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Barriers to effective e-Grievance Redressal in Public Sector:
A Case study of Overseas Pakistanis Complaint Portal

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Abbreviations

OPC	Punjab Overseas Pakistani Commission
OSPC	Overseas Pakistanis Complaint portal
ICT	Information, Communication and Technology
IT	Information Technology
PITB	Punjab Information Technology Board
G2G	Government to government
G2B	Government to Business
G2C	Government to citizens
G2E	Government to employees
GRM	Grievance Redressal Mechanism
EGDI	E-Government Development Index
HCI	Human Capital Index
TII	Telecommunication Infrastructure Index
OSI	online services index
DCO	District Coordination Officer
FDI	foreign direct investments
NICOP	National Identity Card for Overseas Pakistanis
NADRA	National Database and Registration Authority
POC	Pakistan Origin Card
DIG	Director inspector general
DC	District Commissioner
OPF	Overseas Pakistanis Foundation
GOP	Government of Punjab

Symbols



Pool/Lane: It indicates the entity that is responsible for activities in a process. The entity can be an organization and/or a role in the system.



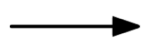
Task: It represents the activity to be performed



Collapsed Sub-Process: This represent a task that can be further divided into other tasks and represents a process or internal process.



Message Flow: The message flow represents the communication between different pools.



Sequence Flow: The sequence flow represent the order in which activities are performed in each pool/lane



Standard Start Event: It represent the start of the process



Message Start Event: It represent the start of a process that has been triggered by a message



Parallel Gateway: It is a gateway that represents multiple concurrent tasks. In simple words parallel tasks



Exclusive (XOR) Gateway: This gateway represents the breaking of the sequence flow into mutually exclusive paths.



Intermediate Catching Message Event: This represent a message that has been sent within one pool or inter-pool.



Intermediate Throwing Message Event: This represent a receiving of the message from an entity.



Standard End Event: It represent the End of the process

The symbols and their explanations were adopted from Business Process Modelling notation BPMN 2.0.

1 Introduction

Since the early 1990s, information communication and technology (ICT) has revolutionized the accustomed life of the citizens and governments around the world. As a result, many countries began to take steps to transform and adopt e-government, as they realized its significance towards delivering better public service to the citizens, private sector organizations and mandating efficient coordination within the public administrative organizations. The primary objective of the online services is to build and maintain a community resource network that provides citizens with free and open access to online information, which may not have been readily available to them in the past.

Following the footsteps of the developed countries towards this paradigm shift of using ICT in public sector organizations, the economically challenged countries of the world began to recognize its due worth (Butt, Warraich, & Tahira, 2019). Pakistan, a developing country, also joined the race and started its journey of e-government in the year 2000 by introducing the Information technology (IT) Policy and Action Plan (Ministry of Science and Technology Government of Pakistan, 2000) to make government services available to citizens in an efficient, transparent and convenient manner. This action plan aimed to lay the foundations for effective governance, establishing core infrastructure, policies, and institutional arrangements to promote the long-term development of e-government within the country. State governments across the country are striving to depict their execution of public service work as most efficient. Although e-government provides obvious benefits to all the stakeholders, it is the citizens who receive the most benefit from the adoption of it. (Jaeger & Thompson, 2003).

One of the most effective tools for the provision of public service for government organizations is by addressing the grievances of their citizens. According to Rana, Dwivedi, Williams, & Lal (2015), "a grievance redressal system is an integral part of any administration and no organization can claim to be citizen-friendly, responsive, and answerable until they provide an effectual and proficient mechanism to redress public grievances". However, grievance redressal in e-government is still a new domain and requires much attention from both the academic researcher and policymakers. Both the public and private sector organizations have recognized the importance of grievance redressal that has resulted in the institutionalization of effective handling of grievances in their operational processes.

The citizens of Pakistan submit their grievances to the government in the form of complaints through various online portals. Prior to this online facility, the citizens of Pakistan used to send their complaints through a formal letter to government departments by post or by personally visiting the office of that government department to lodge their

complaints (OPC, 2016). The Pakistanis that are settled abroad and not residing in the country had been finding it arduous to communicate their grievances to the relevant authorities in their home country and track the progress of its redressal in a structured and efficient manner (Annual report, 2016). Similarly, the public authorities also lacked the recourses and system to track the grievances lodged by overseas Pakistanis, communicating the feedback and the progress to them. In order to cater these issues faced by overseas Pakistanis, the government of Punjab passed the Punjab Overseas Pakistanis Commission Act XX of 2014 and established the Overseas Pakistanis Commission (OPC) (OPC, n.d.). The OPC realized the significance of information communication and technology (ICT) and laid their foundations on it, by collaborating with Punjab Information Technology Board (PITB) to develop an online complaint portal known as Overseas Pakistanis Complaint Portal (OSPC)(OPC, n.d.). This portal aimed to ease up the complaint lodging and redressal process for overseas Pakistanis, districts and departments of the Punjab province, and for themselves.

However, in 2016, Overseas Pakistanis Commission OPC published an annual report and mentioned that only 50% of the lodged complaints on the portal had been resolved (Annual report, 2016). This provided the grounds to dig deeper on the challenges that Overseas Pakistanis Commission OPC, the department and the government of Punjab might be facing while redressing public grievances through an online grievance redressal portal. Where the resource of national institutions is limited, and the stakes are high, there is a substantial risk that grievances will go unaddressed and will put a question mark on the credibility of existing systems among the stakeholders. Given the large number of people affected and the severe consequences of a failure to implement, there have been few available records of researches conducted to evaluate the challenges faced by developing countries administrations while redressing public grievances at present.

Hence, the present research aims to deepen the understanding of the current situation of grievances through an online portal and an assessment of challenges faced in grievance redressal by public sector organizations. This research used the empirical case of overseas Pakistanis Complaint Portal (OSPC), by adopting mixed-method for data collection and data analysis. Providing an independent, systematic and objective assessment on the challenges that are faced by Overseas Pakistanis Complaint Portal (OSPC) and to formulate recommendations for developing countries to strengthen their capacity for grievance redressal from the government perspective.

1.1 Research Problem

E-government is often labelled as the new way forward, and its use has become a norm for both the developed and developing countries. Citizens rely immensely on the online services provided by the government, especially if they have a grievance to submit. As a common phenomenon, e-government failure has recently gained more considerable research attention from both scholars of information systems and public administration (Goldfinch, 2007). E-Government failure is described as the inability of such a program to achieve predefined targets or objectives. Many academic researchers have focused on developed countries; whereas e-government failure continues to be widely misunderstood in the developing countries (Stanforth, 2007). There is a lack of awareness regarding the complex processes that are accumulating from various sources that might be leading to e-government failure in underdeveloped countries. The literature on e-government systems includes several publications dealing with their failure (Horton and Lewis, 1991; Dada 2006). According to Heeks (2003) who has done extensive work in this subject field, states that e-government implementation fail to deliver in developing countries, with 35% being rated as complete failures (e-government was not introduced or was enforced but subsequently abandoned), and 50% as partial failures (major goals were not achieved). These results are alarming, particularly because developing countries have limited resources available at their disposal and cannot afford to spend large amounts of money that can go in vain. However, there is an inadequate understanding of the challenges that contribute to hindrances for e-government applications in emerging countries. Execution is the key difference between developed and developing countries, where the e-government focuses more on accountability, fighting corruption and transparency in developing nations. There is always a high risk of failure of such initiatives in developing countries, and this is the motivating force for doing this research. Moreover, there are very few researches conducted on grievance redressal systems in developing countries. At the same time, very few researches have taken the perspective of the public sector organizations into their account to identify the challenges that they might face while redressing public grievances through an ICT enabled system. The study will aim to provides answer to the following research question:

What barriers government stakeholders face while redressing public grievance through OSPC?

In order to properly direct the research approach and meticulously address our main research question we have systematically divide it into two sub questions to provide thorough insights towards the research process

- What is the current state of grievances handling in OSPC?

- How are the barriers interlinked with stakeholder?

The structure of the thesis is as follows, in chapter 2, the literature will be explored in the light of the e-government and public service delivery. It will help the reader understand the context and the current state of e-government initiatives and the way they are used to deliver services to the citizens. Moreover, this section is complemented with the dimensions of the e-government and the interactions between the stakeholders that are involved in the e-government initiatives. This section further leads to the grievance redressal in public sector organizations, and relevant terms used in the thesis are defined, and the practices of grievance redressal are highlighted. Furthermore, the motivations behind redressing public grievances are also explained in the light of available literature. The approach of the literature review identifies the gaps that are intended to be addressed with this research. In chapter 3, the methodology adopted for this thesis has been detailed about the research approach, data collection and data analysis techniques adopted for this thesis, followed by the ethical considerations and the limitations. In chapter 4, the case study is covered in the context of Punjab, Pakistan, followed by an introduction of the understudied portal.

Moreover, this section also highlights and describes the stakeholders and their intended roles in the portal. This section ends with the process of OSPC, followed by a brief overview of the current status of grievances submitted in the portal, as mentioned earlier. Chapter 5 provides the findings from the quantitative data of the understudied portal and the findings from the qualitative data from the interviews. The barriers were identified and summarized from the perspective of the involved government organizations through 'stakeholders perspective matrix'. Chapter 6, provides the discussion on the main barriers in the light of the findings from the qualitative data, quantitative data and the available literature to identify the interlinks of the identified barriers and provides recommendations. The thesis is concluded in chapter 7, providing suggestions for further studies for academic researchers and practitioners.

2 Literature Review

2.1 E-government and public service delivery

In the late twentieth century, the digital revolution changed the dynamics of modern society through the internet. This revolution did not only impact the private business sector but also laid pressures on the public sector organizations to improve public service delivery through the use of information, communication and technology (ICT) (Savoldelli, Codagnone, & Misuraca, 2014). Due to the mentioned reason, the governments around the globe started to adopt this new model of innovation by using information technology to improve their public service delivery and their operations (Norris, 2010). The use of information technology (IT) in public administrative departments is referred to as e-government (Heeks, 2005). Many researchers realized the potential and possible impacts of e-government in shaping the future society and government organizations. The benefits of ICT in government includes the positive transformation in silo structure of public organizations and improved bureaucratic processes (Heeks, 2005), interconnectivity through digital technologies (Ebrahim & Irani, 2005), improved transparency in services provided (Tat-Kei Ho, 2002), reduction in organizational costs (Ndou, 2004), combating accountability issues (Brewer, 2007) and improving trust of society in government through public participation (Pirannejad, Janssen, & Rezaei, 2019).

However, many researchers have argued against this narrative. According to Stoker (2006), public sector organizations are more concerned about their interests rather than the public interest. In simple words, the public sector organizations are more concerned to use IT to make the best use of their resources efficiently and effectively while still lacking responsiveness towards the needs of the citizens. Also, Husin et al. (2018) criticize that the e-government is still unable to bring real change in public administrations as there have been many failures in e-government projects. According to Watson & Mundy (2001), the adoption of e-government is vital for bringing the transformation in the public sector by improving the operational efficiency, making the government processes more transparent and by providing better and extensive services to the citizens and business. There are apparent differences in the practice of e-government in comparison to the traditional methods. However, few entities remains an enigma in delivering effective public services and efficient performance management in government organizations.

Many researchers have emphasized the improvements in the interactions between both the bureaucrats and the citizens through e-government (Ahn & Bretschneider, 2011).

They described it as two-way interaction between them, and it enables public service delivery and responsiveness of the public servants towards the citizens that eventually lead to citizen trust in the government (West, 2004).

