







LOCAL GOVERNMENT, ELECTIONS & RURAL DEVELOPMENT DEPARTMENT GOVERNMENT OF KHYBER PAKHTUNKHWA

TRAINING MANUAL ON

KP RIGHT TO SERVICES ACT, 2014

FOR THE

TEHSIL MUNICIPAL ADMINISTRATIONS IN KHYBER PAKHTUNKHWA

July, 2024





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Project Summary

Introduction

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has initiated the Participatory Local Governance (PLG) project to assist the governments in Punjab and Khyber Pakhtunkhwa to further strengthen their local governance system towards improved service delivery to the citizens. PLG builds on the earlier gains of its two completed projects in Punjab and Khyber Pakhtunkhwa i.e. the Support to Local Governance Project and the FATA Development Project by creating synergies on the already achieved results and the capacities built. The PLG will provide support mainly in three areas i.e. local revenue generation, participatory development planning, and digitalization for improved service delivery.

GIZ has partnered with the Centre for Governance and Public Accountability (CGPA) to assist the Government of Khyber Pakhtunkhwa (GoKP) in further deepening and expanding key reforms about local revenue mobilization, improving service delivery, and adopting sophisticated and improved mechanisms for citizens' engagement in service delivery. To deliver services in these areas, the GIZ has awarded a project titled "**Strengthening Capacities for Improved Management of Local Revenues and Local Services**" under the overall umbrella of the PLG Project.

The overall goal of the project is to "strengthen the capacities of the local governments for provision of improved local services and realization of local revenues". Specific objectives are"

- a) Strengthening capacities of the local governments for the provision of improved local services through training and capacity-building activities focusing especially on inclusive and gender-responsive management of local services; and
- b) Strengthening capacities of the local governments for improved collections of local revenues through training and capacity building on the use and operations of the Financial Records Information Management System (FRIMS). FRIMS, a software system developed by GIZ, helps TMAs track finances in real time, supporting the Tehsil Council in budget and development planning.

Partner Organizations and Stakeholders

a) KP Right to Services Commission, Government of Khyber Pakhtunkhwa

Since its inception, the KP RTS Commission has been functioning in line with its objectives and mandate. However, awareness of the public or local population of Khyber Pakhtunkhwa regarding their rights to services, the roles and responsibilities of public bodies/institutions regarding the provision of such services and the supporting role of the Commissions is to facilitate the public in this regard has remained limited. The situation is further aggravated when seen from the dimension of female citizens of the province who seldom access public bodies directly for redressal of their concerns, issues, or complaints and remain unaware of the role of the RTS Commissions in this regard. Consequently, there is a need for emancipating the citizens of Khyber





Pakhtunkhwa, including women, regarding the RTS through awareness and advocacy. This in turn can help engage the people of the province, especially women, more proactively with regard to exercising their rights to services and hold the public bodies or institutions accountable for their services to the public.

STANDARD MANUAL

Introduction to the RTPS Commission

The Khyber Pakhtunkhwa (KP) Right to Public Services Commission was established through the Khyber Pakhtunkhwa Right to Public Services Act 2014. The sole objective of this law is to improve public service delivery. The law provides for (a) time-bound delivery of public services to citizens, (b) making government functionaries liable to penalty if they fail to provide services to citizens in a timely and transparent manner and (c) compensation to citizens for not having received the desired service in the prescribed time limit.

RTPSC – vision and mission

Vision:

"Good Governance 'is' our vision"

Mission:

The spirit and aim of the Khyber Pakhtunkhwa Right to Public Services Act, 2014, and the establishment of the Khyber Pakhtunkhwa Right to Public Services Commission is to enable the citizens of Khyber Pakhtunkhwa to avail time-bound, notified public services from public entities in a transparent and efficient manner as a matter of right and to hold the public functionaries accountable, for lapses such as refusal, delay, deficiency or lack of transparency in providing such public services.

