



**WAFaqI MOHTASIB (OMBUDSMAN)
OF
PAKISTAN**

**ANNUAL REPORT
2008**

**Wafaqi Mohtasib (Ombudsman)'s Secretariat
Islamabad — Pakistan**

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ACRONYMS

ADB	Asian Development Bank
AIOU	Allama Iqbal Open University
AOA	Asian Ombudsman Association
CNIC	Computerized National Identity Card
CDA	Capital Development Authority
CMIS	Complaint Management Information System
G.P Fund	General Provident Fund
HBFC	House Building Finance Corporation
ICT	Information Communication Technology
IOs	Investigating Officers
IOI	International Ombudsman Institute
KESC	Karachi Electric Supply Company
KW	Kilowatt
LESCO	Lahore Electric Supply Company
LUMS	Lahore University of Management Sciences
MIS	Management Information System
NADRA	National Database Registration Authority
NEPRA	National Electric Power Regulatory Authority
NIC	National Identity Card
NOC	No Objection Certificate
NRSC	National Registration Services Centre
NWD	Nation-Wide Dialling
NWFP	North West Frontier Province
OGRA	Oil and Gas Regulatory Authority
PEPCO	Pakistan Electricity & Power Company
PTA	Pakistan Telecommunication Authority
PESCO	Peshawar Electric Supply Company
PLI	Postal Life Insurance
PO	President's Order
PRS	Premium Rate Service
PTCL	Pakistan Telecommunication Company Limited
REACH	Responsive, Enabling, Accountable Systems for Children Rights
RETA	Regional Technical Assistance
SLIC	State Life Insurance Corporation
SNGPL	Sui Northern Gas Pipeline Limited
SPGRM	Strengthening Public Grievance Redress Mechanism
SSGCL	Sui Southern Gas Company Limited
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
WAN	Wide Area Network
WAPDA	Water and Power Development Authority

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Islamabad, 14th March, 2009

Dear Mr. President

In accordance with the requirement of Article 28(1) of the Establishment of the Office of the Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O. No.1 of 1983), I have great pleasure in presenting the Wafaqi Mohtasib (Ombudsman)'s Annual Report for 2008.

The year 2008 was a year of building on the reform efforts and consolidating the gains of 2007. A number of additional initiatives were also taken which will be pursued for improved performance in the coming years.

We continued with our efforts to provide a more conducive work environment for the organization's personnel and to improve their skills and capacity for improved delivery. To improve morale and provide career paths to employees, service rules were framed for the first time and have been sent to the government for approval. Transparency in recruitment of contract employees was introduced, increased delegation of powers was made and training for lower staff was organized.

On the operational side, enhanced efficiency and higher productivity was aimed at through greater use of IT enabled complaint processing and monitoring. Further, emphasis was placed on the process of mediation for the resolution of complaints, investigation procedures were streamlined by telescoping timeframes for quicker disposal and implementation of findings was vigorously pursued.

The impact on the organization's performance of the initiatives taken has been very heartening. Compared to 13,388 cases disposed of in 2007, we disposed of 21,368 cases in 2008. Disposal within the target timeframe of 3 months stood at 28% of disposed of cases. It was 19% in 2007 and 3% in 2006. Cases decided through mediation rose to 67% as compared to 48.6% in 2007. Implemented findings stood at 75% in 2008 in contrast to 38% during the previous year.

During 2008, a total of 729 representations were filed against the Wafaqi Mohtasib's decisions to the President. Out of the decisions received by us, the President upheld 77% of the Mohtasib's findings and recommendations. The President's decisions are a source of guidance on important points of law and policy and form a touchstone on which investigation officers place reliance in the complaint handling process.

While 2008 has been a very encouraging year in terms of consolidating our gains of the previous year and in a demonstrably improved performance, we are aware that there are still considerable challenges ahead in providing services at the optimum level to the aggrieved public. We will continue to strive to improve our performance and, with your support, Mr. President, hope to continue achieving higher standards of performance in the future.

Yours sincerely

Javed Sadiq Malik

Mr. Asif Ali Zardari
President,
Islamic Republic of Pakistan

FOREWORD

The year 2008 was for us both a year of consolidating past gains as well as taking up new initiatives. Our efforts to strengthen the operational systems initiated in the year 2007 paid off handsomely in raising the performance level of the institution. This was nowhere better demonstrated than in the organization's core functions of maximum case disposal in the minimum period of time. For this, I must acknowledge the efforts of the investigating officers who rose admirably to the challenge of an enhanced average monthly disposal target of 40 cases each within a time target of 90 days per case. On the aggregate, the average case disposal target was achieved, with some investigating officers obviously doing better than others. The disposal time also improved radically though we still have some way to go before achieving optimal performance in this area.

This performance could not, of course, be possible without the administrative support services of all staff members who also achieved higher levels of efficiency especially in the area of IT support through the Complaints Management Information System. Their contribution is also acknowledged.

During the year, as can be gathered from the sample findings in this report, there has been an emphasis on recommending to the agencies changes and modifications in their policies, processes and procedures with the objective of attacking the root causes of such categories of complaints that are repetitive in nature. Such recommendations not surprisingly come up against resistance. A commendable job was done in pursuing the implementation of these recommendations and we expect to see increasingly better results in this area in 2009.

We are determined to bring about further improvement in our performance in the year 2009. The benchmark and standards are now higher and this will mean considerably more work on the part of the team. I am confident that with the seriousness of purpose and team spirit demonstrated in the year under report, we will be able to successfully meet these higher challenges in the year 2009.

Javed Sadiq Malik
Wafaqi Mohtasib (Ombudsman)

ACKNOWLEDGEMENT

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MANAGEMENT REVIEW

Chapter 1

CONSOLIDATING CHANGE

Human Resource Development

Building Career Paths

Morale and motivation of the personnel manning an organization is a key factor in its success. Employees seek job security and career planning in their procession. Adhocism in career progression, on the other hand, adversely affects efficiency and output.

2. The office of the Wafaqi Mohtasib was created in 1983. In the early days people were transferred on deputation to the organisation from various public sector agencies. However, with the passage of time either the staff was reverted to their parent organizations at the end of their deputation periods or superannuated. Unfortunately, this adhoc arrangement continued till lately. No effort was made to create a permanent service structure in this organization despite the fact that 621 posts in various grades had been sanctioned right at its inception. Occasionally the high depletion rate in personnel forced the organization to resort to contractual recruitments under Article-20 of the Mohtasib's law (P.O. No.1 of 1983).

3. The basic reason for the state of affairs discussed above was the lack of service rules for the organization to govern recruitments, promotions and capacity building. In 2008 service rules were framed and sent for approval to the government. The rules have not yet been approved. As a result some of the employees have retired without the benefit of promotion and some are close to retirement.

4. The approval of the service rules, which is expected in 2009, would eliminate adhocism and improve efficiency and output in the organization and thus help in attending to public complaints with more dedication.

5. The rules provide for a dedicated cadre of investigating officers of various grades which will enable the gradual replacement of contractual employees working under Article-20. Dedicated staff in various positions will help in chalking out career plans and capacity building programmes for the personnel of the Wafaqi Mohtasib's Secretariat.

Transparency in Recruitment

6. Under Article 20 of P.O. No.1 of 1983 the Wafaqi Mohtasib is authorised to appoint advisors, consultants, fellows, bailiffs, internees, commissioners and experts to assist him in the discharge of his duties. Till lately consultants and advisors were appointed directly by the Wafaqi Mohtasib for investigation,

appraisal and registration of complaints. However, the system was highly discretionary without a laid down procedure for recruitment. This gave a perception of non-transparency in the recruitment process.

7. In February 2008, it was decided by the Wafaqi Mohtasib to introduce transparency in contract appointments. The process was formalised and “Guidelines for Appointment of Advisors, Consultants/Commissioners, Experts and Ministerial Staff under Article 20” were notified to make the system merit based.

8. The basic features of the new system are:

- i. Detailed job descriptions, qualifications and experience requirements, and performance benchmarking have been evolved for employees to be engaged under Article 20.
- ii. All posts are to be filled through wide media publicity wherein job specifications, qualifications, experience requirements, performance benchmarks and emoluments are to be indicated.
- iii. All recruitments will be undertaken on the basis of the case load in the organization.
- iv. A Senior Selection Committee, headed by the Secretary Wafaqi Mohtasib’s Secretariat will select consultants, advisors/commissioners and experts; and a Junior Selection Committee will select ministerial staff.
- v. Final approval will be given by the Wafaqi Mohtasib.
- vi. Written contracts will be signed by the candidates for specific periods.

9. Under the new system, 11 qualified assistant registrars were recruited in 2008 through competition along with 4 investigating officers and some ministerial staff.

10. In 2009, further reorganization of the Wafaqi Mohtasib Secretariat is planned along with an exercise to rationalise the remunerations of the employees recruited under Article-20.

Capacity Building

11. The skills and qualifications of the personnel in any organization require continuous upgradation in line with contemporary requirements. This is most essential in a public dealing office like the Wafaqi Mohtasib’s Secretariat where the staff is required to interact constantly with citizens for prompt attendance to their complaints.

12. In 2008, a start was made for improving capacity by chalking out a detailed programme for the secretarial staff’s in-house training and orientation with the new Complaint Management Information System (CMIS) along with crash training programmes at the Pakistan Computer Bureau. This programme is planned to be continued in 2009.

13. Also, in 2008 the following three initiatives were started which have important capacity building components:

i. Regional Technical Assistance (RETA)

Under the auspices of the Asian Ombudsman Association, the above programme is being

implemented through assistance from the Asian Development Bank. Major programme components include study tours of staff of member countries, secondments, conferences and workshops and specialised training for the personnel of member countries in international institutions. Once completed it is expected that the skills of people working in the Wafaqi Mohtasib Secretariat would be greatly enhanced.

ii. Strengthening Public Grievance Redress Mechanism (SPGRM)

The United Nations Development Programme is providing financial support to the Wafaqi Mohtasib's Secretariat under this project. One component of the Project involves consultancy on capacity mapping of the Implementation Wing of the Wafaqi Mohtasib's Secretariat in the light of which a full capacity development plan will be prepared. The completion of this programme will provide enhanced knowledge on mechanisms for effective implementation of the findings of the Wafaqi Mohtasib.

iii. Responsive, Enabling, Accountable Systems for Children Rights (REACH)

A very recent initiative, in the year 2008, was to create a dedicated facility to address complaints against child abuse by federal public sector agencies. A children's complaint office has been established in collaboration with UNICEF and was partially staffed in 2008. Dedicated investigating officers are to be placed for the purpose in 2009. Consultants for capacity building programmes of these investigating officers are in the process of being employed.

14. Implementation of the various capacity building programmes in the above named projects will be initiated in 2009. This is expected to contribute to capacity building through impartation of modern investigative techniques, alternative dispute resolution mechanisms, modern IT methods and new management tools.

Implementing Better Financial Management

15. The institution of the ombudsman across the world enjoys financial and administrative autonomy. This arrangement ensures that the office works without influence for advancement of the public welfare and for promotion of good governance.

16. Keeping the above principle in view, Article-3 (3) of the "Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983" (P.O. No. I of 1983) provides that:

"the Mohtasib shall, in all matters, perform his functions and exercise his powers fairly, honestly, diligently and independently of the executive: and all executive authorities throughout Pakistan shall act in aid of the Mohtasib."

17. In line with the principle of financial and administrative autonomy of the office of the Wafaqi Mohtasib, Articles 20, 26 and 35 of the Order confer upon the Wafaqi Mohtasib powers of appointment and remuneration. All such expenditure has been "Charged" upon the Federal Consolidated Fund in the light of Article-81(e) of the Constitution of the Islamic Republic of Pakistan 1973.

18. The office of the Wafaqi Mohtasib does not work as a conventional public sector agency. It has extensive public dealing all over the country, and has to coordinate with all federal agencies with respect to the complaints received against them. For this purpose the organization has developed an elaborate on line complaint management system, the investigating officers conduct spot inspections, media coverage is used as a tool of public response and personnel under Article-20 are employed on the basis of work load as and when required. All these activities involve financial implications and occasional adjustments in the budget of the organization. However, the budget of the Wafaqi Mohtasib Secretariat passes through the usual conventional procedures of allocation, release and re-appropriation. This at times adversely affects the working of the organization.

19. With effect from Budget 2009-10 this organization is proposing a One Line Budget to the Finance Division. The basic features of the proposal are:

- i. The One Line Budget should be released in lump-sum.
- ii. The Wafaqi Mohtasib should be able to distribute the grant under various heads of accounts and to various regions according to requirements and in consonance with the PIFRA Chart of Accounts.
- iii. The Wafaqi Mohtasib should be able to re-appropriate from one head to the other.
- iv. The Wafaqi Mohtasib will not propose supplementary grants, which will only be requested in case of a policy decision of the Government of Pakistan that carries financial implications.
- v. For subsequent years the proposed Budget 2009-10 shall become the basis with normal growth rate in line with inflation in the economy.

20. With the introduction of this flexibility in the budget, the quality and output of the work carried out by the Wafaqi Mohtasib, as well as the time frame for decision making, is envisaged to improve significantly.

Delegation of Powers

21. Centralised authority militates against efficient outcomes. Suitable delegation of powers to operational levels promotes productivity and quality of output.

22. In 2008 the eight regional heads of the organization were delegated enhanced financial powers in line with Article 19 of P.O. No.1 of 1983 (which authorises the Wafaqi Mohtasib to make such delegation) thus enabling them to exercise more authority and control at the local level. After approval of the proposed service rules, further delegation of administrative powers for appointments, transfers and disciplinary matters will be made to these offices in accordance with the provisions in these rules.

23. Besides administrative and financial delegation, selective powers of the Wafaqi Mohtasib for the conduct of investigations were also delegated to the regional heads from time to time. In order to conduct an investigation into complaints, obtaining and examination of specific information relevant to the subject is key to determining the facts of a case. At times personal attendance of specified persons is required to verify the facts.

24. Although the compliance level of the agencies in this respect is generally satisfactory, in some cases information is not forthcoming in a timely manner causing delays in the finalization of an investigation. In such cases, this office has to procure the information by compelling the personal attendance of the defaulting officers under Article 14 (3) of the P.O. No.1 of 1983. The powers under Article 14 (3) are exercised with great caution. Such powers were, therefore, delegated to only the regional heads in 2008 from time to time in specified cases.

25. During the year, resort to Article 14 was made in three cases, two relating to the SNGPL and one to the Pakistan Railways. After issuance of the notices under Article 14 (3) by the Regional heads, compliance was carried out by these agencies immediately which made further action under the law unnecessary.

Customers Relationship Management

26. In view of its extensive dealing with the public at large, improved client relations has always been the concern of the Wafaqi Mohtasib's office. A more citizen friendly approach in dealing with complainants has been a prime objective. In 2008, new formats of correspondence with the general public, more polite and helpful in content, were developed for use in the organization.

27. The Registration Wing of the office is the first level of contact, and an important interface, with the public. To give a more decent, friendly and efficient look to our Registration Wing, we are introducing a Customer Relationship Management (CRM) system to provide quality services to our clients. It will include an information facility, a customer facilitation front desk and a more accessible and helpful complaint registration office. We expect this modern management practice will further add to our service delivery oriented public image.

IT Support for Better Management

28. The information revolution created by the use of information technology has proved a useful tool in the accountability process. The introduction of the Online Complaint Management Information System (CMIS) has taken this institution into a new era of its existence. Apart from investigation, the system covers several components including accounts, administration, inventory, library software application and an implementation module. The database is capable of keeping a complete track of a complaint right from its registration upto its disposal and finally its implementation. The database also contains the President's decisions on representations under Article 32 of P.O. No. 1 of 1983.

29. The use of information technology has contributed to economy in both time and cost. Quick communication of investigations to the head office by regional offices and of final recommendations back to the regions has contributed to client satisfaction as cases are being disposed of in a shorter timeframe. The ultimate result is a better check on malpractices and extra vigilance by the agencies in their dealings with the public.

30. Another feature introduced in 2008 was the introduction of the facility of online registration of complaints. The public can now lodge their complaints through this online system.

31. On the administration side, a new inventory format has been introduced in the organization for proper estimation, check and replacement of the assets and stores of the Wafaqi Mohtasib's Secretariat.

The whole system of maintaining an inventory and a supply chain management is in the process of being computerized and this is expected to be completed in 2009. Also, a dynamic personnel and accounting system through the use of information technology is underway, blueprints of which were developed in 2008.

Construction of the Wafaqi Mohtasib's Secretariat Building

32. The Wafaqi Mohtasib Secretariat has been functioning since 1983 in a rented building in Islamabad. Keeping in view the permanency of its vital role in the dispensation of easy and free justice to the aggrieved citizen, a plot measuring 9666.66 sq. yds was allotted by the CDA in June, 1987 for housing a permanent office. Work was planned to be started in June, 2005 but the earthquake in that year necessitated the revision of the building design.

33. The work has since been started by the CDA in April 2008. In accordance with the construction schedule the work is to be completed in 2010.

34. As a future step, and in keeping with the continuing role of this office in addressing complaints against public agencies, it is envisaged that all its regional offices will be housed in permanent accommodation in the coming years.

PERFORMANCE REVIEW

Chapter 2

PERFORMANCE ANALYSIS

An objective evaluation of the performance of an institution is required to be based on key indicators encompassing the core areas of its functions and responsibilities, including those which are envisioned to enhance its performance and to make it a progressive, efficient and credible institution.

2. For enhancing the institutional performance of the office of the Wafaqi Mohtasib a Responsive Governance Framework (see Box) listing the key indicators was developed in 2007. These key indicators remain the touchstone for the measurement of the performance of this office. In this section of the report, an attempt has been made to present the quantitative and qualitative analysis of the institution's performance during the year in the context of the key indicators identified in the Framework.

Responsive Governance Framework

Building public confidence	Raising productivity
Increasing efficiency	Improving effectiveness
Focusing on accountability	Improving accessibility
Encouraging flexibility	Introducing stakeholder voice
Enhancing transparency	Public interest actions

The Level of Public Confidence

3. The gravity and extent of acts of maladministration in our public bodies is well known. In a situation where the rate of literacy is low and the formal judicial system is expensive, the role of an administrative justice institution like that of the Wafaqi Mohtasib becomes of crucial importance for such stratas of society that cannot afford to seek remedies through the formal courts system. However, the success of this institution in providing administrative justice depends, to a large extent, on the measure of confidence the people have in this institution. Therefore, the trend of complaints received from year to year provides an important indicator of the level of confidence this institution enjoys in the eye of general public.

4. During the year under report, the number of complaints received was about the same as in the previous year (**Table 1**).

Year	Opening Balance	Received
2004	15,617	25,327
2005	8,333	15,136
2006	3,889	11,887
2007	5,611	23,290
2008	10,154	23,332

In view of the trend of higher disposal of cases in a generally shorter timeframe during the years as well as 2008, it was expected that the public would be encouraged to approach the Wafaqi Mohtasib in increasingly larger numbers and the complaint volume would gradually pick up and exceed that of 2007. The fact that this did not come about can be attributed to two possible factors:

- Confidence building measures take time to show results. As the performance of the institution shows consistent improvement in its output in addressing public complaints, an increasing number of people should turn to the Wafaqi Mohtasib for relief in respect of their complaints against public agencies.
- The level of awareness of the Wafaqi Mohtasib's services continues to be low. Not enough publicity is being carried out to enhance this awareness. A major reason for this is the lack of resources owing to budget limitations. To overcome this constraint, the Wafaqi Mohtasib's office is now collaborating with multilateral agencies such as the UNDP and UNICEF in projects that have components for raising awareness levels of the Wafaqi Mohtasib's services. Details of these projects are given later in this report.

5. Despite resource constraints during 2008, about 78% of the complaints were disposed of during the year compared to only 57% in the previous year. It is hoped that in the coming years, a greater number of complaints will be received.

6. Out of the total number of complaints received, 8.5% were filed by women. Last year the figure was about 10%. The bulk of the complaints filed by women (48%) were filed in the Head Office. This was mainly attributable to the fact that most of the complaints pertained to the AIOU and Pakistan Bait-ul-Mal, the principal offices of which are located in the jurisdiction of the Head Office.

7. As regards the geographic dispersion of the origin of complaints, the districts from which 300 or more complaints were received were: Peshawar (2797), Lahore (1925), Karachi (1298), Rawalpindi (1029), Islamabad (878), Nowshera (733), Sargodha (591), Faisalabad (582), Mianwali (429), Charsadda (425), Kasur (417), Sheikhupura (412), Hyderabad (400), DG Khan (378), Sukkur (371), Multan (368), Khanewal (361), Gujranwala (359), Naushero Feroze (352), Toba Tek Singh (350), Rahimyar Khan (346), DI Khan (323), Jhang (318), Sanghar (310) and Okara (299). The complaints received from these 25 districts constituted 69% of the total complaints received from all over the country.

Higher Productivity

8. In order to accelerate the rate of disposal of complaints, a monthly target of a minimum disposal

of 35 complaints for each Investigating Officer (IO) was fixed in 2007. However, as the workload was found to have increased (it was 17.4% higher than what it was in 2007), two steps were taken. First, the number of IOs was increased from 40 to 45; and second, the monthly target of disposal was enhanced to 40 complaints per IO. As a result of these measures, 78 % of complaints got disposed of during the year as compared to 57 % in 2007 (**Table 2**). The performance was even better than in 2004 (73%) when there were 51 IOs with an average workload of 595 complaints per IO. The average workload per IO in 2008 was 611 complaints. (**Table 3**).

Year	Opening Balance	Received	Disposal <i>in limine</i>	Disposal <i>in limine</i> d÷c (%)	Admitted	Total Workload (b+f)	Disposal after Investigation						
							Relief recommended	Closed with relief	Total relief given (h+i)	Closed without relief	Rejected	Total Disposal (j+k+l)	Disposal m÷g (%)
a	b	c	d	e	f	g	h	i	j	k	l	m	n
2004	15,617	25,327	10,581	42%	14,746	30,363	18,433	*	*	*	3,597	22,030	73
2005	8,333	15,136	8,867	59%	6,269	14,602	8,934	*	*	*	1,779	10,713	73
2006	3,889	11,887	8,431	71%	3,456	7,345	1,507	*	*	*	227	1,734	24
2007	5,611	23,290	5,472	23%	17,818	23,429	11,657	*	*	*	1,731	13,388	57
2008	10,154	23,332	5,753	25%	17,354	27,508	4,105	9,263	13,368	5,287	2,713	21,368	78

* The data was not segregated into 'closed with relief' and 'closed without relief'.

9. Out of the total disposed of complaints (21,368), there were 9,263 cases in which investigations were closed for the reason that the concerned agency had either provided relief or had agreed to do so. In 4,105 cases, relief was provided by this office by making recommendations after investigation of complaints. Therefore, the total number of complaints in which relief was provided was 13,368, which constituted 63% of the total complaints disposed of. In the report for 2007, the percentage of relief cases was reported as 87%. This figure was arrived at by including all types of closure cases in the category of relief cases as the general perception then was that the bulk of such cases fell in relief category. This perception got developed over the years without any effort being made to compile the data of various types of closure cases. This lack of data was mainly attributable to the fact that no Management Information System (MIS) was in place before 2007, and even in 2007, it was in the early stages of implementation. Consequently, the number of relief cases reported for 2007, and also for earlier years, was inflated and does not, in fact, present the factual position of such cases in those years.