2.1.1 E-government communication evolution

In terms of e-government and public service delivery, it is essential to understand how the communication within the internal and between the internal and external stakeholders evolved with time. According to Kumar (2015), the evolution took place in five phases; informative phase, interactive phase, transactional phase, integration and transformation phase and collaborative phase. The initial phase of adoption of e-government was the information phase, where the government disseminate useful and vital information through internet portals or websites. Local authorities digitalized the once physical bulletin board, into readily accessible and information-based websites (Kumar, 2015; Layne and Lee, 2001). This initiative enhances the transparency and accountability of the government by informing the citizens of the financial statements, expenditure, and information regarding policymaking (Hanna, 2011). Although it was one-way communication, and there were still issues pertaining to interactions. As a result, the second phase arrives known as the interactive phase between 1997 to 2000. This phase improved the existing channel to digitalized two-way communication in which it characterized the interoperability and operations between different online portals, fast, and efficient communication, e.g. emails (Moon, 2002). Enabling mutual interaction may increase public engagement towards government initiatives, and optimization in the channels of communication encourage and promote the citizens to participate and patronize digital communication (Hiller & Belanger, 2001).

Although it was a significant evolution from a mere display of information, it also had certain limitations because even now the citizen had to go to the public office to obtain services. However, between the year 2000 to 2003, another phase arrived through which the transaction functionality was enabled through the use of ICT. This phase is labelled as transactional phase and revolutionized the relationship between public organizations and the citizens through web-based systems that allow businesses and citizens to perform different governmental operations and legally binding transactions (Kumar, 2015). Later on, it became normal or a habit for the citizens and businesses to select and rely on digital technologies while communicating with the government (Pieterse, 2010). Moreover, the government had started to feel the challenges that were arising because of this evolution. Issues of coordination between different public organizations occurred, and thus, integration was required (Layne and Lee, 2001). This need provided the grounds for the adoption of the next phase, i.e. integration and

transformation phase. In the integrative and transformative phase, local up to central governments extensively developed multiple internet sites that offer a wide range of online services, enhancing interoperability of electronic infrastructures and user-centric approach (Kumar, 2015). The idea was to integrate inclusive and coherent government services that may result in a better service experience to the external stakeholders as well as to improve the efficiency and coordination of internal stakeholders. Later, the last phase was rationalized; this phase was about smart city governance of having a collaborative and coherent society (Laenens et al., 2018). Digital strategies and solutions in this phase were characterized by the horizontal and vertical integration of government organizations, collaborative and cohesive approach of the government, citizens, public and private sector (Kumar, 2015). It is essential to understand the evolution to compare it with the understudied case for this research that can enlighten on the stage at which e-government communication initiatives has evolved.

2.2 Dimension of E-government

Many stakeholders are involved in an e-government system and require interactions with one another. According to Jaeger & Thompson (2003) and Ndou (2004), the interactions provides the dimension of e-government, and it can be categorized as G2G (Government to government), G2B (Government to Business), G2C (Government to citizens) and G2E (Government to employees). Chadwick & May (2003), emphasize that e-government helps in making the interactions with the aforementioned stakeholders by making them convenient, transparent and effective.

2.2.1 Government to Government (G2G)

G2G is defined as the sharing of data among different government bodies, including departments and agencies or other public sector organizations through electronic means. The main objective to pursue G2G is to promote e-government initiatives as it can enable smooth transmission of data, information, communication and enhance efficiency and effectiveness in decision making and improve inter-government coordination (Fan, Zhang, & Yen, 2014; Pandey & Gupta, 2017). The G2G holds great importance for the success of e-government initiatives. According to Atkinson and Ulevich (2000), the internal systems of the governments must be up to date before they start transactions with citizens through electronic means. Moreover, Sabani, Deng, & Thai (2019) emphasized that importance of G2G dimension by labelling it as the backbone for the initiatives taken to implement effective e-government practices enabling efficient communication between different government departments.

Similarly, Jaeger (2003) emphasized to improve information sharing among different government agencies. Pandey & Gupta (2017) also emphasized on G2G for effective public service delivery because e-government services are dependent on their internal stakeholders' coordination.

2.2.2 Government to Business (G2B)

According to Ndou (2004), the exchange of services among government and business through ICT is referred to as G2B (Government to Business). G2B helps in providing a range of resources shared between the government and the business sector, including the interactions about the legislations, rules, reports and regulations (Chavan & Rathod, 2009). According to Jaeger (2003), partnering with the private industry will also allow governments to create a more straightforward and convenient presence online. It was emphasized that G2B programs include the selling of government goods and the purchase of government products and services, that is beneficial for both the public and the business sector organizations (Jaeger, 2003).

2.2.3 Government to Citizens (G2C)

G2C is the exchange of information and services between the government and citizens by electronic means. The main objective of G2C is to build a strong relationship between the government and their citizens (Ndou, 2004). The G2C programs are intended to promote citizen participation with the government, and it is considered as the primary goal of e-government (Seifert, 2002). According to Jaeger (2003), one of the essential components of G2C efforts is to improve citizen involvement in government by providing more incentives to the citizens by removing barriers of time constraints in rendering services. According to Majdalawi, Almarabeh, Mohammad, & Quteshate (2015), in order to provide citizens with customized services, the government has to make all information available through a single centralized source.

2.2.4 Government to Employees (G2E)

According to Chavan and Rathod (2009), G2E deals with the interactions between the government and their employees. The main idea behind G2E is to minimize day-to-day administrative burdens of the government employees and to ease the interaction within the government, among other government employees and with the citizens to deliver services more efficiently. G2E also enhances the opportunities for collaboration and coordination within a public sector organization and between inter-sector agencies employees.

2.2.5 External and Internal Environment

According to Siau & Long (2005), the dimensions mentioned above can be categorized into external and internal environments for any e-government initiative. The external environment covers G2C and G2B, whereas the internal environment consists of G2G and G2E dimensions. There are multiple interactions between the internal and external environments through an ICT enabled portal or an interface of e-government service. It is argued that the internal environment requires a lot of coordination and smooth internal interactions for efficient service delivery to the external environment. A graphical representation of these environments can be viewed (Figure 1: E-government framework).

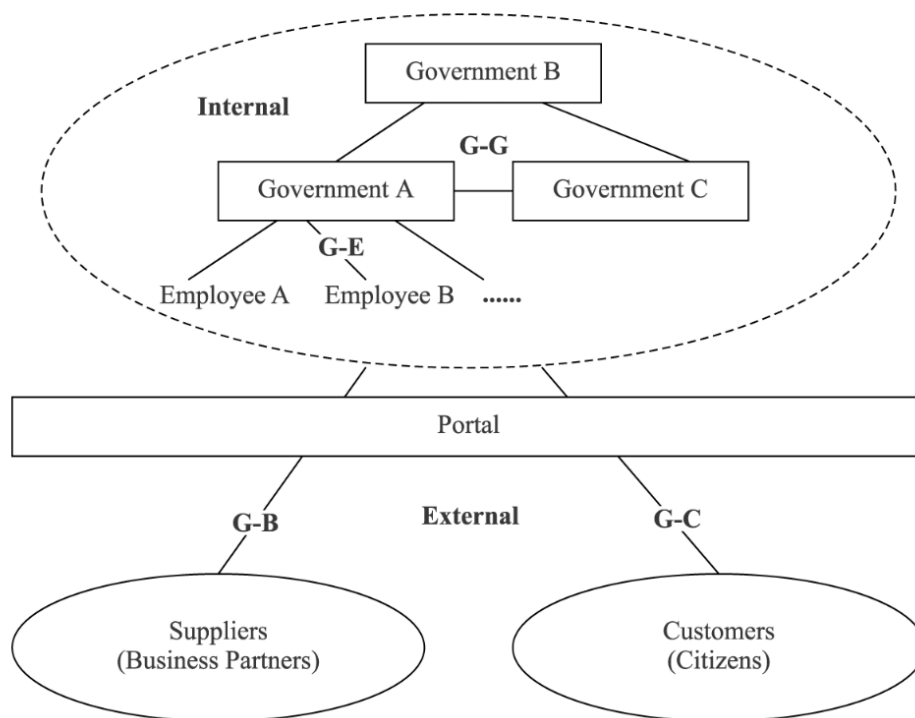


Figure 1: E-government framework by Siau and Long (2005)

The present research is about an ICT enabled grievance redressal portal, where citizens interact from an external environment to submit their grievances to the government via a portal. Also, the government organizations interact with one another for the redressal of those grievances. There is an extensive list of e-government services that are provided to all the stakeholders, but the citizens are the ones who benefit the most (Jaeger, 2003). The next chapter of literature provides insights into the grievance redressal system in a general context.

2.3 Grievance Redressal

It is a primary function of any government to take care of their citizens, and one of the most basic ways for that is by addressing their grievances. For most researchers, the term grievance redressal remains ambiguous as there is no standard definition on this term, because every organization, government of a country has its own definition and approaches towards grievance redressal. In this literature section, one can face difficulty as there many words related to grievances, e.g. complaints, feedback from the citizens, public grievance, grievances, complaint handling. It is worth mentioning that all these terms are synonymous and interchangeable. There are many definitions for the term grievance redressal in many contexts. However, this research adopts the definition of grievance redressal from Ranganathan (2014), it is described as, “a process to address the complaints of the citizens through a systematic mechanism in an institution”. The term grievance can also be defined as “any sort of dissatisfaction, which needs to be redressed in order to bring about the smooth functioning of the individual in the organization” (Ph, 2015). The term complaints itself is extensive and complex. At the simplest level, it can be defined as “a reason for not being satisfied; a statement that somebody makes saying that they are not satisfied” (Oxford dictionary, 2020). Moreover, the researchers such as Trappey, Lee, Chen, & Trappey (2010), have described this term as a statement of dissatisfaction that arises from products and services of an organization that fails to meet the expectations of customers. Not so differently, Strauss and Seidel (2005) have expressed complaints as certain articulations that have resulted due to dissatisfaction and are communicated to the firms or the third party to make the provider cognizant about the behaviour that is being experienced as harmful and to make the provider change the undesirable behaviour.

2.4 Grievance redressal and Public sector organizations

Grievance handling or complaint handling in public sector organizations has attained the attention of many academic researchers. According to Carroll (1995), an effective approach for best practices in the context of New public management (NPM) is by recommending smooth and accessible complaint process, highly responsive public complaints procedures, bringing data science in the game to sort public complaint data, and by recruiting employees that are best in customer service. These enlisted factors help to boost trust and increase loyalty and at the same time, helps in saving heaps of dosh. The citizens were imagined as a customer, and their satisfaction was considered to have a superior value over technical effectiveness. Public accountability is fundamental to modern democratic governance (Bovins, 2005). Effective complaints and redress processes support the principles of public accountability, which underpin efforts to

promote good governance in many jurisdictions (Burall and Neligan, 2005). The grievance redressal procedures provide the means to specify the appropriate practices, protocols and administrative policies (Bohlander, 1989).

UNDP (2005) report also emphasized that ICT enabled grievance redressal systems are channels for public input and are considered the secret to the accountability in e-government initiatives. More and more local governments and utilities are now developing structured grievance redress processes to keep elected authorities and public and private service providers accountable. A fundamental prerequisite is to have a robust system for redressing and monitoring public grievances, particularly in government agencies with a broad public interface is to develop a citizens' grievance redress mechanism that is closely related to the development of public institutions that are responsible for providing the people with essential services such as health, education and social services.

Due to the increasing trends of corruption and misgovernance practices that have resulted in the failure of states and administrative apparatuses to deal with the citizens related issues both in developing and developed countries, the governments around the globe have started to have a serious debate on the capacities of the institutions and their arrangements. According to Gauri (2011), a new trend of adding an additional layer of ombudsmen department has been institutionalized among the democratic countries. This department ensures the accountability of other departments if there are a substantial number of unsatisfied grievances against them. In this way, grievance redressal management has attained much attention and has become an important tool for basic fairness in public sector organizations (Gauri, 2011). Moreover, it is argued that the handling of complaints mainly depends on the employees of the organization as they are the point of contact and handlers to redress it rather than the top or middle management. According to Gharakhani et al. (2014), whenever there is a failure in the service delivery, the frontline officers are the immediate rescuers as they deal with the matter on behalf of the organization. This also highlights that the frontline staff must be empowered to ensure the quality of the service delivery and for the satisfaction of the customers. Lariveta and Brouard (2010) emphasized on the attitudes of the employees towards their job, which is equally crucial for success in complaint handling, an example for that would be to efficiently handle the complaint and become highly responsive towards their consumer needs. Thus, it is stated, employees who are in direct contact with complainants must be a part of the decision-making process, and their input must be taken in consideration when reviewing the services of public organizations (Anderassen, 2000).