According to the United Nations, good governance is measured against and established under the eight pillars of Participation, Rule of Law, Responsiveness, Transparency, Equity and Inclusiveness, Effectiveness and Efficiency, Accountability, and it being Consensus-based.

https://www.unescap.org/sites/default/d8files/knowledge-products/good-governance.pdf

RTPSC – Mandate, Role, Purpose

- Ensure people's access to public services, in a timely and transparent manner
- Ensure that if a service is denied, it is properly documented with sound reasoning
- Reward best performers (within the Commission and service providing line departments)
- Ensure the accountability of public services by imposing fines or disciplinary actions for the failure of the timely delivery of services
- Advise the provincial line departments and other stakeholders in modifying the range of services or adjusting their timelines for delivery





- Analyse service-based data and consequentially support the provincial government in improving its service delivery
- Create awareness among the public to obtain timely and high-quality services
- Provide hand-holding to the citizens (especially those most vulnerable) whilst seeking services.

Understanding the RTS Act 2014

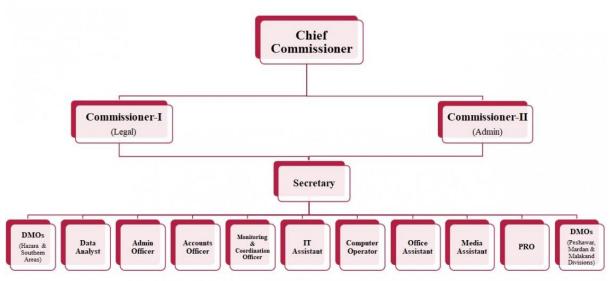
Right to Public Services Act-2014

The Right to Public Services Act passed in January 2014 in Khyber Pakhtunkhwa in Pakistan promises the provision of time-bound services to its citizens and attempts to raise service delivery standards and responsiveness of the service providers and implement effective enforcement mechanisms.

[First published after having received the assent of the Governor of the Khyber Pakhtunkhwa in the Gazette of Khyber Pakhtunkhwa (Extraordinary), dated the 22nd January 2014].

Section 16 & 17: The Commission

- Structure
 - Chief Commissioner; two Commissioners; one Secretary
 - Supporting staff (field and HQ)
- Jurisdiction
 - Appellate authority
 - Oversight body
 - Tribunal of Inquiry



RTPSC – Business Model

• Supply and Demand-side focused:





- Establishing and enforcing structure, mechanisms and timeframes, and monitoring of service provision
- Promoting awareness raising and sensitization of citizens on their rights to service delivery

• Bottom-up approach:

- Through DMOs operating in all 35 districts of KP
- With key service-providing line departments and their designated officers

RTPSC Rules

Procedure for Making Application, Rejection of Application and Disposal of Appeals

1. Procedure for making an application:

An application for availing a public service may be made in the following manner:

- a) Where for availing a public service under relevant law, the requirement is filling of a proforma/form, then said proforma/form shall be considered as an application under these rules; and
- b) Where no form is provided for availing any public service, then making a simple application would be considered enough for availing a public service:
 Provided that the Authority concerned shall check the list of the documents required to be enclosed therewith.
- 2. Power of Designated Officer to authorize Subordinate Officials for receiving the applications. ---

For the purposes of section 5 of the Act, the Designated Officer may either himself receive the application or may authorize any person subordinate to him to receive the application; provided that in case of non-availability of any of the officers, the other officer/official shall receive application on his behalf.

3. Public holidays shall not be included in the stipulated time limit.---

Public holidays shall not be included in the stipulated time limit for providing the services to be notified by the Government under section 4. That is, the time limit will be days specified plus the number of public holidays.

4. Receipt and acknowledgment of application.---

- a) An eligible person shall make an application for delivery of service to the Designated Officer either personally or through e-mail or through registered post.
- b) If such application is found complete in all respects, the Designated Officer shall acknowledge the receipt thereof.

Provided that if any document required for the delivery of service has not been enclosed with the application by the applicant, the same shall be clearly mentioned in the acknowledgment by the Designated Officer, to enable the applicant to make his application complete in all respects:





Provided further that the Designated Officer shall not raise piecemeal objections on such applications.

5. Rejection of Application.---

In the event a public service is denied or delayed, the Designated Officer shall communicate to the eligible person applying for the public service:

- a) The reason for such denial or delay;
- b) The period within which an appeal against such denial or delay be preferred; and
- c) The particulars, including all available information of the relevant Appellate Authority under the general provisions of this Act.