10. It is readily evident from **Table 2** that before 2008 data on closed cases was not segregated into "Closed with Relief" and "Closed without Relief". All closed cases were shown under the Relief Column. **Table 3**, derived from **Table 2**, sums up the data on total disposal, relief and rejections.

Table 3 Disposal, Relief and Rejected					
Description	2004	2005	2006	2007	2008
Total Findings Signed	22,030	10,713	1,734	13,388	21,368
Relief Recommended after Investigation	-	-	-	-	4,105
Closed with Relief	-	-	-	-	9,263
Total Relief Cases	18,433	8,934	1,507	11,657	13,368
Percentage of Relief Cases	84%	83%	87%	87%	63%
Closed without Relief	-	-	-	-	5,287
Rejected	3,597	1,779	227	1,731	2,713
Total Cases Rejected	-	-	-	-	8,000
Percentage of Rejected Cases	16%	17%	13%	13%	37%

11. As regards the average disposal by IOs during 2008, it increased to 475 complaints per IO from 335 in the year 2007 and it was also the highest rate of disposal since 2004 (**Table 4**). This achievement was made possible on account of setting and enforcing of strict performance standards.

Table 4 Average Workload and Disposal per Investigating Officer						
Office / Description		2004	2005	2006	2007	2008
H.O.	Workload / No. of IOs	4783 /10	3165/9	1871/8	4448/7	4616/8
	Average workload Per IO	478	352	234	635	577
	Disposed of	3304 / 10	2203 / 9	667 / 8	2525/7	3906/8
	Average Disposal Per IO	330	245	83	361	488
Lahore	Workload / No. of IOs	5608/12	2869/12	1427/12	4609/11	5052/9
	Average workload Per IO	467	240	119	419	561
	Disposed of	4846 / 12	2082 / 12	133 / 12	3405/11	4177/9
	Average Disposal Per IO	403	174	11	309	464
Karachi	Workload / No. of IOs	2687/7	2084/7	1189/6	2010/6	2245/4
	Average workload Per IO	384	298	170	335	561
	Disposed of	2041 / 7	1408 / 7	566 / 6	1261/6	1668/4
	Average Disposal Per IO	292	201	94	210	417
Peshawar	Workload / No. of IOs	9356 /10	3295 /9	771 /8	5910 / 7	6986/10
	Average workload Per IO	935	362	96	844	699
	Disposed of	6608 / 10	2697 / 9	109 / 8	3274 /7	5237/10
	Average Disposal Per IO	661	299	14	468	524
Quetta	Workload / No. of IOs	222 / 1	192 / 1	136 / 1	307/ 1	406/1
	Average workload Per IO	222	192	136	307	406
	Disposed of	163 / 1	144 / 1	8 / 1	237 /1	311/1
	Average Disposal Per IO	163	144	8	237	311
Sukkur	Workload / No. of IOs	2803 / 4	3536 / 4	673 / 3	1720 / 2	2285/3
	Average workload Per IO	700	884	224	860	762
	Disposed of	2468 / 4	874 / 4	45 / 3	685 /2	1891/3
	Average Disposal Per IO	617	219	15	342	630
Multan	Workload / No. of IOs	2017/ 3	907 / 1	661 / 2	2190 / 2	2529/4
	Average workload Per IO	672	907	661	1095	632
	Disposed of	1639 / 3	498 / 1	41 / 2	987 /2	1776/4
	Average Disposal Per IO	546	498	21	494	444
Faisalabad	Workload / No. of IOs	1043 / 3	811 / 3	482 / 2	1760 / 3	2559/5
	Average workload Per IO	348	270	241	587	512
	Disposed of	926 / 3	658 / 3	157 / 2	730 /3	1880/5
	Average Disposal Per IO	309	219	79	243	376
D. I. Khan	Workload / No. of IOs	285 / 1	231 /1	135 / 1	479/ 1	829/1
	Average workload Per IO	285	231	135	479 / 1	829
	Disposed of	35 / 1	149 / 1	8 / 1	284 /1	522/1
	Average Disposal Per IO	35	149	8	284	522
Overall	Workload / No. of IOs	30363 / 51	14602 / 47	7345 / 43	23429/ 40	27507/45
	Average workload Per IO	595	311	171	586	611
	Disposed of	22030 / 51	10713 / 47	1734 / 43	13388 /40	21368/45
	Average Disposal Per IO	432	228	40	335	475
	Average Disposal /IO / Month	36	19	3	28	40

12. The performance of different offices in terms of percentage disposal in the context of workload varied, but there was substantial improvement over the previous year in almost every office (**Table 5**). The performance by DI Khan office was comparatively lower, but it was mainly attributable to the fact that a new IO had been appointed who took time to settle down in his new assignment.

Office	2004	2005	2006	2007	2008
Head Office	69	70	36	57	85
Lahore	86	73	9	74	83
Karachi	76	68	48	63	74
Peshawar	71	82	14	55	75
Quetta	73	75	6	77	77
Sukkur	88	25	7	40	83
Multan	81	55	6	45	70
Faisalabad	89	81	33	41	73
D. I. Khan	12	65	6	59	63
Overall	73	73	24	57	78

Enhancing Efficiency

13. During the outgoing calendar year our attention remained focused on consolidating and sustaining the efficiency gains of the previous year. Efforts continued to increase disposal, to improve the quality of investigation, to reduce the pendency by bringing down the average time for disposal of complaints and to follow up on the recommendations for early implementation. Increased attention was given to review, refine and revise the procedures and remove the bottlenecks in the complaint handling and processing system and to define time lines and benchmarks keeping in view the basic objective of redressing public grievances promptly and in a fair and transparent manner. Measures were taken to equip IOs with the necessary tools to enable them to achieve the benchmarks. A number of initiatives were undertaken to simplify the investigation procedures for quicker processing and early finalization of complaints.

Enabling IOs for Enhanced Productivity

14. The IO is the lynchpin in the entire process of complaint redressal. He frames the points at issue, conducts investigations and hearings and submits recommendations for redress of maladministration. In order to enable the IOs to discharge their functions more effectively, various measures have been instituted which have enhanced efficiency. Some of the important measures are briefly mentioned below:-

i. The Online Complaint Management Information System (CMIS)

The process of developing customized software to implement IT enabled complaint processing and monitoring was started in 2005. Various fields which could assist in the management of the investigation process were codified. After overcoming the initial inertia, improvements were made through continuous feedback from users. The system

has since matured and 2008 was the first year of its extensive use. It had a very positive impact in improving the output of the IOs.

Essential information relating to complaint management can now be accessed through the system. A user friendly website provides all essential information. The system, apart from providing online case load management, also provides access to important decisions of the President. These decisions provide guidelines on various issues investigated from time to time and help in maintaining consistency in recommendations.

ii. Amendments in Regulations

The Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2003 were drafted under the provision of Clause 11 of Article 10 of the Establishment of the Office of the Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O. No.1 of 1983). The Regulations contain elaborate instructions on processing of a complaint from the time of its receipt to its final disposal. Setting a higher benchmark for increased productivity necessitated revision of the Regulations for telescoping various actions and specifying time limits for each activity. The amended Regulations provide for a more efficient mechanism for the expeditious handling of complaints and for reducing the average disposal time. Some of the important amendments that have helped in raising the output are briefly mentioned below:

a. *Initial Examination and Registration*

The Registrar is now mandated to complete the initial examination, issue the acknowledgement to the complainant and forward the complaint to the concerned IO within 24 hours of its receipt. In case a complaint is rejected *in limine*, a letter conveying the reasons is forwarded to the complainant (Regulation 5).

b. *Report of the Agency*

A complaint is forwarded to the agency by the IO for a report within 2 days of its receipt from the Registrar. The agency is required to send its report within 15 days. A maximum permissible extension of 15 days is allowed in exceptional cases (Regulation 11).

c. *Failure of Agency to Furnish Report by Due Date.*

In case the agency fails to respond by the due date, a notice for hearing is issued within two days requiring it to depute an officer conversant with facts of the case to appear before the IO within 15 days on a specified date and time (Regulation 13).

d. *Rejoinder and Hearing*

If the agency contests the allegation made by the complainant, two options are available to the IO to proceed further. If the IO is of the opinion that the complaint

can be resolved on the basis of the available record, he will send the report to the complainant to submit his rejoinder within 15 days. He may give a reminder to a complainant after which he is obliged to dispose of the case on the basis of the available record.

On the other hand, if the IO deems a hearing necessary, he sends a notice to the agency for deputing an officer to appear before him within 15 days. A copy of the notice is also sent to the complainant alongwith the report of the agency requiring him either to submit his rejoinder or appear before the IO alongwith the rejoinder on the said date (Regulation 14).

e. *Draft Findings*

Draft findings are required to be submitted within 15 days of the completion of an investigation (Regulation 24).

f. *Issue of Guidelines and Policy Circulars*

Registration and investigation of complaints is carried out at the headquarters and regional offices independently. To ensure uniformity in application of procedures, interpretation of statutes, rules and regulations, guidelines are issued in the shape of policy circulars for the guidance of IOs. The guidelines are finalized after thorough deliberations in the Senior Officers Forum meetings which are held regularly to thrash out legal and procedural issues. Policy circulars help in a uniform approach in the processing of complaints involving identical issues and ensure consistency.

Impact of New Measures on Productivity

15. The measures adopted have had a positive impact resulting in higher disposal and consequential reduction in pendency. The average time profile of disposed of complaints has reduced appreciably. As can be seen from **Table 6**, the total disposal in 2007 was 13,388 which was 57% of the total work load. In 2008 it was 21,368 which was 78% of the total work load. The pendency was reduced from 43% to 22% of the work load which incidentally is the lowest in the past 5 years.

Table 6 Receipt, Admitted, Disposal and Pendency				
Year	Fresh Receipt	Admitted	Disposal including backlog	Pendency
2004	25,327	14,746	22,030	8,333
2005	15,136	6,269	10,713	3,889
2006	11,887	3,456	1,734	5,611
2007	23,290	17,818	13,388	10,153
2008	23,332	17,354	21,368	6,139

Time Profile of Complaints Disposed

16. In addition to telescoping the time lines for various actions, the amended Regulations removed a number of bottlenecks which resulted in improving the average disposal time despite a higher work load. Complaints disposed of within 3 months increased from 3% in 2006 to 19% in 2007. Complaints which took more than 12 months for disposal were reduced from 65% to 24%. In 2008 these figures improved further and the number of complaints disposed of within 3 months was 28%. Complaints taking more than 12 months for disposal were reduced from 24% to 8%. As **Table 7** shows, 60% of the complaints were disposed of in 6 months in 2008, which was a vast improvement over the performance of past years.

Year	Within 3 months	Within 6 months	Within 1 year	More than 1 year
2004	2%	20%	37%	41%
2005	4%	28%	37%	31%
2006	3%	10%	22%	65%
2007	19%	33%	24%	24%
2008	28%	32%	32%	8%

Role of Ombudsman as a Mediator

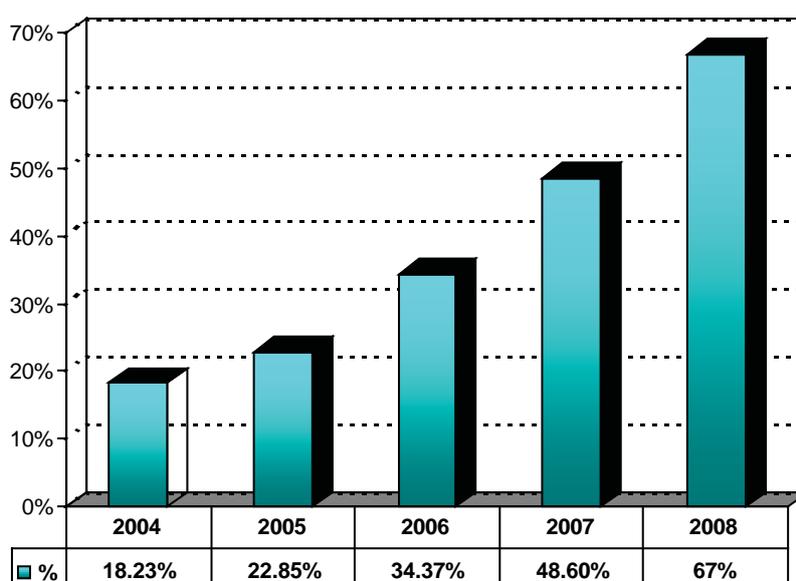
17. The primary function of the Ombudsman is to resolve the grievances of citizens against public agencies. One way to achieve this is to passively hear both sides and give a finding. Resorting invariably to this methodology reflects a very judicial approach. Such an approach can leave either party dissatisfied with the outcome of the investigation and lead to adversarial relationship with public agencies. It can also detract from the desired image of the ombudsman as a friendly critic of government performance. The second and more desirable option is to seek solutions through conciliation between parties. Mediation is an important part of the ombudsman's role. He acts as a negotiator, an enabler, a facilitator and an arbitrator.

18. The ombudsman, by acting as a mediator, prevails upon the parties to narrow their divergent perceptions and to arrive at a mutual understanding through a flexible approach. This obviates lengthy investigations and considerably reduces the average disposal time. Investigations in such cases are normally disposed of through issue of closure findings. The efficiency of the approach can be gauged from the increasing number of closure findings as shown in **Figure 1**. Closure findings increased from 18% in 2004 to 67% of the total findings issued in 2008. Out of these, 63% of the closure findings were issued after relief or partial relief was provided. In the remaining 37% cases, the major causes for closure were the lack of jurisdiction or the non-appearance of the complainant despite repeated opportunities. The most common circumstances leading upto closure findings on relief are when:

- i. relief has already been provided before a complaint is lodged;
- ii. the complainant was entitled to relief or partial relief which the agency accorded after a complaint was lodged;

- iii. the agency undertakes to provide relief during the investigation of complaint;
- iv. the complainant is satisfied with the report submitted by the agency and does not contest the issue further;
- v. the parties mutually agree to the redress of a grievance through consent findings.

Figure 1 Yearwise Trend of Closure Findings as % of Total Disposal



Representations against Findings and Their Disposal

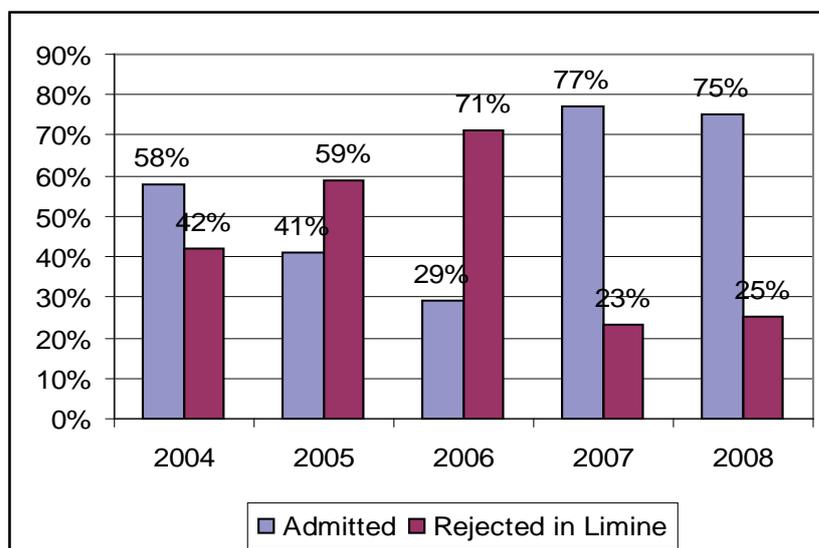
19. Any party aggrieved by the findings of the Mohtasib can file a representation to the President under Article 32 of P.O. No.1 of 1983. An important measure of the quality of findings is the number of representations upheld by the President. 21,368 findings were issued in 2008. 729 representations were filed which was a little over 3% of the disposal. Out of 341 decisions received during the period, 261 i.e. 77% were rejections. Out of the number accepted, the majority were on jurisdictional grounds. **Table 7** gives the details on the President's decisions.

Table 8 Representation Filed and Decision Received from the President (2004-2008)					
Description	2004	2005	2006	2007	2008
Total Findings Issued	22,030	10,713	1,734	13,888	21,368
Representations Filed	1081	698	192	423	729
Percentage appealed against	5%	6.5%	11%	3%	3%
Total Decisions Received	845	1,080	495	188	341
Total Representations Accepted	220	318	117	46	80
Percentage Accepted	26.0%	29.4%	23.6%	24.4%	23%
Total Representations Rejected	625	762	378	142	261
Percentage Rejected	74.0%	70.6%	76.4%	75.5%	77%

Rejection in *Limine*

20. **Figure 2** shows that the rate of rejection in *limine* which was as high as 59% and 71% in 2005 and 2006 has been lowered to 25% in 2008. It is expected that this will help in increasing public confidence in the system.

Figure 2 Complaints Accepted/Rejected in *Limine*



21. Stringent preconditions are laid in P.O. No.1 of 1983 for complaints to qualify for investigation. Lack of awareness on the part of the complainants regarding the eligibility requirements for filing complaints resulted in a large number of complaints being rejected at the initial stage by the Registration Wing in the past.

22. A high rate of rejection at the initial stage can erode the confidence in the working of the institution and, therefore, this trend remained a source of concern. The rejection rate in 2006 was particularly high. The major reason was the decision in that year not to entertain complaints against WAPDA/PEPCO and the gas companies in view of the setting up of NEPRA and OGRA as regulatory agencies for electricity and gas respectively. Registration of complaints against WAPDA/PEPCO and the gas companies were subsequently restored after the clarification was received from the Law Division on the jurisdictional aspect.

23. An additional factor for the high rate of rejection in *limine* was a very rigid preliminary examination by the staff handling registration of complaints. It was therefore decided to revamp the Registration Wing and make it more client-friendly. The tendency to subject complaints to a mechanical and unsympathetic examination was curbed. The object was to be reasonably flexible within the permissible legal limits. Complainants were asked to complete minor deficiencies during the process of investigation instead of straightaway rejecting them.

**VOLUME AND CAUSES
OF COMPLAINTS
AGAINST MAJOR
AGENCIES**

Chapter 3

VOLUME AND CAUSES OF COMPLAINTS AGAINST MAJOR AGENCIES

In the year 2008 also, WAPDA, SNGPL, SSGCL and PTCL continued to have the highest complaint volume against them from amongst the federal agencies. **Table 9** below gives the complaint volume. Complaints against WAPDA, the gas distribution companies and PTCL had fallen in the years 2005 and 2006 as this office stopped receiving complaints after the establishment of their own regulatory authorities namely NEPRA, OGRA and PTA respectively. The Law & Justice Division, however, later opined that the Wafaqi Mohtasib still had exclusive jurisdiction in matters concerning mal-administration. Complaints against these organizations, therefore, rose as they began to be entertained again.

Agency	2004	2005	2006	2007	2008
WAPDA/PEPCO	9,253	2,181	508	10,179	9,855
SNGPL-SSGCL	832	196	65	1,253	1,794
PTCL	1,227	1,015	708	1,190	1,154
AIOU	342	353	317	683	894
NADRA	370	394	270	435	487
Pakistan Post	142	182	173	351	288
SLIC	216	210	200	242	239

WAPDA/PEPCO

2. The bulk of the complaints is against WAPDA/PEPCO owing obviously to their very large clientele as compared with other agencies. This agency serves industrial, commercial, agricultural and domestic consumers throughout the country. The number of its domestic consumers alone exceeds 14.973 million. Having such a wide organizational spread, the agency is confronted with challenging management and systemic issues. It is experiencing obvious problems in effective supervision of its field units which has led to a consistently high level of complaints against the service it is providing.

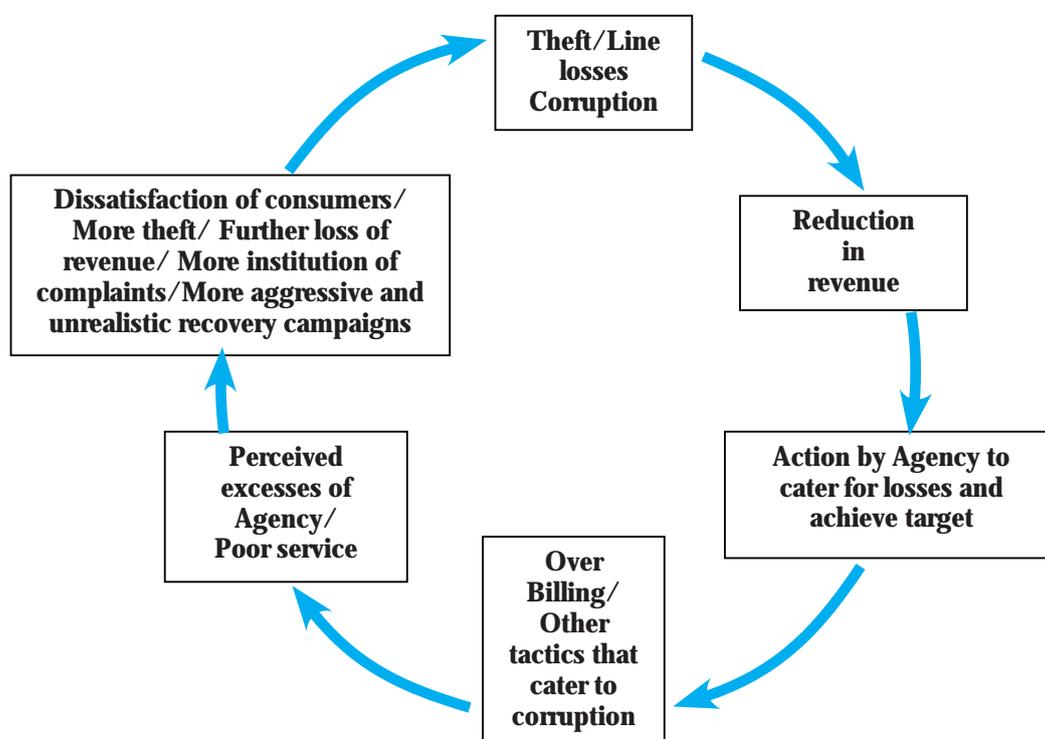
3. Some of the issues faced by WAPDA, or more specifically its power distribution arm, PEPCO, are discussed below:-

i. Systemic Issues:

a. *Institutional weakness*

In the recent past the power distribution system was assigned to PEPCO which in turn created companies at the regional level. The objective in bringing about this major structural change was to improve performance, foster a corporate culture and generate a better relationship with the consumers. These goals are still far from visible. The shortcomings could be attributed to the monopoly orientation of the companies which remain the sole providers of electricity. The formation of companies, as it appears, has basically led to only the change of nomenclature from SE/XEN/SDO to the corporate terminology of Manager/Deputy Manager/Assistant Manager. The transformation seems to be more in form than in substance.

