



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

3RD EDITION | JAN 2020

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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 system will be operated from the Prime Minister's Office and will be regarded as an ICT-based extension of the Prime Minister's Public Affairs and Grievances Wing under the Rule of Business, 1973. The primary objective of the unit is to provide citizens' an opportunity to seamlessly communicate with all government entities and have their issues resolved efficiently and in accordance with the relevant laws/rules/regulations. The Unit will enable 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 policy recommendations and proposals for amendments or simplification in cumbersome official procedures for the purpose of public facilitation.

The Unit strives to assure that the registered citizens/members on **Pakistan Citizen's Portal (PCP)** get every possible relief under the law and on merit from the Government Organizations being interacted. The citizens/members may use the portal to place any plausible before the authorities or personal complaints/grievances or complaints as social responsibility 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 system based on Mobile Application (available on Android, iOS and other recognized play stores) and is being used as a tool to promote citizen-centric participatory governance. One citizens' side, it provides a nation-wide window to connect people with Government Organizations at all levels for raising their issues/complaints with authorities for redressal and suggestions for improvement in the existing service delivery regime. 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. It also helps in identification of grey areas in the service delivery regime for timely intervention and improvement.

1.2.1 Features

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

- True Citizens' empowerment in using the Portal as a social accountability tool.
- Free registration on the Portal via App or **web-based access**.
- 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 **without any mobility until required**.
- No reference **from public servants or representatives** required to put forward a case.
- Regular update and real time tracking regarding the status of complaints etc.
- No timing bar on complaint lodging/case submission.

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

- Identification of grey areas **in existing service delivery systems**
- Acquaintance about critical public issues **and subsequent policy making**.
- Getting valuable suggestions/**proposals from the public** on various pertinent subjects/**issues**.
- Efficiency tracking of officers/**officials** and **overall performance accountability of organizations**.
- 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 Government Organizations/**Departments (both Federal & Provincial)** to respond and attempt to resolve complaints of the registered citizens/members in a timely and appropriate possible manner **in accordance with relevant laws/rules/regulations**.
- Ensure **that** complaints & suggestions are timely forwarded to the concerned officer/office **for necessary action under the law** within the organization or other organizations (if not related).
- Respond and keep the members/citizens well informed at all levels of the complaint Redressal process.
- Ensure **that** 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 will be regarded as members and are categorized as follow;

S.No	Category	Description
1	Pakistani citizens	All Pakistanis without any discrimination 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.

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 heads of the 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 shall 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;

- To keep their bosses well informed about day to day status and affairs of PCP.
- 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 **at all levels** 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 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 **as per law**.

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 **either on ground realities or as per law**, then 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.
- if appropriate, be given an apology if a relief is not granted due certain limitations.
- be compensated **in any other possible and legitimate way.**
- 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 & Processes

2.1 What does complaint mean?

It is imperative to define a complaint for a much better understanding of the Government Organizations **and all stakeholders** dealing **complaints** on Pakistan Citizen's Portal. A complaint may refer to an objection over poor service delivery, failure to provide information(**permissible**), 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 **quality** of service they have received, or the behavior of staff. The dissatisfaction of the complainant is communicated in two capacities;

- i. **In Personal Capacity**; Matters or grievances **pertaining to an individual that** are being taken up with the concerned Government organization(s) for Redressal/resolution.
- ii. **As Social Responsibility**; Matters or issues **pertaining to masses and** to be taken up with Government organization(s) for attention/redressal as a social responsibility.

A complaint may include any grievance i.e. may be caused as a result of procedural delays, 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.

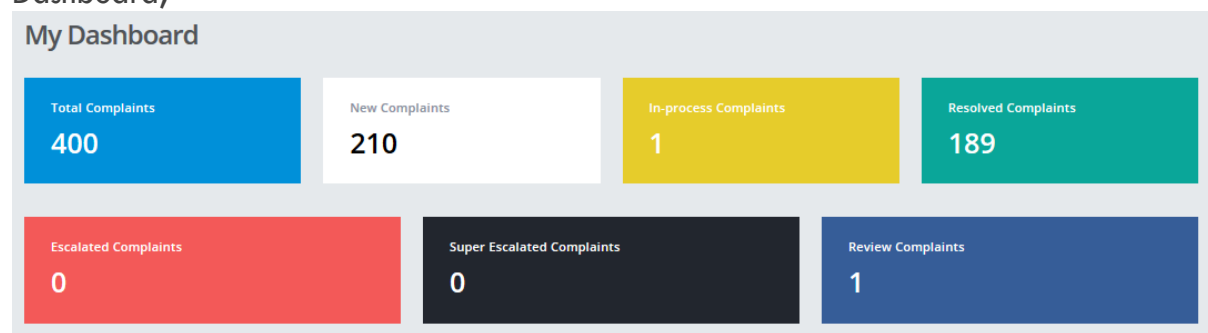
2.2 Complaint Obstacles

All Government Organizations shall help citizens to easily lodge their complaints to concerned 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 **will be given** 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 (either from the citizen's side or as a result of forwarding) will get placement under the icon of 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 citizens or forwarded by any organization will start at this stage. In-case of forwarding from any other dashboard; none of the complaints will carry the baggage of time delay rather it will be treated as fresh arrival on the target dashboard.

