroad (for work, study etc.) or on leave at home (Pakistan) may register on the Portal.
3	Foreigners	Foreigners and Pakistanis turned foreigners may register on the Portal.

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1.5 Responsibility

1.5.1 Head of the Organization/Government Entity

All Heads of Organizations/Government entities are primarily responsible and are expected to ensure efficiency and quality in complaints resolution processes. For the purpose, regular review meetings shall be conducted within the organization and with respective attached departments so as to identify bottle necks in timely resolution as well as performance accountability of the officer concerned. Furthermore, it shall be ensured that the dashboard handler/focal persons are frequently trained from time to time and fully equip with the necessary skills and resources to process complaints.

1.5.2 Focal Person/Dashboard Handler

Federal Ministries/Divisions and all other Government entities have nominated focal persons (i.e. one administrative and other IT professional). Thus, it will be the joint responsibility of both the focal persons (administrative and technical) to work collaboratively to ensure the complaint resolution process is carried out in a uniform, timely, and consistent manner. They are responsible for;

- Timely examination of all complaints & suggestions as received.
- Initiating action and referral of the complaints to concerned quarter for necessary action within time frame.
- Immediate forwarding of all complaints & suggestions if related to other organizations.
- Record appropriate comments at all stages of complaint resolution.
- Generate time to time analysis reports for the high-ups regarding total complaints, resolutions and pendency status, suggestions as well as performance of the officer concerned.

1.6 Uses of the Portal

A registered member on Pakistan Citizen's Portal may establish interaction with Government Organizations for the following purposes;

S.No	Category	Description
1	Complaint lodging	A complaint lodged on Pakistan Citizen's Portal may either be related to personal issue/matter of the registered member or an identification of a matter as a social responsibility i.e. any violation of laws by any individual or group.
2	Guidance/ Information seeking	Seeking guidance regarding any Government procedures involved in availing some service(s) or any other information acquired on the relevant subject of the Organization.
3	Suggestions	Suggestions that could resolve any issue pertaining to general public. The suggestion may lead to any execution of any development project, policy making/legislation, administrative reform or simplification of an existing procedure.

1.7 General Principle

Except in cases where complaints and suggestions need to be referred to a different dashboard, routine and ordinary nature complaints/grievances, especially guidance seeking queries if possible shall be resolved without indulging into formal processes. The overall objective of the Portal is to resolve complaints efficiently to the possible satisfaction of the complainant. All Government Organizations shall develop a culture that value complaints and is more likely to:

- **Be accessible**– this means being open to public complaints about standards of service delivery, the conduct of staff, and Government policies, procedures and practices, as well as being committed to promoting and implementing an accessible complaints system as a means to address problems and enhance the performance of the Organization and its human resource.
- **Be approachable** – responding to complaints in an efficient manner.
- **Be fairly and factual** – addressing each complaint with courtesy, and in an objective and an unbiased manner.

1.8 Compulsion

People always want their complaints to be resolved in a reasonable time, they even want to know the approximate resolution time after initial acknowledgement, and they want to be kept up-to-date throughout the process. Some organizations may receive a lot of complaints about issues that cannot be addressed, perhaps because of inadequate resources or government policy. Perhaps the policy needs to be reconsidered or perhaps resources could be better managed. If neither is practical or appropriate, at least the complainant shall;

- be treated with respect and courtesy, and as an individual
- be patiently listened to and be given an explanation on a decision made.
- be given an apology if a relief is not granted due certain limitations, if appropriate.
- be compensated, if appropriate.
- be treated fairly .
- be assured the problem won't happen again.
- be encouraged and assured not suffer any adverse consequences from making a complaint.

Appropriate response is critical as it will avoid a complaint escalating to the higher authorities.

2. Complaint Handling

2.1 What does complaint mean?

It is imperative to define a complaint for a much better understanding of the Government Organizations dealing Pakistan Citizen's Portal to address public concerns. A complaint may refer to an objection over poor service delivery, failure to provide information, inefficiency, unfair decisions, merit violation, poor administration etc. People make complaints because they are unhappy with a decision, the way a service was delivered, the level of service they have received, or the behavior of staff. The dissatisfaction of the complainant is communicated in two capacities;

- i. **Personal Capacity;** Personal matters or grievances that are being taken up with the concerned Government organization for Redressal/resolution.
- ii. **Social Responsibility;** Matters or issues to be taken up with Government organizations for attention/redressal as a social responsibility.

A complaint may include any grievance related to an organization i.e. caused by long procedural delays in availing some service(s), or as a result of policy or legal lacunas etc. A complaint may also include allegations of some form of mis-conduct, misuse of authority, non-cooperation of the officer, demand for bribe etc. A complainant may also raise some guidance/information seeking queries.

