

# MARDAN MODEL OF HOME DELIVERY SERVICE OF DOMICILES

## A. INTRODUCTION

Citizenship certificate (Domicile) is a document which is issued to every Pakistani under Citizenship Act by the Deputy Commissioners (DCs) of the districts. Every citizen has to acquire domicile because, in its absence, neither a person can get admission in college nor he can get National Identity Card nor can apply for any job etc. The general trend in Pakistan is that people acquire the domicile certificate at the time of getting admission in colleges or applying for a job. Hence, the acquisition of domicile certificate is, practically, **the first independent interaction of youth with Government**. Hence, the main objective of launching this model was to make this first independent interaction of youth with Government such a pleasant experience that they feel pride in their govt. The idea was to provide domiciles to the citizens at their doorsteps without any kind of hassle and find out a perfect solution which may fit in our society in which 70% population is rural with less than 50% literacy rate, having limited access to internet or android phones. In this model, neither any citizen is required to stand in long queues outside any Govt. office nor they are left at the mercy of clerical staff. Rather, a citizen-oriented, easy to understand, aligned with the spirit of decentralization solution has been created.

## B. CURRENT SCENARIO

Painfully speaking, currently, this first interaction is such an unpleasant experience for youth that it sows the seeds of hatred against Govt. in the young minds of teenagers. The reason of the said unpleasant experience is that, till date, centuries old, outdated, archaic system is being practised in districts of KP in which the applicant has to undergo a series of verifications, visit at least six offices by travelling long distances and, above all, bribing many government officials. The prevalent system of issuance of domiciles is that every DC office has one room reserved for "domicile branch" in which a clerk sits with a register. Anyone who is desirous of getting a domicile has to get "domicile form" from the said office after depositing a certain fee. This form is also available from different shops of Photostat. After filling the blanks, one has to get it verified by concerned field revenue official (Patwari), then by Land Supervisor (Girdawar), then by Tehsil officer (Tehsildar) and then by sub-divisional officer (Assistant Commissioner). After such a lengthy process of verifications, one has to go to the "domicile branch" of DC office again where the said clerk enters it manually in the register, writes its issuance number, affixes the official stamp and hands it over to the applicant by keeping a copy of it for official record.

## C. DRAWBACKS

The drawbacks of this system are multifarious and are listed below:

### i) NO CHECK & BALANCE

In the prevalent system, there is no mechanism of check & balance over the domicile clerk. If the domicile clerk is efficient, he would work well otherwise miseries of applicants would enhance manifolds.

### **NO RECORD OF PENDING APPLICATIONS**

Similarly, no record is kept about pending applications. Even the Provincial Govt. gets reports about the number of issued domiciles only, therefore, efficiency of the system by getting input to output ratio cannot be gauged.

### **iii) CORRUPTION**

Element of petty corruption is deep-rooted in it. From issuance of "domicile form" to different stages of verifications, the applicant has to grease the palms of different government officials without which, he/she can't get his/her legitimate work done.

### **iv) LENGTHY & EXPENSIVE SYSTEM**

The prevalent system is extremely tiresome, lengthy and expensive process. The applicant first travels from his/her far flung village to DC office which is, generally, located at one end of the district, gets the form, then goes back to his native village for verification of Patwari, then goes a bit farther for verification of Girdawar, then to his/her Tehsil Headquarter for verification of Tehsildar, then further farther to his/her Sub-divisional Headquarter for verification of Assistant Commissioner and then, finally, again to district Headquarter for issuance of domicile from DC office. This process consumes a lot of time, energy & money of the candidate. At times, the candidate has to travel about 150 KMs to get it.

### **v) TOUT MAFIA**

To add further agony, tout mafia flourishes in it because the cumbersome process of getting the domicile disheartens majority of citizens who avoid to enter in this process. So, people find no other way but to bribe the tout for getting their domicile. Though they get it easily via tout, yet a permanent seed of hatred against government gets sown in their minds.