2.3.2 In-Process Complaints

This is the initial stage of a complaint processing. This stage is assumed by a complaint when it is opened for some remarks or action upon its arrival. 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;

2.3.3.1 Red Icon/Initial Escalation;

A complaint in process, will assume the status of initial escalation (**red icon**) after 20 days of lodging/arrival. However, it will remain on the same dashboard with escalated visibility 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.

2.3.3.2 Black Icon/Super Escalation (to be operationalized)

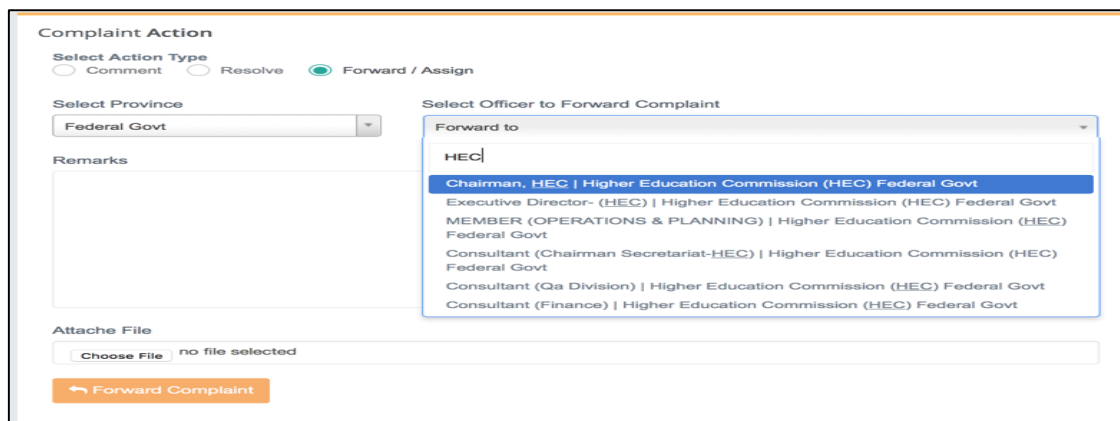
An initially escalated complaint, will assume the status of super escalation (**black icon**) on 41st day of its arrival on the concerned dashboard. However, it will remain on the same dashboard with super escalated visibility to all higher offices especially the Prime Minister Office. The handler of initial dashboards will be liable to explain as to why the complaint was not addressed at their level and delayed. 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 on part of a particular dashboard handler/officer;

- 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.
- In case of litigation

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

2.3.4 Forwarded Complaints

Forwarding option provides a two-way communication. By this, a dashboard handler or officer/official 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



referring back to the 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 dashboard handlers shall ensure that all irrelevant complaints and suggestions are forwarded to concerned organizations **within 24 hours (excluding public holidays/weekends)**. It is worth to mention that all forwarding shall go through the system and not by conventional means **and without following proper channel rather complaints shall directly be forwarded to the officer concerned. No complaint shall be forwarded to the dashboard user/officer against which it has been lodged. In this case, the complaint shall be forwarded to one-step higher dashboard/user. While forwarding a complaint to the concerned organization/the dashboard handler may have to face two destinations;**

2.3.4.1 Federal Organizations

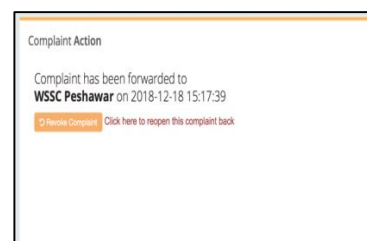
The complaint, guidance seeking query or suggestion pertaining to Federal Government shall directly be forwarded to dashboard of **the concerned officer with appropriate comments. While forwarding, it will highly be appreciated if the relevancy of a complaint to an Organization/entity is established through some reference from the Rule of Business.**

2.3.4.2 Provincial Departments

The complaint, guidance seeking query or suggestion pertaining to Departments in the Provincial Governments shall directly be forwarded to dashboard **of the concerned officer with appropriate comments while establishing relevancy from Rules of Business.**

2.3.4.3 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. **An option for retrieval has been activated.**



2.3.5 Complaint Resolved/Closed

Complaint Action

Select Action Type

☐ Comment ☒ Close Complaint ☐ Forward / Assign ☐ Drop Complaint

Close Options

Select

Relief granted

Partial relief granted

Relief cannot be granted

Please abstain from informal and casual attitude.

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 merit/rules/regulations or availability of funds. While resolving a complaint, the Government Organizations/entities may face three situations- **one**; wherein the complaint **is to be closed** with relief granted **second**; the complaint is to be **closed** with partial relief granted **perhaps on the basis of some action initiated**, **third**; relief cannot be granted as per law.