Grievance redressal not only helps the citizens, but it can also enhance the performance of a public sector organization. According to Mohapatra (2016), grievance redressal is an essential tool for improving the performance of public sector organizations. The public administration effectiveness is mainly dependent on public participation, and this could enable making public sector organizations transparent and accountable, which can improve the overall performance of the service delivery (Mohapatra ,2016). According to Edmiston (2003), the real benefits of implementing technology cannot be produced by only carrying out high technology features. Instead, it is a by-product of government employees performing their routine activities effectively and efficiently that will result in not only improving the public service delivery but also helps in reducing the operational cost for the government. Brewer (2007) has emphasized the significance of efficiently responding to public complaints and effectively redressing those as essential features of public service delivery and good governance.

Nonetheless, grievance handling in large scale organizations is a big challenge because the leadership, high ranking officers and decision-makers are far away from those who are at the front line and has direct interaction with complainants. This disparity between the front line officer and the top-level management is a common challenge that is faced by the developing countries as the grievance handling through ICT does require not only the IT skills but also the social skills. Also, effective monitoring and control from the top management are considered as a driving force for the success of such initiatives. All government offered services must be accessible for the citizens with all the required information. There is a need to have a proper check and balance over the grievance handlers and a check upon the efficiency of the ones in communication with citizens and resolving complaints (Brewer, 2007). This check on employees and top managers will help in ensuring the quality of the service delivery. According to Cinca et al. (2003), responsiveness is the key criterion for ensuring the quality of service delivery in public sector organizations. Similarly, Gruber, Henneberg, Ashnai, Naudé, & Reppel (2010) have highlighted the significance of rapid responses on the satisfaction of the complainant.

The grievance redressal holds great importance for all kinds of organizations. According to Brennan, Sourdin, Williams, Burstyner, & Gill (2017) to suggested that some of the grievances redressal systems can be treated as series of mechanisms that are designed to remove negative advocacy, to minimize compliance cost and customer loss. Similarly, Carney (1996) has argued, that the organizations need to give priority to redress complaints of the customer in order to improve the provided services and to avoid loss of customers. Not so differently, Henneberg et al. (2009) have argued that organizations need to effectively address the complaint handling process and also need to show their

empathy and genuine commitment towards it. In order to understand ways to manage grievances redressal, there are four types of systems that are being practised:

- Administration within the government agency
- Independent, third party institutes that are outside government departments
- Courts
- Ombudsman departments to manage grievances of the public.

(Mohapatra, 2016)

The UNDP (2005) emphasizes on the effective management of the grievances of the citizens because grievance redressal mechanisms can help in early identification and resolution of public complaints that can result in better outcomes of the projects resulting in providing benefits to all the beneficiaries of the project. However, multiple challenges are being faced by different countries and government agencies in the implementation of effective and efficient grievance redressal mechanism (Rana et al., 2015). Mohapatra (2016) researched grievance redressal in India and highlighted many challenges that affect the performance of public institutes. These challenges include; weak legal procedure, lack of political will, bureaucratic apathy and they problems in fixing the accountability. Indeed, these were the few challenges that laid the foundations of this particular research to examine how public grievances are being handled and the way public institutes are learning from them and improving their systems.

2.4.1 Motivations for Public Organizations

Generally, whenever a public organization provides services to its citizens, they are prone to get certain reactions. These reactions might be both positive or negative in nature. Positive reactions can be appreciations, and negative reactions can result in criticisms or grievances. Anderassen (2000) has highlighted that in any organization (public or private) that provides services, it is inevitable to face failure in service delivery from time to time. Taylor (2017) has highlighted that most of the private business organizations receive complaints at some point in time, and they need to be addressed efficiently and promptly to ensure long term sustainability of the organization. This situation is not so different for public sector organizations. The public sector institutes face both positive and negative feedback from the citizens while delivering public service delivery. Thus, some organizations take grievances as a positive indicator to learn from it and provide better-improved services whereas others regard it as a negative indicator

of poor performance or failure in delivering services (Matei & Antonie, 2014; Mohapatra, 2016). The following section of the literature discusses both the positivity and negativity and their effects on the motivation.

Conventionally, the grievances from the citizens were regarded as a sign of poor performance or poor-quality indicators for a public sector organization that are delivering public services. According to Breitsohl et al. (2014), a defensive strategy is a common practice among many organizations that denies the problem that invokes the grievance in the first place. Similarly, Stone (2011) has stated that most of the researchers acknowledge complaints management as a very complex phenomenon and consider avoiding the complaints as the best way. On the contrary, Grainer et al. (2014) have argued that customers who are not satisfied may cause more damage through their voice than the satisfied ones. Hence the organizations cannot ignore the complaints at all. Furthermore, Vos, Hamming, & Mheen (2018) also highlighted the complex nature of complaints made by hospital patients. They argued that it is challenging to determine the cause or the triggering effect of complaints which are either caused by the problems related to the system or individual related problems and it is challenging to differentiate between the two. Hence, it can act as a negative and demotivating factor for the managers to even pursue understanding the complaints.

The dissatisfaction of the complainants can lead to a negative word of mouth that can cause further issues for the organization in the long term as Barlow and Moller (1996) identified that in a business environment, each dissatisfied customer is most likely to express their bad experience about the received services with 8 to 10 people. Unlikely, in private organizations where the business has a threat that the customer will leave the service or product and switch to the competitor, the public departments do not fear the same threat. Moreover, many researchers have also enlightened about the potential cost related to deal with the complaints. According to Brennan and Douglas (2002), dealing with the complaints can take much valuable time as well as it can also damage the organizations reputation.

Although there are many negatives of complaints on any organization, as discussed earlier, many academic researchers have argued about the benefits that can be derived from public complaints. Stone (2011) mentioned complaints as a valuable mechanism for organization learning through customer voice. Apart from learning opportunities can be created for the organization through effective complaint management. Also, it provides positive attributes towards staff attitudes, helps in the motivation and staff commitment (Deichmann and Lall, 2003). According to Brewer (2007), the relationship between customers and organizations can be improved when the

complainants come to know that their concerns were taken seriously. But for effectively responding to the voice of the citizens or customers, the organizations need to ensure that they promptly forward the grievances to the relevant, reliable person so that they deal with it (Maguire et al., 1991). Similarly, it is argued that the magnitude of grievances determines not only the service quality provided to customers but also provides insight into the organizational performance (Trappey et al., 2010). It is crucial to monitor the performance of the staff involved in dealing with the grievances. As monitoring of complaints can help in creating value for the organization, and it can also provide learning opportunities (Frees et al., 2015). Another motivation can be improving the overall performance and efficiency of the public organizations by the adoption of effective grievance redressal systems (Mohapatra, 2016).

Moreover, valuing citizen complaints can help in enabling quality control, this feature can be enabled if the complainant is provided accessibility to complaint. The feedback from the citizens from multiple access point act as a powerful tool in enhancing the accountability of public services, and this is critical when there is no competitor (Deichmann and Lall, 2003). It is a basic function of any government to take care of their citizens and one of the most common way for that is by addressing grievances. For most researcher the term grievance redressal still remains ambiguous as there is no single definition on this term, because every organization, government of a country has their own definition and approaches towards grievance redressal. In this literature section, one can face difficulty as there many words related to grievances e.g. complaints, feedback from the citizens, public grievance. It is worth to mention that all these terms are synonymous and interchangeable. There are many definitions for the term grievance redressal, however, this research adopts the definition of grievance redressal from Ranganathan (2014), it is described as, “a process to address the complaints of the citizens through a systematic mechanism in an institution”. The term grievance can also be defined as “any sort of dissatisfaction, which needs to be redressed in order to bring about the smooth functioning of the individual in the organization” (Ph, 2015). The term complaints, itself is very broad and complex in nature. At the simplest level it can be defined as “a reason for not being satisfied; a statement that somebody makes saying that they are not satisfied” (Oxford dictionary, 2020). Moreover, the researchers such as (Trappey, Lee, Chen, & Trappey, 2010) have described this term as a statement of dissatisfaction that arises from products and services of an organization that fails to meet the expectations of customers. Not so differently, Strauss and Seidel (2005) have expressed complaints as certain articulations that have resulted due to dissatisfaction and are communicated to the firms or the third party to make the provider cognizant about the behaviour that is being experienced as harmful and with the aim to make the provider change the undesirable behaviour.

3 Methodology

This chapter narrates the research approach adopted for this thesis. It will further elaborate on the methods that were adopted for the collection and analysis of the data and to explain the reasons for the approach for this study to answer the research questions. In the end, a discussion on the consideration of the ethics has been provided for this chapter, followed by the limitations in the methodology.

3.1 Research Approach

The research has adopted an exploratory case study approach by using mixed methods (qualitative and quantitative) to investigate the phenomenon of grievance redressal in public sector organizations. The quantitative method was used to gain an understanding of the problem areas in the performance of OSPC, and the qualitative method was used to get deeper insights into those problem areas. According to Yin (2014), “a case study is an empirical method that investigates a contemporary phenomenon with its real-world context, especially when the boundaries between the phenomenon and its context are not evident”. The case study approach is relevant for this study because it requires to understand the insights in a social phenomenon extensively (Yin, 2014). According to Harling (2012), the case study approach can be used for acquiring knowledge and details about a single case or multiple related cases. Similarly, Yin (2014) also highlighted the extensive use of case study designs by many researchers for the evaluation studies.

Moreover, the exploratory type of study is conducted when there is a lack of enough theoretical propositions on a specific area, to develop a new theory, to create new insights on a study, or an ambiguous phenomenon (Yin 2014). Since the grievance redressal mechanism using ICT in the public sector has tremendously few prior researches conducted from the perspective of public sector organizations in Pakistan, the exploratory case study approach will help in understanding the understudied phenomenon.

3.2 Data collection

The collection of data for this research is twofold: i) the quantitative data from the OSPC portal and ii) the qualitative data from the semi-structured interviews. Hence, this study uses a mixed-method approach. According to Creswell et al. (2003), a mixed-method can be used for the collection of data or the analysis of both quantitative and qualitative data, in a single research study where the data can be collected simultaneously or in a sequential manner, based on the significance. Later the data integration takes place in one or more stages in the research process. The main objective of using a mixed-

method approach for this to make the study benefited from both the approaches. As it provides a broader and complete exposure on the research question, improve the understanding of data that can be shadowed while using a single approach, also this approach can help to provide strong evidence for the conclusion and helps in triangulating the data to improve the validity of the findings (Creswell and Plano Clark 2011). The quantitative data was collected from the overseas Pakistanis complaint portal with the access provided to the author through a read-only user type of the administrative login i.e. the user can view all the complaints, but cannot make any changes to it. Also, the read-only user is not allowed to view the personal details of other users because of the privacy concerns. The Commissioner of Overseas Pakistanis Commission approved this access. Additionally, the author was not provided direct access in the database of the portal due to privacy issues. Hence, the portal data was downloaded in Microsoft Excel spreadsheets.

Whereas, the primary qualitative data for this study was collected through semi-structured interviews which were complemented by the comments submitted in each complaint in the portal. The questions for semi-structured interviews were guided by the finding of quantitative data and literature review. According to Yin (2014), semi-structured interviews can be considered as short interviews of a case study. This was ensured by adopting interview guides, where, all fundamental concepts and areas of discussion were covered during the interview by keeping a time frame of less than one hour while having an in-depth conversation. The qualitative study aspect for this research holds great importance as it allows in attaining the perspectives and views of the participants that were required to explain the proceeding taking place in the study through emerging or existing concepts (Yin 2014). It helped in understanding the reasons behind the factual aspects that were found in the OSPC from the actual user perspective.

