



FEDERAL OMBUDSMAN

**Objective Assessment of the Working of  
Wafaqi Mohtasib (Federal Ombudsman)'s  
Secretariat, Pakistan  
2023**

**Wafaqi Mohtasib (Federal Ombudsman)'s Secretariat,  
Islamabad.**



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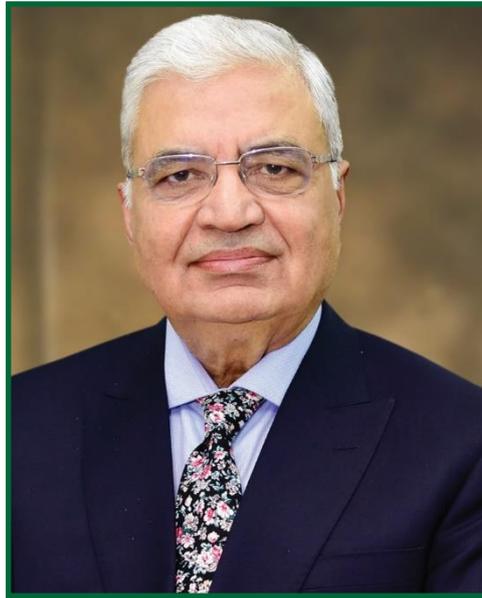
حَاسِرٌ قَبْلَ اَنْ تَحَاسِبُوْا

ترجمہ :- اپنی محاسبہ خود کرو۔ منہ قبل اس کے کہ تمہارا محاسبہ کیا جائے

احادیث



**Wafaqi Mohtasib is a Poor Man's Paradise for Dispensation of  
Free and Speedy Justice**



**Mr. Ejaz Ahmad Qureshi**  
**Honourable Wafaqi Mohtasib (Ombudsman)**



## **Foreword**

It brings me great satisfaction to share this report, presenting an objective assessment of the operations of the Wafaqi Mohtasib Secretariat.

Article 9(3) of P O No. 1 of 1983 underscores the responsibility of the Mohtasib in identifying the root causes of corrupt practices and injustice, as outlined in P.O. 1 of 1983. To fulfil this objective, the Mohtasib may commission studies or research and propose measures for their eradication.

The Office of the Ombudsman believes that self-accountability is most important wisdom of the Prophet (Peace be upon Him). With this objective, an assessment of the Wafaqi Mohtasib Secretariat's performance was conducted. The study aims to evaluate the Secretariat's effectiveness from the perspectives of the general public, complainants, representatives of agencies, and the Secretariat employees.

Despite the outstanding success in many fields, it was felt appropriate to enhance the grievance redressal mechanism at the Mohtasib level. To address this, a committee was formed to objectively assess the Secretariat's performance in service delivery and citizens' satisfaction within the given mandate and resources. The subsequent objective study, based on the committee's findings, is a commendable effort by the team.

We believe that due attention to the vital recommendations in this report will further improve the redressal system and result in greater public satisfaction. I am sure that Secretary, Wafaqi Mohtasib (Ombudsman)'s Secretariat will monitor the diligent implementation of these recommendations.

**Ejaz Ahmad Qureshi**  
**Wafaqi Mohtasib (Ombudsman) of Pakistan**





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No.F.8(1)Sr.IO/WMS/2023

Islamabad, the 2<sup>nd</sup> October, 2023

### OFFICE ORDER

Mr. Muhammad Ashfaq Ahmed, Director General (Coord) is assigned the task of conducting a comprehensive study on “**Objective Assessment of Working of Wafaqi Mohtasib Secretariat**” observing the following parameters as suggested by the committee constituted by the Hon’ble Wafaqi Mohtasib on the subject (copy enclosed):-

- a) The study shall be conducted in depth encompassing four respondents i.e. the complainants, general public, representative of the agencies and employees of the WMS.
  - b) The study shall be focusing on feedback on the adequacy and effectiveness of the services provided by this office.
  - c) The study should encompass core areas of WMS comprising registration, investigation, appraisal, implementation, Informal Dispute and analysis of studies conducted in the past.
  - d) The study will analyse the efficiency/process of providing services in accordance with the timeframe specified in law/acts.
  - e) The study will suggest the measures to bring administrative justice further closer to the doorsteps of the public within the resources available to this office.
  - f) The study will further suggest any initiative for the speedy and effective redressal of the complaints.
  - g) The study shall be conducted on the basis of qualitative and quantitative data. The qualitative data shall be in respect of complainant satisfaction, public perspective regarding WMS, satisfaction of the representative of the Agency and employees of WMS.
  - h) Quantitative data for study shall be provided by the IT Wing of WMS.
  - i) Any other area/ dimension deemed necessary with regard to study may be added to the report.
2. The officer will submit the report within a period of six (06) weeks.

3. He will be assisted by Mr. Adnan Ahmed, PSO to HWM and two (02) Associate Liaison Officers (ALOs), Ms. Tazeem Ashraf & Mr. Amir Ali for conducting this research work (in addition to their own duties).
4. All officers at Head Office and Regional Offices of WMS are also requested to extend fullest cooperation for conducting the study under reference.

**Director (Admn)**

**DISTRIBUTION:**

- Advisor (Appraisal)
- Director General (Coord)
- PSO to HWM
- Consultant (IT)
- Concerned ALOs

**COPY TO:**

1. Secretary to Wafaqi Mohtasib
2. PS to the Secretary, WMS
3. APS to Director General (Admn)
4. All concerned officers at H.O. Islamabad & Regional Heads
5. Office Order file
6. Master file

## **Acknowledgement**

I would like to express my sincere gratitude to Mr. Ejaz Ahmad Qureshi, the Honourable Wafaqi Mohtasib (HWM), who demonstrates a steadfast commitment to swiftly address the grievances of citizens arising from the maladministration of Federal Government Agencies. Under his directions, and the kind guidance of Mr. Afzal Latif, Secretary of the Wafaqi Mohtasib Secretariat, this research has been carried out.

The Federal Ombudsman (Wafaqi Mohtasib) was the first Ombudsman Office constituted by the Government of Pakistan in 1983, conforming to the constitutional mandates of the Islamic Republic of Pakistan, enacted through the Presidential Order "Establishment of the office of Wafaqi Mohtasib (Ombudsman) Order, 1 of 1983". Worldwide, Ombudsman offices are envisaged to significantly contribute to aiding governments in elevating the governance standards of public services, thereby accentuating democratic principles and the governments' responsiveness. The office of Wafaqi Mohtasib (Federal Ombudsman) of Pakistan, established in 1983, has the mandate to diagnose, investigate, redress, and rectify any injustice incurred through maladministration. The Federal Ombudsman shoulders the responsibility of receiving and resolving public complaints against the maladministration of Federal Government Agencies.

The office of Ombudsman adheres to the wisdom of the Hadith of the Holy Prophet Hazrat Muhammad (Peace and blessings of Allah be upon Him), "Hasibo Qabla un Tohasibu," "Take accountability for your actions before others hold you accountable". With this purpose in mind, an objective assessment of the working of the Wafaqi Mohtasib Secretariat has been conducted. This study endeavors to evaluate the Secretariat's operations from various perspectives, including that of the public, complainants, Agency Representatives, and employees of the Wafaqi Mohtasib Secretariat.

Since its establishment, the Wafaqi Mohtasib has processed 2,086,618 complaints. Collaborative studies with UNDP and the World Bank were conducted in 2009 and 2015 to appraise the performance of Wafaqi Mohtasib. Subsequently, there has been a substantial increase in the number of complaints received. In the year 2023 alone, the office witnessed an astronomical rise in complaints, with 194,099 complainants seeking redressal. The Wafaqi Mohtasib Secretariat boasts a commendable resolution rate of 99.22% of complaints, with only 16,399 complaints under investigation as of (31.12.2023). These complaints were addressed within the statutory timeframe of 60 days, a historic achievement for the institution amidst the protracted delays pervasive in the judicial system.

The legal framework under which the Wafaqi Mohtasib operates is robust and geared towards continuous improvement and accountability. Article 9(3) mandates that in pursuit of accomplishing the objectives of P.O. 1 of 1983, particularly in identifying the foundational causes of corruption and injustice, the Mohtasib is authorized to initiate and oversee studies or research and may propose relevant measures for eradication of maladministration. In accordance with Article 28(2) of P.O. 1 of 1983, the Mohtasib may from time to time, lay before the President such other reports relating to his functions as he may think proper or as may be desired by the President. Furthermore, Article 28(3) stipulates that such reports shall be made available for public consumption by the Mohtasib, and copies thereof provided at a reasonable cost. Article 28(4) additionally empowers the Mohtasib to disseminate any of his studies, research, conclusions, recommendations, insights, or suggestions concerning any matters currently under the purview of the office, as and when necessary.

During his visit to the Wafaqi Mohtasib Secretariat on 15th June 2021, the Honorable President expressed his aspiration for the WMS to initiate a study utilizing a representative sample of the population to ascertain the proportion of citizens adversely affected by the maladministration of government agencies and to formulate a strategy that encourages an increased populace to seek redressal from the WMS. Consequently, the Coordination Wing submitted a proposal to the

HWM, advocating for the engagement of a specialized agency such as PILDAT/Gallop to execute the requisite study. Although the process to engage a third-party service was initiated, the substantial financial implications precluded the engagement of such an agency. Ultimately, the HWM decided to commission the study in a manner that is both transparent and unbiased, utilizing the expertise of WMS officers.

The Federal Ombudsman has orchestrated numerous studies to discern the underlying causes of maladministration within Government Departments and has advocated for suitable measures to mitigate such maladministration in the past. Predominantly, these studies targeted the departments that consistently received an elevated number of complaints due to operational shortcomings and inefficiencies. The findings were disseminated to the pertinent departments for enactment. Additionally, these reports were circulated to the President, the Prime Minister, and other relevant stakeholders for their information. The objective of these studies was to amplify the effectiveness of Federal Government departments by fostering a culture of good governance and efficiency. The expected outcome of implementing the recommendations posited by the Federal Ombudsman was an enhancement in departmental efficiency, thereby reducing the volume of complaints filed at those departments. However, the response to these study reports was mixed; while some departments noted a decrease in complaints post-implementation of the recommendations, other sectors such as pension-related affairs in Pakistan Railways, PBC, PIA, APP, and the Health Sector, where these recommendations were not fully actualized, observed no significant change. The rationale behind these studies was to ameliorate the functionality of Government departments by eradicating bottlenecks, malfunctioning, and inefficiencies.

Despite these achievements, it is acknowledged that the grievance redressal mechanism at the Mohtasib level necessitates continual evaluation and enhancement. Consequently, a committee was constituted to perform an objective assessment of the Secretariat's performance, focusing on service delivery and citizen satisfaction in accordance with the stipulated mandate.

The study employed structured analytical parameters, and a citizen report card survey was conducted. Based on the survey results, data was meticulously assessed, and a comprehensive report was formulated. This study represents a departure from preceding ones by encompassing a multifaceted analysis of the office's operations, including the perspectives of both officers and employees. Typically, the performance of employees is evaluated through their controlling officers' feedback in their Personal Evaluation Reports (PERs). However, this study provided employees with the opportunity to articulate their assessments of their superiors' performance, thereby offering a more holistic understanding of the Secretariat's functioning. The citizen report card survey revealed that over 66.6% of complainants were satisfied with the performance and conduct of the Wafaqi Mohtasib Secretariat.

This report analyses the citizen report card results and deliberates on them to derive conclusions. Based on these conclusions, recommendations have been proffered to augment the functioning of the Wafaqi Mohtasib Secretariat and the efficiency of government agencies. The comprehensive analysis of Wafaqi Mohtasib's operations reveals a diverse demographic composition among respondents, emphasizing the need for tailored recommendations across age groups. While there is commendable awareness of WMS services, efforts to address a gender imbalance in participation and enhance outreach to specific regions are crucial. Positive feedback on the effectiveness of WMS in grievance redressal is underscored, yet identified challenges, including gender disparities among complainants and non-implementation issues, highlight areas for improvement. Overall, leveraging positive trends and addressing identified concerns will strengthen Wafaqi Mohtasib's procedures, communication, and organizational culture for continued success in upholding justice and accountability. To enhance awareness of Wafaqi Mohtasib and address the 19.1% unaware citizens, a multifaceted strategy is proposed. This includes collaboration with influencers and media, targeted SMS campaigns, and regional adaptation efforts. Gender-specific initiatives, professional engagement programs, and

integrated collaboration with other grievance redressal platforms aim to ensure inclusivity. Improved user experience and communication, follow-up mechanisms, and urban-rural accessibility balance are emphasized. The strategy also entails ongoing staff training, ethical conduct promotion, and continuous adaptation for service improvement, with a strong focus on fairness, impartiality, and confidentiality. These initiatives collectively aim to optimize Wafaqi Mohtasib's effectiveness, ensuring comprehensive redressal and fostering a culture of continuous improvement and responsiveness. Concerted efforts are required to continually enhance the working of this office.

In closing, I bow my head before Almighty Allah, who has endowed me and my team with the strength and wisdom to timely complete this task.

*Muhammad Ashfaq Ahmed*  
*Director General (Coord)*  
*Dated: 1<sup>st</sup> January 2024*



## ACRONYMS

ADR	Alternate Dispute Resolution
AGPR	Accountant General Pakistan Revenue
APP	Associated Press of Pakistan
AOA	Asian Ombudsman Association
ATI	Accountability, Transparency and Integrity
BMP	Banking Mohtasib of Pakistan
CAC	Citizen Advisory Committee
CDA	Capital Development Authority
CDNS	Central Directorate of National Savings
CEO	Chief Executive Officer
CMIS	Complaint Management Information System
CRC	Citizens Report Card
DISCOs	Distribution Companies
EOBI	Employees Old age Benefit Institution
FATA	Federally Administrated Tribal Areas
FIA	Federal Investigation Agency
FOSPAAH	Federal Ombudsman Secretariat for Protection Against Harassment of Women at workplace
FEB&GIF	Federal Employees Benevolent & Group Insurance Fund
FOS	Federal Ombudsman Secretariat
GOP	Government of Pakistan
HWM	Honourable Wafaqi Mohtasib
IB	Intelligence Bureau
IO	Investigation Officer
IO	Implementation Officer
IT	Information Technology
IW	Implementation Wing
KP	Khyber Pakhtunkhwa
M & E	Monitoring and Evaluation
MD	Managing Director
NADRA	National Database and Registration Authority
OGRA	Oil & Gas Regulatory Authority
PBM	Pakistan Bait-ul-Mall
PEMRA	Pakistan Electronic Media Regulatory Authority
PATA	Provincially Administered Tribal Area
PEPCO	Pakistan Electric Power Company
PGRM	Public Grievance Redressal Mechanism
PIA	Pakistan International Airlines
PTA	Pakistan Telecommunication Authority

SBP	State Bank of Pakistan
SMS	Short Message Service
SNGPL	Sui Northern Gas Pipelines Ltd.
SSGCL	Sui Southern Gas Company Limited
SOP	Standing Operating Procedure
SPGRM	Strengthening Public Grievances Redress Mechanism
UAN	Universal Access Number
UN	United Nations
UNDP	United Nations Development Program
UI	User Interface
WB	World Bank
WM	Wafaqi Mohtasib
WMS	Wafaqi Mohtasib (Ombudsman)'s Secretariat

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## CHAPTER 1: INTRODUCTION

The office of Wafaqi Mohtasib (Federal Ombudsman) of Pakistan was established in 1983 to diagnose, investigate, redress and rectify any injustice done to a person through Maladministration. The Federal Ombudsman is responsible for resolution of public complaints received against maladministration of Federal Government Agencies.

The Federal Ombudsman (Wafaqi Mohtasib) was the first Ombudsman Office established by Government of Pakistan in 1983 in accordance with the requirements of the constitution of Islamic Republic of Pakistan, through the Presidential Order “Establishment of the office of Wafaqi Mohtasib (Ombudsman) Order, 1 of 1983. Globally, the Ombudsmen offices are expected to play an effective role in assisting governments to improve the governance level of public services to accentuate the democratic principles and responsiveness of the Governments.

Since its inception the Wafaqi Mohtasib received 2,086,618 Complaints. Two independent studies were carried out in 2009 and 2015 in collaboration with UNDP and World Bank to evaluate the performance of Wafaqi Mohtasib. After that the number of complaints increased manifold. During the year 2022 the number of complaints increased astronomically and 164,173 complainants filed their complaints in Wafaqi Mohtasib office. The Wafaqi Mohtasib Secretariat disposed of 2,070,219 (99.22 %) complaints and only 16,399 (0.78 %) complaints were under investigation on 31.12.2023. Moreover, these complaints were disposed of within the statutory time period of 60 days and it is the historic hallmark of this institution at the time when thousands of the litigants are lingering in the judicial system for the redressal of their grievances.

## **1.1 Wafaqi Mohtasib Secretariat VS Judicial System of Pakistan**

WMS is successfully fulfilling its mandate by providing speedy and inexpensive justice to the common man. All complaints are being resolved without any cost to the complainant within 60 days or less. In comparison, the judicial system could not provide speedy and affordable justice to the common man in Pakistan. It takes criminal case years, while a civil case can take decades to finalize. To assess the time frame taken by WMS, we compared its performance with other Federal Ombudsmen Secretariats and the judicial system of Pakistan.

During the year, the judiciary decided around 4 million cases while a backlog of 2.1 million cases has been reported. On 31-12-2022, 130 judges were working in the Superior Courts against a sanctioned strength of 170 judges, whereas, in the district judiciary, 1103 positions of Judicial Officers were lying vacant against a sanctioned strength of 4029<sup>1</sup>.

## **1.2 Overview of Performance of Superior Courts and District Judiciary during the Year 2022**

The report on Judicial Statistics of Pakistan is published on annual basis by the Law and Justice Commission of Pakistan to provide the policy makers a detailed set of data pertaining to performance of Superior and District Courts. This report covers information of the Superior Courts and District Judiciary, i.e. chapter-wise, bench wise and category wise including details of pendency, sanctioned and working strength of Judges/Judicial Officers and staff, budget allocations, departmental complaints and age wise/category wise pendency of cases, aiming to enable Justice Sector stakeholders to reform the judicial policy.

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<sup>1</sup> Law and Justice Commission of Pakistan, Law and Justice Commission Report 2022, Performance overview

This section is aimed at providing a broad overview of performance of the courts in Pakistan during 2022. It can be seen from the table below that despite resource constraints, the district and superior courts of Pakistan have managed to curtail the backlog by fraction of a percent.

Taking a bird's eye view, it could be noted that the pendency has reduced by 2.6% in the Superior Courts while there is a slight increase of 0.7% at the tier of district courts which can almost be read as nearly a break-even<sup>2</sup>.

Name of Court	Pendency	Institution	Disposal	Balance	% Increase or Decrease
Supreme Court of Pakistan	54290	20192	22107	52375	-3.50%
Federal Shariat Court	157	133	187	103	-34.40%
Lahore High Court	187,250	149,260	157,085	179,425	-4.20%
High Court of Sindh	84104	35493	33489	85781	2.00%
Peshawar High Court	44983	27928	29775	43136	-4.10%
High Court of Baluchistan	4108	6988	6624	4472	8.90%
Islamabad High Court	17461	10007	10364	17104	-2.00%
<b>Total - Superior Courts</b>	<b>392353</b>	<b>250001</b>	<b>259631</b>	<b>382396</b>	<b>-2.50%</b>
District Courts, Punjab	1,309,768	2,733,486	2,746,353	1,312,379	0.20%
District Courts, Sindh	117790	337686	342548	123484	4.80%
District Courts, Khyber Pakhtunkhwa	260160	512864	513535	263639	1.30%
District Courts, Balochistan	15675	56047	557.2	16020	2.20%
District Courts, Islamabad	50987	97848	97724	51111	0.20%
<b>Total - District Judiciary</b>	<b>1,54,380</b>	<b>3,737,931</b>	<b>3,755,862</b>	<b>1,766,633</b>	<b>0.70%</b>
<b>Grant Total</b>	<b>2,146,733</b>	<b>3,987,932</b>	<b>4,015,493</b>	<b>2,149,029</b>	<b>0.10%</b>

\*The difference in balance is due to remand/restore/transfer/physical verification etc. of cases

<sup>2</sup> Law and Justice Commission of Pakistan, Judicial Statistics of Pakistan 2022, Page 2-3

The details of the sanctioned and working strength of Hon'ble Judges and staff of the Supreme Court, Federal Shariat Court, High Courts and Judicial Officers working in the District Judiciary are provided in their respective section. The following table shows number of sanctioned and working positions of Hon'ble Judges in the Superior Courts.

Name of High Court	Sanctioned Positions	Working Positions	Vacant Positions	% Working Infield
Supreme Court of Pakistan	17	15	2	88%
Federal Shariat Court	8	22	6	25%
Lahore High Court	60	4141	19	68%
High Court of Sindh	40	30	10	75%
Peshawar High Court	20	20	0	100%
High Court of Balochistan	15	14	1	93%
Islamabad High Court	10	8	2	80%
<b>Total - Superior Courts</b>	<b>170</b>	<b>130</b>	<b>40</b>	<b>76%</b>

It can be seen from the table above that around a quarter of sanctioned positions of Hon'ble Judges in the superior courts are lying vacant. The same, if filled, can help further reduce the back log. A similar scenario is observed in the district judiciary where more than a quarter positions sanctioned for the judicial officers are lying vacant, if we take into consideration the number of judicial officers working in field.

Name of District Judiciary	Sanctioned Positions	Working Infield	Vacant Ex-Cadre	Vacant Positions	% Working Infield
Punjab	2364	1541	153	824	65%
Sindh	628	547	93	81	87%
Khyber Pakhtunkhwa	634	531	80	103	84%
Balochistan	300	2.9	17	70	70%
Islamabad	103	74	4	25	72%
<b>Total - District Judiciary</b>	<b>4029</b>	<b>2901</b>	<b>347</b>	<b>1103</b>	<b>72%</b>

## 1.3 Wafaqi Mohtasib VS Other Federal Ombudsmen of Pakistan

### 1.3.1 Federal Tax Ombudsman

Highlights of performance of the office of Federal Tax Ombudsman during 2022, with comparison to previous year are given as under<sup>3</sup>:

Year	Complaints		Own Motion cases		Reference	Informal	Total	Complaints / cases disposed of	Balance at the end of year
	Fresh	Carry forward	Fresh	Carry forward					
2021	2816	305	217	28	01	04	3371	2867	504
2022	5752	422	98	89	03	627	6991	6106	885

### Complaints (Receipt and Disposal)

In the number of complaints registered and disposal of during 2022, a visible increase in trend is evident vide Table:

Months	Complaints		Total	Disposal	Balance
	Fresh	Carried forward			
January	346	511	857	300	557
February	378	557	935	292	643
March	495	643	1138	282	856
April	565	856	1421	523	898
May	426	898	1324	531	793
June	924	793	1717	661	1056
July	608	1056	1664	519	1145
August	631	1145	1776	544	1232
September	517	1232	1749	740	1009
November	604	1009	1613	591	1022
December	486	1022	1508	450	1058
	500	1058	1558	673	885

### Time taken for Disposal

FTO office strives to dispose of complaints in shortest possible period. Time taken for disposal of a complaint is counted from the date of registration of a

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<sup>3</sup> Federal Tax Ombudsman Pakistan, Federal Tax Ombudsman Annual Report, 2022

complaint in the FTO office. Comparative statement of average time taken for disposal of complaints is given in the table below.

Year	Average time taken for disposal of complaints	
	Working days	Total days
2021	41.06	57.29
2022	34.39	49.42

### 1.3.2 Banking Mohtasib of Pakistan

The law under which the institution has been established provides that the Banking Mohtasib Pakistan (BMP) shall facilitate the amicable resolutions of complaints. However, in certain situations a tripartite across the table dialogue or a formal hearing is required to provide opportunity to both the parties to present their view point face to face after which appropriate findings are forwarded to the concerned parties for implementation. During the Year 2022, 30,493 complaints were received while 4,772 complaints were carried forward. Thus, making total complaints in hand were 35,265, out of which 21,822 complaints were resolved amicably through reconciliation while after formal hearings, findings/ orders were passed in 734 cases. 5,102 complaints were found incomplete and required further information or were rejected being frivolous and for want of jurisdiction as the same either pertained to insurance or related to microfinance banks/fund managers or administrative issues of banks. Prime Minister's Portal (Government-owned system based on Mobile Application) was introduced in the year 2019 and complaints related to banking sector were received at BMP Secretariat. During the year under review, 12,979 complaints were received through Prime Minister's Portal. The receipt and disposal of complaints during the year are as under.<sup>4</sup>

Complaints carried forward from 2021 4,772  
 Complaints received during 2022 30,493  
 Total 35,265  
 Cases Decided/ Disposed - Orders issued by Banking Mohtasib 734  
 - Resolved amicably with the approval of Banking Mohtasib 21,822 -

<sup>4</sup> Banking Mohtasib Pakistan, Banking Mohtasib Pakistan Annual Report 2022

Incomplete/not related/ seeking further information/ documents & services matters complaint 5,102 27. The 658 Complaints are outstanding as on December 31, 2022. The Relief provided to the Complainants Rs. 974.3667 in 607 complaints. Increase of 31% was observed in receipt of public complaints lodged directly with BMP, whereas, there was 21% decrease in the complaints received from Prime Minister’s Portal. It explains the decrease of 8% in total number of complaints received during the year. Efforts were made to dispose of complaints expeditiously. However, depending on the complexity, some complaints take longer time to resolve.<sup>5</sup> . As on December 31, 2022 the number of outstanding Complaints was 27,658.

### 1.3.3 Federal Insurance Ombudsman

During the year 2022 performance of Federal Insurance Ombudsman remained as under<sup>6</sup>:

<b>COMPLAINTS</b>	
Carry forward Under processed Complaint from last year:	238
Total Nos. of Complaints Registered:	4502
Total Nos. of Complaints Disposed Of:	4634
Under Process Complaints:	106

<b>REVIEWS</b>	
Review Applications field	15
Review Upheld	15
Review Set-aside	Nil

<b>REPRESENTATION</b>	
Representations Filed	9
Representations Upheld	7
Representations Set-aside	2

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<sup>5</sup> Banking Mohtasib Pakistan, Banking Mohtasib Pakistan Annual Report 2022

<sup>6</sup> Federal Insurance Ombudsman, Federal Insurance Ombudsman Annual Report 2022

## **1.4 Unprecedented Receipt and Disposal of Complaints at Wafaqi Mohtasib during Year, 2022**

Though the number of public complaints filed in WMS keeps on increasing significantly each year, there was an unprecedented upsurge in both registration and disposal of complaints in the year 2022 despite devastating floods, during the second half of the year, which adversely affected the operations of a range of Government agencies. The phenomenon of receipt and disposal of complaints culminated in the month of December, 2022 when the highest ever numbers of 18,828 complaints were filed in a single month and 19,717, including the backlog, were disposed of within the same month. During the entire year under report, a record number of 164,173 public complaints of maladministration were received and 157,798 were disposed of as compared with receipt of 110,405 and disposal of 106,823 complaints in the preceding year. It is worth reporting that barring a few complaints which took more time in processing due to requirement of additional information from the complainants or the Agency for taking a meaningful decision, all the complaints were disposed of within the statutory timeline of 60 days. The quantum jump in the figures pertaining to receipts and disposal of complaints in the year 2022 from that of the last year was due to many times increase in the number of complaints against BISP and PLI; more than 12% increase in complaints against DISCOs; and more than 100% increase in complaints against EHSAAS Program, PTA and IB. Complaints against PBM, FIA, Pakistan

Railways, CDA and FEB&GIF, AGPR, SBP and CDNS also registered considerable increase.<sup>7</sup>

## **1.5 Dealing with Complaints against Utility Companies**

During the year 2022 a large number of complaints were lodged against DISCOs; and mostly these complaints were regarding excessive billing. The electricity complaints were 62,297 in number i.e. 37.8% of the total complaints in 2022 as against 50,079 (45%) in the year 2021. Though the complaints against SNGPL registered 29% decrease i.e. from 8,977 in the year 2021 to 6,314 in 2022, yet, the complaints' against SSGCL rose from 9,288 in 2021 to 11,807 in 2022, registering 27% increase. The cumulative figure pertaining to number of complaints against both SNGPL & SSGCL was 18,121 in the year 2022 as compared to 18,264 in the year 2021 indicating a 0.77% decrease. These complaints were generally regarding excessive/wrong/incorrect and detection billing, delay in providing new gas connection / shifting and replacement of defective meters etc. The other complaints were lesser in number and related to improper supply of gas, non-installation of meters, non-repair of gas pipelines and delay in restoration of gas connection.

In order to look into the causes of persistent complaints against DISCOs, the Wafaqi Mohtasib held meetings with the CEOs of some DISCOs, senior officers of M/o Energy as well as NEPRA. He directed that Facilitation Centres headed by a BS-18 officer may be established in each DISCO to guide the complainants on their complaint redressal process. He also gave various directions to the CEOs aimed at improving their functioning and better coordination with WMS. Similarly, he also held meetings with the Secretary Petroleum, Chairman OGRA and MDs, SNGPL and SSGCL to discuss the working of gas companies and their administrative

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<sup>7</sup> Wafaqi Mohtasib Secretariat, Wafaqi Mohtasib Annual Report 2022

arrangements to address citizens' complaints. On this occasion, he directed that OGRA should sort out the issue of leakage of gas from the house lines with the gas companies and devise a proper mechanism to address such complaints quickly and effectively; and inform WMS accordingly. He further directed that the Gas Companies should examine emulating the packages adopted by K-Electric to provide relief to the poor consumers who were unable to clear their dues for long.

It came to the notice of WMS that some of the utility companies filed writ petitions in the court of law against the decisions of the Wafaqi Mohtasib even after affirmation of those decisions by the Hon'ble President. This act of the utility companies was against the instructions issued by the Cabinet Division in the year 2003 and reiterated by that Division from time to time. Therefore, the Wafaqi Mohtasib impressed upon all DISCOs as well as the MDs SNGPL and SSGCL to ensure complete adherence to the instructions of the Cabinet Division that no government Agency should approach a court of law against the decisions of the Wafaqi Mohtasib once those decisions were duly affirmed by the Hon'ble President.

## **1.6 Facilitating the General Public through IT Tools**

During the past couple of years, WMS has greatly facilitated the general public in lodging complaints against Federal Agencies through the latest IT tools. This not only saves time and resources of the public and the agencies concerned but those of this Office as well. A total of 51,112 complaints were filed online by the general public during the year 2022. Out of these, 18,389 were registered through the mobile App of WMS and 32,721 through the website, representing 82% and 109% increase, respectively, from the last year's online complaints. Additionally, 19,459 complaints were received through the Integrated Complaint Resolution System (ICRS). Under ICRS, all complaints that remain un-resolved at the Agency level for more than 30 days are automatically transferred to the Complaint Management Information System (CMIS) of WMS for further

processing as per SOP. For ICRS operations, WMS has developed interface with 181 Agencies through its CMIS.

## **1.7 Resolving Public Complaints through OCR**

Under the Outreach Complaint Resolution (OCR) Project started almost 7 years ago in January 2016, the Investigating Officers of the WMS continue to undertake visits to various tehsil / district head-quarters to resolve public complaints closer to the door steps of the complainants. A total of 8,211 complaints were disposed of under this system during the year 2022. The OCR visits of the Investigating Officers were also used for greater interaction with the media which helped in raising awareness among the general public about the availability of this quasi-judicial forum and its easy accessibility for resolving their complaints against Federal Government Agencies without any cost or services of a lawyer. On these occasions, the Investigating Officers also held Khuli Katcheries.

## **1.8 Redressal through Informal Resolution of Disputes (IRD)**

Article 33 of the President's Order No.1 of 1983 empowers the Mohtasib and members of his Staff to informally conciliate, amicably resolve, stipulate or settle any grievance without written memorandum and without the necessity of docketing any complaint or issuing any official notice. Accordingly, a project was initiated in April, 2022 and guidelines / SOP were developed for Investigation Officers of WMS.

The IRD proved to be a big success and a total of 1,114 cases were resolved while 266 were in process under this project during the year 2022. The cases resolved include pension for widows, payment of service dues, payments to contractors/labourers, sub-judice matters where parties agreed to withdraw their cases from courts for settlement under IRD, issuances of licenses, pollution control, provision of various facilities including allocation of frequency for paging system in hospitals, maintenance of private residential buildings, retrieval of

stolen phones, grievances of students against their schools / universities, encashment of cheque of private individuals from their bank accounts etc.

## **1.9 Quality Control through Appraisal of Findings**

A team of Advisors comprising very experienced retired civil service officers, judges and professionals having vast experience of public service, minutely appraise each and every finding before its submission for final approval of the Wafaqi Mohtasib. The Findings pertaining to the complicated issues were vetted twice by different Advisors to doubly ensure uniformity, soundness and correctness, from all angles, of the recommendations / decisions and orders of the Wafaqi Mohtasib. The efficacy of the Appraisal Team is evident from the fact that only in less than 1% cases, either reviews were filed to the Wafaqi Mohtasib or representations were made by the aggrieved party before the President. It is also worth mentioning that the Hon'ble President upheld the decisions of the Wafaqi Mohtasib in 220 out of 266 cases.

## **1.10 Implementation of Findings**

The Federal Ombudsmen Institutional Reforms Act 2013 gives powers of a civil court to the Wafaqi Mohtasib to get his recommendations, orders or decisions implemented. He also has the same powers, *mutatis mutandis*, as the Supreme Court has to punish for contempt. Additionally, the law empowers him to punish for contempt as provided in the Contempt of Court Ordinance, 2003. These provisions of law serve as deterrence against defiance or laxity on the part of the Agencies in implementing the Findings of the Wafaqi Mohtasib. Implementation of the decisions, orders, recommendations and Findings of the Wafaqi Mohtasib remained in sharp focus of WMS to ensure that the public trust in the effectiveness of this institution is not eroded. The Implementation Wing headed by a Senior Advisor along with experienced officers monitored implementation of each and every Finding wherein recommendations were given to the Agency concerned and compliance was sought. For this purpose, a separate interface exists in the

Complaint Management Information System (CMIS) of WMS. The Implementation Officers held regular hearings throughout the year to ensure implementation of Findings within a reasonable timeframe. The Wafaqi Mohtasib chaired periodical meetings of the Implementation Wing throughout the year at the Head Office and personally visited the Regional Offices as well to, inter alia, review the performance of the respective Implementation Officers.

### **1.11 Low Percentage of Review Petitions**

The governing statutes of the Office of Wafaqi Mohtasib provide for review of any Findings, recommendations, order or decision by the Wafaqi Mohtasib on a review petition made by an aggrieved party within 30 days which is to be decided by the Wafaqi Mohtasib within 45 days. The purpose of a review is confined to remedying an apparent error or the resultant injustice that has been the consequence of a decision of the Wafaqi Mohtasib. The number of review petitions filed by the aggrieved parties has remained less than 1% of the total complaints for years together. During the year 2022, only 1348 review petitions were received out of which 897 were filed by the complainants and 451 by the Agency concerned. Review petitions registered during the last two months of the preceding year were also processed, making the total as 1490, as compared to 1,094 review petitions processed last year. Out of the total review petitions, 1273 were decided whereas the remaining ones are at different stages of processing. It is encouraging that the total number of review petitions filed constituted only 0.8% of the overall complaints decided in the year under report. This negligible percentage of review petitions vividly reflects the soundness of the decisions of the Mohtasib.

### **1.12 Representations to the President at a minimal level**

Apart from filing review petition to the Wafaqi Mohtasib under the Federal Ombudsmen Institutional Reforms Act 2013, any person or party aggrieved by a decision, order, findings or recommendations of an Ombudsman also has the

option to file a representation to the President under the Act *ibid* within thirty days of the decision, order, findings or recommendation of the Mohtasib. It is reassuring to note that during the year 2022; only 668 representations were filed before the President by the aggrieved parties. The numbers of representations were only 0.46% of the total number of complaints disposed of during the year whereas during the last year, these were 0.6%. The perpetual very low percentage of representations to the President also reflects the accuracy as well as trustworthiness of the Findings of the Wafaqi Mohtasib<sup>8</sup>.

### **1.13 Systemic Reforms**

The Wafaqi Mohtasib is also mandated to look into the root causes of persistent complaints against various agencies with the objective to carry out systemic reforms. For this purpose, the Wafaqi Mohtasib constituted various committees of experts, professionals and seasoned civil service officers. These committees prepared 28 very valuable reports which were forwarded to the government for further consideration and implementation of the recommendations contained therein. During the year under report, the Wafaqi Mohtasib held a number of meetings to monitor the progress especially in the context of pension reforms, Prison reforms (particularly the condition of women and children in jails), CDNS, facilitation to Overseas Pakistanis. In the context of prison reforms 15 progress reports have so far been submitted in the Supreme Court of Pakistan out of which two reports were submitted in the year 2023.

Based on the facts mentioned above, WMS is the leader in providing speedy and inexpensive justice when compared to the judicial system or even other leading Ombudsmen offices such as the FTO, Banking Ombudsman and Insurance Ombudsman. Due to the efficiency of WMS in dispute resolution, the scope of

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<sup>8</sup> Wafaqi Mohtasib Secretariat, Wafaqi Mohtasib Annual Report 2022

activities of WMS can easily be broadened to reduce the case load of the judicial system. In addition, WMS is encouraged to work with other Ombudsman offices to help them streamline their investigation process.



## CHAPTER 2: STUDY OF ANALYTICAL PARAMETERS FOR CITIZEN REPORT CARD

### 2.1 Why the Objective Assessment?

In spite of all the facts mentioned above it was felt that, to improve the grievance redressal mechanism at the Wafaqi Mohtasib level, there was a need for evaluation and improvement in the performance of this Secretariat, on regular basis. For this, a committee was constituted by the HWM to suggest proposals in detail for a professional study on service delivery and citizens' satisfaction against the given mandate of Wafaqi Mohtasib.

It was noted that at present, two basic quantitative standards / parameters are applied to assess the performance of the Investigation Officers. These are the disposal of at least 60 complaints per month and complaints resolution within 60 days of admission. On the whole, these quantitative standards of productivity (60 complaints/months) and efficiency (60 days for each complaint) can be taken as an objective and practical parameter. Through the regular review Meetings on monthly basis, the performance of every officer on qualitative basis is discussed and those who fail to meet the target and standard are either fired or directed to improve their performance. The Coordination and Appraisal Wings in the Wafaqi Mohtasib Secretariat are helping in setting up the standards for performance. Exclusively, these parameters cannot be considered as adequate, qualitative, disaggregated, or reliable measures from the point of view of citizens' satisfaction.

After conducting in depth desk research, different qualitative and quantitative performance parameters were explored for evaluation. These were Case Narrative, Outcomes of Complaints, Citizens Satisfaction Surveys, Investigators Evaluation Tools, and Stakeholders Feedback, Segment-wise Resolution of Complaints, e.g., Geographic, regional and sectoral etc. In the segmentation-wise selection of complaint to evaluate the performance of Officers,

all the geographical and sectoral (agency-wise) discrepancies were observed. For this, independent categories of complaints were assessed as complaints by complexity (Simple/Moderate/Complex), complaints by geographical facts (Urban/Semi-Urban/Rural/Remote Rural), and complaints by Agency Type (Most Troubled/ Troubled/Least Troubled and others).