The companies seem to be focusing more on the aspect of “revenue collection” than improved service. The management sets targets and functionaries are pushed to meet these targets regardless of whether they are realistic within the existing system and processes. This has caused a vicious recursive cycle, as shown below, which consequently culminates into increased mal-administration, enhanced client dissatisfaction and a higher institution of complaints.



The systems view of the PEPCO distribution system shows a perpetual cycle of theft and institution of complaints. PEPCO responds to line losses by increasing the so called campaigns which lead to over billings and fines, which eventually leads

to more theft and defiance and institution of complaints. The upshot is that the actions of agency instead of curbing the tendency of theft are exacerbating it.

b. *Lack of Accountability*

This institution through a number of “Findings” given every day, provides valuable information to the agency to critically analyze the performance of their functionaries and make them accountable for their lapses. It seems that scant attention is paid to these findings as similar lapses continue.

c. *Lack of decentralization*

There is a limited delegation of financial powers as a result of which the relief recommended by the Wafaqi Mohtasib has to go through various echelons for approval by the authorized authority before the relief recommended is finally accorded to the complainant. This causes considerable delay in implementation.

d. *Lack of coordination*

Lack of coordination within the organization is a major cause of delay in disposal of complaints. It is not unusual for the representative of the agency to state that a particular complaint does not pertain to his section and that he is unable to provide a report. The agency has to be contacted again and again which wastes considerable time in receiving the required report from the relevant section of the agency.

e. *Functional constraints of PEPCO*

While pointing out the various ailments in PEPCO’s distribution system, it is also important to appreciate the constraints under which the regional companies are functioning. The employees, in order to detect theft of electricity, are required to conduct surprise visits to various outlying localities. The PEPCO teams are not given full assistance by the law enforcement agencies, especially in the more disturbed areas as in the NWFP. The teams without adequate security cover obviously feel insecure to visit such areas and theft proliferates with impunity. In the province of NWFP, the law enforcement agencies are over committed in other important duties and as such security cover is scarce. Consequently, the vigilance staff is unable to perform its duties with optimum efficiency.

ii. *Operational Issues*

a. *Meter Reading and Billing in PEPCO*

- Regular meter reading is not the disciplined activity it is meant to be. It is not unusual for meter readers to rely on guess work. The reading billed is frequently different than the actual reading on the meter. Meter readers don’t even bother to record the actual reading on the meter as accountability for lapses is rare.
- The process of correction of bills is tedious and very lengthy. Most consumers rarely have time to repeatedly visit the company offices. In view of the poor response received, people tend to settle their matters through bribery thus exacerbating corruption.

- Officers rarely cross check reading of the meters inspite of the fact that there is a specific requirement for them to do so in a given percentage of the total meters in their area of jurisdiction.
- The number of meters assigned to a meter reader is also usually not realistic. At times, it is impossible for a meter reader to visit every connected establishment in a month.
- The whole process of meter reading, its checking and transmission to the computer centre is so elaborate and slow that it is common for consumers not to receive their bills on time, with a clear 15 days time to pay the bill. This contributes to non payment by consumers and subsequent problems of surcharge resulting in accumulation of arrears.

b. *Availability of Material*

Non availability of materials such as meters, poles etc are also frequent causes of complaints as faulty meters are not replaced in time which leads to complaints of over billing. In sharp contrast to the required procedure the agency, instead of replacing the meter, goes on to bill the consumers on an estimated basis. It has been noted during the course of investigations that the agency then continues to bill the consumer on an estimated basis for periods ranging from one month to one year without replacing the meter.

c. *Audit Paras*

During the audit of the company the audit parties point out the irregularities and omissions committed by the concerned staff. It has been observed that while the financial burden of such omissions is passed on to the consumers, accountability of the defaulting staff is rare. This encourages irregularities with impunity.

4. The systemic and operational issues, only a sample of which has been given above, need to be addressed through a detailed study. Recognizing this need, the Wafaqi Mohtasib's Secretariat is in the process of seeking funding for the exercise. The Asian Development Bank showed initial interest in funding the proposal to undertake such a study through a collaboration between the Wafaqi Mohtasib's Secretariat, WAPDA/PEPCO and the Lahore University of Management Sciences (LUMS). However, the project proposal could not be finalized in 2008 and now efforts will be made to secure funding for it in 2009.

Office	Number of complaints	%
Islamabad (Head office)	427	4%
Lahore	2241	23%
Karachi	534	5%
Peshawar	3966	40%
Quetta	47	-
Sukkur	823	8%
Multan	932	9%
Faisalabad	482	5%
DI Khan	403	4%
Total	9,855	

5. **Table 10** gives the regional break up of receipt of complaints. PESCO, Peshawar tops the list, followed by LESCO, Lahore. The other cities have a relatively small number of complaints.

6. In the case of PESCO, a number of factors have led to the increase in complaints. The most important factor in this regard is the nature of its jurisdiction. A large part of its jurisdiction is suffering from a law and order situation which has caused a serious access problem for the agency's field staff. They are neither able to record the actual consumption nor effect recovery of arrears. The surveillance teams of the agency cannot visit the area frequently to monitor and detect theft of energy. Consequently, in order to make up for the loss of revenue, fictitious readings by agency officials are not uncommon. The agency officials also issue detection bills indiscriminately which in most cases are not supported by the ground situation.

7. Another factor for the higher volume of complaints against the PESCO is that it has jurisdiction over the entire province covering the vast rural areas as against other distribution companies which deal with comparatively limited jurisdictions.

8. LESCO, Lahore has the second highest volume of complaints, that is, 23% of the total. This is due to the reason that Lahore city has a very large population compared with other cities except Karachi. It also has a lot of industrial activity dependent mainly on electricity as a source of energy. It also includes the districts of Kasur and Sheikhpura which have major commercial and industrial activity. In view of its much larger number of consumers and its status as a major centre of business and industry, the higher number of complaints is understandable.

9. Karachi, however, despite being the biggest city of the country and also the major industrial and commercial centre, has only a nominal number of complaints, that is, only 534 in 2008. The reasons for this insignificant number of complaints against KESC have been inquired into. According to the agency, the consumers, beside the Mohtasib, are also approaching courts of law and the Electric Inspector for the redress of their grievances. At present 318 cases are pending in the High Court and approximate 390 cases in the district courts and 750 cases before the Electric Inspector Sindh. The new management has also taken certain steps to improve the efficiency of KESC. In this connection managers have been posted in various places with the purpose of grievance redress by allowing the facility of payment of bills in easy instalments. However, the impact of these measures is too early to judge.

10. The above factors only partly explain the situation in Karachi. Its revenue loss is much higher than that of other distribution companies. Its losses have been estimated to be approximately 50% owing to technical factors and the remaining is largely due to theft of energy. The kunda system is very common. Theft of this magnitude cannot take place without the collusion of its staff. It shows poor control over the field staff due to lack of accountability. When pilferage of electricity is not checked with full dedication, the consumers will not agitate against the agency. It has further been noted that the agency has not yet covered all the users of energy. Against a population of approximately 20 million, the number of consumers is only 2 million which is not proportionate to the size of the population. On the other hand, LESCO, Lahore with population of less than 10 million has almost 3 million consumers. KESC needs radical reforms in its management approaches and its operations to restrict its losses.

Table 11 Causes of Complaints against WAPDA

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Excessive / wrong / inflated billing / imposition of penalty	9,496	7,700	3,167	1,823	1,151	297	7,458	6,978	7831	7583
Disconnection	310	136	77	15	68	11	218	176	154	123
Delay in providing connection	265	138	143	22	163	28	246	203	205	197
Delay in replacement of defective meter	255	135	83	23	94	15	117	98	97	75
Delay in installation of poles / transformers	115	35	94	18	88	17	196	173	207	194
Others	1,991	1,109	845	280	751	140	2,896	2,551	2,202	1,678
Total	12,432	9,253	4,409	2,181	2,315	508	11,131	1,0179	10,696	9,855

11. As has been noted during the investigation of complaints against WAPDA, most of the complaints pertain to detection billing followed in volume by excessive/inflated-billing (**Table 11**). Detection billing is resorted to in cases where theft of energy is suspected through meter tampering or by direct hooking. WAPDA and KESC have both framed separate policies governing detection billing. Billing procedures for meters becoming defective due to a technical fault, and not because of tampering, has also been provided distinctly.

12. The quantum of energy evaded illegally is computed on the basis of connected load and load factor and the detection bill can cover the past suspected period as well. As against this, detection billing in cases of faulty meters is based on average past consumption only. However, such bills cannot be served retrospectively by the agency without getting a verdict on the retrospective period from the Electric Inspector under the law. As also held by the President in his Order dated 20.2.2007 in Complaint No. M/1161/2004 Vs MEPCO, when a meter does not become slow or defective due to any malicious act of the consumer, but on account of some mechanical defect, the agency cannot bill the consumer retrospectively unless it makes a reference to the Electric Inspector under Section 26 of the Electricity Act, 1910.

13. Despite the fact that the law and policy circulars on detection billing provide clear and detailed guidelines and procedure, these are not followed strictly by the field staff. The reasons are many. Firstly, the staff is not sufficiently trained and educated in the laws and policies covering detection billing. Secondly, as mentioned earlier, because of a weak system of internal accountability, they are not held accountable for their excesses and wrong actions. In most cases detection bills are made out and assessed without associating the consumers. In several cases, technical reports are not obtained from the test laboratory. In cases of slowness, check meters are not installed to determine precise slowness. Even retrospective billing is made in cases where a meter goes defective due to a technical fault. The primary focus, as has already been brought out earlier in this Report, seems to be the meeting of the revenue targets with indifference to the agency's laid down policies.

14. In our efforts to help the agencies in the simplification of their policies and instructions, this office continued active interaction with PEPCO and KESC during the year 2008 as well. PEPCO has separate policy circulars on detection billing for small domestic and commercial consumers, on the one hand, and for big consumers, on the other, which comprise large commercial and industrial enterprises. Some of these policy circulars were found to be deficient or ambiguous in certain respects on detection billing which gave rise to irregular practices and maladministration. Such cases were taken up with the PEPCO authorities for a review in order to make them more equitable and comprehensive to cover all situations leaving limited discretion in the hands of the field staff. The matter is being pursued with the agency for early compliance.

15. As regards KESC, it was noted that its policy circulars on detection billing provided a number of options as the basis for assessment of the quantum of energy illegally abstracted by a consumer. It is provided that assessment can be based on past consumption, on consumption recorded by a previous meter prior to development of a defect, on consumption recorded by a new meter, or on load basis. Thus the policy gives a wide discretion to the field staff to choose one or the other method for detection billing which results in giving rise to varying figures of energy quantum in detection billing even in similar cases, and causes not only discrimination between one consumer and another but also tends to promote corrupt practices.

16. It has, therefore, been recommended to KESC in several findings to revisit its policy on the subject in order to provide a uniform method for assessment of detection bills for theft of energy.

SNGPL and SSGCL

Table 12 Causes of Complaints against SNGPL-SSGCL

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Excessive / wrong / inflated billing	500	412	171	77	104	14	470	437	986	918
Delay in providing connection	316	256	256	78	182	29	500	476	602	562
Disconnection	57	47	11	4	6	1	73	69	118	102
Others	255	117	116	37	90	21	320	271	214	212
Total	1,128	832	554	196	382	65	1,363	1,253	1,920	1,794

17. As **Table 12** shows, complaints against the gas companies during the year 2008 depict an overall rise by 43%. The increase under the head “Excessive/wrong billing” is more than a hundred percent. Unjustified detection billing for pilferage of energy has been noted to be the principal cause for complaints against the agency under this head. Generally, detection bills are not always based on proper grounds establishing beyond any doubt that the alleged tampering of the meter had actually affected the gas flow adversely. It is observed that the technical reports obtained from the test laboratories in cases of alleged theft do not specifically include a finding on whether the volume of flow of gas was artificially reduced due to intervention by a consumer. These reports confine themselves to the external and internal physical condition of the meter. Owing to this reason, in investigations carried out by this office, a large number of detection bills do not hold ground and complaints alleging false billing have been found to be correct.

18. In view of this important deficiency in the technical reports, the agency was advised to adopt corrective measures. It was stated in response that the meter tampering may or may not have an effect on the accuracy of the meter as it depended on the nature of the tampering. The agency’s view was that where gas pilferers tamper with the index seals of meters and reverse the meter reading, a report of gas flow is not relevant. However, where the meter’s internal or external parts are damaged, the meter accuracy may also be disturbed. In such situations, the agency obtains gas flow accuracy reports in cases of industrial and commercial meters. As domestic meters are very large in number, the agency’s inspection reports do not go into disturbance of gas flow owing to insufficient human and technical resources.

19. As it is the area of domestic connections that involves the maximum number of complaints against the agency, it has been emphasized on them that they should take urgent steps to upgrade their technical and human resources to ensure that technical reports in respect of domestic meters also include a finding on the accuracy or otherwise of the gas flow. In the absence of clear findings in this respect, the investigating officer does not have an adequate basis to arrive at a reasoned conclusion on the allegation that theft of gas has indeed taken place.

20. Inaccurate and irregular meter readings is another major cause for complaints against the agency. This leads to accumulated billing which attracts higher tariff and leads to inflated bills in view of the wide gap between the tariff for low slabs and high slabs.

21. Another area with a significant complaint volume is the delay experienced by customers in getting gas connections. The gas companies do not have a transparent system of maintaining a record of various applications to which the public may have access. As a result applicants do not know their exact waiting position and this enables agency officials to exercise their discretion, without being checked or noticed. It is imperative that the agency should have a transparent record, periodically updated and accessible to all applicants so that they always stand informed of their position in the waiting list. Such matters will continue to be pursued with the agency.

PTCL

Table 13 Causes of Complaints Against PTCL

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Excessive / wrong / inflated billing	748	572	562	368	342	249	376	325	512	465
Non-repair of telephone	397	347	284	261	275	209	348	305	265	249
Administrative irregularities	64	57	132	109	122	45	100	85	75	68
Disconnection	61	44	124	79	97	64	176	165	187	117
Delay in providing connection	220	151	155	100	76	54	40	36	-	-
Others	585	56	449	98	224	87	346	274	505	255
Total	2,075	1,227	1,706	1,015	1,136	708	1,386	1,190	1,544	1,154

22. Though the total number of complaints against PTCL remains almost the same as last year, complaints relating specifically to excessive and wrong billing have risen by 43%. It was also observed that three issues in particular, namely, charging of line rent for faulty periods of connections, unilateral imposition of the Pakistan Package and the package for international calls with opaque terms greatly disturbed the customers during the year under review.

23. The agency tended to charge line rent even for the period the service remained suspended for long periods due to various disruptions for which the consumer was not responsible. It took shelter behind Clause 11(ii) of the Customer's Contract which stipulated that line rent was not refundable in case of stoppage of service owing to any cause whatsoever. As this provision was found to be oppressive and unjust, suo moto notice of the matter was taken to investigate the issue. It was determined that the agency had no ground to charge for a service not provided to a customer. It was, therefore, recommended to the agency that an appropriate amendment in Clause 11(ii) be carried out to redress the grievance of customers. The agency is being pursued to implement the recommendation.

24. The second issue related to the 'Pakistan Package' activated by the agency in December, 2007 across the board for all subscribers. It provided 5000 minutes of on-net NWD usage for Rs.199 per month. This caused a lot of resentment as the package was imposed on all customers without obtaining their consent. In view of strong protests from the customers, this package was discontinued by the Agency on 31 March, 2008.

25. The third issue related to a package advertised in the press by the agency in August, 2007 which provided that subscribers could call 16 specified countries directly from any PTCL land-line @ Rs.2 per minute. However, through a small asterisk in small print appearing on the side-margin of the advertisement (hardly noticeable by an average reader) it was indicated that the Rs.2 per minute tariff for land line to land line and mobile calls could be made only to four countries namely the US, Canada, China and Hong Kong, meaning thereby that any call made to any of the other countries would attract normal tariff @ Rs.15 per minute. A number of subscribers who made calls to other countries received higher bills against which there was a strong general protest. This matter was investigated by this office and it was found that

the opaque manner in which the facility was publicized amounted to maladministration. It was, therefore, recommended to the Agency that it should re-advertise the package showing clearly the countries which could be dialed @ Rs.2 per minute. The Agency implemented the recommendations through follow up advertisements.

26. Another category of complaints pertained to the allegations of unauthorized calls from private telephones. The customers in their complaints stated that they were billed for calls they did not make whereas the agency's stance was that a telephone was in the effective control of the customer and code barring facility had also been provided to check unauthorized use. This office, therefore, initiated the exercise of identification of individuals to whom the complainant denied making calls with the objective of determining the complainant's relationship with the called parties. If such parties knew the complainant, it was inferred that the calls were actually made by the complainant. However, the President vide his decision dated 19.4.2008 in Complaint No. L/01000/2005 disapproved of this exercise by the investigating officers terming it an invasion of the privacy of the telephone subscribers. Now information on parties called is only pursued for with the consent of the complainant.

27. Another feature of the agency's service that became a source of multiple complaints was its facility of the Premium Rate Service (PRS). PRS is allowed by PTCL to such private agencies, which, in the furtherance of their business, provide certain goods or services to the subscribers of PTCL by prompting them to make PRS calls for which subscribers are heavily charged. Such private service providers, like TELEFON, TELEMEDIA or other brand promotion services, make big profits in the form of the share of the PRS calls proceeds. In PRS call bills, the PTA gets 4% royalty and 21% goes to the General Sales Tax head. The remaining 75% is divided between the PTCL and the service provider in a ratio of 40% and 60% respectively. The subscribers, in most cases are generally not aware of the high rates and complain on receipt of higher bills. As these service providers hold out the temptation of lucky rewards and other benefits to the callers, the subscribers are prompted to make long and frequent calls to such service providers. It has, however, been noted that recently the private agencies, while announcing their services on the media, have started clearly indicating the rates for PRS calls and as a result the number of complaints on this subject has come down.

NADRA

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Delay / Non-issuance of ID Card	453	339	436	347	324	248	435	405	462	447
Administrative Irregularities	22	4	64	25	26	10	17	12	42	19
Pension / GPF	34	14	21	13	13	4	6	6	15	10
Others	25	13	25	9	21	8	19	12	13	11
Total	534	370	546	394	384	270	475	435	532	487

28. The number of admitted complaints against NADRA is slightly more than in the last year (**Table 14**). But keeping in view the huge clientele of the agency throughout the country the volume of

complaints is not alarming.

29. The most common complaints against NADRA is the delay in the issue of new modified CNICs. While the decisions taken by the agency are more or less in line with their standard policy, and there is little room for discretionary discrimination, there is an important aspect, which if taken care of, can improve the working of NADRA. After an applicant approaches the relevant National Registration Services Centre (NRSC), NADRA for a new or modified CNIC he is issued a token number that very day for further reference but unfortunately that is the end of the contact between NADRA and the applicant. After that the applicant has no knowledge about the progress of his case. Telephonic contact between the NRSC and the applicant is impossible and attempts at physical contact yield no results. This ignorance of progress gives rise to frequent complaints of non-delivery which are avoidable if information is available to applicants on the status of their applications.

30. The agency needs to evolve an auto-updated waiting system to enable the applicants to remain informed on the progress of their application. This will redress the all-pervasive complaint of the public in general about their non-access to NADRA staff and the unexplained delay in the disposal of their cases.

PAKISTAN POST

Table 15 Causes of Complaints Against Pakistan Post

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Maladministration in delivery of mail	159	59	105	51	136	60	157	144	187	105
Delay in sanction of Pension / GPF	61	32	56	37	77	40	59	42	55	35
Discrimination in appointments	41	10	29	7	31	12	25	17	18	12
Misconduct of Officials	3	0	2	1	3	3	15	10	18	14
Administrative Irregularities	84	18	167	67	110	29	88	74	71	57
Others	28	23	22	19	55	29	131	64	72	65
Total	376	142	381	182	412	173	475	351	421	288

31. The overall volume of complaints against the Pakistan Post has gone down as against the previous year (**Table 15**). However, it is still higher when compared with earlier years. It is noted that the number of complaints against non-delivery of mail has been substantially reduced. The data shows a similar position in the case of administrative irregularities. The agency has improved its position under some other minor heads as well. However, it needs to give more focused attention to the problems being faced by its outreach offices particularly in the rural areas.

32. During investigation proceedings in the complaints against the Pakistan Post, it was noted that the causes of complaints related mainly to procedural lacunae and management weaknesses. These included non intimation of money order's acknowledgement by the payee, misappropriation in the deposited utility bills, wrong calculation of profit on various income schemes, fraudulent withdrawal of money from saving bank accounts of customers, late transfer of saving certificates and shares to the nominees of deceased persons, late issuance of pass books, late payment of compensation on lost articles and tampering of

parcels and abstraction of articles by the staff.

33. The Pakistan Post, therefore, needs to consider remedial measures for the purpose of better administration for which this office will remain engaged with them in 2009.

SLIC

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Non-payment of Insurance claims	92	75	121	81	132	90	97	85	102	96
Delay / non-payment of death claims	64	55	91	65	102	84	89	79	99	83
Administrative irregularities	88	41	75	43	30	15	58	45	38	33
Others	85	45	36	21	32	11	40	33	36	27
Total	329	216	323	210	296	200	284	242	275	239

34. **Table 16** shows that most of the complaints against SLIC pertained to non-payment of insurance and death claims. These were mostly against the position taken by the agency that a policy had lapsed for non-payment of premia. The agency also repudiated claims on the ground of alleged non-disclosure or misrepresentation of the health status of the assured in the proposal form.

35. In cases of lapse of insurance policies owing to non payment or delayed payment, it was frequently found during investigations that while the policy-holder had initially defaulted in payment of some instalments, he continued to make payments subsequently, with arrears, and the agency kept on receiving the premia. By continuing to receive premia in such cases, the investigations concluded that the agency kept the policy alive and thus it was not justified to reject claims. In such cases, it had already been ruled by the President in Complaint No. L/9188/2000/1744 vide Order dated 22.5.2002, that where the insurer has accepted the premium in respect of a lapsed policy he must be estopped from denying that the policy was subsisting.

36. As regards the ground taken by the agency of alleged non-disclosure of the correct health status in the proposal form, it mostly relied on medical evidence relating to the post-insurance period in the form of certificates obtained from medical personnel, after the death of the policy-holder, pointing towards an old disease. This reverse prognosis of a disease was, however, not considered acceptable in the absence of other independent strong evidence. It was held that the insurer could only void a policy if a policy-holder knowingly misrepresented his state of health. A policy holder was bound to disclose not more than what he actually knew. The reverse prognosis of his disease could not be said to prove that he knew about the existence of the disease that may have entered his body.

37. Another common issue before the Wafaqi Mohtasib was the forfeiture of the paid premia because of the alleged misstatements in the declarations made in the proposal forms. The agency held this to be in accordance with the insurance contract. As the provision in the proposal form regarding forfeiture of premia prima facie appeared to be in conflict with the law laid down in sections 64 and 65 of the Contract

Act, suo moto notice of the matter was taken under Article 9 (1) of President's Order No.1 of 1983. The agency's stance was that the declaration was drafted in the light of judicial pronouncements and sections 19 and 64 of the Contract Act.