Special Note:

Every complaint resolution may not earn a satisfactory response from the complainant. In all cases, it is **mandatory for the dashboard handler/organizations** to record proper remarks in the comment box while marking a complaint as resolved/closed. 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). **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.**

2.3.6 Reopening of a closed complaint

A complaint if marked resolved/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 or Head of the Organization after being found unsatisfied or in the light of citizen's feedback.**
- **By the PMO/PMDU if the Organization concerned has not properly resolved the complaints per its merit and the citizen being unsatisfied approaches the PM's office through any channels of communication, the same will be re-opened under the PM's tagline and the same shall then be treated as TOP Priority. No such complaints shall be closed unless seen by the Head of the Organization/entity.**

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

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. **No complaint shall be resolved in isolation where required rather to be looked into for possibility of its long lasting resolution for similar expected complaints.** 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

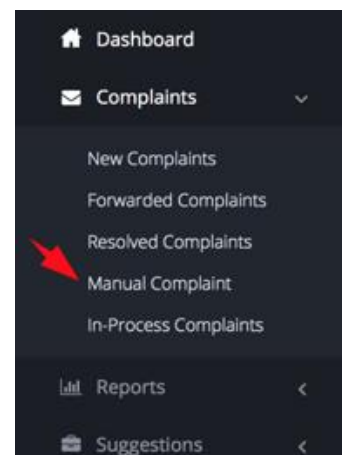
A complaint, guidance seeking query or a suggestion upon arrival at **any** dashboard shall be dropped there and then on the following grounds.

S.No	Drop Reason	Explanation
1	Court matters	Complaints involving issues, subjudged in any court of law. However, implementation of a court decision/judgement shall be excluded.
2	Political Matters	Complaints pertaining to affairs of a political party/organization or having political contents having no/any role of the Govt.
3	Family/Domestic issues	Complaints pertaining to purely family matters involving no role of the government.
4	Classified matters	Complaints or Information seeking queries about a subject to be classified under a law or pertaining to national interest/security.
5	Matters related to National security/Interest	Complaints regarding strategic matters or deployment of forces, assets, or any critical subject or relation with other countries.
6	Immoral/Unlawful contents	Complaints containing unlawful, abusive, derogatory or pornographic content/images.
7	Service matters	Complaints regarding service matters of the Government Organizations e.g. postings/transfers, promotions, inquiries, seniorities, service rules, up-gradation, regularization etc. However, cases of pension or salary stoppage shall not be dropped.
8	Unclear and vague contents	Complaints wherein the contents are either incomplete or vague to understand.
9	Non-issue	Complaints regarding any non-issue(s) which neither pertains to service delivery nor involve any grievance.
10	Sensitive subjects	Complaints pertaining to religion, ethnicity, sect, hate speeches etc.
11	Job seeking	Complaints pertaining jobs/employment seeking requests. However, cases pertaining to violation of merit in recruitment processes shall be excluded.
12	Duplicate complaint	One main complaint shall be put to process while multiple complaints on the same issue from the same complainant shall be dropped.
13	Corruption/malpractices	Complaints pertaining to the category of corruption/malpractices or its sub-categories but lodged in any other irrelevant category.

2.6 Manual Dealing of Complaints

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

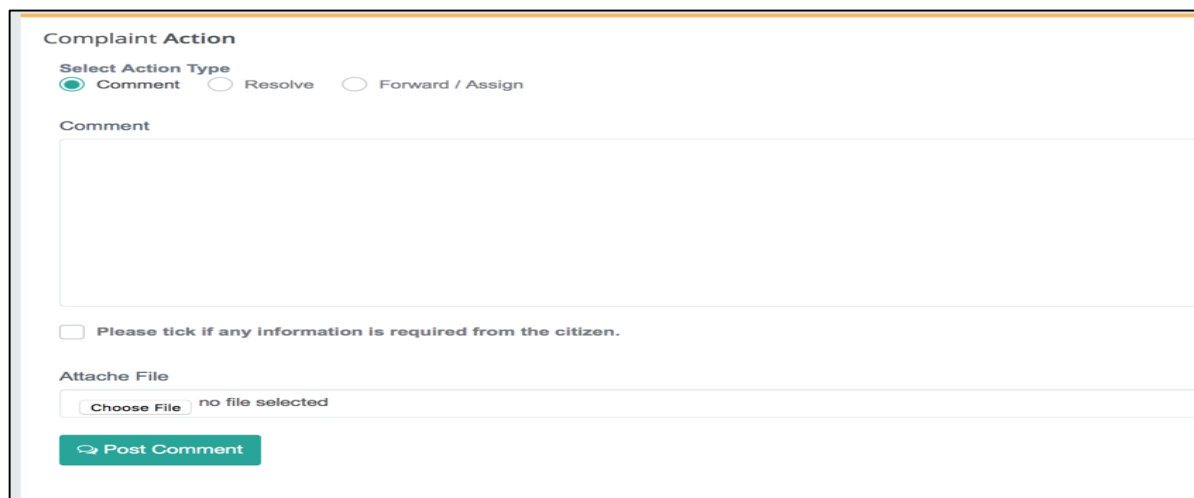


Furthermore, **all existing complaint cells** shall be integrated **with Pakistan Citizen's Portal on the above mentioned lines**. For the purpose, complaints received in the respective complaint cells by any of the above mediums, shall be manually inserted into Pakistan Citizen's Portal. **Efforts shall be made to change the existing methodology of paper-based processing of complaints to system-based processing.** This will help the Organizations to get complaints efficiently resolved through a paperless system.

