Best Practices Report for the Islamic Republic of Pakistan

Citizen Feedback Monitoring Program

Citizen Feedback Monitoring Program (CFMP) is a governance improvement initiative of the Government of Punjab. It is a monitoring mechanism that analyses citizen response with the purpose of curbing petty corruption and improving service delivery by evaluating data response, trends and emerging patterns.

There exists a widespread net of petty corruption at the official level in Pakistan, making even the most basic services such as obtaining a driver's license a major hurdle for the citizens and impeding the process of democracy. With no means of relaying their grievances to the government, citizens have little option but to resort to bribes and other forms of petty corruption. This not only leads to an increase in the levels of corruption but also leaves frustrated citizens feeling isolated from the process of governance.

CFMP was initiated by the Government of Punjab and the Punjab Information Technology Board (PITB) in 2010 to eliminate petty corruption by utilizing citizen feedback , to bridge the communication gap and trust deficit between the state and the citizens. It aims not just to eliminate corruption and improve service delivery but also to empower the citizens and give a voice to the masses.

Initiated by the Government of Punjab, the project has evolved from a district level program into a dynamic provincial level structure that is striving to bridge trust deficit between the state and the citizens by:

- Curbing corruption
- Building and enhancing citizen trust
- Better monitoring of public service delivery
- Enhanced citizen engagement

Model of the Project

When a citizen avails a public service (domicile, property registration, driving licens5etc.), his/her basic data, including personal cell phone number, is recorded in the CFMP database. Using this cell number, a Robo-call in the voice of the Chief Minister of Punjab is sent out to the citizens, inquiring whether they faced any issues while availing the service. This is followed up by an automatic SMS inquiring the same and encouraging the citizens to give feedback via SMS. In addition, manual calls are also made randomly.
The citizen feedback thus collected is thoroughly analysed for subsequent actions and is used to generate around 400 different reports that are sent to concerned government officials. These reports facilitate officials to identify bottlenecks and improvement areas, as well as to take remedial action that includes issuing warnings and show cause notices, organizing coaching sessions and suspending guilty officials.

The basic idea of CFMP is to give the officials hard evidence, in the shape of citizen feedback, enabling them to take corrective actions.

Funding Sources

As a governance improvement initiative, CFMP is funded and supported entirely by the government of Punjab. It does not receive any external funding of any sort from any other organization, body or source.

Achievements

The first phase of the program started in 2009 as the 'Mang Model' when the District Coordination Officer of Jhang District began reaching out to citizens and soliciting their feedback after they had availed property registration services at the District Office. In the ensuing six years, CFMP has undergone major overhaul and expansion under the guidance and leadership of the present Chairman PITB, Doctor Umar Saif. Today CFMP covers 19 different services in 7 public service departments across all 36 districts of Punjab.

The CFMP outreach currently stands as:

- 11.18 million transactions have been recorded in the CFMP database
- 8.6 million citizens have been contacted
- 1.12 million citizens have responded
- 178,160 citizens have reported corruption/complaints
- 11,200 actions have been taken by various government departments on the basis of negative feedback received via CFMP

Recently, the Government of Albania has implemented a citizen feedback based governance model inspired by CFMP.

In addition, CFMP has been globally recognized as a unique initiative that leverages IT to improve governance. The Woodrow Wilson Institute of the Princeton University published a case study on CFMP hailing it as a remarkable initiative. The Foreign Policy Magazine also carried a detailed article on the genesis of CFMP, its evolution and impact on public service delivery. A number of other prestigious international publications including The Economist, TIME Magazine and The Washington Post have also featured articles on CFMP.

Future Targets

The next stop on the road for CFMP involves setting up interactive feedback kiosks outside selected public service delivery offices across Punjab. The kiosks will feature interactive screens and a biometric fingerprint scanner that will allow citizens to record their feedback as soon as they have availed a public service. All the feedback received will be relayed in real time to a command centre for analysis and impactful actions.

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