38. The issue was examined in detail. Section 64 of the Contract Act clearly provides that the party rescinding a voidable contract shall, if it has received any benefit thereunder from the other party to such contract, restore the benefit, so far as may be, to the person from whom it was received. As held by the Supreme Court in SLIC Vs Begum Jan (PLD 1983 SC 421), where the contract of insurance stood vitiated, the utmost benefit was to be provided to the insured or the nominee, provided the policy-holder was in no way directly or indirectly responsible for it. The court further held that the expression "so far as may be" in section 64 meant re-payment of premia paid excluding the amount such as commission to the agent of the agency. It was emphasized in the judgment, however, that every effort should be made to compensate the assured because section 64 provided an equitable solution to return the benefit derived by the party rescinding the contract.

39. It was thus found that the wording of the declaration in the proposal form was in conflict with the provisions of section 64 of the Contract Act and the judgment of the Supreme Court. It was, therefore, recommended to the agency that it should modify the declaration in the proposal form to bring it in line with the judgment of the Supreme Court of Pakistan in Begum Jan's case. The agency has, however, challenged the recommendations before the President through a representation filed under Article 32 of the President's Order No.1 of 1983.

40. A basic problem that remains in the operations of the agency is that its agents mislead the innocent and illiterate persons into buying life policies by making false promises and without briefing the potential buyers about the exact terms of policy, which consequently is followed by the rejection of death claims to escape the financial liability. As long as the agency is not ready to accept the responsibility for the misdeeds of its agents, the volume of complaints against SLIC are liable to subsist.

AIOU

Table 17 Causes of Complaints Against AIOU

Causes of Complaints	2004		2005		2006		2007		2008	
	Received	Admitted								
Non-issuance of Diploma/ Certificates / Results	320	230	317	229	425	237	506	484	795	742
Failure to give admission	86	65	45	34	59	38	67	65	57	52
Administrative irregularities	42	18	128	64	93	27	56	50	39	35
Others	31	29	31	26	34	15	111	84	102	65
Total	479	342	521	353	611	317	740	683	993	894

41. **Table 17** reveals that the volume of complaints against AIOU has substantially increased during the year. The phenomenon of higher complaints started from the year 2007 and onwards prior to which the figures were almost static. Most of the complaints are against non-issuance of certificates, degrees and result documents. The complaints in this area doubled in the year 2008.

42. A number of students have to suffer delays in getting their results as well as certificates or degrees. The hardest hit are those who would like to apply for a job or are required to submit the documents for their promotion. Currently the University issues the original certificates and degrees after an average period of two years. If one wishes to get these documents urgently, double the normal fee is required to be paid.

43. The major factor that has been attributed by the agency to such delays is shortage of staff. Furthermore, manual preparation of these documents also takes up a disproportionate amount of time. It has been impressed upon the agency that, keeping in view the importance of providing such academic testimonials to young graduates in time, it should increase its trained manpower commensurate with the workload and also look for funding to employ contemporary automation technology in preparing these documents in the shortest possible time.

44. It was also observed that in most cases, the complaints arose out of lack of information about the University's rules and procedures. In this regard it was considered that a review of the Urdu booklet 'Rahnama-i-Tulba' was called for to make it comprehensive and current and the University was so advised.

45. Other complaints related to unclear publications, such as the prospectuses, issued by the University, arbitrary rejection of admissions and delay in dispatch of books to students and poor regional services at the district level.

46. In the year 2008, a task force was set up by the Wafaqi Mohtasib to work with the AIOU to look into the more common complaints against the agency and to propose measures to raise the level of its performance. The task force has held a series of meetings with the agency but could not complete its work in 2008. The report of the task force is expected by mid 2009.

FOCUSED ATTENTION ON IMPLEMENTATION

Chapter 4

FOCUSED ATTENTION ON IMPLEMENTATION

Creation of Implementation Cells

The Implementation Wing was established at the headquarters in 2007 and was strengthened with the addition of a Director General and two Directors under the supervision of a BPS-21 officer. The initiatives taken in 2007 were further consolidated in 2008. Implementation Cells with dedicated staff were established in the regional offices at Karachi, Lahore and Peshawar. These steps have improved our follow up. The proposed addition of implementation cells at the remaining regional offices will further augment our capacity to pursue implementation.

The Implementation Module

2. Effective monitoring and implementation of recommendations made by the Wafaqi Mohtasib within the prescribed timeframe is amongst the priority functions of this office. Responsive service delivery has a long-lasting impact on accountability of public servants and is a fundamental aspect of good governance.
3. In order to address the laxity observed in implementation of the Wafaqi Mohtasib's recommendations, the need to put in place a cost-effective, efficient and time-saving mechanism was badly felt. Work on the system was initiated in 2007 which got an impetus in 2008. Within the existing human and financial resources, an online implementation module was developed and launched in the first half of year 2008. The module is an integral part of our main database of the Complaint Management Information System (CMIS) and has replaced the manual system.
4. Under the new system, IOs have been completely relieved of tracking the implementation of findings and recommendations, enabling them to devote full attention to their investigation work.
5. The new module enables us to watch and monitor the progress on implementation of findings by the agencies on a daily basis, instead of the time consuming exercise of going through manually prepared data by our regional offices. The manually prepared data was fraught with uncountable errors and could not be used as a reliable base for multi-purpose report generation. The new module not only minimizes the time-lag but has enhanced the credibility of the data. Reports can now be generated by the system and can also be shared with a number of end-users. Some of the salient features of the implementation module are as under:
 - Total implementable findings, implemented findings, and findings wherein disciplinary action has

been recommended are shown in separate interfaces which can be retrieved with a single click. The information can be bifurcated office-wise, officer-wise and agency-wise.

- Cases where representations to the President or reconsideration petitions to the Wafaqi Mohtasib have been filed are also shown in separate interfaces.
- Unimplemented cases where show cause notices are due are shown in a separate interface. After issuance of a show cause notice, which is generated through the system, progress on each case can be monitored to the point of its implementation or upto the point of sending a reference to the President on 'Defiance of Recommendations'.
- Office-wise, officer-wise and agency-wise periodical reports can be generated on the status of show cause notices as well as on implementation.
- The system generates a daily calendar of activities to be performed by the implementation staff at headquarters as well as in the regional cells initially established at Peshawar, Lahore and Karachi.

Legal Proceedings

6. The constant and regular vigil over the implementation process has exerted pressure on the agencies to pay focused attention to the Wafaqi Mohtasib's recommendations. In cases where defaulting agencies tend to accumulate unimplemented cases, meetings with them are called at the headquarters as well as the regional levels. These meetings usually yield positive results as subsequently implementation is carried out in most cases within the extended time limit allowed. There is thus a marked improvement in the responsiveness of these agencies to public complaints.

7. Where the agency fails to implement a recommendation without a plausible reason after the passage of the stipulated time, it is called upon to show cause as to why the matter may not be referred to the President of Pakistan, under Article 12 (1) of P.O. No. 1 of 1983 for initiating proceedings for 'Defiance of Recommendations'.

8. Against the unimplemented cases disposed of during the year 2007, the provision in the law relating to the issuing of show cause notices to the defaulting agencies was brought into operation. The exercise brought positive results. The concerned agencies have begun to move more swiftly to implement the Wafaqi Mohtasib's recommendations.

9. The exercise of issuing show cause notices was continued in 2008 but a policy of preceding such action with formal meetings with the delinquent agencies was adopted. Only such cases were picked up for issuing show cause notices where formal contacts and meetings by the regional head with focal persons of the agencies did not yield timely results. In 2008, 646 show cause notices were issued in response to which 564 cases were implemented. The agency-wise details are given in **Table 18**.

Table 18 Agency-wise Detail of Show Cause Notices (SCN)				
S. No.	Name of Agency	Number of SCN issued	Implemented	Under process
1	WAPDA	574	518	56
2	AIOU	01	01	-
3	SNGPL	26	21	05
4	NADRA	03	03	-
5	OPF	01	-	Closed (subjudice case)
6	Bait-ul-Mal	01	01	-
7	Post Office	01	01	-
8	PWD	04	03	01
9	Pak Railways	02	02	-
10	PSO	01	-	01
11	PTCL	06	02	04
12	PMIC	01	-	01
13	PCP	01	01	-
14	SLIC	03	02	01
15	KESC	08	01	07
16	Estate Office	04	02	02
17	HBFC	01	01	-
18	Passport Office	01	01	-
19	ICT	01	01	-
20	ERRA	06	03	03
	Total:-	646	564	81

10. In 2008, we moved some references to the President on 'Defiance of Recommendations' against PESCO when they did not respond to show cause notices issued in 28 cases. Before the President's office could process the references, the agency took immediate steps and reported implementation. Consequently, the references were withdrawn. Another reference on 93 cases relating to PESCO was under preparation when the agency implemented these cases and consequently the proceedings under 'Defiance of Recommendations' were dropped.

Implementation Progress

11. **Table 19** shows the implementation status of recommendations made in the year 2007 and 2008, i.e. after the launching of the new system. It shows that the number of implementable findings increased from 2657 in 2007 to 5765 in 2008. It is encouraging to note that as a result of close monitoring and the proactive approach of the implementation staff, the percentage of recommendations implemented within the year has almost doubled in 2008 (38% in 2007 to 75% in 2008).

Table-19 Overview of Implementation Status 2007-2008

Name of Agency	Implementable	Implemented	Opening Balance	Fresh Implementable	Total Implementable	Implemented	Cases with Disciplinary Action Recommended			
							Total		Implemented	
	2007	2007	2008	2008	2008	2008	2007	2008	2007	2008
WAPDA	2,140	781 (36%)	1,359	3,456	4,815	3,787 (79%)	19	13	7	9
Sui Gas	138	63 (45%)	75	148	223	114 (51%)	1	1	-	1
PTCL	83	24 (28%)	59	86	145	70 (48%)	1	-	-	-
ERRA	-	-	-	74	74	3 (4%)	-	-	-	-
SLIC	55	18 (32%)	37	51	88	48 (55%)	3	-	2	-
Pakistan Post	32	19 (59%)	13	25	38	29 (76%)	1	1	-	1
Railways	48	16 (33%)	32	17	49	16 (33%)	1	-	1	-
Bait ul Mal	14	12 (85%)	02	07	09	08 (89%)	-	-	-	-
KESC	02	-	02	13	15	11 (73%)	-	-	-	-
NADRA	10	04 (40%)	06	39	45	32 (71%)	-	-	-	-
PLI	11	03 (27%)	08	14	22	17 (77%)	-	-	-	-
EOBI	13	03 (23%)	10	04	14	08 (57%)	1	-	-	-
CDNS	06	06 (100%)	-	04	04	03 (75%)	1	-	-	-
National Council for Tib	2	02 (100%)	-	-	-	-	-	-	-	-
Others	103	46(44%)	57	167	224	201 (90%)	1	2	1	-
Total	2,657	997 (38%)	1660	4,105	5765	4,347 (75%)	29	17	11	11

12. The agencies, especially the public utility organizations, where the internal complaint handling mechanism is non-existent or is weak, need to develop internal redress mechanisms to address complaints against them. The Wafaqi Mohtasib Secretariat has initiated a project with the assistance of UNDP to study such complaint redress systems in five leading agencies in 2009, details of which can be found in the section on International Linkages.

Making Implementation More Effective

13. Under the UNDP assisted SPGRM Project (details in the section on International Linkages) the component on implementation includes strengthening of the Implementation Wing at headquarters, establishment of implementation cells in the remaining regional offices, training of manpower, provision of equipment and capacity building of existing staff.

14. There is an earnest need to link up the CMIS, especially the implementation module with other federal agencies in a phased manner. An effort will be made in 2009 to find donor assistance to fund such a link-up. Once done, this arrangement will further strengthen accountability, good governance and efficient service delivery by public agencies.

ADDRESSING POLICY AND PROCESS

Chapter 5

ADDRESSING POLICY AND PROCESS

Exploring Basic Causes

In dealing with everyday complaints against federal agencies, a pattern is at times evident showing frequency of certain categories of complaints that stem from established practices and processes of the agencies complained against. Such rigid practices are usually rooted in the systems in place in these agencies.

2. To be able to effectively address situations where multiple complaints of a repetitive nature are received, it is important to look beyond the immediate issue under complaint and try to gain an insight into the systemic weaknesses giving rise to such complaints. This is sought to be done at the time of investigation by extending the inquiry to an examination of the policies and processes that generate such body of complaints. Recommendations are then made to bring about modifications and change to remove the basic cause of the frequency observed in particular complaints. The sample of the Wafaqi Mohtasib's findings in this chapter include recommendations on such matters of process and procedure.

3. The decisions of the President in representations against recommendations of the Wafaqi Mohtasib constitute an important source of establishing principles and determining the direction of systemic modification and change for a more just governance process. Examples of the President's decisions that follow illustrate the kind of determinations given by him on important issues that have a bearing on better standards of governance in public agencies. As in the previous year, it is encouraging to note that three fourths of our findings continue to be upheld by the President.

KEY DECISIONS OF THE PRESIDENT

Pakistan Railways

A person to whom money has been paid by mistake must repay it but without interest

The complainant took Rs.6000 as a General Provident Fund (GPF) advance during his service in 1995. The agency recovered Rs.9000 in excess of the actual amount of Rs.6000 and also booked interest on that amount available in the GPF account of the complainant. When the complainant retired in 2005, the agency did not pay interest accrued on the extra recovered amount. The Mohtasib rejected the complaint against the agency's action on the ground that there was no rule to allow interest on extra recovered GPF amount.

2. The complainant made a representation to the President contending that when there was no rule then why did the agency book interest on the extra amount.
3. The President rejecting the representation held that the interest was booked by mistake and a person to whom money has been paid by mistake must repay it but without interest.

Postal Life Insurance (PLI)

Once the agency accepts late premia, it cannot deny payment of an insurance claim on the ground that premia were paid after the policy had become void

The complainant's husband obtained a life policy on a monthly payment of Rs.1082. The policy holder died on 23.10.2004. The agency declined to pay the claim on the ground that policy holder had not been paying the monthly premia on due dates. He paid the premium of March in April, 2002, premium of November, 2002 in April, 2003 and premium of February, 2003 in September, 2003. The agency contended that the policy became void when the premia were not paid in a timely manner. The Mohtasib after investigation recommended that the agency should pay the death claim on the ground that it had been accepting the late premia without demur.

2. The agency made a representation to the President against the Mohtasib's recommendations.
3. The President sustaining the Mohtasib's recommendations held that the agency continued to accept late premia although the policy had become void. Late acceptance of premia by the agency without demur developed legitimate expectations in the policy holder that delayed payments would not repudiate his policy. The agency was, therefore, estopped from voiding the policy.

In income saving schemes, the agency cannot ask the surviving nominees to produce succession certificate of a deceased nominee or a guardianship certificate of a minor nominee

In May, 1999 the complainant's wife purchased regular income certificates. She died in November, 2004. She had nominated her husband, son and a minor grand daughter to receive the income in case of her death. Her son who was the second nominee also died before receiving his share. The complainant (husband) as one of the nominees requested the agency to pay the share of the son to him and the other surviving nominee. The agency, relying on the provision of the Saving Banks Act, 1873, demanded two documents i.e., succession and guardianship certificates. The complainant complained to the Wafaqi Mohtasib contending that the agency's demand was irrelevant.

2. The Mohtasib rejected the complaint on the ground that where the nominee dies, only his legal heirs can approach the agency to receive the payment. The complainant was required to produce the succession certificate in respect of his late son and guardianship certificate for the share of his grand daughter.
3. The complainant made a representation to the President against the Mohtasib's findings.
4. The President while accepting the representation held that the deposits in the regular income certificates are not regulated by Saving Banks Act, 1873. On income saving schemes the applicable law is the Public Debt Act, 1944. According to that Act if a depositor nominates more than one person in

any scheme, and one of the nominees dies before receiving the amount, the remaining nominees can receive the investment. The demand of the agency for succession certificate in respect of the deceased nominee (son) and guardianship certificate in respect of minor grand daughter of the complainant was unnecessary.

Pakistan Telecommunication Company Limited (PTCL)

The subscriber cannot deny payment of the bill on the ground that the agency should have closed his connection because he had not paid the previous bill

The agency issued telephone bills for the months of August and September, 2006 to the complainant which included charges of premium calls. He contended that the premium calls were not made by him. His request was considered by the agency but was rejected. He complained to the Wafaqi Mohtasib for deletion of call charges. He also contended that, in August when the agency charged him a heavy bill exceeding Rs. 4,000 and he did not pay, the agency should have closed his connection so that his telephone could not be used in the next month. The Mohtasib rejected the complaint on the ground that the agency's computerized system was correct and the premium call numbers dialled during the disputed period were also seen to be dialled in the undisputed period.

2. The complainant made a representation to the President against Mohtasib's findings.
3. The President while rejecting the representation held that there was no evidence that the agency's billing system was not correct. As for the agency's policy to close his phone when he did not pay the bill which exceeded Rs. 4,000 it was a policy for the benefit of the agency and not the subscriber. The subscriber could not deny payment of the bill for the reason that the agency had failed to close his telephone as he had not paid the previous bill.

A telephone connection is a personal contract between the service provider and the subscriber. The charges payable by the subscriber cannot be demanded from another person unless such other person has given surety to pay

The complainant rented out her house. The tenant got a telephone connection in that house from the agency but left the house without payment of telephone arrears. The agency asked the complainant to pay the arrears. The complainant complained to the Wafaqi Mohtasib challenging the payment. She contended that at the time of installation of the said phone she was not asked by the agency or her tenant (the subscriber) for an NOC. The agency could not produce any NOC and the Mohtasib recommended that the amount should not be recovered from the complainant. But later on the agency requested the Mohtasib to review his previous findings and also produced an NOC signed by the complainant. The complainant denied her signatures on the NOC. The Mohtasib rejected the review petition filed by the agency and sustained his previous recommendations.

2. The agency made a representation against the Mohtasib's recommendation.
3. The President rejecting the representation held that the complainant in giving the NOC never undertook to pay telephone charges in case the tenant was declared a defaulter. A telephone connection is a personal contract between the service provider and the subscriber. The charges payable by the subscriber

cannot be demanded from an other unless the other person has given surety to pay. If the agency was of the view that the charges payable by the subscriber should be recovered from the complainant on the basis of the NOC produced later on, the proper course of action was to file a suit in a court of law.

A husband and wife are partners in family relations. A husband is liable for his pecuniary liabilities and his wife for her own

A telephone number "A" was in the name of the complainant while telephone number "B" was in his wife's name. His wife was a defaulter of her own number "B" installed at a separate premises. The agency disconnected complainant's number "A" due to the reason that his wife was a defaulter of the agency. The agency justified its action by interpreting the term "defaulter" and "person". According to the agency a defaulter is a person who fails to pay the telephone charges and the "person" includes partnership/association. As husband and wife are in partnership, if one of the partners is a defaulter, the other will also be a defaulter. On that analogy phone number "A" of the complainant was disconnected. The complainant complained to the Wafaqi Mohtasib for restoration of his phone number "A".

2. The Mohtasib recommended restoration of said number on the ground that the agency provided phone connections under separate contracts to the complainant and his wife. Therefore, default on the part of his wife could not be considered as a default by the complainant.

3. In the representation made to him, the President sustained the Mohtasib's findings and held that the contention of the agency with regard to the definition of "person" was not legally correct. Partnerships/associations are contractual relations and not family relations. The husband and wife are partners in family relations. When they are not business partners, the husband is liable for his pecuniary liabilities and his wife for her own.

Mohtasib's jurisdiction is applicable in those service matters where the agency makes no decision

The complainant was promoted as a Supervisor in 1998. At the time of promotion he was drawing the maximum pay of his new scale. As such a move over was due to him but the agency did not grant it to him. He complained to the Wafaqi Mohtasib contending that the agency was not deciding his case of move over. The Mohtasib recommended that the agency should immediately process his case as per policy and grant him move over if he fulfilled the eligibility conditions.

2. The agency filed a representation to the President against the Mohtasib's findings on grounds of lack of jurisdiction in service matters.

3. The President rejected the agency's representation and held that while according to the law, the Wafaqi Mohtasib cannot accept a complaint in respect of a personal grievance of an employee concerning his service in an agency, the bar to investigation does not apply in service matters where the agency makes no decision.

State Life Insurance Corporation (SLIC)

Backdating of an insurance policy cannot be of disadvantage to the policy holder as it reduces the risk period of the policyholder without giving any reciprocal advantage to him

The complainant's son obtained an insurance policy on 16.6.2005. The commencement date of the policy was back dated to 1.6.2005. The last date for payment of premium was 1.6.2006 extendable upto 1.7.2006 including 31 days grace period. The policyholder died on 10.7.2006 without paying the second premium. The agency declined to pay the claim. The complainant complained to the Wafaqi Mohtasib contending that the policy was issued on 16.6.2005 and the premium could be paid upto 16.7.2006 even after the death of the policy holder. The Mohtasib rejected the complaint on the ground that the policy holder signed the proposal to commence the policy from 1.6.2005 and did not pay next premium due on 1.7.2006 even after the expiry of grace period.

2. The complainant made a representation against the Mohtasib's findings.
3. The President accepting the representation held that while the policyholder had signed the policy agreement issued to him on 16.6.2005 with a back date for commencement, the effect of backdating the policy was that the agency received the premium for the full year and reduced the risk period of the policyholder without giving any reciprocal advantage to him. The agency's criteria of back dating policy was for its own advantage which was not valid. The second premium could be paid upto 16.7.2006.

If the insurant is not aware of the existence of the disease he does not fail in his duty of good faith to disclose it

In December, 2005 the complainant's husband obtained a life insurance policy. He died in November, 2006. The agency declined to pay the claim on the ground that when the insurant obtained the policy he was suffering from liver disease which he did not disclose. The complainant made a complaint to Wafaqi Mohtasib. The Mohtasib rejected the complaint on the ground that the record of the hospital where the insurant remained admitted in November 2006, showed that he had been suffering from liver disease for the last 4/5 years.

2. The complainant made a representation against the Mohtasib's findings.
3. The President accepting the representation held that in repudiating the claim the agency relied on the history of the insurant's illness recorded by the medical doctor when he was admitted in the hospital. In November, 2006 the doctor noted that it was a case of chronic liver disease for the last four to five years. The doctor did not observe whether the insurant had been attended for that disease or was taking any medicines for its cure. The insurant at the time of the admission told the doctor that he was in his usual state of health ten days back when he developed an abdominal swelling. An insurant may be suffering from a disease, which he must disclose to the insurer, but if he is not aware of its existence he does not fail in his duty of good faith to make the disclosure. There was no history of the insurant's treatment for liver disease. The agency had no material to conclude that the insurant knew that he was suffering from liver disease when he obtained the policy.