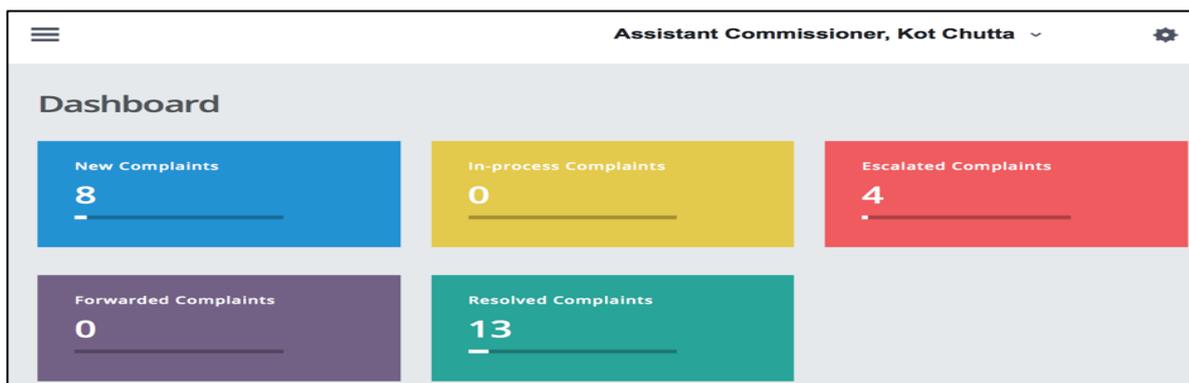
2.2 Complaint Obstacles

All Government Organizations shall help citizens to easily complain to an authority by removing all obstacles like;

- Letting the people know who to contact or what process to follow in availing any service.
- Giving people confidence that no privilege or service already granted will be withdrawn if a complaint is made
- No biased treatment if a complaint is lodged on the Portal
- Giving the surety that the issue will be addressed in time and with no hurdles.
- Giving an impression that the complaint will not prove a cry in wilderness.

2.3 Stages of Complaint Resolution

A complaint may pass through the following stages as evident in the picture of a sample Dashboard;



2.3.1 New Complaints

Any complaint upon its first arrival at a dashboard will get hosted under the icon of the new complaints. It will remain there until it is opened for some comments or further processing. The assigned timeline of any complaint either received directly from the citizen or forwarded by any organization will start at this stage.

2.3.2 In-Process Complaints

This is the initial stage of a complaint, guidance seeking query reflected on the respective dashboard. Every complaint has a default resolution time in the system that may vary from category to category. At this initial stage, a complaint received on a dashboard will be reflected as In-process. This stage involves steps like initiation of action, assignment of complaints to concerned officer and processing till timely resolution.

2.3.3 Escalated Complaints

Escalation is a state wherein a complaint assigned to a dashboard (the level which routinely handles and makes operational decisions about the subject matter of a complaint) fails to resolve within the default timelines. The system records escalation at two stages as given below;

2.3.4 Red Icon/Initial Escalation;

A complaint in process, shall assume the status of initial escalation (**red icon**) after 10 days of lodging/arrival. However, it will remain on the same dashboard till 20th day and will not escalate to the next higher level of decision making in the hierarchy of organization. This type of escalation pushes the Organization to look into the matter and resolve.

2.3.5 Black Icon/Super Escalation (to be operationalized)

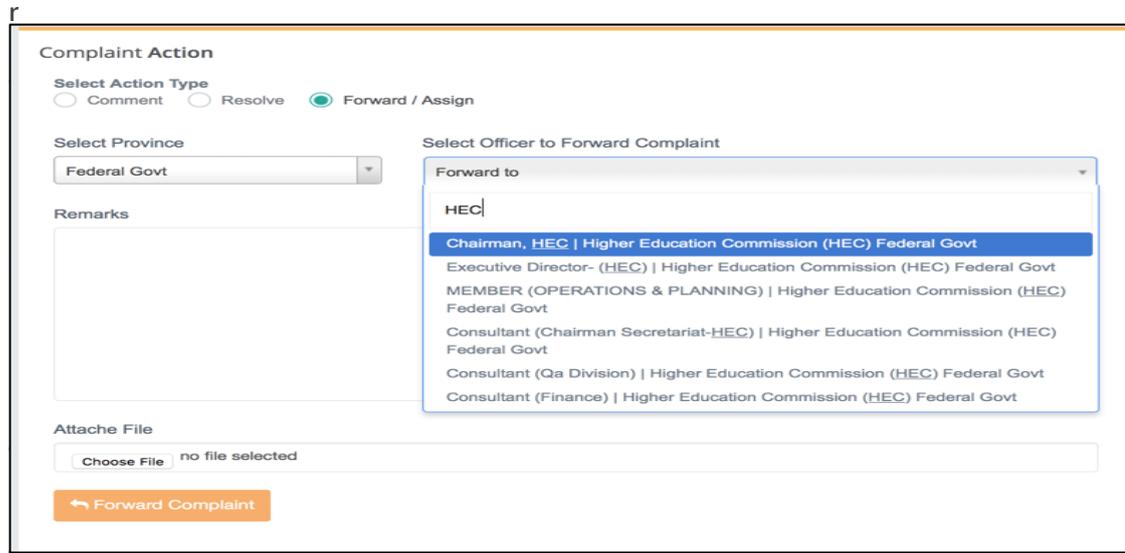
An initially escalated complaint, shall assume the status of super escalation (**black icon**) on 21st day of lodging/arrival. However, the same will escalate to the dashboard of the next higher level of decision making in the hierarchy of organization. The handler of initial dashboard will no longer be able to resolve the same rather liable to explain as to why the complaint was not addressed at their level. During complaint resolution process, frequent super escalation of complaints from a dashboard will be treated **as inefficiency** on part of the officer/organization concerned and the Administrative Head of the Organization shall be responsible for action under efficiency and conduct rules. Escalation due to the following reasons will not be treated as inefficiency;

- Delayed forwarding from other Organizations.
- Complaint requiring further clarification and details either from the complainant or the organizations involved.
- Complaints leading to financial implications/development schemes
- Delays due to procedural or legal requirements
- Potential fraud/misrepresentation
- Complaints involving joint responsibility of two or more organizations.
- Likely litigation

However, the citizen shall be given logical response by all means during the assigned timelines.