A screenshot of the 'Manual Complaint - Check Citizen, For New Complaint' form. It features a 'Select Country' dropdown menu with 'Pakistan (+92)' selected, and an 'Enter Mobile#' text input field containing '3469727179'. Below these fields are two buttons: 'Check Citizen' (green) and 'Reset' (grey).A screenshot of the 'Create Citizen - Register New Citizen' form. It includes radio buttons for 'Inland' (selected), 'Overseas Pakistani', and 'Foreigner'. There are dropdown menus for 'Province' (labeled 'Select Province') and 'District'. Below these are input fields for 'Full Name', 'Citizen CNIC', 'Select Country Code' (dropdown), 'Mobile#', 'Email', and 'Mailing Address'. At the bottom are 'Create' (blue) and 'Cancel' (red) buttons.

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, **professional, relevant 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 or by contacting him/her if the profile is not restricted. **An option has been activated whereby the citizen can refer back a number of times to any query asked by the concerned authority. However, by exercising this option the citizen at his own cannot make any addition until asked for.**
- 2.7.2 In case of forwarding.** In case of forwarding a complaint to concerned authority (if found irrelevant to the organization), the reasons be provided as to why **(any reference from rules/Rules of Business)** the complaint is being forwarded.
- 2.7.3 In case of resolution/Closure.** Upon resolution/closure, 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. **However, suggestions are not time bound.**
- 2.7.5 Guidance seeking queries.** A complaint received in the form of guidance seeking query shall be responded timely with necessary attachments where required.
- 2.7.6 In case of dropping.** Complaints that do not qualify to be processed shall be **dropped by selecting the most relevant reason listed. In this regard, the system will generate an auto-message conveying the reason for reasons. However, necessary changes can be made by the dashboard handler.**

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 complaint management processes. 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.

2.9 Citizen's Awareness

Citizen's awareness regarding proper use of the Application is highly significant. In this regard a self-contained Citizen's Guideline Manual has been devised and made available to the citizens. At the dashboard's level, each resolved complaint provides access links to the citizens. Besides it, PMDU is using different public awareness platforms especially social media to educate people regarding proper use of the Portal. It is however, advisable for all Organizations to take steps for citizen's awareness especially while interacting with complainants.

2.10 Significance of Complaints Reopened

Subsequent to completion of the re-opening task of all resolved complaints assigned vide PMO u.o. No.585/DS(PMDU)/2018 dated; 18-01-2019, a number of complaints got proper handling with actual relief granted to a number of citizens. In order to ensure effective follow-up and maintain check & balance, PMDU has been directed by PM to randomly re-open a targeted number of resolved complaints under the PM's tagline i.e. **"Prime Minister of Pakistan"**. Citizen's feedback might be one of the factors behind re-opening of a resolved complaint. The Heads of Organizations are required to issue strict instructions to the effect that any complaint re-opened from the PM/PMDU tagline shall not be closed until the resolution statement is approved by the Head of the Organization or the officer so authorized. All complaints re-opened from the PM/PMDU tagline will be spotted under a dedicated icon titled as **"Review Complaints"**

2.11 Expansion of Citizen's Accessibility & Connectivity

Due to a limited number of citizens having android/iOS mobile phones, there was a dire need to develop alternate mediums to connect general public with government organization to raise their issues the way it was done in the case of mobile application. For the purpose, PMDU has been directed to develop the following two new mediums to connect general public with government organizations to lodge their complaints;

- a) Complaints to be lodged through Web-based access
- b) Complaints to be lodged by the notified dashboard handlers/users at district level. By this way all hand written complaints could be lodged into the main system of Pakistan Citizen's Portal.

2.12 Important Features of PCP's dashboards

All concerned officers/dashboard handlers are required to be specifically acquainted with the given important features of PCP dashboards;

S.No.	Feature	Description/Purpose	User/Beneficiary
1	Review Complaint	Any complaint re-opened on the PM's directions will be spotted under the icon of "Review Complaint". This icon is made visible on all dashboards. Any complaint re-opened from the PM's tag-line i.e. "Prime Minister of Pakistan" shall be examined by the head of organization or any senior officer so authorized. In this regard instructions have been issued vide u.o.No. 1(3)/DS (PMDU)/2018-106 dated; 24/5/2019.	PMDU/ All users
2	Add to Watch-list	This option is visible on the face of each complaint when opened. Any complaint can be put to the watch list by the concerned user/officer of the dashboard for ready reference or effective follow-up on the given reasons; <ul style="list-style-type: none"> • If the complaint is reopened for review by the PMO/PMDU. • If the complaint is significant and needs to be looked at a higher level. • If the complaint warrants for a high level enquiry/probe. • If the complaint pertains to a significant issue which is either highlighted in media or might lead to a public disorder or media attention if not handled. • If the complaint is extremely critical. • Any other deemed appropriate to the user. 	PMDU/ All users
3	Drop complaint by the dashboard user/officer	This is a critical option. By this, the dashboard users can drop any complaint upon its arrival without processing. For the purpose, different pre-defined categories of complaints have been mentioned in the manual at Section 2.5 circulated vide u.o. No...585/DS (PMDU)/2018 dated; 21/01/2019. Note: All dashboard handlers/officers are required to use this option carefully. At the time of performance evaluation of any officer, the number of complaints dropped from his/her dashboard will be critically evaluated.	All dashboard users
4	Review Request against drop complaints	This is an App level option which has been activated for the citizens. This option will be used when a complaint is dropped by any authority/dashboard handler on account of the pre-defined categories/list. This option helps any registered citizen to place a request (in case not convinced with the reason of complaint's drop) to one step-higher authority/officer to review the decision wherein his/her complaint was dropped. Note: To avoid frequent requests in this regard, the dashboard users/officers are required to carefully use the categories of drop complaints.	Citizens