The sample for the interviewees consisted of people who are directly involved in this project from the OPC, districts and departments from the province of Punjab and the IT development team from PITB. Initially, an email was sent to all the employees of OPC including all the fourteen dealing officers and the four officers in-charge; the thirty-six districts users and thirty-eight departments users were sent an email for the invitation of the interview. However, purposive and snowball sampling was used for the selection of the interviewees in the later stages. As a result, a total of six interviews were conducted for the qualitative data collection. Also, there was regular communication with the software development team for some understanding of the data. All the interviews were remotely conducted via 'Skype', and it was ensured that the questions for the interviews were not leading rather open-ended. The interview questions were sent to the interviewees in advance. Also, the interviews were tape-recorded with prior consent from the

interviews. The following table enlists the interview participants along with their assigned codes, their designations, their role organization and respective. The reason for assigning the codes instead of using the names is that the author was not able to collect a signed formal written consent from the interviewees about using their names for the research. However, verbal consent was provided during the call. This chapter provides an overview on the research approach that was adopted for the thesis. It will further elaborate on the methods that were adopted for the collection and analysis of the data and to explain the reasons for the adopted approach for this study to answer the research questions. At the end, a discussion on the ethics consideration has been provided for this chapter, followed by the limitations in the methodology.

Table 1: Interviewees profile and codes

Code	Designation	Department	Role
A1	Assistant Manager (CS)	OPC	Dealing officer
A2	Assistant Director Documentation		Dealing officer
A3	Deputy commissioner Sialkot	Distirict office	Complaint handler
A4	Assistance Manager,	Livestock	Complaint handler
A5	Senior Officer	OPF	Complaint handler
A6	Project Manager	PITB	Coordinator

Source: Author, 2020

3.3 Data Analysis

The study adopts the ground-up strategy for data analysis. According to Yin (2014), in this strategy instead of using theoretical propositions, the researcher can pour through the data to identify patterns, this pouring of data was referred as “playing with the data”. The same strategy was followed using quantitative data. The was first processed for cleaning using Python, the code for cleaning this data is shared in Appendix A. Later, the cleaned data were analyzed in R studio and Microsoft Excel to gain insight on the performance and usage of the OSPC portal. The data also highlighted the relationships between various actors of the portal that has been discussed in the analysis section of the study. The insights from the quantitative data was used to investigate, collect and have a deeper understanding of the qualitative data. According to Yin (2013), highlighted this as an advantage of using ground up approach by mentioning that the insights from this approach help in building the starting point of the analytical path.

The qualitative data was analysis involved multiple steps. In the first step, the data the qualitative data from the interviews were translated in the English language because

all the interviews were conducted in the Urdu language except one in which the respondent preferred to respond in the English language. The second step involved the sorting of the data in the excel; the questions from the interviews were placed in the first column, whereas the responses of the respondents were placed in the following columns. Then the responses were fragmented into small statements, and the data was coded in accordance to identify the reasons and challenges concerning the perspectives stakeholders towards the government of Punjab, OPC, the complainants, and the districts and departments of Punjab. This approach assisted in identifying and differentiating the barriers with respect to the perspective of each stakeholder regarding themselves and with one another. Moreover, qualitative data also reflected the process of OSPC, and it was illustrated using the Business Process Model and Notation (BPMN). The following (Figure 2: Data Collection and analysis process) depicts the data collection and data analysis flow for understudied research.

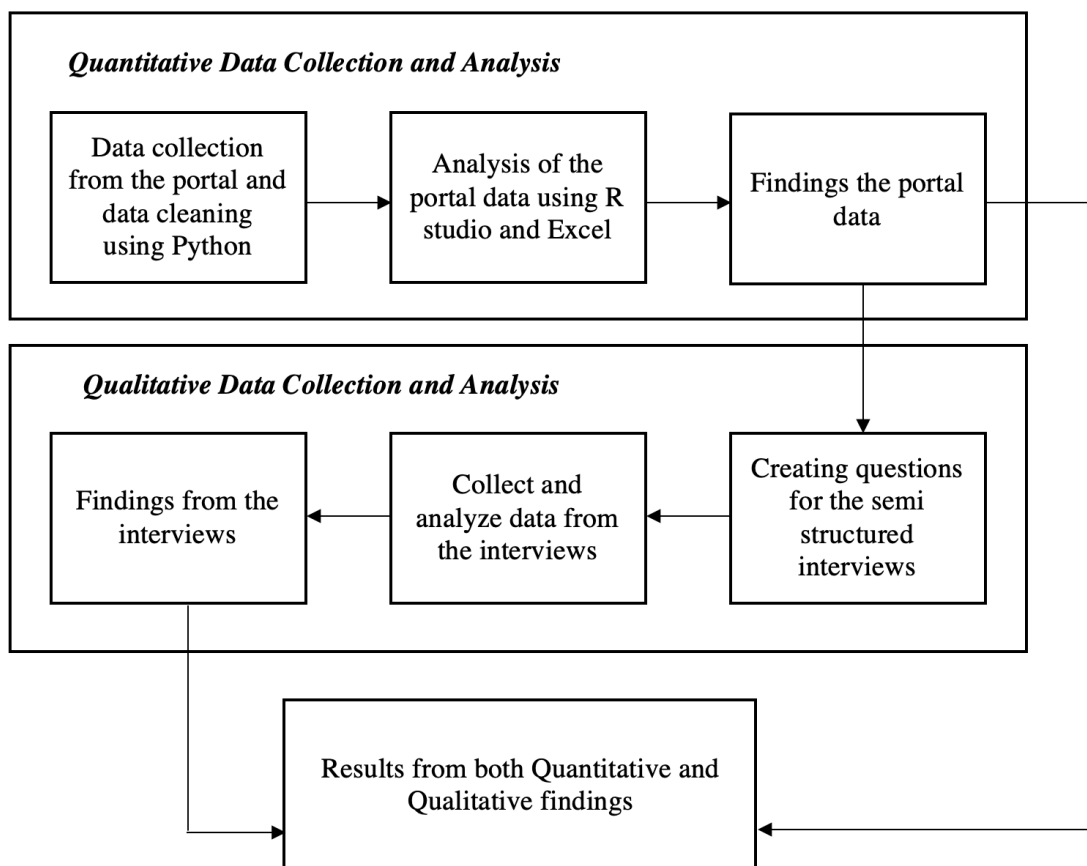


Figure 2: Data Collection and analysis process

Source: Author, 2020

3.4 Access and Ethics

A strong sense of ethics was ensured during the entire tenure of the research project in order to attain integrity in the research (Yin, 2014). At each step of research, especially during the data collection phase, special measures were taken because the data was collected from a government portal that has personal information of the citizens of Pakistan living abroad. Firstly, a special request was sent to the OPC and PITB for the access of the portal data was submitted. Upon acceptance, a read-only user was created with the administrator view was provided. Secondly, all the personal details of other users registered in the portal were blocked for the new read-only user considering the privacy concerns. Later, the credentials were shared; however, the direct access to the database was not provided. Moreover, during the collection of qualitative data from the interviews with government officials involved further measures, including verbal consent for the recording of the interview was taken from all the interviewees. Also, an introduction was debriefed to all the participants of the interviews where the objectives of the research and the reason for collecting the data were conveyed to the participants. Though the consent for using the names in the final report was taken verbally but due to the lack of written signed consent, the names of the respondents are kept hidden and assigned codes are used for their reference. Lastly, during each interview, many opportunities were created for the participants to ask questions from the interviewer related to the understudied research.

3.5 Limitations

Performing an exploratory case study analysis comes with some limitations like any other form of the research approach. Exploratory research involves a smaller sample size most of the time; therefore, the results cannot be interpreted accurately for a generalized population. Any attempt to explain the phenomenon at hand focuses more on shedding some light on the situation and a series of events or behaviours found are discussed in-depth, and the results cannot be applied with complete certainty.

In terms of the quantitative data collection, the author was provided limited access to the portal. The read-only user access resulted in a non-holistic view of the whole portal of OSPC. Moreover, there was no option to download the comments of each complaint, and the author could only do skimming of the comments and used it as a complementary data source. This affects the credibility of data as it could be incomplete. Missing values, even the lack of a section or a substantial part of the data, could limit its usability; as the parts are best understood in context and in relation with one another.

Whereas, in qualitative data collection, limited numbers of interviews were conducted. It would have been better if there were more respondents, which was difficult

owing to the pandemic situation (COVID-19 period). Also, all the interviews were conducted via Skype due to limitations of time and resources, creating difficulties for both the candidates and the interviewer; there will always be concerns of authenticity in interactions. People might not provide accurate information. Another constraint faced during this research was the lack of a diverse and broad literature on this subject of ICT enabled grievance redressal in the public sector. This constraint leads to a systematic search for appropriate theoretical sources from which only a few studies have produced quality evidence to form the basis for the analysis. Additionally, people who refer to other people as the correct informants may not guarantee the accuracy of the data collected from the referred sample. Also, the interpretation of the interviews is interpreted by the author alone and might be subjected to researcher bias. However, the answers from the interviewees were very similar, that ensures the reliability and validity of the findings.

4 Case Study

4.1 Overview: Punjab, Pakistan

Pakistan is a medium-size developing country corresponding to a population of approximately 212.2 million. It covers a geographical territory of 770,880 sq. Km, located in South Asia. It consists of four provinces including Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa. Also, it covers two autonomous territories (Azad Jammu and Kashmir, Gilgit-Baltistan) and one federal territory of Islamabad (NITB, n.d). In terms of e-government development index (EGDI), Pakistan is ranked at 148 in 2018 and categorized as Middle-Level EGDI with an index value of 0.3566 derived from the human capital index (HCI) of 0.3682, telecommunication infrastructure index (TII) of 0.1529 and the online services index (OSI) of 0.5486 (UN, 2018). The EGDI represents the capacity and readiness of the national institutions to use ICT in delivering public services. Moreover, the e-participation index for Pakistan is 0.5 that represents the availability of information provided online, online public consultations and extent to which citizens are directly involved in the decision-making process (UN, 2018). The political structure of Pakistan follows the constitution established framework in which it is categorized as a federal parliamentary republic where the provincial governments hold a high degree of residuary powers and autonomy (NITB, n.d.). This paper focuses on the overseas Pakistanis of the Punjab province.

Punjab is the biggest province of Pakistan in terms of population, which is approximately 110 million, and it covers the area of 205,344 sq.km with a literacy rate of 59.6%. The province of Punjab is divided into nine division and thirty-six districts; each district is administered by their respective District Coordination Officer (DCO) (GOP, n.d.). Furthermore, there are forty-eight departments for public assistance. According to (Ebrahim & Irani 2005), most of the departments have ICT enabled functions for daily operations, but they are not fully functional at the moment. Moreover, Pakistan relies heavily on the remittances from overseas Pakistani for their foreign exchange reserves. In 2018, Mr Imran Khan, the Prime Minister of Pakistan, requested the overseas Pakistanis to increase remittances and help in the economic crises of their home country. Moreover, the Prime Minister also requested for dam funds as Pakistan was going through water crises (Haider, 2018). There is a growth of 515.36% in remittances from 4.23 \$ billions in 2003 to 21.8 \$ billion in 2019 (PRI, n.d.). Also, remittances assist as an essential macroeconomic stabilizing tool because the amount remittances by the migrants whenever there is a laggard in the economic activities in the home country (Ratha & Mohapatra, 2007). According to Buch & Kuckulenz (2004), the remittances are more stable than private capital flows, including foreign direct investments (FDI). Whereas,

Ratha & Mohapatra (2007) emphasized that remittances do not create any future liabilities like debt servicing and future profit transfers. For the mentioned reason and well-being of Overseas Pakistanis, many initiatives were considered, and this laid a foundation of creating a grievance redressal system that focuses and addresses the needs for overseas Pakistanis. Thus, the government can be increased.