### **vi) NO CHECK ON MULTIPLE ENTRIES**

Ironically, since the system is manual, there is no check on multiple entries of one person in it. As quota system exists in jobs, people exploit the weakness of the system and get multiple domiciles showing different addresses of different areas from one district or other districts and defraud others in getting jobs.

### **vii) DIFFICULT VERIFICATION**

Furthermore, verification of genuineness of old domiciles is very difficult in it. The reason is that old registers which are not saved properly become difficult to locate, prone to destruction by termite, fire, rain etc. In case of non-availability of record, the verification is done from field which takes a lot of time.

### **viii) NO UNIFORMITY IN FORMS**

Since domicile forms are available at different shops, so neither there is serial no. on them nor there is uniformity in it. Even in one district, domiciles are issued on slightly different forms.

## **D. WORK FLOW OF HOME DELIVERY SERVICE OF DOMICILES**

The course of action of this innovative system is as follows:

### **a. FROM CITIZENS' PERSPECTIVE**

Citizen goes to his/her nearest post office or VC/NC office, gets the domicile form @ Rs. 20/- (form can also be downloaded from "citizen portal"), fills it, gets it verified from any dignitary of his area (as per instructions written on the form) as well as from VC/NC Secretary or Patwari. After verification, the citizen goes to his/her nearest post office & sends it to DC office via insured & registered mail @ Rs. 100. After 07 days, he/she either receives his/her domicile at his/her address or receives a reply stating deficiencies in his/her application. Rather in between, he/she gets SMS alerts about progress of his/her application.

The citizen can see scanned image of his/her domicile by entering tracking code written on the face of domicile form in "Citizen Portal".

### **b. FROM GOVERNMENT'S PERSPECTIVE**

The domicile forms are printed by DC office on the format given in citizenship Act. Then these forms are given to GPO of the district to place them in all the post offices of the district as well as to VC/NC secretaries to make them readily available to public. In this system, neither the applicant is asked to get multiple verifications nor the Secretary VC/NC or Patwari sends the data of his verification 'through proper channel' to DC office, which causes delay. Rather, as an out of the box solution, mobile no. of every Secretary VC/NC and Patwari has been stored in the software and they have been ordered to send an SMS from their designated no. specifying the form no. & name of applicant to a given mobile number of DC office. Their SMS is considered as a proof of authenticity of their verification. Once a form is received in domicile branch, the data is entered in the software and SMS is sent to the applicant that his/her domicile is under process in DC office. After data entry, the document is given to authorized officer (Assistant Commissioner) for his/her signature and affixation of official stamp. Then, issuance no. and system generated tracking no. is written on it. As a last stage, it is scanned and another SMS is sent to the applicant that his/her domicile has been prepared. Afterwards, a copy of issued domicile is handed over to the postman who visits the domicile branch daily for handing/taking over the mail, for its delivery at the doorstep of the applicant. If the form is found faulty, it is also sent back to the applicant with instructions. Post office sends these forms via "special registered & insured mail" in a specially designed envelopes. Its cost is PKR 100 to be paid by the applicant at the time of sending the domicile form to DC office. It is the only fee which applicant bears in this system (Rs. 80/- for two-way mail, Rs. 10/- for insurance, Rs. 5/- for envelop & Rs. 5/- as service charges of post office). Monthly reconciliation between DC office and post office is done to review the efficiency of this system. Similarly, DC has a dashboard through which he can monitor the performance of domicile branch. The dashboard reflects live data of received/pending/rejected/issued domicile forms. The services of post office have

been obtained because their branches are spread up to far flung areas and are easily accessible to general public. Moreover, the option of online submission of forms has also been given in the "Android App" of Provincial Govt. (Citizen portal) from where the applicants can download online forms for further processing.