2.3.6 Forwarded Complaints

The forwarding option provides a two-way communication. By this, a dashboard handler can both forward and receive complaints. Erroneously received complaints at a dashboard either from a registered citizen/member or another organization shall be forwarded immediately to concerned organization(s) through the system and



The screenshot shows a web form titled "Complaint Action". Under "Select Action Type", the "Forward / Assign" radio button is selected. The "Select Province" dropdown is set to "Federal Govt". The "Remarks" field is empty. The "Attache File" section shows "no file selected". The "Select Officer to Forward Complaint" dropdown is open, showing a search for "HEC" and a list of officers from the Higher Education Commission (HEC) Federal Govt. The "Forward Complaint" button is at the bottom.

he organization from where it is received shall be avoided. The complaint or suggestion shall be forwarded by the officer concerned when he/she feels it relevant to a different dashboard/entity either within the organization or outside. The focal person shall ensure that all irrelevant complaints and suggestions are forwarded to concerned organizations **within 24 hours**. It is worth to mention that all forwarding shall go through the system and not by conventional means. **While forwarding a complaint to the concerned organization/the dashboard handler may face two situations;**

2.3.6.1 Federal Organizations

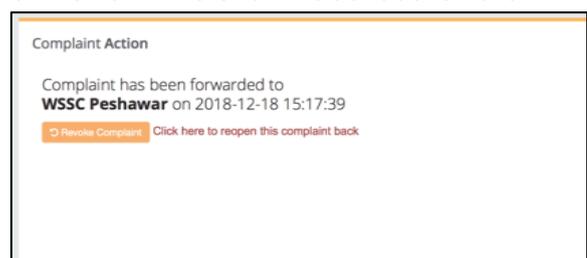
The complaint, guidance seeking query or suggestion pertaining to Federal Government shall directly be forwarded to dash board of the Federal Secretary/Head of the Organization with appropriate comments.

2.3.6.2 Provincial Departments

The complaint, guidance seeking query or suggestion pertaining to Departments in the Provincial Governments shall directly be forwarded to dash board of the Chief Secretary concerned or the Department if listed in the system with appropriate comments.

2.3.6.3 Retrieval of a forwarded complaint

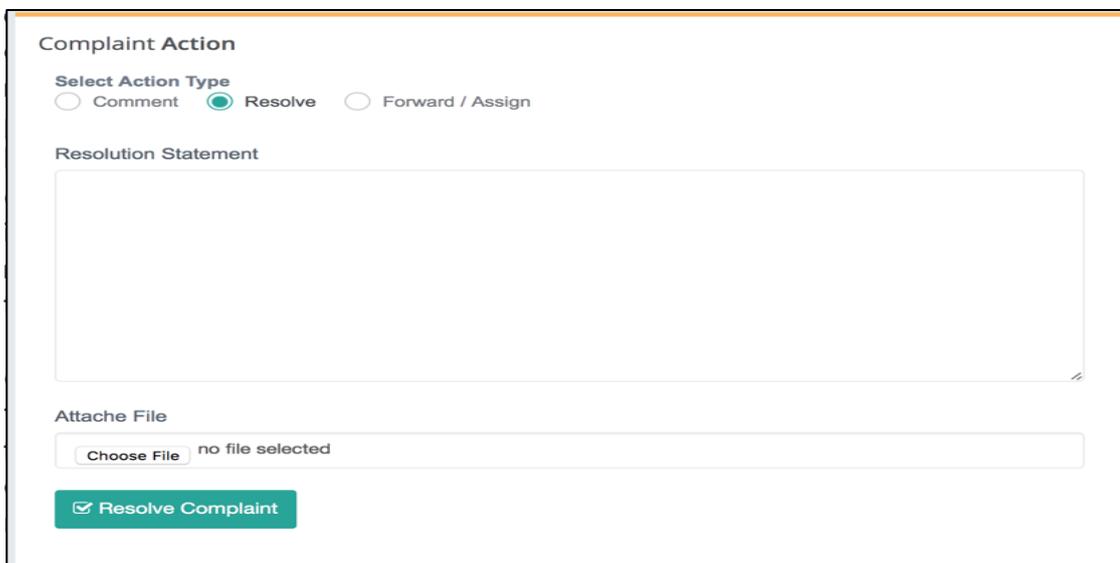
A complaint forwarded erroneously or to an irrelevant dashboard shall immediately be retrieved back and be re-directed to concerned Government entity with appropriate comments.



The screenshot shows a confirmation message in the "Complaint Action" form. The message states: "Complaint has been forwarded to WSSC Peshawar on 2018-12-18 15:17:39". Below the message are two buttons: "Revoke Complaint" and "Click here to reopen this complaint back".