4.2 Overseas Pakistanis Complaint Portal

Overseas Pakistanis Complaint portal (OPSC) is an online complaint portal to assist overseas Pakistanis for the redressal of their grievances. This system is catering to the needs of one specific niche that are overseas Pakistanis and the grievances that belong to the province of Punjab for redressal. Traditionally, the overseas Pakistanis submitted their complaints by sending a post to the respective department of their concern and had to wait for a response (OPC, 2016). Overseas Pakistanis encountered many difficulties, in case they faced any issues in their home country that required the involvement of government agencies. The Government of Punjab took the initiative of public reforms through ICT (Ahmad et al., 2013) and created this portal to cater the needs of their citizens that are living abroad (GOP, n.d.). There are three mediums through which overseas Pakistanis can lodge their complaints, as follows:

- Online Portal: <http://ospc.punjab.gov.pk/>
- By calling through a 24/7 Helpline, UAN: +92 42 111 672 672
- Or by personally visiting the Overseas Pakistanis Commission helpdesk

4.2.1 Stakeholders

This section describes the role of all stakeholders that are involved in the Overseas Pakistanis Complaint Portal. The stakeholders are from both the internal and external environment. The internal environment includes; the Overseas Pakistanis Commission, the districts and departments of Punjab, the Government of Punjab and the IT supporting partner of Punjab known as Punjab information technology board. Whereas, the external environment includes overseas Pakistanis.

4.2.1.1 Overseas Pakistanis

Overseas Pakistanis can be defined as the citizens of Pakistan who resided for more than a year outside of Pakistan; also, those people who were born abroad but their

descendants are from Pakistan. Moreover, every province issues a certificate that represents the provincial belonging of every citizen (OPC, n.d.). Following are the mandatory documents for a citizen to be referred to as overseas Pakistanis of Punjab:

- National Identity Card for Overseas Pakistanis (NICOP)

A NICOP is a computerized national identity card issued to the citizens of Pakistan who leave the country and work abroad. This product was introduced back in 2002 by the National Database and Registration Authority (NADRA), and it helps to ensure the visa-free entry of the authenticated cardholders (NADRA, n.d.).

- Pakistan Origin Card (POC)

A POC is issued to the citizens that are born abroad, but they have descents in Pakistan. This document is issued at the Embassies of Pakistan throughout the world (NADRA, n.d.).

- Domicile Certificate

In order to represent the provincial belonging of any Pakistani citizen, the provincial authorities issue a certificate to the citizens belonging to the respective province known as a domicile certificate. This certificate is issued based on place of residence, education and birth certificate. The government of Punjab issues this certificate both from online and manual applications (Domicile Management System, 2020).

The Ministry of Labour, Manpower and Overseas Pakistanis states that more than 8.8 million Pakistanis are working and residing around the world. Hence, there is a considerable audience that might need services in their home country with different public sector organizations without making the process of acquiring those services without any hassle (e.g. visiting their home country for the redressal of their complaints).

4.2.1.2 The Government of Punjab

The government of Punjab can be defined as one of the provincial governments of Pakistan that administers the needs of all the citizens belonging to their province through provincially administered districts and departments (GOP, n.d.). In this research, the government of Punjab is designated as the policymakers as they laid the foundations for the OSPC by passing the Act XX of 2014 in the provincial assembly of Punjab to govern the needs of overseas Pakistanis. Moreover, the chairman for Overseas Pakistanis commission is the Chief Minister of Punjab (Annual Report, 2016).

4.2.1.3 Districts and Departments

As mentioned earlier, the district and the departments redress the grievances that are related to the Punjab province. The Government of Punjab administers these departments. Currently, there are 36 districts and 48 departments in Punjab that help in redressing public grievances. A detailed list of all districts and departments is provided (Appendix G and H). Due to the IT reforms in Punjab, all of the districts and departments have their own IT enable grievances or complaint portal that assist in redressing public grievances. Also, they are provided access from the OSPC as a district or department user where they can only view the complaints that are referred to them. In the understudied research, they are denoted as “redresser” or “service provider”.

4.2.1.4 Overseas Pakistanis Commission

In 2014, the advent to Overseas Pakistanis Commission (OPC) took place when the provincial assembly of Punjab passed Act XX of 2014. At the beginning of the year 2015, OPC started office operations in Lahore with a mission to work for the welfare of overseas Pakistanis and to assist in the redressal of their grievances. The main reason for the separate commission was due to the difficulties that overseas Pakistanis were facing without their presence in their home country as there was no existing forum through which overseas Pakistanis could get their grievances redressed. The government of Punjab realized this need and created a one-window operation in creating this commission that is the first of its kind OPC (n.d.). OPC works as the liaison between the districts, departments and overseas Pakistanis of Punjab. OPC in collaboration with PITB created an online complaint portal named as Overseas Pakistanis complaint portal (OSPC) to ease accessibility and to bring effective communication between Pakistanis living abroad and the district and departments to redress grievances effectively. Hence, they are denoted as the agency that communicates between the complainants and the redressing department (OPC, n.d.). The Commission refers the complaints to the respective district or department on behalf of the overseas complainant and also follow-ups on the complaint, as represented in the (Figure 3: Stakeholders of Overseas Pakistanis Complaint portal).

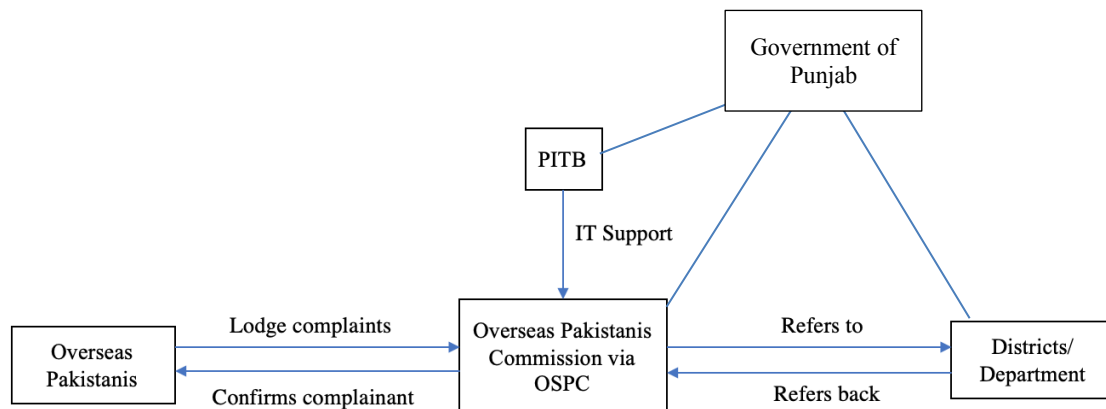


Figure 3: Stakeholders of Overseas Pakistanis Complaint portal

Source: Author (2020)

There are two positions that play a key role in OSPC, which are as follows:

- Dealing Officers

These officers are attached to each complaint that is registered and referred to the district or department that the complaints are assigned. It is their responsibility to ensure regular follow-ups with service providers (district and departments) and overseas Pakistanis effective and smooth flow of information and timely redressal of their grievances.

- Officer In-charge

This role is given to the top management of OPC. They remind the dealing officers to have regular follow-ups. They can also view the performance issues of their dealing officers and all the processes that are being practised on a complaint.

4.2.1.5 Punjab Information Technology Board

Punjab information technology board (PITB) an autonomous department was created by the Government of Punjab to address the needs of bringing ICT reforms in the public sector of Punjab province. PITB and OPC collaboratively created the understudied complaint portal, and they are referred to as the “IT service provider”.

4.2.2 Process of OSPC

This research needs to understand how the whole system of grievance handling works among the government stakeholders in overseas Pakistanis complaint portal. Following steps elaborates the process.

Step 1: The process starts when a complainant submits their grievance

Although, there are multiple mediums to lodge the complaints, but they all end up in the online portal of OPSC. The user first needs to register themselves, where they need to provide their personal information and related documents that prove that they fall into the jurisdiction of OPC for being treated. Once, the registration is complete, and the user is provided with a username and password to access the portal. After the successful login process, the user can create a new grievance after filling the required fields and submit it. After that, the user can see an entry created on their dashboard with a complaint ID for their submitted grievance (A6, 2020; OPC, n.d.).

Step 2: Grievance received by OPC officials

Whenever a new grievance has submitted the officials of OPC administrators receive notification of receiving a fresh complaint. The administrators do the initial scrutiny to check whether the complainant is an Overseas Pakistani and has provided all the required documents to prove it. If something is missing the administrator makes a comment to ask for the required document; otherwise, he will close the grievance and will mark it as “Rejected” before further processing. In case all the documents are complete, the grievance is accepted by the commission (A6, 2020; A1, 2020; OPC, n.d.).

Step 3: Assigning the grievance to relevant district and department

Once the grievance has been accepted, the OPC decides the category of it and also assigns a “dealing officer” along with “Officer In-charge” based on the chosen category of complaint. Moreover, the same complaint is also assigned to the relevant district or department. After that, the complaint will appear on the dashboard of that relevant district or department, to whom the grievance was assigned. (A5, 2020; A1, 2020; OPC, n.d.)

Step 4: District/department redressal process

OSPC has also provided a login to all districts and departments of Punjab. Furthermore, the relevant district and department can only view the complaints that they have been assigned. The district and department have to respond to the OPC within seven

working days. Moreover, as the policy of OPC, the complaint needs to be resolved within 30 days. (A6, 2020; A1, 2020; OPC, n.d.)

Step 5: Follow up of the complaints and referring back of complaints

Once the grievance is resolved from the district and departments end, they can mark the complaint as “referred back”, the relevant dealing officer and officer-in-charge receive the notification. In case the complaint is not resolved within the mentioned date the dealing officer and officer-in-charge will change the status of the complaint again and refer it to the district and relevant departments again (A5, 2020; A4, 2020; OPC, n.d.).

Step 6: Resolution of grievance and its confirmation

Once the grievance redressed is referred back by the district and department, the department of OPC confirms it with the complainant and if it is confirmed that the grievance has been redressed the complaint is marked as “resolved” (A5, 2020; A1, 2020; OPC, n.d.).

See (Figure 4: Redressal Process in OSPC). It provides the complete process of grievance handling in OSPC has been illustrated using Business Process Model and Notation (BPMN).

4.3 Current Scenario of the complaints in OSPC

There are 19,506 complaints registered in the portal till May 19, 2020 and only 57% of complaints are resolved. The unresolved complaints are segregated as 1) courts matters and that makes a total of 2,099 complaints including civil court matters, revenue court matters, criminal court matters. 2) Accepted complaints, these are the complaints that have been read by the OPC, and now they are about to be referred to the relevant department and makes a total of 5,360 complaints. Moreover, the segregation of complaints involves fresh complaints (new to the system), rejected complaints (complaints with incomplete supporting documents) and acknowledged complaints (complaints that are considered truth requires further action).