#### **E. BENEFITS**

The biggest benefit of "Mardan model of issuance of citizenship certificates (domiciles)" is that it has smoothened the first independent interaction of youth with Government and has raised the level of satisfaction and pleasure of citizens.

It has not only vanished long queues outside the office of domicile but has also provided relief to the citizens in the shape of provision of service at their doorstep in a cost-effective, corruption free and time-bound manner.

It has given recognition to the local councils in the eyes of community and mitigated the chance of award of citizenship to any refugee or foreigner because of the presence of local elected representatives.

In addition, extra-ordinary facilitation has been provided to females, special persons (with disabilities), orphans and other marginal groups who do not feel comfortable to visit Govt. offices due to many reasons e.g., male dominated society, non-inclusive buildings, poor public transport system etc. Now, they just send their applications from their village without any hassle.

The chance of getting dual domicile has been finished because of software checks.

In this way, goodwill is being created in the minds of citizens towards Government and its systems that Govt. tries to facilitate its citizens while remaining in resource constraint environment.

#### **F. SUCCESS STORY**

Subjectively speaking, The success of this innovative system can be gauged by the fact that after its promulgation in July 2016, queues outside the domicile branch have literally been vanished. Not even a single complaint of delay or corruption has been received so far. Only one form got misplaced for which insurance amount (Rs. 1000/-) had been paid timely.

Objectively speaking, from 01-08-2016 to 01-08-2017, DC office Mardan received 30,732 domicile forms and responded to all of them. However, during the preceding year in the same time-frame (when old system was in place), only 22,248 domiciles were issued whereas the number of received applications is unknown because in old system, record of received applications was not kept. Hence, under this innovative system, about 45% more domiciles were prepared.

The Chief Secretary officially acknowledged & appreciated this model by issuing "appreciation letter" (Annex-A) & directed its replication in other districts in performance review meeting (Annex-B). In Commissioners' conference held under the chairmanship of Secretary

Home & TAs department, this model was thoroughly examined & it was decided that it will be replicated in one district of every division in 1<sup>st</sup> phase (Annex-C). The Chief Minister, as a token of appreciation, shared this model as a success story of his Govt. on his official social media page ([www.facebook.com/CMKPOfficial/videos/693305177491960/](http://www.facebook.com/CMKPOfficial/videos/693305177491960/)).

## **G. RESOURCES**

This revolutionary system was developed with utilization of minimum resources. The custom-made software was prepared free of cost by software engineers of PMRU of CS office. Similarly, the already recruited computer operators who were under-utilized in DC office were deployed after necessary training. The renovation of domicile branch into a state of the art work station was done by community participation which happily came forward to contribute in its renovation when they saw the sea change in service delivery. Similarly, post offices were already functional in every nook and corner of the district. They were just taken in loop by striking an MoU with their Divisional Superintendent. The only expenditure which was done from Government exchequer was the purchase of computers, scanners and other hardware whose amount was less than Rs. 0.5 million. Rest, the cost of home delivery of domicile (PKR 100/-) is borne by the applicant himself/herself.

## **H. PARTNERSHIPS**

The “Mardan model of issuance of citizenship certificate” was evolved in collaboration of PMRU of CS office, Pakistan post as well as Telenor cellular company. The software engineers of PMRU developed the software by which the working of domicile branch has been streamlined. This custom-made software helps in smart management of data, live monitoring by Deputy Commissioner and easy tracking of the domiciles. Besides, the collaboration of Pakistan Post was a real game changer which evolved a comprehensive mechanism for home delivery service of domiciles by decentralization of authority of domicile office. Lastly, Telenor cellular service network became our partner by giving us package of “bundle SMS” at cheap rates under which two SMS alerts are sent to every applicant, one at the time of reception of his/her form in DC office and other at the time of its dispatch. These SMS alerts give confidence to the applicant that his/her application is being treated with due care and caution.