Sui Northern Gas Pipe Line (SNGPL)

When the consumer is found stealing gas, the agency is not bound to get his signatures for establishing the charge

The complainant was paying his domestic gas bill regularly but his supply was disconnected in November, 2006 without any notice. Similarly a second meter installed alongwith the existing meter was also disconnected on the allegation that gas was being supplied unlawfully to other houses. He complained to the Wafaqi Mohtasib for restoration of his gas connection. On the other hand agency found that complainant had installed a fake meter with the original meter. He was supplying gas to ten houses through a fake meter. The agency disconnected the supply and charged him Rs.88,470 as violation charges. The Mohtasib rejected the complaint on the ground that during the inspection by the Senior Engineer of the agency it was found that the complainant extended the supply of gas to other houses through a fake meter.

2. The complainant made a representation against the findings of the Mohtasib. His contention was that as the inspection team of the agency did not get his or his family member's signatures on the report, therefore the allegation was a fabricated story.

3. The President sustaining the Mohtasib's findings held that the agency was not required to obtain signature of the complainant when he was found stealing gas.

The fault of issuing a test report necessary for a domestic gas connection, without testing the lines, lies on the licensed person and also on the consumer who accepts such report, but not on the agency

The complainant complained to the Wafaqi Mohtasib that the agency had reintroduced a condition of furnishing a test report. The test report was prepared by a licensed person of the agency. That formality was abolished in 2001 but the agency had reintroduced it to favour its own licensed persons. The complainant contended that the test report was issued by the concerned person without actual testing and did not serve any purpose. The Mohtasib rejected the complaint at the preliminary stage as being a policy matter.

2. The complainant made a representation against the Mohtasib's decision.

The agency explained in its comments that natural gas is a hazardous product which should be supplied through tested and safe lines. Moreover a test report was necessary for domestic connections only.

3. The President rejecting the representation held that the agency's condition of asking for a test report was for the benefit of the consumer and not for the agency. If a test report is issued without testing the lines, the fault lies with the licensed person and also with the consumer who accepts such report, but not on the agency.

If the agency is not guilty of mal-administration, the Mohtasib has no jurisdiction to make recommendation that affects the normal working of the agency

The complainant made a complaint to the Wafaqi Mohtasib that his gas bills from October 2006

onward were excessive. The agency inspected his premises and found that the meter was working correctly and the bills were according to the reading. The Mohtasib after investigation found no mal-administration on the part of agency. He however recommended that the agency should allow the complainant to pay the arrears in twelve equal monthly instalments as he was not able to pay the arrears in lump sum.

2. The agency made representation against the Mohtasib's recommendations.
3. The President accepting the representation held that if the agency is not guilty of mal-administration, the Mohtasib had no jurisdiction to make any recommendation which affected the normal working of the agency.

WAPDA/PEPCO

The consumer has to pay the cost of material at the current rate when the material is used

The complainant had an industrial electricity connection with a sanctioned load of 20 KW. To manage that load he had an independent transformer of 25 KVA capacity. Later on when the load increased beyond 20 KW, he required a higher capacity transformer of 50 KVA. For installation of a 50 KVA transformer he paid a demand note of Rs.49,140 in July 2004 but the agency did not install the transformer. When the agency checked the record it was found that the complainant had never formally applied for enhancement of the load and also no approval of competent authority for such enhancement was available. Therefore the agency repeatedly asked the complainant in writing to fulfil these conditions. Finally he applied in September, 2007 and was issued another demand note of Rs.168,526 payable after deducting the cost of 25 KVA transformer already installed and the amount of Rs.49,140 paid earlier. The complainant made a complaint to the Wafaqi Mohtasib contending that the agency previously asked him to pay Rs.49,140 and was now demanding Rs.168,526 which was unjustified. The Mohtasib rejected the complaint.

2. The complainant made a representation against the Mohtasib's decision.
3. The President rejecting the representation held that the consumer had to pay the cost of the material at the time when it is used whether the earlier demand of Rs.49,140 was valid or invalid.

The agency may discontinue the supply of electricity to the consumer if he does not permit the agency staff to place the meter outside his premises

The agency charged the complainant a bill of Rs.13,324 on average load basis. The complainant made a complaint to the Mohtasib contending that his bill containing a fine was unjustified. The agency clarified that the charges were arrears of unpaid bills without fine. Moreover the consumer had not been permitting the agency's staff to take the meter reading as the said meter was installed inside his premises. The Mohtasib rejected the complaint on the ground that the disputed amount of unpaid bills accumulated due to negligence of the complainant.

2. The complainant filed a representation to the President.
3. The President sustaining the Mohtasib's findings held that the agency shall place the meter outside the complainant's premises and adjust the bill according to the meter reading. The agency may discontinue

the supply of electricity to the complainant if he does not permit the agency's staff to place the meter outside his premises.

Judicial remedy has preference over administrative remedy

The agency charged the complainant a bill of Rs.12,103 for stealing electricity by reversing the meter. The complainant filed a case in the civil court against the agency. After a few days he also complained to the Wafaqi Mohtasib for withdrawal of the said bill. The Mohtasib rejected the complaint on the ground that the matter was already in a court of law.

2. The complainant made a representation against the Mohtasib's findings contending that in those days the Mohtasib was not accepting complaints against the agency.
3. The President sustaining the Mohtasib's decision held that if the Mohtasib did not accept the complaint for investigation against the agency the complainant could make a representation to the President instead of filing a suit in the civil court. If he had chosen to file a suit he should have pursued it because judicial remedy has preference over administrative remedy.

The consumer is liable to pay for energy that is stolen at his premises whether he himself, his agent or tenant is the thief

The complainant rented out his premises in November, 2006. In December 2006, he came to know that his tenants were stealing electricity. He himself informed the agency. The agency inspected the premises and found that the complainant's tenants were stealing electricity from the main line through direct hooking. Consequently the complainant was charged a six month bill from June, 2006 to December, 2006 on connected load basis. He complained to the Wafaqi Mohtasib contending that the premises was under the use of tenants and they were involved in stealing electricity, and that, therefore, he was liable to pay the charges of only one month. The Mohtasib recommended that the complainant be charged for two months i.e., for the period of tenancy (November to December, 2006).

2. The agency made a representation against the Mohtasib's findings.
3. The President while accepting the representation held that the privity of contract was between the complainant and the agency. The agency was not concerned with the complainant's view point that he had rented out his premises. The consumer is liable to pay for the energy that is stolen at his premises whether he himself, his agent or tenant is the thief.

Estate Office/Housing and Works

The power to relax rules cannot be exercised in a way that affects the rights of others.

A government flat in FC Area, Karachi was allotted to the complainant on medical grounds in lieu of another government accommodation. The said flat was in the possession of unauthorized occupants. While the complainant was trying to get the flat vacated, it was allotted to another person. The agency took the stance that the Minister allotted the accommodation to the other person on compassionate grounds in relaxation of rules. The Mohtasib rejected the complaint on the ground that the Minister used his discretion under the rules to allot the accommodation on compassionate grounds.

2. The President while accepting the complainant's representation held that the government's power to relax any rule is exercisable for the purpose it has been conferred. The agency had failed to place on record anything that indicated that the accommodation was allotted to another person in public interest. The agency in allotting the accommodation to another person had illegally overridden the earlier allotment of the same accommodation to the complainant. The power to relax the rules cannot be exercised in a way that affects the rights of others.

SELECT FINDINGS OF THE Wafaqi Mohtasib (Ombudsman)

Accountant General Pakistan Revenue (AGPR)

When staff nurses, upon initial induction are entitled to two additional increments upon acquiring the 'midwifery diploma' as a policy measure, those staff nurses who acquired this qualification during service are equally entitled to grant of the two additional increments on the same ground

In the year 1983, the Government announced a policy that upon acquiring the "midwifery diploma", staff nurses would be granted two additional increments upon their initial induction in service. The complainant acquired this diploma in the year 1984, while in service, and was granted two additional increments in the same year.

2. After the passage of almost 23 years, the Medical Superintendent Federal Government Services Hospital (FGSH) suddenly issued orders for the stoppage of these two additional increments. The complainant termed this an act of arbitrariness and discrimination as a number of other nurses who had acquired similar qualifications during their service continued to avail these additional increments. On her inquiry, she was told that her increments had been stopped due to an audit objection that this incentive was available on initial induction only and thus she was also required to pay back the amount of these increments drawn by her since 1984.

3. Upon the intervention of the Wafaqi Mohtasib, the Health and Finance Divisions decided that she was entitled to the grant of two advance increments w.e.f. 2.12.1984 i.e. the date on which she acquired the midwifery diploma. Thus not only the complainant, but a number of other nurses who had acquired the midwifery diploma in the nursing cadre benefited from the decision of the Wafaqi Mohtasib.

Accountant General Sindh

The responsibility of maintaining GP Fund accounts accurately rests on the agency concerned

The complainant, a retired Accounts Officer in the Education Department, alleged delay in the settlement of his GP Fund. The agency took the position that for want of the original Service Book, which was in possession of the complainant and which he never submitted despite reminders, it was not possible to reconcile the entries in the ledgers of AG and the DDO.

2. After investigation, it was determined that the primary responsibility to maintain the GP Fund record accurately rested with the agency and it should take urgent steps to revamp its accounting system so

that its records of GP Fund are maintained accurately and regular information on accumulated amounts in the GP Fund account, with accrued interest, is provided to the subscriber at the end of the year.

3. It was recommended that the agency should immediately upgrade and streamline its accounting system pertaining to GP Fund contributions accordingly.

Allama Iqbal Open University (AIOU)

If a candidate for admission to a higher course omits to include an earlier degree/certificate from the same university, he should not be denied admission as the university can check his requisite qualification from their own record

The complainant applied for admission to the MBA (B&F) Programme during Spring, 2008 Semester. The complainant was telephonically intimated by the agency that he had not attached his B.Com Degree/Provisional Certificate, with his admission form. As stated by the complainant, he forwarded the Provisional Certificate to the agency on the very next day i.e. 12.06.08. The agency denied having received the certificate from the complainant. During the hearing proceedings both sides reiterated their earlier stands.

2. The complainant, in his admission form, had stated that he had passed his B.Com Programme from AIOU, giving its details i.e. the year, roll no., grade, percentage and the subjects passed. This could be verified by the agency from its record. It was observed that the agency merely applied a mechanical approach and denied admission to the complainant.

3. It was recommended that the agency should admit the complainant to the MBA (Banking & Finance) Programme, Spring 2008 Semester after checking from their own record that he had passed the Bachelor's examination and provide him the books/reading material.

Any change in the regulations of the agency affecting the academic prospects of students should be prospective

The complainant took admission in the BCS degree programme of the AIOU in Autumn 1999 Semester. He cleared most of the subjects for the award of degree over the year but a dispute arose between him and the University in respect of the clearance of a particular subject which he was asked to pass and which he claimed he had already cleared. In the mean time, the agency came up with the decision of the Academic Council of November 2004 fixing a maximum period of 7 years for passing the Bachelor's programme from the date of first registration in a semester. In the light of this decision, the University held him ineligible to take in any further examination in the subject as 7 years had elapsed since his admission.

2. It was determined by the Wafaqi Mohtasib that the decision of placing a maximum limit of 7 years in November, 2004 by the Academic Council to pass the Bachelor Examination should be taken to be prospective in nature. As the terms at the time of the complainant's admission did not restrict the period to pass the Bachelor examination in 7 years, it would be unfair to impose this condition on him at a later stage. It was recommended that the agency should allow the complainant to appear in the examination to complete his BCS degree and the same dispensation should be extended to all such students who had

taken admission in the Bachelor's programme prior to November, 2004 when the Academic Council decided on the limit of 7 years.

Capital Development Authority (CDA)

Implementation of an approved development scheme of 214 plots in the model village of Kuri and Tarlai area of Islamabad for construction of houses through zakat fund under the Prime Minister's programme of Shelter for Shelterless and Mustahakeen 1988

A development scheme of 214 plots in the model village of Kuri and Tarlai area of Islamabad for construction of houses through the Zakat fund by the Administrator General, Zakat under the "Prime Minister's Programme of Shelter for Shelterless and Mustahakeen" was approved by the federal government in the year 1988. The CDA had already received the development cost of the above scheme @ Rs. 175 per sq. yard, for the development of these plots in the year 1988 but had failed to undertake this development work over the last 19 years.

2. On receipt of a complaint from the residents of the area, the matter was taken up and pursued with the CDA with the result that a development scheme for the area was prepared and got approved from the DDWP of CDA in its meeting held on 27.2.2008 at a cost of Rs. 31.102 million.
3. The agency, having admitted its neglect for sitting on this scheme for about 19 years, undertook to execute and complete the project within a period of 12 months after completion of codal formalities. Desired relief was thus provided to a large number of plot holders of the area belonging to the poor strata of society.

While the CDA Board had taken a just and reasonable decision of charging only Rs. 5,000 from such applicants of I-15 Sector who were not otherwise eligible for the scheme, there were reasonable grounds for extending this benefit to those applicants who had already been refunded cost of plot after deduction of 10% penalty as service charges

The complainant, having been declared successful in a draw for allotment of a flat in the I-15 sector, accepted the offer letter and deposited the required instalments. After the lapse of one year, she was informed that being an employee of the provincial government, she was not eligible to be considered for this scheme, and, therefore, her flat was to be cancelled in the light of the terms and conditions of the scheme. The agency, upon cancellation of the flat, refunded her the cost of the flat (as deposited by her) after deducting 10% as penalty apparently in accordance with terms and conditions of above scheme. The complainant stated that this deduction of 10% was unjust and required to be reimbursed to her.

2. The agency stated that the case of refund in sector I-15 had been considered by the CDA Board in its meeting held on 8.2.2008 and it had been decided that in the case of such applications that were admitted owing to improper scrutiny, only a token amount of Rs. 5,000 be charged from the allottees as service charges instead of the 10% penalty. The agency further stated that this decision was taken by the Board on 8.2.2008 and would be applicable to the cases of refund claimed after this date.
3. Upon consideration by the Wafaqi Mohtasib, it was observed that while the CDA Board had taken a just and reasonable decision of charging only Rs. 5,000 from such applicants of the I-15 sector who were

not otherwise eligible for the scheme, there were reasonable grounds for extending this benefit to all such applicants retrospectively.

4. The agency agreed that the cases for allowing refund to the applicants of sector I-15 in line with the decision of the Board dated 8.2.2008 to all similar applicants shall also be placed before CDA Board for reconsideration within a period of 60 days. Subsequently the CDA confirmed that the CDA Board in its meeting held on 18.12.2008 had approved refund of the balance of the 10% amount to all such applicants of plots after deduction of Rs. 5,000 only.

Upgradation of nullahs in Islamabad as a major environmental asset

The Senior Citizen Foundation of Pakistan, Islamabad, complained that fresh water nullahs in Islamabad, which were a major attraction and an environmental asset at one time, had become obnoxious open gutters due to the negligence and mal-administration of the CDA mainly as a result of sullage from the CDA underground system as well as from residences. These open nullahs, now gutters, were not only an eye sore but their obnoxious smell and sullage posed a serious health problem to the residents of Islamabad.

2. The agency candidly admitted the problem and identified that a plan of action on the following aspects was required to be initiated without further delay:-

- a) Rectification of unauthorised sewer connection from residential/commercial buildings dropping into nullahs;
- b) Rectification of broken CDA sewer dropping into nullahs.
- c) Laying of sewerage system for “katchi abadis” located in Islamabad for collection of sewage from these abadis dropping into nullahs.
- d) Stoppage of sludge dropping into nullahs from any other source.

3. After careful consideration of the case, the agency finally undertook to prepare a plan of both short term and long term remedial measures with a specific time frame attached to these measures and to submit it for the approval of the CDA Board within 60 days.

4. Later on, CDA informed that their plan of short term and long term measures for cleaning of streams of Islamabad had been approved by the CDA Board in its meeting held on 26.11.2008 as recommended by the Wafaqi Mohtasib.

Ensuring an appropriate investigation into 60 default, recovery and corruption cases of the CDA functionaries leading to considerable loss to the organization

The complainant, an Industrial Management Officer in the Capital Development Authority (CDA) reported that he worked with great honesty and integrity to sort out pending cases of recoverable dues of CDA from the defaulters of the leased industrial plots including the plots which were lying cancelled since many years and were required to be put to auction. Some of these plots were required to be cancelled due to non payment of premium. In addition, there were a large number of disputed cases of industrial plots requiring regularization of their present status. He had initiated the required action for soliciting the

approval of the competent authority. However no action was taken on his various submissions and on the irregularities committed by various officers of CDA which had resulted in considerable loss to the organization.

2. It was observed by the Wafaqi Mohtasib that the complainant had dug out 60 cases of default, recovery and corruption and brought these to the notice of the higher authorities but no action had been taken by the agency.

3. On being advised, the agency undertook to hold an appropriate inquiry into the matter under intimation to the complainant and the Wafaqi Mohtasib within a period of 60 days. The inquiry is currently in process.

If the agency deducts profit wrongly from the account of a savings account holder, it should compensate him for the period of such wrongful deduction

The complainant a retired employee of the Allied Bank Ltd. (ABL), was a Pensioner's Benefit Account (PBA) account holder in the Directorate General of National Savings which was subsequently closed by the agency and a sum of Rs. 470,960 paid as profit was deducted from his investment as the ABL was a private institution at the time of the complainant's retirement. Subsequently the agency refunded him the said amount including service charges. However profit was not paid to him for the period the agency retained his money.

2. Upon investigation, it was observed that when the money invested by the complainant in PBA remained with the agency, he was entitled to payment of profit thereon as per PBA profit rates. However since this investment had been declared irregular and it was reimbursed to him after its retention for a period of 10 months, the complainant was entitled to profit at the saving account's rate of 6% and not at the PBA profit rate of 11%. This decision was made on the ground that any citizen can make an investment of any amount in a Regular Income Certificate (RIC) account where he would be paid the regular rate of 6%.

3. It was, therefore, recommended that the complainant should be paid profit on his investment for the period it was retained by the agency in accordance with the profit applicable in the case of RICs. The agency accordingly paid him this profit.

HBFC/Ministry of Interior/ICT

Implementation of the Cabinet decision pending since the year 2001 on the National Housing Policy regarding reduction of 'stamp duty' and 'registration fee' in respect of simple mortgages in favour of banking companies in the Islamabad Capital Territory

Implementation of the Cabinet decision of 2001 on the National Housing Policy regarding reduction of "Stamp duty" and "Registration fee" in respect of simple mortgages in favour of banking companies like HBFC on mortgage money in the ICT area was pending implementation with the ICT authorities since the last many years, while all the provincial governments had implemented this decision.

2. On the intervention of the Wafaqi Mohtasib, the office of the ICT with the approval of the Ministry of Interior and the Law and Justice Division, issued two notifications on 2.2.2008 whereby

- (i) the “Stamp Duty” in respect of simple mortgages in favour of banking companies was reduced from 1% to 0.25% on mortgage money, and
- (ii) the “Registration Fee” on documents in respect of simple mortgages in favour of banking companies was also reduced from 1% to 0.25% on mortgage money.

By way of the above dispensation, not only compliance with a Cabinet decision pending since long was ensured in the Islamabad Capital Territory (ICT)’s jurisdiction, the cost of “Stamp Duty” and “Registration Fee” for beneficiaries of HBFC and other banking companies loans was also substantially reduced.

Postal Life Insurance (PLI)

Where the insurer has continued to accept premia, he must be estopped from denying that a policy remained in force on the ground that it had lapsed under the non-payment of some earlier premia

The complainant’s life policy of Rs. 10,000 was to mature on his attaining the age of superannuation on 31.10.2006. He filed a maturity claim with the agency which informed him that a number of monthly premia for periods before January 1996 had not been paid and that if he had any proof of payment of missing premia, he should provide them to the agency. Alternatively, he could get the surrender value of the policy. The complainant contended that all premia had been paid without default. Had any premium been missing, the agency would have informed him about such default. Hence he should be paid the maturity claim.

2. The agency did not accept the claim on the ground that 95 months’ premia of the complainant were missing and he should submit proof of these payments.

3. Upon investigation, it was observed that premia of the policy were being paid from the pay of the complainant as decided at the time of the policy contract. Premia deducted from the complainant’s salary were deposited in the agency’s Abbotabad office. Only on filing of the maturity claim, the agency raised the issue that some monthly premia up to December 1995 had not been credited in their account in the Abbotabad office. They asked for proof of these payments from the complainant. The agency did not point out that these monthly premia upto December 1995 had not been credited in their Abbotabad office against the complainant’s account and they still continued receiving the premia from January 1996 up to maturity in October 2006.

4. In the circumstances, it was considered by the Wafaqi Mohtasib that the agency was not justified in its stance that the policy had lapsed before January 1996 and that they could only pay the surrender value of the policy and refund the premia received from January 1996 onwards. It was determined that as the agency continued receiving premia from January 1996 up to October 2006 its conduct amounted to acceptance of the continuation of the policy. Where the insurer has accepted the premium, he must be estopped from denying that the policy was subsisting. Denial of the payment of the benefits of the policy to the complainant was a case of mal-governance and it was recommended that complainant be paid due benefits of the policy after recovering the amount of missing premia without any penalty.

If an assured is entitled to benefits during the currency of a policy, the agency cannot deny them on the plea that they were not formally applied for.

The complainant purchased an insurance policy the terms of which were that on the survival of the assured person, 25% of the sum assured shall be paid on the expiry of 1/3 of the specified term, another 25% shall be paid at the expiry of 2/3 of the specified term and the remaining 50% shall be paid at the end of the term of the policy. The complaint was that the first two payments were not made and only 50% of the sum assured was paid at the end of the term of the policy.

2. The agency took the position that the complainant did not apply for the payment of the first and second end term maturity claims in time which was violative of the instructions printed in the policy document.

3. It was observed by the Wafaqi Mohtasib that in the terms and conditions given in the policy document, there was no stipulation that the payment was subject to the condition of filing an application. The disputed amounts remained with the agency for 7 and 14 years respectively for which the agency was bound to pay to the complainant. It was recommended that the complainant be paid the amount due alongwith profit in accordance with the bank rates.

Pakistan Post

A pensioner while living abroad can draw his pension through a duly authorised representative provided his pension forms have been authenticated by the Embassy of Pakistan

A senior citizen and an ex-army man was drawing his pension while living in Bahrain. Since the last 30 years his family (through an authorized representative) would submit to the agency the prescribed pension forms duly attested by the Embassy of Pakistan in Bahrain and he would be paid his pension. In early 2008, his pension was suddenly stopped by the agency on the ground that the pensioner was required to be personally present to draw his pension and could not be represented through an authorized agent.

2. Upon being called, the agency conceded that as the pensioner had submitted to the agency the prescribed pension forms duly attested by the Embassy of Pakistan in Bahrain, as required under the rules, he was not required to be present in person to draw the pension. In such cases, an authorized representative could draw the pension on his behalf. The complainant was accordingly paid his pension.

Where a civil servant has retired from service, his payment of pensionary benefits cannot be withheld for non-vacation of government accommodation

The complainant rendered a service of 38 years in the Pakistan Post Office and retired on 12.5.2008. His pension was approved but his gratuity and commutation was withheld by the agency on the ground that it could not be paid to him till he vacated the government accommodation allotted to him. The complainant maintained that he could retain this government accommodation till at least 6 months as per rules after retirement and, therefore, the question of withholding of his gratuity and commutation was unjust, illegal and arbitrary.