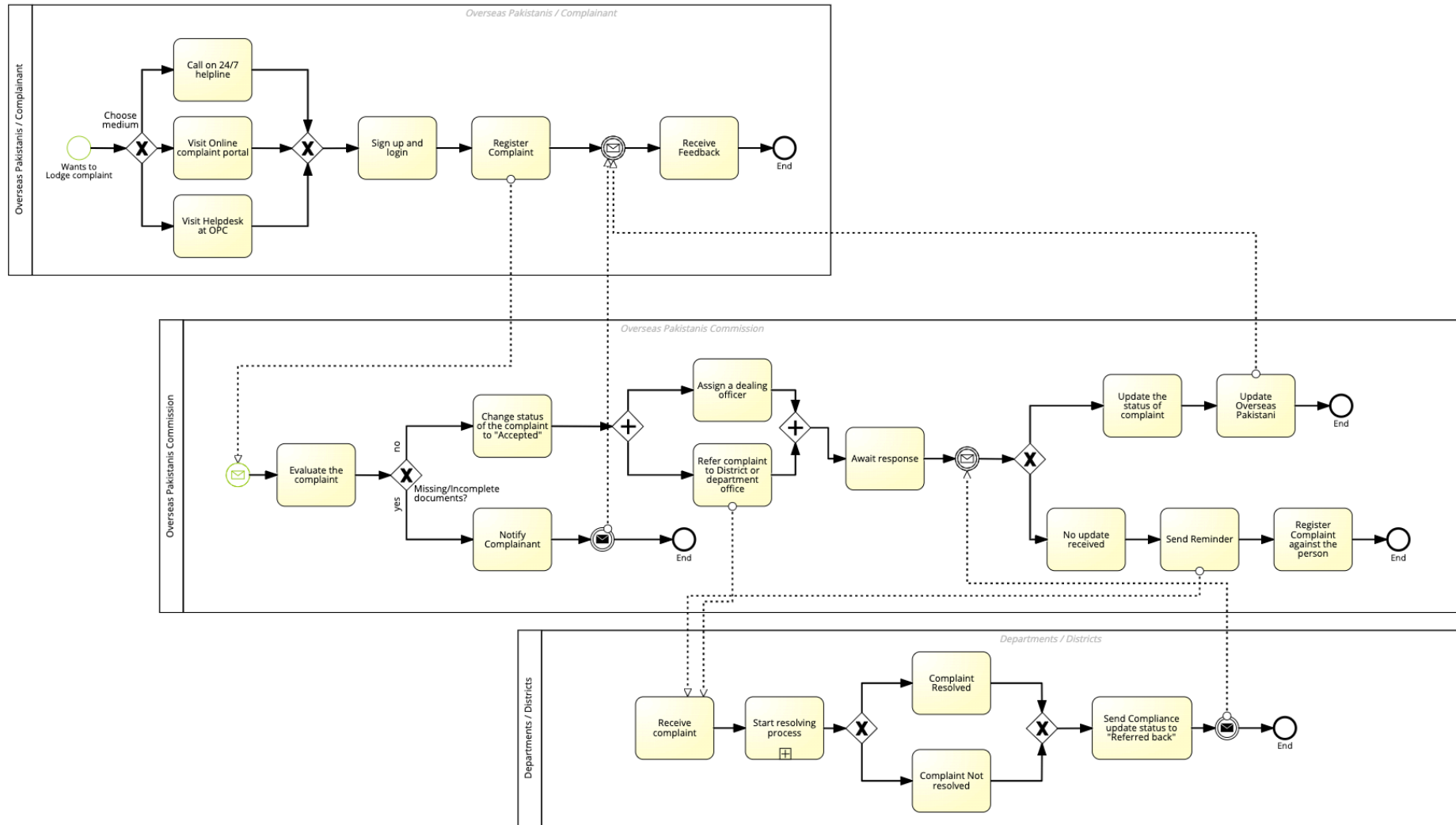


Figure 4: Redressal Process in OSPC

Source: Author, 2020

5 Findings

The chapter is divided into two main parts, the quantitative data analysis from the portal and the qualitative data analysis from the semi-structured interviews. Both the quantitative and qualitative data provides insights about the factors and challenges that affects the performance of OSPC.

5.1 Quantitative data findings

The quantitative data analysis provides the insights about the performance and trouble areas that are affecting the performance of the grievance redressal through OSPC. The collected data was first cleaned using python due to many merged columns. Later, the cleaned data was processed through Microsoft Excel and R studio with various statistical techniques. The quantitative data is was completely accessed and downloaded on 14 May 2020.

Firstly, the data was viewed from a bird eye view about the complaints and what each field means such as: jurisdictions, category classification, the status of overdue complaints, the individual performances of dealing officers. Also, the data was further analysed with the relationship between the dealing officers, the officers in-charge and the number of complaints assigned to each one of them. This gave an idea about the current situation in OPC in general and highlighted few trouble areas. Secondly, the data was further investigated using the districts and departments performances. This data highlighted the state of all the districts offices and departments offices with respect to the complaint overdue categories, total complaints received and the total complaints resolved. Moreover, the data was also looked through the lens of efficiency (total complaints resolved for total complaints received) and the number of complaints each district received. Lastly, the data analysed data is summarized.

5.1.1 Overview of registered grievances

The data collected from the OSPC was first seen through the lens of general statistics. It was found that there are 19,506 complaints registered on the portal until 14 May 2020, out of which 59.2% (n=11,548) are resolved. Whereas, 39.72% (n=7,748) of the complaints are still in-progress, the in-progress is the cumulative sum of complaints in the accepted, civil court matters, revenue court matters and criminal court matters and acknowledged categories. Moreover, 0.99% (n=194) complaints are rejected and 16 complaints are fresh (new complaints to the portal) that are yet to be processed. (Table 2: Complaints overview statistics) provides an overview all the complaints and their status in OSPC.

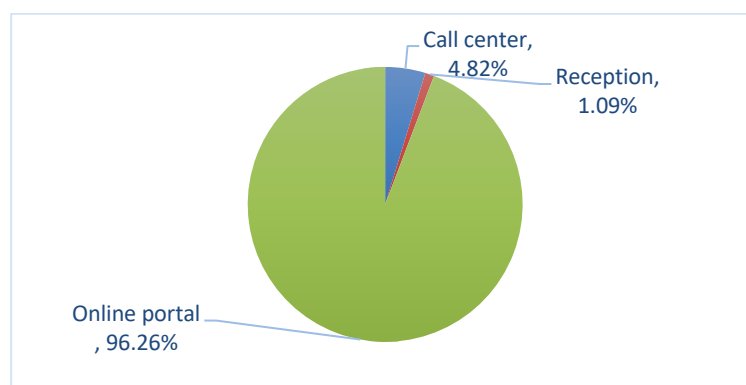
Table 2: Complaints overview statistics

Description	Grievances
Total complaints	19506
Total Resolved	11548
Revenue Court matters	147
Civil court matter	1931
Criminal court matters	21
Fresh	16
Rejected	194
Acknowledged	289
Accepted	5360

Source: Author, 2020

5.1.2 Complaints lodge channels

OSPC registers all grievances in their online portal, the complaints can be lodged from three different channels; 1) online portal website 2) calling on the helpline and 3) by personally visiting the helpdesk of OPC. It is identified that 96.26% (n=18,353) complaints were registered from the online portal directly by the complainants. Whereas, the call centre registered 4.82% (n=941) complaints on behalf of the overseas Pakistanis and 1.09% (n=212) complaints were registered through the helpdesk of OPC. This highlights that the complainants prefer to use of portal in general whereas those who are unable to use the portal can get assistance through the call centre or visit the office of OPC personally. See (Figure 5: Channels for lodging grievances) that represents the percentages of all

**Figure 5: Channels for lodging grievances**

Source: Author, 2020

5.1.3 Category wise complaints

The category of complaints is selected by the OPC officials during the scrutiny process of the complaint (A2, 2020). According to the A1 (2020), the complaints category is enabled in the system to show similar related complaints but the choosing the department or the district provides a similar notion. The data shows that 27.78% (n=5,419) of the complaints are categorized as 'general' followed by 20.53% (n=4,005) of complaints in 'police' category. The huge number in general category highlights that the complaints category needs to be further divided into sub categories for a deeper understanding of the submitted grievances. (Table 3: Categories of complaints) shows the number of complaints registered in each category and their relevant percentages from the total complaints.

Table 3: Categories of complaints

Category	Counts	Percentages
Criminal	689	3.53%
Education	125	0.64%
Police	4005	20.53%
Revenue	3554	18.22%
Housing Scheme	768	3.94%
LDA	263	1.35%
Eden Housing	593	3.04%
Cooperatives	154	0.79%
General	5419	27.78%
Health	54	0.28%
OPF	753	3.86%
Revenue Court matter	261	1.34%
Civil Court matter	2098	10.76%
Criminal Court matter	25	0.13%
High/ Supreme court	28	0.14%
Bahria Town	165	0.85%
NAB Court matter	7	0.04%
No category Assigned	545	2.79%
Total	19,506	

Source: Author, 2020

5.1.4 Overdue complaints

As discussed in the earlier section, the district and departments need to resolve the complaints within 30 days, otherwise the complaints become overdue. In total there are n=3,064 (15.71%) of the complaints that are overdue already. The data was further

explored and it was found that the duration of n=1,327 complaints have not been redressed for more than one year. Upon further exploration of the data it was found out that not all of these pending overdue complaints belong to the court matter category. (Figure 6: Status of overdue complaints) shows the division of overdue complaints based on more than 30 days overdue, more than 60 days, more than 90 days, 6 months, 9 months and more than a year.

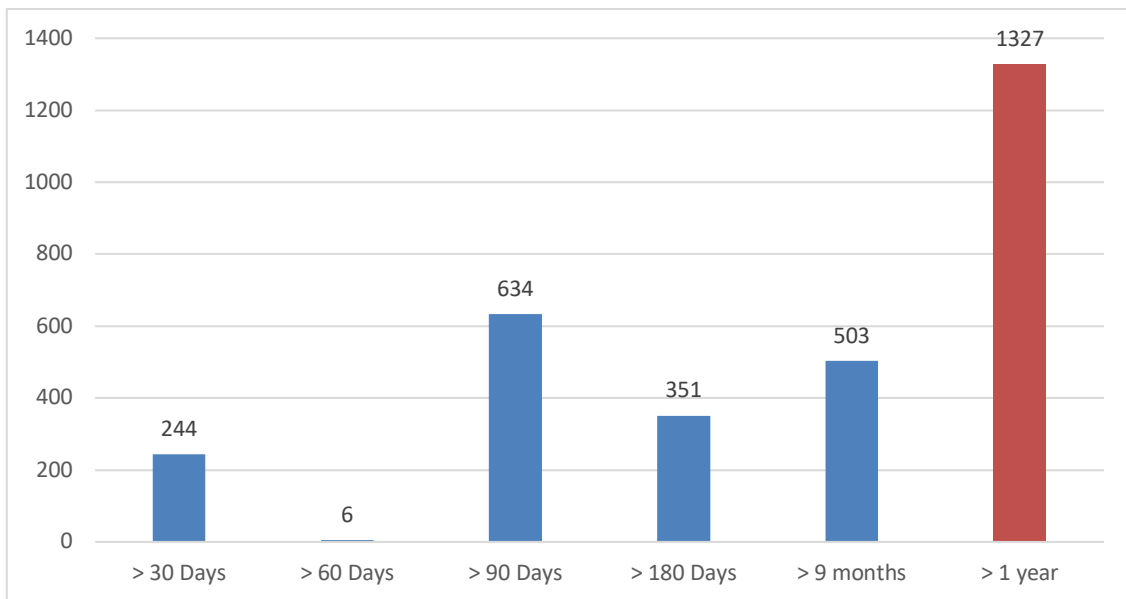


Figure 6: Status of overdue complaints

Source: Author, 2020

5.1.5 Jurisdiction complaints

The complaints received by OPC from overseas Pakistanis can fall into three different jurisdictions; 1) Provincial (Punjab Province), 2) Judiciary and 3) Federal. OPC can refer the complaints directly to the provincial district and departments but the complainants that have grievances with federal department cannot be referred directly to them and requires the assistance of federal complaints portals or federal departments assistance in that matter. Currently, n=1,778 complaints are registered in the system that requires the assistance of federal department of Pakistan to redress. Whereas n=1,568 complaints require a decision from the judiciary to further process. See (Figure 7: Complaints in Jurisdictions)

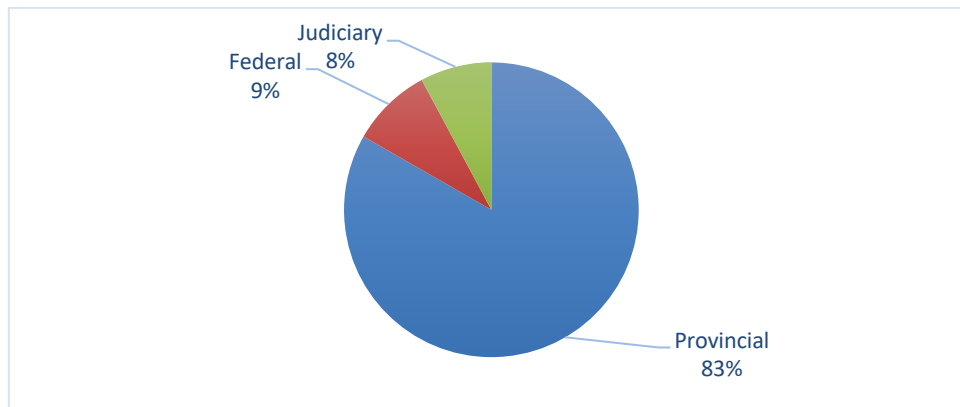


Figure 7: Complaints in Jurisdictions

Source: Author,2020

5.1.6 OPC Dealing officers

Whenever, OPC accepts a complaint they assign the complaint to relevant district or department based on the nature of grievance. Also, OPC assigns a dealing officer from the OPC department for each referred complaint. The dealing officer ensures that the grievance redressal process start from the district and department end and the assigned complaint does not become overdue.