## **I. PUBLICITY STRATEGY**

Since, the beneficiary of this model is the whole community, hence; we involved all segments of society for dissemination of its information at wider level. A comprehensive community engagement exercise was done in which briefings to heads of different political parties were given, presentations in different local councils were made, members of the parliament belonging to Mardan were taken on board, different organizations of civil society were engaged to conduct awareness sessions in far flung areas, seminars were held with media persons, chamber of commerce, bar associations, private schools association, doctors’

association, labour union, representative bodies of government officials etc. In addition, special programmes were held in TV/radio talk shows. This massive community engagement campaign yielded positive response and we received 3900 domicile forms in the month of August 2016 (this model was launched in 2nd half of July) which was highest in that month in history of Mardan.

### 1. END RESULT

When I go to field visits and ask people about this system, the shine in their eyes and smiles on their tongues make me fly very high. The satisfaction which one feels after doing something for benefit of public which was beyond and above the call of one's duty becomes a joy forever.

  
(Imran Hamid Sheikh, PAS)  
DEPUTY COMMISSIONER  
MARDAN

When I go to field visits and ask people about this system, the shine in their eyes and smiles on their tongues make me fly very high. The satisfaction which one feels after doing something for benefit of public which was beyond and above the call of one's duty becomes a joy forever.



CHIEF SECRETARY KHYBER PAKHTUNKHWA

No. PMRU/CS/1-16/2016  
Dated Peshawar, the 17<sup>th</sup> August, 2016

To

Mr. Imran Hamid Sheikh,  
Deputy Commissioner, Mardan.

Subject: LETTER OF APPRECIATION.

Introduction of Home Delivery system for Domiciles in District Mardan is indeed a commendable initiative on your part. This system shall not only improve service delivery to the public but also promote a culture of citizen friendly responsive governance. It is indeed a significant step in furtherance of the reforms agenda of the Provincial Government.

Your role in the development and supervision of this system is highly admirable and praise worthy.

(AMJAD ALI KHAN)



**Most Immediate**

**PSO TO CHIEF SECRETARY  
KHYBER PAKHTUNKHWA**

No. PSO/CS/KPK/I-3/2014

Dated Pesh: the 05<sup>th</sup> Aug, 2016

To

1. The Senior Member,  
Board of Revenue, Khyber Pakhtunkhwa.
2. The Secretary,  
Home & TAs Department, Khyber Pakhtunkhwa.
3. The Secretary,  
Establishment Department, Khyber Pakhtunkhwa.
4. The Secretary,  
Public Health Engineering Department, Khyber Pakhtunkhwa.
5. The Secretary,  
Local Govt. & RD Department, Khyber Pakhtunkhwa.
6. The Secretary,  
Health Department, Khyber Pakhtunkhwa.
7. The Secretary,  
Food Department, Khyber Pakhtunkhwa.
8. All Divisional Commissioners  
in Khyber Pakhtunkhwa.
9. All Deputy Commissioners  
in Khyber Pakhtunkhwa.
10. The Coordinator,  
Polio Emergency Operation Centre for Polio Eradication,  
Khyber Pakhtunkhwa.
11. The Coordinator,  
Performance Management & Reforms Unit (PMRU),  
Chief Secretary's office.

Subject: MEETING ON DISTRICT PERFORMANCE REVIEW & POLIO TASK FORCE

Dear Sir,

Please find enclosed minutes of the subject meeting(s) held on 05<sup>th</sup> Aug, 2016 under the chairmanship of Chief Secretary, Khyber Pakhtunkhwa for compliance / necessary action, please.

Yours faithfully,

Encl. As above

*P.S*

*Get PSO to C.S on phone  
with me. Place on my personal  
file as well. 5/8*

*Salman Khan Lodhi*  
(SALMAN KHAN LODHI)  
PSO to Chief Secretary  
Tel: 091-9210355  
Fax: -091-9210447





PSO TO CHIEF SECRETARY  
KHYBER PAKHTUNKHWA

MEETING ON DISTRICT PERFORMANCE REVIEW

Meeting regarding District Performance Review was held on 05<sup>th</sup> Aug, 2016 at 11:00 a.m. under the chairmanship of the Chief Secretary, Khyber Pakhtunkhwa In the new Cabinet Room of Civil Secretariat. List of participants is attached.