2.3.7 Complaint Resolved/Closed

A registered citizen/member is always seeking resolution of a complaint to the level of his/her own satisfaction, though sometimes it is not possible keeping in view of the merit/rules/regulations or availability of funds. While resolving a complaint, the Government Organization/entities may face two situations- one wherein the



Complaint Action

Select Action Type

Comment Resolve Forward / Assign

Resolution Statement

Attache File

Choose File no file selected

Resolve Complaint

processing is resolved with actual relief granted while in second the complaint is resolved as per merit with no relief granted. Every complaint resolution may not earn the complainant a satisfactory response. In both situations, it is **mandatory for the dashboard handler/organization** to record proper remarks in the comment box while marking a complaint as resolved. In both cases, necessary notification or reference of the rule/regulation applied thereon shall also be attached as an evidence for satisfaction of the complainant. Similarly, complaints in the form of guidance seeking queries shall also be responded with proper attachment of the documents (where required).

Note: All complaints shall be resolved while adhering to relevant laws/rules/regulations. Any complaint lodged on the Portal does not make it entitled to be dealt above the law.

2.3.8 Reopening of a closed complaint

A complaint if marked resolved or closed erroneously shall be reopened immediately and be resolved as per merit required. A closed complaint can be reopened in two ways;

- **By the dashboard handler/organization**



Complaint Action

Complaint has been resolved by
Deputy Commissioner Peshawar on 2018-11-13 16:19:58

Reopen Complaint [Click here to reopen this complaint back](#)

PMO/PMDU if the Organization concerned has not properly resolved the complaint as per its merit.

2.4 Trending Complaint

An issue being common and frequently highlighted in complaints shall be treated as **trending complaint**. Such cases shall specifically be looked into for a permanent or possible long term solution. In this regard laws/policies/procedures or developmental projects (where required) shall be proposed to do away with the frequently caused public inconveniences. To address trending complaints, any of the following measures shall be adopted;

- Adopting policy/legal instrument/SOPs if missing or amendment in the same if required in the public interest.
- Inclusion of projects in relevant development portfolios.
- If existing procedures involved in availing some services are cumbersome they shall be simplified to the maximum possible way. Technological solution shall also be taken into consideration.
- Addressing deficiency of human resource, equipment and space where required.
- Performance and efficiency accountability of the concerned organization/officer.

2.5 Dropping complaints

A complaint, guidance seeking query or a suggestion upon arrival at a dashboard shall be dropped by closure on the following grounds. However, appropriate reason shall be recorded with necessary attachment (if required) as evidence in the comments box;

2.5.1 Complaints Received on the Portal

Complaints, guidance seeking queries and suggestions involving;

- Court matters
- Political matters
- Unclear and vague contents
- Missing details of the complainant
- Purely family/domestic issues
- non-issues
- Information seeking complaint regarding classified matters
- Complaint regarding any other critical subject.

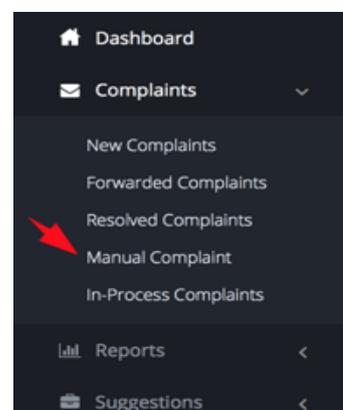
2.5.2 Complaints Received otherwise

Complaints received to an organization/dashboard via post mail etc shall be inserted into the system through **manual complaints option** and be treated the same way as stated above.