6. Display of information on Notice Board.---

The Authority shall, for the convenience of common public, cause to display all relevant information related to public services, specified time limit thereof and designated officers on the notice board that has been put up in the office for easy view. All the necessary documents that are required to be enclosed with the application for receiving the notified services shall be displayed on the Notice Board. In addition to the details in the prescribed format, the Notice Board shall also include the details of how an appeal can be made, as also all the necessary documents that should be attached to an appeal' In the event of non-display of such information in the public domain, the Authority may initiate appropriate action against the delinquent officer.

7. Procedure for disposal of appeal by Appellate Authority.---

- a) An appeal against decision of the Designated Officer shall lie to the Appellate Authority within a period of 30 days from the date of such decision.
- b) The appeal shall enclose attested copy of the order of the Designated Officer against which appeal has been filed.
- c) After receiving the appeal under sub-rule (1), the Appellate Authority shall send notice of the same to the party concerned either, -
 - By hand i.e. through the party filling the appeal; or
 - By registered post with acknowledgement due; or
 - Through e-mail.
- d) Deciding any appeal, in order to ascertain the facts, the Appellate Authority may examine the relevant record of the case and affording an opportunity of hearing to the Designated Officer appealed against.

8. Individual presence of Appellant/Designated Officer.---

- a) In all situations, the hearing date shall be communicated to appellant/Designated Officer by the Appellate Authority at least 07 days in advance.
- b) An Appellant/Designated Officer shall make himself present during the hearing of appeal.
- c) Where it is clear that such circumstances exist due to which an Appellant/Designated Officer, as the case may be, is/are not able to be present in hearing, in those cases before taking a final decision one more chance shall be given to the Appellant/Designated Officer or such necessary action shall be taken as may deem fit.
- d) If any party remains absent on the date of hearing even after the information of hearing being duly executed to him/her, then, the appeal shall be decided in absentia.





9. Order in Appeal by the Appellate Authority.---

- a) Order shall be read during the open hearing and shall be brought in writing from Appellate Authority.
- b) Copy of the appeal order shall be given to the applicant and Designated Officer.
- c) In the case of imposition of a fine, Appellate Authority shall mark a copy of such order to the concerned authority with instructions to deduct the amount from the salary/ honorarium/ remuneration of the Designated Officer.

10. Recovery of Penalty.---

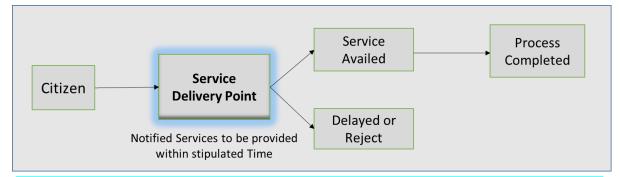
The concerned authority shall cause to recover the penalty from the next salary/honorarium/remuneration of the Designated Officer or officers and staff as decided by the Appellate Authority upon receipt of copy of order for imposing penalty under sub-rule (3) of rule 10 and shall deposit it under the relevant head of Accounts and send a copy of challan to concerned Appellate Authority.

11. Maintenance of records of all disposed cases under the Act.---

The Designated Officer and Appellate Authority shall maintain records of all cases disposed of.

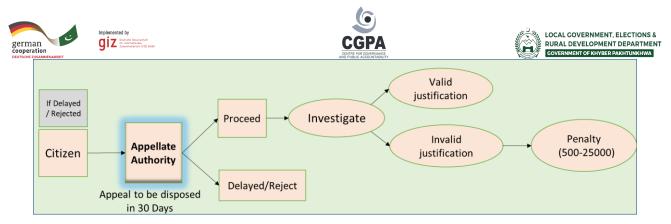
Procedures to Access the Commission's Services and File Complaints