2. After recitation from the Holy Qura'an, the performance of districts for the months April to June, 2016 was reviewed and the following decisions were taken during the meeting;

Sr. No.	Subject	Decisions	Action taken by
1	DPMF Data verification	The chair directed that In case an officer of line department is absent on verification day, the concerned Deputy Commissioner will verify the data himself and report to PMRU in next three days. In case of failure on the part of DC, the Commissioner shall get the data verified within next four days. If both tiers fail to get the data verified, the matter will be reported to the office of worthy Chief Secretary by PMRU and action will be ensured within next three days.	All concerned
2	Citizens Registration on <i>KP Citizen Portal</i> application	In order to increase the registrations on KP Citizens Portal, Deputy Commissioners will ensure following steps; <ul style="list-style-type: none"><li>• Launch awareness campaigns through media and presentations to different institutions</li><li>• Special presentation on "Citizen Portal" will be arranged for District and Tehsil assemblies. Representatives of PMRU will attend on request of DCs.</li><li>• PMRU will launch special awareness campaigns in collaboration with Right to Service Commission and Right to Information Commission.</li></ul>	<ul style="list-style-type: none"><li>• All DCs</li><li>• PMRU</li><li>• Right to Public Services Commission</li><li>• Right to Information Commission</li></ul>

		within in next month and report to PMRU. In future, district wise analysis of encroachments removed along with graphical evidence shall be presented.	
4	Non-functional Water Supply Schemes	Specific funds have been reserved in current ADP for non-functional water supply schemes. Concerned district administrations shall hold special meetings with TMA / PHE officials of their districts to functionalize such schemes.	<ul style="list-style-type: none"> <li>• Secy PHE</li> <li>• All DCs</li> </ul>
5	Visits of Patwar-Khana	Every Patwar-Khana must be visited atleast twice a year as per Land Revenue Act. Compliance must be ensured by all concerned officers.	<ul style="list-style-type: none"> <li>• SMBR</li> <li>• All DCs</li> </ul>
6	Disposal of Revenue cases	The Chair directed all concerned to ensure regular and timely disposal of pending Revenue Court cases, specifically districts Mardan, Swabi and D.I. Khan.	All Revenue officers
7	Performance of Drug Inspectors and Healthcare Commission	The Chair observed a negative trend regarding inspections of medical stores, sampling of drugs and actions against quacks / unregistered medical practitioners. Matter to be taken up separately with Secretary Health.	<ul style="list-style-type: none"> <li>• Secretary Health</li> <li>• PMRU</li> </ul>
8	Price Checking	The Chair observed the need of making the price checking activity more stringent and expressed dis-satisfaction over the performance of district administration in terms of fine collected and punishment imposed on profiteers. This area needs special attention from all DCs.	<ul style="list-style-type: none"> <li>• All DCs / Price Magistrates</li> <li>• DFC</li> </ul>
9	Solid Waste Dumping sites	Secretary LG&RD requested all DCs to facilitate the TMAs in securing land for dumping grounds.	DCs / TMOs
10	Home Delivery of Domiciles	Initiative of District Mardan regarding home delivery of domiciles was appreciated and the Chair directed that the same should be	Concerned DCs



OFFICE OF THE  
DEPUTY COMMISSIONER MARDAN  
No. 2828 DC(M)PS Dated 13 / 11 / 2017



To:  
The Commissioner,  
Mardan Division. Mardan.