S.No.	Feature	Description/Purpose	User/ Beneficiary
5	Drop complaint by the citizen	This is an App level option which has been activated for the citizens. By this option, any registered citizen can request the authority concerned to drop his/her lodged complaint. <u>The dashboard users are required to drop the complaint accordingly.</u>	Citizens
6	Citizen's category highlighter	This is a default option which upon opening of a complaint, displays the prominent category to which a citizen belongs e.g. Inland Pakistani, Overseas, Male, Female, Person with Disability etc. This facility helps the dashboard users to deal the complaint according to priority of the category.	All dashboard users
7	Security alert to dashboard users	An automatic alert has been activated to remind the dashboard users to change their default passwords and update emails for the purpose of security. This option will be activated automatically after every 72 days.	All dashboard users
8	Complaint Retrieval	By this option, any complaint erroneously forwarded can be retrieved and re-directed to relevant organization.	All dashboard users
9	Future Plan Icon	This option has been activated to enable the dashboard users (Organizations) to keep a handy record of all such complaints/suggestions for the purpose of proposing policy recommendations, legislations, guidelines, SOPs or developments projects or amendments in any of the existing regulatory frameworks. This is a useful option and to be regularly exercised by the focal persons in the best public interest. By this option, the focal persons can mark/store any complaint/suggestion to/in the respective category and can easily retrieve or search the same for necessary action as and when required.	All dashboard users
10	List of focal persons on PCP dashboard	For the sake convenience and efficient coordination amongst the focal persons, their profile and contact details will be made available on each dashboard. This will help the focal persons to get clarity in many issues pertaining to complaint processing and its relevancy. However, every focal person is required to update his/her profile. In this regard a system generated message will be issued to all concerned.	All dashboard users

S.No.	Feature	Description/Purpose	User/ Beneficiary
11	My feedbacks	This option has been provided in the side menu of all dashboards whereby the feedbacks received on complaints resolved by the dashboard user can be seen and filtered by satisfaction. It provides another option, by which a supervisory level dashboard user can see all feedbacks in terms of satisfaction level on all sub-ordinate dashboards.	All dashboard users
12	Smart search	This option provides facility of a dynamic search. It further helps to search any specific complaint by means of a key word specifically related to a particular ID or organization.	All dashboard users
13	Re-opening of complaint	By this option, the dashboard handlers/users can re-open any closed complaint for the purpose of review or forwarding.	All dashboard users
14	Physical escalation and commenting in-process	The PMO/PMDU has been authorized to physically escalate a complaint from the dashboard of one officer to the dashboard of any higher officer in the hierarchy. It is coupled with the facility to comment on the status on any in-progress complaint as well.	PMO/PMDU
15	Feedback flagging	This option provides the facility of automatic alert on arrival of a negative or positive feedback on the status of a resolved complaint. It helps to easily search all complaints in the resolved list having negative feedbacks etc.	All dashboard users

3. Profiling, Privacy & Conduct

3.1 Citizen/Member Profiling & Responsibility Index

This is a critical option and to be carefully used by the dashboard handlers. By using this option, the dashboard handlers can rate a citizen/member on account of his/her conduct shown in complaints being lodged. **However, there are certain system-based fixed parameters that will also determine the level of responsibility i.e. provision of accurate information at the time of registration.** As a routine matter, multiple rating parameters are listed to the users whereby they can rate/report the citizen. The system will maintain Citizen's Responsibility Index and the score will be assigned against each violation by default. Multiple complaints received from a member's ID either at the same dashboard or different dashboards will be rated in terms of their nature and conduct followed. After attaining a minimum threshold, the citizen will be issued a warning alert **followed by temporary suspension of membership or complete termination from the system as the case may be.**

Temporary suspension or complete termination of membership is an exclusive option available to PMO/PMDU. However, the dashboard users/officers can only recommend a case after being rated (**if required**) on any of the following parameters;

- The complaint is frivolous.
- The complaint is based on false statements/allegations against any individual or officer and is proved to be baseless after inquiry/probe.
- The complaint is used as a medium to blackmail or pressurize the authority or office bearer.
- The complaint is lodged in the restricted category (wherein complaints are required to be dropped) especially related to matters of national security, critical matters (religious / ethnic), repeatedly complaints on the same issue without waiting for the outcomes of already under-process complaint, non-issues.