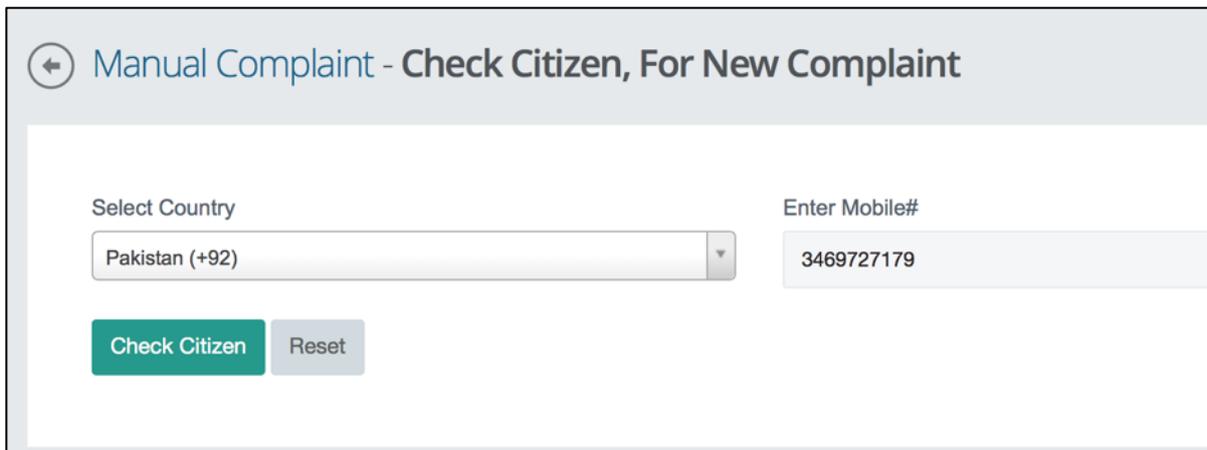
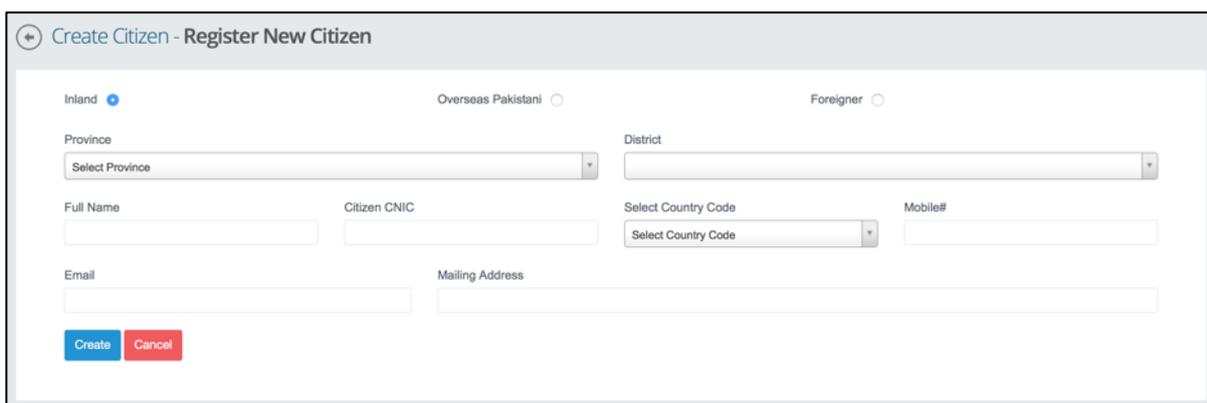
2.6 Dealing Manual Complaints

The dashboard of Pakistan Citizen's Portal provides a facility to all Government Organizations whereby they can manually lodge any complaints & suggestions received to them in any of the following forms;

- Phone call
- Postal mail
- Electronic mail
- Walk-in visit to office
- Websites
- Social Media

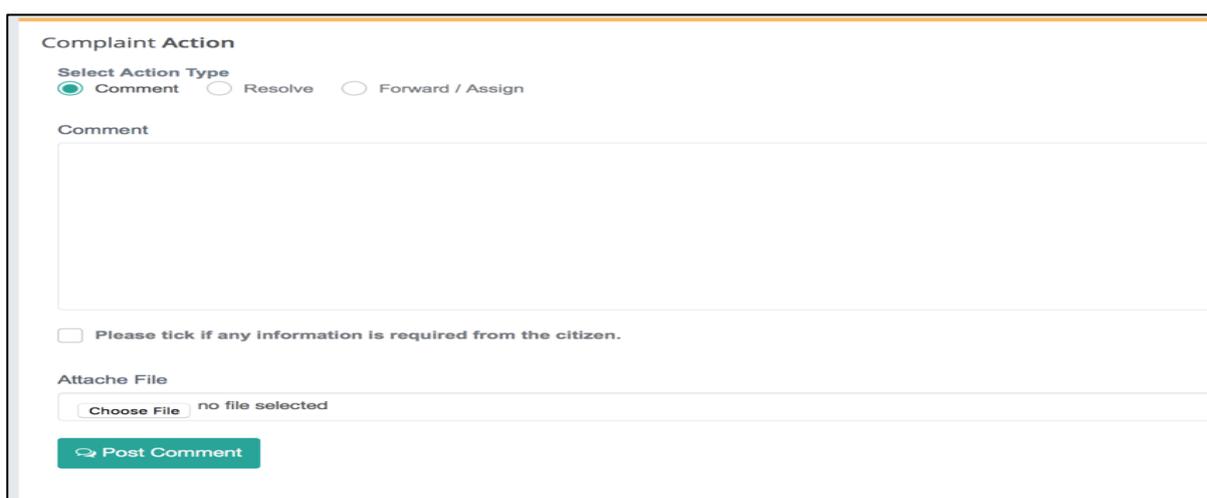


Furthermore, **all existing complaint cells** shall be integrated with Pakistan Citizen’s Portal. For the purpose, complaints received in the respective complaint cells by any of the above mediums, shall be manually inserted into Pakistan Citizen’s Portal. This will help the Organizations to get complaints efficiently resolved through a paperless system.