2. The agency stated that pension had already been sanctioned. Only the commutation and gratuity had been stopped in the light of Director General, Post Office Circular dated 31.8.2001 and the complainant

had been directed to submit a “guarantee of a permanent government servant who is not due to retire within one year” that he will vacate the Government residence within a grace period of 6 months. The agency failed to explain under what rule of the Federal Government the said circular had been issued and a guarantee was being sought when a distinct procedure already existed for vacation of accommodation in case of default.

3. Upon investigation, the agency not only agreed to review the departmental instructions of the Director General, Post Office dated 31.8.2001, which were ultra vires of the rules, but also released the withheld gratuity and commutation amount of the complainant.

Bringing uniformity in admitting and interpreting claims of commission of franchised post offices by various circles under the jurisdiction of Pakistan Post in accordance with relevant instructions issued on the subject by the agency

On receipt of a complaint from a franchised post office (FPO) in Mandi Bahauddin regarding non-payment of commission by the Pakistan Post Office Department, it was observed that although the complaint was without any merit, various circles of the Pakistan Post Office were interpreting and admitting claims of commission by the FPOs differently.

2. Upon investigation of case, it was recommended that:

- (i) the agency should issue instruction to all the circles under the jurisdiction of Pakistan Post that, in the interest of uniformity, the government policy in commissions should be strictly observed; and
- (ii) over payment, if any, made by wrong interpretation of rules and regulations should be recovered from the concerned FPO holders.

Karachi Electric Supply Company (KESC)

Evolution of comprehensive detection bill policy by the KESC to bring clarity in their dispensation

The method of billing for cases of illegal abstraction of energy was provided in the agency's policy circular dated 9.7.2002. However, this policy circular of the agency catered for various categories of detection billing without providing for a clear distinction on the basis of billing for each category of illegal abstraction or defects in a meter. As against this, WAPDA had issued policy circulars dealing with detection billing on account of slow meters, defective meters and tampered meters with due distinction and prescribed the basis for billing under each category separately. It was, therefore, felt that the agency should consider a revision in its detection billing policy in order to make it more clear as had been done by WAPDA.

2. It was recommended that the agency should re-visit its detection billing policy with a view to making it more comprehensive as had been done by WAPDA.

Pakistan Telecommunication Company Limited (PTCL)

When the agency fails to provide a service, it has no moral ground to demand charges for the interrupted period when the customer is not at fault and, therefore, recovery of line rent, when the service remains suspended for no fault of a customer, is not justifiable on any ground

Line rent is charged on a monthly basis for the service provided by the PTCL. Frequent complaints were received against recovery of line rent by PTCL even for the period when service remained suspended for no fault of the customer. During investigations into such complaints, it transpired that while some of the field formations of the PTCL do provide relief under the above circumstances, most of their field units take support of clause 11(ii) of the Hiring Contract which states that the company shall not be liable for loss or claim for damages or refund of rent or other dues on account of the interruption or disturbance or stoppage of communication due to any cause whatsoever; nor shall it be liable for any loss or damage caused by delay in establishing or restoring communication.

2. Clause 11(ii) of the Contract was seen to be not only one-sided but also repressive in nature. It was determined that when the agency fails to provide a service, it has no ground to demand charges for the interrupted period. Therefore, recovery of line rent, when the service remains suspended for no fault of a customer, is not justifiable on any ground.

3. Consequently it was recommended that the agency should amend clause 11(ii) of the Hiring Contract by adding a proviso that the agency shall not charge line rent for the period the service remains suspended for more than 15 days in a billing month, not due to any fault on the part of the customer.

Railways Division

Where a particular procedure is required to be observed by the public licensee of the agency for filing of compensation claim, it should be prominently displayed at its outlets

The complainant stated that he received a consignment of 6 crates of mangoes weighing 60 kgs booked through Ittehad Cargo Service of Pakistan Railways on 27.6.2007. He observed that the crates were broken and weighed 50 kgs only. M/s Ittehad Cargo Service, a licensee of Pakistan Railways, which was responsible for the loss, agreed to compensate the complainant.

2. It was, however, observed that the complaint was against M/s Ittehad Cargo Service which was a private goods forwarding agency. The consignment was received by the complainant through that agency and not Pakistan Railways. According to sub clause 3 of article 8 of the contract signed by the Pakistan Railways with M/s Ittehad Cargo, the licensee indemnified Pakistan Railways from any loss or damage caused to the consignment booked by the licensee. The licensee was responsible to settle the claims with the public directly. There was no maladministration on the part of the Pakistan Railways on this account.

3. Notwithstanding the above it was observed that the agency failed to guide the complainant on the issue when he submitted his complaint. Had the complainant been briefed properly on claim filing procedure against the licensee, it could have saved him lot of inconvenience. It was, therefore, recommended that the agency should instruct the licensee to display claim filing instructions prominently at all goods booking offices for guidance of the public.

4. The Pakistan Railways reported that the recommendation had been implemented.

State Life Insurance Corporation (SLIC)

An insurance policy should not be considered as lapsed if the insurer's agent has received and defalcated premia paid to him by the policy holder

The complainant, a widow of a policy holder, complained that the policy bought by her husband was regularly paid for. On the death of the agent, the assured person was informed that the agent had defalcated the premia amounts and, therefore, the policy had lapsed. The policy was, however, allowed to be revived and a medical examination of the assured person was conducted. He was found to have hypertension which resulted in extra premium.

2. The assured person died in the same year before paying the extra premium and the question that arose was whether the extra premium was due from him in the circumstances that the default was on the part of the agent to whom payment had been made. Had the amount not been defalcated for the policy obtained in 1991, no extra premium would have been necessary till the death of the assured in 2007.

3. It was concluded that as the revival of the policy was not under normal conditions of a defaulted premium payment, the medical examination though a formality for revival, was not relevant for the premium to be charged. It was observed that Section 95 of the Insurance Ordinance, 2000 makes the insurer liable for the acts and omissions of the agent and because the omission in this case was on the part of the agent, the assured cannot be made to suffer.

4. It was recommended that the policy should, therefore, be considered to run right from 1991 till the death of the assured on the original premia.

State Life Insurance Corporation & Postal Life Insurance (SLIC & PLI)

Where the contract of insurance stood vitiated, the utmost benefit that could be provided to the assured or nominee provided he was, in no way, directly or indirectly responsible for it, would be to return him the premium paid for the policy excluding the commission paid to the agent

In view of increasing complaints against State Life Insurance Corporation (SLIC) and Postal Life Insurance (PLI) regarding cancellation of policy and forfeiture of paid premia because of alleged misstatements in the policy contract, suo moto cognizance of this practice was taken under Article 9(1) of President's Order No. 1 of 1983. It was seen that a declaration existed in the insurance documents to be signed by the insured which gave the right to the agencies to forfeit all premia if it later transpired that the insured had made a misstatement. Prima-facie, this declaration appeared to be in conflict with the provision of sections 64 and 65 of the Contract Act, 1872.

2. After investigation and consultation with the Law & Justice Division, it became evident that the declaration in these forms was contrary to the law as enunciated by the Supreme Court of Pakistan in SLIC vs Begum Jan (PLD 1983 SC 421). By virtue of failure to bring their forms in line with the judgment in Begum Jan's case and section 64 of the Contract Act, the agencies were guilty of mal-administration by omission.

3. It was accordingly recommended that both the agencies (SLIC and PLI) should modify the

declaration in the proposal form to bring it in line with the judgment of the Supreme Court of Pakistan in Begum Jan's case i.e. that where the contract of insurance stood vitiated, the utmost benefit that could be provided to the assured or nominee provided he was, in no way, directly or indirectly responsible for it, would be to return him the premia paid for the policy excluding the commission paid to the Agent.

4. The recommendation has not been implemented as the agency has made a representation to the President.

Sui Northern Gas Pipelines Limited (SNGPL)

Serving detection bills late can result in a higher penalty than justified

The complainant's gas meter went out of order in June 2006 but was replaced in October 2006. According to the agency's policy, in case of defective meters, a consumer can be charged the average consumption of 60 days prior to detection or for 60 days following the change of meter, whichever is higher. Accordingly, the complainant was charged on this basis for 60 days average consumption after the change of meter in October 2006.

2. The complainant complained to the Wafaqi Mohtasib for being charged on the high side. The Wafaqi Mohtasib was of the view that if the change of meter is delayed for too long, the basis of charging for a defective meter can result in an unusually higher detection charge depending on the season for which the consumption is taken. If the meter is changed expeditiously, the true consumption would then be paid for by a consumer, which depending on the season, could be much lower than the detection period.

3. In this case, the complainant was charged on the basis of his consumption for the two months following the change of meter. These months being November and December, his consumption was obviously higher than in the earlier months and was unfairly made a basis for charging him higher for a period of June to October when, had his meter been put right, he would have paid much less.

4. Accordingly, it was recommended that the agency, in the interest of fairness as well as better governance and accountability, should modify this policy of adjustment billing in case of defective meters to provide for time limits. A meter should be set right or replaced failing which, as provided for in the policy of the Electricity Distribution Companies, the concerned delinquent employee(s) should bear the burden of adjustment charges beyond such prescribed limits.

INTERNATIONAL LINKAGES

Chapter 6

INTERNATIONAL LINKAGES

International Cooperation

In view of the world-wide growth and development of the institution of the ombudsman, it has become imperative to exchange and share information about the latest developments in the field of ombudsmanship. There are a number of associations, centres for studies and other institutions working to strengthen the ombudsman institution. Two prominent institutions are the International Ombudsman Institute (IOI) and the Asian Ombudsman Association (AOA). Pakistan is a member of both and actively participates in their activities.

The Wafaqi Mohtasib is the President of the Asian Ombudsman Association and a director on the board of directors of the IOI. During the year 2008 different activities were undertaken by these organizations to promote the concept and institution of the ombudsman and to encourage its development.

Asian Ombudsman Association

10th Annual Meeting of the Board of Directors of AOA

The 10th annual meeting of the board of directors of the AOA was held in Tehran, Islamic Republic of Iran on 21st April, 2008. The meeting was chaired by the Wafaqi Mohtasib as President of the AOA. Members of the board of directors from the Peoples Republic of China, Hong Kong, Islamic Republic of Iran, Japan, Republic of Korea, Malaysia, Thailand and the Republic of the Philippines, attended the meeting, in which several important decisions were taken, which included important areas such as the conduct of research as well as development of relevant knowledge products for the mutual benefit of the members. Progress on the short studies, fact sheets & the Knowledge Management Resource Centre as well as the establishment of a print library with allied facilities at the AOA Secretariat were also reviewed. Two new applications from Uttar Pradesh, (India) and Uzbekistan for AOA membership were also considered and recommended for approval to the General Assembly of the Association.

The Website

The AOA website has been upgraded. Information about AOA members, news reports, studies, guidelines developed by members as well as non-members are now available online. The website (**www.aoa.org.pk**) has more than 250 documents and 400 links to various ombudsman institutions and organizations. The content has been improved and access to it has been made user friendly.

In addition to the website, the AOA Blog (**<http://aoablog.wordpress.com>**) was visited by hundreds of people and some have posted their online comments and suggestions during the year.

News Bulletin

A bi-annual news bulletin is published by the AOA Secretariat, Islamabad. This bulletin provides a platform to all AOA members to share newsworthy events. It also aims to bond all the AOA members together into a family unit and keep them informed bi-annually about each other's activities. The major content includes knowledge briefs to highlight new research by member institutions; guidelines for ombudsmen and their staff, developed by members or non-members; and a 'Spotlight On' section that focuses on new and innovative projects initiated by members. In 2008 an effort was made to make available the contributions of members to an extended audience by increasing the mailing list. The bulletin can be downloaded from the AOA website.

The AOA Library

In 2008, the AOA library was established in the AOA Secretariat, Islamabad to provide a physical environment for study, referencing and research on ombudsmanship. Material relating to the member institutions as well as international ombudsmen was further developed and the library now carries more than 600 documents that include thematic reports, articles, newsletters, research studies and policy briefs. It also provides internet facilities for research. The majority of these documents is also available online to facilitate access to information about knowledge products of the member and non-member institutions. A list of the documents available in the AOA resource centre is also available on the AOA website in PDF format.

Regional Technical Assistance (RETA)

In the preceding year's report, it was mentioned that a project for the establishment of a Knowledge Management Resource Centre in the AOA headquarters had been proposed to the Asian Development Bank (ADB) for financial support. The ADB while supporting the proposal agreed to finance the project for US\$ 0.900 million through the Regional Technical Assistance (RETA) Programme.

The project incorporates the following components:-

(i) Study Tours

In order to cap the largely untapped potential in terms of utilizing cross cutting learning from successful interventions to improve the quality of services of member institutions, study tours have been provided to familiarise senior staff of member institutions with each other's working.

(ii) Secondments

During the past decade some of the member countries had taken significant steps to strengthen their institutions. Some had introduced new systems, procedures and new analytical tools to enhance their efficiency. There is a felt need that members who have yet to adopt modern management tools and legal frameworks should learn from those who are ahead. In order to provide intensive, hands-on capacity building through exposure to the complaint handling mechanism of the member institutions and to familiarize the middle management of developing member institutions with the systems and processes of the developed institutions, a component relating to the secondment of staff of one country to another country has been included in the project.

(iii) Studies

The ombudsman's institution faces issues which require research and analysis on a continuous basis. Some ombudsman institutions in the AOA member countries are comparatively new and in the evolutionary stage while others have evolved systems and procedures which have enabled them to perform effectively. The proposed research studies will address the core issues in the promotion of ombudsmanship in the member states. The studies will help analyze crosscutting components of specific interventions; issues influencing service delivery; performance of specific interventions in member institutions from the perspective of sustainable effectiveness; issues relating to new members and their institutional development; and important emerging service delivery modalities, such as public private partnerships.

(iv) Conferences and Workshops

Cooperation among the member countries is critical for the whole region to maximize mutual learning. Therefore, in order to provide opportunities to the members for discussing mutually the challenges faced by them, provisions for organization of, and participation in, conferences and workshops have been incorporated in the project. The main purpose of the conferences is to initiate and stimulate regional discussion on various issues of common concern with the objective of generating shared solutions.

(v) Meetings and Retreats

As a result of expansion in terms of jurisdiction and roles of the ombudsman institutions, several operational matters have emerged that need to be discussed, brainstormed, and resolved. Therefore, regular and intensive interaction with members and with other related agencies, international bodies and civil society, in the form of meetings and retreats can prove very useful in improving performance through sharing of knowledge and information. These meetings and retreats will be especially geared towards the lower tiers of staffing in the member institutions and will revolve around themes central to effective operations.

(vi) Training Programmes

Since the project aims at promoting capacity development in newly established member institutions, enabling them to become more efficient and responsive in their operations, a provision for training for the members' staff in internationally renowned institutions has been made. This facility will be able to address their knowledge and capacity gaps, meet their training and skill needs and expose their staff to effective contemporary practices in ombudsmanship.

(vii) E-Library and Upgraded Website

An efficient website and an online e-library are the vital tools to disseminating and sharing knowledge amongst members. As the project aims to provide exposure to its members' staff to international best practices, including skills needed to handle complaints, conduct investigations and resolve issues of maladministration, provision for upgradation of the website and provision of an e-library has been included in the programme. This will facilitate online access of the members to latest news, knowledge products and information on relevant issues.

The Responsive Enabling Accountable System for Child Rights (REACH) Project

Protection of the rights of children constitutes an important aspect of the responsibilities of the state. As a significant component of the vulnerable segment of society, children rely on the state for ensuring that a credible and efficient institutional framework exists for upholding their rights. There exist multiplicities of institutions responsible for addressing and ensuring children's rights. However, all of these institutional arrangements rely on an over burdened formal justice sector. There is neither a dedicated forum for receiving and resolving complaints relating to children, nor for public accountability of institutions charged with the responsibility for protecting children rights.

The office of the Wafaqi Mohtasib is best suited for addressing the gap in terms of children's issues, not only because addressing issues of vulnerable segments of society such as children is one of its strategic objectives, but also because the office is an established public grievance redress mechanism responsible for ensuring accountability in federal agencies charged with the tasks of compliance with the United Nations Convention on the Rights of the Child.

Consequently, in collaboration with UNICEF, the Wafaqi Mohtasib has set up a Children's Complaint Office in the Wafaqi Mohtasib's Secretariat dedicated to addressing complaints against federal agencies regarding excesses against the children or neglect in their welfare. A project has been signed with UNICEF with the following objectives:

- To establish a dedicated redress and response system for complaints related to, and by, children against maladministration by any federal agency;
- To provide a platform for addressing child rights issues through research, advocacy and engagement with children and other stakeholders on children's rights;
- To enable the Wafaqi Mohtasib to advise the government on systemic issues that impact the rights of children.

This Project is to be implemented in two phases.

During the latter part of the year 2008, a Letter of Agreement (LOA) for the interim period October-December, 2008 was signed between the Wafaqi Mohtasib and UNICEF. A separate agreement is being finalized for the main project that will cover the period from 1st January, 2009 to 31st December, 2010.

Further activities in pursuit of the project were as follows:

- A workshop was arranged in Lahore in collaboration with UNICEF on 18.12.2008, to introduce and highlight the objectives of the project, which was attended by 60 participants including representatives from the Ministry of Social Welfare, the Society for Protection of the Rights of Children, 'SAHIL', Aurat Foundation, 'ROZAN', Society for Human Rights & Prisoner's Aid (SHARP), Thardeep Rural Development Program (TRDP), Lawyers for Human Rights and Legal Action (LHRA), the All Pakistan Newspapers Society (APNS), the United Nations Development Program (UNDP), CIDA-DSP, the Devolution Support Project, the Swiss Cooperation Office Pakistan (SDC) and media agencies.
- A media campaign to create awareness about the new office was launched through the electronic and print media.

- An experienced investigating officer was appointed to handle complaints on child abuse. During the one and a half months of the year 2008 a total of 150 complaints were received. Most of the complaints pertained to provincial agencies and were redirected to them.

Strengthening Public Grievance Redress Mechanism (SPGRM)

Goals and Objectives

The Wafaqi Mohtasib Secretariat, in accordance with its mandate to redress public grievances has initiated another project in collaboration with the UNDP for strengthening public grievance redress mechanisms (SPGRM). The project has the following objectives:-

- To improve the redress and response systems and procedures on accountability, transparency and integrity (ATI) to enable closer alignment of public agencies with the needs and expectations of citizens.
- To increase public demand for ATI in service delivery.
- To facilitate availability of and access to information regarding grievance redress and service delivery mechanisms and standards.

Components of the Project

i. Improved institutional capacities to receive and redress public grievances

Under this expected output it is planned to enhance the capacity of the Wafaqi Mohtasib's Office and partner federal agencies to redress public grievances. We also intend to improve the implementation of the Wafaqi Mohtasib's decisions. A proactive Customer Relationship Management (CRM) system is also envisaged to be introduced as a front desk for the facilitation of clients.

ii. Improved public interface with the WMS and other ATI related federal agencies

It is intended to improve the level of awareness amongst citizens about the role and grievance redress mechanisms of the Wafaqi Mohtasib's Secretariat and related federal agencies by improving partnership with civil society organizations. The idea is to launch an extensive advocacy and outreach campaign in accordance with our communication strategy to increase access of the general public to this office for grievance redress. A comprehensive media campaign is also to be launched for mass awareness on the services offered, and initiatives taken by this office for strengthening public grievance redress mechanisms.

iii. Improved coordination on ATI in service delivery

Moving further on our commitment to serve the public in an efficient and transparent way a Policy Dialogue Forum (PDF) is a part of the project to undertake deliberations on various policy issues. It will provide a platform for oversight institutions to come together to evaluate, analyze and formulate policies to strengthen ATI practices in the country

iv. Effective knowledge management and improved access to information in ATI and service delivery

This component is concerned with the development of an effective knowledge network. It will employ various modern tools such as Citizen Report Cards (CRC), Continuous Improvement Benchmarks (CIB), the Ombudsman's Quarterly Newsletter, Public Complaints Directory and the publication of reports of Special Response Teams.

Progress in year 2008

In the year 2008 the following progress has been achieved with regard to the SPGRM project activities:

- A Project Management Unit has been established and has started working with all necessary staff hired.
- The annual and quarterly work plans have been prepared, approved, and implementation of the early activities has commenced.
- Five federal agencies have been selected for partnership for the improvement of their ATI related practices.
- TORs for different activities have been developed.
- Consultants for different fields have been selected.
- Composition of the PDF is under finalization.

Annual Meeting of Board of Directors of the International Ombudsman Institute (IOI)

Pakistan has been a member of the International Ombudsman Institute (IOI) since 1984 and a director from the Asian region on the Board of Directors since 1993. The IOI has representation from Africa, Australasia & Pacific, Europe, the Caribbean, Latin and North America.

The Wafaqi Mohtasib participated in the annual meeting of the Board of Directors of the IOI held from 5th to 9th November, 2008, at Hong Kong SAR, China. The progress on the funding made available by the IOI for projects from various regions was discussed. The responsibility for preparing a project for the Asian region was assigned to the director from South Korea who is expected to consult the members from Asia for a participative project.

The report of the Committee, comprising the ombudsmen of Pakistan, Canada and Catalonia, on containing the proliferation of ombudsmen for one country was discussed and it was decided that Regional Vice Presidents should consult with their members and put to the Executive Committee some models and consequent changes in the bye-laws to ensure that no area in the organization would have a disproportionately greater voting entitlement than the other regions.

An important decision taken was to shift the IOI headquarters from Canada to Vienna, Austria by 2010.

WORKPLAN

2009

Chapter 7

WORKPLAN 2009

The year 2008 has been a year of significant achievements in all the important areas of working of the Wafaqi Mohtasib's office. Major strides forward have been taken to upgrade the human resource element of the office and to set up systems and procedures to promote efficient outcomes. There are, however, still considerable challenges ahead to bring the organization's performance to an optimal level. The momentum that has been built up needs to be continued and, towards this end, we have an eye on consolidating and building up on what has been achieved as well as take further initiatives to qualitatively improve service delivery.

2. The important areas in which we propose to move further in 2009 are given below:

i. Upgrading Human Resources

- The Wafaqi Mohtasib's office still functions without any service rules for its employees. This has militated against providing a career structure to the employees during their service in the organization. The service rules were drafted in 2008 and presently their approval is being pursued with the Government. We hope to notify the service rules in 2009.
- There is a disparity in the remuneration package for the contract employees, although the functions performed by them, especially in the field of investigation, are similar. The present packages are based on the pay drawn by a contract employee before his retirement from public service. It is our objective, subject to budget availability, to rationalize the remuneration package for contract employees so that personnel performing similar functions receive the same remuneration.
- Training of staff will continue to receive emphasis during the year. There will be a focus on training for the Complaint Management Information System to ensure familiarity with all the facets of the system for the staff engaged in operating it in their areas of responsibility. We also plan to offer training opportunities to the second and third tier level of staffing through the regional technical assistance program (RETA) of the Asian Development Bank meant for the members of the Asian Ombudsmen Association.
- In view of the importance of a higher level of implementation of the Wafaqi Mohtasib's findings, strengthening of the Implementation Wing will continue to be a priority in 2009. Under the UNDP assisted project titled **Strengthening Public Grievance Redress Mechanisms (SPGRM)**, capacity development of the Implementation Wing is an important component and we plan to upgrade the capacity of this wing to

strengthen the implementation drive.