Note: Rating is not mandatory for every complaint and it is the discretion of the dashboard user/officer.

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 **view** 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. It shall be ensured that the contents of profile are being used for further clarification of the issue, fair determination of the complaint and in the best interest of the complainant.

Complaint - Complaint Details

Complaint Details
Print
View Complainant Information

I belong to Bazarak Tehsil and Post Office Munda Dir Lower KPK Pakistan. we have a water problem for drinking and for other usage and the populations of my Town is about twenty thousand (20000). So we need a SOLAR TUBE WELL in our locality and a high altitude TANK which have the capacity to supply water to these twenty thousand populations. So please Sir i help him in these difficult situation which are facing him. The people of these town have to fetch the water from the far of stream which have difficult too and also the water are not clean for drinking so please sir solve these problems quickly and also help him to the poor people of Pakistan

3.4 In-case the complainant's profile is hidden

Send a request to the complainant via system either to unveil the required information regarding his/her profile **or the issue being raised within 48 hours (of Working days)**. However, this request is permissible in cases where disclosure of complainant's profile is inevitable for further processing & resolution of the complaint as per merit. 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 Disclosure of complainants' profile/identity

Disclosure of a complainant's profile/identity or any of its contents is strictly prohibited at any level even if not restricted by the complainant. Purpose of this restriction is to safeguard the complainant against any private or institutional harassment on account of his/her lodged complaint. Complaints lodged from hidden profiles, containing serious allegations (corruption/malpractices etc.) against an individual or a government officer/official or institution shall prior to processing be properly examined and put to process after being found in order. The examination may involve whether contents of the complaint(s) are clear, pertinent and supported by necessary proof/evidence or otherwise. Complaints with unclear and incomplete contents or lacking necessary proof/evidence shall not be processed until found fit for processing on the said lines. It is worth mentioning that there is no anonymous complaint rather complaints with restricted identities from the citizens/members.

3.5.1 Situation to unveil complainant's profile

All dashboard handlers/officers of the Federal Ministries/Divisions, their attached departments and of the Provincial Governments' departments shall avoid unnecessarily requisitioning of information about a complainant's profile. However, if required either in the best interest of the complainant or fair determination of a complaint, the same may be requisitioned from PMDU **only if**;

- It is required to a legal forum/court of law in a pertinent matter.
- The Organization requires it in an inquiry/probe being initiated on the basis of allegations leveled against an individual/officer/official in a complaint lodged on the Portal. In the instant case, formal request shall be placed to PMDU invariably with approval of the Head of the Office/Department.

Provided that such information regarding identity of a complainant shall in no case be used for harassment of the complainant.

3.5.2 Process to requisition information about complainants' profile

A formal request invariably with approval of the Head of the Office/Department shall be placed to PMDU. A team/committee of PMDU comprising in-charge of the Unit, Desk Officer (concerned) and Database administrator shall after examination of the request, place its recommendations to the Secretary to Prime Minister for approval.

3.6 Blocking/Suspension of registration.

Suspension or termination of membership is an exclusive option available to PMO/PMDU. Two scenarios may arise wherein action to block or suspend registration of a citizen/member on certain valid grounds will become imminent. In one scenario, a situation may arise wherein a complaint containing allegations against any private individual or government officer/official or organization is found baseless, derogatory or maligning after proper inquiry. In such state of affairs, the dashboard handlers after the inquiry, confirmations and necessary approvals at their end may recommend a complainant on account of his/her conduct of false allegations etc for warning, temporary suspension or permanent blocking from the system. In second scenario, the dashboard handlers during routine processing may rate a complainant on the basis of his lodged complaint. This is a critical option and to be carefully used by the dashboard handlers. By using this option, the dashboard handlers can rate conduct of a citizen on account of his/her complaints being lodged. Multiple rating parameters will be listed to the officers/dashboard handlers whereby they can rate the citizen. The system will maintain Citizen's Credibility & Responsibility Index (CCRI) and the score will be assigned against each violation by default. After attaining a minimum threshold, the citizen will be issued a warning alert followed by suspension of membership or complete termination from the system.

3.6.1 Reasons to suspend or block a registered member

Registration of a member of Pakistan Citizen's Portal can be suspended on two grounds;

1.Ground-I (Credibility Index-Citizens' Role):In maintenance of this Index there is no role of the dashboard handlers/officers as it is totally dependent upon the Citizen/member. This index is based on completeness of profile information provided by the citizen/member at the time of registration or subsequent updation. It includes the following parameters;

- Verification of email
- Verification of Mobile Number
- Verification of CNIC
- Verification of passport (For Overseas)
- Requisite profile data e.g. Address, Qualification, Profession, and Gender.