2.7 Response/Comments

Every citizen/member maintains an account of his/her complaints with details. Thus, comments are mandatory at all stages of complaint processing. However, reply to complainants shall be



prompt, accurate, and with courtesy. It shall also be ensured that comments/response shall be in **same language** wherein the complaint has been lodged. While responding/commenting on a complaint during processing, the following shall be considered;

- 2.7.1 In case of initial processing.** If the contents of complaint are not clear or some additional information is required to the complaint handling authority, the same shall be solicited from the citizen/member in the comment box.
- 2.7.2 In case of forwarding.** In case of forwarding a complaint to concerned authority (if found irrelevant), the reasons be provided as to why and where the complaint is being forwarded.
- 2.7.3 In case of resolution.** Upon resolution, the citizen/member shall get notification message of the outcome of his/her complaint. In case the complaint is resolved with no relief granted, cogent reasons shall be provided with attachment of the applicable rules where possible. In case, resolution of a complaint is subject to some financial implications & time factor, the same shall also be communicated with tentative resolution timelines.
- 2.7.4 In case of suggestion.** In case of suggestions, the citizen/member shall be appreciated and encouraged and be informed as to what action will be taken on his/her suggestion.
- 2.7.5 Guidance seeking queries.** A complaint received in the form of guidance seeking query shall be responded with timely advice and necessary attachments.
- 2.7.6 In case of dropping.** Complaints that do not qualify to be processed shall be closed on cogent grounds. The member/citizen shall be informed about the reasons.

2.8 Strengthening Complaint Resolution Processes

It is a common perception on part of all Government Organizations/entities that additional resources are mostly required to improve the management of complaints. However, it is possible to attain significant progress in addressing public issues and complaints without the need for additional resources. The number of complaints can be minimized by adopting measures like;

- Improving service delivery, thus leading to noticeable reductions in complaint numbers over time.
- Proactive communication of the laws, policies and procedures to the public.
- Time to time amendments in policies, procedures or processes as a result of complaints or feedback so as to overcome any perception that 'nothing ever seems to change' as a result of complaints.

3. Profiling & Privacy

3.1 Citizen/Member Profiling (to be operationalized)

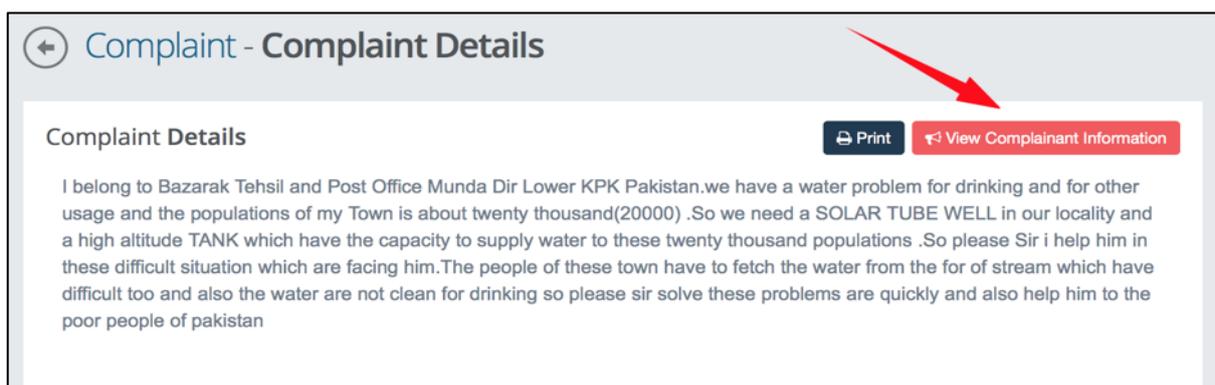
Citizen/member profiling, is an essential analytical option to be used by the organization/dashboard handler. This is a mandatory option for the dashboard handler to identify an irresponsible member/citizen by rating the nature of his/her complaints. Multiple complaints received from a member's ID either at the same dashboard or different dashboards will be rated in terms of their nature. If a complainant is rated by different dashboards as irresponsible i.e. complaining about non-issues and providing misguided information will be blocked after attaining a certain threshold. Prior to that the citizen will be given a warning message.

3.2 Privacy

Every registered member/citizen on Pakistan Citizen's Portal has the liberty to hide or restrict his/her identity with regard to the contents of complaint being lodged. However, members with unhidden profile(s) shall also be kept confidential to the maximum extent possible, until otherwise required in the best interest of the complainant and fair determination of the complaint. The authorized dashboard handler(s) if intends to see the profile of the complainant shall consider the following two scenarios;

3.3 In-case the complainant's profile is unhidden

Directly access the profile of the complainant(s); however, the system is capable to record entry against the authorized dashboard user from where the profile of the complainant is/was accessed.



3.4 In-case the complainant's profile is hidden

Send a request to the complainant via system to unveil the required information regarding his/her profile **within 48 hours**. However, this request is permissible in cases wherein disclosure of complainant's profile is inevitable for processing & resolution. The following circumstances may lead the dashboard handler to acquire unveiling of the member's profile;

- Incomplete information about the issue/complaint
- Vague contents

3.5 Complaints Categories/Levels

All complaints, guidance seeking queries and suggestion should be dealt with as quickly as possible. However, the time to resolve a complaint is embedded in the system. When a complaint is assigned to the Primary Dashboard (Level-I), it should be