The data highlights the assigned complaints to each dealing officer and the complaints that have been resolved respectively. After calculating the efficiencies of each dealing officer, the finding establishes a concern on the performance of Deputy director revenue (21.46%) and Deputy director legal (20.60%) are underperforming. Whereas, AD Documentation and Deputy director prosecution have the perfect efficiency.

Moreover, the allocation of the complaint with respect to each dealing officer was also performed, the findings highlighted that there is an uneven distribution of complaints assigned to each dealing officer. As DIG/Additional Director General receives 29.57% of the total complaints compared to Assistant Manager (CS), Assistant Director (IT Hardware), Assistant Director (HR and AD Documentation), which are assigned almost 1% of all complaints referred to each respectively. This uneven distribution of complaints can lead to underperformance/low efficiency among dealing officers. (Figure 8: Dealing officers efficiency and distribution) shows the efficiency and allocation percentages for each dealing officer and it also depicts that the dealing officers who are allocated a smaller number of complaints have better performance than the dealing officers who are allocated a larger number complaint to redressal. See (Appendix F)

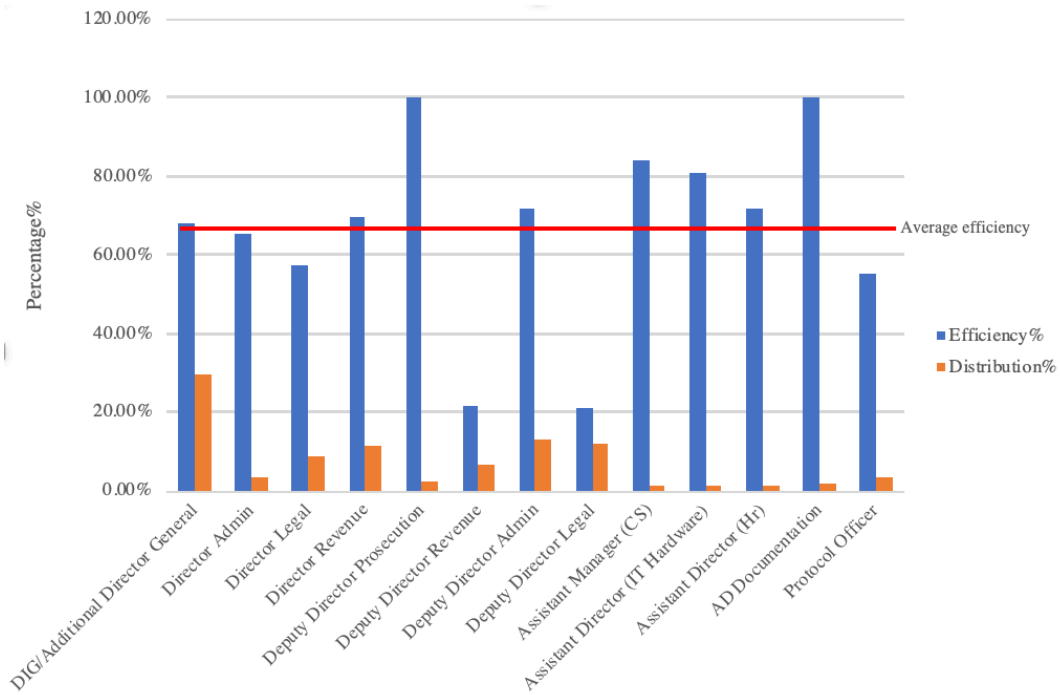


Figure 8: Dealing officers efficiency and distribution

Source: Author,2020

5.1.7 Dealing officers to Officers In-charge

In this section, dealing officers relationship with officers in-charge was identified, here it was found that except three dealing officers all others reported to all officers In-charge. This highlights the reporting issues that may arise and also the issues related to poor monitoring of OSPC for the top-level of the OPC. Hence, there is an issue of organizational structure and the issue in distribution of work. See (Figure 9: Officer in-charge per dealing officer)

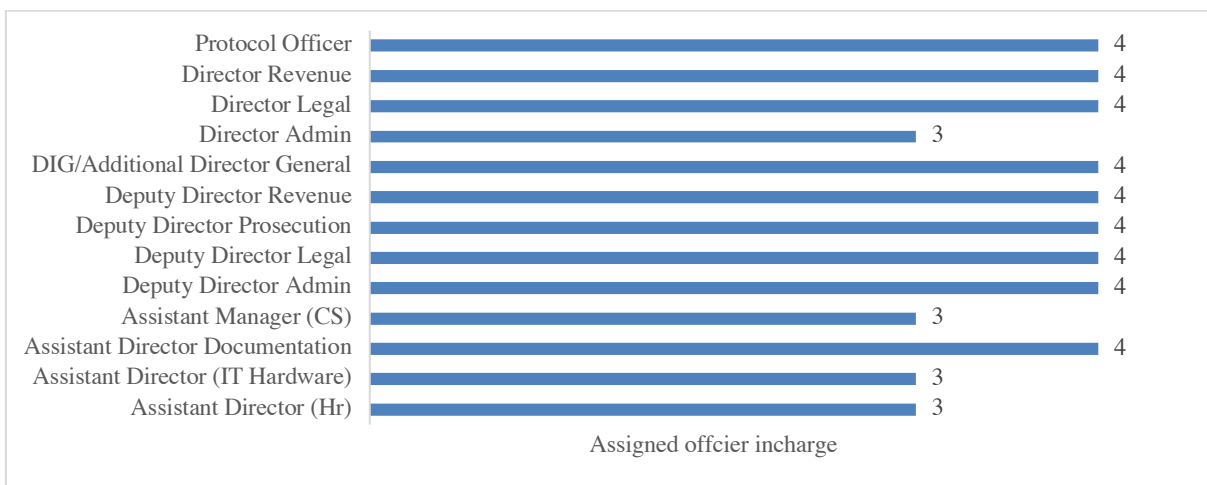


Figure 9: Officer in-charge per dealing officer

Source: Author,2020

5.1.8 Dealing officer to Department / Districts

After analysing the relationship between the dealing officer with the top level of OPC it was important to understand the relationship of OPC officials with districts or departments where the complaint is sent for redressal. The data shows that there is a huge disparity. The dealing officer 'DIG/Additional Director General' was handling 66 districts and departments, 'Director Revenue' is handling 49 departments and the 'Deputy director legal' is handling 52 departments whereas 'Assistant Director Documentation' is handling on 3 of the districts and departments. This distribution puts questions on the distribution of work and hence can lead to lack of accountability. The distribution of work needs to be given importance as this might affect the motivation of the employees to work and at the same time makes the coordination among different departments difficult. See (Figure 10: Districts and Departments per dealing officer)

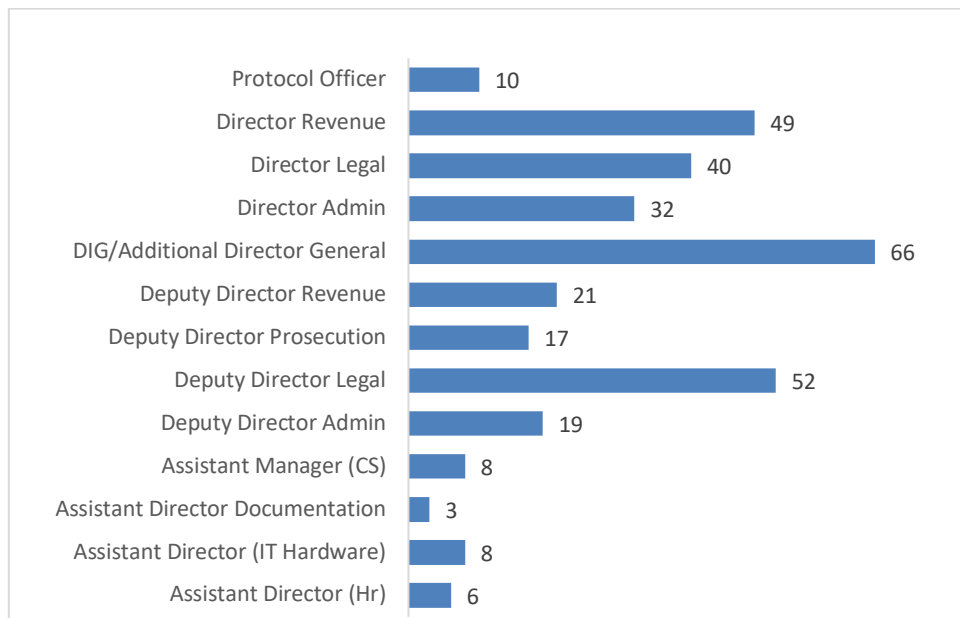


Figure 10: Districts and Departments per dealing officer

Source: Author,2020

5.1.9 Resolution Duration

The data in the comments section revealed the issues of timeliness and responsiveness both at the OPC and the service providers (districts and departments) end. This was calculated by the difference between the complaints lodge date and the date of the complaint being resolved. This analysis required the assistance of the database administrator from the IT service provider. The data showed that among the n=11,548 resolved complaints only n=3,866 complaints were resolved within the time frame of 30

days while others had an average resolve time of 271.8 days. This analysis raises questions on the policy and procedure set by OPC of redressing complaints within 30 days.

5.1.10 District

As mentioned in the process of complaints management OPC refers the complaints to the relevant district or department for the redressal of the complaints through OPSC where the districts and department user performs further actions to redress the complaints. The complaints that requires the attention of district officers such as district commissioner (DC) for redressal are referred to their respective district. The data shows that there are 36 districts of Punjab that are assigned n=12,849 complaints in total. It was also revealed during the data analysis that there is an uneven allocation of complaints as the Lahore district has received the most complaints i.e. 32.13% (n=4129) of all complaints referred to districts with a 60.14% efficiency in resolving the complaints. This brings us to the question that why a particular district is receiving the most complaints and why are they not doing anything to change it? Similarly, there are many departments that does not even receive 1% of the total complaints. See (Figure 11: Exemplary comment by OPC to a district)

In terms of efficiency, the data also reveals that the average efficiency of the districts is 68.79% and there are 11 districts that are underperforming than the average. However, the district 'Islamabad' is not even using OSPC portal and hence has a zero efficiency and the complaints assigned to them are becoming long overdue. This phenomenon can bring down the performance of the whole system. To further analyse the reasons the complaints assigned to Islamabad were explored and it was identified that even though OPC gave repeated reminders to the particular district yet, there was no response in return. This clearly shows that lack of commitment of Islamabad towards the grievances assigned to them. The (Appendix G) highlights all the complaints assigned to each district, their status of complaints, overdue statuses, efficiencies percentages of resolving complaints and the percentages of receiving complaints.

PROTOCOL OFFICER:

July 20, 2020 06:50 PM

Reminder III: As per law you were requested to examine the case and make a report on merit within 7 days but after lapse of 7 days no report has been received as yet. It is once again reminded to send the report as soon as possible.

PROTOCOL OFFICER:

July 8, 2020 10:03 AM

Reminder II: As per law you were requested to examine the case and make a report on merit within 7 days but after lapse of 7 days no report has been received as yet. It is once again reminded to send the report as soon as possible.