2.Ground-II (Responsibility Index- Officers' Role):The dashboard users/officers can rate any complaint (**if required**) on any of the following parameters;

- Mostly frivolous complaints are being lodged from a particular ID.
- The complaints lodged from a particular ID are usually based on false statement/allegations, mala-fide against any individual or officer/official or Organization (duly inquired/probed).
- The complaints from a particular ID are lodged to blackmail (duly probed) an individual, authority or office bearer.

- The complaints lodged from a particular ID are mostly in the restricted categories (wherein complaints are required to be dropped) especially related to matters of national security, critical matters (religious/ethnic), repeated complaints on the same issue without waiting for the outcomes of already under-process complaint, non-issues and complaints wherein abusive or unethical language is used.

Note: Rating is not mandatory for every complaint and it is discretion of the dashboard user/officer. However for betterment of the system using the option is highly appreciated.

3.6.2 Necessary Action

Type of suspension/blocking	Description	Necessary Action
Temporary	Situation wherein registration of the citizen/member to use services on PCP will remain suspended for a period of 60 days. However the same can be restored upon a formal request from the citizen/member concerned with submission of surety to adhere to the conduct in future.	A citizen/member qualifies for temporary suspension of membership in the situation explained at section 3.6.1 under Ground-I (Credibility Index-Citizens' Role) that warrants action to block or suspend membership of the citizen on temporary basis. However, prior to action, a notice will be served via system. Suspension will remain intact until the needful is done by the citizen/member.
Permanent	Situation wherein registration of the citizen/member to use services on PCP will be permanently blocked / suspended/ terminated without any option to restore the membership again on PCP.	A citizen/member qualifies for permanent suspension/termination/blocking of membership in the situation explained at section 3.6.1 under Ground-II (Responsibility Index- Officers' Role) that warrants action to block or suspend membership of the citizen on permanent basis. However, prior to action, a notice containing reasons will be served via system. This action will be taken either in attainment of minimum threshold defined for conduct or after lodging 3 consecutive complaints. Special Note: A single complaint after an inquiry and proved to be baseless or based on false allegations/mala-fide or frivolous will also lead to permanent blocking/termination of the registration/membership.

3.6.3 Procedure to block/suspend membership

PMDU is authorized to block a registered citizen/member either on temporary basis or permanently upon Citizen's Credibility & Responsibility Index (CCRI) recorded by the system upon complaints lodged. PMDU can initiate action in two ways;

- Action on its own on the basis of Citizen's Credibility & Responsibility Index (CCRI)
- Action on the basis of a formal request from the concerned Organization (Federal/Provincial) with detailed justification. Formal request shall be placed to PMDU invariably with approval of the Head of the Office/Department.

3.7 Complaint's Categories/Levels

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 resolved within 1-41 days. A complaint without resolution in 20 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 in the table above;

#	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, Pakistan Post, PTCL & PTA
8	Energy & Power	Gas, Electricity
9	Human Rights	Denial of Rights, Consumer Rights, Child Abuse, Right to Information, Sexual Harassment, Missing Persons, Right to Services, Gender Discrimination
10	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
11	Registrations	Union Registration, Company Registration, Pakistan Engineering Council (PEC), NGO Registration, Vehicle Registration
12	Excise & Taxation	Provincial Excise, Money Laundering, Financial Fraud
13	Media, Cyber Crimes	Cyber Crime, Print Media, Social Media, Electronic Media
14	Immigration & Passport	Official Passport, Pakistani Visa, Issuance of Passport, Pakistani Citizenship
15	NADRA	Juvenile Card, Family Registration, Issuance of CNIC, Form B, Overseas Pakistani Card, Blocked CNIC, CNIC replacement / renewal
16	Disaster/ Emergency	Internally Displaced Persons, Floods, Rehabilitation, Earthquake, Death Compensation
17	Overseas Pakistani	Pakistan Foreign Office, Pakistan Embassy in Resident Country, Complaint to Prime Minister
18	Development Projects	Foreign Government Project, District Government Project, Federal Government Project, TMA Project, NGO Infrastructural Project, Provincial Government Project, VC / NC Project

#	Level 1	Level 2
19	Environment & Forest	10 Billion Tree Tsunami, Industrial Waste, Industrial Pollution , Billion Tree Tsunami, Forest Cutting, Hospital Waste
20	Agriculture	Fisheries, Zarai Taraqati Bank, Water Management, Livestock & Dairy, Soil Conservation, Farmers, Seeds & Fertilizers
21	Investments	Investment Issues, SECP related issues, Banks related issues
22	Suggestion	Suggestion to Prime Minister, CMs, Federal Minister, Provincial Ministers
23	FBR	Income Tax, Sales Tax, Customs & Federal Excise
24	SECP	Capital Market, Insurance, Company Registration
25	Poverty Alleviation	BISP, Ehsaas Program
26	Banking	Credit Card, Auto Loan, ATM / Debit Card, E-Banking
27	Corruption/Malpractices	Financial Corruption, Violation of merit/rules, power abuse, fraud, harassment, inefficiency

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)

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 or super escalated.

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 in 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;

4.1. 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.