'RTS' Request or Application – Process Flow



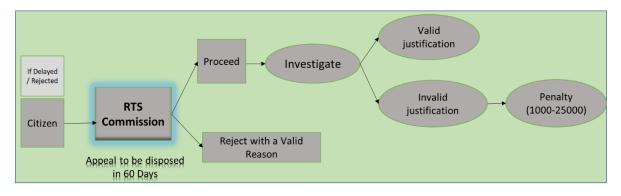
The Service Delivery Point or Service Provider represented by a Designated Officer refers to any government office or public body designated under the Act to provide time-bound services to members of the public. For a list of Department-wise services refer to **Table 1**

RTS' Complaint to Appellate Authority – Process Flow



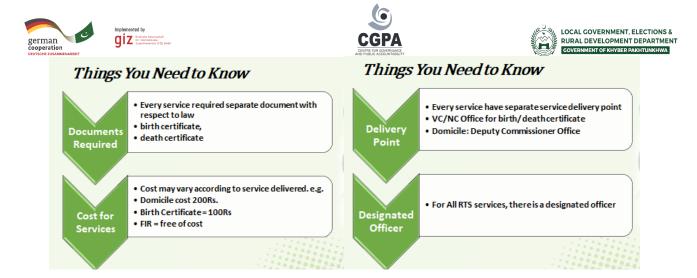
Appellate Authority means the concerned administrative Secretary of the Department or such other person or authority, as may be specified by Government through notification.