#	Level 1	Level 2
1	Health	Illegal Practice / Quacks, Primary Health, Medical Teaching Institutes, Illegal Medicines, Secondary Health
2	Education	Elementary & Secondary, Higher Education Commission, Universities, Private Schools, Colleges
3	Municipal Services	Water Connection, Illegal Construction, Graveyards, Construction material on roads, Street Lights, Encroachment, Parking / Adda, Low hanging electricity wires, Price Control, Water Supply Scheme, Stray Animals, Cleanliness, Unhygienic Food / Factory, Illegal billboards, Repair of Street
4	Land & Revenue	Transfer of Land / Mutation, Complaint against Revenue Staff
5	Law & Order	Prisons, Traffic Police, Police, Pakistan Railway Police, Motorway Police, Airport Security Force, Anti-Narcotics Force
6	Transport	Fares, Bus Addas, Overloading, Pakistan International Airlines (PIA), Railways
7	Communications	Irrigation Roads, Airports, C&W Roads, Motorways, Local Govt Roads, National Highways
8	Energy & Power	Gas, Electricity
9	Govt Service Matters	Appointments, Pensions, Promotions, Pays & Allowances, Posting / Transfers, Enquiries
10	Citizen Rights	Denial of Rights, Consumer Rights, Child Abuse, Right to Information, Sexual Harassment, Missing Persons, Right to Services, Gender Discrimination
11	Licenses, Certificates	Domicile Certificate, Route Permit, NGO NOC, Arm License, Death Certificate, Divorce Registration, Medical Store License, NOC for Foreign Traveler, Driving License, Birth Certificate, Vehicle Fitness Certificate, Fishing License, Marriage Certificate
12	Registrations	Union Registration, Company Registration, Pakistan Engineering Council (PEC), NGO Registration, Vehicle Registration
13	Tax & Money	Provincial Tax, Sales Tax, Customs, Financial Fraud, Income Tax, Money Laundering, Federal Excise
14	Media, Cyber Crimes	Cyber Crime, Print Media, Social Media, Electronic Media
15	Immigration & Passport	Official Passport, Pakistani Visa, Issuance of Passport, Pakistani Citizenship
16	NADRA	Juvenile Card, Family Registration, Issuance of CNIC, Form B, Overseas Pakistani Card, Blocked CNIC, CNIC replacement / renewal
17	Disaster	Internally Displaced Persons, Floods, Rehabilitation, Earthquake, Death Compensation
18	Overseas Pakistani	Pakistan Foreign Office, Pakistan Embassy in Resident Country, Complaint to Prime Minister
19	Development Projects	Foreign Government Project, District Government Project, Federal Government Project, TMA Project, NGO Infrastructural Project, Provincial Government Project, VC / NC Project
20	Environment & Forest	10 Billion Tree Tsunami, Industrial Waste, Industrial Pollution, Billion Tree Tsunami, Forest Cutting, Hospital Waste
21	Agriculture	Fisheries, Zarai Taraqiati Bank, Water Management, Livestock & Dairy, Soil Conservation, Farmers, Seeds & Fertilizers
22	Investments	Investment Issues, SECP related issues, Banks related issues
23	Suggestion	Suggestion to Prime Minister, Suggestion to CM Punjab, Suggestion to CM KP

resolved within 1-20 days. A complaint without resolution in 10 Days will report as escalated but will remain on the same dashboard. After 20 days, if not resolved at Level-I, the complaint will escalate to the next higher level inviting attention of the higher office. The Level-I categories of complaints are listed below;

Note: All organizations are at liberty to resolve any assigned complaint before its due time while adhering to the rules/regulations. However in case of exceeding the upper limit of the assigned timelines, the complaint will be reported as escalated.

Category	Complaint Redressal Levels
Federal	Level-I: Head of Regional/Zonal Office (Primary Dashboard) Level-II: Head of attached Department at Federal Level (Secondary Dashboard) Level-III: Federal Ministry/Division (Executive Dashboard)
Provincial	Level-I: Head of District Department/Office (Primary Dashboard) Level-II: Head of Administrative Department (Secondary Dashboard) Level-III: Chief Secretary of the Province(Executive Dashboard)

4. Efficiency & Follow-up Mechanism

For effective resolution of public complaints, responding guidance queries and processing their suggestions, **all Heads of the Organizations/Government entities are responsible** to vigilantly pursue the complaints received at their respective dashboards. To develop a culture that values complaints, it is critical that the Head of the Organization/Govt; entities shall communicate clear message to all concerned staff that complaints can be a valuable source of feedback on improving the organization's services delivery if weaknesses are identified through analyzing complaints. Follow-up guidelines are as follows;

- Complaints and suggestions are being viewed & forwarded in time
- Resolution of possible complaints being timely done & appropriate remarks to citizens posted.
- Complaints involving role of two or more organizations are being sorted out

Furthermore, regular analysis of reports will enable trends to be monitored, the efficiency of officers to be checked and improvements to be made accordingly. Regular **monthly reviews** of complaint data will help to identify as to whether there have been any internal or external factors (such as changes to legislation or applicable policies, organizational structures or responsibilities, resources or systems) that could have affected the process.

Apart from the above, **monthly review meetings** shall be convened on the following lines;

5.1. Federal Secretaries

Organization	Stakeholder	Follow-up Tool	Participants	Timelines
Federal Ministry/Division	Secretary/Chairman	Meeting	All dashboards holders of the Ministry/Division and heads of attached organizations	Every 3 rd week of the month.
Attached Organization	H/O the Organization	Meeting	All dashboards holders of the organization and zonal/regional level	Every 2 nd week of the month.
Regional/Zonal Office	Regional/Zonal Head/In-Charge	Meeting	Complaints dealing team/staff.	Every 1 st week of the month.