4.2. Chief Secretaries

Organization	Stakeholder	Follow-up Tool	Participants	Timelines
Office of the Chief Secretary	Chief Secretary	Meeting	All divisional commissioners, administrative secretaries, IG Police, 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

4.3. Performance Evaluation & Accountability

All Federal Organizations/ Govt. entities shall **quarterly** conduct detailed performance audits, and complainant satisfaction/citizen's feedback surveys. Regular reports should be made to respective heads of the organizations 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. General parameters for evaluation of an Organization are as follows;

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

4.4 Criteria for Performance Evaluation

Frequency of Evaluation		Quarterly (PMDU will acquire the reports on regular basis)
Evaluation Scope		<ul style="list-style-type: none"> Resolved complaints Dropped Complaints
Sample to be evaluated		25 % on each dashboard (33% each of the sample taken shall be that of complaints with relief granted, partial relief granted & relief cannot be not granted)
Evaluation Criteria	Resolved Complaints	<p>While evaluating a complaint, the following parameters will be taken into account;</p> <ol style="list-style-type: none"> Overall super escalation on the dashboard Overall average resolution time of the sampled complaints. Complaint Specific-Time spent in complaint resolution (timely/delayed) in case of delay any apology tendered? Forwarding (timely/delayed/unnecessary/irrelevant) Quality of Resolution <ol style="list-style-type: none"> Courtesy, formallness, professionalism, apology in case of delay Completeness in case of relief granted or partial relief granted i.e. attachment of picture/notification/letter etc as a proof of resolution Attachment of reason/rules/policy/SOP in case of resolution with relief cannot be granted. Any future timelines given, contact number/person for general guidance and call to citizen made? Citizen's Feedback Special focus <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <ol style="list-style-type: none"> Complaints on PM's Watch list Complaints Reopened from the PM's Tagline </div>
	Dropped Complaints	As per manual
No of Target Dashboards	All dashboards under administrative control of the head of the Organization at Federal and Provincial levels.	
Result Indicators of evaluated complaints	Green	Resolution of complaints as per provision of the manual plus citizen's expectations plus PMDU professional judgment. Special appreciation on account phone call/contact with citizen or invitation to office etc.
	Yellow	Satisfactory resolution of complaints but needs improvement. Complaints resolved with minor discrepancies.
	Red	<p>Complaints closed as resolved but;</p> <ul style="list-style-type: none"> Actually no action taken and marked resolved. (extreme negligence) Devoid of professional attitude and courtesy. Hastily resolved so as to increase the number of resolved complaints. Delayed inordinately and without intimating to the citizen. Were relevant to other organization which should have been forwarded instead. Unnecessary/irrelevant forwarding within the Organization Unnecessary delay Citizen's feedback is otherwise. <p>Any other special point not catered for like the complaint was reopened by the PMO or was put to watch list of the PM's dashboard.</p>

4.5 Post Evaluation Corrective Measures-Checklist

S.No.	Necessary Action	Status		
		Yes	No	NA
1	Issuance of strict instructions to all concerned within the organization in the light of loopholes/violations of the Manual identified during evaluation.	If yes, Copy(s) of the instructions to be Attached		
2	<p>Convening trainings on the weak areas of complaint handling processes especially on critical points like;</p> <ul style="list-style-type: none"> ○ Irrelevant forwarding ○ Closing of complaints without using the option of 48 hours to solicit additional information from the citizen either regarding his profile or about contents of the complaint (if complainant's profile is invisible). ○ Unnecessary requisitioning of information via 48 hours option while the profile of the complainant is visible. ○ Dropping of complaints on wrong plea. ○ Hastily processing of complaints against individuals or Govt; servants regarding alleged corruption, fraud, irregularity, violation of merit. ○ Processing of complaints which are required to be dropped. 	If yes, schedule of trainings to be shared	If no, tentative schedule be shared	
3	Re-opening of mishandled complaints for proper processing, resolution on merit and possible establishment of contact with the citizen.	If yes, the list of complaints being reopened for correction to be shared.		
4	Policy formulation and development projects in the light of trending issues/complaints (PM's Office u.o. No. 1(3)/DS(PMDU)/2018-967 dated 8th March, 2019)	If yes, list of policies framed or development projects initiated be shared.		
5	Simplification of procedures/processes, guidelines/SOPs, amendment in existing Policy etc.	If yes, list of policies amended, procedures/SOPs/Guidelines simplified in the light of complaints be shared.		
6	Identification of best & worst performing officers and necessary action in either case	If yes, copy(s) of the actions taken be shared.		
7	Public awareness & communication regarding success stories and policy actions/reforms done in the light of public complaints.	If yes, evidence be shared	If no, strategy be shared.	

5. Suggestion Handling

5.1 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 the culture of citizen's engagement in policy making and promote participatory governance. However, during examination it shall be ensured that suggestions **being considered** are specific, unique, and constructive, and most often should be related to functions of the Organizations.

5.2 Major Areas of Suggestions

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

5.2.1 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.

5.2.2 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 are required to be listed under this category.

5.2.3 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 are required to be listed under this category.

5.3 Processing Stages of Suggestions

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

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

5.3.1.1 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.
- Enlistment of **the identified** suggestions 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.

5.3.1.2 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.

5.3.1.3 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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