RTS Receipt





A Documentary on RTS Services & the Role of KP RTS Commission

https://www.youtube.com/watch?v=RMD6xYVA2UU&t=7s

Khyber Pakhtunkhwa Right to Services Commission - YouTube Channel

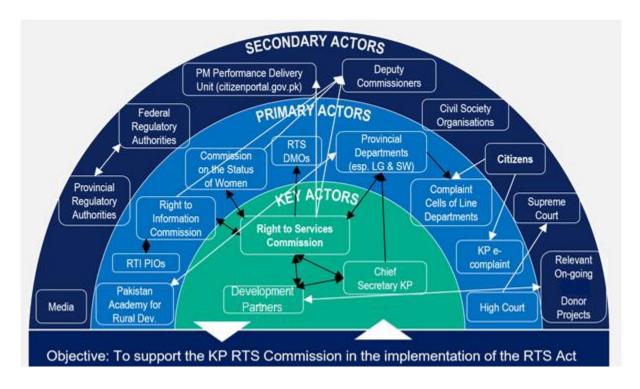




(یوں کی شکایات کاازالہ	باب اور شہر	ا خدمات کے حصول کاحق دین	: مقرره وقت م <mark>ي</mark> ں حکومتی	سائی کا قانون شہر یوں کو	مات تک ر	(خيبر پختو نخواخد	
پا ئےاتیل	ذمددا را بلکار بی ازتی/ پیک میلتهانجینزتگ	مقرر ه دقت محمد بلدیات دد ب	تمبر غدمت کانوعیت	ما کاکل	ة مددارا بلکار قس/عمک راردیویو)	مقرره وقت د پی کشور	خدمت کی نوحیت	۶.
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WSSC: CEO	WSSC: Zonal Manager TMA: Tehsil Planning Officer PHED: XEN	<u>zå</u> 2	23 پانی کانکشن	ۇپنى كمشنرا ۋىىترىم كىكلىر ۋىخى كمشنرا ۋىشرىت كىكىلر	پۇارى ريوينيو آفيسر	7دن 28دن	فرد زمین زمین کی حدود کانعین	-
TMA: TMO PHED: Supt. Eng	WSSC: GM Operations	حکومتی پالیسی س	24 پینے کےصاف) =) · · j · · ç			وراشت میں تبدیلی وراشت میں تبدیلی	
WSSC: CEO	Planning Officer PHED: XEN WSSC زوال ثير	36-24	پاڼۍ کې فراچي	***.	in Kara		روز نامچهادر ایوینیو ریکارڈش اندراج	4
TMA: TMO چیف میولیل آفیسر / TMO	سينزى السيكتر Tehsil Officer	تھنٹوں کے اعد 30 دن	25 كوژاكركت كى صفائى 26 بلد تك پلان(ربائش)	ڈپی کمشنر	پنواری <i>ا</i> سرکل ریوینیوآفیسر	60ول	درا ثقی انتقال کی دستادیزات کی تصدیق	5
	AMO (Planning)		اللہ بدیک چان روہ میں اللہ می	ۋېچى كىشىز / ۋسىر كىف رچىنۇر	سب رجنزاد	7دن	تمام رجشرڈ دستاو برات کے مصدقہ کا بیوں کی نفول کا جراء	6
تحصيل ميونيل آفيسر	تحصيل پلانتك آفيسر	60 <i>ون</i> 30رن	27 شېرکى چارد يوارى كےا تدر 28 شېركى چارد يوارى كے باہر				اسلحه لائتسنس	
	محكيدة كوة	0,50		متعلقه کمشنر بخار له سوز	ڈپٹی <i>کمشز</i> ضامہ لہ ہونہ	7دن	پلیس تصدیق سے پہلے کاعمل مراجع	-
چيئريين صوباني زكوة تميش	سَيَّشن آفيسر (ZBU)		29 صوبانی زکوة نمینی مضلحی زکوة تمیینی کوفنڈ ز کا جراء	ریجنل پولیس آفیسر متعلقه کمشنر	ملق پیس آفسر ڈیٹی <i>کش</i> ز	15 ولن 15 ولن (هيتي ربور)	درخواست د بنده کی تصدیق اسلحہ لائسنس کا جراء	8
			30 ضلحى ز کوچ کمیٹی ہےمقامی زکوچ کمیٹی	سيكرثرى بوم ذيبار ثمنت	ژ بن سیکرٹری (ایڈس) ، دوم ڈیپار شنٹ	رسين _ بعر) 10ون	آل پاکستان (کارٹوس ٹیں اضافہ)	10
	ۋستركت زكوة آفيسر	20ىن	كوفنذ زكا اجراء		تحكيد يوليس محكيد يوليس			
چيترين ڈسٹر کٹ	,,.		31 جيزفند 32 تغليمي وظيفه	ومشركت يوليس آفيسر	اليس الحكاد	فورأ	رجنریش آف ایف آنی آر (FIR)	11
ز <i>کو</i> 5 کمیٹی			(مورا، فيكنيكل اورديني مارس)	ڈی ایس پی ہیڈ کوارٹر م	پولیس پوسٹ/ایس! تچاو کہ ایک سنگ	7دن	پولیس سے تعدیق	12
	چيئر مين لوکل ز کو ڌ کميش	10ىن	33 مستحقين كواستحقاق مرتبطيك جارككرنا	ٹ کے علاوہ بانان پر ویسٹل) ا	کے لگتے (ٹرک اور پیک ٹرانچور	ن کاژیوں۔ اس دن	ۇرا ئيو نك لا مىس چەر؟ ۋرا ئيونگ لائىنس	
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DHO	ترسحت ڈرگ السپکٹر	10 دن	35 ۋرگ لائسنس كا جراء		ديكرا شلاع: DPO	ب دیگرا شلاع: 10دن	كااجراء درايتونگ لائسنس	15
ومشركث بيلتهآ فيسر	متعلقہ میڈیکل آفیسر برائےسول ہیتال	30 دن	لوست مارشم کی کابی امیڈیکولیکل ریورٹ		ظرفرانیورٹ کلرفرانیورٹ		کی تجدید	
	اَتُدا ايليمنٹر يٰ بچو کيش)	محرقتيم (,			ک اور پلک ٹرانسیورٹ کے لئے)	ماگازیاں بیے کہ ٹر اُک دن	زرائیونگ لاتسنس (برد لرز کااجراء	
	ہیڈ ما <i>سٹرا ہیڈ مسٹر یس اپر ک</i> پل	7دن	37 سكول چيوژ ن كا سر شينكيد a) پاكسيكر () پائيد سيكر	سيرترى ثرانىپورى	يشاور: ذائر يكثر ثرانسيورث	ا ی دن یشاور:3دن	يتح درا تيوتك لأسنس	17
ڈی ای او/ ڈائر یکٹرا یجو کیشن/رجسٹرار	ميذآف الشينيوش	5 ول	38 پروديدش أكريكتر مرطيقيكيث	235,00372	ديكراملاع: ADC/AC	د یگرا ضلاع: 10دان	دا براء ڈرائیونگ لائسنس	18
	يك الزايلة فيسيش 		39 گاڑی کی رجیزیشن		م محمد بنگات	0.10	كاتجديد	
		أى دن	40 دستاویزات کی تجدید				ووذيرمث كااجراء	19







How can citizens avail various services, being offered by the district government departments?