## **2.2 Terms of Reference**

The Terms of Reference for the Objective study were as under:

- a) The study will be conducted in depth encompassing four respondents' i.e. general public, the complainants, representative of the agencies and employees of the WMS.
- b) The focus of the study is on feedback relating to adequacy and effectiveness of the services provided by Wafaqi Mohtasib Secretariat.
- c) The study encompassed core areas of WMS comprising registration, investigation, appraisal and implementation.
- d) The study analyses the efficiency/process of providing services in accordance with the timeframe specified in law/acts.
- e) The studies will suggest the measures to bring administrative justice further closer to the doorsteps of the public within the resources available to Wafaqi Mohtasib Secretariat.
- f) The study further suggests the measures for the speedy and effective redressal of the complaints.
- g) The study will be conducted on the basis of qualitative and quantitative data. The qualitative data in respect of complainant satisfaction, public perspective regarding WMS, satisfaction of the representative of the Agency and employees of WMS.
- h) Quantitative data for study will be provided by the IT Wing of WMS.

## 2.3 Methodology

International Organization for Standardization (ISO) standards may be used to evaluate the operations and activities of an organization. The evaluation or benchmarking process may take place through one of three mechanisms; self-evaluation; peer evaluation; or evaluation by an ISO approved standards evaluator. Each form of standards comparison has its advantages and disadvantages.

Evaluation Method	Advantages	Disadvantages
Peer Evaluation	cost effective; promotes independent results via outsider review, promotes collegial relationships; encourages development of best practices through reciprocal evaluation by participants.	finding a colleague with a similar organization operation; peers may lack or have desperate evaluation skills and may be seen as a quid pro quo arrangement.
ISO approved Evaluator	likely completed quickly; with professional reporting; and has credibility of third party review	May have contractor costs
Self-Evaluation Mechanism	it has low cost, may be done over time, or at a single window of time, practitioner is knowledgeable about the operation, it can be done quickly, and protects confidentiality.	may be seen as insular or lacking independent credibility; may not be able to use comparators and practitioners' lack of experience

Accordingly, self-evaluation method was preferred and adopted due to time and financial constraints of Wafaqi Mohtasib's Secretariat. Following two

different methods were used in order to carry out the objective assessment of the working of the Wafaqi Mohtasib Secretariat.

### **2.3.1 Method I**

**Literature Review:** The various statutes and reports were reviewed, data available in CMIS was analytically assessed from different angles i.e receipt and disposal of complaints, disposal of complaints at the Registrar end, admitted for investigation, complaints received against major Agencies, areas and regions, time taken, quality of Findings, decisions reviewed, representations, final outcome. Implementation of Findings /Recommendations, Time taken and final disposal. Public response received during investigation and Implementation. Analysis of the Informal Dispute resolution mechanism and studies conducted in the past.

**Interviews:** Primary Interviews were conducted with all the respondents i.e the general public, the complainants, the representatives of the Agencies and the employees of WMS through predetermined set of questions.

**Focus Group Discussions:** Group discussions were held with the respondents, in order to get their perspectives, ideas and insights.

### **2.3.2 Method II**

After going through the literature review, interviews and group discussions, analytical parameters for the Citizen Report Card surveys were formulated and CRC survey was conducted.

## **2.4 Parameters for Citizen Report Card**

### **2.4.1 General Public:**

A population of 12000 was approached through different modes i.e. SMS, messaging through various social media platforms and collection of data through enumerators from the important places, offices and busy public places, using random, convenience and snowball sampling techniques. The general public was

in this way contacted for obtaining their response regarding the awareness of the Wafaqi Mohtasib as a free and speedy relief provider to the common man.

#### **2.4.2 Complainants:**

Various sampling strategies were adopted for obtaining data against this part of CRC. Firstly, random sampling of registered complainants was done from the total target population of 358,272 complainants who had lodged complaints during January 2022 to December 2023 and whose contact details were available with WMS. Subsequently out of sampled population of 200,000 Complainants, 185,000 (92.5%) complainants contacted through SMS for their response about the service delivery of the Wafaqi Mohtasib Secretariat by using the data available in WMS CMIS. SMSs were sent through IT wing of Wafaqi Mohtasib Secretariat. In this regard, 5% of the sample results were confirmed through one-on-one interaction and telephonic survey. For the remaining 15,000 complainants out of the afore-mentioned 2,00,000 sampled populations, random, purposive and convenience sampling methods were implied to obtain on field responses. The division of samples among the regions was made according to the percentage of the complaints received from the regions. Resultantly, responses comprising a total sample size of 4,641 complainants were obtained. The project investigators/voluntaries made concentrate efforts by calling/approaching the complainants repeatedly at their convenient time to get their response.

#### **2.4.3 Representatives of Agencies:**

Representatives of the Agencies were contacted through SMS and one-on-one interaction to get their feedback by employing convenience, purposive and snowball sampling methods. 67.45% respondents in this category participated and responded in the survey.

#### **2.4.4 Employees of WMS:**

100% population of employees of WMS was contacted for their feedback using random and snowball sampling methods. 74.6% responses were received from the employees of WMS.

#### **2.4.5 Data Feeding and Processing**

The data generated through online survey and manually collected was put in an Excel based system to draw out the conclusions regarding each of the questions. All the information gathered statistically was analysed in isolation and in comparison/relation with other information. Survey results / key findings were analysed extensively as well.

#### **2.4.6 Outcome**

The findings / results on the following areas were discussed in details:

- Awareness of the general public about the existence of Wafaqi Mohtasib. Source of awareness about the services provided by the WMS office.
- Public confidence on justice providers for complaining against Government Agencies.
- Satisfaction level of the general public regarding Wafaqi Mohtasib Services.
- Rating of complainant's experience of getting their complaint redressed by the Wafaqi Mohtasib Office.
- Nature of complaints with respect to the Government agencies that fall under the jurisdiction of WMS.
- Time taken by Wafaqi Mohtasib office to respond, communicate and finalize the complaints and implementation of the decisions.
- The level of complainant's satisfaction about time taken for disposal of complaint.

- Decision of the complaints either in favour of complainant or department. Final outcome of the complaint i.e. either matter finally disposed of or still pending.
- Either the complainants were heard properly and in presence of Agency's Representatives.
- Whether the investigation officer was competent and well versed with the case and related law and how did he deal with the complainant?
- The feedback of representative of Agencies about the communication and work & conduct of WMS investigating officers and employees.
- The feedback of the representatives of Agencies about the fairness of the decisions, their participation in the proceedings and responsiveness towards the Agencies response.
- The feedback of employees of the WMS about the conduct and response of the Representative of Agencies and working of this office, satisfaction level of the staff about the work assigned to them and the conduct and behaviour of the Investigation/Implementation officers with them and the complainants.
- Areas that needs improvement in the General Public, Complainant's and Agency's opinion.
- Factors which made positive impression on complainants of WMS. Factors which made negative impression on complainant of WMS.
- Result of this study is based on the above mentioned areas which provided headway towards the responses from the respondents.



## CHAPTER 3: THE CITIZEN REPORT CARD

### 3.1 Purpose of Citizen Report Card

The Citizens Report Card (CRC) was designed to address critical factors specifically in the area of public services, including access to service delivery, quality and reliability, problems encountered by citizens when using the service and responsiveness of public service agency employees in addressing their problems. CRC encourages transparency in service and attempts to increase efficiency while best utilization of resources for the WMS and the agencies involved.

CRC is a tool to:

- Collect citizen's feedback on public services from actual users of a service and opinions from the general public, Representative of Agencies and WMS officers and employees
- Assess the performance of individual service providers and / or compare performance across service providers and
- Generate a database of feedback on services that are placed in the public domain.

The outcomes that this CRC focused included:

- Empowering citizens to play a role to improve the grievance redressal mechanisms of the WMS and improve the efficiency of federal Government Agencies in terms of Public service delivery.
- Helping federal Government agencies to facilitate open and proactive discussion on the performance of Wafaqi Mohtasib Secretariat and their own performances.

- Enable the WMS to plan, streamline, and prioritize change management initiatives for the transparent, accountable and swift public service delivery as per its legal ambit.
- Make the officers and Employees of WMS answerable for their performance within the statutory time period for the redressal of the grievances of common citizen.

Being an objective study, the application and results of the CRC will have a major impact on the determination of the future course in terms of expansion and sustainability of the CRC initiative. The Research team made use of international best practices for CRC development and implementation, extracting from case studies, success stories and interaction with the experienced Investigation and Implementation Officers. I.T based statistical methods were used to analyse data, and present results in the best understandable format. The important stakeholders were consulted for gathering the insight information through survey data and practical reports. The recommendations extracted from the data and information provided by basic stakeholders. The practicable/workable solutions were provided for the future reforms with simplified action planning within the given resources and ambit of the WMS.

### **3.2 Assessment Objectives**

The basic objective of the study was to develop baseline results for the improvement of the grievance redressal mechanism of WMS in the given time frame and resources through workable recommendations. Key findings were deduced for three main objectives of the CRC survey:

**Objective 1: To improve responsive redressal procedures on accountability, transparency, integrity through speedy citizen centred mechanism.**

- Citizens answered a number of questions addressing how they felt that accountability, transparency, integrity and swiftness could be improved through implementing the Complaint Management Information systems,

managing best utilization of men & material and making administrative reforms. Questions regarding Citizens experience with similar institutions to optimize communication strategies were designed and analysed.

**Objective 2: To increase public demand for accountability, transparency, integrity and swiftness in service delivery**

- The Citizens Report Card served as a campaign to spread interest in the communities surveyed indicating the importance of their feedback in improving service delivery of the Federal Government Agencies and Wafaqi Mohtasib Secretariat. A great deal of interest was created in how their feedback would be used to improve the delivery of service of the WMS and other federal agencies involved in the dispensation of justice against the maladministration and creation of good governance.

**Objective 3: To facilitate availability of access to information, service delivery mechanisms and standards for creation of good governance and eradication of Maladministration**

- The WMS process was broken down into seven basic steps:
  1. Filing of Complaint
  2. Registration
  3. Investigation
  4. Drafting of the Findings
  5. Appraisal of Findings
  6. Approval of Findings
  7. Implementation

For each of these stages, the satisfaction level of various factors was inquired about to deduce where the grievance redressal and service delivery mechanism could be improved or where the dissatisfaction of the respondents lies. Since the WMS is a poor man's court where common citizen can get the justice without any cost and lawyer, remaining in the statutory period within shortest possible time,

therefore the objective of the study was to focus on the improvement of the standards and quality of redressal mechanism and creation of good governance after curtailing the processing time wherever possible. The maximum utilization of available resources and best use of the manpower of WMS to diagnose, investigate and rectify the bottleneck malfunctioning of the government departments in discharge of their duties/ service delivery after pointing out their maladministration within their ambits.

## CHAPTER 4: CITIZEN REPORT CARD METHODOLOGY AND IMPLEMENTATION

### 4.1 Study Design

The CRC conducted an objective survey focusing on different regions across the country including various populations such as 12,000 General Public, 200,000 Complainants, 550 Agency Representatives, and 777 Employees of WMS. In this way 90.01% of these respondents were aware of the WMS services while 9.97% citizens were unaware of the Services of Wafaqi Mohtasib. An initial survey, a preliminary/Pilot study was also conducted to finalize the survey instrument. The survey tools used were questionnaires in English and Urdu for the general public and complainants and in English for Representatives of Agencies and Employees of Wafaqi Mohtasib Secretariat.

### 4.2 Preliminary Study

The breakup for the Preliminary Study was such that a sample size of 2% was selected out of sub population of 60,000 respondents. Extra surveys were also conducted to receive responses from both users and non-users at latter stage. The numbers of respondents surveyed for the preliminary study were:

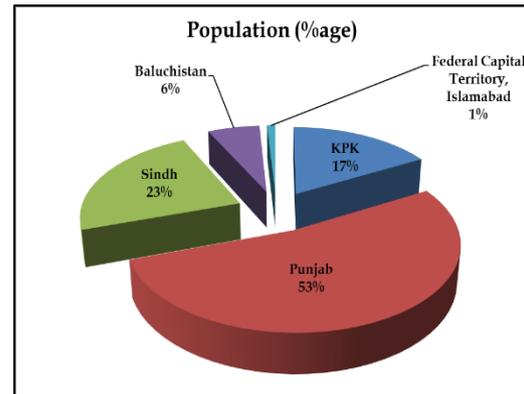
City	Number of Respondents
Karachi/Hyderabad/Sukkur/Mirpur Khas	200
Islamabad	200
Lahore/Faisalabad/Multan/Bahawalpur/Sargodha and Gujranwala	350
Quetta/Khuzdar/Kharan	150
Peshawar/Abbotabad, D.I. Khan and Swat	300
Total	1200

Based on the results and the feedback received from citizens, questionnaires of the survey were modified to clarify their meanings and achieve the planned

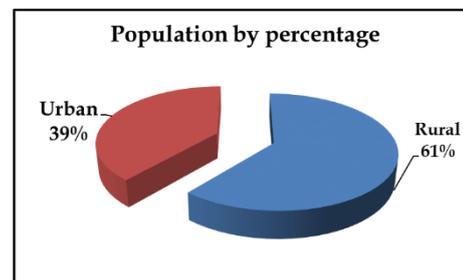
objectives of the CRC survey. The modifications included removing questions, merging and rewording.

### 4.3 Sampling Strategy

The sampling strategy for the purpose of the research at hand was designed keeping in view the population of Pakistan and statistics pertaining to its demographic variation. The population of Pakistan as per the latest 2023 Census Report<sup>9</sup> is 241.49 million out of which 40.85 million (16.91%) citizens belong to KPK, 127.68 million (52.87%) belong to Punjab, 55.69 million (23.06%) belong to Sindh, 14.89 million (6.17%) belong to Baluchistan while the remaining 2.36 million (0.98%) are citizens of Federal Capital Territory, Islamabad.



In the similar fashion, 61.18 % constitute the rural population, while 38.82 % make the urban population of the country.



In light of the above statistics with regard to population of Pakistan and to meet the purpose of this research, the total population was divided into the following four (04) categories:

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<sup>9</sup> Pakistan Bureau of Statistics (2023), "Announcement of Results of 7th Population and Housing Census-2023 'The Digital Census'", (<https://www.pbs.gov.pk>).

- i. Population of Complainants (who lodged complaints against various Govt. Agencies in WMS during January, 2022 to Dec, 2023);
- ii. Population of General Public
- iii. Population of Representatives of the Agencies
- iv. Population of Employees of WMS (Officers and staff members)

It is worth mentioning here that the target population sizes with regard to each population above would have made for unattainable targets, thereby, making the whole exercise of data collection for this research, difficult and laborious. Thus, sampled population sizes were decided against each category of population which are enunciated below:

- i. Complainants: 2,00,000
- ii. General Public: 12000
- iii. Representatives of the Agencies: 550
- iv. Employees of WMS: 777

Further, keeping in view the province-wise demographic division in the population of Pakistan, division of the whole population for the purpose of this research was also done among various regions/provinces of Pakistan commensurate with the percentage of the complaints received from the particular region/province. However, a slight departure can be observed due to logistic and other reasons.

Next, keeping in view the qualitative and quantitative purposes of this research, various sampling techniques, such as random and non-random, were employed to obtain sample data in considerable numbers against each of the above categories of respondents that would ultimately prove to be a good representation of the population data.

The sizes of sample data obtained against each category of respondents are listed below:

- i. General Public: 6129 (51.075 %\*)
- ii. Complainants: 4614 (2.307 %\*)
- iii. Agencies' Representatives: 371 (67.45 %\*)
- iv. Employees: 580 (74.6%\*)

(\*Percentage is from the targeted population of each category of respondent).

#### **4.4 Study Instrument**

The study instrument employed for Citizens Report Card was bilingual i.e Urdu and English based survey. The survey was divided into 8 sections, specifically:

- Qualifier
- Demographics
- Information about redressal Forums
- General Public
- Complainants of WMS
- Agency Representatives
- Registration/Investigation/Implementation/Appraising and other Officers of WMS
- Employees of WMS

All respondents were required to answer the questions designed for them through different forms. General Public was supposed to respond on Form A, WMS complainants were required to respond on Form B, Representatives of Agencies were to respond on Form C and officers & employees of WMS were required to respond through Form D and D-1 (Form D-1 contained different Sections such as Section A for Registrar, Section B for Investigating officer, Section C for Appraising Officers and Section D for Implementation officers). During the preliminary survey different forms were used for every category of officers which were emerged at the final survey stage.

## **4.5 Population Breakup**

As mentioned above, the overall population for this research was broken down into four categories w.r.t different respondents i.e. populations of complainants, general public, Agencies' representatives and WMS. Further, division of population was also done among various regions of Pakistan according to the percentage of the complaints received from the particular region. The slight shift in population sizes and resulting sample sizes occurred due to security reasons, the availability of contact details in the database and other reasons. Lastly, another categorization of population was also done in terms of respondents aware and unaware of the services provided by WMS.

## **4.6 Survey Methodology**

Five steps methodology was adopted to conduct market research to collect, analyse and disseminate quantitative and qualitative data. Each of these steps has been developed to guarantee that the entire process from planning the survey to disseminating the findings has been completed as thoroughly as possible. This rigorous methodology was customized for the Citizens Report Card, details of which are below. Each of these steps were individually modified and executed to extract most needed information from the Citizens for the comprehensive results as for as possible.

### **4.6.1 Step 1: Sampling**

The sampling framework was developed keeping in mind WMS has its Head Office in Islamabad with 18 regional offices in different cities spread across four provinces. More than 40 locations from all four provinces were selected to capture and validate the hypothetical variation at the following levels:

- Location – this factor was taken into consideration to gauge whether views of citizens vary based on the city they were live in.

- Head office vs. Regional Office – Results were provided in this report comparing satisfaction of citizens who interacted with the head office versus those that had interactions with various Regional offices.
- Urban vs. Rural, Semi Urban vs. Remote Rural – a number of results were affected by the lifestyle and socioeconomic situation of the citizen. These results have been reflected in this report.

In this way, responses/data were collected from populations of complainants, general public, representatives of Agencies and WMS employees.

For complainants who had lodged complaints during January 2022 to December 2023 and whose contact details were available with WMS, a total target population of 3, 58,272 complainants were selected. Out of this target population, a sampled population of 2,00,000 complainants was contacted by further categorizing this population in two different groups with respect to mode of contacting them. Firstly, 1,85,000 random complainants were contacted through SMS messages by using information provided by them in WMS database through their complaints, while the remaining 15,000 complainants were contacted through judgemental/purposive sampling technique by obtaining on-field responses from them. In this way, a sample of 4614 complainants was attained.

Next for employees and Agencies' representatives, populations of 777 and 550 respondents, respectively, were targeted. For both these categories, convenience and snowballing sampling techniques were used. Out of these, samples of 580 employees and 371 representatives of various Agencies were received.

Lastly, with respect to general public, a population of 12000 respondents was targeted. For this firstly, random SMS messages were sent to members of general public of Pakistan. General public was also approached using convenience and snowball sampling methods by uploading and forwarding the relevant questionnaire on various social media platforms and disseminating the QR Scan

code at different public offices and busy places. Additionally, responses were obtained from general public who approached WMS facilitation centres. Moreover, on-field responses from the following locations were also collected from all-over Pakistan by data enumerators:

- NADRA, Deputy Commissioner Citizen Facilitation Centre, Passport Offices, BISP, Main Utility Stores, Post offices and Hospitals.
- Busy sites like Railway stations, City centres, Metro Bus stations and other public areas.

Thus, the survey for general public was conducted on the aforementioned selected venues, thereby, employing convenience sampling technique. If respondents were not willing to provide information on spot, contact information was obtained and enumerators conducted the respondent's online survey at the time convenient for them. Hence, responses constituting a sample size of 6129 respondents from general public were obtained.

Further, from the aforementioned, it was found that out of the total sample responses received against all above categories of samples, i.e. 11694, 90.01 % (10,526) respondents were aware of WMS while, the remaining 9.97% (1167) respondents were unaware of WMS.

It is pertinent to mention here that the results obtained under pilot/preliminary study conducted prior to the main study/research formulate a part of the overall responses obtained under this exercise.

#### **4.6.2 Step 2: Survey Mode Selection**

The selection of the most appropriate survey mode can significantly affect a survey's response rate and data quality. Since the majority of the complainants have the smart Phones and keeping in view their previous experience with this Secretariat in responding to the queries, the complainants were contacted through their mobile numbers who responded satisfactorily. Some of the complainants

were interacted physically and their response was recorded through enumerators. However, the online response was more reliable, authentic, independent, speedy and transparent.

#### **4.6.3 Designing the Survey Instrument**

Keeping in mind the previous experiences that a poorly designed questionnaire that relies on lingo or leading questions yielded poor data results. The carefully crafted survey questions were used to maximize data quantity and quality, minimize survey bias and simplify the experience for respondents. Experienced officers and researchers group defined specific parameters for interacting with respondents and determining how questions were to be asked. Standardized questions and interview procedures minimized bias while helping to ensure the consistency and reliability of the data. Main features of the questionnaire were: -

- Variables were identified for obtaining relevant information from the targeted respondents;
- Respondents were operationally defined
- Designing the custom Citizens Report Card, both in English and Urdu
- Analysing survey questions to get the specific response.
- Verifying that the data collected allows each research objective to be measured.
- Assessing the usability of the survey by pilot-testing the instrument's length, format, and administrative methods, the pilot was conducted with a total of 1200 respondents.

#### **4.6.4 Step 3: Data Collection**

The data collection step included, conducting a pre-test to ensure that the questionnaire was an effective measurement tool for the WMS stakeholders, implementing a communications strategy to maximize the response rate,

coordinating between field and head office teams, tracking progress of surveys, and conducting the actual survey.

The data forms were also generated on Google forms to avoid any bias and maintain the transparency and accuracy of data. These forms were disseminated through social media platforms and through QR scan code displayed on the important places in different cities. The progress of online data was also monitored regularly.

All enumerators were provided with introductory letters by DG WMS authorizing them to conduct the surveys for the Citizen Report Card. This letter was especially helpful in increasing the trust of the citizens towards the enumerators and ensuring that the motives behind the survey were genuine and citizen centred, the trust building was crucial in ensuring that citizens answered the survey as truthfully as possible. Once a rapport was established between the citizen and the enumerator the survey was conducted. All respondents were asked to answer questions in the forms specifically formulated for them. Enumerators provided the link to the respondents and guided them to complete the form online as per their convenience. The respondents filled in/ completed the forms through their mobile phones and emails and submitted. The manually filled in survey form for the respondents who have no phones or non-literate were filled in by the enumerator and returned to Focal Person at the end of the day. These forms were then checked to ensure that answers were completed and spot checking was done to ensure the validity of the respondents by the Focal persons. All forms returned to the head office were further randomly checked.

Below is an activity summary of an average day of the field teams:

- Each day of the data collection phase, enumerator teams met with their Focal Person to discuss their daily assignments and provide the information regarding the person contacted and the forms got filled in online, QR scan code displayed or manually filled.

- Focal persons ensured that enumerators had all equipment needed for the day.
- Enumerators (and Focal Persons) travelled to the site for the interviews, conduct interviews, and returned to the office.
- Upon returning, each team debriefed their Focal Person about the work done that day.
- Focal Person reviewed all the manual forms thoroughly, identified and corrected any errors, and returned completed forms to the Senior Investigation Officer at the head office. This was to make sure that the questions are producing the kind of answer needed and that any inconsistencies or misunderstandings on the part of the interviewers about any of the questions were picked up and acted upon early on.

#### **4.6.5 Training of Enumerators**

Extensive training for filling in the questionnaires was imparted to the Focal Persons who trained the enumerators. The training of enumerators was based on the following steps:

- Broadly defined the survey process and the role of the enumerators
- Familiarized enumerators with the survey design and content.
- Review each question in the survey.
- Discussed what information is being elicited by each question, when and when not to probe for answers.
- Discussed how to approach the citizens on the public place or the office premises and gain their confidence and consent to participate in the survey and what to do in case of refusal to participate in the survey.
- Discussed good interviewing skills.

30 enumerators were trained on conducting the Citizens Report Card survey by 18 Focal Persons. The focal persons played a role as the survey team leader in various regions and cities. The enumerators were initially walked

through each question to explain the objectives and relevance of the question, followed by conducting a mock survey with one of the Focal person. As each enumerator was placed in a live interview scenario, the remaining enumerators were asked to be present and provide their feedback. Focal person team members played role of various types of respondents ranging from citizens in a rush, the citizen sitting in waiting at any office, citizens who were hesitant to provide information, the citizens who were overly involved in the discussion etc. Once training was completed, enumerators conducted up to 6 test surveys to ensure they were well versed with the process and Citizens Report Card itself.

#### **4.6.6 Quality Management**

The team prepared a set of instructions for internal use that describe precisely how each question should be handled by the enumerator. This established the basis for the strategy of the survey. The strategy was further supported by intensive planning by the head office team in collaboration with the Focal Persons. Focal Persons were responsible for quality assurance on ground to guarantee that initial strategy laid out to conduct the surveys was being followed by the enumerators.

The Focal Person's responsibility was to inform the head office team on daily basis of their progress regarding the number of surveys conducted. The head office team maintained a daily track, based on this information alongside the target number of surveys. Contingency plans were implemented as and when necessary to meet the targets before the allocated time for each region was completed, thus constantly improving the process for the Citizens Report Card survey. These contingency plans consisted of adjusting the number of surveys conducted on a daily basis by increasing the planned number of surveys for the upcoming days or to train additional enumerators in the larger cities.

#### 4.6.7 Step 4: In-depth Statistical Analysis

Data entry, quality control, analysis, and reporting were perhaps the most important steps because the usefulness of the data collection efforts was totally dependent on the quality of data and analysis. Data was interpreted in the context of survey objectives and defined the level of detail and statistical sophistication/precision of the analytics tools based on the needs.

The data entry process is divided into the following steps.

1. Mostly the data was collected online, as per requirement the data was critically analysed. The majority of the questions were provided with Yes /No Options. In some questions multiple options were provided and some open ended question for the suggestion were also formulated which were accordingly analysed. List of manually filled in forms were prepared and the results of those forms were also put in the data base.
2. The Primary and Secondary Database were compared through a built in function with the help of IT wing. In the event that a contradiction occurred for any response the hardcopy of the survey was referred. To further gauge the integrity of data, averages and total number of responses were calculated for each question and used to ascertain that there was no error in data entry.
3. The validated primary database was used for analysing the data collected from the Citizens Report Card surveys to generate the result presented in this report. Once all data had been entered, checked, and rechecked, means, mode, and cross tabulation methods were used. Using statistical analysis of all the data, the information has been presented graphically. Based on the type of data being presented, both pie chart and column charts (regular, stacked and 100% stacked) have been used.

#### **4.6.8 Step 5: Strategy and Action Planning**

The last section of this report presents finding of all bifurcated items into specific action. All findings have been directly linked with the objective of the study and the questions from the Citizens Report Card. The results of both single and combined questions have been presented in the findings. Technical knowledge, sophisticated technology and disciplined research methodologies were combined to produce unbiased, reliable, accurate, comprehensive and actionable results. After conclusion of the results, fact-driven recommendations have been formulated that will simplify action planning and solution implementation.

#### **4.6.9 Analysis of Reporting**

This report has:

- Interpreted survey data in the context of addressing WMS challenges and survey objectives.
- Determined appropriate analysis, including Cross-tabulations and Segmentation.
- Analysed survey findings and produced a customized report to fulfil Wafaqi Mohtasib Secretariat needs and objectives.

#### **4.6.10 Database information**

The Wafaqi Mohtasib Secretariat has enough data base of its users which was frequently used to gather the information from the complainants. Moreover, representatives of Agencies were also contacted through available data in the CMIS of WMS. Administration wing WMS provided the data of the officers and employees to contact them. In this way no difficulty came across during the survey. However, the enumerators faced difficulties while approaching the general public to obtain their views because many people hesitated to express their

views fearing that the information may not be used against them. Some of the respondents from general Public expressed their fears of victimisation as well.

#### **4.6.11 Limitations**

The following difficulties were faced while gathering the data:

- Change of contact information of complainants, both phone numbers and addressees
- Avoidance of citizens to provide the required information
- Illiterate user of smart Phones failed to understand the role and purpose of the survey.
- Ported mobile Numbers, could not receive the Messages
- Physical Survey conducted in main cities, failed to reach the remote areas.
- Security concerns in some areas like Wana, Sada, and other parts of KPK and Baluchistan.

The methods used to address these challenges included:

- Apprised the people about the importance of survey and its implications
- To obtain unbiased response the respondents were told about the confidentiality of the information.
- Conducted online survey through Social Media using snowballing technique
- SMS sent to the respondents through WMS CMIS to maximise the response from complainants.

#### **4.7 Contributions**

To achieve this objective following stake holders contributed a major role in setting up the parameters for the objective study and conduct the survey of the General Public, the Complainants, Representatives of Agencies and the Employees of Wafaqi Mohtasib Secretariat. The research team contributed in development of

analytical parameters, analysis of data and preparation of report. I T team of WMS assisted in sending the SMS to the Complainants, provision of data and IT support. All the Regional offices and Focal persons helped for conduction of survey and physical interaction with the General public, the complainants, the Representatives of Agencies and the employees. Administration wing played a significant role for provision of Logistic and Administrative support.



## CHAPTER 5: DATA ANALYSIS & INTERPRETATION

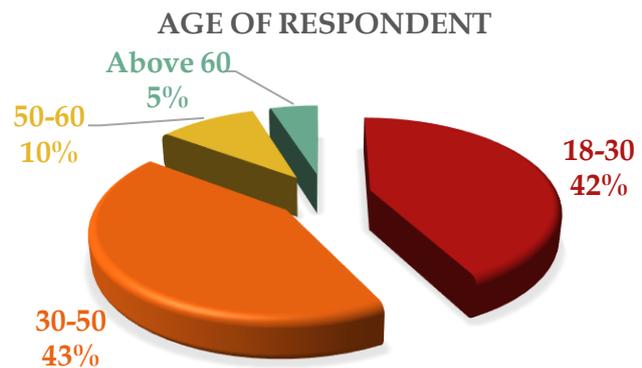
The CRC got filled by the respondents in five broad categories including general public, complainants, representatives of the Agencies, Officers of WMS and employees of WMS. The result of the CRC against each aforementioned categories is as follows:

### 5.1 General Public

A total Population of 12000 was contacted for response, out which of 6,129 responses were received from general public. The general public was asked the following questions through CRC:

#### 5.1.1 Age of the respondent

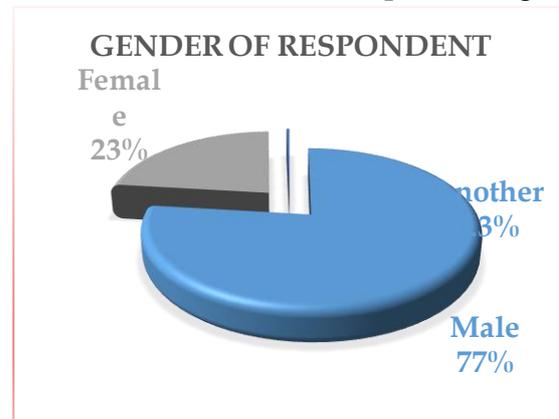
The age distribution of respondents of General Public can be analysed in terms of percentages to gain a deeper understanding of the demographic composition. Among the participants, the age group 18-30 constitutes approximately 42% of the total respondents, indicating a significant representation of the younger population in the study. The 30-50 age bracket comprises roughly 43%, reflecting a comparable engagement from the middle-aged demographic. The 50-60 age group accounts for around 10%, signifying a smaller but notable presence of respondents in this range. The respondents above 60 make up approximately 5% of the total, demonstrating a relatively smaller but still noteworthy participation from the elderly cohort. This percentage breakdown highlights a diverse cross-section of ages, facilitating a comprehensive analysis of perspectives and



experiences across different life stages within the surveyed population. The nuanced understanding gained from these percentages will enable the WMS to tailor recommendations and policies that consider the varied needs and viewpoints of respondents from different age groups.

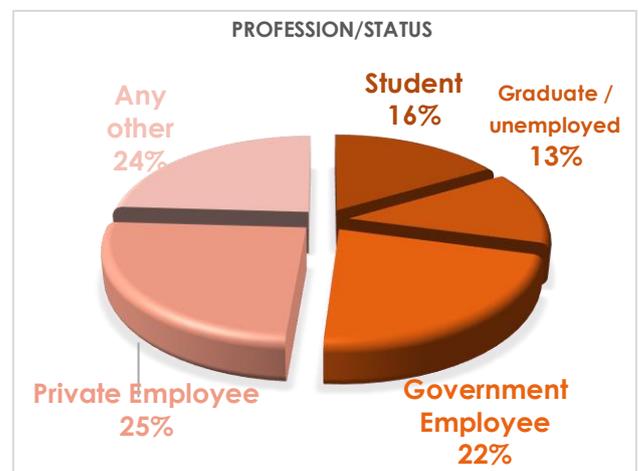
### 5.1.2 Gender of respondent

The survey data on the gender distribution of respondents from General Public indicates notable patterns in terms of gender representation. Among the participants, males constitute the majority, making up approximately 77% of the total respondents. In contrast, females account for about 23 %, representing a significant but comparatively smaller portion of the surveyed population. The category labelled as "Another" comprises a very small percentage, approximately 0.3%, suggesting a minimal presence of individuals who may identify outside the binary gender options. This gender breakdown highlights a potential gender imbalance in the study, with a higher participation rate from males. Thereby suggesting that measures ought to be taken to raise awareness about the WMS among Female component of Pakistan population.



### 5.1.3 Profession/Status of the Respondent

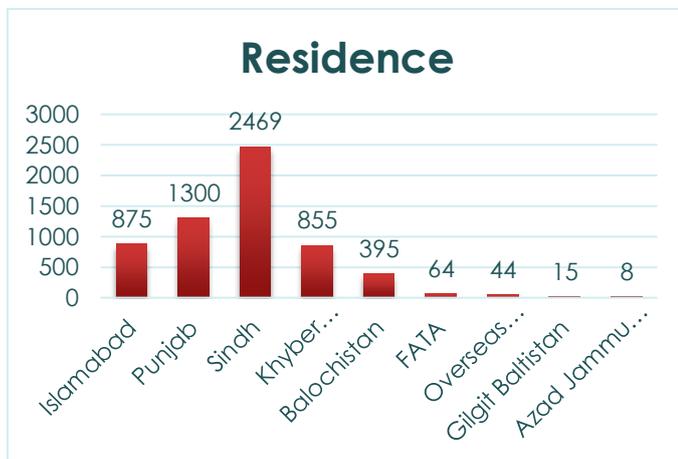
The survey question on the respondents' professions or status offers insights into the occupational diversity of the participants. Among the respondents, students constitute approximately 16 % of the total, indicating a substantial presence of individuals currently engaged in educational pursuits. The category of graduate/unemployed



individuals comprises about 13 %, suggesting a segment of the population that has completed their education but is currently seeking employment. Government employees constitute approximately 22 %, reflecting a significant portion of participants employed in the public sector. Private employees make up around 24. %, representing a comparable workforce engaged in the private sector. This indicates an overall greater participation of employed individuals in the study, thereby, manifesting a relatively heightened awareness among them regarding WMS. The category labelled as "Any other" comprises about 24 %, indicating a diverse range of professional statuses not explicitly covered in the provided options.

#### 5.1.4 Residence of the respondent

Among the participants of General Public, the highest number, around 40.2%, reside in Sindh, indicating a substantial representation from this province. Punjab follows closely, comprising approximately 21.1% of the respondents, reflecting a significant presence from this region. Islamabad, the capital, is home to about 14.2% of the participants, suggesting a noteworthy urban representation. Khyber Pakhtunkhwa and Baluchistan contribute 13.9% and 6.4% respectively, showcasing a diverse geographic spread.



FATA, Gilgit Baltistan, Azad Jammu & Kashmir, and Overseas Pakistanis collectively make up a smaller percentage, indicating a comparatively limited representation from these areas. This regional breakdown offers valuable insights into the diversity of the study's geographic scope, enabling the WMS to consider regional variations and tailor recommendations that account for the unique perspectives and needs of respondents from different parts of the country and abroad.

### 5.1.5 Have you ever heard about the WMS that offers free and speedy justice?

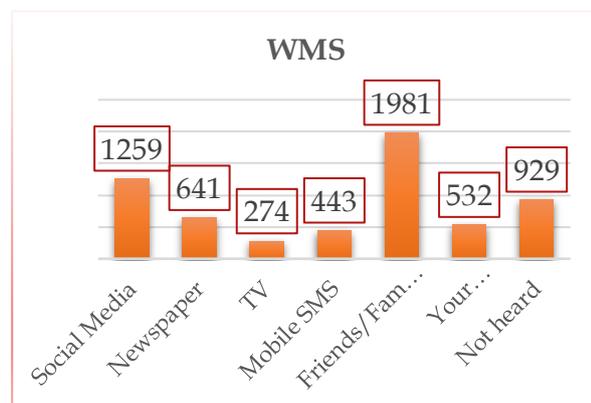
The survey question regarding awareness of WMS, which offers free and speedy justice, indicates a notable level of awareness among the respondents. Approximately 81% of the participants responded affirmatively, stating that they have heard about WMS.



This high level of awareness suggests that a significant portion of the surveyed population is familiar with the institution and its mandate to provide free and speedy justice. On the other hand, about 19 % of respondents indicated that they have not heard about WMS. This information is crucial for the institution, as it highlights an opportunity to enhance outreach and communication efforts to ensure that a broader segment of the population is informed about the services offered. Additionally, understanding the factors contributing to the lack of awareness can guide targeted awareness campaigns and initiatives to improve the overall visibility and accessibility of WMS's services among the public.

### 5.1.6 If you have heard of the WMS, could you please share the source of your information?

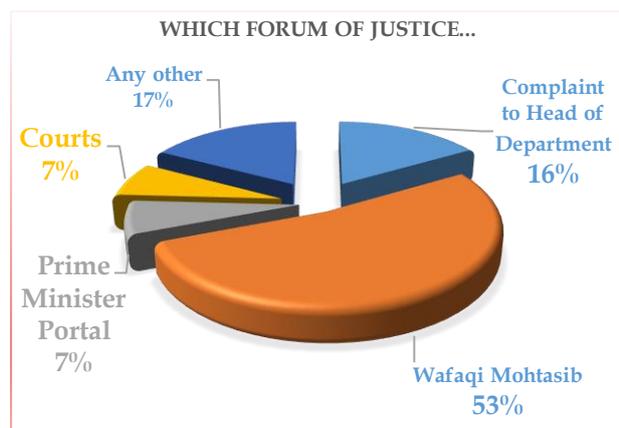
The respondents who indicated that they have heard of WMS were further asked about the sources of their information. The majority of individuals, approximately 40%, reported obtaining information about WMS from friends, family, and relatives. Social media emerged as another significant source, with



around 25.4% of respondents indicating that they learned about WMS through platforms like Facebook, Twitter, or others. Newspapers and mobile SMS were also mentioned as sources, with approximately 13 % and 8 % respectively. Television played a role in disseminating information, with about 5 % of respondents citing it as their source. A smaller percentage, around 3 %, mentioned learning about WMS at their workplace. Interestingly, approximately 16 % of respondents, while aware of WMS, did not specify a particular source for their information. This information is valuable for the institution, as it provides insights into the most effective channels for disseminating information and may guide future communication strategies to maximize outreach and awareness among the general public. In an earlier survey the respondents who heard from family and friends were 55% and those who heard through internet were 1%, this means that the respondent who heard from internet sources have increased and those who heard from Family friends have decreased. Further, word of mouth i.e dissemination of information / awareness about WMS through family and friends is indicative of public trust over this institution and general reliance over this forum for redressal of their grievances.