- Systemic weaknesses in organizations constitute an important area of concern for the Wafaqi Mohtasib, but the capacity in this office to analyze such deficiencies remains limited. The responsibility for such analysis rests with the Research and Analysis Wing. With a view to strengthening the capacity of this wing, the SPGRM project provides for engaging professional staff and upgrading the equipment. This will be a major area of pursuit during the year.
- In pushing for better performance from the employees of the Wafaqi Mohtasib's office, we are aware that in return we should be able to provide a suitable environment in the work place. The plan of the new headquarters of the Wafaqi Mohtasib under construction provides for substantially improved physical working conditions for the employees of the office. Depending on budget availability, this project will be vigorously pursued for completion in 2010.

ii. Increasing Awareness and Outreach

- Inadequate publicity of the Wafaqi Mohtasib's services has been seen as a drawback in enhancing the level of awareness about the existence of the office amongst the general public. It is felt that the potential number of complainants is considerably higher than the number which files complaints annually. While the complaint volume has not gone down during the year 2008, it has not increased either which can mainly be attributed to low awareness. Budget constraints have kept the organization from advertising its services. Therefore, other options, given below, have been explored and will be pursued in 2009:
 - Under the SPGRM, a provision has been kept for advertising the services of the Wafaqi Mohtasib. During the year, advertising agencies are proposed to be short listed and a campaign developed for the media to highlight these services.
 - Partnership with civil society is another mechanism through which, amongst other benefits, awareness can be enhanced. It is proposed to set up a Civil Society Advisory Committee (CAC) with representatives from all the four provinces. The objective of the proposed CAC is to strengthen the link between the office of the Wafaqi Mohtasib and civil society and to create an institutionalized arrangement for providing advice and feed back to the Mohtasib. This mechanism of outreach to civil society members is expected to increase awareness amongst the sections of society that their organizations serve.
 - As another component of the outreach effort, a policy dialogue forum (PDF) is aimed to be set up during the year to provide a platform to stake holders for their input into the policy process. Such a dialogue will also have the advantage of spreading the message about the Wafaqi Mohtasib's services to the public in general.

iii. Providing Citizen Friendly Service

- In view of the nature of the services provide by the Wafaqi Mohtasib's office, there is a need for it to be perceived as citizen friendly. This is an important area of focus for

the organization in 2009. Some of the steps to move towards such an image are given below:

- The customer relation management facilities are proposed to be improved through the modernization of the front desk office. The desk will be responsible for providing guidance to the callers and the visitors about the jurisdiction and service of the Wafaqi Mohtasib's office.
- A universal access number is planned to be provided for the convenience of the public. Complainants will be able to dial a single number and be connected to the relevant person either to file a complaint or to check their ongoing complaint status.
- A quarterly newsletter will be issued which, apart from giving brief updates of the Wafaqi Mohtasib work, will contain regular guidance for the reader on the manner of filing complaints as well as information on accessing the office through telephone, e-mail, fax and mail.
- Presently, the website of the Wafaqi Mohtasib is only in the English language. With a view to making the information on the website available to the majority of the general public, the website is being made multilingual by making the information available in the Urdu language also in 2009.

iv. Improving Systems

- The Management Information System is key to the effective functioning of the Wafaqi Mohtasib's office. Work on the system was initiated in 2007 but, after initial teething difficulties, it was put to use in 2008 when it contributed effectively to enhancing the overall output and efficiency on complaint management as evidenced in the higher disposal level in a generally lower time frame.
- However, there are still areas of improvement that need to be introduced to upgrade the system further, especially in the operations of administrative support services. Some of these will be taken in hand in 2009 and are given below:
 - Inventory control will be brought on to the system to ensure accuracy of data and better tracking of inventory movement.
 - The library stock and its handling will be included in the system.
 - Accounts will be computerized for greater reliability in the finance and accounting operations.
 - Personnel data will be placed on the system for better management of employee related management issues.
 - For the facility of the public and in the interest of faster case retrieval, it is planned to put the synopsis of all decided cases, subject to funds availability on the system during the year.

v. Dedicated Service for Children

- It was planned in 2008, with the collaboration of UNICEF, that within the office of

the Wafaqi Mohtasib, a dedicated service be put in place to look into the complaints against government agencies responsible for the protection and welfare of children. Consequently, an interim MoU was signed with UNICEF for the last three months of 2008 to facilitate the setting up of the Children's Complaint Office and it was agreed that a two year project shall be signed between the Wafaqi Mohtasib's office and UNICEF commencing from 1 January 2009. We hope to start the operations of this office in 2009.

APPENDICES

Appendix I

PUBLIC FEEDBACK

One of the most satisfying outcomes of investigations by the Wafaqi Mohtasib is the grant of relief by the agencies through rectification of the genuine grievances of the general public. Some of the complainants voluntarily deem it appropriate to thank the Wafaqi Mohtasib for the redress of their grievances. The letters expressing gratitude for the efforts of the Wafaqi Mohtasib written by the complainants are not only a source of satisfaction but also provide an impetus to the efforts to continue to do more for those who might be victims of excesses and delays by the public institutions

2. During the year 2008, 231 letters of thanks were received from the general public, 97 of them in the headquarters and 134 in the regional offices. A random selection of 25 such letters is reproduced in the subsequent pages.

IN THE COURT OF WARADI MOHTASIB-E-ALLA
REGIONAL OFFICE AT SUKKUR

CASE NO. 0654/08 - AK 778

AMANI MALIK v/s PAKISTAN RAILWAYS
SUKKUR.

MOST Humbly and Submissively I
beg to say that in the light of letter
No. Pen/HQ/INCREASE/2008/D/- 30-10-2008, I have
received my back benefits of increment
as Under :-

16/12

- (A) A check of Rs. 14186/- received on 01.12.2008.
- (B) Advance of Pension Rs. 3937/00 received on 13.12.08
- (C) My pension has been revised from Rs. 8875/00 to Rs. 9145/00 per month.

31/12

I Heartedly offer THANKS
to office of your kind honours
for getting speedy justice not
for only my self but also for
thousands of other victimized
Railway employees.

DA/ONE

D/15/12/08

yours obediently
Amani Malik s/o
Mohammed Khan
Ex SS/ROHRI

کسٹمز 868/9139/07

27/2

735
22 FEB 2009
کراچی جناب
Islamabad

جناب عالی

السلام علیکم :- آپ کی جانب سے جاری کردہ
لیٹر جسے کل مورخہ 19/02/07 کو ملا۔ میں آپ کا
انتہائی شکر گزار ہوں کہ آپ کے توسط سے میرا
مسئلہ حل ہو گیا ہے۔

اللہ تعالیٰ آپ کو عوام الناس کے
مسائل میں مدد و معاون ہونے کی توفیق عطا فرمائے
اور آپ اور آپ کا سیکرٹریٹ اسی طرح
سے جیور اور اجار لوگوں کی داد رسی کرتے
رہیں۔

میں آپ دفعہ پھر آپ کا ممنون و مشکور
ہوں کہ آپ نے میرا مسئلہ حل کرنے میں میری
مدد کی۔

خدا ہم سب کا حامی و ناصر ہو۔

والسلام
@ayyaz
عبد القیوم
مکان نمبر 65
لا ریکس کالونی
شاہدرہ-5 لاہور

20/02/2008

WMS
D No. 247/-
Date 23-2-9

محمد رفیق جناب ڈائریکٹر و ماہی قسب ریجنل آفس ڈیڑھ اسمبل خان

5366
19-05-08

جناب عالی!

موردبانہ لٹرائٹس ہے جس میں نے اپنی کاپی 07/00178/01 آپ کی عدالت میں دائر کیا تھا۔ اور مندرجہ بالا کاپی آپ کی عدالت میں زیرِ غور رہا۔ چونکہ ناچاختر جبرمانہ عائد کردہ وائدہ کی مد میں من سائل نے دائر کیا تھا۔ من سائل اپنا فریب، نادرہ شخص یوں۔ اور من سائل کے چھوٹے چھوٹے بچے ہیں۔ من سائل نے ننگ، ہر لپٹان پھر آپ جناب کی عدالت سے رجوع کیا اور مندرجہ بالا کاپی دائر کیا۔ آپ جناب کے سامنے پھر ساتھ ساتھ لٹرائٹس کیا۔ اور آپ جناب کی سمجھدراہ کامیوں اور آپ کے سامنے کی جے لوس عدین، مدد اور توجہ سے سبب پھر حق میں منتقلہ چاہا ہوا۔ اور میں آپ کے اچھے رویہ اور اعلیٰ اور آپ کے فیصلے سے اعلیٰ کمان کی بنا لوٹ دوسرے میں فوسس نہرا پھار میری دیکھئے اللہ تعالیٰ اس فیصلے کو منتر پڑھتی رہے۔ ناگ فریب، منتقل اور نارادر۔ جوڑوں کی سنوائی ہو۔ اور ان کی ہر لپٹائی میں ہی ہو۔ یہ کلمہ لوگوں کی دلچسپی ختم میں آپ اہم کردار ادا کر رہا ہے۔

من سائل اس کلمہ کی ترقی سے ہمیشہ دعا گو رہے گا۔

وہ

علامہ حسین ولد اللہ ڈیڑھ اسمبل خان سکشن مدنی ماڈرن ڈیڑھ اسمبل خان

شکرام حسین

تاریخ 19-05-2008



old.

TECHNO ENGINEERING SERVICES (PVT) LIMITED
ENGINEERS AND CONTRACTORS



Date: January 15, 2009

Ref: TES/WM 03384/ 07/09
Honourable Wafaqi Mohtasib,

Wafaqi Mohtasib (Ombudsman) Secretariat,
Zero Point, Islamabad.

Subject: Settlement & receipt of outstanding payment withheld unjust since 1998 by OGDCL against services rendered by TECHNO Engineering Services for Nand pur Gas gathering and gas sales pipeline Contract PROC (E) SER /115/95.

Dear Sir,

Our company is pleased to inform your office that a settlement has taken place with OGDCL and an amount RS. 27230294.00 have been paid by the company to us. We do appreciate the efforts made by this office for this financial settlement. We have no other option but to pay our sincere tribute and indeed acknowledge the efforts made by this prestigious organization struggling & striving hard to give justice to the needy people of the society.

Our organization is also grateful to the consultant (Mr. Kalil A Mirza) was deputed by Ombudsman office to hear this typical case and given his decision on merit.

With best regards,

Naseem Muistafa Ansari
Manager Audit & corporate

Islamabad Office: H-30, St. No. 19, Sector F-6/2, Islamabad. Ph# 051-2873779, 2271209, Fax # 051-2201661
Lahore Office: Ambassador Centre, 2nd Floor, Devis Road, Lahore. Ph: 042-6307178-9, Fax: 042-6307179
Karachi Office: Adjacent Bagh-e-Madina, National High Way, Bin Qasim, Karachi. Ph: 021-4750501-3, Fax: 021-4750500
E-mail: techno@technoengineering.com.pk, Website: www.tech-engg.com.pk



محرم جن بادشاہی عقیقہ سیکرٹریٹ میں آج اسلئے آئے۔

صفا صاحبہ - ڈاکٹر معینہ الدین صاحبہ

نباتت میں اجازت اور ترمیم سے گزارش ہے کہ مسئلہ کا تیسری ایڈیشن F/279/08 بخلاف

اسٹیٹ لائف آئیے کے پاس زیر سماعت عفا میں نے آپ نے مسئلہ کو عفا سے دلا ہے اور اس

کا حق دلوایا تاکہ حق میں معینہ فرمایا جس پر مسئلہ آپ کی سماعت میں آئے اور اب

مسئلہ کی سیکرٹریٹ آفیسر سے کوئی شکایت نہیں ہے۔ اللہ کا شکر ہے کہ مجھے ڈاکٹر معینہ صاحبہ کی

وجہ سے عفا سے ملے۔ ڈاکٹر صاحبہ سے مسئلہ کے ساتھ عفت ایچ آر سے پیش آئے اللہ ان کو

ان کے سلف کو تم سے اور آپ سے اور اس کی ذمہ داری اور رات کو تم سے ہوتا ہے



ہم سے جیسو اور تم سے ہیں تم کو عفا سے ملے۔

آپ کے دو دلائل - سرور ایچ آر

سرور ایچ آر پر 5 شہر میں

مسئلہ کی 47 شہر اور 50 شہر کے عفا سے



خدمت صاحب ریاست سیکرٹریٹ ریجنل آفس فیصل آباد

جناب عالی! F/517/07

گزارش ہے کہ آپ کے زیر سایہ صبرے خاتونہ ارشاد احمد جو کہ اسٹیٹ لائف انشورنس کمپنی میں بحیثیت سیکرٹری انچارج رہنے لگے ان کا گروپ انشورنس بنا کیس تھا ان کی فوٹیج کے سلسلہ میں جو گروپ انشورنس کیس آپ کی

زیر سایہ رہا آپ نے ہمارے سائیکلیٹ لکھوان کیا اور اس معاملے میں لڑائی لڑی رہی اور عدالتی، ہم گروپ انشورنس کی مطلوبہ رقم فراہم نہ پا سکے

جس میں اس سلسلے میں ایک بار دو مشورے ہیں۔ انہی پر عمل کی وجہ سے ہم لڑائی روک کر انجمنی بحیثیت میں جمع کروا دینا ہے۔

آپ کا اور مشورہ

03/11/08

کریما بی بی
زولہ زحوم ارشاد احمد
0344-7800548

ٹریسنگ ایجنسی ہونہ ارشاد احمد

H/337/09. Ref: 11/6/08
 Mr Mansoor Ahmad Adviser
 خدمت ضاب و قاضی محتسب عدلی، اسلام آباد

28/5
 02 JUL 2008
 Islamabad

Lett of Thanks
 ضاب عالی د
 عنوان درخواست بزرگ شکر یہ
 عالی جاہ
 آداب معنی

30/8/08
 11/4/08

تشریف فرست حضرت عالی نے فریدی گل نواز ولد محمد نواز نے ایک فرصت
 میں بھی صلہ کرنے کیلئے درخواست دی تھی جو کہ بحکم
 ڈھائی کھینچ کر ختم ہوئی ہے۔
 عالی جاہ۔ میری بھینچ کر کاوش فرم سے لگ گئی ہے۔ میں نے ہر شکر گزار
 کو آپ کی سب سے بہتر سہولت دی ہے۔
 احسان فریدی ہے۔
 میں تازہ نئی دعا گو اور ریسورٹ کے قریب اردنی تقاریر نے مدد کر دی
 آپ کی سب سے بہتر سہولت دی ہے۔

اساتذہ
 فریدی گل نواز ولد محمد نواز
 منبہ ڈھائی ڈانٹا نہ چھوڑا۔
 کھینچ کر ختم ہوئی ہے۔
 01. 7. 2008

M. Mansoor
 Sent to Mansoor
 Sent
 11/4/08

To, The Dr. Basheer Ahmed Malik sp
Wafaqi Muntazim Faisalabad.

Respected Sir,



With due respect it is stated that

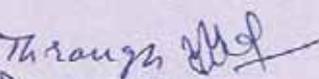
I am very glad to inform
you that my problem complaint no.
H/1096/08 has been solved
with your cooperation. Now I can

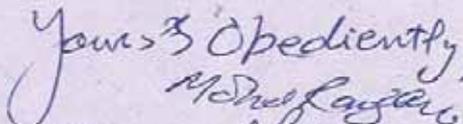
say that a poor person finds
justice through your court.

I will always pray to God
for your betterment.

once again I thank you
very much for this act of
kindness because I am
enjoying the relief given by
your court.

Thanks

Through 
H. Doctor Muhammad
Ashraf Malik R/o
Girote Distt Khushab
0302 2249058

Yours Obediently,

Muhammad Hussain sp
Muhammad Hussain
R/o Girote Distt Khushab

خدمت جناب دفاتر محاسبہ اعلیٰ پاکستان کراچی آفس

جناب عالی

گزارش ہے کہ آپ کی طرف سے رقم کی رقم نہ وصول کر لی
 وصول کر لی جائے یا نہیں جناب عالی یہ رقم ہم نے وصول کر لی
 ہے اس سلسلے میں جس دن ہم نے یہ رقم وصول کی
 اسی روز میں ناریٹو میٹر آفیسر کو ارسال کیا اور آپکا شکر ادا کیا
 کہ آپ کی طرف سے دھیلا کاروائی کرنے کا بعد ہمیں
 رقم وصول ہو گئی ہے۔

جناب عالی میں آپ کے فیصلے اور رقم کی واپسی پر آپکا
 بے حد مشکور و ممنون ہوں کہ آپ نے میرے ایک
 میٹر پر نوٹیشن لینے پر میری رقم واپس دلوائی ہے
 جس کے میں آپکا شکر گزار ہوں

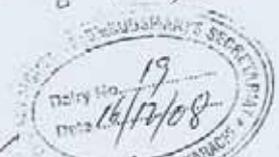
شکر یہ
 محمد ریاض
 دفاتر محاسبہ دہلی ۱۰
 محمد ریاض

والسلام

No. H/126/07-NAS-2192 (SMIA-73)

Date. 12-12-08

Suit No-303 3rd Floor
 AL-Rehman centre
 KECHS union A-31
 Boloch colony
 Karachi



Date 12-12-08

خدمت جناب وفاقی محتسب اعلیٰ صاحب اسلام آباد

431/29/08

De No. 2311
29 MAY 2008
Islamabad

جناب عالی

مختس یوں کریں گے چندانہ نقل ایسے ہی ایڈ کے Revised Result سے باہر میں درخواست آپ کی خدمت میں پیش کی تھی جس کا آپ نے فوری ایکشن لیا اور مجھے عدم اقبال اورین یونیورسٹی کی طرف سے 15.3.08 کو Revised result موصول ہو گیا۔ اور میری وادارسی ہو گئی۔ میں آپ کی انتہائی متکوریوں کہ آپ نے مجھے میر لسانی سے نجات دلائی۔ اللہ تعالیٰ آپ کو اجر عظیم عطا فرمائے۔ میں اب ہائیکورٹ میں اور مجھے اپنی یونیورسٹی سے کوئی متکوریہ

Rashida Bilal

رشیدہ بی بی رول نمبر 664940
کان نمبر 253 دارڈ نمبر 12 مورچہ سکندریہ
مقتل وضع عسکر

Complaint No. HAR-1636/2008

Dy. No. 806/Hdr/nms/08
Dated. 31.5.08

Waziqi Mohtasib Anala,
Pakistan.

letter 9/11/08
clef
ANI
62



subject:

Delay in the issuance
of Revised result.

Respected Sir,

Kindly refer to your
letter no. Reg-H/3122/2008, dated
29-07-2008 on the above subject.

It is submitted that the revised
result has been issued to me by
AGOV. I have attached a copy of
the revised result with this letter.

My case has been solved.

I am very thankful to you for
this favour.

Thanks.

Yours Faithfully,
Miss Rizwana Butt.
Roll No: V-604346
11-08-2008

بخدمت جناب وفاقی محتسب اعلیٰ صاحب اسلام آباد پاکستان گلا 28
 Dy. # 28
 04 JUL 2008

اظہار تشکر

جناب عالی! عنوان :-
 جناب عالی!

گزارش ہے کہ موصولہ لیٹر منجانب جناب والا بحوالہ لیٹر نمبری Reg. H/3652/2008 مورخہ 23 جون 2008 جس میں ہدایت دی گئی تھی کہ SSC کی تصدیق شدہ فوٹو کاپی بغرض حصول FA سرٹیفیکیٹ شعبہ امتحانات (سرٹیفیکیٹ / ڈگری سیکشن) علامہ اقبال اوپن یونیورسٹی اسلام آباد بھجوائی جائے۔

جناب والا!

اس سلسلہ میں عرض ہے کہ اس سے قبل علامہ اقبال اوپن یونیورسٹی اسلام آباد سے اعتراض فارم بسلسلہ حصول FA سرٹیفیکیٹ موصول ہونے پر میں نے SSC کی تصدیق شدہ کاپی بغرض حصول FA سرٹیفیکیٹ شعبہ امتحانات (سرٹیفیکیٹ / ڈگری سیکشن) علامہ اقبال اوپن یونیورسٹی اسلام آباد بھجوا دی تھی۔ جس کے جواب میں شعبہ امتحانات (سرٹیفیکیٹ / ڈگری سیکشن) علامہ اقبال اوپن یونیورسٹی اسلام آباد سے بحوالہ ڈاک رجسٹری نمبری 1005 اور FA سرٹیفیکیٹ نمبری FA-58146 مورخہ 23-06-2008 کو مجھے وصول ہو چکی ہے۔

جناب والا!

آپ نے جس رحم دلی سے FA ڈگری کے حصول میں میری مدد فرمائی ہے اسے میں کبھی فراموش نہیں کر سکتا۔ آپ کا بہت شکریہ کہ آپ نے FA ڈگری کے حصول میں میری مدد فرمائی۔ آپ جیسے مہربان اور درود رکھنے والے محترم افسران کے لئے میرے دل سے ہمیشہ دعائیں ہی نکلتی رہیں گی۔ اللہ تعالیٰ آپ کا اقبال بلند کرے اور آپ کو دن دو گنی اور رات چو گنی ترقی دے آمین۔

اس کے ساتھ ساتھ میں ادارہ و انتظامیہ علامہ اقبال اوپن یونیورسٹی اسلام آباد کا بھی مشکور ہوں جس نے مجھے آپ کے توسط سے FA ڈگری جاری کی اللہ تعالیٰ ادارہ کو عزت بخشے۔

خدا آپ کا اقبال بلند کرے آمین!