There are various ways citizens can avail different public services offered by government departments. It's important to note that the specific methods may vary depending on the country and the level of government (national, state/provincial, local) involved. Here are some common ways citizens can access public services:

- In-person services: Citizens can visit government offices or service centers to access services directly. This may involve filling out forms, submitting documents, or speaking with government officials.
- Online portals and websites: Many governments have developed online platforms where citizens can access and apply for services. These portals allow users to complete forms, submit documents electronically, and track the progress of their applications.
- **Phone helplines:** Governments often provide helpline numbers where citizens can call to inquire about services, seek assistance, or get information on the application process. Trained staff members are available to answer questions and provide guidance.
- **Mobile applications:** Some governments have developed mobile apps to facilitate service delivery. These apps allow citizens to access information, complete transactions, and communicate with government departments using their smartphones or tablets.
- Postal mail: In certain cases, citizens can avail public services by sending documents or applications through traditional postal mail. This method is less common in today's digital age but may still be an option for specific services.







- Public service centers: Governments may establish public service centers in various locations, such as community centers or libraries, where citizens can receive assistance with accessing government services. Trained staff members are present to guide individuals through the process.
- Government outreach programs: Governments sometimes organize outreach programs to reach citizens in remote or underserved areas. These programs involve setting up temporary service centers or sending mobile units to provide services directly to the community.
- Collaboration with third-party organizations: In some cases, governments collaborate with non-profit organizations, community groups, or private entities to deliver public services. These partners may help citizens navigate the application process and provide support in accessing the services.

It's important to note that the availability and accessibility of these methods may vary depending on the specific public service and the government's digital infrastructure. Governments continuously work to improve the accessibility of public services by leveraging technology and adopting user-centric approaches.

Role of religious leaders in creating awareness among masses regarding access to public services

"The religious leaders as communication liaisons between the village government and the community are carried out through a persuasive approach in the form of coaching and providing direction to the community as well as advice on development through religious activities such as tahlil and recitation".

Religious leaders can play a significant role in creating awareness among the masses regarding access to public services. Here are some ways they can contribute to raising awareness:

- Sermons and religious gatherings: Religious leaders can use sermons, religious gatherings, and other religious events as platforms to educate their followers about the importance of public services and how to access them. They can incorporate relevant messages into their teachings, emphasizing the significance of utilizing government services for the welfare of the community.
- Collaborative efforts with government: Religious leaders can collaborate with government authorities to organize information sessions or workshops. These events can be used to educate the community about the availability and procedures of public services. By partnering with government departments, religious leaders can ensure accurate and up-to-date information is shared with their followers.
- Outreach programs: Religious institutions often have strong community networks. Religious leaders can leverage these networks to organize outreach programs focused on public service awareness. This could involve hosting community events, seminars, or training sessions where government representatives are invited to provide information and address any queries or concerns.
- **Communication channels:** Religious leaders can utilize various communication channels, such as newsletters, websites, social media platforms, and local media, to disseminate information about public services. They can highlight specific services, share relevant





updates, and provide guidance on how to access them. This helps reach a wider audience and ensures that the information reaches community members who may not attend religious gatherings regularly.

- Collaboration with local organizations: Religious leaders can collaborate with local community organizations, non-profits, and social service providers to enhance awareness of public services. By working together, they can organize joint initiatives, distribute informational materials, and conduct awareness campaigns that target specific communities or demographic groups.
- Personal counseling and guidance: Religious leaders often have close relationships with their congregants and community members. They can offer personal counseling and guidance to individuals who may have questions or concerns about accessing public services. This can help address any barriers or misconceptions and empower individuals to navigate the system effectively.
- Advocacy and policy engagement: Religious leaders can also engage in advocacy efforts to improve access to public services. They can raise awareness about gaps in service delivery, advocate for policy reforms, and collaborate with other stakeholders to address systemic challenges that hinder access to services.