### 5.1.7 Which forum of justice was used by you for the redressal of your grievance against Federal Government Agencies?

The survey data on the forums used by respondents for the redressal of their grievances against Federal Government Agencies reveals a diverse range of approaches. The most prominent forum utilized by participants was WMS, with approximately 53 % of respondents, highlighting the significant role of this institution in addressing grievances. The second most commonly employed channel was any other where 17% of complainants relied upon, the complaint to Head of Department chosen by



around 16% of individuals, indicating a reliance on internal departmental processes. The Prime Minister Portal and Courts were also utilized by 7 % of respondents in each category, demonstrating a less common but still notable use of these channels for grievance redressal. This information underscores the importance of multiple channels for addressing grievances, with WMS playing a central role in providing accessible and effective justice for those dissatisfied with Federal Government Agencies.

### 5.1.8 Have you ever lodged complaint in WMS?

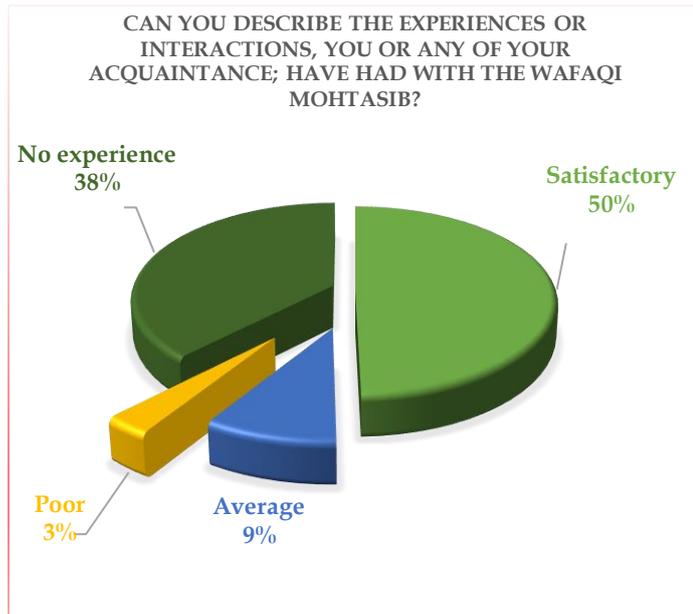
The survey question to the General Public regarding the lodging of complaints in WMS indicates that a substantial portion of the respondents have engaged with this Secretariat for grievance redressal. Approximately 58% of the participants stated that they have lodged a complaint with WMS. This demonstrates a significant level of trust and reliance on the services provided by WMS for addressing grievances against Federal Government Agencies.



On the other hand, about 42% of respondents have not lodged a complaint with WMS, suggesting that there is still a segment of the population that may not be fully aware of the institution's role or may have chosen alternative avenues for addressing their concerns. The awareness of WMS to the people who are not aware or did not file their complaints in WMS are to be engaged through the different media campaigns to make them aware of the grievance redressal forum like this. According to an earlier survey conducted in 2010 the percentage of aware respondents was 47 % and those who were not aware of the process were 51%, which has now been increased and decreased respectively. The WMS is available to more people now.

### 5.1.9 Can you describe the experiences or interactions, you or any of your acquaintances; have had with the WMS?

The survey responses regarding the nature of experiences or interactions with WMS reveal a varied spectrum of satisfaction levels among the participants. A majority of individuals, approximately 50 %, reported having a satisfactory experience with WMS, indicating a positive perception of the institution's services in addressing their grievances against federal government Agencies. About 9 % of respondents described their interactions as average, suggesting a neutral or moderate level of satisfaction. On the other hand, around 3 % expressed dissatisfaction, characterizing their experiences as poor. Notably,



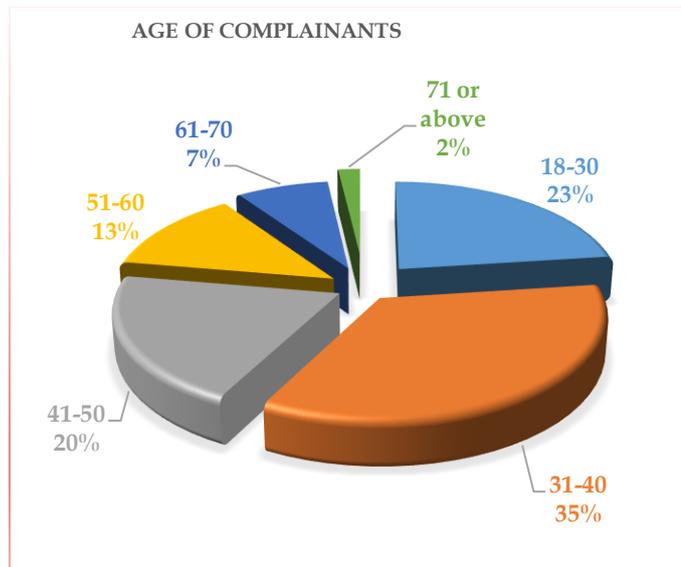
a significant portion, approximately 38 %, reported having no experience with WMS, suggesting a segment of the population that may not have needed to utilize the WMS services or may be unaware of the institution's role. These responses provide valuable feedback to WMS, highlighting areas of success, opportunities for improvement, and the need for continued efforts to enhance public awareness and engagement with their services for effective grievance redressal.

## 5.2 Complainants

The total number of the complainants who were engaged in the CRC survey was 200000 respondents. The percentage of response was about 2.32%. 4,641 responses were received from the complainants. The complainants were asked the following questions through CRC:

### 5.2.1 Age of the complainants

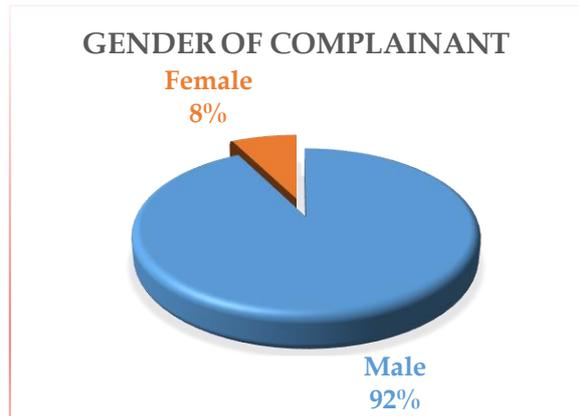
The survey question gathered information on the age distribution of complainants to the WMS. The data reveals a comprehensive snapshot of the complainant demographics, allowing for a nuanced analysis. The largest proportion of complainants falls within the 31-40 age range, constituting 35 % of the total respondents. The 18-30 age group closely follows, representing 23 % of the complainants. The age brackets of 41-50, 51-60, and 61-70 comprise 20 %, 13 %, and 7 % of the complainants, respectively. Notably, those aged 71 or above constitute the smallest portion, accounting for 2 % of the total complainants. This distribution provides valuable insights into the demographic patterns of individuals seeking recourse through the WMS. The concentration of complainants in the 31-40 age group suggests a noteworthy trend, possibly indicative of specific challenges or concerns faced by this demographic, warranting further investigation and targeted interventions if necessary.



### 5.2.2 Gender of complainants

The survey question regarding the gender of complainants at the WMS highlights a significant gender imbalance. Among the complainants, the majority, comprising 92 %, are male, while only 8 % are female. This stark contrast raises questions about the accessibility and inclusivity of the complaint resolution process, as well as potential barriers preventing women from utilizing the services of the WMS. A more in-depth examination is necessary to understand the reasons behind this gender disparity. Possible factors could include socio-cultural norms,

awareness levels, or even systemic biases. Addressing this imbalance is crucial for ensuring equal access to justice and remedial mechanisms for all citizens. Strategies such as targeted outreach programs, awareness campaigns, and improvements in accessibility may be necessary to

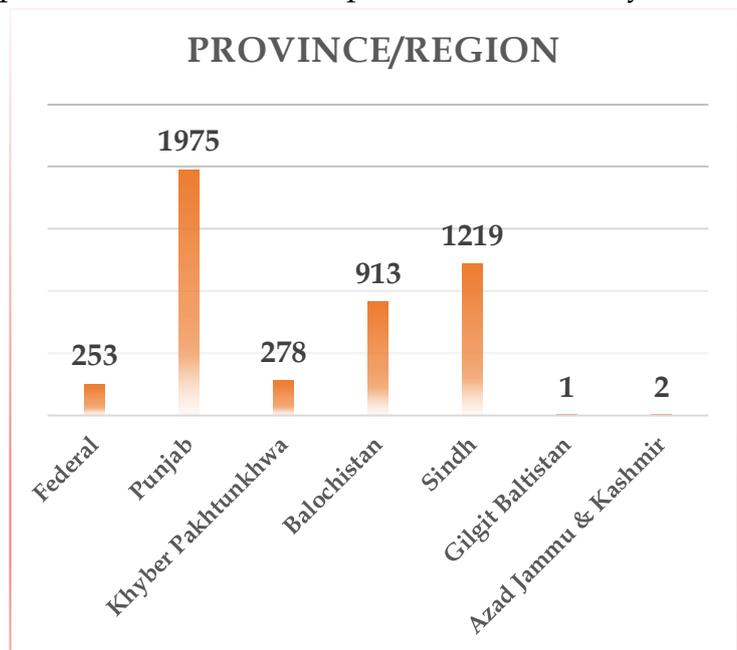


encourage a more diverse range of individuals, including women, to engage with the WMS and seek resolution for their grievances.

### 5.2.3 Province/Region

The survey question on the province/region distribution of complainants at the WMS provides insights into the geographic patterns of grievances. The majority of complainants, constituting 51.4%, hail from Punjab, followed by Balochistan with 23.9%. Sindh represents 25% of the complainants, while Khyber

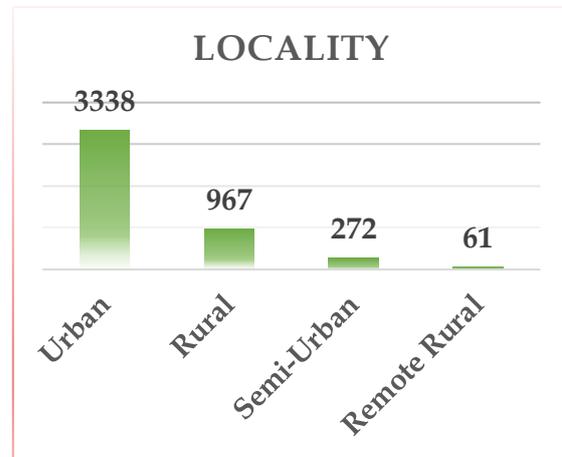
Pakhtunkhwa and the Federal region account for 7.2% and 5.2%, respectively. The negligible presence of complainants from Gilgit Baltistan and Azad Jammu & Kashmir, with only one and two cases, respectively, suggests a need for further exploration into the accessibility and awareness of the WMS in these regions. To



ensure equitable access to complaint resolution services, the WMS should consider targeted outreach efforts and initiatives to increase awareness and engagement in regions with lower representation, fostering a more geographically balanced utilization of its services.

### 5.2.4 Locality

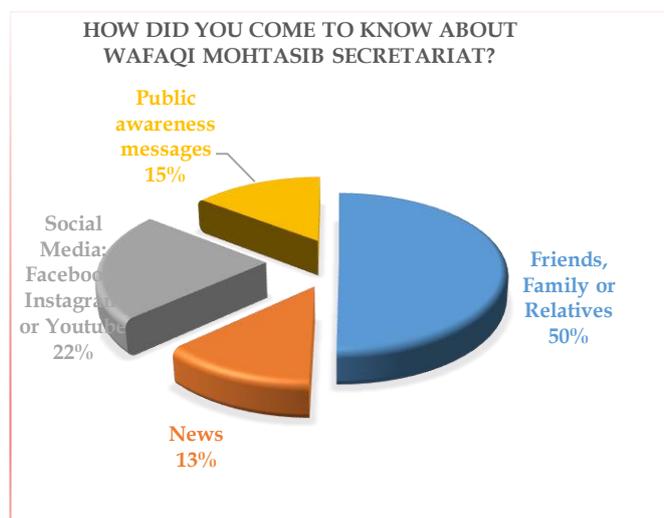
The survey question regarding the locality of complainants at the WMS sheds light on the distribution of grievances across different living environments. The majority of complainants, comprising 72 %, reside in urban areas, while rural complainants make up 21 % of the total. Semi-urban and remote rural areas account for 6 % and 1 % of the complaints, respectively.



This distribution highlights a noticeable urban bias in the utilization of the WMS's services. The higher representation of urban complainants could be attributed to factors such as greater awareness, easier access to information, or a higher concentration of government offices in urban centres. It is imperative for the WMS to address this urban-rural disparity to ensure that its services are accessible and utilized by individuals across all types of localities. Targeted outreach efforts, awareness campaigns, and improved accessibility in rural and remote areas may be necessary to create a more inclusive and representative platform for addressing grievances.

### 5.2.5 How did you come to know about WMS?

The survey question regarding how individuals came to know about the WMS provides insights into the channels through which awareness about the institution is disseminated. The responses indicate that the most common source of information is through friends, family, or



relatives, constituting 50 % of the total respondents. News outlets also play a significant role, with 13 % of individuals becoming aware of the WMS through this medium. Social media platforms such as Facebook, Instagram, or YouTube account for 22 % of the awareness, suggesting the growing influence of online channels. Public awareness messages represent 15 % of the sources, contributing to the overall dissemination of information. This distribution emphasizes the importance of interpersonal networks in spreading awareness about the WMS. To enhance outreach and accessibility, the institution could consider strengthening its presence on social media platforms and collaborating with news outlets to ensure broader coverage. Additionally, targeted public awareness campaigns may further amplify the visibility of the WMS, fostering a more informed citizenry.

### 5.2.6 Was it easy to lodge the complaint in this forum?

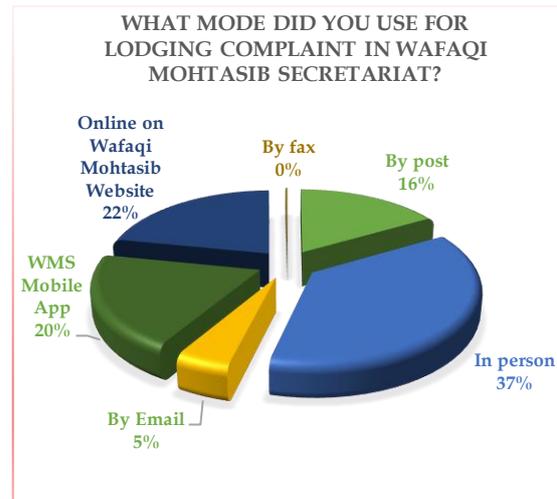
The survey question regarding the ease of lodging complaints at the WMS indicates a predominantly positive experience among the respondents. A substantial majority, comprising 95.9% of individuals, found the process of lodging a complaint to be easy. In contrast, a smaller proportion, representing 4.1%, reported challenges in the complaint submission process. This overwhelmingly positive response suggests that the WMS has been successful in providing a user-friendly platform for individuals



seeking to address their grievances. However, the concerns raised by the minority who found it challenging to lodge a complaint warrant attention. Continuous efforts to enhance the user interface, provide clear guidance, and streamline procedures can contribute to maintaining a high level of satisfaction among those utilizing the services of the WMS.

### 5.2.7 What mode did you use for lodging complaint in WMS?

The survey question on the modes used for lodging complaints at the WMS provides insights into the diverse channels through which individuals choose to submit their grievances. The responses indicate a range of options utilized by complainants. The most common mode is in-person submissions, accounting for 37 % of the total, followed

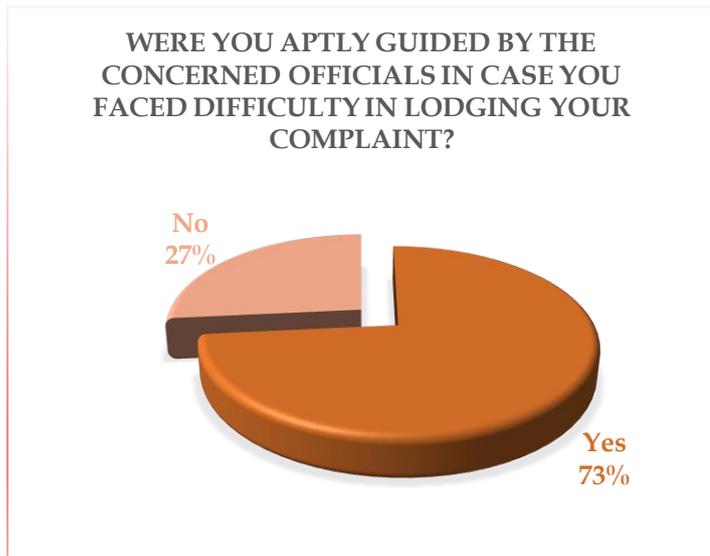


by online submissions through the WMS website, constituting 22 %. The WMS Mobile Application is also a popular choice, representing 20 % of complainants. Postal submissions make up 16 % of the modes used, while email and fax are less frequently employed, each contributing to less than 1% of the total. This variety in submission methods underscores the importance of providing multiple avenues for individuals to access the services of the WMS, catering to diverse preferences and ensuring inclusivity. Continued efforts to enhance the efficiency and accessibility of all available modes can contribute to a seamless experience for complainants, encouraging broader participation in the complaint resolution process.

### 5.2.8 Were you aptly guided by the concerned officials in case you faced difficulty in lodging your complaint?

The survey question regarding the guidance provided by concerned officials in case of difficulties in lodging complaints at the WMS reveals a mixed experience among the respondents. A majority of individuals, comprising 73 %, reported that they were aptly guided when facing challenges in the complaint submission process. However, a significant proportion, representing 27 %, indicated a lack of satisfactory guidance from the concerned officials. This feedback suggests that while a substantial number of complainants received

appropriate assistance, there is room for improvement in addressing difficulties encountered during the complaint lodging process for a notable segment of users. It is crucial for the WMS to review and enhance its support mechanisms, ensuring that individuals who

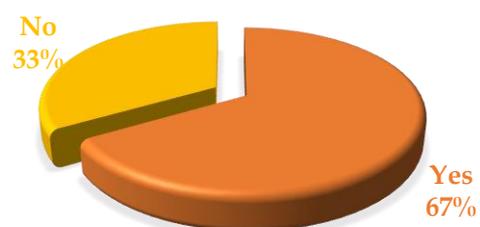


face obstacles in submitting complaints receive the necessary guidance and assistance. Addressing these concerns can contribute to a more user-friendly and accessible complaint resolution process, fostering increased confidence and participation in the services provided by the WMS.

### 5.2.9 Are you satisfied with the services provided by WMS?

The survey question on satisfaction with the services provided by the WMS reflects a mixed sentiment among the respondents. A majority of individuals, constituting 67 %, expressed satisfaction with the services, indicating a positive experience. However, a significant proportion, representing 33 %, reported dissatisfaction with the services provided. This divergence in opinions highlights the importance of further investigating the specific reasons behind the dissatisfaction to identify areas for improvement. For this purpose, an open-ended question was asked from the Complainants that "What suggestions could you give to improve the working of Wafaqi Mohtasib Secretariat?" The respondents answered this very question by giving observations in light of the problems faced by

ARE YOU SATISFIED WITH THE SERVICES PROVIDED BY Wafaqi MOHTASIB SECRETARIAT?



them at this Secretariat. Majority of the respondents emphasized the need for proactive implementation process; reduced waiting time before commencement of hearing; more frequent utilization of online hearing facility, concerted efforts for incorporation of stances of both the parties in the findings; hearings in each other's presence; better and timely intimation of notices and updates using various means of communication in vogue and lastly, improvements in WMS application and online complaint lodging mechanisms. The afore-mentioned observations provides an insight into the plausible problems faced by the complainants at WMS and the resultant concerns raised by them leads to their dissatisfaction. Gathering feedback on aspects such as response times, clarity of communication, and the effectiveness of the resolution process can contribute to enhancing the overall service quality of the WMS. Addressing the concerns raised by dissatisfied individuals and implementing improvements accordingly will be crucial in fostering greater public trust and confidence in the institution's ability to address grievances effectively. Continuous efforts to refine and optimize services based on user feedback can contribute to a more robust and responsive complaint resolution mechanism.

#### 5.2.10 Did you receive message intimating you about registration of your complaint?

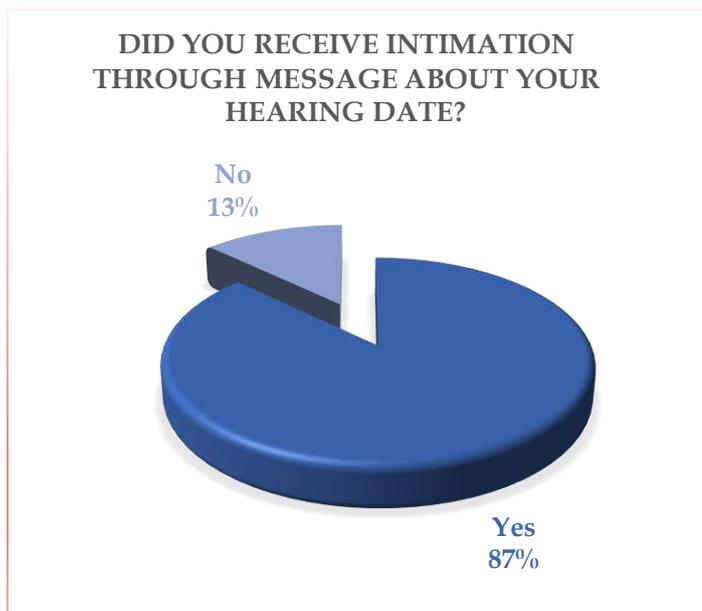
The survey question regarding the receipt of messages intimating complainants about the registration of their complaints at the WMS indicates a positive trend. The majority of individuals, constituting 94 %, reported that they did receive messages notifying them about the registration of their complaints. In contrast, a smaller



proportion, representing 6 %, indicated that they did not receive such notifications. This high percentage of complainants receiving registration confirmation messages suggests that the WMS has implemented effective communication practices to keep individuals informed about the status of their complaints. However, for those who did not receive notifications, the same may relate to cell numbers of the complainants being ported to other networks. Clear and timely communication plays a crucial role in enhancing transparency and building trust in the complaint resolution mechanisms provided by the WMS.

### 5.2.11 Did you receive intimation through message about your hearing date?

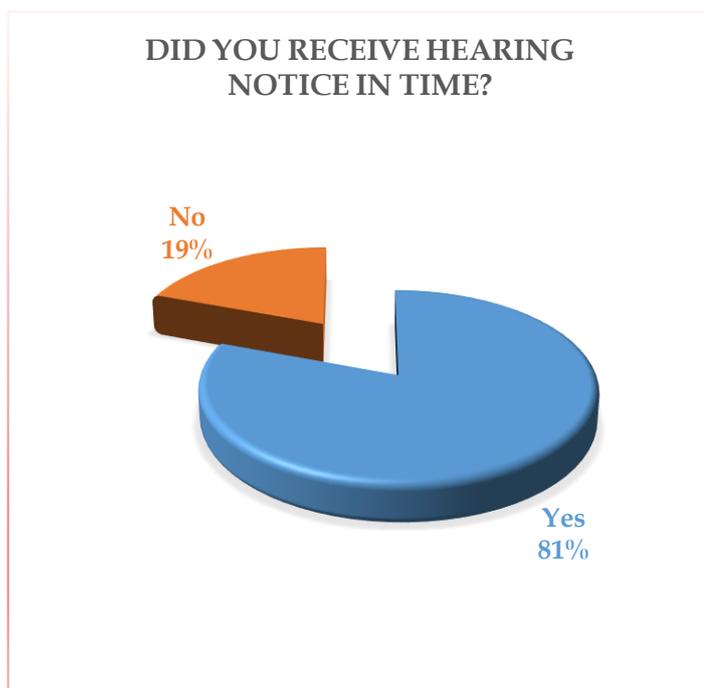
The survey question regarding the receipt of intimation through messages about the hearing date at the WMS indicates a positive trend. The majority of individuals, comprising 87 %, reported that they did receive messages notifying them about their hearing dates. In contrast, a smaller proportion, representing 13 % indicated that they did not receive such notifications. This high percentage of complainants receiving intimation about their hearing dates through messages suggests effective communication practices in place at the WMS. However, for those who did not receive notifications, it would be important for the institution to investigate and address any potential communication gaps to ensure that all complainants are well-informed about the scheduled hearings. Clear and timely communication is essential for a transparent and efficient complaint resolution process, and efforts to improve notification systems can contribute to a positive experience for complainants involved in the proceedings.



### 5.2.12 Did you receive hearing notice in time?

The survey question regarding the receipt of hearing notices in a timely manner at the WMS reveals a mixed experience among respondents. While a majority of individuals, constituting 81 %, reported that they did receive hearing notices in time, a significant proportion, representing 19 %, indicated that they did not receive such notices in a timely fashion. This feedback underscores the importance of addressing any delays in the distribution of hearing notices to ensure a more efficient and responsive complaint resolution process. It is crucial

for the WMS to assess and optimize its notification systems, aiming to provide timely and clear information to all complainants about their scheduled hearings. Timely communication is vital for maintaining transparency, building trust, and facilitating the active participation of individuals in the resolution of their grievances. Addressing

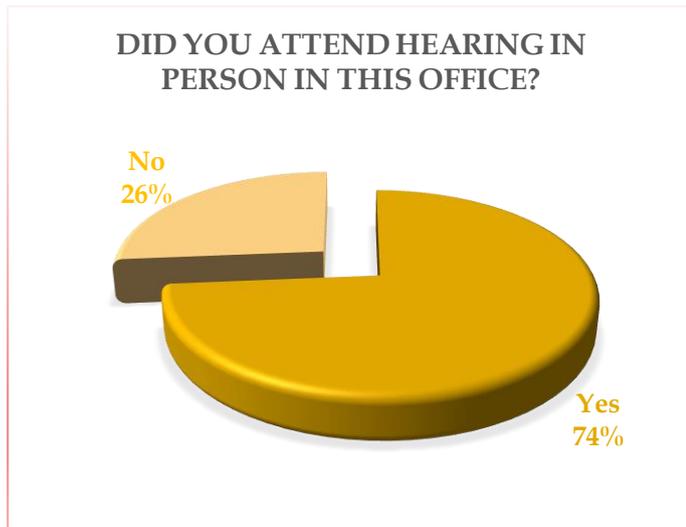


the concerns raised by those who did not receive hearing notices in time can contribute to an improved overall experience for complainants involved in the proceedings.

### 5.2.13 Did you attend hearing in person in this Office?

The survey question on whether complainants attended hearings in person at the WMS indicates a range of experiences among respondents. A majority of individuals, comprising 74 %, reported that they did attend hearings in person. However, a significant proportion, representing 26 %, indicated that they did not attend hearings in person. The reasons for not attending hearings in person could

vary and might include logistical challenges, personal circumstances, or preferences for remote participation. Understanding the factors influencing attendance or non-attendance is crucial for the WMS to tailor its procedures and services to better accommodate the needs and

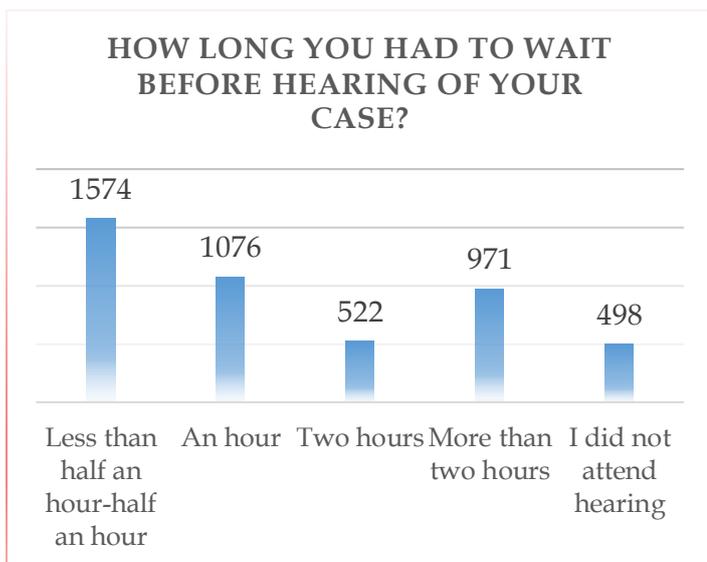


circumstances of complainants. It may also be beneficial for the institution to enhance alternative means of participation, such as virtual hearings, to enhance accessibility and convenience for individuals unable to attend in person. Addressing these considerations can contribute to a more inclusive and flexible complaint resolution process.

#### 5.2.14 How long you had to wait before hearing of your case?

The data gathered from the survey question on waiting times before hearings at the WMS provides valuable insights into the efficiency of the complaint resolution process. The responses highlight a diverse range of experiences among complainants, with 34 % reporting relatively short waiting times of less than half an hour to half an hour.

However, a substantial portion of individuals, 23%, experienced an hour-long

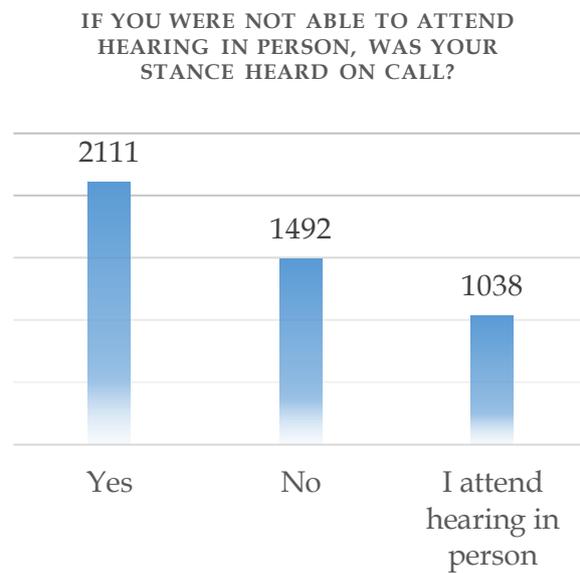


wait, and 11 % had to wait for two hours, while 21% faced a more prolonged waiting period of over two hours. Additionally, 11 % of respondents chose not to

attend the hearing. These findings suggest that there is room for improvement in streamlining the scheduling and conduct of hearings, especially for those who experienced longer wait times. The WMS may benefit from reassessing and optimizing its procedures to reduce wait times and enhance the overall efficiency of the complaint resolution process. By implementing measures to expedite proceedings and ensuring on-time attendance of the Agency’s representatives, the institution can contribute to a more positive and timely experience for individuals seeking resolution through its services.

**5.2.15 If you were not able to attend hearing in person, was your stance heard on call?**

The survey data regarding the accommodation of remote participation for complainants unable to attend hearings in person at the WMS reveals a mixed experience among respondents. Almost half of the participants, specifically 46 %, reported that their stance was effectively heard on call, indicating a positive outcome for a substantial portion of those engaging remotely. However, a significant proportion, 32 %, expressed dissatisfaction, stating that their stance was not adequately heard on the call. Additionally, nearly a quarter, 22 %, opted to attend the hearing in person, suggesting a preference for direct and physical engagement. These



findings underscore the importance of continually refining and optimizing mechanisms for remote participation to ensure a fair and inclusive complaint resolution process. Addressing the concerns raised by those who felt their stance was not effectively heard on call is crucial for enhancing the accessibility and effectiveness of remote participation options, fostering a more equitable experience for all complainants.

### 5.2.16 In case you attended hearing, was your stance carefully, patiently and completely heard?

The survey question on whether complainants felt that their stance was carefully, patiently, and completely heard during the hearings at the WMS reveals varying experiences among respondents. The majority of individuals, comprising 70 %, reported that their stance was indeed carefully, patiently, and completely heard

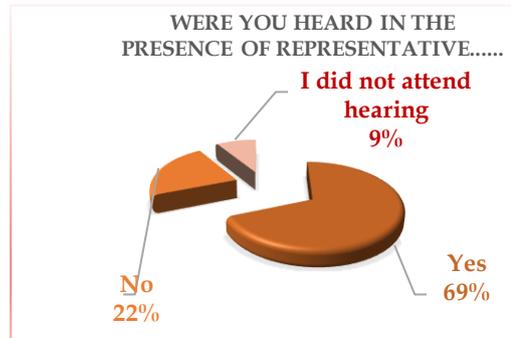


during the hearings. However, a significant proportion, representing 21 %, expressed dissatisfaction, stating that their stance was not heard to their satisfaction. Additionally, 9 % of respondents did not attend the hearing. These findings underscore the importance of ensuring a thorough and attentive approach during hearings to foster a sense of fairness and justice among complainants. Addressing the concerns raised by those who felt their stance was not adequately heard is essential to enhancing the credibility and effectiveness of the complaint resolution process. The WMS may benefit from reviewing its procedures, communication strategies, and perhaps implementing measures to improve the clarity and completeness of information presented during hearings. Ensuring that every complainant feels their perspective is genuinely considered is crucial for building trust and confidence in the institution's ability to address grievances effectively.

### 5.2.17 Were you heard in the presence of representative of the Agency complained against?

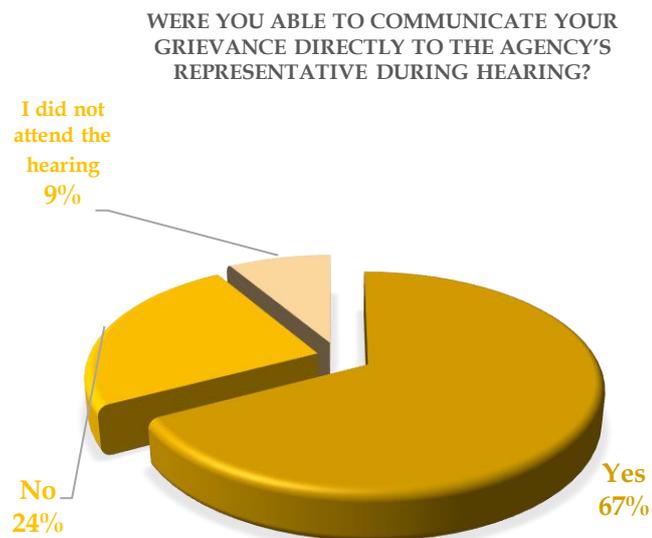
The survey question on whether complainants were heard in the presence of a representative of the Agency being complained against at the WMS indicates a diverse experience among respondents. A majority of individuals, comprising 69 %, reported that they were indeed heard in the presence of a representative from

the complained-against Agency. However, a significant portion, representing 22 %, stated that they were not heard in such a context. Additionally, 9 % of respondents did not attend the hearing. These findings highlight the importance of ensuring a fair and transparent hearing process, where complainants have the opportunity to present their case in the presence of the relevant Agency's representative. Addressing the concerns raised by those who felt they were not heard in such a setting is crucial for fostering confidence in the impartiality and effectiveness of the WMS. Ensuring that the complaint resolution process is conducted in a manner that allows for a balanced and comprehensive examination of all perspectives is essential for the credibility of the institution.



**5.2.18 Were you able to communicate your grievance directly to the Agency’s representative during hearing?**

The survey question on whether complainants were able to communicate their grievance directly to the Agency's representative during the hearing at the WMS indicates varied experiences among respondents. A majority of individuals, comprising 67 %, reported that they were indeed able to communicate their grievance directly to the Agency's representative. However, a significant portion, representing 24 %, stated that they were not able to do so. Additionally, 9 % of respondents did not attend the hearing. These findings



suggest that, while a considerable number of complainants were able to effectively communicate their grievances directly to the Agency's representative, there is room for improvement in ensuring that all individuals have an opportunity for direct communication during hearings. The WMS may consider reviewing its procedures and providing guidance to ensure a more inclusive and participatory hearing process. Addressing the concerns raised by those who felt they were unable to communicate their grievances directly is crucial for enhancing the accessibility and fairness of the complaint resolution process. Continuous efforts to refine and optimize the procedures can contribute to a more effective and user-friendly experience for complainants.

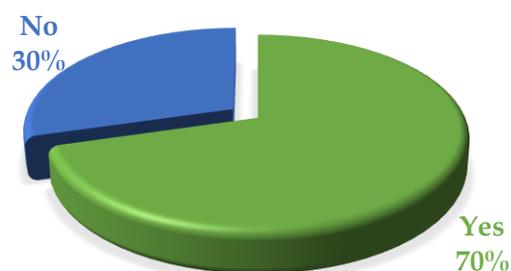
### **5.2.19 Did you receive the findings in your complaint approved by HWM on time?**

The survey question on whether complainants received the findings in their complaints approved by the HWM on time at the WMS reveals a mixed experience among respondents. Majority of individuals, comprising 70 %, reported that they did receive the findings on time, a significant portion, representing 30 %, indicated that they did not receive the findings in a timely manner.

These findings suggest that there may be opportunities for improvement in the timeliness of communicating the outcomes of complaint investigations to complainants.

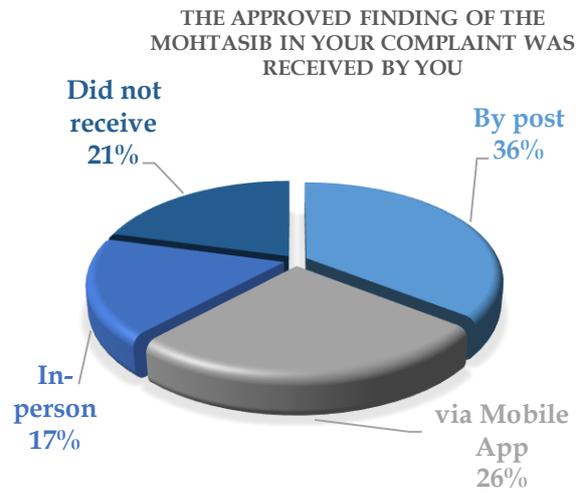
Timely communication of findings is crucial for providing closure to complainants and maintaining transparency in the complaint resolution process. Enhancing the efficiency of this aspect of the process can contribute to overall satisfaction and trust in the institution's ability to address grievances effectively.

**DID YOU RECEIVE THE FINDINGS IN YOUR COMPLAINT APPROVED BY HWM ON TIME?**



### 5.2.20 How the approved finding of the Mohtasib in your complaint was received by you?

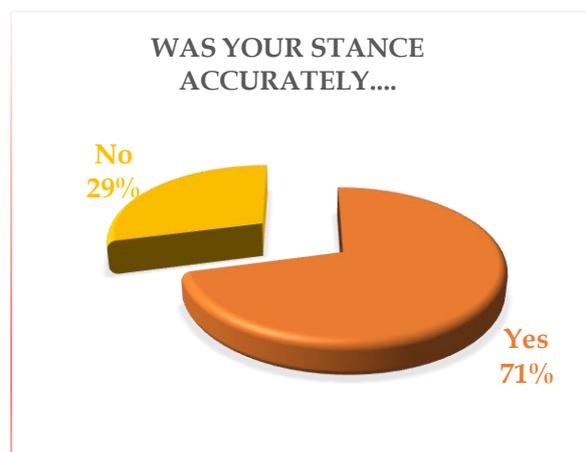
The survey data on how complainants received the approved findings of the Mohtasib in their complaints at the WMS reveals a diverse array of communication methods. A notable portion of complainants, accounting for 36 %, received the approved findings through traditional postal services.



Another substantial group, representing 26 %, opted for the modern convenience of receiving findings via the WMS Mobile App. Additionally, 17 % of individuals chose to receive the findings in-person, reflecting a preference for direct and immediate communication. However, it is concerning that 21 % of respondents did not receive the approved findings, indicating a potential gap in the communication process that warrants attention. Enhancing communication methods and follow-up mechanisms can contribute to a more comprehensive and satisfactory experience for individuals seeking resolution through the institution.