Subject: MARDAN MODEL OF HOME DELIVERY SERVICE OF DOMICILES

In pursuance to the instructions issued by worthy Chief Secretary Khyber Pakhtunkhwa in a meeting held on 05<sup>th</sup> Aug, 2016 under his chairmanship (minutes circulated vide letter No. PSO/CS/KPK/I-3/2014 dated. 05<sup>th</sup> Aug, 2016), the details of Mardan model of home delivery service of domiciles is hereby forwarded for your kind perusal & further forwarding to the Secretary Home & TAs department, for further necessary action at his end, please.

  
Deputy Commissioner  
Mardan

Copy to:

1. PSO to worthy Chief Secretary Khyber Pakhtunkhwa w/r to his office letter mentioned above.
2. Coordinator PMRU, O/O the Chief Secretary Khyber Pakhtunkhwa.
3. PS to Secretary Home & TAs Department Khyber Pakhtunkhwa w/r to his office letter under ref. No. E&A (HD) 7-75/2017 dated November 10, 2017.

  
Deputy Commissioner  
Mardan



GOVERNMENT OF KHYBER PAKHTUNKHWA  
HOME & TRIBAL AFFAIRS DEPARTMENT

><<<<<<  
No. E & A (HD) 7-75/2017

Dated Peshawar the November 10, 2017

**TOP PRIORITY/TIME LIMIT CASE**

To

✓  
The Deputy Commissioner  
Mardan

Subject: - **REPORT REGARDING MARDAN MODEL OF HOME DELIVERY  
SERVICE OF DOMICILES**

I am directed to refer to the subject noted above and to state that the Chief Secretary Khyber Pakhtunkhwa has directed that report containing modalities for issuance of domicile through home service delivery in Mardan may be shared by your office with this Department as the report has to be communicated to all the Deputy Commissioners of Khyber Pakhtunkhwa within a very short deal line. You are therefore, requested to share the requisite report by today positively, please

  
SECTION OFFICER (GENERAL)

Copy to:

- 1- Coordinator PMRU, O/O the Chief Secretary, Khyber Pakhtunkhwa
- 2- Section Officer (Media/Narcotics) Home Department
- 3- Assistant Director (IT) Home Department.
- 4- PA to Deputy Secretary (Admn) Home Department,

  
SECTION OFFICER (GENERAL)

DC OFFICE MARDAN	
Diary No:	22247 Dt: 14-11-17
A.D.C.	
D.O.F.	
A.O.	
Supdt:	✓
sg/Steno	N

PS  
/

**OFFICE OF THE COMMISSIONER,**  
**MARDAN DIVISION, MARDAN.**

NO. 1617 /REV/SDC

Dated Mardan, the 14/11/2017.

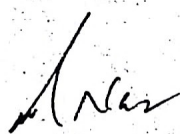
To,

The Secretary,  
Home & Tribal Affairs Department,  
Govt: of Khyber Pakhtunkhwa, Peshawar.

Subject:- **MARDAN MODEL OF HOME DELIVERY SERVICE OF DOMICILE.**

Dear Sir,

I am directed to refer to the subject noted above and to enclose herewith a copy of Deputy Commissioner, Mardan letter No.2828/DC(M)/PS dated 13-11-2016 alongwith details of Mardan model of Home Delivery Service of Domiciles in light of directions of Worthy Chief Secretary, Khyber Pakhtunkhwa for further necessary action at your end please.

  
Secretary to Commissioner,  
Mardan Division, Mardan.

No. & date even.

Copy forwarded for information to:-

1. ✓ The Deputy Commissioner, Mardan w/r to his letter referred above.
2. PSO to Chief Secretary, Khyber Pakhtunkhwa Peshawar.
3. PS to Commissioner, Mardan Division, Mardan.

22288

DC OFFICE MARDAN	
Diary No: <u>22288</u>	Dt: <u>14-11</u>
A.D.C	
D.O.F. P	
A.O	
Supdt: ✓	
PS/Steno	

  
Secretary to Commissioner,  
Mardan Division, Mardan.

PS