Hence Religious leaders have a unique and important role in advancing the rights and well-being of people. Because of their well-established and trusted relationships with communities, religious leaders are able to inform and influence the lives of the families they serve and to promote the care and well-being of people. They are also well placed to address inequity related to societal factors and social norms, and to facilitate efforts towards the realization of the rights of the most vulnerable.

Effectiveness of RTS in curbing corruption and establishing women's' rights

Since their inception, the KP Right to Public Services Commission has been functioning in line with their objectives and mandate. However, awareness of the public or local population of Khyber Pakhtunkhwa regarding their rights to services, the roles and responsibilities of public bodies/institutions regarding provision of such services and the supporting role of the Commissions to facilitate the public in this regard has remained limited. The situation is further aggravated when seen from the dimension of female citizens of the province who seldom access public bodies directly for redressal of their concerns, issues or complaints and remain unaware of the role of the Right to Public Services Commission in this regard. Consequently, there is a need for emancipating the citizens of Khyber Pakhtunkhwa, including women, regarding RTPS through awareness and advocacy. This in turn can help engage the people of the province, especially women, more proactively with regards to exercising their rights to services and hold the public bodies or institutions accountable for their services towards the public.

The Right to Services Commission in Khyber Pakhtunkhwa can play a crucial role in curbing corruption in public services and promoting women's rights. Here are some ways the commission can contribute to these objectives:

• Establishing transparency and accountability: The commission can work towards ensuring transparency and accountability in public service delivery. By promoting mechanisms such as online portals for service applications, tracking systems for grievances,







and regular monitoring of service delivery, the commission can help deter corrupt practices and hold accountable those responsible for malfeasance.

- Complaint mechanisms and redressal: The commission can establish robust complaint mechanisms that allow citizens, including women, to report instances of corruption or denial of services. It should ensure that these mechanisms are easily accessible, and confidential, and provide timely redressal. This helps empower women to voice their concerns and seek justice when their rights are violated.
- Awareness campaigns and education: The commission can engage in public awareness campaigns to educate citizens, including women, about their rights, entitlements, and the services available to them. By disseminating information through various mediums such as media, community events, and workshops, the commission can empower individuals to demand their rights and become active participants in holding the government accountable.
- Gender-sensitive service delivery: The commission can advocate for gender-sensitive approaches in public service delivery. This includes ensuring that services are accessible and responsive to the specific needs of women, such as providing separate spaces, female staff, and addressing issues related to safety and cultural sensitivities. By actively promoting women's rights in service provision, the commission can contribute to greater gender equality and empowerment.
- Collaboration with civil society organizations: The commission can collaborate with civil society organizations working on anti-corruption and women's rights issues. By joining forces, they can leverage their collective expertise and resources to develop effective strategies, monitor service delivery, and advocate for policy reforms that address corruption and promote women's rights.
- Capacity building and training: The commission can conduct capacity-building programs and training sessions for government officials involved in public service delivery. This includes sensitizing them to the importance of gender equality, integrity, and ethics. By enhancing the skills and knowledge of public officials, the commission can contribute to a more professional and accountable public service sector.













Rights to Public Services

Objectives:

- To enable the participants to know their right of access to Public Services
- To know the role of the RTS Commission in the delivery of public services
- How they can benefit from RTS and RTI
- Details the procedure for submitting RTS requests or complaints
- Create a better environment for engaging citizens and state actors in effective dialogue
- Consultation and coming up with mutual solutions and recommendations for the

Time	Activity	Remarks
10 minutes	Arrival &seating of participants	
03 minutes	Recitation from the Holy Quran	From participants
03 minutes	Welcome to participants	Project Coordinator
05 minutes	Objectives of the Training and its agenda	
20 minutes	Participants brief introduction and Training Norms Settings	
30 minutes	Introduction to KP RTS Act 2014	Trainer & On trainer
45 minutes	The role of KP RTS Commission in the delivery of RTS Services	Trainer & Co-trainer
45 minutes	The RTS Notificed Services	
45 minutes	The RTS request and Complaint mechanism	
05 minutes	Wrap-up and Conclusion	Project Coordinator







Rights to Public Services

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