### 5.2.21 Was your stance accurately and thoroughly reflected and addressed in findings?

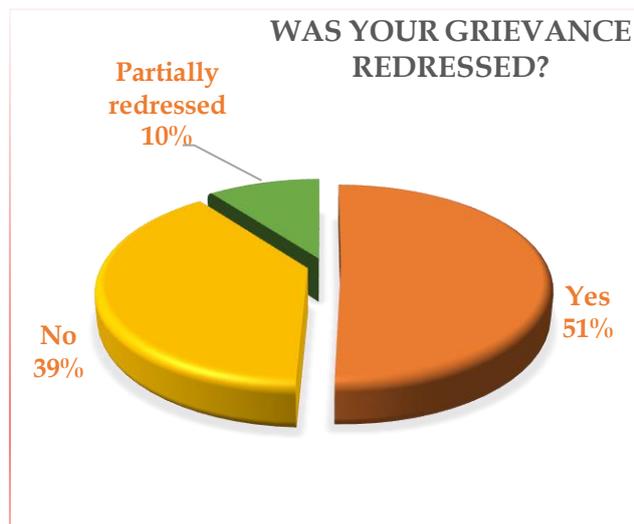
The survey question on whether complainants' stances were accurately and thoroughly reflected and addressed in the findings at the WMS reveals a mixed experience among respondents. A majority of individuals, comprising 71 %, reported that their stance was accurately and thoroughly



reflected in the findings. However, a significant portion, representing 29 %, expressed dissatisfaction, stating that their stance was not accurately or thoroughly addressed in the findings. These findings emphasize the importance of ensuring that the complaint resolution process effectively captures and addresses the concerns raised by complainants. Continuous efforts to improve transparency and communication can contribute to a more satisfactory experience for individuals seeking resolution through the complaint resolution process.

### 5.2.22 Was your grievance redressed?

The survey question on whether complainants' grievances were redressed at the WMS indicates a diverse set of outcomes among respondents. A significant portion, comprising 51 %, reported that their grievances were fully redressed, while 10 % indicated that their grievances were partially



redressed indicating a positive resolution experience. However, a notable proportion, representing 39%, reported that their grievances were not redressed. It is possible that the remaining respondents has no case against the Agency therefore their complaints were rejected. These findings also highlight the need for ongoing efforts to improve the effectiveness of the complaint resolution process at the WMS. Continuous review and refinement of procedures, along with targeted interventions, can contribute to a more effective and equitable complaint resolution process, fostering greater confidence and trust in the services provided by the WMS.

### 5.2.23 How long did it take for the redressal of your grievance?

The survey responses regarding the duration of redressal of grievances at the WMS depict a varied timeline for complainants seeking resolution. A

significant portion, constituting 33 %, reported a relatively swift redressal, occurring within less than one month. However, a comparable proportion, 31 %, experienced redressal within one to three months. For another subset of complainants, 16 % reported a more



prolonged duration, extending beyond three months but less than six months, while 19 % had to wait for over six months for the resolution of their grievances. It's noteworthy that a small percentage, 1 %, indicated that their grievances were not redressed at all. These findings underscore the need for the WMS to address factors contributing to varying timelines, ensuring a more consistent and expeditious implementation process. Enhancing efficiency and reducing the duration of redressal can contribute to a more responsive and satisfactory experience for individuals seeking resolution through the institution.

#### 5.2.24 Did you find the concerned Investigation/Implementation Officer sufficiently experienced and competent to reach the conclusion in your case?

The survey question on whether complainants found the concerned Investigation/Implementation Officer sufficiently experienced and competent to reach a conclusion in their cases at the WMS reflects a mixed perception among respondents. A majority of individuals, comprising 67 %, reported that they found the Investigation /



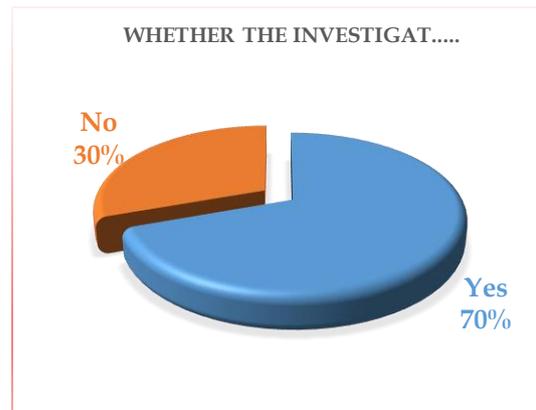
Implementation Officer sufficiently experienced and competent. However, a significant portion, representing 33 %, expressed dissatisfaction, stating that they did not find the officer adequately experienced or competent. These findings underscore the importance of ensuring that the individuals responsible for

investigating and implementing resolutions possess the necessary skills and expertise. The WMS may consider mechanisms for continuous training and professional development to enhance the capabilities of its officers. Continuous efforts to strengthen the skills and knowledge base of the personnel involved in the complaint resolution process can contribute to a more effective and credible system.

#### **5.2.25 Whether the Investigation/Implementation Officer had studied your case thoroughly before hearing?**

The survey question on whether the Investigation/Implementation Officer had thoroughly studied complainants' cases before the hearing at the WMS indicates a varied experience among respondents. A majority of individuals, comprising 70 %, reported that the Investigation/Implementation Officer had indeed studied their cases thoroughly before the hearing. However, a significant

portion, representing 30 %, expressed dissatisfaction, stating that the officer did not study their cases adequately. These findings underscore the importance of ensuring that the investigative process is conducted with a thorough understanding of each complainant's

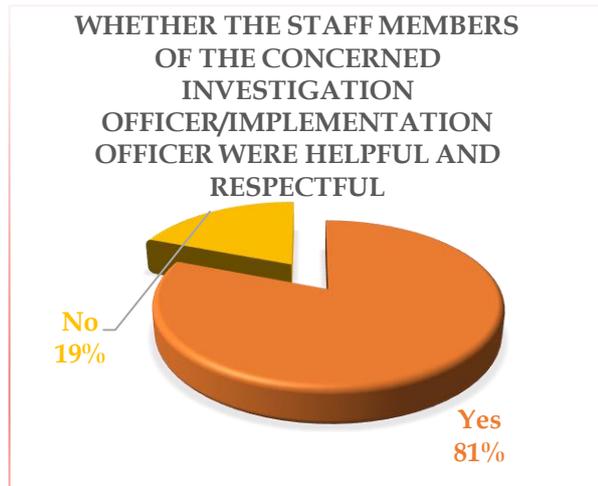


case before the hearing. The WMS may consider measures to enhance the preparation and review processes for officers involved in investigations, ensuring that they have a comprehensive understanding of the details before engaging with complainants. Continuous efforts to refine and optimize the procedures can contribute to a more transparent and thorough investigative approach.

#### **5.2.26 Whether the staff members of the concerned Investigation Officer/Implementation Officer were helpful and respectful?**

The survey question on whether the staff members of the concerned Investigation Officer/Implementation Officer were helpful and respectful at the

WMS indicates a mixed experience among respondents. A majority of individuals, comprising 81 %, reported that the staff members were indeed helpful and respectful. However, a significant portion, representing 19 %, expressed dissatisfaction, stating that the staff members were not helpful and



respectful. These findings highlight the importance of ensuring positive and respectful interactions throughout the complaint resolution process, involving not only the Investigation/Implementation Officer but also the supporting staff. The WMS may consider measures to reinforce a culture of helpfulness and respect among its staff, recognizing the crucial role they play in facilitating a positive experience for complainants. Addressing the concerns raised by those who did not find the staff members helpful and respectful is essential for fostering a supportive and collaborative environment, contributing to the overall satisfaction of individuals seeking resolution through the institution. Continuous efforts to enhance professionalism and courtesy in interactions with complainants can contribute to a more positive and constructive complaint resolution experience.

### 5.2.27 Were your calls to WMS attended?

The survey results regarding the attendance of calls to the WMS Secretariat reveal a diverse pattern of experiences among respondents. A majority, comprising 58 %, reported that their calls were attended, indicating a positive level of accessibility and responsiveness through this communication channel. However, a notable portion, 15%, expressed dissatisfaction, stating that their calls were not attended. Additionally, 27 % of respondents did not

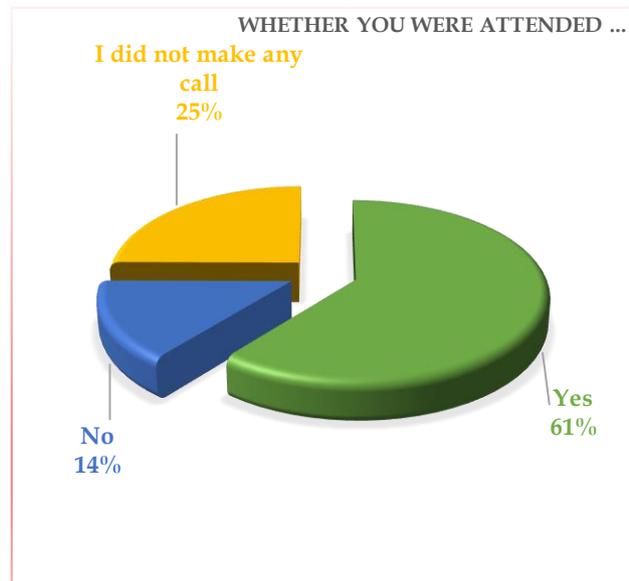


make any calls, suggesting varied preferences in communication methods or a potential lack of need for direct phone communication. These findings underscore the importance of continuously evaluating and optimizing communication channels to ensure effective and timely interaction between complainants and the WMS. Providing a variety of communication options and ensuring prompt responses can contribute to a more positive and user-friendly experience for individuals engaging with the WMS.

### 5.2.28 Whether you were attended courteously and professionally on a phone call and your queries were addressed?

The survey findings regarding the courteousness and professionalism experienced during phone calls to the WMS depict a mixed landscape of interactions. A substantial majority, comprising 61 %, reported positive experiences, stating that they were attended to courteously and professionally, with their queries effectively addressed during phone calls. However, a noteworthy portion, 14 %, expressed dissatisfaction, noting that they did not receive courteous and professional attention, and their queries were not adequately addressed.

Additionally, 25 % of respondents did not make any calls, suggesting a range of preferences in communication methods or perhaps a lack of need for direct phone interactions. These results emphasize the importance of



maintaining consistent and high-quality customer service standards in phone communications to ensure a positive experience for individuals engaging with the WMS. Addressing the concerns raised by those who reported negative experiences can contribute to improving overall satisfaction and trust in the institution's services.

## 5.3 Representatives of the Agencies

A total 500 population of Representatives of Agencies was engaged during the survey, 371 responses were received from them. The representatives were asked the following questions through CRC:

### 5.3.1 How effective was the communication of WMS with your Agency?

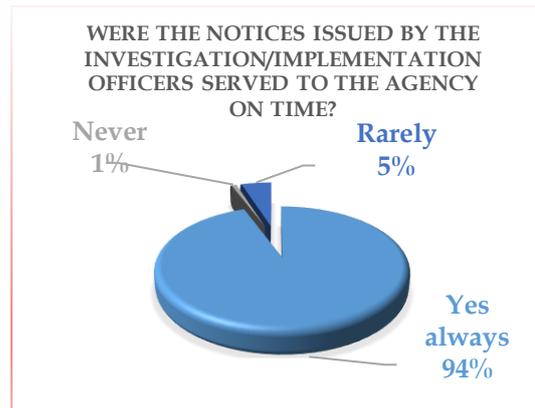
The survey question asked representatives of Federal Government Agencies to assess the effectiveness of communication from the WMS. The responses indicate that a significant majority, 89 %, rated the communication as "Excellent," signifying a high level of satisfaction with the WMS's outreach and information dissemination.



Furthermore, 9% of respondents deemed the communication as "Average," suggesting a moderate satisfaction level. A small percentage, 2 %, rated the communication as "Poor," indicating some dissatisfaction, while only 0.3% considered it "Fair." The overwhelmingly positive response in the "Excellent" category suggests that the majority of representatives perceive the communication from the WMS as highly effective. This could be attributed to clear and transparent communication practices, prompt dissemination of information, and potentially effective channels for interaction. The minor dissatisfaction indicated in the "Average," "Poor," or "Fair" responses may provide valuable insights into specific areas that may require improvement in the communication strategy to ensure optimal engagement and understanding among representatives of federal government Agencies. Overall, this survey outcome highlights the importance of maintaining effective communication channels between the WMS and federal Agencies to foster cooperation and understanding.

### 5.3.2 Were the notices issued by the Investigation/Implementation officers served to the Agency on time?

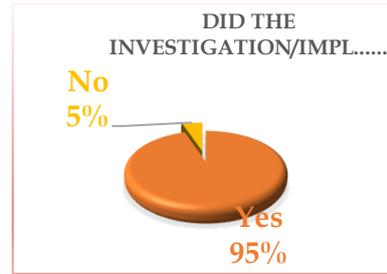
The survey question sought feedback on the timeliness of notices issued by Investigation/Implementation officers to the Agency. The responses indicate a positive trend, with a substantial majority of 94 % reporting that notices were served on time, stating "Yes always." This suggests that the Investigation/Implementation officers generally adhere to prompt timelines in delivering notices to the relevant Agencies. However, it's noteworthy that a small percentage of respondents, 5 %, indicated that notices were served "Rarely," implying occasional delays in the issuance of notices. A minimal fraction of 1 % responded with "Never," suggesting an even rarer occurrence of notices not being served to the Agency. While the predominant response reflects efficient and timely notice delivery, the feedback provided by those who experienced occasional delays may be valuable for the WMS to assess and improve its processes, ensuring consistent and timely communication in the investigative and implementation phases. Regular evaluations and adjustments based on this feedback can contribute to maintaining the effectiveness and credibility of the complaint resolution process.



### 5.3.3 Did the Investigation/Implementation officer proactively address the Agency's concerns during the proceedings?

The survey question aimed to gauge the proactive addressing of Agency's concerns by Investigation/Implementation officers during proceedings. The majority of respondents, constituting 95 %, indicated that Investigation/Implementation officers did proactively address the concerns raised by the Agency, responding with "Yes." This positive feedback suggests that, in the majority of cases, officers demonstrated a proactive and responsive approach in

considering and addressing the concerns expressed by the Agency during the proceedings. However, it's important to acknowledge the 5 % of respondents who answered "No," indicating instances where concerns were not proactively



addressed. Exploring the specific concerns raised and the circumstances under which proactive addressing may have fallen short can provide valuable insights for the WMS to refine its practices and enhance the responsiveness of Investigation/ Implementation officers. Strengthening communication channels and ensuring a collaborative approach during proceedings can contribute to a more constructive and effective resolution of complaints, fostering a culture of cooperation between the WMS and federal Agencies.

#### 5.3.4 Was the Agency given sufficient response time for preparation of reports and attending hearings?

The survey question aimed to assess whether federal Agencies were provided with sufficient response time for the preparation of reports and attendance at hearings. The majority of respondents, comprising 89%, reported that Agencies were consistently given sufficient response time, responding with "Yes always." Additionally, 11 % of respondents indicated that Agencies were provided with response time "Sometimes," suggesting occasional variations in the time allocated for preparation and attendance.

Only a minimal proportion, 0.4%, reported "Never," indicating instances where Agencies felt inadequately provided with the necessary time. While the majority expressed satisfaction, it is essential for the WMS to consider the

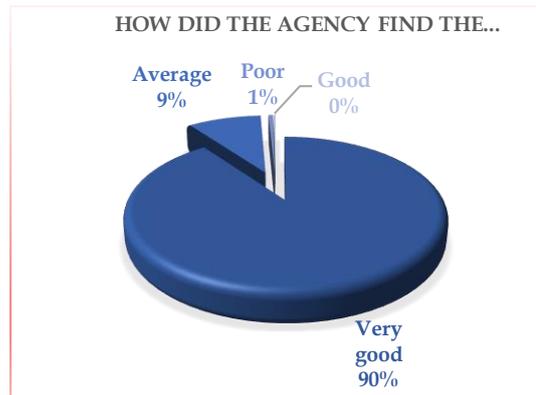


feedback from those who reported variations or inadequacies in response time. Exploring specific instances and concerns can help identify areas for improvement in the scheduling and communication processes, ensuring that federal Agencies

consistently receive sufficient time for effective preparation and participation in the complaint resolution process.

### 5.3.5 How did the Agency find the commitment and dedication of the Investigation officers towards redressal of complaints?

The survey question sought to gauge the perception of federal Agencies regarding the commitment and dedication of Investigation officers toward the redressal of complaints. The overwhelming majority of respondents, constituting 90 %, expressed a highly positive view, rating the commitment and dedication of Investigation officers as "Very good." Additionally, a smaller proportion, 9 %, provided an "Average" rating, while a minimal 1 % rated the commitment as "Good." None of the respondents rated the



commitment as "Poor." The high percentage of respondents providing a "Very good" rating reflects a commendable level of satisfaction and trust in the dedication exhibited by Investigation officers in addressing complaints. This positive perception suggests that federal Agencies generally acknowledge and appreciate the efforts made by the Investigation officers in the complaint resolution process. The WMS can view this feedback as an affirmation of the effectiveness of its investigative personnel and may consider reinforcing and maintaining these positive qualities through continued training, support, and communication. Addressing any concerns or suggestions from the minority who provided an "Average" rating can further contribute to enhancing the overall commitment and effectiveness of Investigation officers.

### 5.3.6 What was the response of Investigation officers towards the queries of Agency during the investigation Proceedings?

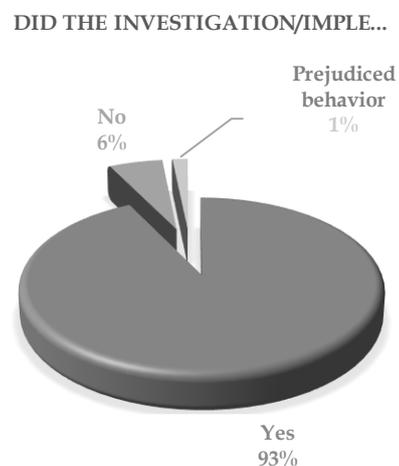
The survey question aimed to assess the response of Investigation officers toward the queries raised by federal Agencies during the investigation

proceedings. The majority of respondents, accounting for 85 %, rated the response as "Excellent," indicating a high level of satisfaction with how Investigation officers addressed queries. Additionally, 14 % of respondents provided an "Average" rating, while a minimal 1 % rated the response as "Poor," and 0.3% as "Fair." The overwhelmingly positive feedback suggests that federal Agencies generally perceive Investigation officers as highly responsive and effective in addressing their queries during the investigation process. The WMS can consider this as a strength and continue to promote a culture of open communication and collaboration between Investigation officers and federal Agencies. It may also explore opportunities to enhance the responsiveness further, considering the insights provided by the minority who gave an "Average" rating. This positive perception of effective communication and responsiveness contributes to building trust and cooperation in the complaint resolution process.



### 5.3.7 Did the Investigation/Implementation officers demonstrate fairness in the proceedings?

The survey question aimed to evaluate the perceived fairness of the Investigation/Implementation officers during proceedings. The majority of respondents, constituting 93 %, indicated that they believed the officers demonstrated fairness. However, a smaller proportion, representing 6%, expressed dissatisfaction, stating that the officers did not exhibit fairness. Additionally, 1% of respondents pointed out prejudiced behaviour in the proceedings. The overall positive



perception of fairness is encouraging, suggesting that the majority of federal Agencies acknowledge and appreciate the impartial conduct of Investigation/Implementation officers. The WMS can leverage this positive feedback as a testament to the integrity of its officers and emphasize the importance of maintaining fairness in the complaint resolution process. Addressing the concerns raised by those who perceived unfair behaviour is crucial, and the institution may consider proactive measures such as training, clear guidelines, and feedback mechanisms to reinforce a commitment to impartiality in all proceedings. This focus on fairness contributes to the credibility and effectiveness of the complaint resolution mechanism.

### 5.3.8 Did the Investigation/Implementation officers demonstrate impartiality, privacy and confidentiality in the proceedings?

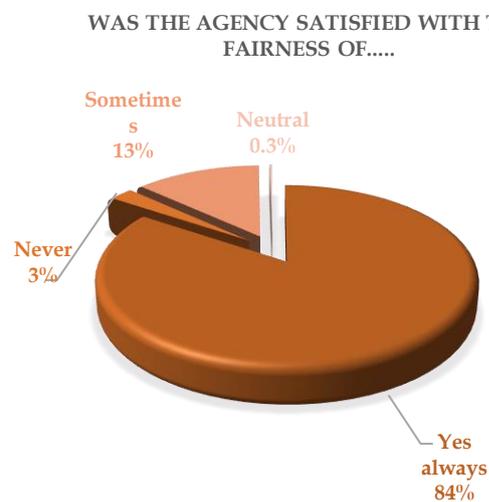
The survey question aimed to assess the perceived demonstration of impartiality, privacy, and confidentiality by Investigation/Implementation officers during proceedings. The majority of respondents, comprising 88 %, reported that they believed the officers consistently demonstrated impartiality, privacy, and confidentiality. In contrast, a smaller proportion, representing 6%, expressed concerns, stating that the officers never exhibited these qualities. Additionally, 6% of respondents indicated that these qualities were demonstrated only sometimes. The overall positive response regarding the consistent demonstration of impartiality, privacy, and confidentiality is encouraging. It suggests that the majority of federal Agencies perceive the Investigation/Implementation officers as upholding these essential qualities during proceedings. The WMS can acknowledge and build upon this positive feedback by reinforcing the importance of these principles in the training and guidelines provided to its officers. Addressing the concerns raised by those who feel that these qualities are not consistently demonstrated is crucial, and



the institution may consider measures such as additional training, clear communication of expectations, and regular assessments to ensure that these fundamental aspects are consistently upheld. Demonstrating impartiality, privacy, and confidentiality contributes to a trustful and effective complaint resolution process.

### 5.3.9 Was the Agency satisfied with the fairness of findings/recommendations made against it?

The survey question aimed to gauge the satisfaction of federal Agencies with the fairness of findings and recommendations made against them by the WMS. The majority of respondents, constituting 84 %, expressed satisfaction, stating that they were always content with the fairness of the findings and recommendations. In contrast, a smaller proportion, representing 3 %, indicated that they were never satisfied. Additionally, 13% of respondents

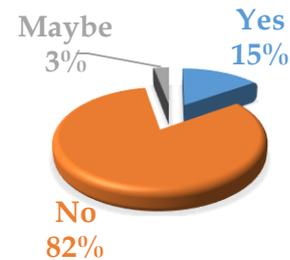


reported being satisfied sometimes, and 0.3% remained neutral. The overall satisfaction expressed by the majority of Agencies regarding the fairness of findings and recommendations is a positive indication. It suggests that, for the most part, federal Agencies perceive the WMS's investigative process as fair and just. The institution can use this feedback to reinforce its commitment to conducting thorough and impartial investigations. It may also consider engaging with Agencies that express dissatisfaction or neutrality to better understand specific concerns and, if necessary, make improvements to ensure that the investigative process maintains a high standard of fairness. Regular feedback loops and open communication channels can contribute to building trust and confidence in the complaint resolution mechanisms.

### 5.3.10 Did any officer of WMS demand gratification/undue favour during the investigation/implementation proceedings?

The survey question aimed to assess whether officers of the WMS were perceived to demand gratification or undue favours during investigation or implementation proceedings. Majority of the respondents 82% stated that no one demanded any favour or gratification. However, a small proportion of respondents, comprising 15 %, reported experiencing a definite "yes" and 3 % suggesting a possibility with "maybe." Though the overall prevalence of reported demands is relatively low, any instance of such behaviour is a matter of concern for the WMS. The institution should thoroughly investigate and address specific cases where demands were reported to ensure the integrity and impartiality of the investigation and implementation processes. Implementing stringent ethical guidelines and establishing reporting mechanisms for complainants and Agency representatives can contribute to maintaining a high standard of professionalism and ethical conduct within the WMS. Addressing concerns related to unethical behaviour is crucial for upholding the credibility and trustworthiness of the WMS.

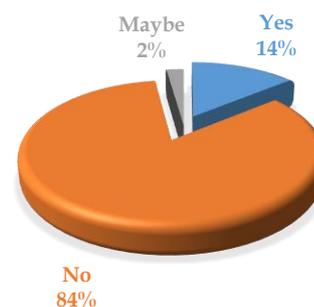
DID ANY OFFICER OF WMS DEMAND GRATIFICATION / UNDUE FAVOR



### 5.3.11 Did any staff member / employee of WMS demand gratification/undue favour during the investigation/implementation proceedings?

The survey results indicate that a portion of respondents, accounting for 14%, reported experiences where staff members or employees of the WMS (WMS) were perceived to demanded undue favours or gratification during investigation or implementation proceedings. Among the respondents, 9.4% explicitly answered "yes" to encountering such demands, while 2 %

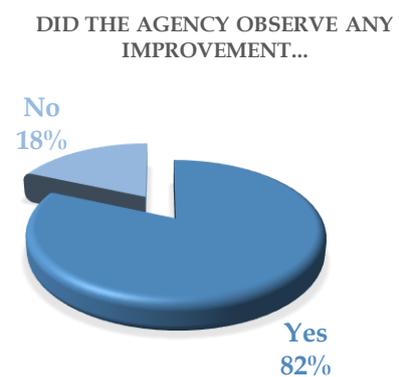
DID ANT STAFF MEMBER / EMPLOYEE OF WMS DEMAND GRATIFICATION/UNDUE FAVOR?



suggested a possibility with "maybe." In contrast, the majority of respondents, comprising 84 %, stated that they did not witness any staff member or employee of WMS demanding gratification or undue favours. The presence of reported demands for gratification raises concerns about the conduct of specific staff members within the WMS. Addressing and investigating these instances is crucial to maintain the ethical standards, professionalism, and credibility of the institution. The WMS should consider implementing and reinforcing strict ethical guidelines, conducting regular training on anti-corruption measures for its staff, and establishing clear reporting mechanisms for complainants and Agency representatives. Proactive measures to prevent and address unethical behaviour can contribute to upholding the integrity of the investigation and implementation processes and sustaining public trust in the WMS.

**5.3.12 Did the Agency observe any improvement in the Investigation/ Implementation process over the passage of time?**

The survey findings reveal that a substantial majority of respondents, accounting for 82 %, observed improvements in the Investigation/Implementation process conducted by the WMS over time. In contrast, 18 % of respondents did not perceive any noticeable improvement. The positive perception among the majority suggests that the WMS has made strides in enhancing its investigation and implementation procedures, potentially addressing previous challenges and incorporating feedback for continuous improvement. To capitalize on this positive trend, the WMS may consider conducting regular assessments, seeking feedback from stakeholders, and identifying areas where further enhancements can be made. Recognizing and addressing the concerns raised by the minority who did not observe improvements is equally important. Open communication channels, feedback mechanisms, and a



commitment to ongoing improvement can contribute to maintaining and furthering the positive trajectory in the Investigation/ Implementation process.

### 5.3.13 Did WMS maintain the time line and accuracy in the process of Investigation and Implementation as per Law?

The survey results indicate a strong positive perception regarding the adherence to time lines and accuracy in the process of Investigation and Implementation by the WMS. An

overwhelming majority of respondents, constituting 92 %, expressed that the Secretariat consistently maintained timelines and accuracy in line with legal requirements. Only a small percentage, 2 %, reported occasional deviations from the



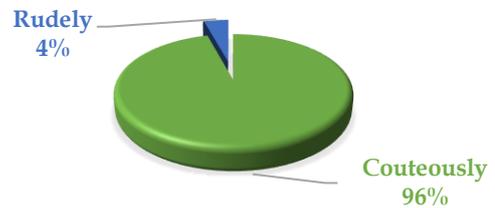
prescribed standards, and an even smaller proportion, 6 %, expressed doubts about the Secretariat's adherence to time lines and accuracy. The high percentage of respondents affirming the Secretariat's commitment to time lines and accuracy suggests a commendable level of efficiency and compliance with legal requirements. To further strengthen this aspect, the WMS may consider periodic evaluations, training programs, and process optimizations. Overall, the positive perception among the majority reflects well on the Secretariat's dedication to upholding legal standards in the Investigation and Implementation processes.

### 5.3.14 How did the staff of WMS assist the Agency during the process of Investigation/Implementation?

The survey results reveal a positive perception regarding the assistance provided by the staff of the WMS during the process of Investigation/Implementation. A significant majority of respondents, constituting 96 %, indicated that the staff assisted them courteously. In contrast, a smaller proportion, 4 %, reported experiencing rudeness during the process. The overwhelmingly positive response suggests that the staff of the WMS is generally

perceived as courteous and supportive during the investigation and implementation proceedings. Courteous assistance is crucial for fostering a cooperative and constructive environment between the Secretariat and federal Agencies. The Secretariat may consider recognizing and reinforcing positive behaviour, while also addressing any isolated instances of rudeness to ensure a consistently positive experience for all involved parties. Overall, the positive feedback from the majority underscores the importance of professionalism and respect in the interaction between the WMS staff and the representatives of federal Agencies.

HOW DID THE STAFF OF WAFAQI MOHTASIB SECRETARIAT ASSIST THE AGENCY DURING THE PROCESS OF INVESTIGATION/IMPLEMENTATION?

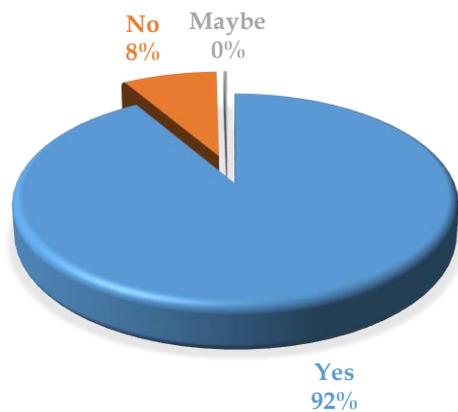


**5.3.15 Was the time given for Implementation sufficient/proper?**

The survey results indicate that a majority of respondents, accounting for 92 %, perceived the time given for implementation by the WMS as sufficient and proper. In contrast, a smaller proportion, representing 8 %, expressed the opinion that the time provided for implementation was not adequate. Additionally, one respondent, constituting 0.3%, marked their response as "Maybe." The positive perception from the majority suggests that the WMS has generally been effective in allocating an appropriate

timeframe for the implementation of findings. However, it is essential for the Secretariat to consider and address the concerns raised by the minority who feel that the time given may not be sufficient. This feedback underscores the importance of balancing the need for a

TIME GIVEN SUFFICIENT/PROPER?

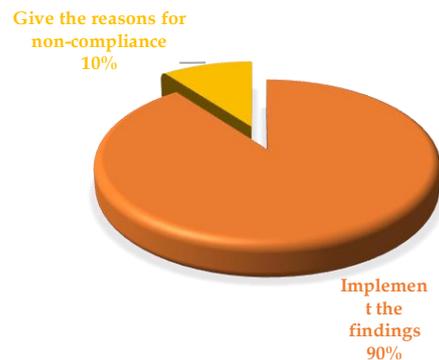


reasonable implementation period with the urgency of addressing and resolving complaints in a timely manner. Open communication and a collaborative approach can contribute to ensuring that the time allocated for implementation aligns with the practical requirements of federal Agencies while upholding the principles of fairness and efficiency in the complaint resolution process.

### 5.3.16 Did the Agency prefer to implement the findings or give reasons for non-compliance?

The survey results reveal that the majority of respondents from federal Agencies, comprising 90 %, expressed a preference for implementing the findings issued by the WMS. In contrast, a smaller proportion, representing 10 %, indicated a preference for providing reasons for non-compliance. This preference for implementation aligns with the

DID THE AGENCY PREFER TO:

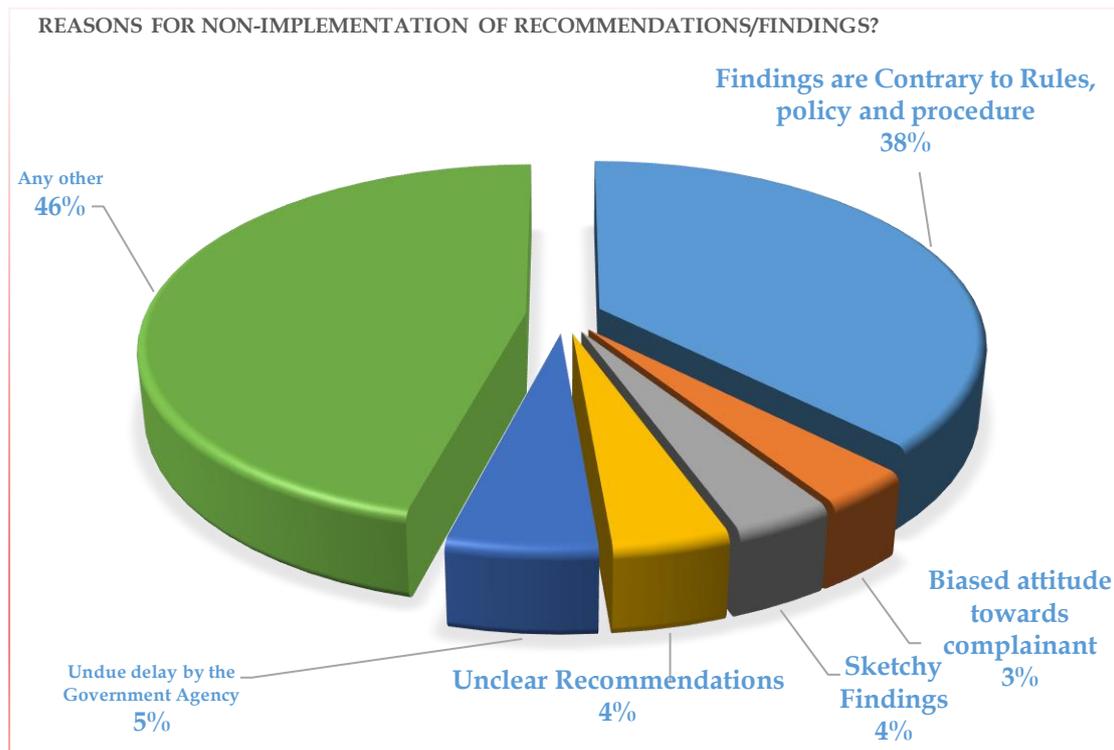


expectation that federal Agencies are willing to address and rectify instances of maladministration highlighted in the findings. Further, these results, in part substantiate outcomes received from the above-mentioned desk research that reflects significantly low percentages of

review petitions and representations to the President made against the decisions of Wafaqi Mohtasib. This in turn highlights the quality of the findings and validity of the decisions made by the Wafaqi Mohtasib, which are not challenged by the Agencies who have no options but to implement the decisions. The positive inclination toward implementation suggests a cooperative and responsive attitude from the Agencies, emphasizing a commitment to improving processes and addressing issues raised through the complaint resolution mechanism. The WMS may acknowledge and encourage this positive trend, fostering a collaborative environment that prioritizes the effective implementation of recommendations for the benefit of both the Agencies and the complainants seeking resolution.

### 5.3.17 What are the reasons for non-implementation of Recommendations/ Findings?

The survey results highlight various reasons cited by respondents for the non-implementation of recommendations or findings issued by the WMS. The most frequently mentioned reason, with 38 % of respondents selecting it, is that



the findings are contrary to rules, policies, and procedures. This suggests that some Agencies perceive a conflict between the recommendations and their established rules or procedures. Other notable reasons include undue delay by the government Agency (9.7%), unclear recommendations (8.9%), and sketchy findings (8.3%). A smaller percentage of respondents pointed to biased attitudes toward complainants (3 %) as a factor in non-implementation. A significant portion of respondents, constituting 46% selected "Any other" as a reason for non-implementation, indicating that there may be additional factors influencing the decision not to implement recommendations. Exploring these other factors and addressing specific concerns raised by Agencies can contribute to a more nuanced understanding of the challenges hindering the implementation process. The WMS may consider engaging in targeted discussions with Agencies to identify and

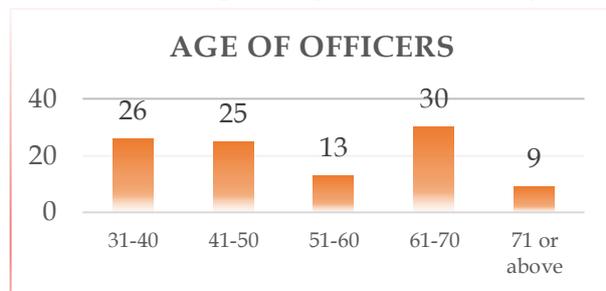
address these unique factors, fostering a more effective and cooperative approach to implementing recommendations.

## 5.4 Officers of WMS

A total of 108 responses were received from officers of WMS belonging to different cadres. The officers were asked the following questions through CRC:

### 5.4.1 Age of the officers

The survey results on the age distribution of officers at the WMS provide valuable insights into the demographic composition of the organizational workforce. The majority of officers fall within the age range of 31 to 40 years, constituting 28.9% of the total. Following closely, the age group of 61 to 70 years represents 26.7% of the officers. The 41-50 age group comprises 27.3%, the 51-60 age group makes up 14.1%, and officers aged 71 or above account for 4.2% of the workforce.



This distribution reflects a diverse age composition within the organization, with a significant presence in both the mid-career and senior age brackets. Understanding the age demographics is crucial for tailoring organizational policies, mentorship programs, and career development initiatives that cater to the varied needs and experiences of officers. The diverse age composition suggests a mix of seasoned professionals and younger talents, contributing to a dynamic and inclusive work environment at the WMS.

### 5.4.2 Gender of Officers

The survey results on the gender distribution of officers at the WMS reveal a notable gender imbalance. Among the respondents, the majority of officers identify as male, constituting 89.3% of the workforce, while females represent only 11%. This significant gender disparity highlights a potential area for improvement

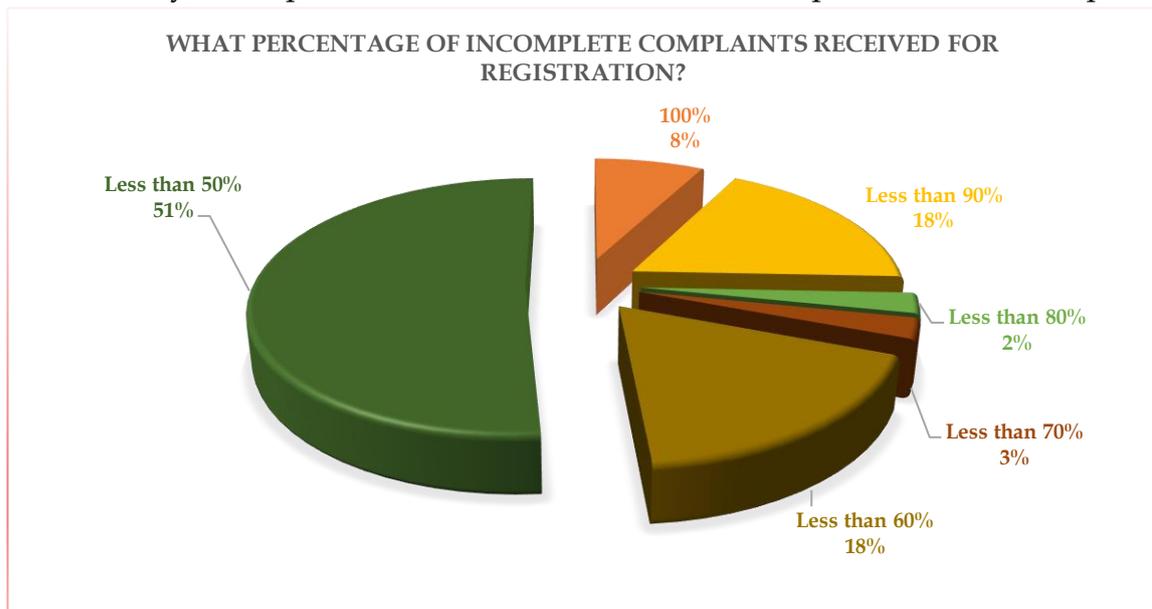
in fostering gender diversity and inclusivity within the organization's officer cadre. Addressing gender imbalances is crucial for promoting equal opportunities, creating a more inclusive workplace culture, and ensuring that the organization benefits



from a diverse range of talents and perspectives. The WMS may consider implementing targeted initiatives to attract and retain a more gender-balanced officer workforce. By fostering an environment that values diversity and gender equality, the organization can enhance overall workplace satisfaction and effectiveness.