ارضی

ساجد امیر

-1
 کاپی موصول شدہ FA سرٹیفیکیٹ لف لیٹر ہذا ہے۔
 ساجد امیر ولد محمد امیر مکان نمبر 369/D سلاٹ ٹاؤن تحصیل ضلع رحیم یار خان
 ایڈریس :-

Dy. No. 10637 del/wms/08
 date of - 5-7-08

بخدمت جناب عزت مآب وفاقی محتسب اعلیٰ (علاقائی) ڈیرہ اسماعیل خان

جناب عالی

مودمانہ گزارش ہے کہ آپ کے زیر سماعت کیس حوالہ نمبر HQR /0004028-08 Dated

3 May 2008 ہمارا پیچیدہ مسئلہ حل ہو گیا ہے سوئی گیس والوں نے پائپ لائن اور سروس لگادی

ہے ہم آپ کے بہت مشکور ہیں آپ نے پیچیدہ مسئلہ بہت جلد حل کروادیا ہے ہماری دعا ہے کہ اللہ تعالیٰ

آپ کو اور بھی منصفانہ فیصلہ کرنے کی توفیق دے تاکہ ہم جیسے غریب آدمیوں کی کوئی بات اس دنیا

میں سننے والا موجود ہے اللہ تعالیٰ آپ کو ترقی کی منزلیں دے اور ہم آپ کے بہت مشکور ہیں سوئی

گیس کی جلد سہولت مہیا کرنے پر بہت مشکور ہیں

عزیز حبیبی العارض

غلام جیلانی ولد بہادر محلہ سیلوں کنڈیاں ضلع میانوالی

ثناء اللہ ولد عبداللہ محلہ سیلوں کنڈیاں ضلع میانوالی

ذکاء اللہ ولد محمد ایوب محلہ سیلوں کنڈیاں ضلع میانوالی

23/05/08
L.P.C.
23/05/08

محضور جناب وفاقی محتسب صاحب سسر ٹریڈ حکومت پاکستان سب ریجنل آفس ایشاد
جناب عالی۔

معاذ گزادوشن ہے۔ کہ میں نے آپ کی آفس میں پشن میں 26 دپ کمس کے بارے میں
پشن برا چی جی۔ پی۔ او۔ ایشاد صدر کے خلاف ایک پیلینٹ نمبر HOR/5245/08
بتاریخ 5 جون 2008ء داخل کی تھی۔ جو کہ آپ صاحبانوں کی درخو ص کو تیشوں اور
بہتر بن کارکردگی سے حل ہوئی۔ میں آپ صاحبانوں کا بحد مھنوں و مشکو رنوں
اور میری دلی دعائے۔ کہ اللہ تعالیٰ حاجات آپ صاحبانوں کا یہ آفس برقرار
رکے۔ تاکہ ہم جیسے بہت سے عزیز لوگوں کا مشغل حل ہوتے رہیں۔
آمین۔ شکر ہے۔

دورضہ 20/8/08

العارض

E. A.

مکن اکبر پشنر۔

شناختی کارڈ نمبر 5-17301-1302529

نمبر 6383323 L/NK قلمہ Asc

P.P.O. No. S/OR/Asc/28/82

پوسٹ بیف اکاونٹ نمبر 04264A

20.8.08

20.8.08

5-3160
12-1
Muzoi Mohlasa Ombudsman
Dy. No. 2437
11 JUL 2008
اسلام آباد

خدمت جناب وفاقی محتسب اعلیٰ
عنوان: مسٹر بہار محمد بیٹہ، سیکرٹری پروگرام کے کورس کوڈ GMT-210 کے نتیجے کی درستگی
حوالہ نمبر: No: Reg. H/5325/2008

جناب عالی!:-
گزارش پہلے فذویہ کو درست نتیجے کی کاپی آپ جناب کے
دفتر سے وصول ہو گئی ہے جس سے فذویہ مطمئن ہے۔
اور فذویہ محتسب کے ادارے اور محتسب اعلیٰ کی محنتوں سے
اور دعاگو ہو کہ ادارہ ترقی کرے اور آپ کو اجر عظیم عطا فرمائے۔
آمین۔

تاریخ: 05-7-2008
فقط
عرضدار
Huma
حنا دفتر قرالدین
مکان نمبر 945
الحمد آباد اڈبیر آباد
سندھ و آدم
ضلع ساکھڑ
(سندھ)

Dy. No. - 1110 / Adul Mumtaz 5/08
date - 05 - 12 - 7 - 08

Mr. Tariq Abbasi,
 C/O Mr. Bashir Ahmed, D.G.,
 Office of Wafaqi Mohtasib-e-Aala,
 Room No.15, Top Floor,
ISLAMABAD.

SUBJECT: CORRECTION OF FATHER NAME IN PHONE BILL.

Respected Sir,

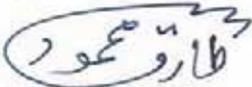
Reference is made to my Case No.H/8456/08. The next date of hearing is fixed on 11.11.2008.

In the meantime, the concerned department/Revenue Officer, PTCL Haripur has solved my case by making correction in the father name and endorsed on the telephone bill. Copy attached, for ready reference please.

I am highly thankful to you for your kind attention and co-operation extended in solving my case.

With best wish and regards.

Yours faithfully,



(TARIQ MEHMOOD),
 TARIQ JEWELLERS KHANPUR WALEY,
MAIN BAZAR, HARI PUR.

Dated: 4 Nov; 2008.

بخدمت جناب وفاقی محاسب صاحب

جناب عالی HCR/92-96/57

گزارش ہے کہ ہم دونوں علامہ اقبال اوپن یونیورسٹی کی بی۔ اے کی طالبات ہیں۔ گزشتہ سمسٹر کی کتابیں ہمیں وقت پر نہیں ملی تھیں۔ اس لیے ہم نے آپ سے رجوع کیا تھا۔ آپنی ہدایت اور حکم پر یونیورسٹی نے ہمیں کتابیں بھیج دی تھیں۔ ہم نے ان سے استفادہ کرتے ہوئے منعلقہ امتحان میں شرکت کر کے اپنا کورس مکمل کر لیا ہے۔ لہذا اب ہمیں یونیورسٹی ویزا سے کوئی شہادت نہیں ہے۔ اس کاروائی پر ہم آپنی بہت شکر گزار ہیں۔ اللہ تعالیٰ آپکو جزائے خیر عطا فرمائے (آمین)

العارض

شاہین کوثر دفتر حاجی محمد رفیق شالین کوثر

عظمیٰ لبرنی عظمیٰ بیلک
کوٹ ایس ایم ایس سن (پورا تحصیل فونیان)
صالحہ مسعود

To

Mr. Muhammad Ahsan Bashir,
Consultant,
Wafaqi Mohtasib (Ombudsman)'s Secretariat,
Zero Point, Islamabad

Subject: **DELAY IN REIMBURSEMENT OF MEDICAL CHARGES**

Dy No. 01
dt-20/2 Sir,

Reference Case No. HQR/10413/07

I have the honour to refer to your letter dated 28th Jan, 2008 on the above subject and to submit that **my grievance has been redressed with the help of Wafaqi Mohtasib (Ombudsman)'s Secretariat.** The Federal College of Education H-9, Islamabad has paid me Rs.38170/= on 13/02/2008 in connection with Reimbursement of Medical Charges of my ailing wife Mrs. Lubna Asif.

2. I am thankful to the Honorable Wafaqi Mohtasib Secretariat for taking immediate action on my complaint.

Yours obediently,


(MUHAMMAD ASIF NAZIR)
Assistant Librarian (BS-16)

Dated: 14/02/2008

Mailing Address:
H. # 423-D, St. # 20, Sector-II,
Khayaban-e-Sir Syed, Rawalpindi
Cell No.0333-5757177

To

The Wafaqi Maktas
Islamabad

Subject

FAILURE TO ISSUE 1st SEMESTER
RESULT - INTIMATION REGARDING

R/Six.

Kindly refer to your letter
No. Reg. H/11102/2008 dated, 2nd Jan 2008
on the Subject.

It is submitted that my
1st Semester's result under Roll No.
Q 457501 has been issued by AIOU
through your good office and same
has been received by me.

I am very thankful to you
for this prompt action. I am satisfied
with my result. Once again I am
thankful to you.

Yours Obediently,

Shagufta Bibi
09-1-2009

(SHAGUFTA BIBI)

Roll No. Q 457501
Reg. No. 04-PKL-5919
Course BA

2022
By No. 14-01-09
Date: 14-01-09

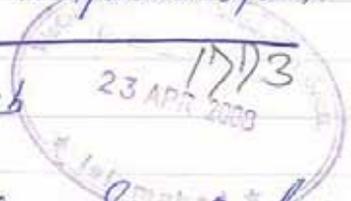
Letter with Thanks

clej
AHT

case # HBR/00012168/2007.

To

THE Honourable Wafiqi Menterib
Kamerasid.



3/4

Subject: Failure to clear blocked Sewerage lines
Sir.

We the residents of the concerned locality are
Thankful to Honourable Wafiqi Menterib, that the
blocked Sewerage lines has been cleared by the
Agency concerned, and the problem reported
has been solved. It is for your kind information
A n/a 11.

Umar S. Wahid

H-1101430 Model Town
Huda Kamerasid

K/577/07-AS-153

خدمت جناب وفاقی مکتب صاحب

جناب عالی

ادب سے گزارش عرض ہے کہ ہمارا ڈیڈ ایکشن والا آفس نمبر SA 153

ڈیڈ ایکشن حل ہو گیا ہے جناب بڑی مہربانی جو ہمیں اوصاف

دلا دیا ہے اللہ کریم آپ کو اجر عظیم عطا فرمائے
آپ کے کراچی آفس والوں کا میں بے حد شکر گزار ہوں

عرضدار

شوکت علی مستری احمد راجہ رورٹ

گولدرچی فیلع بدین

شوکت علی

28/2/2008



سید محمد اقبال عالم (میر عمار احمد)
وفاقی محتسب پینل صدر ایف
K/654/07-IA 1946 SMIA-II
جناب عالی آپ کا بہت شکر ہے کہ آپ نے
میرے ساتھ بہت تعاون کیا اور آپ
کے تعاون سے مجھے پاسپورٹ مل گیا ہے
میں ایک بار پھر آپ کا اہم شکر اور وفاقی محتسب
اسلام آباد کا بے حد مشکور ہوں شکر گزار ہوں
شکر ہے
الجوا المنظر ولد علی علی
25/11/08
منظور
Implemented. File may be
assigned to record. 26/11/08
P.A.

بخدمت جناب وفاقی محتسب
السلام آباد

۴
۱۵/۱۱/۰۹

جناب عالی!

مورد بانہ عسکریہ میں میرا نام مستر پروین ملک ہے میں نے
تادرا آفس کے طرف سے دو کمپیوٹرائزڈ شناختی کارڈ بھیجے اور ہم ایک کنسل
کرتے کی شکایت کی تھی جس سے تادرا آفس والوں نے ایک شناختی کارڈ
جو کنسل کروانا تھا وہ الفلاح بینک میں 450 ہوا تھا اس کی NOC کے لئے
کہا جو کہ الفلاح بینک نے مجھے تقریباً 1 سال بعد NOC دی ہے
جس سے میرا ایک کارڈ تادرا آفس والوں نے کنسل کر دیا ہے
اب مجھے ان سے کوئی شکایت نہیں ہے۔ جناب عالی آپ کا
رقبال بلند ہو کہ آپ نے میری شکایت سے کارروائی فرمائی
بہت بہت شکریہ۔

نیاز مند
پروین ملک
مکان نمبر 13/13 ملٹن حیدر
میرپور خاص

2009 - 1 - 06/06

K/1698/08/1A-2325

2/07/2008

جناب
 آصف محمود صاحب
 صبر اچھا دینی محنت
 ڈیپس ڈوڈ دیپور

محترم (کیس نمبر 08/0001383/HR) میں انتہائی شکر گزار
 ہوں کہ آپ کے اقدام کی وجہ سے ناروا نے مجھے شناختی کارڈ بنا دیا ہے جسے
 انتہائی فحشی اور حسرت ہے کہ یہاں تک کے ادا دوں میں ایسے ایماندار
 اور کینہ مشن افراد موجود ہیں جو کہ عوام الناس کی سادہ درخواست
 کو پذیرائی بخشتے ہیں اور داررہی کرتے ہیں

جناب عالی میں آپ کا اور آپ کے معاون علی کا انتہائی شکر
 ہوں کہ آپ نے میری مدد فرمائی اور میرے لیے آسانی پیدا کی شکر ہے
 شناسی کارڈ کی کامیابی ہے

Khalid
 خالد محمود ولد محمد عبداللہ
 محلہ نیا مہارہ پورہ شری
 سہیل انارہری اسٹریٹ
 ساگر

Office of the Member (I)
 Date & Time (IN) 03:07 PM
 Date & Time (OUT)

To

MR. SHAUKAT ALI
 ADVISOR TO
 NAFAQI MOHTASIB
 DAVIS ROAD LAHORE

C/1393/08

FROM: MUHAMMAD ARSHAD
 H.NO.12 ST. 24 A
 SHAM MIRAN
 LAHORE.

ASLAM, O, ALEKAM!

Dear Sir, I am very very Thankful
 to your kind honour that due to your
 kind great help, I succeeded to get my
 genuine passport, from immigration
 office Lahore. (my case No. 2-1393) dt 3-6-08
 I am again very Thankful to you for
 this kind act.

your own
~~M. Arshad~~
 M. Arshad
 3.11.2008

بخدمت جناب وفاقی صاحب ریجنل آفس سکریٹریٹ لاہور۔

جناب عالی!
حوالہ کیس نمبر 2603/08 مورخہ 8.11.2008 برائے حصول

نیا سوئی گیس کنکشن۔

کہہ رہی ہیں۔ کہ میں آپ کا بے حد مشکور ہوں۔ کہ آپ کے تعاون سے میرا
سوئی گیس کنکشن مورخہ 29.11.2008 کو چالو ہو گیا ہے۔ میرا دیرینہ مسئلہ
حل ہو جانے پر میں آپ کا اور حکیم سوئی گیس کا شکریہ گزار رہی ہوں۔

کیسیا

محمد ایاز اس ولد قذیر احمد
حلقہ مغل پورہ۔ پستہ در
ضلع میانکوٹہ۔

تاریخ 1-12-2008

محرمت جناب وفاقی محتب اعلیٰ صاحب سکرٹریٹ انجینل آفس پشاور
جناب عالی
P/643/08

میں دل کی گہرائی سے شکر گزار ہوں اور آپ سے چند باتیں کرنا
چاہتا ہوں،

ملاکنڈ ڈسٹریکٹ انجینی سے میرا تعلق ہے اور SNGPL والوں نے
مجھ پر جبر مان کر رکھا تھا۔ اس نا جائز کچے جہ مانے کے خلاف میں
نے آپ کو درخواست لکھی تھی۔ جس پر آپ نے مردان سے
SNGPL کے افسروں کو بلایا۔ کئی سالہ پرانا ریگسٹر کو
باریک بینی سے چیک کیا۔ اور ایک ہی دفعہ میں میرا تمام
مسلمہ فوری طور پر ختم کر دیا جس کی وجہ سے میں اگلے
اور اگلے ماتحت سٹاف کا بے حد شکر گزار ہوں اور اللہ
سے دعا کرتا ہوں کہ اگلے درجات مزید ملنا شروع
آپ کے ادارے کا عاشق

بہادر خان دلا محمد کریم
سکنہ سلطان فٹ ڈسٹریکٹ ضلع ملاکنڈ
بہادر خان بقیہ خور

کمزور طبیب و فاقی حسب صاحبہ -
کوئٹہ - بلوچستان -
عنوان - فیملی سٹیشن لیس -

Complaint No: QTA/0000168/08 (4514) 675-76
طبیب عالی - 30/10/08

انتہائی ادب و احترام سے گزارش ہے کہ سائل
کے فیملی سٹیشن لیس آف صاحبان سے پرہیزی ہو گیا۔
میں آف صاحبان کا ممنون مشکور ہوں۔ اور فریج
دعاؤں رہنمائی - فقط زیادہ دل ب۔ موقع 25/10/08

الغرض
آف صاحبان کو -
حماة فیال ہر وہ بیوہ یار محمد -
آفریدی سہادین فیال -
ڈاک صاحبہ و کفیل بارہ -
فیملی سٹیشن لیس -

30/10/08
AS
30/10/08

Presented to the desk of
Dr. Noor-e-Yasin

QTA 23-12-2008

Ibrahim Street Quetta.

Director General Wafaqi Mohtasib, Quetta Regd.

Ref no:- QTA /0000285/08-(4531) 1700

Sir,

I am in receipt of your's letter of 17th Dec 2008 along with correct bill from Southern Gas Co Ltd.

I am highly obliged that through your's efforts the outstanding complaint is solved. I am satisfied and thanks to your's prompt and proper handling of my complaint. I am sorry to involve you but there was no other choice.

Please consider my complaint settled.

I wish all of you a happy life.

Thanks,

Your's Truly,

DR.NOOR-E-YASIN
L.S.M.(Ph) M.B.B.S (Bn) MRSH
Physician Surgeon
Radiologist
Ibrahim Street Quetta.

Handwritten notes:
K/12
A.D.R
AL
26/12/08

TOOL FOR
ART OF HEALING

حضرت مہتاب و فاقی محدث رب اعلیٰ سکرم

جناب اعلیٰ

S/675/08-AL-83

S-NO-11 Case No. عنوان دائرہ ریڈنگ کے لیے درخواست دی گئی

بل درخواست ہوئی۔ انصاف ملنے پر بے حد مشکور ہوں۔

مودبانہ گزارشتیں یہ کہ میں محمد اسلم⁸³ S-NO-11 Case No S/675/08-AL

دائرہ ریڈنگ کے لیے آپ سے درخواست دی تھی۔ میرا بجلی کا بل

درخواست ہوئی۔ آج 14-10-2008 بروز منگل 10 بجے مجھے بل دیا گیا۔

اب میرا بجلی کا بل درست ہو گیا ہے۔ میرا مسئلہ اب ختم ہے۔ انصاف

دلانے پر آپ کا بے حد مشکور ہوں۔ امید ہے کہ جیسٹس اور ڈاٹا قسیر حق

میرے میٹر سے دائرہ ریڈنگ میٹر ریڈر نہیں لکھے گا۔ تاکہ مجھے الجھن

پریشانی نہ ہو۔ انصاف دلانے کا بہت بہت شکریہ

محمد اسلم

تفصیح بل 4999-سولہ ہجری

محمد اسلم

موجودہ بل 1034 کا ادا کر دیا ہے۔

جوائنٹ نمبر 16-7633-00508308

عبدالمجید جیولرز سٹریٹ میٹروپولیٹن

فراہ

تبع نوٹس و فٹنر 11

date 13/10/2008

Appendix II

Our Team

Javed Sadiq Malik

Wafaqi Mohtasib (Ombudsman) of Pakistan

Head Office, Islamabad

Mr. Mohammad Ihtesham Khan, *Secretary*
Ms. Viqar-un-Zeb, *Additional Secretary/Member*
Mr. Khalid Masood Ahmed, *Additional Secretary/Member*
Mr. Ali Akbar Bhurgri, *Adviser*
Mr. Farhat Hussain, *Adviser*
Mr. Mansoor Ahmed, *Adviser*
Mr. Firoz ud din Khan, *Adviser (Registration)*
Syed Yasin Ahmed, *Adviser*
Mr. Liaquat Ali Ch. *Adviser (Appraisal)*
Hafiz Abdullah Awan, *Director General (Admn)*
Sheikh Bashir Ahmed, *Director General*
Brig. (Retd) Ahmad Salim, *Consultant*
Mr. Khalil A Mirza, *Consultant*
Mr. Aftab ul Islam Raja, *Director General*
Mr. Farrukh Bashir Moriani, *Secretary to HWM*
Mr. Iftikhar ud Din Ahmed, *Director*
Mr. Muhammad Ashfaq Ahmed, *Director*
Mr. Abdur Rauf, *Director (Coord)*
Mr. Muhammad Ahsan Bashir, *Consultant*
Mr. Muhammad Saqib Khan, *Consultant*
Major (R) Khalid Bilal, *Director (PR)*
Mr. Salamat Ali Beg, *Consultant (Admn)*
Mr. Azmat Hussain Khan, *Director*
Mr. Muhammad Amin, *Deputy Director (Accounts)*
Mr. Umardraz, *Consultant (Library)*
Syed Nabil Shah Gilani, *Data Control Officer*
Mr. Sohail Ahmed Phatak, *Expert (IT)*
Mr. Ephraim Qaiser, *Care Taker*
Mr. Muhammad Shabbir, *Assistant Director*
Mr. M.A. Satti, *Superintendent*
Mr. Abdul Waheed, *Deputy Registrar*
Mr. Muhammad Saeed Rana, *Assistant Director (G/A)*
Mr. Javed Barki, *Superintendent*
Mirza Ijaz Ahmad, *Deputy Registrar- I*
Ch. Talib Hussain, *Superintendent*
Mr. Manzoor Masih, *Superintendent*
Mr. Muhammad Fiaz, *Deputy Registrar*

Regional Office, Lahore

Mr. Asif Mahmood Malik, *Member (Incharge)*
Mr. Shaukat Ali, *Advise*
Mr. Ali Tahir Zaidi, *Adviser*
Mr. M. Iftikhar Ahmed, *Director General*
Brig. (R) Nisar Ali, *Consultant*
Brig. (R) Shamshad Ali, *Consultant*
Mr. Muhammad Zafar Sahi, *Consultant*
Syed Azmat Ali Shah, *Director*

Mr. Muhammad Yasin Baig, *Registrar*
Mr. Asghar Ali Awan, *A.A.O.*
Mr. F.S. Azad Hussain, *Superintendent*

Regional Office, Karachi

Mr. Altaf Hussain Mughal, *Director General (Incharge)*
Mr. Iftikhar Ahmad Khan, *Adviser*
Mr. Muhammad Mehboob Alam, *Adviser*
Mr. Abdul Sattar, *Director General*
Mr. Nazir Ahmad Khan Swati, *Consultant (Admn)*
Syed Muhammad Iqbal Alam, *Consultant*
Mr. Muhammad Idris, *Assistant Director*
Mr. Muhammad Tariq Khan, *Asstt. Accounts Officer*

Regional Office, Peshawar

Lt. Cdr. (R) Sahibzada Saeed Ahmed, *Director General*
Mr. Shaukat Hussain, *Adviser*
Mr. Mirajud Din, *Consultant*
Syed Abid Hussain Bukhari, *Consultant*
Hafiz Abdul Haye, *Director General*
Mr. Mashood Ahmad Mirza, *Director*
Mr. Muhammad Naeem, *Director*
Mr. Fawad Hanif, *Consultant*
Mr. Muhammad Adalat Khan, *Consultant*
Syed Ahmad Hussain Shah, *Registrar*
Mr. Pervez Ghauri, *Dy. Registrar*

Regional Office, Qeutta

Mr. Muhammad Afzal Baloch, *Director General (Incharge)*

Regional Office, Sukkur

Mr. Ahmed Luqman Memon, *Director General (Incharge)*
Mr. Anwar Ali Khokhar, *Consultant*
Mrs. Behleem Bilqees Jan, *Consultant*
Mr. Ali Murad Chachar, *Consultant*

Regional Office, Multan

Syed Inam Abbas Kazmi, *Director General (Incharge)*
Mr. Ahmad Bakhsh Bhapa, *Adviser*
Mr. Muhammad Javed Khalid, *Director*
Rao Iftikhar Ahmad, *Consultant*

Regional Office, Faisalabad

Mr. Maqsood Khawaja, *Adviser (Incharge)*
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Ch. Muhammad Ashraf, *Consultant*
Malik Muhammad Asif Khan, *Consultant*
Mr. Bashir Ahmed Malik, *Consultant*

Regional Office, D.I. Khan

Mr. Haq Nawaz Swati, *Director (Incharge)*
Sheikh Qaiser Naeem, *Assistant Director*

Appendix III

Contact Details

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Federal Tax Ombudsman

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Insurance Mohtasib

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Provincial Ombudsman Punjab

Provincial Ombudsman, Punjab,
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Provincial Ombudsman Sindh

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Provincial Ombudsman Balochistan

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Ombudsman of Azad Jammu & Kashmir,

Mohtasib (Ombudsman)'s Secretariat,
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