5.2. Chief Secretaries

Organization	Stakeholder	Follow-up Tool	Participants	Timelines
Office of the Chief Secretary	Chief Secretary	Meeting	All divisional administrative secretaries, IG Police, commissioners, and deputy commissioners	Every 3 rd week of the month.
Administrative Department	Head of the Organization	Meeting	All dashboards holders in the department and District officers	Every 2 nd week of the month.
Divisional head	Commissioner	Meeting	All Deputy Commissioners	1 st week
District Administration	Deputy Commissioner	Meeting	All heads of the District Departments	1 st week of the month

5.3. Performance Accountability

All Federal Organizations/Govt; entities shall conduct detailed performance audits, and complainant satisfaction/citizen's feedback surveys. Regular reports should be made to the head of the organization about complaint resolution processes, complaint trends and systemic issues, and recommendations for improvement where appropriate. The PMDU's team will from time to time conduct overall review of the complaints & suggestions processing at all levels. Performance of an Organization will be judged on the following basis;

- Time factor in resolution of complaints.
- Number of complaints resolved.
- Quality of response to the citizens.
- Quality of resolution and
- Citizen's feedback.

5. Suggestion Handling

6.1 Suggestions on Pakistan Citizen's Portal

Pakistan Citizen's Portal (PCP) empowers the citizens by engaging them in policy and decision making processes through their valuable suggestions. The purpose of citizen's involvement is to foster a culture of citizen's engagement in policy making. However, during examination it shall be ensured that suggestions are specific, unique, and constructive, and most often should be related to functions of the Organizations.

6.2 Major Areas of Suggestions

The suggestions received from a citizen/member on the Portal shall be categorized into the given areas;

6.2.1 Financial/development

Suggestions whose adoption/implementation may involve financial implications thus, leading to the following shall be listed in this category;

- Inclusion of a project(s) in the development portfolio or creation of an endowment fund or other budgetary provisions,
- Increase in revenue sources of the government by levying taxes etc.
- Financial immunities/subsidies of various types etc.

6.2.2 Policy/Legislative

Suggestions whose adoption/implementation may warrant devising of a policy or legislative instrument for public conveniences, transparency or accountability in the service delivery regime shall be listed under this category.

6.2.3 Administrative/Procedural

Suggestions whose adoption/implementation may lead to initiation of reforms in administrative or procedural processes. All such suggestions that warrant devising new procedures (if missing) for availing certain services or simplification of procedures or making them technology oriented shall be listed under this category.

6.3 Processing Stages of Suggestions

A suggestion received on any dashboard, shall pass through the following stages;

6.3.1 Stage-I (Ministry/Division/Organization/Provincial Department's Level)

6.3.1.1 Initial examination

- A suggestion shall first be examined by the focal person/dashboard handler in terms of its relevance to the organization and suitability for further processing.
- Checking for any possible duplication at the level of the organization with any ongoing similar initiatives.

- Enlist the suggestion and referral to the Departmental Committee (to be constituted at the main organization’s level) for final expert opinion prior to initiation of concrete steps for implementation.

6.3.1.2 Appraisal

- Thorough evaluation of suggestion(s) by an organizational/departmental team/committee of experts in terms of resources required and target beneficiaries.
- At this stage, merits/demerits or tangible/intangible benefits shall be looked into and the list of finally shortlisted suggestions be put forwarded to the Central Committee.
- An internally constituted committee shall select the most suitable and implementable suggestions with proper analysis and recommendations for implementation.

6.3.2 Stage-II (Federal/Provincial Level)

A suggestion may either relate to a subject dealt by the Federal Government or the concerned Provincial Government. After appraisal of the suggestions, the list shall be placed before the Central Committee for final endorsement. All Ministries/Divisions/ attached departments at Federal Level and Departments/respective attached formations at Provincial Level shall process the list of endorsed suggestions as follows;

By Federal Government	By Provincial Government
<p>Two committees are proposed to be constituted on the following lines;</p> <p>a) Committee for Development interventions</p> <ul style="list-style-type: none"> • Secretary Planning Division.....Chairman • Secretary Finance Division.....Member • Secretary (concerned Min/Div).....Member • Section Chief.....Member/Secretary <p>b) Committee for policy/legislative/procedural & administrative interventions.</p> <ul style="list-style-type: none"> • Secretary Establishment Division....Chairman • Secretary Law Division.....Member • Secretary (concerned Min/Div).....Member 	<p>Two committees are proposed to be constituted on the following lines;</p> <p>c) Committee for Development interventions</p> <ul style="list-style-type: none"> • Additional Chief Secretary... Chairman • Secretary P&D Deptt...Member/Secty • Secretary FinanceMember • Secretary concerned.... Member <p>d) Committee for policy / legislative / procedural & administrative interventions.</p> <ul style="list-style-type: none"> • Chief Secretary.....Chairman • Secretary Establishment....Member • Secretary LawMember • Secretary concerned.....Member
<p><i>The endorsed list of policies/projects proposed under various suggestions, shall be returned to the concerned Administrative organization for formal implementation in light of the decision of the forums and conveying official acknowledgment to the citizen for his/her valuable suggestion.</i></p>	

6. Approval of the manual

This manual is approved by the Competent Authority and will be updated from time to time.



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