#### 5.4.3 What percentage of incomplete complaints received for registration?

The survey findings on the percentage of incomplete complaints received for registration at the WMS reveal a varied distribution. A total of 3% of respondents indicated that 100% of the complaints they received were incomplete. Additionally, 7% reported that less than 90% of the complaints were incomplete,

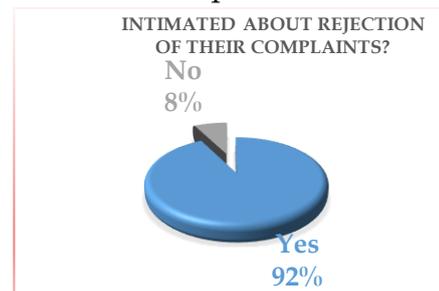


while a smaller proportion, 1%, reported less than 80% and less than 70% of incomplete complaints. The majority of respondents, constituting 20%, reported that less than 50% of the complaints were incomplete, indicating a more positive

scenario in terms of the completeness of received complaints. These findings suggest a need for the WMS to focus on improving the completeness of complaints during the registration process. Implementing clearer guidelines, sensitizing complainants, and enhancing communication can contribute to a higher percentage of complete complaints, facilitating a more efficient and effective complaint resolution process.

#### **5.4.4 Whether the complainants were intimated about rejection of their complaints?**

The survey results on whether complainants were intimated about the rejection of their complaints at the WMS show that a majority of respondents, comprising 92 %, reported that they were indeed informed about the rejection of their complaints. In contrast, a smaller proportion, representing 8 %, indicated that they were not intimated about the rejection of their complaints. This high percentage of complainants being informed about the rejection is positive, reflecting transparency and communication in the complaint resolution process. Addressing this gap in communication can contribute to an

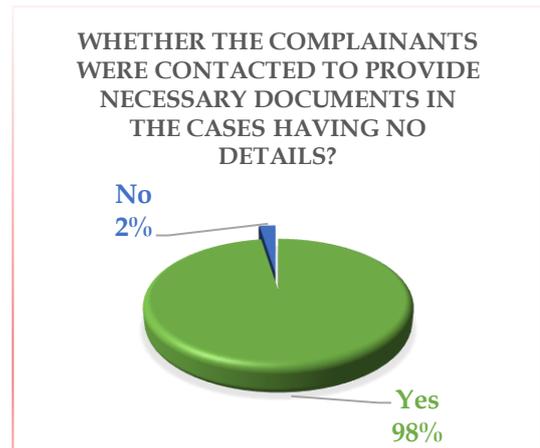


improved complainant experience, ensuring that individuals seeking resolution are kept informed at every stage of the process. Implementing clear communication guidelines and feedback mechanisms can enhance transparency and build trust in the institution's handling of complaints.

#### **5.4.5 Whether the complainants were contacted to provide necessary documents in the cases having no details?**

The survey results on whether complainants were contacted to provide necessary documents in cases with no details at the WMS demonstrate positive communication practices. A significant majority of respondents, accounting for 98 %, reported that they were indeed contacted to provide necessary documents in cases where details were lacking. Only a minimal proportion, 2 %, indicated that

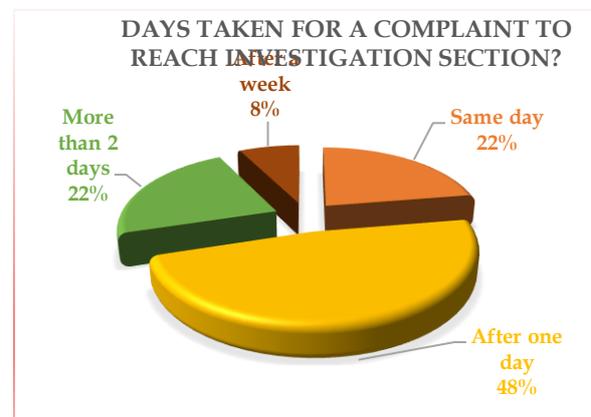
they were not contacted for this purpose. This high percentage of complainants being proactively approached for required documents indicates a proactive and responsive approach by the WMS in addressing cases with incomplete information. This practice aligns with best practices in complaint resolution, ensuring



that complainants are actively involved in the process and provided with opportunities to submit essential documentation. Regular assessments and feedback mechanisms can further refine and optimize these communication practices to enhance overall satisfaction among complain-ants.

**5.4.6 On average, how many days it takes for a complaint to reach investigation section?**

The survey results on the average duration it takes for a complaint to reach the investigation section at the WMS provide insights into the timeliness of the initial processing of complaints. A significant portion of respondents, comprising 22

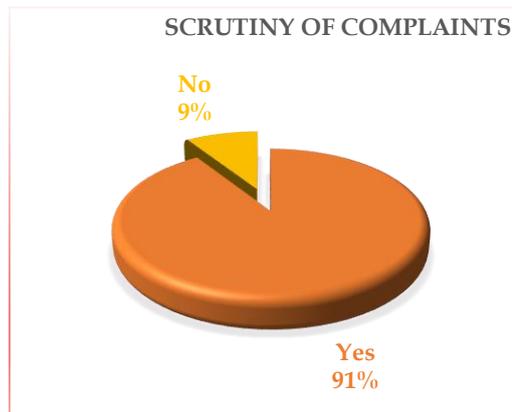


%, reported that complaints are sent to the investigation section on the same day they are received. Additionally, 48 % indicated that it takes more than a day but less than two days for complaints to reach the investigation section. However, a notable percentage, 22 %, reported delays, with some complaints taking more than two days or even up to a week to reach the investigation section. These findings suggest a generally efficient initial processing system, but there is room for improvement in expediting the movement of complaints to the investigation section. The WMS should evaluate and streamline its procedures to ensure timely and consistent transitions from complaint registration to the investigation phase.

Reducing delays can contribute to a more responsive and satisfactory experience for complainants, reinforcing the institution's commitment to addressing grievances in a timely manner. Regular monitoring and adjustments to workflow processes may be beneficial in achieving this goal.

#### **5.4.7 Whether the complaints are sufficiently scrutinized by the Registrar section before admissibility?**

The survey results on whether complaints are sufficiently scrutinized by the Registrar section before admissibility at the WMS indicate a positive trend. The majority of respondents, accounting for 91 %, reported that complaints are indeed sufficiently scrutinized by the Registrar section before being deemed admissible. In contrast, a smaller proportion, representing 9 %, expressed concerns that the scrutiny

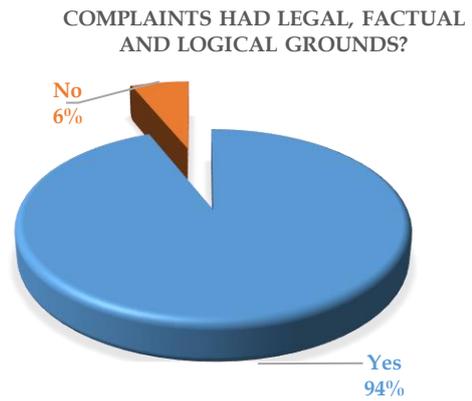


process may be inadequate. These findings suggest a generally effective screening mechanism in place to assess the admissibility of complaints before they proceed to further stages of investigation. The WMS should acknowledge and maintain the robustness of its scrutiny processes, ensuring that complaints meet the necessary criteria for admissibility. Continuous training for staff involved in the scrutiny process, regular reviews of admissibility criteria, and open channels for feedback can contribute to sustaining a high standard of scrutiny.

#### **5.4.8 Whether the complaints admitted had the legal, factual and logical grounds to start investigation**

The survey results on whether the complaints admitted had legal, factual, and logical grounds to start an investigation at the WMS demonstrate a positive perception among respondents. The majority, constituting 94 %, reported that the admitted complaints indeed had the necessary legal, factual, and logical grounds to warrant an investigation. In contrast, a smaller proportion, representing 6 %,

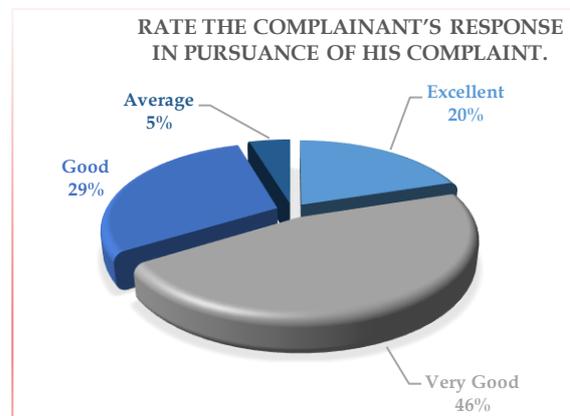
expressed doubts about the adequacy of grounds for starting investigations. These findings suggest a generally robust and well-founded selection process for admitting complaints, ensuring that only those with legitimate legal and factual merits proceed to the investigative stage.



The WMS should continue to uphold and enhance the standards for admitting complaints, considering any feedback or concerns raised by those who perceive shortcomings in the grounds for admission. Regular reviews, clear guidelines, and training for staff involved in the admission process can contribute to maintaining the integrity and effectiveness of the investigative phase in the complaint resolution process.

**5.4.9 Rate the complainant’s response in pursuance of his complaint.**

The survey results on rating the complainant's response in pursuance of their complaint at the WMS reflect a positive overall sentiment. A combined 95 % of respondents rated the complainants' responses as either excellent, very good, or good, indicating a generally satisfactory level of



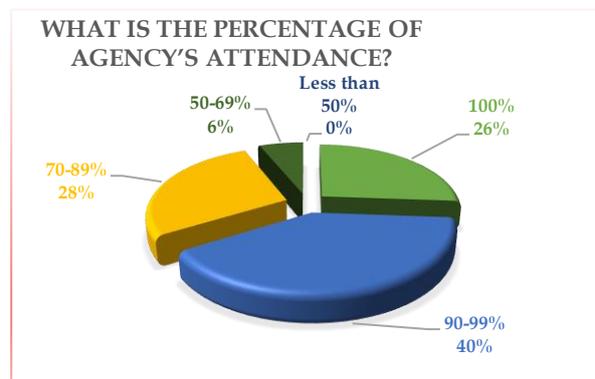
engagement and cooperation from complainants throughout the complaint resolution process. The breakdown includes 20% rating the response as excellent, 46 % as very good, and 29 % as good. Furthermore, 5 % of respondents considered the response to be average, while none rated it as below average. These findings suggest a commendable level of satisfaction with the responsiveness and collaboration of complainants. The WMS may acknowledge and build upon this positive aspect, recognizing the importance of effective communication and cooperation in facilitating a smoother and more successful resolution of

complaints. Additionally, any insights from the minority who rated the responses as average can be explored to identify opportunities for improvement and further enhance the complainant experience.

#### 5.4.10 What is the percentage of Agency's attendance?

The survey results on the percentage of the Agency's attendance during the complaint resolution process at the WMS indicate a generally high level of participation. The majority of respondents, comprising 66 %, reported that Agencies attend proceedings at a rate between 90-100%. Specifically, 26% indicated a 100% attendance rate, while 32.2% noted a 90-99% attendance rate.

Additionally, 28 % reported attendance in the 70-89% range, and 6% reported attendance between 50-69%. Notably, none of the respondents reported an attendance rate below

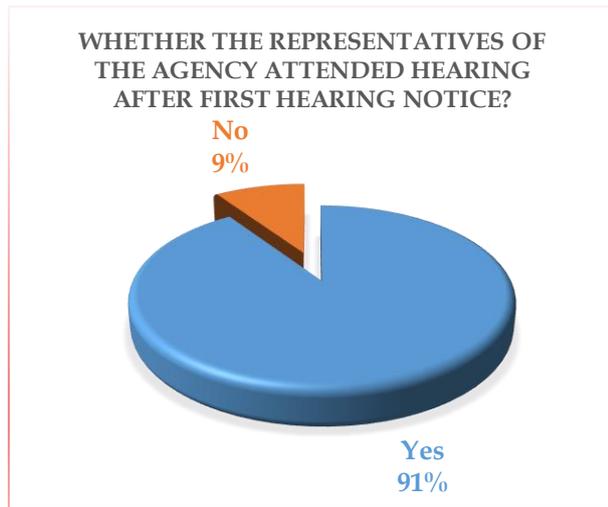


50%. These findings suggest a commendable level of commitment and cooperation from the involved Agencies, contributing to the effectiveness of the complaint resolution process. The WMS may continue to foster positive collaboration with Agencies to ensure high attendance rates, and any challenges reported by the small percentage of respondents can be explored for targeted improvements.

#### 5.4.11 Whether the representatives of the Agency attended hearing after first hearing notice?

The survey results on whether representatives of the Agency attended hearings after the first hearing notice at the WMS indicate a positive trend. The majority of respondents, constituting 91 %, reported that Agency representatives attended hearings after receiving the initial notice. In contrast, a smaller proportion, representing 9 %, indicated that Agency representatives did not attend hearings after the first notice. This high attendance rate suggests a generally cooperative stance from Agency representatives in engaging with the complaint

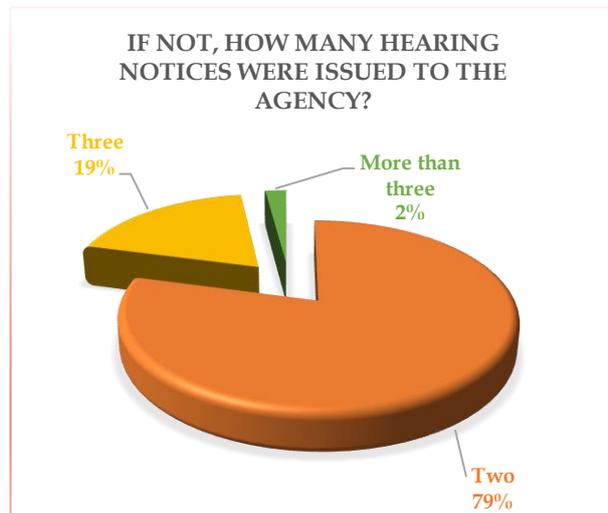
resolution process. However, it is crucial for the WMS to explore the reasons behind non-attendance and identify any challenges or concerns raised by the minority of respondents. Understanding and addressing these issues can contribute to maintaining a collaborative and effective



approach in the subsequent stages of the complaint resolution process. Additionally, recognizing and reinforcing positive behaviours, such as attending hearings, can further strengthen the relationship between the WMS and the involved Agencies.

#### 5.4.12 If not, how many hearing notices were issued to the Agency?

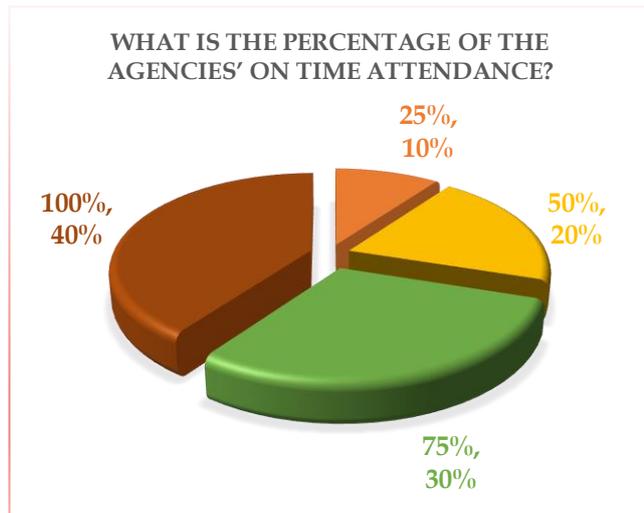
The survey results on the number of hearing notices issued to the Agency after non-attendance at the WMS reveal that, in cases where Agency representatives did not attend hearings after the initial notice, the subsequent actions varied. The majority of respondents, constituting 79 %, reported that two hearing notices were issued to the Agency. Additionally, a smaller proportion,



representing 19 %, indicated that three hearing notices were issued. Only one respondent, accounting for 2 %, reported that more than three hearing notices were issued. These findings suggest that the WMS follows a structured and systematic approach by issuing additional notices to prompt Agency attendance in cases where representatives initially do not participate.

### 5.4.13 What is the percentage of the Agencies' on time attendance?

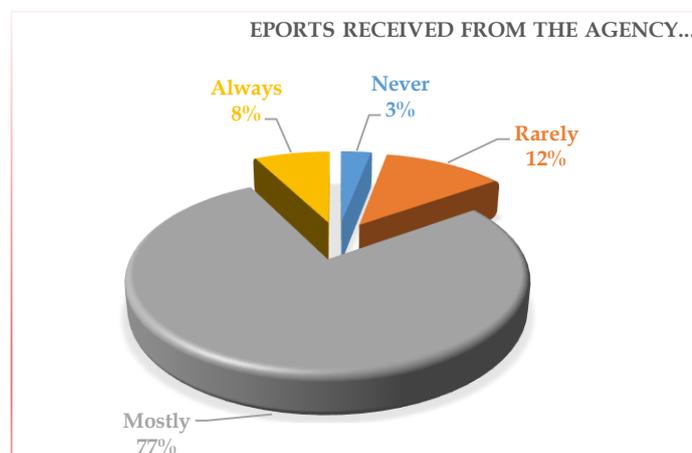
The survey results on the percentage of Agencies' on-time attendance at the WMS provide insights into the timeliness of Agency representatives in attending scheduled hearings. A notable portion of respondents, representing 40 %, reported that Agencies attended hearings on



time 100% of the time. Additionally, 30 % indicated that Agencies had a 75% on-time attendance rate. A smaller proportion, constituting 20 %, reported a 50% on-time attendance rate, while 10% reported a 25% on-time attendance rate. These findings suggest a generally positive trend in Agencies attending hearings on time, with the majority achieving a high on-time attendance rate. The WMS may continue to monitor and encourage timely attendance, potentially exploring ways to address any challenges faced by Agencies that may affect their punctuality. Promoting regular and punctual attendance contributes to the efficiency and effectiveness of the complaint resolution process.

### 5.4.14 Whether the reports received from the Agency covered all the aspects necessary for investigation?

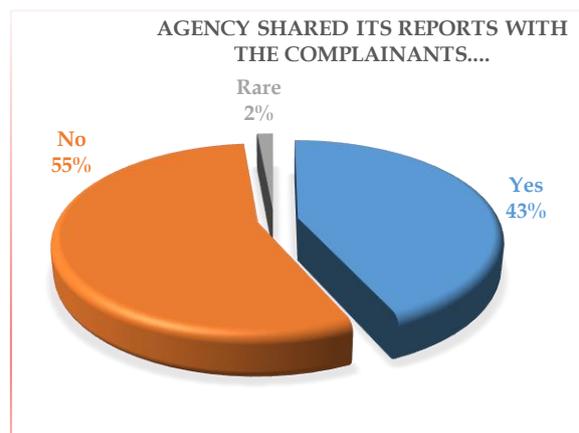
The survey results on whether reports received from Agencies covered all the aspects necessary for investigation provide valuable insights into the quality and comprehensiveness of the information provided by



Agencies. A majority of respondents, constituting 77%, reported that reports mostly covered all the necessary aspects for investigation. Additionally, 8 % indicated that reports always covered the required aspects. On the contrary, a smaller proportion, comprising 12%, expressed concerns, stating that reports either rarely and 3 % never covered all the necessary aspects. These findings highlight the need for ongoing communication and collaboration between the WMS and the Agencies to ensure that the information provided is consistently comprehensive and conducive to thorough investigations.

#### **5.4.15 Whether the Agency shared its reports with the complainants, thereby giving them an opportunity to prepare a rejoinder?**

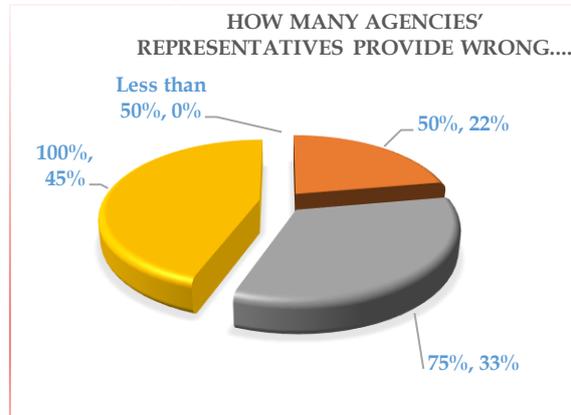
The survey results on whether Agencies shared their reports with complainants, providing them an opportunity to prepare a rejoinder, reveal a mixed trend. A notable portion of respondents, representing 43 %, reported that Agencies did not share their reports with complainants. In contrast, 55 % indicated that Agencies did not share reports, facilitating complainants in preparing rejoinders. Additionally, a small proportion,



constituting 2%, mentioned that the sharing of reports was rare. These findings highlight variations in the practices of Agencies regarding the transparency and inclusivity of the complaint resolution process. The WMS may consider encouraging and standardizing the practice of sharing reports with complainants, as this can contribute to a more open and collaborative approach. Providing complainants with an opportunity to prepare a rejoinder fosters a fair and participatory process, aligning with principles of transparency and procedural justice.

#### 5.4.16 How many Agencies' representatives provide wrong/misleading reports, during investigation?

The survey results regarding the percentage of Agencies' representatives providing wrong or misleading reports during investigations indicate a concerning trend. The majority of respondents, comprising 85%, reported that representatives from Agencies provide wrong or misleading reports in less than 50% of cases. Additionally, a smaller proportion reported instances where 50% (4%) or 75% (2%)



of the reports were inaccurate. Notably, no respondents reported a 100% occurrence of misleading reports. These findings suggest that a significant number of Agencies may be providing inaccurate or misleading information during investigations. The WMS should take these concerns seriously and consider implementing measures to address and rectify inaccuracies in the information provided by Agencies. Enhancing communication channels, clarifying reporting requirements, and ensuring accountability in the submission of accurate and truthful information can contribute to a more robust and reliable investigative process.

#### 5.4.17 Whether the workload allocated to your office is apt enough to ensure a timely and up to the mark disposal of complaints?

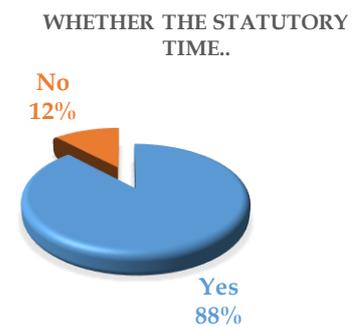
The survey results on whether respondents believe that the workload allocated to their office is apt enough to ensure a timely and up to the mark disposal of complaints reveal a positive perception among the majority. A significant 88 % of respondents expressed satisfaction, stating that they believe the allocated workload is appropriate for ensuring the timely



and effective resolution of complaints. In contrast, a smaller proportion, comprising 12 %, expressed dissatisfaction, indicating that they do not find the workload allocation adequate for meeting the standards of timeliness and quality in complaint disposal. While the majority appears content with the current workload, it is crucial for the WMS to consider the concerns raised by those who feel otherwise. Conducting further assessments, optimizing resource allocation, and ensuring that workloads align with the capacity of the office can contribute to maintaining efficiency and quality in the complaint resolution process. Regular reviews and adjustments to workload distribution can help strike a balance that promotes both timeliness and excellence in handling complaints.

#### **5.4.18 Whether the statutory time period provided for disposal of complaints is a realistic target?**

The survey results regarding whether the statutory time period provided for the disposal of complaints is considered a realistic target indicate a generally positive perception among the respondents. A significant majority, comprising 88 %, expressed the view that the



statutory time period is a realistic target for the disposal of complaints. On the other hand, a smaller proportion, representing 12 %, expressed the opinion that the statutory time period is not realistic. While the majority supports the feasibility of the established time frame, it is essential for the WMS to consider the concerns raised by those who find it unrealistic. Conducting a thorough evaluation of the factors contributing to perceived challenges in meeting the statutory deadlines and, if necessary, making adjustments to procedures, resources, or expectations can contribute to enhancing the effectiveness and credibility of the complaint resolution process. Addressing any identified barriers to timely disposal can help ensure that the institution meets its commitments to providing swift and efficient justice to complainants.

#### **5.4.19 Whether the findings were transferred to the implementation office immediately to facilitate implementation within the stipulated period?**

The survey results on whether the findings were transferred to the implementation office immediately to facilitate implementation within the stipulated period indicate a positive trend among respondents. The majority, comprising 89 %, reported that the findings were indeed transferred promptly to the implementation office. In contrast, a

smaller proportion, representing 11 %, indicated that the findings were not transferred immediately. Ensuring a swift and seamless transfer of findings is crucial for maintaining the efficiency of the complaint resolution process and adhering to stipulated time frames. The WMS may consider further examining the reasons behind any delays in the transfer process and implementing measures to streamline and expedite this crucial step. Enhancing coordination and communication between different sections involved in the complaint resolution journey can contribute to a more effective and time-sensitive implementation of recommended actions, reinforcing the institution's commitment to providing timely justice to complainants.

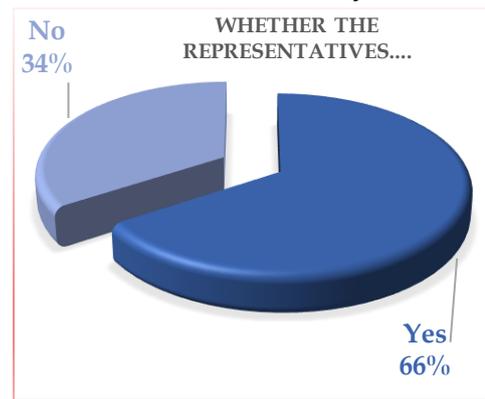
WHETHER THE FINDINGS ...



#### **5.4.20 Whether the representatives of the Agency provided the compliance reports or convey the reasons for non-compliance within the stipulated time?**

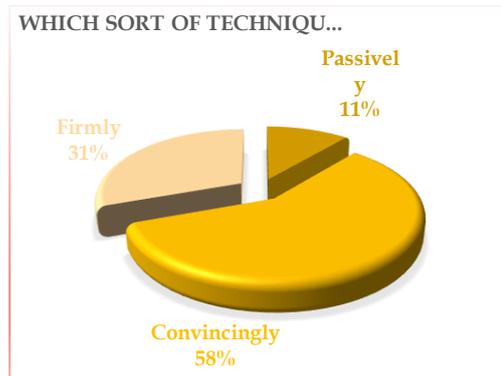
The survey results on whether the representatives of the Agency provided compliance reports or conveyed the reasons for non-compliance within the stipulated time reveal a mixed scenario. While 66 % of respondents indicated that the representatives of the Agency did comply with the requirement, providing the necessary reports or reasons for non-compliance within the stipulated time, a notable portion, representing 34 %, reported otherwise. Addressing the reasons behind any delays or non-compliance is crucial for the WMS to ensure a smooth

and timely implementation of recommended actions. The institution may consider engaging in discussions with the Agency representatives, identifying potential challenges, and exploring ways to facilitate a prompter submission of compliance reports or reasons for non-compliance. Enhancing communication channels and setting clear expectations regarding timelines can contribute to a more effective and cooperative relation-ship between the WMS and the relevant federal Agencies, fostering a culture of accountability and responsiveness in the complaint resolution process.



**5.4.21 Which sort of technique was used to pursue the respondents for implementation?**

The survey results on the techniques used to pursue respondents for implementation indicate a varied approach among respondents. Among the participants, 58 % reported that a convincing technique was employed, emphasizing the importance of clear and



persuasive communication to drive compliance with recommended actions. Additionally, 31% of respondents mentioned using a firm approach, indicating a more assertive stance in urging compliance. However, a significant portion, representing 11 %, reported a passive approach. This suggests that there may be opportunities to explore more proactive and assertive techniques in the pursuit of implementation. The WMS may consider leveraging a combination of persuasive communication, assertiveness, and proactive follow-up to ensure a higher rate of compliance from federal Agencies. Tailoring the approach based on the specifics of each case and understanding the factors influencing compliance can contribute to a more effective and targeted strategy for pursuing implementation of findings.

#### 5.4.22 Whether regular meetings with the Principle Officers of Agencies were fruitful in implementations of findings?

The survey results on the effectiveness of regular meetings with the Principal Officers of Agencies in the implementation of findings are overwhelmingly positive. The majority of respondents, constituting 97 %, reported that these regular meetings were fruitful in facilitating the implementation of findings. This

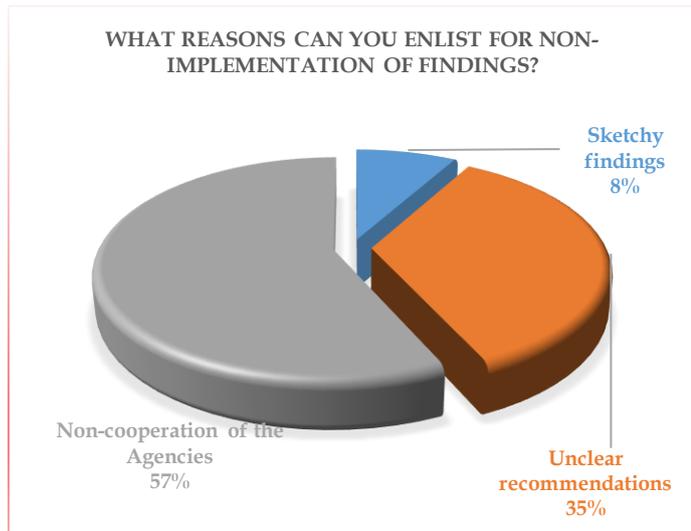


high percentage suggests that direct engagement and communication with Principal Officers play a significant role in driving the implementation process. The positive outcome of these meetings indicates that they serve as valuable platforms for discussion, clarification, and collaboration between the WMS and federal Agencies. Recognizing the success of these interactions, the WMS should continue to prioritize and enhance the effectiveness of regular meetings with Principal Officers. Strengthening this communication channel can contribute to a more cooperative and efficient process for addressing maladministration and ensuring the timely and effective implementation of findings.

#### 5.4.23 What reasons can you enlist for non-implementation of findings?

The survey findings on the reasons for non-implementation of findings highlight several contributing factors. Among the respondents, 35 % attributed non-implementation to unclear recommendations, emphasizing the importance of providing precise and unambiguous guidance in the findings. Additionally, 8.8% identified sketchy findings as a factor, underscoring the need for comprehensive and well-documented investigation outcomes. The most prevalent reason, cited by respondents, is the non-cooperation of the Agencies. This indicates a significant challenge in fostering collaboration between the WMS and the concerned federal Agencies. Addressing this issue is crucial for overcoming obstacles to

implementation and ensuring that Agencies actively participate in the resolution process. The WMS should strategize ways to improve cooperation, provide clearer recommendations in the form of speaking orders, and enhance the overall quality of findings to facilitate smoother



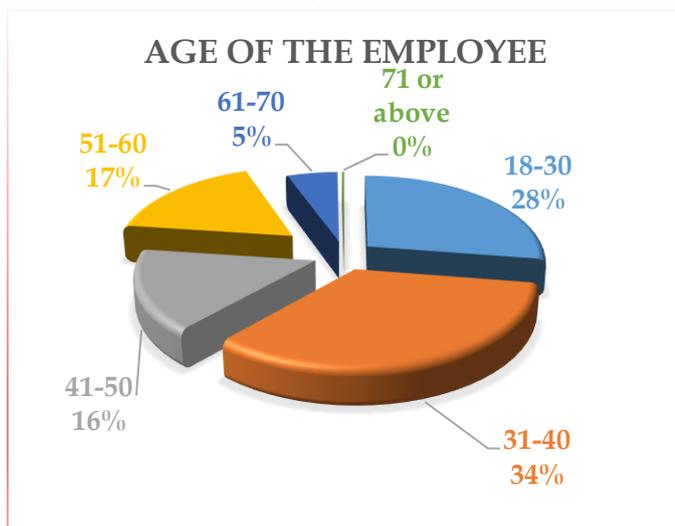
implementation processes. Continuous efforts to address these reasons can contribute to a more effective and impactful resolution of complaints and grievances.

## 5.5 Employees of WMS

A total of 473 responses were received from the employees of WMS belonging to different cadres. The employees were asked the following questions through CRC:

### 5.5.1 Age of the employee

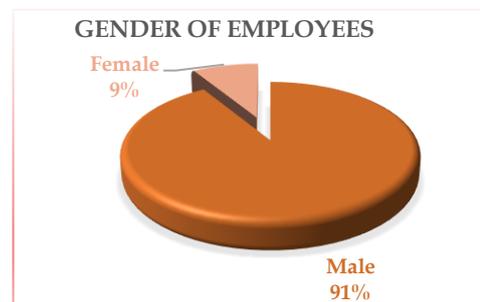
The survey data on the age distribution of employees at the WMS provides valuable insights into the demographic composition of the workforce. The majority of employees fall within the age range of 31 to 40 years, constituting 34% of the total. Following closely, the age group of 18 to 30 years represents 28% of the workforce. The 41-50 age



group comprises 16 %, the 51-60 age group makes up 17.0%, and the 61-70 age group accounts for 5 % of the employees. Notably, individuals aged 71 or above constitute a minimal percentage, with only one employee in this category. This distribution suggests a relatively balanced age distribution, with a concentration in the middle-age brackets. Understanding the age demographics is crucial for tailoring organizational policies, training initiatives, and succession planning. The diverse age composition reflects a workforce with varied levels of experience and perspectives, providing a foundation for a dynamic and inclusive work environment at the WMS.

### 5.5.2 Gender of Employee

The survey data on the gender distribution of employees at the WMS indicates a notable gender imbalance. Among the respondents, the majority of employees identify as male, constituting 91% of the workforce, while females represent only 9%. This significant gender disparity highlights a potential area for improvement in fostering gender diversity and inclusivity within the organization. Addressing gender imbalances is crucial for promoting equal opportunities, creating a more inclusive workplace culture, and harnessing the diverse talents and

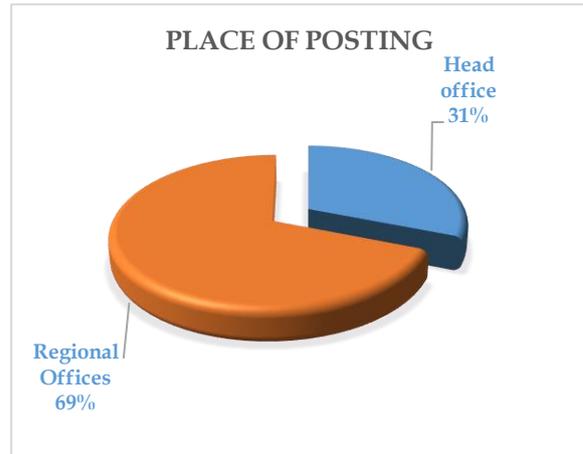


perspectives that both male and female employees bring to the organization. The WMS may consider implementing initiatives to attract and retain a more diverse workforce, ensuring that its policies and practices are designed to support and advance the professional development of all employees, regardless of gender. By fostering a more gender-inclusive environment, the organization can contribute to a workplace that values diversity, equality, and collaboration.

### 5.5.3 Place of Posting

The survey data on the place of posting for employees at the WMS reveals that the majority of respondents, constituting 69 %, are stationed at Regional

Offices, while a smaller proportion, 31 %, are based at the Head Office. This distribution suggests a decentralized workforce with a substantial presence in regional offices, which may be indicative of the organization's efforts to have a broader geographical reach. The WMS should continue to assess and optimize

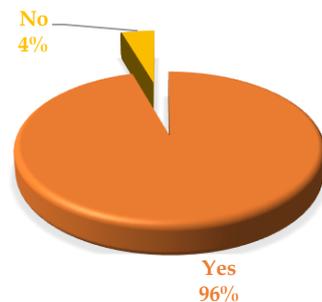


its staffing distribution to ensure efficient operations and effective service delivery across both the Head Office and Regional Offices. Balancing the workforce across different locations can contribute to enhanced accessibility, responsiveness, and regional representation in addressing complaints and grievances.

**5.5.4 Do you think that WMS is effectively achieving its objective i.e. free of cost and speedy justice to the complainants against the maladministration of Federal Agencies?**

The survey results on whether respondents believe that WMS is effectively achieving its objective of providing free of cost and speedy justice to complainants against the maladministration of Federal Agencies show a strong vote of confidence. The

DO YOU THINK THAT WAFAQI MOHTASIB IS...?

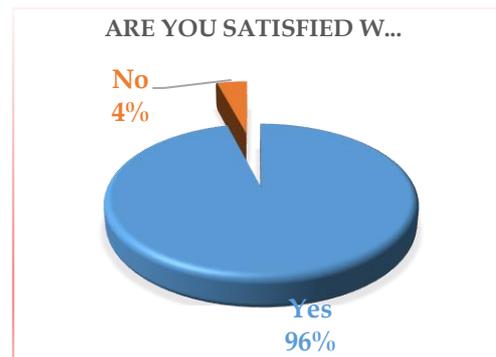


majority, comprising 96 % of respondents, expressed a positive view, indicating that they believe the institution is effectively fulfilling its mandate. In contrast, a smaller proportion, representing 4 %, expressed a negative opinion, suggesting room for improvement in the perceived effectiveness of WMS in delivering justice against maladministration. While the overwhelming majority supports the institution's efforts, it is essential for WMS to consider the concerns raised by those who hold a more critical view. Analysing the feedback provided by both groups can offer valuable insights into areas where improvements might be needed,

ensuring that the institution remains responsive to the expectations of the complainants and the broader public. Regular evaluations and adjustments to its procedures and practices can help WMS maintain its credibility and effectiveness in addressing maladministration issues.

### **5.5.5 Are you satisfied with your given role to achieve the objectives of this Organization?**

The survey question regarding satisfaction with the given role to achieve the objectives of the organization yielded positive results, with a significant majority of respondents, constituting 96 %, expressing satisfaction by choosing "Yes." In contrast, a smaller proportion, representing 4 %, indicated dissatisfaction by choosing "No."

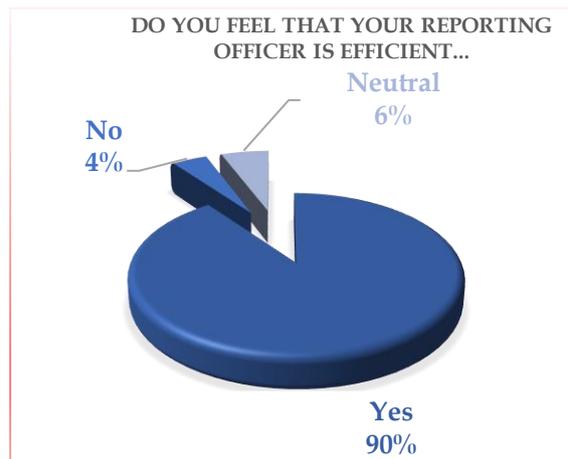


The overwhelmingly positive response suggests that the majority of individuals within the organization feel content and aligned with their roles in contributing to the achievement of organizational objectives. This high level of satisfaction may indicate effective role alignment, clear communication of organizational goals, and a positive work environment. However, it is essential for the organization to consider the feedback from those who expressed dissatisfaction. Exploring the reasons behind the dissatisfaction, conducting individual assessments, and implementing targeted interventions can contribute to addressing specific concerns and further enhancing overall organizational effective-ness and employee satisfaction. Regular feedback mechanisms and open communication channels can also facilitate ongoing improvements in role satisfaction and alignment with organizational objectives.

### **5.5.6 Do you feel that your reporting officer is efficient and well-equipped with the necessary knowledge and skills required to carry out his tasks?**

The survey results on whether respondents feel that their reporting officers are efficient and well-equipped with the necessary knowledge and skills required

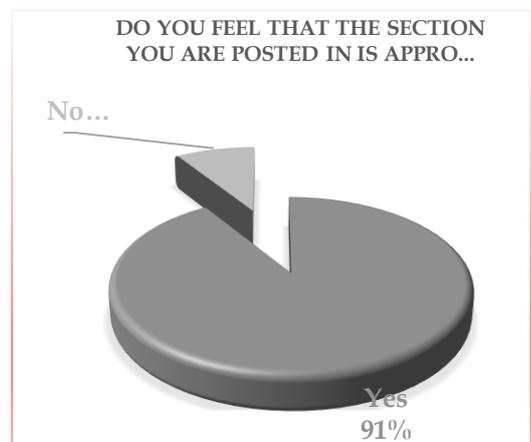
to carry out their tasks demonstrate a generally positive perception. The majority, comprising 90 % of respondents, expressed confidence in the efficiency and competence of their reporting officers. On the contrary, a smaller proportion, representing 4 %, expressed a negative opinion,



indicating concerns about the effectiveness of their reporting officers. Additionally, 6% of respondents remained neutral, neither strongly endorsing nor refuting the efficiency and competency of their reporting officers. While the majority appears satisfied, it is crucial for the organization to consider the feedback from those who raised concerns and those who remain neutral. Conducting further assessments, providing training where needed, and fostering an environment for continuous improvement can contribute to enhancing the overall efficiency and competence of reporting officers. This approach ensures that the organization maintains a high standard of performance and meets the expectations of its employees.

### 5.5.7 Do you feel that the section you are posted in is appropriate for you to apply your skills, abilities and knowledge acquired through your formal education?

The survey results regarding whether respondents feel that the section they are posted in is appropriate for applying their skills, abilities, and knowledge acquired through formal education indicate a mixed perception. A significant majority, constituting 91% of respondents, expressed satisfaction, affirming that their current section provides an appropriate platform for applying the skills, abilities, and knowledge gained



through formal education. However, a notable proportion, representing 9%, expressed dissatisfaction, indicating that they do not find their current section suitable for utilizing their acquired skills and knowledge. It is essential for the organization to delve deeper into the concerns raised by those who feel their current section is not conducive to applying their expertise. This feedback can guide efforts to align job roles with employees' skills and qualifications, potentially leading to improved job satisfaction and performance. Regular assessments and dialogue with employees can help ensure that the organization optimally utilizes the talents and capabilities of its workforce.

**5.5.8 In case you are posted in an Investigation Section, do you think your IO is efficient and well aware of all the necessary legal framework required for a well-rounded and comprehensive investigation?**

The survey results regarding employees' perceptions of the efficiency and legal awareness of Investigation Officers in the Investigation Section reveal a varied landscape. Among the respondents, 51% expressed confidence in the efficiency and legal



awareness of their IOs, stating that they believe their IOs are well equipped with the necessary legal framework for a well-rounded and comprehensive investigation. However, a substantial portion, comprising 37 %, expressed dissatisfaction, indicating that they do not consider their IOs efficient or adequately aware of the necessary legal frameworks. Additionally, 12% of respondents adopted a neutral stance. These findings highlight the importance of addressing concerns related to the effectiveness and legal knowledge of IOs in the Investigation Section. Continuous training, professional development, and feedback mechanisms can contribute to enhancing the capabilities of IOs, ensuring that investigations are conducted in a thorough and legally sound manner. Addressing the concerns of those who expressed dissatisfaction is crucial for

maintaining the credibility and effectiveness of the investigation process within the organization.

### 5.5.9 Whether the complainants cooperate and attend a phone call in case of telephonic hearing?

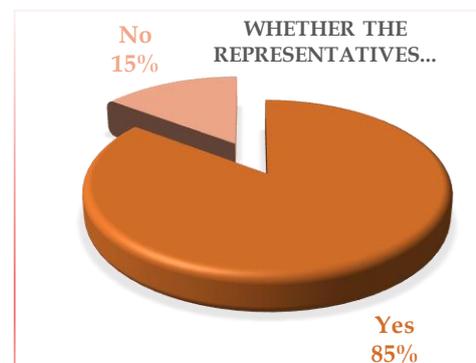
The survey results regarding complainants' cooperation and attendance during telephonic hearings at the WMS indicate a positive trend, with 89% of respondents reporting that they do cooperate and attend phone calls for telephonic hearings. This high percentage suggests a willingness among complainants to engage in telephonic



hearings as part of the complaint resolution process. However, it's noteworthy that 11% of respondents indicated that complainants do not cooperate or attend phone calls for telephonic hearings. Understanding the reasons behind non-cooperation or non-attendance is crucial for the WMS to tailor its procedures and communication methods effectively. It may involve addressing concerns related to accessibility, comfort, or technological barriers. Enhancing communication and guidance to encourage greater participation can contribute to a more inclusive and flexible complaint resolution process.

### 5.5.10 Whether the representatives of the Agency cooperate and attend calls when certain information or documents are required from them?

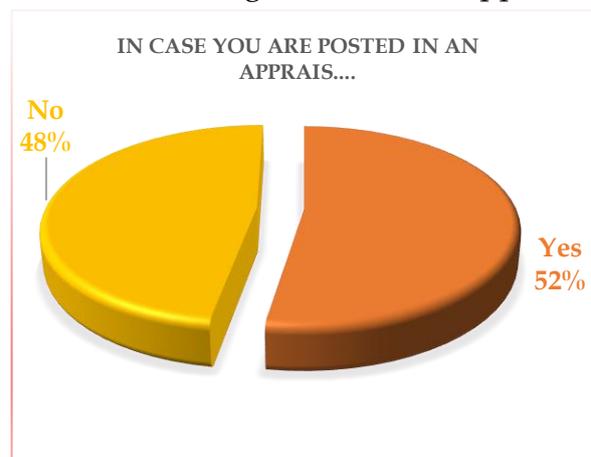
The survey results regarding the cooperation of representatives of the Agency in attending calls when certain information or documents are required indicate a positive trend, with 85% of respondents reporting that representatives generally cooperate and attend calls for information or document-related purposes. This high percentage suggests a willingness among Agency



representatives to engage in telephonic communication as part of the investigative process. However, it's noteworthy that 15% of respondents indicated that representatives do not cooperate or attend calls when specific information or documents are needed. Understanding the reasons behind non-cooperation or non-attendance is crucial for the WMS to address any potential challenges in obtaining required information from Agencies. It may involve exploring ways to facilitate better communication, streamline information-sharing processes, or address concerns raised by Agency representatives. Improving cooperation in this aspect can contribute to a more effective and efficient complaint resolution process.

### 5.5.11 In case you are posted in an Appraisal Wing, do you feel that Appraising officer makes unnecessary changes and corrections in the findings received for appraisal?

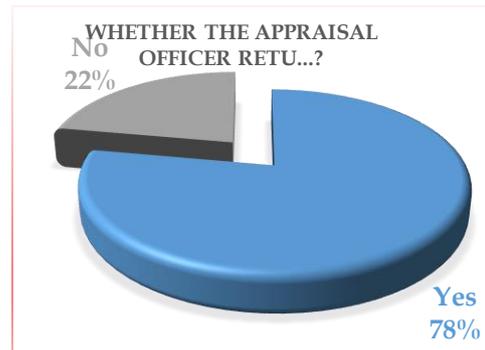
The survey results regarding the perception of unnecessary changes and corrections made by the Appraising Officer in the findings received for appraisal indicate a divided opinion among respondents. A notable 52 % of respondents expressed concerns, stating that the Appraising Officer makes unnecessary changes and corrections. On the other hand, 48 % reported that they do not feel such changes are made. This division



suggests varying experiences and perspectives within the Appraisal Wing. It is important for the WMS to address these concerns and understand the reasons behind perceived unnecessary alterations. This may involve providing clearer guidelines for appraisal, fostering communication between the Investigation and Appraisal Wings, or implementing measures to ensure consistency in the appraisal process. Addressing these considerations can contribute to a more transparent and collaborative workflow within the Appraisal Wing, enhancing overall efficiency and credibility in the complaint resolution process.

**5.5.12 Whether the Appraisal officer returns findings on logical, factual and legal grounds and clearly highlights the shortcomings in findings through his observation?**

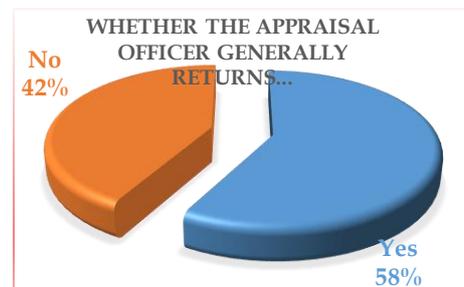
The survey findings regarding whether the Appraisal Officer returns findings on logical, factual, and legal grounds and clearly highlights shortcomings through observations reveal a positive trend. A significant majority, constituting 78%, reported that the Appraisal Officer does indeed return findings on logical and legal grounds, providing clear observations on shortcomings. However, it is noteworthy that 22 % expressed a different view, suggesting room for improvement in the appraisal process. To further enhance the quality and effectiveness of the



appraisal function, the WMS may consider gathering detailed feedback from both the Investigation and Appraisal Wings. This feedback can be used to identify specific areas for improvement, such as refining appraisal guidelines, providing additional training, or fostering better communication channels between the wings. Strengthening the collaborative efforts between these wings can contribute to a more robust and consistent appraisal process, aligning with the institution's commitment to delivering fair and thorough outcomes in complaint resolution.

**5.5.13 Whether the Appraisal officer generally returns the findings instead of rectifying the shortcomings through discussion with concerned IO?**

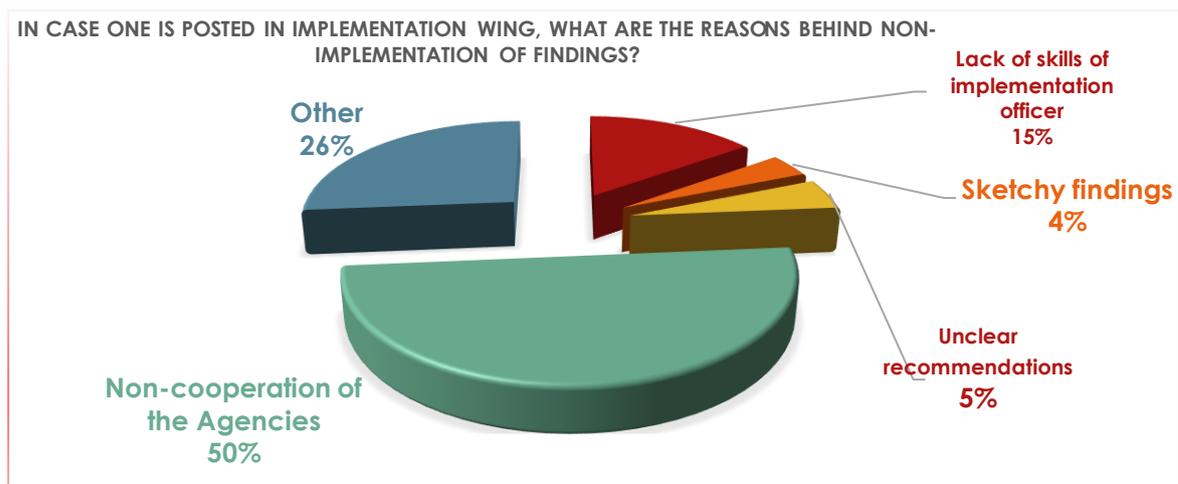
The survey results on whether the Appraisal Officer generally returns findings instead of rectifying shortcomings through discussion with the concerned Investigation Officer (IO) indicate a divided perspective among respondents. A notable portion, comprising 58 %, reported that the Appraisal Officer does return findings without



engaging in discussions to rectify shortcomings with the concerned IO. On the other hand, 42 % indicated that the Appraisal Officer does engage in discussions before returning the findings. These findings suggest the need for the WMS to explore opportunities for fostering collaboration and communication between the Appraisal and Investigation Wings. Encouraging open discussions and feedback loops between the officers involved in the complaint resolution process can contribute to a more cooperative and effective workflow. Additionally, the institution may consider providing clear guidelines on when and how discussions should occur to ensure a thorough and constructive appraisal process, promoting consistency and fairness in addressing shortcomings.

#### 5.5.14 In case one is posted in Implementation Wing, what are the reasons behind non-implementation of findings?

The survey results on the reasons behind the non-implementation of findings in the Implementation Wing provide valuable insights into the challenges faced by respondents. The majority, representing 50 %, attribute non-implementation to the non-cooperation of the Agencies involved. This finding underscores the importance of addressing collaboration issues between the WMS and the relevant federal Agencies to ensure the effective execution of



recommended actions. Additionally, 26 % cited "Other" reasons, indicating a variety of factors contributing to non-implementation. The institution should conduct a thorough analysis of these diverse reasons to identify specific issues and

develop targeted strategies for improvement. This might include addressing skill gaps, ensuring clarity in recommendations, and providing adequate support for the implementation officers. By addressing these factors, the WMS can enhance its ability to drive meaningful and impactful changes based on investigation findings.

## CHAPTER 6: CONCLUSION

The comprehensive analysis of the CRC responses from the general public reveals crucial insights into the demographic composition, awareness levels, and utilization patterns of the WMS services. The age distribution underscores a diverse representation, emphasizing the importance of tailoring recommendations to address the varied needs and perspectives across different age groups. However, the gender breakdown indicates a potential imbalance in participation, with males constituting a majority. Efforts to enhance outreach and communication, particularly to increase awareness among females, can contribute to a more balanced and inclusive representation.

The occupation and status diversity among respondents, ranging from students to government and private sector employees, underscore the widespread engagement with the survey. This diversity is a valuable foundation for crafting policies that consider the multifaceted concerns of individuals from different professional backgrounds. Geographic insights highlight the need for region-specific considerations, acknowledging the distinct perspectives and needs of respondents from Sindh, Punjab, Islamabad, and other regions.

The high level of awareness (81%) about WMS among respondents signifies a commendable outreach success, but the 19% unaware segment presents an opportunity for targeted communication strategies. Understanding the sources of information, such as friends, family, and social media, guides future communication efforts to maximize effectiveness.

In terms of grievance redressal, the substantial use of WMS (53%) as a forum for addressing concerns against Federal Government Agencies reflects its central role. The positive experiences reported by 50% of participants affirm the effectiveness of WMS services. However, the acknowledgment of dissatisfaction

(3%) suggests areas for improvement, emphasizing the importance of continuous enhancement in service delivery.

The concentration of complainants in the 31-40 age group suggests a noteworthy trend, possibly indicative of specific challenges faced by this demographic. Addressing the stark gender imbalance, with 92 % male complainants, is crucial for ensuring equal access to justice, warranting a deeper examination of potential barriers preventing women from utilizing WMS services.

Geographically, the majority of complaints originate from Punjab, raising questions about accessibility and awareness in other regions, especially Gilgit Baltistan and Azad Jammu & Kashmir. The urban bias in complainant representation highlights the need for targeted outreach efforts and improved accessibility in rural areas. While interpersonal networks play a significant role in disseminating information, there is room for the WMS to strengthen its online presence and collaborate with news outlets for broader coverage.

The overwhelmingly positive feedback on the ease of lodging complaints is commendable, but the concerns raised by the minority highlight the importance of continuous improvement in user interface and guidance mechanisms. Diverse modes of complaint submission indicate the necessity of providing multiple avenues for accessibility. The mixed responses regarding the guidance provided by officials and overall satisfaction underscore the need for ongoing efforts to enhance support mechanisms and address specific grievances.

Effective communication practices are evident in the high percentage of complainants receiving registration and hearing date notifications. However, the varied experiences with hearing notices and the need for timely redressal emphasize the importance of streamlining scheduling and notification systems. The mixed responses regarding the virtual hearing experience suggested the need for continuous refinement to ensure fairness and inclusivity.

The varying durations for grievance redressal highlight the importance of addressing factors contributing to delays. The mixed perceptions of Investigation/Implementation Officers' competence and thoroughness emphasize the need for continuous training and review processes. Staff members' helpfulness and respectfulness are crucial for a positive complainant experience, indicating the importance of fostering a supportive culture within the WMS.

The overwhelmingly positive feedback on the effectiveness of communication, with 89 % rating it as "Excellent," highlights a strong foundation for cooperation between WMS and federal Agencies. While the majority perceives the Investigation/Implementation process as fair and efficient, the concerns raised by a minority offered opportunities for the WMS to enhance specific aspects of its procedures. Addressing occasional delays in notice issuance (5 %) and instances where proactive addressing of Agency concerns was lacking (5 %) can contribute to a more robust and responsive complaint resolution system.

The positive ratings on the commitment and dedication of Investigation officers (95%) underscore the professionalism of WMS staff. However, the 5% who provided an "Average" rating offer insights into areas where improvements may be considered to elevate the commitment and effectiveness of Investigation officers further. The high satisfaction levels with the fairness of findings and recommendations (93%) are commendable, but the concerns raised by a minority (7%) highlight the importance of addressing specific Agency grievances and continuously refining investigative practices. In addition, the readiness of the Agency's representatives with regard to commitment and dedication (95%), implementation of recommendations of WMS findings (90%) must also be acknowledged which signifies their confidence on the legal coherence of the WMS findings and the competence/commitment of the officers of WMS to redress public grievances. This is also, in turn, an endorsement of the results obtained in the desk research that manifests significantly low percentage of review petitions and representations made against WMS decisions/findings, thereby, reflecting the characteristic soundness of WMS findings.

The reasons cited for non-implementation of recommendations, particularly the perceived conflict with rules, policies, and procedures (38 %), present an opportunity for collaborative dialogue between the WMS and federal Agencies to align recommendations with existing frameworks and promote effective implementation.

The positive trend where 82 % of respondents observed improvements in the Investigation/Implementation process over time is encouraging. The WMS can leverage this positive feedback to identify best practices and continue refining its procedures. The perception that the Secretariat consistently maintains timelines and accuracy (92%) aligns with legal requirements, demonstrating a commitment to procedural integrity.

The demographic composition of officers, ranging from mid-career to senior age brackets, reflects a diverse workforce that contributes to a dynamic and inclusive work environment. However, the significant gender imbalance among officers underscores the need for targeted initiatives to enhance gender diversity and inclusivity within the organization.

The findings related to the registration process revealed room for improvement in the completeness of complaints received. Enhancing guidelines, sensitizing complainants, and improving communication can contribute to a more efficient complaint resolution process. The positive trend in informing complainants about the rejection of their complaints is commendable, reflecting transparency and communication.

Efficiency in the initial processing of complaints is evident, with a majority reporting timely movement to the investigation section. However, there is an opportunity to further streamline procedures and reduce delays. The positive perception regarding the scrutiny of complaints before admissibility and the grounds for starting investigations reflects the effectiveness of the selection process. Continuous training and reviews can ensure the maintenance of high scrutiny standards.

The generally positive rating of complainant responses indicates a satisfactory level of engagement and cooperation. The high attendance rates of Agencies during proceedings and their responsiveness to hearing notices are indicative of positive collaboration. However, the challenge lies in instances where Agencies provide inaccurate or misleading reports during investigations, requiring focused measures to rectify this concern.

While the majority of respondents are satisfied with the workload allocation, addressing concerns from those who find it inadequate is crucial for maintaining efficiency. The perception of the statutory time period as a realistic target is generally positive, but understanding and addressing concerns from the minority is essential for credibility. Timely transfer of findings to the implementation office and effective communication with Agencies play a vital role in ensuring the swift and successful implementation of recommended actions.

Regular meetings with Principal Officers of Agencies prove to be highly fruitful, emphasizing the significance of direct engagement. The identified reasons for non-implementation, such as unclear recommendations and non-cooperation of Agencies, highlight areas for improvement. Enhancing communication, providing clearer recommendations and strategizing ways to improve cooperation are essential for overcoming obstacles to implementation.

The demographic composition of WMS employees reveals a well-distributed age range, fostering a dynamic and inclusive work environment. However, a noticeable gender imbalance underscores the need for initiatives to enhance gender diversity and inclusivity within the organization.

The overwhelmingly positive response regarding the perceived effectiveness of WMS in delivering justice against maladministration is commendable. However, attention should be paid to the concerns raised by a minority to ensure continuous improvement and responsiveness to public expectations.

Employee satisfaction with their roles and confidence in reporting officers' efficiency is high, suggesting effective role alignment and a positive work environment. Nevertheless, addressing the feedback from unsatisfied employees is essential for sustained organizational effectiveness. The mixed perception regarding the appropriateness of work sections for applying skills and knowledge underscores the importance of aligning job roles with employees' qualifications for improved job satisfaction and performance.

In the Investigation Section, addressing concerns about the efficiency and legal awareness of Investigation Officers is crucial for maintaining credibility. Positive trends in complainant and Agency cooperation during telephonic hearings and information sharing are encouraging, but addressing the reasons for non-cooperation is essential for a more inclusive complaint resolution process.

The divided opinions on the Appraisal Officer's changes in findings suggest the need for clearer guidelines and improved communication between the Investigation and Appraisal Wings. While the majority perceives logical and legal grounding in appraisal findings, the organization should explore detailed feedback to enhance the quality and consistency of the appraisal process.

In the Implementation Wing, addressing non-implementation challenges, particularly non-cooperation from Agencies, is paramount. A thorough analysis of diverse reasons for non-implementation can guide targeted strategies, including skill development, clarity in recommendations, and adequate support for implementation officers.

In conclusion, the comprehensive research study conducted to provide an objective assessment of Wafaqi Mohtasib's operations has yielded in valuable insights into the organization's strengths, challenges, and opportunities for improvement. The demographic analysis of both employees and respondents from the general public highlights the need for targeted initiatives to enhance gender diversity and inclusivity within the organization. While the majority of respondents' express confidence in WMS's ability to deliver justice against

maladministration, addressing the concerns raised by a minority is crucial for continuous improvement and responsiveness to public expectations.

The positive feedback on various aspects, including ease of lodging complaints and effective communication, underscores the commendable efforts of WMS in providing accessible and efficient services. However, the study has also identified specific areas that warrant attention, such as the gender imbalance among complainants, challenges in non-implementation of recommendations, and occasional concerns related to staff behaviour.

Moving forward, the Wafaqi Mohtasib should leverage the positive trends identified in the study to strengthen its procedures, enhance communication strategies, and foster a more inclusive and supportive organizational culture. Addressing the concerns and challenges identified will not only contribute to the organization's continued success but also reinforce its commitment to transparency, fairness, and the efficient resolution of complaints against Federal Government Agencies. The findings of this research study provide a roadmap for strategic interventions that can further elevate Wafaqi Mohtasib effectiveness and ensure its continued role as a vital institution in upholding justice and accountability.



## CHAPTER 7: RECOMMENDATIONS

### 7.1 Integrated Awareness Campaigns:

To address the concerns of 19 % citizens, who are unaware of Wafaqi Mohtasib following recommendations, should be adopted:

- a. **Collaboration with Influencers and Media:** Strengthen partnerships with influencers and media, focusing on regions with lower awareness. Leverage their reach to create engaging content about Wafaqi Mohtasib.
- b. **SMS Campaigns and Newspaper Advertisements:** Implement targeted SMS campaigns and newspaper ads to reach diverse demographics. Tailor messages to resonate with specific age groups and regions.

### 7.2 Gender-Specific Initiatives:

Develop outreach programs particularly designed for different genders, including workshops and campaigns that address gender-specific concerns. Conduct surveys and focus group discussions to tailor these strategies effectively.

### 7.3 Professional and Occupational Engagement:

Strengthen connections with educational and professional bodies to conduct awareness sessions in schools, colleges, and workplaces, ensuring content is relevant and engaging for different professional backgrounds.

### 7.4 Regional Adaptation and Outreach:

Set up regional liaison offices to understand and address local concerns. Conduct regional surveys and tailor communication materials to reflect local languages, cultural nuances, and issues.

## **7.5 Integrated Grievance Redressal Collaboration:**

Form partnerships with other grievance redressal platforms like Prime Minister's Portal and courts. Develop a unified approach with clear guidelines on when and how complainants should approach different forums.

## **7.6 User Experience and Communication Enhancement:**

Create a user-friendly feedback mechanism on the Wafaqi Mohtasib website for real-time feedback. Implement a system for regular updates on the status of grievances to enhance transparency. Ensure effective and clear communication throughout the complaint resolution process. Reinforce the importance of detailed and patient hearings and timely communication of hearing dates and notices.

## **7.7 Follow-Up and Feedback Mechanisms:**

Develop an automated follow-up system for regular updates on grievance status. Implement a proactive strategy to seek feedback post-resolution, using insights for continuous improvement. Create a robust mechanism to continually gather and analyse feedback from complainants. Use this data to identify areas for improvement and implement necessary changes.

## **7.8 Urban-Rural and demographic Accessibility Balance:**

Launch targeted outreach programs in rural areas to enhance service accessibility. Ensure urban initiatives are equally robust and accessible to maintain a balance in service delivery. Conduct demographic analyses to tailor outreach and awareness campaigns effectively. Develop age-specific strategies, leveraging different communication mediums to engage with various age groups.

## **7.9 Inclusivity and Guidance Improvements:**

Enhance the environment within the Wafaqi Mohtasib Secretariat to be more inclusive, especially for women. Provide detailed guidance and support to help individuals navigate the complaint process.

## **7.10 Communication Channel Diversification:**

Implement a multi-channel approach encompassing F.M Radio, local community networks, and public awareness messages. Ensure the communication strategy is comprehensive and reaches all segments of the population. Ensure effective and clear communication throughout the complaint resolution process. Reinforce the importance of detailed and patient hearings and timely communication of hearing dates and notices.

## **7.11 User Interface and Accessibility Optimization:**

Continually refine the user interface for complaint submission platforms. Regularly review and update online and offline submission processes based on user feedback to improve accessibility and ease of use. Review and streamline internal procedures regularly to expedite the resolution process. Set realistic timelines and improve internal workflows to enhance overall efficiency.

## **7.12 Investigation and Officer Training:**

Provide ongoing, comprehensive training for investigation/Implementation Officers to ensure they have the skills necessary for effective and empathetic investigations.

## **7.13 Accurate and Comprehensive Case Handling:**

Regularly review case handling procedures to ensure thoroughness and fairness. Ensure findings and recommendations accurately reflect complainants' issues and the investigative process. Improve the communication of findings and

statuses of complaints. Ensure all communications are timely, clear, and help maintain a transparent process.

#### **7.14 Targeted Interventions for Comprehensive Redressal:**

Identify and implement specific interventions for cases where grievances have not been fully redressed. Understand and address the underlying factors contributing to partial or non-resolution.

#### **7.15 Promoting Ethical Conduct and Professionalism:**

Reinforce a culture of professionalism and ethical conduct within the Wafaqi Mohtasib Secretariat. Regularly train staff to enhance professionalism and courtesy in all interactions.

#### **7.16 Optimizing Workforce Distribution and Responsiveness:**

Evaluate and optimize staff distribution to ensure balanced service delivery across regions. Focus on enhancing responsiveness, particularly in handling phone queries and interactions.

#### **7.17 Continuous Adaptation and Improvement in Services:**

Establish mechanisms for ongoing dialogue with stakeholders to adapt to emerging challenges. Continuously improve investigation, implementation processes, and service quality. Develop strategies to enhance collaboration with and responsiveness of federal agencies. Address reasons for non-implementation and foster a more cooperative environment.

#### **7.18 Fairness, Impartiality, and Confidentiality Assurance:**

Regularly assess and reinforce the principles of fairness, impartiality, and confidentiality. Ensure all staff are trained and evaluated on these principles consistently.

## **7.19 Preference and Support for Effective Implementation:**

Continue to emphasize and support a collaborative approach to implementation. Recognize and address the challenges and preferences of different agencies to ensure effective and cooperative implementation of recommendations.



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# APPENDIX-I

**Top Priority**

**WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT**

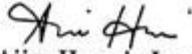
ISLAMABAD.

No.12(1)WMS/Coord/2021

Islamabad the, 09<sup>th</sup> July, 2021

**Subject: MINUTES OF THE MEETING CHAIRED BY THE PRESIDENT OF PAKISTAN ON 15<sup>TH</sup> JUNE, 2021 IN THE WAFAQI MOHTASIB SECRETARIAT.**

Minutes of the meeting on above cited subject, duly approved by the Honourable President of Pakistan, are circulated herewith for information and compliance by all concerned, strictly within timelines mentioned against each decision. Progress report with regard to compliance may kindly be sent to the Coordination Wing on weekly basis.

  
(Aijaz Hussain Lone)  
Director General (Coord)

**Distribution:**

- i. National Child Commissioner, WMS.
- ii. Additional Secretary (Admn), WMS.
- ii. Advisor (Media), WMS.
- iv. Senior Law Officer, WMS.
- v. Consultant (I.T), WMS.

**Copy for information to:**

- i. S.P.S to HWM
- ii. S.P.S. to Secretary WMS
- iii. P.S to Advisor (Incharge Coord/IT)

**Minutes of Briefing held during Visit of the President of Pakistan to Wafaqi Mohtasib Secretariat on 15.06.2021.**

- The President of Pakistan was pleased to receive briefing from the Wafaqi Mohtasib on 15.06.2021 at the Wafaqi Mohtasib Secretariat, Islamabad.
- List of participants is attached.

Agenda Item	Discussions	Decisions	Action by	Timeline
Evaluation of the performance of the Office of Wafaqi Mohtasib and recommendations for improvement	The Hon'ble President was appraised of the progress on receipt and disposal of complaints, expansion and strengthening of the institutional framework of the WMS, use of the latest information technology tools, launching of awareness campaign about the WMS, development of new system to integrate the gov. agencies for disposal of complaints at their end, the Outreach Complaint Resolution System (OCR), international linkages of the WMS, submission of reports to the Supreme Court in response to its references, the project to protect the rights of women and children detainees in Jails; and the initiatives taken for the overseas Pakistanis etc.  The Hon'ble President was pleased to observe that the Office of the Wafaqi Mohtasib has run smoothly and efficiently.	a) The Wafaqi Mohtasib Secretariat should enhance its outreach as much as possible to cover a broader spectrum of the society. For this, the possibility of opening more regional offices should be explored to increase its physical and IT footprint with a view to redressing the grievances of even higher number of the aggrieved persons.	Admn. Wing of Wafaqi Mohtasib Secretariat to examine & put up a Plan of Action	30 days

		b) A proposal should be developed for increasing the scope of activities of the WMS to include informal resolution of disputes through Alternate Dispute Resolution (ADR) mechanism which is covered under the law. Such an initiative at the pilot stage would be more successful at the Regional Office at Karachi & Lahore where the skillset is better	Law Wing of Wafaqi Mohtasib Secretariat	30 days
		c) In case any extant law hinders the dispensation of administrative justice, a proposal for carrying out the necessary amendment may be developed in coordination with the Ministry of Law & Justice.	Law Wing of Wafaqi Mohtasib Secretariat	30 days
		d) WMS should keep a stricter watch on the integrated agencies who do not timely resolve public complaints under the ICRS.	Coordination Wing of Wafaqi Mohtasib Secretariat	Being constantly monitored through CMIS
		e) Some arrangement should be made to provide the facility of watching the Wafaqi Mohtasib's CMIS dashboard by the President at the President's Secretariat	Coordination Wing of Wafaqi Mohtasib Secretariat	Representation Module developed. Dash Board for the President ready.
		f) All findings that involve substantial relief for the complainants should be duly projected in the media including the social media	Advisor Media of Wafaqi Mohtasib Secretariat	Implementation started
		g) All possible efforts should be made to identify and address the problems of the overseas Pakistanis and in view of the recent extensive export of manpower, the WMS should hold meetings – as a regular feature – with all the stakeholders for this purpose.	Advisor Media/Overseas Pakistanis, of Wafaqi Mohtasib Secretariat	Overseas Pakistanis Cell created. Henceforth regular meetings with stakeholders will be held..
		h) The WMS should also explore the possibility of keeping a record of the relief provided to the general public in monetary terms.	Coordination Wing of Wafaqi Mohtasib Secretariat	IT Section has inserted the field of the value of relief provided in CMIS

		i) The WMS should undertake a study, through an appropriate sample of the population, to figure out the percentage of the citizens aggrieved due to mal-administration on the part of the government agencies and chalk out a strategy to ensure that maximum number of people start approaching the WMS for redressal of their complaints.	Coordination Wing of Wafaqi Mohtasib Secretariat.	A specialized agency like PILDAT/Gallop will be engaged for conducting the required study. Hiring procedure may take 60 days.
		j) The WMS should encourage questions about its working in the parliament so that not only the law makers but also the journalists and the general public could get to know more about this institution.	Advisor Media of Wafaqi Mohtasib Secretariat.	30 days
		k) The National Commissioner for Children, WMS should keep a liaison with the Ministry of Human Rights for the purpose of protection of the rights of children.	National Commissioner for Children of Wafaqi Mohtasib Secretariat.	15 days

**Visit of the President of Pakistan to Wafaqi Mohtasib Secretariat**

(15<sup>th</sup> June, 2021)

**List of Participants of Briefing**

**Wafaqi Mohtasib Secretariat**

1. The President of Pakistan
2. Syed Tahir Shahbaz, Honourable Wafaqi Mohtasib
3. Mr. Aftab Akbar Durrani, Acting Secretary
4. Mr. Ejaz Ahmad Qureshi, Senior Advisor
5. Ms. Raana Seerat, Senior Advisor
6. Mr. Nadeem Ashraf, Senior Advisor
7. Mr. Khizar Hayat Khan, Senior Advisor
8. Mr. Abdul Moiz Bokhari, Senior Advisor
9. Mr. Sharif Ullah Khan Wazir, Senior Advisor
10. Mr. Muhammad Ashraf, Senior Advisor
11. Dr. Inam-ul-Haq Javed, Advisor
12. Syed Qamar Mustafa Shah, Associate Advisor

**President's Secretariat**

13. Mr. Justice Sayed Zahid Hussain, Consultant (Legal Affairs)
14. Mr. Waqar Ahmad, Additional Secretary
15. Mr. Akhtar Munir, Press Secretary
16. Mr. Sohail Akhtar Malik, DG (Admn)
17. Mr. Adil Ansari, Consultant



## APPENDIX-II

MOST IMMEDIATE



WAFAQI MOHTASIB SECRETARIAT  
36-CONSTITUTION AVENUE, G-5/2, ISLAMABAD  
Tele: 9216754, Fax: 9217244

No. F.6(24)Coord/WMS/2023

Date: 8th November, 2023

Subject: COMPREHENSIVE STUDY ON "OBJECTIVE ASSESSMENT OF WORKING OF WAFAQI MOHTASIB SECRETARIAT"

Dear Sir,

On the direction of HWM a comprehensive study is being conducted on "**Objective Assessment of Working of Wafaqi Mohtasib Secretariat**". The task of obtaining the feedback from various stakeholders in the matter, its assimilation and compilation in the study report format has been assigned to the undersigned along with a team of officers. The study is to be completed and the report is to be submitted to HWM in the 2<sup>nd</sup> week of December 2023. The parameters of the study approved by the HWM are as under:

- a) The study shall be conducted in depth encompassing four respondents i.e. the complainants, general public, representative of the agencies and employees of the WMS.
- b) The study shall be focusing on feedback on the adequacy and effectiveness of the services provided by this office.
- c) The study should encompass core areas of WMS comprising registration, investigation appraisalment, implementation, Informal Dispute and analysis of studies conducted in the past.
- d) The study will analyze the efficiency/process of providing services in accordance with the timeframe specified in law/acts.
- e) The study will suggest the measures to bring administrative justice further closer to the doorsteps of the public within the resources available to this office. The study will further suggest any initiative for the speedy and effective redressal of the complaints.
- f) The study will further suggest any initiative for the speedy and effective redressal of the complaints.
- g) The study shall be conducted on the basis of qualitative and quantitative data. The qualitative data shall be in respect of complainant satisfaction, public perspective regarding WMS, satisfaction of the representative of the Agency and employees of WMS.
- h) Quantitative data for study shall be provided by the IT Wing of WMS
- i) Any other area/dimension deemed necessary with regard to study may be added to the report.

2. Following forms, **a copy each of which is enclosed**, have been designed to collect the feedback from various stakeholders in the study:

- Form (A): Feedback from General Public
- Form (B): Questionnaire for Complainants
- Form (C): Feedback from Representatives of Agencies
- Form (D) Feedback from Employees of WMS
- Form (D-1): Questionnaire for Registrar
- Form (D-2): Questionnaire for Investigation Officers
- Form (D-3) Questionnaire for Appraising Officers
- Form (D-4): Questionnaire for Implementation Officers

**These forms have also been uploaded on Google Forms and the link of the same is also being shared.**

3. Focal Persons have been designated in the WMS Head Offices and all its Regional Offices who have been made responsible for collection of feedback from various segments of stakeholders mentioned above. **Copy of an Office Order issued in this regard is attached.** The WMS Focal Persons may establish contact with the general public, complainants, representatives of Agencies, WMS employees, investigation, implementation and appraisal officers in their respective offices to collect their feedback in the respective Form described above. The Head of each WMS Regional Office may kindly supervise the work of the Focal Person designated in their office and provide them requisite human/logistic assistance within their resources.

4. It is requested that the feedback collected by the Focal Persons may be systematically compiled as per the format of the above mentioned Forms in a soft as well hard copy folder and the Regional Head/Incharge may forward it to Director General (Coordination), WMS Islamabad **latest by Friday, 24<sup>th</sup> November, 2023.**

Yours sincerely,

(Muhammad Ashfaq Ahmad)  
Director General (Coordination)

**Distribution:**

**Heads/Incharge of all Regional Offices of the WMS**

## APPENDIX-III

### Research Team

Following staff members were assigned the major roles to carry out the activities of the Study.

1. **Mr. Adnan Ahmad**, Senior Investigation officer/PSO to HWM
2. **Ms. Tazeem Ashraf**, Associate Liaison Officer, WMS, Head office
3. **Mr. Amir Ali**, Associate Liaison Officer, WMS, Head office
4. Mr. Sarwar Brohi, Regional Office Quetta
5. Mr. Aijaz Hussain Lone, Regional Office Bahawalpur
6. Mr. Rashid Ahmad Shaikh, Regional Office Karachi
7. Dr. Muhammad Zahid, Regional Office Multan
8. Ms. Sehar, Regional Office, Lahore
9. Kazi Nazim Naeem, Regional Office Hyderabad
10. Mr. Abdul Moiz, Regional Office Mirpur Khas
11. Mr. Imtiaz Ahmad Kalhoro, Regional Office Sukkur
12. Mr. Alamzaib, Regional Office Peshawar
13. Mr. Kasif Baluch, Regional Office Khuzdar
14. Shehzada Allowuddeen, Regional Office Kharan
15. Mr. Shakil Ahmad, Regional Office Swat
16. Mr. Khalid Saeed, Regional Office Abbotabad
17. Mr. Yasir Shabir, Regional Office Faisalabad and Sargodha
18. Mr. Imran, Regional Office D.I. Khan
19. Mr. Mushtaq Ahmed Awan, Regional Office Sargodha



## APPENDIX-IV

### Initial/Original CRC Questionnaire Forms

#### Form (A): Feedback from General Public

Are you aware of the Wafaqi Mohtasib Pakistan that offers free and speedy justice? If yes, follow the link below:

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1. **Have you heard about the Wafaqi Mohtasib before participating in this survey?**
  - a) Yes
  - b) No
2. **Which forum of justice was used by you to seek the redressal of the grievances against Federal Government Agencies?**
  - a) Complaint to Head of Department
  - b) Wafaqi Mohtasib
  - c) PM Portal
  - d) Civil Courts
3. **Have you ever lodged complaint in WMS?**
  - a) Yes
  - b) No
4. **Can you describe the experiences or interactions, you or any of your acquaintance; have had with the Wafaqi Mohtasib?**
  - a) Excellent
  - b) Very Good
  - c) Good
  - d) Satisfactory
  - e) Average
  - f) Poor

## Form (B): Questionnaire for Complainants

### Demographics

Variable	Age	Gender	Current Residence (Name of city only)	Native Province/ Region	Locality of Hometown
Option					
A	18-30	Male		Federal	Urban
B	31-40			Punjab	
C	41-50			KPK	
D	51-60	Female		Balochistan	Rural
E	61-70			Sindh	
F	71 and above			AJK	
			Gigit Baltistan		
			FATA		

**1. How did you come to know about Wafaqi Mohtasib Secretariat?**

- a) Friends, family or relatives
- b) News
- c) Social Media: Facebook, Instagram or YouTube.
- d) Public awareness messages

**2. Was it easy lodging complaint in this forum?**

- a) Yes
- b) No

**3. What mode did you use for lodging complaint in Wafaqi Mohtasib Secretariat?**

- a) By post
- b) In person
- c) By email (complaints@mohtasib.gov.pk )
- d) Wafaqi Mohtasib Mobile Application (Android)

- e) Online on Wafaqi Mohtasib Website ([www.mohtasib.gov.pk](http://www.mohtasib.gov.pk))
- f) By fax

**4. Did you receive any difficulty in lodging/registering your complaint in WMS?**

- a) No
  - b) If yes, then describe please.
- 

**5. Were you aptly guided by the concerned officials in case you faced difficulty lodging your complaint?**

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

**6. Are you satisfied with the services provided by Wafaqi Mohtasib Secretariat?**

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

**7. Did you receive message intimating you about registration of your complaint?**

- a) Yes
- b) No

**8. Did you receive intimation through message about your hearing date?**

- a) Yes
- b) No

**9. Did you timely receive hearing notice?**

- a) Yes
- b) No

**10. Were you able to attend hearing in person in the office?**

- a) Yes
- b) No

**11. How much did you have to wait before hearing of your case started?**

- a) Less than half an hour – half an hour
- b) An hour
- c) Two hours
- d) More than Two hours

**12. If you were not able to attend hearing in person, was your stance heard on call?**

- a) Yes
- b) No

**13. In case you attended hearing, was your stance carefully, patiently and completely heard?**

- a) Yes
- b) No

**14. Were you heard in the presence of representative of the Agency complained against?**

- a) Yes
- b) No

**15. Were you able to communicate your grievance directly to the Agency's representative during hearing?**

- c) Yes
- d) No

**16. Were you explained the conclusion drawn and the decision made by the concerned Investigation Officer?**

- a) Yes
- b) No

**17. Did you timely receive findings approved by HWM in your complaint?**

- a) Yes
- b) No

**18. Was your stance accurately and thoroughly reflected and addressed in findings?**

- a) Yes
- b) No

**19. Was your grievance redressed?**

- a) Yes
- b) No

**20. How long did it take for redressal of your grievance or implementation of recommendation(s) proposed in findings?**

---

**21. Did you find the concerned Investigation Officer sufficiently experienced and competent to reach the conclusion?**

- a) Yes
- b) No

**22. Did you find that that Investigation Officer had prepared your case thoroughly before hearing?**

- a) Yes
- b) No

**23. Were the staff members of the concerned Investigation Officer helpful and respectful?**

- a) Yes
- b) No

**24. Were your calls attended?**

- a) Yes
- b) No

**25. Were you attended courteously and professionally on a phone call and your queries addressed?**

- a) Yes
- b) No

**26. What suggestions could you give to improve the working of Wafaqi Mohtasib Secretariat?**

---



## **Form I: Feedback from Representatives of Agencies**

- 1. How effective was the communication with the Investigation Wing during investigations?**
  - a) Excellent
  - b) Good
  - c) Average
  - d) Poor
- 2. Did the Investigation/Implementation officer proactively address the agency's concerns during the proceedings?**
  - a) Yes
  - b) No
- 3. Was the notices issued by the Investigation/Implementation officers served to Agency in time?**
  - a) Yes
  - b) No
- 4. Was the Agency given sufficient response time for preparation of reports and hearings?**
  - a) Yes
  - b) No
- 5. How did the Agency find the commitment and dedication of the Investigation officers towards redressal of complaints?**
  - a) Very good
  - b) Good
  - c) Average
  - d) Poor
- 6. What was the response of Investigation officers towards the queries of Agency during the investigation Proceedings?**
  - a) Very good
  - b) Good
  - c) Average
  - d) Poor
- 7. Did the Investigation/Implementation officers demonstrate impartiality, privacy and confidentiality in proceedings?**
  - a) Yes
  - b) No
- 8. Was the Agency satisfied with the fairness of findings/recommendations made against it?**
  - a) Yes

- b) No
- 9. **Did the Agency observe any improvement in the Investigation/Implementation process over the passage of time?**
  - a) Yes
  - b) No
- 10. **If not, what is your suggestion for improvement?**

---

- 11. **Did WMS maintain the timeline and accuracy in the process of investigation and Implementation as per Law/rules?**
  - a) Yes
  - b) No
- 12. **How did the staff of WMS assist the Agency during the process of Investigation/Implementation?**
  - a) Courteously
  - b) Rudely
- 13. **Was the time given for implementation sufficient/proper?**
  - a) Yes
  - b) No
- 14. **Did the Agency prefer to**
  - a) Implement the Findings
  - b) Give the reasons for non-compliance
- 15. **What are the reasons for non-implementation of Recommendations/Findings**
  - a) Findings are Contrary to Rules, policy and procedure.
  - b) Biased attitude towards complainant
  - c) Sketchy Findings
  - d) Unclear Recommendations.

## Form (D): Feedback from Employees of WMS

### Demographics:

Variable/ Option	Age	Gender	Job Description (Designation and BPS)
a.	18-30	Male	
b.	31-40		
c.	41-50		
d.	51-60	Female	
e.	61-70		
f.	71 and above		

### General Questions for Employees

1. Do you feel that Wafaqi Mohtasib is effectively delivering its objective i.e. free of cost and speedy justice to the complainants against the maladministration of Federal Agencies?
  - a) Yes
  - b) No
2. Are you satisfied with your given role to achieve the objectives of this Organization?
  - a) Yes
  - b) No
3. Do you feel that your reporting officer is efficient and well-equipped with the necessary knowledge and skills required to carry out his tasks?
  - a) Yes
  - b) No.
  - c) Neutral
4. Do you feel that the section you are posted in is apt enough for you to apply your skills, abilities and knowledge acquired through your formal education?
  - a) Yes
  - b) No
5. In case you are posted in an Investigation Section, do you think your (IO) is efficient and well aware of all the necessary legal framework required for a well-rounded and comprehensive investigation?
  - a) Yes
  - b) No.
  - c) Neutral

6. **Whether the complainants cooperate and attend a phone call in case of telephonic hearing?**
  - a) Yes
  - b) No
7. **Whether the representatives of the Agency cooperate and attend calls when certain information or documents are required from them?**
  - a) Yes
  - b) No
8. **In case one is posted in an Appraisal Wing, do you feel that Appraising officer makes unnecessary changes and corrections in the findings received for appraisal?**
  - a) Yes
  - b) No
9. **Whether the Appraisal officer returns findings on logical, factual and legal grounds and clearly highlights the shortcomings in findings through his observation?**
  - a) Yes
  - b) No
10. **Whether the Appraisal officer generally returns the findings instead of rectifying the shortcomings through discussion with concerned IO?**
  - a) Yes
  - b) No
11. **In case one is posted in Implementation Wing, What are the reasons behind non-implementation of findings?**
  - a) Lack of skills of implementation officer
  - b) Sketchy findings
  - c) Unclear recommendations
  - d) Non-cooperation of the Agencies
  - e) Other

### **Form (D-1): Questionnaire for Registrar**

- 1. How much percentage of complaints is received for registration that lack complete details?**
    - a) 100%
    - b) Less than 90%
    - c) Less than 80%
    - d) Less than 70%
    - e) Less than 60%
    - f) Less than 50%
  - 2. Whether the complainants are intimidated about rejection of their complaints?**
    - a) Yes
    - b) No
  - 3. Whether the complainants are contacted to provide necessary details of their cases in case of insufficient details?**
    - a) Yes
    - b) No
  - 4. What are the general causes for shortcomings identified in complaints?**
  - 5. What is the procedure adopted for dealing with complaints that lack necessary details?**
-

## **Form (D-2): Questionnaire for Investigation Officers**

- 1. On average, how many days it takes for a complaint to reach investigation section?**
  - a) Same day
  - b) More than 2 days
  - c) More than 5 days
  - d) More than 7 days
- 2. Whether the complaints are sufficiently scrutinized by the Registrar section before admissibility?**
  - a) Yes
  - b) No
- 3. Whether the complaints admitted had the legal, factual and logical grounds to start investigation?**
  - a) Yes
  - b) No
- 4. Rate the complainant's response in pursuance of his complaint.**
  - a) Excellent
  - b) Very Good
  - c) Good
  - d) Average
  - e) Below Average
- 5. What is the percentage of Agency's attendance?**
  - a) 100%
  - b) 90-99%
  - c) 70-89%
  - d) 50-69%
  - e) Less than 50%
- 6. Whether the representatives of the Agency attended hearing after first hearing notice?**
  - a) Yes
  - b) No
- 7. If not, how many hearing notices were issued to the Agency?**
  - a) 2
  - b) 3
  - c) More than 3
- 8. What is the percentage of the Agencies' in time attendance?**
  - a) 25%
  - b) 50%
  - c) 75%
  - d) 100%

- 9. Whether the representatives of the Agency provided a report covering all the aspects necessary for investigation?**
- a) Never
  - b) Rarely
  - c) Mostly
  - d) Always
- 10. Whether the Agency shared its report with the complainants, thereby giving them an opportunity to prepare a rejoinder?**
- a) Yes
  - b) No
- 11. How many Agencies' representatives provide wrong/misleading reports, during investigation?**
- a) 50%
  - b) 75%
  - c) 100%
  - d) Less than 50%
- 12. Whether the workload allocated to your office apt enough to ensure a timely and up to the mark disposal of complaints?**
- a) Yes
  - b) No
- 13. Whether the statutory time period provided for disposal of complaints is a realistic target?**
- a) Yes
  - b) No
- 14. What problems do you face with regards to Investigation and Disposal of Complaints and in carrying out your tasks?**
- 15. What suggestions would you propose to bring about improvement in the Investigation and Disposal of complaints and general working of this organization?**
-

**Form (D-3) Questionnaire for Appraising Officers**

- 1. How much findings are received for appraisal within 45 days of registration of complaints?**
  - a) 100%
  - b) Less than 90%
  - c) Less than 80%
  - d) Less than 70%
  - e) Less than 60%
  - f) Less than 50%
- 2. Whether the findings received from Ios reflected analytical skills and are consistent with the rules, regulations, and policies?**
  - a) 100%
  - b) Less than 90%
  - c) Less than 80%
  - d) Less than 70%
  - e) Less than 60%
  - f) Less than 50%
- 3. Whether the stance of the complainant and agency is accurately, comprehensively and precisely reflected in the findings?**
  - a) Yes
  - b) No
- 4. Whether the grievances of the complainants duly mentioned/addressed in findings and the resultant maladministration is identified?**
  - a) Yes
  - b) No
- 5. Whether the findings are drafted by copy pasting or in a sketchy manner without addressing the exclusive nature of complaint?**
  - a) Yes
  - b) No
- 6. How much findings generally are closed under correct regulations reflecting a good cognizance of the matter at hand?**
  - a) 100%
  - b) Less than 90%
  - c) Less than 80%
  - d) Less than 70%
  - e) Less than 60%
  - f) Less than 50%
- 7. Whether the Ios comprehend the observations attached with returned findings and make the necessary rectifications in final draft findings?**
  - a) Yes

b) No

**8. Whether the Ios cooperate when asked to make certain changes?**

a) Yes

b) No

**9. What are the general shortcomings found in draft findings?**

**10. What suggestions would you propose to bring about improvement in the Investigation and Disposal of complaints and general working of this organization?**

---

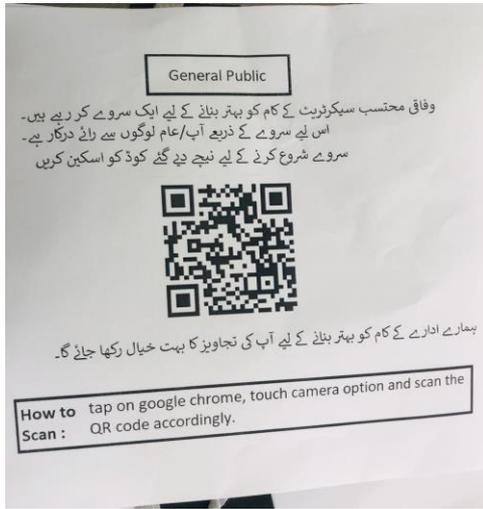
## Form (D-4): Questionnaire for Implementation Officers

1. **Whether the findings are transferred to your office immediately to facilitate implementation within the stipulated period?**
  - a) Yes
  - b) No
2. **Whether the representatives of the Agency provide the compliance reports or convey the reasons for non-compliance within the stipulated time?**
  - a) Yes
  - b) No
3. **Which sort of technique is used to pursue the respondents for implementation?**
  - a) Passively
  - b) Convincingly
  - c) Firmly
4. **Whether regular meetings with Principle Officers of the Agencies are fruitful in implementations of findings?**
  - a) Yes
  - b) No
5. **What reasons can you enlist for non-implementation of findings?**
  - a) Sketchy findings
  - b) Unclear recommendations
  - c) Non-cooperation of the Agencies

Any other \_\_\_\_\_

## APPENDIX-V

### Google QR Scan Codes for Google Questionnaires/Forms



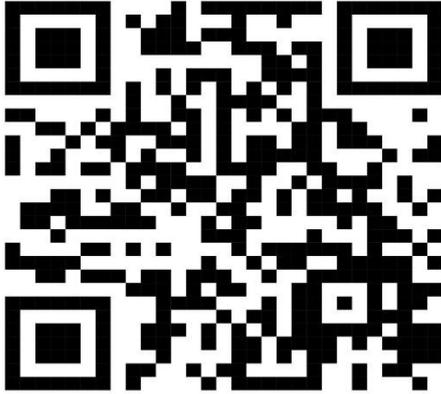
#### FEEDBACK FROM GOVERNMENT AGENCY.

Wafaqi Mohtasib is conducting a survey to improve the functioning of the Secretariat. Therefore, feedback from your department/government agency is required through the survey. Scan the QR code below to start the survey.

وفاقی محتسب سیکرٹریٹ کے کام کو بہتر بنانے کے لیے ایک سروے کر رہے ہیں۔ لہذا، سروے کے ذریعے آپ کے محکمہ/سرکاری ایجنسی سے رائے درکار ہے۔ سروے شروع کرنے کے لیے نیچے دیے گئے QR کوڈ کو اسکین کریں۔



Your suggestions will be highly regarded for improving the workings of the WMS.



# Final Google Forms for CRC Questionnaires

## A. GOOGLE FORM FOR GENERAL PUBLIC

27/12/2023, 12:53

Objective Assessment of Working of Wafaqi Mohtasib Secretariat. A Feedback from General Public

### Objective Assessment of Working of Wafaqi Mohtasib Secretariat. A Feedback from General Public

We are conducting a survey for the objective assessment of working of Wafaqi Mohtasib's Secretariat, focusing the feedback on the adequacy and efficacy of services provided by this office.

Please feel free to contact us for any additional information, assistance, or inquiries at the following contact details:

- Email address: [iowafaqimohtasib@gmail.com](mailto:iowafaqimohtasib@gmail.com) --WhatsApp: 03135414176

\* Indicates required question

1. Email \*

---

2. Your Age? \*

عمر

Mark only one oval.

- 18-30
- 30-50
- 50-60
- above 60

3. Your Gender? \*

جنس

Mark only one oval.

- Male
- Female
- Any other

## 4. Profession / Status \*

پیشہ / حیثیت

Mark only one oval.

- Student (طالب علم)
- Graduate / unemployed (گریجویٹ / بے روزگار)
- Government Employee (سرکاری ملازم)
- Private Employee (نجی ملازم)
- Any other (کوئی اور)

## 5. Resident of..... \*

Mark only one oval.

- Islamabad (اسلام آباد)
- Punjab (پنجاب)
- Sindh (سندھ)
- KPK (خیبر پختونخواہ)
- Balochistan (بلوچستان)
- FATA (فٹا)
- Overseas Pakistani (اورسیز پاکستانی)
- Gilgit Baltistan (گلگت)
- Azad Jammu & Kashmir

## 6. Have you ever heard about the Wafaqi Mohtasib that offers free and speedy justice? \*

کیا آپ نے وفاقی محتسب کے ادارے کے بارے میں سنا ہے جو مفت اور جلد انصاف فراہم کرتا ہے؟

Mark only one oval.

- Yes (جی ہاں)
- No (نہیں)

7. If you have heard of the Wafaqi Mohtasib, could you please share the source of your information?

اگر آپ نے وفاقی محتسب کے بارے میں سنا ہے تو کیا آپ اپنی معلومات کا ذریعہ بتا سکتے ہیں؟

Mark only one oval.

- Social Media (Facebook, Youtube, Twitter, Tiktok etc) (سوشل میڈیا (فیس بک، یوٹیوب، ٹویٹر، ٹیکٹوک وغیرہ))
- Newspaper (اخبار)
- TV (Electronic Media) (ٹی وی (الیکٹرانک میڈیا))
- Mobile SMS (موبائل ایس ایم ایس)
- Friends / Family and Relatives (دوست اور رشتہ دار)
- Your working place (آپ کے کام کی جگہ)
- Not heard. (تجربہ نہیں)

8. Which forum of justice was used by you for the redressal of your grievance against Federal Government Departments? \*

وفاقی حکومت کی وزارتوں اور ان سے منسلک محکموں کے خلاف شکایات کے ازالے کے لیے آپ عام طور پر انصاف کا کون سا فورم استعمال کرتے ہیں؟

Mark only one oval.

- Complaint to Head of a Department (محکمہ کے سربراہ سے شکایت)
- Wafaqi Mohtasib (وفاقی محتسب)
- Prime Minister (PM) Portal (وزیر اعظم (پی ایم) پورٹل)
- Civil Courts / High Courts (سول کورٹس/ہائی کورٹس)
- Anyother (کسی بھی دیگر)

9. Have you ever lodged complaint in Wafaqi Mohtasib? \*

کیا آپ نے وفاقی محتسب میں کوئی شکایت درج کروائی ہے؟

Mark only one oval.

- Yes (جی ہاں)
- No (نہیں)

10. Can you describe the experiences or interactions, you or any of your acquaintance; have had with the Wafaqi Mohtasib? \*

آپ کا یا آپ کے کسی جاننے والے کا وفاقی محتسب سیکرٹریٹ کے ساتھ تجربہ کیسا رہا؟

Mark only one oval.

- Satisfactory (تسلی بخش)
- Average (اوسط)
- Poor (برا)
- No experience (کوئی تجربہ نہیں)

11. Your Contact No (If you want to mention)

\_\_\_\_\_

12. Any suggestions to improve the working of Wafaqi Mohtasib Secretariat?

وفاق محتسب سیکرٹریٹ کے کام کو بہتر بنانے کے لیے کوئی تجویز؟

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This content is neither created nor endorsed by Google.

Google Forms

## B. GOOGLE FORM FOR COMPLAINANTS

12/27/23, 9:16 AM

Objective Assessment of Wafaqi Mohtasib Secretariat

### Objective Assessment of Wafaqi Mohtasib Secretariat

Dear complainant,

We are conducting a survey for the objective assessment of working of Wafaqi Mohtasib, focusing the feedback on the adequacy and efficacy of services provided by this office. This questionnaire does not require your personal identity. You are requested to provide your fair assessment.

Please feel free to contact us for any additional information, assistance, or inquiries at the following contact details:

Email address:

[iowafaqimohtasib@gmail.com](mailto:iowafaqimohtasib@gmail.com)

[tazeemwms@gmail.com](mailto:tazeemwms@gmail.com)

WhatsApp:

03135414176

\* Indicates required question

---

1. Age \*

عمر

Mark only one oval.

18-30

31-40

41-50

51-60

61-70

71 or above

## 2. Gender \*

صنّف

Mark only one oval.

 (مرد) Male (عورت) Female

## 3. Current Residence (Name of city only) \*

موجودہ رہائش (صرف شہر کا نام)

---

## 4. Province/Region \*

صوبہ/علاقہ

Mark only one oval.

 (وفاق) Federal (پنجاب) Punjab (خیبر پختونخواہ) KPK (بلوچستان) Balochistan (سندھ) Sindh (گلگت بلتستان) Gilgit Baltistan (آزاد جموں کشمیر) AJK

## 5. Locality \*

علاقہ

Mark only one oval.

- Urban (شہری)
- Rural (دیہی)
- Semi Urban (نیم شہری)
- Remote Rural (دور دراز دیہی)
- Field not filled in hardcopy questionnaire

## 6. Name of the Agency complained against \*

محکمہ جس کے خلاف شکایت کی گئی۔

Skip to question 7

## Section 2

سیکشن دوئم

## 7. How did you come to know about Wafaqi Mohtasib Secretariat? \*

آپ کو وفاقی محتسب سیکرٹریٹ کے بارے میں کیسے پتہ چلا؟

Mark only one oval.

- Friends, family or relatives (دوست، خاندان یا رشتہ دار)
- News (خبریں)
- Social Media: Facebook, Instagram or YouTube (سوشل میڈیا: فیس بک، انسٹاگرام یا یوٹیوب)
- Public awareness messages (موبائل فون پر عوامی آگاہی کے پیغامات)

## 8. Was it easy to lodge the complaint in this forum? \*

کیا اس فورم میں شکایت درج کروانا آسان تھا؟

Mark only one oval.

- Yes (جی ہاں)
- No (نہیں)

9. What mode did you use for lodging complaint in Wafaqi Mohtasib Secretariat? \*  
وفاقی محتسب سیکرٹریٹ میں شکایت درج کرانے کے لیے آپ نے کون سا ذریعہ استعمال کیا؟

Mark only one oval.

- (ٹاک کے ذریعے) By post
- (بذات خود) In person
- (ای میل کے ذریعے) By email ([complaints@mohtasib.gov.pk](mailto:complaints@mohtasib.gov.pk))
- (وفاقی محتسب موبائل ایپلیکیشن) Wafaqi Mohtasib Mobile Application (Android)
- (وفاقی محتسب ویب سائٹ) Online on Wafaqi Mohtasib Website ([www.mohtasib.gov.pk](http://www.mohtasib.gov.pk))
- (فیکس کے ذریعے) By fax

10. Were you aptly guided by the concerned officials in case you faced difficulty in lodging \*  
your complaint?

اگر آپ کو اپنی شکایت درج کرانے میں دشواری کا سامنا کرنا پڑا تو کیا متعلقہ حکام کی طرف سے آپ کی  
مناسب رہنمائی کی گئی؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No

11. Are you satisfied with the services provided by Wafaqi Mohtasib Secretariat? \*  
کیا آپ وفاقی محتسب سیکرٹریٹ کی فراہم کردہ خدمات سے مطمئن ہیں؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No

12. Did you receive message intimating you about registration of your complaint? \*

کیا آپ کو اپنے موبائل فون پر اپنی شکایت کے اندراج کے بارے میں آگاہ کرنے والا پیغام موصول ہوا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

13. Did you receive intimation through message about your hearing date? \*

کیا آپ کو اپنی سماعت کی تاریخ کے بارے میں اپنے موبائل فون پر پیغام کے ذریعے اطلاع ملی؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

14. Did you receive hearing notice in time? \*

کیا آپ کو سماعت کا نوٹس بر وقت ملا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

15. Did you attend hearing in person in this Office? \*

کیا آپ نے اس دفتر میں ذاتی طور پر سماعت میں شرکت کی؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

16. How long you had to wait before hearing of your case? \*

آپ کو اپنے کیس کی سماعت سے پہلے کتنا انتظار کرنا پڑا؟

Mark only one oval.

- (آدھے گھنٹے سے بھی کم -- آدھا گھنٹہ) Less than half an hour - half an hour
- (ایک گھنٹہ) An hour
- (دو گھنٹے) Two hours
- (دو گھنٹے سے زیادہ) More than Two hours
- I did not attend hearing. (میں سماعت میں حاضر نہیں ہوا)

17. If you were not able to attend hearing in person, was your stance heard on call? \*

اگر آپ ذاتی طور پر سماعت میں حاضر نہیں ہوئے تو کیا آپ کا موقف کال پر سنا گیا؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No
- I attended hearing, in person. (میں نے ذاتی طور پر سماعت میں شرکت کی)

18. In case you attended hearing, was your stance carefully, patiently and completely heard? \*

اگر آپ نے سماعت میں شرکت کی تو کیا آپ کا موقف صبر و تحمل سے سنا گیا؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No
- I did not attend hearing. (میں سماعت میں حاضر نہیں ہوا)

19. Were you heard in the presence of representative of the Agency complained against? \*
- کیا ایجنسی کے نمائندے کی موجودگی میں آپ کا موقف سنا گیا؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No
- I did not attend hearing. (میں سماعت میں حاضر نہیں ہوا۔)

20. Were you able to communicate your grievance directly to the Agency's representative during hearing? \*

کیا آپ سماعت کے دوران اپنی شکایت ایجنسی کے نمائندے کو براہ راست بتا پائے؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No
- I did not attend hearing. (میں سماعت میں حاضر نہیں ہوا۔)

21. Did you receive the findings in your complaint approved by HWM on time? \*

کیا وفاقی محتسب کی طرف سے منظور شدہ فیصلہ آپ کو بر وقت موصول ہوا؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No

22. The approved finding of the Mohtasib in your complaint was received by you: \*

آپ کی شکایت میں محتسب کے فیصلے کی کاپی آپ کو کیسے موصول ہوئی ہے:

Mark only one oval.

- By Post (ٹاک کے ذریعے)
- via Mobile App (موبائل ایپ کے ذریعے)
- In-person (بذات خود)
- Did not receive (فیصلہ موصول نہیں ہوا)

23. Was your stance accurately and thoroughly reflected and addressed in findings? \*
- کیا وفاقی محتسب کی طرف سے دئے گئے فیصلے میں آپ کا موقف درست طور پر درج کیا گیا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

24. Was your grievance redressed? \*

کیا آپ کی شکایت کا ازالہ کیا گیا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

(جزوی طور پر ازالہ کیا گیا) Partially redressed

25. How long did it take for the redressal of your grievance? \*

آپ کی شکایت کے ازالے میں کتنا وقت لگا؟

Mark only one oval.

(ایک ماہ سے بھی کم) Less than one month

(ایک ماہ سے زیادہ) More than 1 month

(تین ماہ سے زیادہ) More than 3 months

(چھ ماہ سے زیادہ) More than 6 months

(شکایت کا ازالہ نہیں کیا گیا) Grievance was not redressed

26. Did you find the concerned Investigation /Implementation Officer sufficiently experienced and competent to reach the conclusion in your case? \*
- کیا آپ نے متعلقہ تفتیشی / عمل درآمد افسر کو اپنے کیس میں نتیجے پر پہنچنے کے لیے تجربہ کار اور اہل پایا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

27. Whether the Investigation/Implementation Officer had studied your case thoroughly before hearing? \*
- کیا تفتیشی / عمل درآمد افسر نے سماعت سے پہلے آپ کے کیس کا اچھی طرح مطالعہ کیا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

28. Whether the staff members of the concerned Investigation Officer/Implementation Officer were helpful and respectful? \*
- کیا متعلقہ تفتیشی/عمل درآمد افسر کے عملہ کا رویہ شائستہ اور مناسب تھا؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

29. Were your calls to Wafaqi Mohtasib's Secretariat attended? \*
- کیا وفاق محتسب سیکرٹریٹ میں آپ کی کالز اٹینڈ ہوئیں؟

Mark only one oval.

(جی ہاں) Yes

(نہیں) No

I did not make any call (میں نے فون نہیں کیا)

30. Whether you were attended courteously and professionally on a phone call and your queries were addressed? \*

کیا وفاقی محتسب سیکرٹریٹ کے عملے نے فون کال پر آپ کے ساتھ شائستہ اور پیشہ ورانہ رویہ رکھا اور آپ کے سوالات کا جواب دیا؟

Mark only one oval.

- (جی ہاں) Yes
- (نہیں) No
- I did not make any call (میں نے فون نہیں کیا)

31. What suggestions could you give to improve the working of Wafaqi Mohtasib Secretariat? \*

وفاقی محتسب سیکرٹریٹ کے کام کو بہتر بنانے کے لیے آپ کیا تجاویز دے سکتے ہیں؟

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Google Forms

# GOOGLE FORM FOR REPRESENTATIVES OF GOVT. AGENCIES

22/11/2023, 11:48

Objective Assessment of Working of Wafaqi Mohtasib Secretariat. A Feedback from Government Agencies.

## Objective Assessment of Working of Wafaqi Mohtasib Secretariat. A Feedback from Government Agencies.

We are conducting a survey for the objective assessment of working of Wafaqi Mohtasib's Secretariat, focusing the feedback on the adequacy and efficacy of services provided by this office.

- Rest assured, all data collected will be handled anonymously and maintained with strict confidentiality which will not reveal your identity, therefore, you are requested to provide your fair assessment.

Please feel free to contact us for any additional information, assistance, or inquiries at the following contact details:

- Email address: [iowafaqimohtasib@gmail.com](mailto:iowafaqimohtasib@gmail.com) --WhatsApp: 03135414176

\* Indicates required question

1. Name of the Government Department /Agency \*

---

2. How effective was the communication of Wafaqi Mohtasib Secretariat with your Agency? \*

Mark only one oval.

- Excellent
- Average
- Poor

3. Were the notices issued by the Investigation/Implementation officers served to the Agency on time? \*

Mark only one oval.

- Yes always.  
 Never  
 Rarely

4. Did the Investigation/Implementation officer proactively address the Agency's concerns during the proceedings? \*

Mark only one oval.

- Yes  
 No

5. Was the Agency given sufficient response time for preparation of reports and attending hearings? \*

Mark only one oval.

- Yes always  
 Sometimes  
 Never.

6. How did the Agency find the commitment and dedication of the Investigation officers towards redressal of complaints? \*

Mark only one oval.

- Very good  
 Average  
 Poor

7. What was the response of Investigation officers towards the queries of Agency during the investigation Proceedings? \*

Mark only one oval.

- Excellent  
 Average  
 Poor

8. Did the Investigation/Implementation officers demonstrate fairness in the proceedings? \*

Mark only one oval.

- Yes  
 No  
 Prejudiced behaviour

9. Did the Investigation/Implementation officers demonstrate impartiality, privacy and confidentiality in the proceedings? \*

Mark only one oval.

- Yes always.  
 Never.  
 Sometimes.

10. Was the Agency satisfied with the fairness of findings/recommendations made against it? \*

Mark only one oval.

- Yes always.  
 Never.  
 Sometimes.

11. Did any officer of WMS demand gratification/undue favor during the investigation/implementation proceedings? \*

Mark only one oval.

- Yes  
 No  
 May be

12. Did any staff member / employee of WMS demand gratification/undue favor during the investigation/implementation proceedings? \*

Mark only one oval.

- Yes  
 No  
 Maybe

13. Did the Agency observe any improvement in the Investigation/Implementation process over the passage of time? \*

Mark only one oval.

- Yes  
 No

14. If not, what are your suggestions for improvement? \*

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15. Did Wafaqi Mohtasib Secretariat maintain the timeline and accuracy in the process of Investigation and Implementation as per Law? \*

Mark only one oval.

- Yes always.  
 No  
 Sometimes

16. How did the staff of Wafaqi Mohtasib Secretariat assist the Agency during the process of Investigation/Implementation? \*

Mark only one oval.

- Courteously  
 Rudely

17. Was the time given for Implementation sufficient/proper? \*

Mark only one oval.

- Yes  
 No

18. Did the Agency prefer to: \*

Mark only one oval.

- Implement the Findings.  
 Give the reasons for non compliance

19. What are the reasons for non-implementation of Recommendations/Findings? \*

Mark only one oval.

- Findings are Contrary to Rules, policy and procedure.
- Biased attitude towards complainant
- Sketchy Findings.
- Unclear Recommendations.
- Undue delay by the Government Agency
- Any other.

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## C. GOOGLE FORM FOR WMS EMPLOYEES

20/11/2023, 10:40

Objective Assessment of Wafaqi Mohtasib Secretariat

### Objective Assessment of Wafaqi Mohtasib Secretariat

Dear employee,

We are conducting a survey for the objective assessment of working of Wafaqi Mohtasib, focusing the feedback on the adequacy and efficacy of services provided by this office. This questionnaire does not require your personal identity. You are requested to provide your fair assessment.

Please feel free to contact us for any additional information, assistance, or inquiries at the following contact details:

Email address:

[iowafaqimohtasib@gmail.com](mailto:iowafaqimohtasib@gmail.com)

[tazeemwms@gmail.com](mailto:tazeemwms@gmail.com)

WhatsApp:

03135414176

\* Indicates required question

#### 1. Age \*

*Mark only one oval.*

18-30

31-40

41-50

51-60

61-70

71 or above

#### 2. Gender \*

*Mark only one oval.*

Male

Female

## 3. Job Description (Designation and BPS) \*

**General Questions for Employees**

Questions in this section of the questionnaire need to be answered by all employees.

4. Do you think that Wafaqi Mohtasib is effectively achieving its objective i.e. free of cost \* and speedy justice to the complainants against the maladministration of Federal Agencies?

Mark only one oval.

Yes

No

5. Are you satisfied with your given role to achieve the objectives of this Organization? \*

Mark only one oval.

Yes

No

6. Do you feel that your reporting officer is efficient and well-equipped with the necessary \* knowledge and skills required to carry out his tasks?

Mark only one oval.

Yes

No

Neutral

7. Do you feel that the section you are posted in is appropriate for you to apply your skills, \* abilities and knowledge acquired through your formal education?

*Mark only one oval.*

- Yes  
 No

#### Questions for employees in Investigation Section

Questions in this section of the questionnaire need to be answered **ONLY** by employees in Investigation Section.

Note: Please answer all the questions.

8. In case you are posted in an Investigation Section, do you think your IO is efficient and well aware of all the necessary legal framework required for a well-rounded and comprehensive investigation?

*Mark only one oval.*

- Yes  
 No  
 Neutral

9. Whether the complainants cooperate and attend a phone call in case of telephonic hearing?

*Mark only one oval.*

- Yes  
 No

10. Whether the representatives of the Agency cooperate and attend calls when certain information or documents are required from them?

*Mark only one oval.*

- Yes  
 No

#### Questions for employees in Appraisal Section

Questions in this section of the questionnaire need to be answered **ONLY** by employees in Appraisal Section.

Note: Please answer all the questions.

11. In case you are posted in an Appraisal Wing, do you feel that Appraising officer makes unnecessary changes and corrections in the findings received for appraisal?

*Mark only one oval.*

- Yes  
 No

12. Whether the Appraisal officer returns findings on logical, factual and legal grounds and clearly highlights the shortcomings in findings through his observation?

*Mark only one oval.*

- Yes  
 No

13. Whether the Appraisal officer generally returns the findings instead of rectifying the shortcomings through discussion with concerned IO?

*Mark only one oval.*

- Yes  
 No

**Question for employees in Implementation Section**

Question in this section of the questionnaire needs to be answered **ONLY** by employees in Implementation Section.

14. In case one is posted in Implementation Wing, what are the reasons behind non-implementation of findings?

*Mark only one oval.*

- Lack of skills of implementation officer
- Sketchy findings
- Unclear recommendations
- Non-cooperation of the Agencies
- Other

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## D. GOOGLE FORM FOR WMS OFFICERS

27/12/2023, 13:21

Objective Assessment of Wafaqi Mohtasib Secretariat

### Objective Assessment of Wafaqi Mohtasib Secretariat

Dear Sir,

We are conducting a survey for the objective assessment of working of Wafaqi Mohtasib, focusing the feedback on the adequacy and efficacy of services provided by this office. This questionnaire does not require your personal identity. You are requested to provide your fair assessment.

Please feel free to contact us for any additional information, assistance, or inquiries at the following contact details:

Email address:

iowafaqimohtasib@gmail.com

tazeemwms@gmail.com

WhatsApp:

03135414176

\* Indicates required question

#### 1. Age \*

Mark only one oval.

- 31-40
- 41-50
- 51-60
- 61-70
- 71 or above
- Field not answered

#### 2. Gender \*

Mark only one oval.

- Male
- Female
- Field not answered

**Questions for Registrar**

The following questions need to be filled by Registrar(s) only.

3. What percentage of incomplete complaints received for registration?

*Mark only one oval.*

- 100%
- Less than 90%
- Less than 80%
- Less than 70%
- Less than 60%
- Less than 50%

4. Whether the complainants were intimated about rejection of their complaints?

*Mark only one oval.*

- Yes
- No

5. Whether the complainants were contacted to provide necessary documents in the cases having no details?

*Mark only one oval.*

- Yes
- No

6. What are the general causes of shortcomings identified in complaints?

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7. What procedure was adopted for dealing with incomplete complaints?

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#### Questions for Investigation Officers

The following questions need to be filled by Investigation Officers only.

8. On average, how many days it takes for a complaint to reach investigation section?

*Mark only one oval.*

- Same day  
 After one day  
 More than 2 days  
 After a week

9. Whether the complaints are sufficiently scrutinized by the Registrar section before admissibility?

*Mark only one oval.*

- Yes  
 No

10. Whether the complaints admitted had the legal, factual and logical grounds to start investigation?

*Mark only one oval.*

- Yes  
 No

11. Rate the complainant's response in pursuance of his complaint.

*Mark only one oval.*

- Excellent  
 Very Good  
 Good  
 Average  
 Below Average

12. What is the percentage of Agency's attendance?

*Mark only one oval.*

- 100%  
 90-99%  
 70-89%  
 50-69%  
 Less than 50%

13. Whether the representatives of the Agency attended hearing after first hearing notice?

*Mark only one oval.*

- Yes  
 No

14. If not, how many hearing notices were issued to the Agency?

*Mark only one oval.*

- 2
- 3
- More than 3

15. What is the percentage of the Agencies' on time attendance?

*Mark only one oval.*

- 25%
- 50%
- 75%
- 100%

16. Whether the reports received from the Agency covered all the aspects necessary for investigation?

*Mark only one oval.*

- Never
- Rarely
- Mostly
- Always

17. Whether the Agency shared its reports with the complainants, thereby giving them an opportunity to prepare a rejoinder?

*Mark only one oval.*

- Yes
- No
- Rare

18. How many Agencies' representatives provide wrong/misleading reports, during investigation?

Mark only one oval.

- Less than 50%
- 50%
- 75%
- 100%

19. Whether the workload allocated to your office is apt enough to ensure a timely and up to the mark disposal of complaints?

Mark only one oval.

- Yes
- No

20. Whether the statutory time period provided for disposal of complaints is a realistic target?

Mark only one oval.

- Yes
- No

21. What problems do you face with regards to Investigation and Disposal of Complaints and in carrying out your tasks?

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22. What suggestions would you propose to bring about improvement in the Investigation and Disposal of complaints and general working of this organization?

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### Questions for Appraising Officers

The following questions need to be filled by Appraising Officers only.

23. **1. Rating Scale**

Please tick mark the most suitable from the options given below.

*Mark only one oval.*

- Consistently meets requirements.
- Consistently meets but occasionally fails to meet most requirements
- Consistently meets and frequently fails to meet requirements.
- Meets most but occasionally fails to meet some requirements.
- Often fails to meet requirements.
- Consistently fails to meet requirements.

## 24. I. Areas for Assessment

## A. Core Competencies

**Q1. Professional Knowledge:** The ability to acquire and apply a wide range of skills relevant to the complaint handling with a view to establishing facts and making fair and reasoned conclusions.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

## 25. Q2. Grasp of Essentials: The ability to distil essential issues of a complaint

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

## 26. Q3. Information Gathering: the ability to identify potential sources of information and gather relevant information from them.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

27. **Q4. Presentation of evidence and Findings:** the ability to present evidence in a clear and logical manner to support the conclusions reached.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

28. **Q5. Personal Effectiveness:** the ability to achieve results in planning and executing work, demonstrating dedication and commitment to service.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

29. **Q6. Inter-personal and Communication Skills:** The ability to develop rapport with colleagues, and others and to communicate in a precise, clear and logical manner.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

30. **Q7. Analytical Power:** the ability to apply logic and critical thinking to analyze raw data and to draw meaningful conclusions.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

31. **Q8. Information Technology Skills:** The ability to apply IT to enhance office efficiency as well as the effectiveness of investigations.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

32. **Q9. Confidentiality, impartiality and fairness of Findings**

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

## 33. B. Personal Competence

**Q1. Leadership:** The ability to guide, direct and motivate individuals or a team towards the achievement of agreed objectives, and be a role model for colleagues.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

34. **Q2. Problem Solving and Decision Making:** The ability to provide a clear and concise definition of a problem that reflects the situation and circumstances analyses all aspects of the problem and selects decisions options most likely to deliver resolution.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

35. **Q3. Team Responsiveness:** The ability to respond in a team situation that benefits team members and contributes towards common goals.

*Mark only one oval.*

- Very Satisfied  
 Satisfied  
 Neutral  
 Unsatisfied  
 Very Unsatisfied

- 36. **Q4. Innovation:** The ability to create and appreciate new ideas and perspectives; willing to challenge established practices in constructive ways.

Mark only one oval.

- Very Satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very Unsatisfied

- 37. **Q.5 Grasp :** Knowledge of relevant rules, investigation skills and the presentation

Mark only one oval.

- Very Satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very Unsatisfied

- 38. **C. Language Proficiency**

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**Questions for Implementation Officers**

The following questions need to be filled by Implementation Officers only.

39. Whether the findings were transferred to the implementation office immediately to facilitate implementation within the stipulated period?

*Mark only one oval.*

Yes

No

40. Whether the representatives of the Agency provided the compliance reports or convey the reasons for non-compliance within the stipulated time?

*Mark only one oval.*

Yes

No

41. Which sort of technique was used to pursue the respondents for implementation?

*Mark only one oval.*

Passively

Convincingly

Firmly

42. Whether regular meetings with the Principle Officers of Agencies were fruitful in implementations of findings?

*Mark only one oval.*

Yes

No

43. What reasons can you enlist for non-implementation of findings?

*Mark only one oval.*

- Sketchy findings
- Unclear recommendations
- Non-cooperation of the Agencies

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## APPENDIX-VI

### SUMMARY RESULTS AGAINST VARIOUS DESCRIPTIVE QUESTIONS

RESPONSE AGAINST DESCRIPTIVE QUESTIONS IN COMPLAINANT'S QUESTIONNAIRE.

#### 1. Current Residence (Name of City Only)

Sr. No.	Current Residence	Count	Percentage
1.	Karachi	675	14.54%
2.	Lahore	574	12.37%
3.	Kharan	429	9.24%
4.	Khuzdar	307	6.61%
5.	Islamabad	223	4.80%
6.	Hyderabad	205	4.42%
7.	Rawalpindi	112	2.41%
8.	Quetta	93	2.00%
9.	Faisalabad	86	1.85%
10.	Multan	83	1.79%
11.	Peshawar	70	1.51%
12.	Dera Ismail Khan	64	1.38%
13.	Rahim Yar Khan	59	1.27%
14.	Sukkur	55	1.19%
15.	Kasur	49	1.06%
16.	Bahawalpur	43	0.93%
17.	Larkana	34	0.73%
18.	-	31	0.67%
19.	Gujranwala	29	0.62%
20.	Muzaffargarh	27	0.58%
21.	Lodhran	27	0.58%
22.	Layyah	25	0.54%
23.	Pakpattan	24	0.52%
24.	Pattoki	24	0.52%
25.	Sialkot	24	0.52%
26.	Pano Aqil	23	0.50%
27.	Bahawalnagar	23	0.50%
28.	Khanpur	22	0.47%
29.	Bhakkar	21	0.45%
30.	Mirpur Khas	21	0.45%
31.	Sargodha	20	0.43%

32.	Bannu	20	0.43%
33.	Khairpur	20	0.43%
34.	Burewala	19	0.41%
35.	Sahiwal	19	0.41%
36.	Shikarpur	19	0.41%
37.	Sheikhupura	19	0.41%
38.	Nushki	19	0.41%
39.	Khanewal	19	0.41%
40.	Bhai Pheru	18	0.39%
41.	Dera Ghazi khan	18	0.39%
42.	Shakargarh	17	0.37%
43.	Ghotki	15	0.32%
44.	Nowshera	15	0.32%
45.	Vehari	15	0.32%
46.	Mianwali	15	0.32%
47.	Liaquatpur	15	0.32%
48.	Mandi Bahauddin	14	0.30%
49.	Rohri	13	0.28%
50.	Nankana Sahib	13	0.28%
51.	Taunsa Sharif	12	0.26%
52.	Jhang	11	0.24%
53.	Sadiqabad	11	0.24%
54.	Jamshoro	11	0.24%
55.	Okara	11	0.24%
56.	Kot Radha Kishan	11	0.24%
57.	Gujrat	10	0.22%
58.	Chishtian	10	0.22%
59.	Kamoke	10	0.22%
60.	Kot Addu	10	0.22%
61.	Abbottabad	9	0.19%
62.	Rajanpur	9	0.19%
63.	Jampur	9	0.19%
64.	Muridke	9	0.19%
65.	Washuk	9	0.19%
66.	Kohat	8	0.17%
67.	Mian Channu	8	0.17%
68.	Hasilpur	8	0.17%
69.	Kalat	8	0.17%
70.	Haripur	8	0.17%
71.	Mailsi	8	0.17%

72.	Jhelum	7	0.15%
73.	Hafizabad	7	0.15%
74.	Narowal	7	0.15%
75.	Chakwal	7	0.15%
76.	Jahanian	7	0.15%
77.	Wah Cantt	7	0.15%
78.	Mehrabpur	7	0.15%
79.	Daharki	7	0.15%
80.	Jatoi	6	0.13%
81.	Charsadda	6	0.13%
82.	Loralai	6	0.13%
83.	Minchinabad	6	0.13%
84.	Jauharabad	6	0.13%
85.	Jalalpur Pirwala	6	0.13%
86.	Dadu	6	0.13%
87.	Haroonabad	5	0.11%
88.	Haveli Lakha	5	0.11%
89.	Khushab	5	0.11%
90.	Ahmedpur East	5	0.11%
91.	Hujra Shah Muqem	5	0.11%
92.	Toba Tek Singh	5	0.11%
93.	Mirpur	5	0.11%
94.	Jacobabad	5	0.11%
95.	Talagang	5	0.11%
96.	Attock	5	0.11%
97.	Naushahro Feroze	5	0.11%
98.	Arif Wala	5	0.11%
99.	Chowk Sarwar Shaheed	5	0.11%
100.	Pindi Gheb	5	0.11%
101.	Bhera	5	0.11%
102.	Shorkot	4	0.09%
103.	Sakrand	4	0.09%
104.	Tando Jam	4	0.09%
105.	Kot Abdul Malik	4	0.09%
106.	Shahdadkot	4	0.09%
107.	Lakki Marwat	4	0.09%
108.	Karak	4	0.09%
109.	Zahir Pir	4	0.09%
110.	Karor Lal Esan	4	0.09%
111.	Dunyapur	4	0.09%

112.	Sanghar	4	0.09%
113.	Matli	4	0.09%
114.	Sharaqpur	4	0.09%
115.	Gojra	4	0.09%
116.	Swabi	4	0.09%
117.	Nawabshah	4	0.09%
118.	Tando Allahyar	4	0.09%
119.	Khan Bela	4	0.09%
120.	Tando Muhammad Khan	4	0.09%
121.	Kahrur Pakka	4	0.09%
122.	Kamalia	4	0.09%
123.	Pabbi	4	0.09%
124.	Sambrial	3	0.06%
125.	Pishin	3	0.06%
126.	Tando Adam	3	0.06%
127.	Ikhlas Pur	3	0.06%
128.	Wazirabad	3	0.06%
129.	Manga Mandi	3	0.06%
130.	Sibi	3	0.06%
131.	Fazilpur	3	0.06%
132.	Piplan	3	0.06%
133.	Fort Abbas	3	0.06%
134.	Raja Jang	3	0.06%
135.	Mirwah Gorchani	3	0.06%
136.	Salehpat	3	0.06%
137.	Allah Abad	3	0.06%
138.	Kot Mithan	3	0.06%
139.	Gujar Khan	3	0.06%
140.	Swat	3	0.06%
141.	Chunian	3	0.06%
142.	Taranda Muhammad Panah	3	0.06%
143.	Overseas	3	0.06%
144.	Khairpur Tamewali	3	0.06%
145.	Matiari	2	0.04%
146.	Taxila	2	0.04%
147.	Darya Khan	2	0.04%
148.	New Saeedabad,	2	0.04%
149.	Shah Jamal	2	0.04%
150.	Nok Kundi	2	0.04%
151.	Kandhkot	2	0.04%

152.	Dalbandin	2	0.04%
153.	Landi Kotal	2	0.04%
154.	Fateh Jang	2	0.04%
155.	Umerkot	2	0.04%
156.	Yazman Mandi	2	0.04%
157.	Shahdadpur	2	0.04%
158.	Daud Khel	2	0.04%
159.	Abdul Hakim	2	0.04%
160.	Pindi Bhattian	2	0.04%
161.	Sobho Dero	2	0.04%
162.	Kacha Khuh	2	0.04%
163.	Faqir Wali	2	0.04%
164.	Khurianwala, Faisalabad	2	0.04%
165.	Khyber	2	0.04%
166.	Pir Mahal	2	0.04%
167.	Kashmore	2	0.04%
168.	Ahmadpur Sial	2	0.04%
169.	Shadan Lund	2	0.04%
170.	Qasba Gujrat	2	0.04%
171.	Kot Ghulam Muhammad	2	0.04%
172.	Kahran	2	0.04%
173.	Shahpur	2	0.04%
174.	Mansehra	2	0.04%
175.	Chiniot	2	0.04%
176.	Khairpur Nathan Shah	2	0.04%
177.	Shujabad	2	0.04%
178.	Gambat	2	0.04%
179.	Narang Mandi	2	0.04%
180.	Renala Khurd	2	0.04%
181.	Kotri	2	0.04%
182.	Hajipur	2	0.04%
183.	Dera Murad Jamali	2	0.04%
184.	Alipur	2	0.04%
185.	Kharian	2	0.04%
186.	Hala	2	0.04%
187.	Lawa	2	0.04%
188.	Daur	2	0.04%
189.	Bhalwal	2	0.04%
190.	Janpur	2	0.04%
191.	Tibba Sultanpur	2	0.04%

192.	Basima	2	0.04%
193.	Ubauro	2	0.04%
194.	Kot Chutta	2	0.04%
195.	Nawan Jandanwala	2	0.04%
196.	Seetpur	2	0.04%
197.	Kohlu	2	0.04%
198.	Khudian Khas	2	0.04%
199.	Bajaur	2	0.04%
200.	Johi	2	0.04%
201.	Mashkel	2	0.04%
202.	Kot	1	0.02%
203.	Risalpur	1	0.02%
204.	Ashrafabad, Rahim Yar Khan	1	0.02%
205.	Daulatpur	1	0.02%
206.	Dina	1	0.02%
207.	Machiwal	1	0.02%
208.	Domeli	1	0.02%
209.	Chwok Sarwar Shaheed	1	0.02%
210.	Bhit Shah	1	0.02%
211.	Makerwal	1	0.02%
212.	Khar	1	0.02%
213.	Makli	1	0.02%
214.	Hassan Abdal	1	0.02%
215.	Jand	1	0.02%
216.	Surab	1	0.02%
217.	Mandra	1	0.02%
218.	Tehsil Salarzai, District Bajaur	1	0.02%
219.	Jandawala	1	0.02%
220.	Village Mir Sher Mohammad Talpur, Mirpur Khas	1	0.02%
221.	DEOC Residence, District Tank Khyber Pakhtunkhwa	1	0.02%
222.	Dhajhero	1	0.02%
223.	Mardan	1	0.02%
224.	Saharanpur	1	0.02%
225.	Chitral City (Lower)	1	0.02%
226.	Sanjarpur	1	0.02%
227.	Mastung	1	0.02%

228.	Shaheed Sikandarabad District	1	0.02%
229.	Jaranwala	1	0.02%
230.	Shir	1	0.02%
231.	Gakhar Mandi	1	0.02%
232.	Hazro	1	0.02%
233.	Mehmood Kot	1	0.02%
234.	Hujra	1	0.02%
235.	Basirpur	1	0.02%
236.	Tarap, Attock	1	0.02%
237.	Mekhtar Loralai	1	0.02%
238.	Timergara	1	0.02%
239.	Mekhtar, District Loralai	1	0.02%
240.	Chitral	1	0.02%
241.	Garh Maharaja	1	0.02%
242.	Warburton	1	0.02%
243.	Bogara	1	0.02%
244.	Rajkan	1	0.02%
245.	Garh More	1	0.02%
246.	Dhuman	1	0.02%
247.	Mingora	1	0.02%
248.	Sadabad	1	0.02%
249.	Garwan, Mubarakpur	1	0.02%
250.	Saindak	1	0.02%
251.	Buner	1	0.02%
252.	Samundri	1	0.02%
253.	Mirpur Mathelo	1	0.02%
254.	Chashma	1	0.02%
255.	Kabirwala	1	0.02%
256.	Harnai	1	0.02%
257.	Mitro Tehsil Mailsi	1	0.02%
258.	Shakai, South Waziristan	1	0.02%
259.	Mohmand District	1	0.02%
260.	Chichawatni	1	0.02%
261.	Mouza Ghleja	1	0.02%
262.	District Bajaur	1	0.02%
263.	Mouza Khadal	1	0.02%
264.	Sikha	1	0.02%
265.	Ghazi Androon, District Sheikhupura	1	0.02%
266.	South Waziristan	1	0.02%

267.	Munir Abad	1	0.02%
268.	Hub	1	0.02%
269.	Mureed Shakh	1	0.02%
270.	Dokota	1	0.02%
271.	Kahna Nau, Lahore	1	0.02%
272.	Tank	1	0.02%
273.	Murree	1	0.02%
274.	Kunri	1	0.02%
275.	Ghazi, Haripur	1	0.02%
276.	Thatha Qureshi	1	0.02%
277.	Naal	1	0.02%
278.	Tolu Wala, Kasur	1	0.02%
279.	Nag, District Washuk	1	0.02%
280.	Ustarzai Payan	1	0.02%
281.	Basti Mohana	1	0.02%
282.	Village Dab Banda, Charsadda	1	0.02%
283.	Kala Ghumna, Sialkot	1	0.02%
284.	Wana	1	0.02%
285.	Daraban Kalan	1	0.02%
286.	Farooqabad	1	0.02%
287.	Nasarpur	1	0.02%
288.	Zibano	1	0.02%
289.	Kaleke	1	0.02%
290.	Rawalakot	1	0.02%
291.	Kallar	1	0.02%
292.	Reko Nushki	1	0.02%
293.	Kaller Syedan	1	0.02%
294.	Retra	1	0.02%
295.	Nawan Kot	1	0.02%
296.	Bara	1	0.02%
297.	New Bawar	1	0.02%
298.	Khangarh	1	0.02%
299.	Kaloi Tharparkar	1	0.02%
300.	Barkhan	1	0.02%
301.	Goth Gupta	1	0.02%
302.	Khanqah Sharif	1	0.02%
303.	North Waziristan	1	0.02%
304.	Digri	1	0.02%
305.	Chak no.492 GB	1	0.02%
306.	Hangu	1	0.02%

307.	Nowshera Virkan	1	0.02%
308.	Sarai Sidhu	1	0.02%
309.	Chak.no.107/1L, Rahim Yar Khan	1	0.02%
310.	Khipro	1	0.02%
311.	Kambar Ali Khan	1	0.02%
312.	Khuhra	1	0.02%
313.	Old Mandi Pattoki	1	0.02%
314.	Dinga	1	0.02%
315.	Orakzai Agency	1	0.02%
316.	Dir Lower	1	0.02%
317.	Orakzai District	1	0.02%
318.	Chawinda	1	0.02%
319.	Goth Hayat Punjabi	1	0.02%
320.	Sharifpura, Lahore	1	0.02%
321.	Guddu	1	0.02%
322.	Killa Abdullah	1	0.02%
323.	Padidan	1	0.02%
324.	Killi Churmian, Tehsil Nana Sab, District Pishin	1	0.02%
325.	Chakdara	1	0.02%
326.	Havelian	1	0.02%
327.	Pandaily	1	0.02%
328.	Sidhwali	1	0.02%
329.	Kandhra	1	0.02%
330.	Skardu	1	0.02%
331.	Chani Goth	1	0.02%
332.	Sohawa	1	0.02%
333.	Badin	1	0.02%
334.	Balloki	1	0.02%
335.	Pinanwal, Pind Dadan Khan, Jhelum	1	0.02%
336.	Hingorja	1	0.02%
337.	Akora Khattak	1	0.02%
338.	Taftan	1	0.02%
339.	Colorwali-2 Tehsil Jatoi District Muzaffargarh	1	0.02%
340.	Kot Mir Muhammad	1	0.02%
341.	Karim Dad Qureshi, Muzaffargarh	1	0.02%
342.	Kot Momin	1	0.02%
343.	Basti Tanvari	1	0.02%

344.	Tando Soomro	1	0.02%
345.	Pirkoh, Dera Bugti	1	0.02%
346.	بندیجکی	1	0.02%
347.	Dhadar	1	0.02%
348.	Ibrahim Abad	1	0.02%
349.	Qambar Shahdadkot	1	0.02%
350.	Tehsil Isakhel, District Mianwali	1	0.02%
351.	Qamber Ali Khan	1	0.02%
352.	Tharushah	1	0.02%
353.	Ali Pur Chatta	1	0.02%
354.	Dullewala	1	0.02%
355.	Qasimabad	1	0.02%
356.	Isakhel	1	0.02%
357.	Qayyum Nagar, Muzaffargarh	1	0.02%
358.	Daska	1	0.02%
359.	Qazi Khel Qadeem, District Qadeem	1	0.02%
360.	Upper Dir	1	0.02%
361.	Qila Saifullah	1	0.02%
362.	Uthal	1	0.02%
363.	Quaidabad	1	0.02%
364.	Village Chakri Rajgan, Tehsil and District Jhelum	1	0.02%
365.	Channu	1	0.02%
366.	Village Kalas Sharif, District Sargodha	1	0.02%
367.	Rachna Town, Ferozewala	1	0.02%
368.	Adda Noorpur, Dist. Pakpattan	1	0.02%
369.	Radhan Station	1	0.02%
370.	Wana, South Waziristan	1	0.02%
371.	Kasur and Lahore both	1	0.02%
372.	Dajal	1	0.02%
373.	Rahimabad	1	0.02%
374.	Lijjay	1	0.02%
375.	Bhag Nari	1	0.02%
376.	Zhob	1	0.02%
377.	Rajana	1	0.02%
378.	Lohare	1	0.02%

379.	Gulistan, Division Qilla Abdullah	1	0.02%
380.	Kotla Dewan	1	0.02%
	<b>Grand Total</b>	<b>4641</b>	<b>100.00%</b>

## 2. NAME(S) OF THE AGENCY(S) COMPLAINED AGAINST

Sr. No.	Agency	Count	Percentage
1.	WAPDA	610	13.53%
2.	K-Electric	431	9.56%
3.	Gas Company (SSGC/SNGPL)	326	7.23%
4.	LESCO	324	7.19%
5.	NADRA	260	5.77%
6.	PLIC	214	4.75%
7.	BISP	206	4.57%
8.	MEPCO	169	3.75%
9.	SEPCO	163	3.62%
10.	HESCO	159	3.53%
11.	PPO	123	2.73%
12.	PESCO	103	2.28%
13.	AIOU	98	2.17%
14.	QESCO	93	2.06%
15.	PTA	74	1.64%
16.	Cellular Company	71	1.57%
17.	EOBI	58	1.29%
18.	FESCO	47	1.04%
19.	IESCO	47	1.04%
20.	CDA	44	0.98%
21.	FIA	38	0.84%
22.	GEPCO	37	0.82%
23.	Directorate General of Immigration & Passports	37	0.82%
24.	PTCL	36	0.80%
25.	FEB&GIF	34	0.75%
26.	Pakistan Railways	34	0.75%
27.	SLICP	34	0.75%
28.	HEC	24	0.53%
29.	NBP	23	0.51%
30.	AGPR	18	0.40%
31.	Pakistan Bait-ul-Mal	18	0.40%
32.	FBR	18	0.40%
33.	Utility Stores Corporation	17	0.38%
34.	SBK	17	0.38%
35.	M/o FE&PT	16	0.35%

36.	SWO	15	0.33%
37.	FDE	14	0.31%
38.	Police	13	0.29%
39.	ZTBL	12	0.27%
40.	CMA(P) Lahore	12	0.27%
41.	M/o National Health Services	9	0.20%
42.	Cantonment Board	9	0.20%
43.	PMDC	9	0.20%
44.	Estate Office	8	0.18%
45.	DHA	7	0.16%
46.	FGEHA	7	0.16%
47.	IB	7	0.16%
48.	Virtual University	7	0.16%
49.	M/o Interior	7	0.16%
50.	National Savings	7	0.16%
51.	PIA	6	0.13%
52.	PTV	6	0.13%
53.	ICT	6	0.13%
54.	Habib Bank LTD	6	0.13%
55.	Finance Division	6	0.13%
56.	Federal Urdu University	6	0.13%
57.	WASA	6	0.13%
58.	Radio Pakistan	5	0.11%
59.	Public Health Engineering Department (PHED), KPK	5	0.11%
60.	OGDCL	5	0.11%
61.	National Highway Authority	5	0.11%
62.	Pakistan Civil Aviation Authority	5	0.11%
63.	Polyclinic Hospital	4	0.09%
64.	NSER	4	0.09%
65.	Municipal Corporation	4	0.09%
66.	KPT	4	0.09%
67.	M/o NFS&R	4	0.09%
68.	KWSB	4	0.09%
69.	Pakistan Public Works Department	4	0.09%
70.	Pakistan Steel Mills	3	0.07%
71.	NTDC	3	0.07%
72.	SBP	3	0.07%
73.	FBISE	3	0.07%
74.	PIMS	3	0.07%
75.	UOB	3	0.07%
76.	NEPRA	3	0.07%
77.	PAEC	3	0.07%

78.	Motorway Police	3	0.07%
79.	CDNS	3	0.07%
80.	COMSATS University	3	0.07%
81.	QAU	3	0.07%
82.	Excise & Taxation – Islamabad	3	0.07%
83.	Pharmacy Council of Pakistan	3	0.07%
84.	Live Stock	3	0.07%
85.	ETPB	3	0.07%
86.	M/o Overseas Pakistanis and Human Resource Development	3	0.07%
87.	M/o Water Resources	3	0.07%
88.	PBC	2	0.04%
89.	Pakistan Broadcasting Corporation	2	0.04%
90.	OPF	2	0.04%
91.	PEC	2	0.04%
92.	ASF	2	0.04%
93.	KDA	2	0.04%
94.	Punjab Police	2	0.04%
95.	PHA	2	0.04%
96.	FECHS	2	0.04%
97.	Askari Bank	2	0.04%
98.	Anti Narcotics Force	2	0.04%
99.	NAB	2	0.04%
100.	Pakistan Rangers	2	0.04%
101.	Associated Press of Pakistan	2	0.04%
102.	M/o Housing & Works	2	0.04%
103.	COMSATS Internet Services	2	0.04%
104.	Allied Bank	2	0.04%
105.	National Library of Pakistan	2	0.04%
106.	P.E.C.H.S	2	0.04%
107.	National Police Foundation	2	0.04%
108.	Directorate General of Intelligence & Investigation (Customs)	2	0.04%
109.	GENCO Holding Company Limited	2	0.04%
110.	Shaikh Zayed Hospital – Lahore	2	0.04%
111.	Port Qasim Authority	2	0.04%
112.	M/o Science and Technology	2	0.04%
113.	Accounts Office	2	0.04%
114.	Pakistan Railways Police	2	0.04%
115.	M/o Energy	2	0.04%
116.	IIUI	2	0.04%
117.	NHMP	2	0.04%

118.	PCSIR	2	0.04%
119.	Border Health Services-Pakistan	2	0.04%
120.	Meezan Bank	2	0.04%
121.	FBR & Cooperative Housing Societies	1	0.02%
122.	EFU	1	0.02%
123.	Directorate of Inspection & Registration of Private Institutions Sindh	1	0.02%
124.	M/o Religious Affairs	1	0.02%
125.	M/o FA	1	0.02%
126.	Agriculture Policy Institute (API)	1	0.02%
127.	Director Land Records Khyber Pakhtunkhwa	1	0.02%
128.	Assistant Commissioner Office, Mashkel	1	0.02%
129.	PPSC	1	0.02%
130.	Accountant General Punjab	1	0.02%
131.	M/o Climate Change and Environmental Coordination	1	0.02%
132.	Civil Surgeon, Govt. of Pakistan	1	0.02%
133.	UHS	1	0.02%
134.	Metropolitan Corporation Lahore	1	0.02%
135.	House Building Finance Company	1	0.02%
136.	FECO	1	0.02%
137.	PIERA	1	0.02%
138.	Federal Seed Certification and Registration Department	1	0.02%
139.	Islamabad Police	1	0.02%
140.	CM Portal	1	0.02%
141.	Easy Paisa	1	0.02%
142.	Federal College of Education	1	0.02%
143.	Regional Tax Office, Islamabad	1	0.02%
144.	NAECHS	1	0.02%
145.	Settlement Office, Balochistan	1	0.02%
146.	National Academy for Prisons Administration	1	0.02%
147.	TCS	1	0.02%
148.	National Commission for Human Development	1	0.02%
149.	M/o I&B	1	0.02%
150.	National Construction Limited	1	0.02%

151.	PCB	1	0.02%
152.	National Council for Homoeopathy, Pakistan	1	0.02%
153.	People Bus Service	1	0.02%
154.	National Education Foundation	1	0.02%
155.	IBECHS	1	0.02%
156.	National Fertilizer Marketing Limited	1	0.02%
157.	Applied Economics Research Centre	1	0.02%
158.	CMA (OP)	1	0.02%
159.	PNSC	1	0.02%
160.	ADCR	1	0.02%
161.	JPMC	1	0.02%
162.	FGEI	1	0.02%
163.	PSO	1	0.02%
164.	National Rural Support Programme	1	0.02%
165.	KPPSC	1	0.02%
166.	FGPC	1	0.02%
167.	Air University	1	0.02%
168.	NAVTTTC	1	0.02%
169.	Riphah International University	1	0.02%
170.	Commissioner Office, Karachi	1	0.02%
171.	SECP	1	0.02%
172.	Finance Deptt., Punjab Government	1	0.02%
173.	Sindh Rangers	1	0.02%
174.	NESPAK	1	0.02%
175.	Survey of Pakistan	1	0.02%
176.	NFC Institute of Engineering and Technology	1	0.02%
177.	TMA	1	0.02%
178.	Commissionerate of Afghan Refugees	1	0.02%
179.	ASF Foundation	1	0.02%
180.	NIHCR	1	0.02%
181.	ASF Housing Scheme	1	0.02%
182.	Nishtar Hospital, Multan	1	0.02%
183.	M/o Planning, Development & Special Initiatives	1	0.02%
184.	Forest, Wildlife & Fisheries Department	1	0.02%
185.	Hira Terry Mills Limited	1	0.02%
186.	NTC	1	0.02%

187.	PEIRA	1	0.02%
188.	Frequency Allocation Board	1	0.02%
189.	Hyundai Nishat Motors	1	0.02%
190.	NUML	1	0.02%
191.	IBCC	1	0.02%
192.	Office of the Press Registrar	1	0.02%
193.	PIC	1	0.02%
194.	Frontier Constabulary KP	1	0.02%
195.	Best Western Hotels	1	0.02%
196.	OGRA	1	0.02%
197.	PMC	1	0.02%
198.	Open Testing Service Pakistan	1	0.02%
199.	PMEX	1	0.02%
200.	Communication And Construction Department Balochistan	1	0.02%
201.	POF-B	1	0.02%
202.	Orient Automotive Industries	1	0.02%
203.	Islamabad Traffic Police	1	0.02%
204.	GCUF	1	0.02%
205.	Jubilee Insurance	1	0.02%
206.	P.M.G Office Lahore	1	0.02%
207.	Primary & Secondary Health Care Department	1	0.02%
208.	Auditor General of Pakistan	1	0.02%
209.	District Accounts Office Bahawalpur	1	0.02%
210.	Pakistan Agriculture Research Council	1	0.02%
211.	Khushhali Microfinance Bank	1	0.02%
212.	Bank Alfalah	1	0.02%
213.	ECP	1	0.02%
214.	Governor Office	1	0.02%
215.	Elementary and Secondary Education Department, KPK	1	0.02%
216.	Gul Khan Naseer Teaching Hospital, District Nushki	1	0.02%
217.	Regional Passport Office	1	0.02%
218.	Pakistan Cotton Standard Institute	1	0.02%
219.	Registrar Cooperative Housing Society	1	0.02%
220.	Pakistan Health Research Council	1	0.02%

221.	LRMIS	1	0.02%
222.	Pakistan Mint Lahore	1	0.02%
223.	SDPI	1	0.02%
224.	Pakistan National Shipping Corporation	1	0.02%
225.	M/o Defence	1	0.02%
226.	Pakistan Nursing Council Islamabad	1	0.02%
227.	Bureau of Emigration & Overseas Employment	1	0.02%
228.	Department of Plant Protection	1	0.02%
229.	SKB	1	0.02%
230.	Pakistan Railway Carriage Factory	1	0.02%
231.	SNC	1	0.02%
232.	HBFC	1	0.02%
233.	BZU	1	0.02%
234.	Pakistan Railways Academy	1	0.02%
235.	Textile Commissioner`s Organization, Ministry of Commerce	1	0.02%
236.	Health Department, KPK	1	0.02%
237.	UBL Bank	1	0.02%
238.	Heavy Industry Taxila Education City	1	0.02%
239.	Union Council	1	0.02%
240.	Pakistan Reinsurance Company Limited	1	0.02%
241.	Urdu Science Board	1	0.02%
242.	Deputy Commissioner Office	1	0.02%
243.	Car Industry	1	0.02%
244.	PARCO	1	0.02%
245.	WAPDA Hospital	1	0.02%
246.	Bank of Khyber	1	0.02%
247.	FDA	1	0.02%
248.	PBM	1	0.02%
249.	PBS	1	0.02%
	<b>Grand Total</b>	<b>4508</b>	<b>100.00%</b>



## APPENDIX-VII

### RESPONSES AGAINST DESCRIPTIVE QUESTIONS IN QUESTIONNAIRE FOR AGENCIES REPRESENTATIVES

#### Name of the Government Department /Agency

Sr.No.	Name of Government Agency(s)	No. of responses
1.	NADRA	17
2.	IESCO	14
3.	AIOU	2
4.	EOBI	6
5.	PEMRA	1
6.	PLI	10
7.	GPO	35
8.	CDNS	2
9.	SNGPL	24
10.	FEB&GIF	2
11.	HESCO	15
12.	FGEHA	2
13.	BISP	20
14.	SBP	2
15.	FESCO	14
16.	FC SOUTH KPK	1
17.	MEPCO	8
18.	AGPR	3
19.	FIA	3
20.	Bureau of Emigration & Overseas Employment	1
21.	HEC	3
22.	NTDC	1
23.	PBC	1
24.	ANF	1
25.	Ministry of Railways	8
26.	Aviation	2
27.	PESCO	10
28.	PTA	6
29.	UNIVERSITY	1
30.	PTV	2
31.	Radio Pakistan	6
32.	QESCO	3
33.	Government sector-1	1

34.	Government office-2	1
35.	UFONE Khuzdar Office	1
36.	SSGC	7
37.	Inter-Boards Coordination Commission	1
38.	GEPCO	2
39.	Directorate General of Immigration &Passports	9
40.	Utility Store Corporation	3
41.	SLICP	12
42.	Bait ul Mal	6
43.	NHA	7
44.	Mo Interior	3
45.	Intelligence Bureau	2
46.	Workers Welfare Fund Islamabad	1
47.	COMSATS University Islamabad	1
48.	WAPDA	2
49.	Health Department	1
50.	PAEC	1
51.	LESCO	15
52.	ISLAMABAD POLICE	1
53.	FDE	1
54.	Special Education	1
55.	Shaheed Zulfiqar Ali Bhutto Medical University, Islamabad.	1
56.	Air University	1
57.	CDA	3
58.	M. TO. SAAP ABAS SUP ( 03012091214)	1
59.	Associated Press of Pakistan Corporation (APPC)	1
60.	PAKISTAN AGRICULTURE RESEARCH COUNCIL	1
61.	ATOMIC ENERGY	1
62.	TRADE DEVELOPMENT AUTHORITIES OF PAKISTAN	1
63.	PAKISTAN PUBLIC WORKS DEPARTMENT	1
64.	Directorate of Borders Health Services Pakistan	1
65.	Federal Urdu University	1
66.	K-Electric	22
67.	School Education and Literacy Department	1
68.	Cantonment Board Clifton	1
69.	Hino Pak Motors Ltd /03008280563	1
70.	GENCO-II	1
71.	Askari Bank Limited	1
72.	PASSPORT	3

73.	P&DC	1
74.	PTCL	3
75.	VIRTUAL UNIVERSITY	1
76.	NBP	1
77.	NEPRA	1
78.	PIA	1
79.	House Building Finance Company	1
80.	SEPCO	3
81.	Township Division	1
82.	NTC	1



## APPENDIX-VIII



**WAFaqI MOHTASIB(OMBUDSMAN)'S  
SECRETARIAT  
Plot No. 36, Constitution Avenue,  
Sector G-5/1, Islamabad  
Ph: (051) 9217254, Fax: (051) 9217224**

No.6(24)Coord/WMS/2013

Islamabad, the 23<sup>rd</sup> November, 2023

Subject: **OBJECTIVE ASSESSMENT OF WORKING OF WAFaqI MOHTASIB  
SECRETARIAT.**

A team of officers/officials is working on the Objective Assessment of Wafaqi Mohtasib Secretariat for the improvement of the service delivery of this Secretariat. A citizen report card survey is under way for which several officers/officials are deputed to collect data from general public at different places where the general public approaches for the services.

2. Mr. .... is deputed to collect the data at ..... on ..... & .....  
November, 2023.

3. You are requested to cooperate and facilitate the concerned officers/officials of Wafaqi Mohtasib Secretariat.

**(Muhammad Ashfaq Ahmad)**

Director General (Coord)

- The name and Designation of the Head of Agency



## APPENDIX-IX

### Activity Summary Chart

The table below provides summarized and step-wise detail of how the enumerators proceeded with the on-field data collection process:

Steps	Activity Performed
Step 1	Enumerators were selected for data collection from Head Office and Regional offices
Step 2	They were provided requisite training and information
Step 3	Questionnaire for General Public was shared with them (Hard copy + online link & QR scan code of the relevant Google Form)
Step 4	Enumerators were provided authorization letters by DG (Coord.), WMS to conduct survey at various places
Step 5	Enumerators showed the said letter to the concerned officer of the Govt. Organization(s)/general public to proceed with data collection
Step 6	Enumerators gave necessary information and guidance to respondents pertaining to research at hand
Step 7	Enumerators provided the relevant questionnaire to the respondents in hardcopy or by sharing with them its online link/QR scan code, according to respondents' feasibility
Step 8	The respondents filled out forms in hardcopy or on Google Forms through their smart phones as per their ease
Step 9	Hard copy responses were returned by the enumerators to the concerned Focal Person(s) at Head Office and Regional Offices
Step 10	Hard-copy responses were reviewed by the Focal Person(s) and errors were rectified
Step 11	Hard-copy responses were test-verified by contacting some respondents
Step 12	All the hard copy responses filled were then forwarded to Senior Investigation Officer/PSO



## APPENDIX-X

### Enumerators' Daily Performance Report

The table below demonstrates a proforma for analysing the daily performance of each enumerator, at Head Office and Regional Offices, pertaining to data collection:

<b><u>Enumerators' Daily Performance Report</u></b>							
<b>Head Office/Regional Office:</b>							
<b>Date:</b>							
<b>Sr. No.</b>	<b>Name of Enumerator</b>	<b>Designation</b>	<b>Total Hard Copy forms taken along</b>	<b>Hard-copy forms filled</b>	<b>Online forms filled</b>	<b>Hard-copy forms returned to the concerned Focal Person</b>	<b>Signature</b>
1.							
2.							
3.							
4.							
5.							
<b><u>Focal Person</u></b>							



## PHOTO GALLERY / SURVEY PICTURES



FIGURE 1 FIRST CONSULTATIVE MEETING OF RESEARCH GROUP

DATED 24.10.2023

### Glimpse of WMS Field Survey Teams















## FEDERAL OMBUDSMAN

### Wafaqi Mohtasib (Ombudsman)'s Secretariat

Helpline: 1055

For Children: 1056

36, Constitution Avenue, G-5,  
Islamabad  
Phone No.: 92-51-9213886-7  
Fax No.: 92-51-9217224

For more information/complaint  
visit our site [www.mohtasib.gov.pk](http://www.mohtasib.gov.pk)



wafaqimohtasib



WafaqiMohtasibSecretariatOfficial



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