Figure 11: Exemplary comment by OPC to a district

Source: A2, 2020

5.1.11 Department

There are n=3,229 complaints are referred to the local administrative departments out of which only 35.61% have been resolved. This indicates that there is a very poor efficiency of the departments in terms of resolving the complaints. It was also identified that two departments received the most complaints; 1) Lahore development authority (26.88%), 2) OPF (27.53%) that cumulates more than 50% of all assigned complaints to departments. However, the other departments performance is also not up to the mark as the department of ‘Chief Ministers Inspection Team’, ‘Federal Board of Revenue’, ‘Information and Culture’, ‘Punjab Healthcare Commission’ and ‘Sui Northern Gas’ are not even using this portal for complaint redressal and hence have zero efficiency in resolving complaints. This raised the questions that why government departments are not performing up to the required expectations. And hence it shows lack of responsiveness from the departments end. And for the mentioned reason interviews will be required. The (Appendix H) depicts the current status of all departments of Punjab with respect to OSPC. Also, for comments see (Figure 12: Exemplary comment by OPC to a department)

DEPUTY DIRECTOR REVENUE:

July 7, 2020 10:54 AM

Reminder III. Please send report as per law within 7 days positively.

DEPUTY DIRECTOR REVENUE:

June 9, 2020 08:23 PM

Please resolve the issue and report in 7 days positively.

Figure 12: Exemplary comment by OPC to a department

Source: A2, 2020

5.1.12 Overseas Pakistanis - the complainants

The data revealed that there are n=14,366 complainants registered in OSPC. However, there were n=19,506 complaints register. This identified that there must be multiple complaints made by the complainants in the system. It was identified that there are n=1,869 complaints that were merged with some other complaints. Upon further digging it was identified that n=1,863 complaints in the system were duplicate of complaints that were already lodged. This creates redundancy in the system and creates more workload for the complaint handlers of OPC who receives the complaints. Another challenge that was observed from the perspective of the complainant was spamming in the complaint portal by lodging complaints without the required information but the OPC officers rejected those complaints. Due to the mentioned reason there are n=194 complaints in the rejected category. It can be synthesized from the data that there are multiple complaints from the end of the complainants on a single issue and can result in redundancy and extra workload for OPC and the service providers.

5.1.13 Summary

The in-depth quantitative data gave an overview of all the complaints that are present in the system and the related problems that are deteriorating the performance of grievance handling in OSPC. The findings can be summarized as; lack of responsiveness, lack of timeliness, poor distribution of work, issues in policy setting, lack of proper hierarchy to monitor the performance of the individuals, poor system hierarchy and structures. However, these findings are only based on data from the system and cannot provide a complete image of the why these issues are occurring. For the mentioned reason, semi structure interviews were conducted with complaint handlers of the system

from the government departments, district officers, IT support team member of PITB and the officials of OPC. See (Appendix D and Appendix E)

5.2 Qualitative data findings

This section provides the qualitative data findings based on the data collected through the semi-structured interviews. The data was categorized to view the reason for the deteriorating performance of OSPC in relation to different government stakeholders through the lens of organizational and inter-organizational barriers. These findings were categorized on the basis of three stakeholder perspectives. There are four main stakeholders which includes the Government of Punjab who make policies (Government), OPC (Agency), the districts and department (Service providers) and the Overseas Pakistanis who have submitted their complaints (citizens). But since this study only covers the organization perspective and challenges that they face while redressing the complaints of the citizens, the perspective from citizens to government, citizens to agency and citizens to service providers is not covered in the analysis section. However, the analysis from the perspective of involved organizations towards the citizens has been fully reflected.

5.2.1 Barriers from the government perspective

In this part of the analysis the barriers within the Government of Punjab are reflected that are creating hindrances on the performance of the OSPC. The government has developed various policies and strategies on the successful development and implementation of e-government. However, the OSPC is still struggling to achieve its maximum potential of deliverance.

5.2.1.1 Lack of monitoring

Although, the government of Punjab has laid the foundations of this e-government project to provide accessibility regarding the services available to the overseas Pakistanis by adopting an e-grievance redressal portal through a separate commission of OPC. However, it was highlight in the interviews that that government do not monitor the performance of the portal on the regular basis.

According to the A6 (2020), Program Manager of PITB, "the government has full access to the portal and they can easily monitor and review complaints but they do not use it. There is no regular review on the performance of OSPC. This reflects poor governance, lack of monitoring and evaluation on their part. This has affected the

competence, which plays a pivotal role both upstream and downstream to improve performance".

5.2.1.2 Over ambitious policies

The Government of Punjab laid the foundation of OPC in the first place and has developed various policies and strategies for its successful development and implementation. However, provision of necessary and sufficient services to the public and the other stakeholders is one of the major issues in the government services. However, their policies towards the OSPC were pretentious, especially the policy related to the claim to resolve the complaints of the overseas Pakistanis within thirty-day time period. This policy became the integral part of the OPC and is even published on their website.

According to A1 (2020), "the policies were unclear and the main agenda was to create a system that assists overseas Pakistanis on immediate basis". The interviews highlighted that the government of the Punjab did not provide a clear set of guidelines for the districts and departments about the OSPC portal. The policies were made without proper planning and analysing the capacity of deliverance by the district and department. Also, the different nature of grievances that might involve more time. (A4, 2020). This reflects a lack in planning by the government, without formulating objectives that are fully understood and agreed by the key managers and stakeholders thus enabling the correct deliverables to be citizens.

5.2.1.3 Lack of involvement

Another problem that was identified during the interviews was about the lack of involvement and interest from the government end in the operations of how things are working on each department and districts level.

According to A6(2020), "There is a lack of involvement; top down approach is missing which is impacting the overall performance of the OSPC from the Punjab government". According to A2 (2020), "the attitude of the department changes with the interventions of the government". This reflects that there is a problem of top-level involvement in particular from the end of Punjab government.

5.2.1.4 Lack of awareness among complainants

The government of Punjab has taken many steps to bring multiple e-government initiatives that benefit the citizens. An important issue in implementing successful e-government is by involving the citizens. The citizens must be trained and updated in order to use the e-portal services available in the appropriate structure. In order to address public

needs, the government has established numerous access points to collect grievances including the GOP complaint portal, OPC for overseas Pakistanis and through different districts and departments both with digital and not digital assistance (A6, 2020).

This is a very good strategy to reach, educate and to train the people to optimally utilize the e-government technology. However, it has been identified that government does not promote these initiatives; hence the potential users lack of awareness about OSPC (A2 & A1, 2020). The awareness of the public at large needs to be improved by various initiatives such as advertisement campaigns, conferences, seminars and other means (A2, 2020).

5.2.2 Barriers from the agency perspective

In this section, the challenges and barriers from the end of Overseas Pakistanis Commission (Agency) are reflected in accordance to the government of Punjab, the service providers (Districts and departments) and the complainants (overseas Pakistanis) that are affecting the e-grievance portal of OSPC.

5.2.2.1 Unclear role and responsibilities

The Overseas Pakistanis Commission (OPC) agency collects the grievances from the Overseas Pakistanis, reads them, understands the needs, performs initial scrutiny, and then forwards the complaints to the relevant districts and departments. Just one individual in OPC performs this whole step.

According to A1 (2020), "the grievances received from the complainants is first scrutinized by me and then I refer the complaints to the relevant district and department. In addition, I assign the complaint with a relevant dealing officer and officer in-charge. The dealing officers manage the communication with department whereas the officer in-charge do not get much involved in the grievance redressal process".

However, according to A6 (2020), "dealing officer role is not allowed to assign the complaints in the system, only the officer in-charge or higher role can view and refer fresh complaints". So, this means that the dealing officer user is using some other login in OSPC that has either officer in-charge role or the Commissioner role to perform the task. The data from quantitative analysis also reflects the issue of poor distribution of work and defined roles. Hence, it can be categorized as the unclear role and responsibility.

5.2.2.2 Lack of authority

It was highlighted through the interviews that OPC and the government has weak relationship. The main area of concern is that the government has kept the power to pursue a district or department to themselves.

In other words, OPC lacks the authority to trace about the progress of the assigned complaints from the relevant district or department. According to A2 (2020), "Our system is a bit weak. We are not allowed to call the districts or departments because of the limitation in the law. We are working on it and a new bill will probably get pass in the provincial assembly that will enable us to pursue the relevant authorities on the status of the assigned complaints". This issue is categorized as lack of authority for OPC to question about the whereabouts of a complaint from the service providers. This restriction is due to the law passed by the government of Punjab.

5.2.2.3 Feedback to the government

Another issue that was highlighted was about the lack of feedback that OPC provides to the government of Punjab. The respondents from the OPC department mentioned that there is a lack of feedback from OPC to the government of Punjab because OPC does not want to give an impression that they are not meeting the desired expectations of the Punjab government.

This creates a fear among the OPC officials to perform better and provide a good report on the progress of the OSPC. According to A1 (2020), "Until there is no alarming report from our end to the government, there will be no consequences on any responsibility related issues. Also, the annual report usually display positive feedback from the citizens and the negative comments are usually avoided." The aforementioned statements highlight the issue of poor communication and feedback to the government from the end of the OPC. Also, this raises the question on the credibility of the published data that provides insights about the OPC performance to the government.

5.2.2.4 Lack of coordination

Effective communication between OPC and the districts and departments are questionable. The government has not provided OPC the authority to question the reasons for delay in redressal from the service providers end. Hence, the OPC sends the reminder to the departments and cannot comprehend any reason to communicate it back to the complainants about the delay. This results in complaints becoming overdue. Moreover, some departments do not reply to the reminders sent to them through the OSPC. This leads to the responsiveness issues that the quantitative data clearly highlighted. According

to A1 (2020), "we keep on sending reminders, there are even complaints for which we have sent five reminders already but the department do not reply, the complainants ask us for the reason and we keep telling them that we have asked the department for the progress". This highlights the poor coordination between the OPC and service providers (districts and departments). The interviews also indicated that OPC organizes regular meetings with the all district commissioners (DCOs) and departments but some of them do not show up and others do not add any value to the meetings about the complaint handling procedure because they lack the information about it (A1, 2020; A2,2020). In the light of above statement this challenge is demarked as the lack of coordination between OPC and service providers.

5.2.2.5 Lack of transparency

Another challenge that OPC faces is that there is lack of transparency from the service providers end. This is happening because the department are not responding and showing the progress of the grievance they are handling through the OSPC platform (A2, 2020). Also, the internal process of the districts and departments are complex and creating problems for OPC because they are finding it difficult to respond to the complainants about the status of their complaints (A1, 2020; A2, 2020).

According to A1 (2020), "most importantly we must have authority to bind the departments. We should bind them to respond within the time limit. Whether the complaint is resolved or not, they should update us the current status of any complaint. So, if the user inquires us about the status of their complaint we would have information about the current status of their complaints". According to A3 (2020), "we make manual files and upload the findings in the form of the picture after the final remarks of DC (District Commissioner)". The above scripts highlight the lack of transparency from the service providers to OPC that results in creating challenges.

5.2.2.6 Incomplete and misleading information

This section gives insights about the challenges that OPC is facing from the end of the complainant. According to A2 (2020), "one of the biggest problems that affects the overall performance of the system is that the complainants do not provide complete information related to their grievances. At times the information is misleading and this delays the whole grievance redressal process". Moreover, it was mentioned that OPC also tries to call and collect the information but most of the times the complainants do not attend the call (A1, 2020; A2, 2020). In best cases, the complainant attaches all the required documents and eases the grievance redressal process. From these statements it can be concluded that providing the complete information is critical for the OPC before

they refer the complaints to the responsible district or the department for the redressal. Whereas, misleading information can also affect the performance, as the OPC refers the complaints to the wrong department and hence the overall process is affected.

5.2.2.7 Multiple complaints of same issue

Another issue that was pointed out during the interview with both A2, A3 and A4 was that the same complainant submits several complaints to address the same issue. According to A6 (2020), "the system gives access to the complainant to add grievances. A complainant can have issues related to Health department and Education department at the same time. They have the right to submit as many complaints as they want. One citizen for a single grievance can add multiple complaints". This challenge is categorized as multiple complaints of same issue.

5.2.2.8 No feedback from complainants

Through the interviews, it was also highlighted that once the process of redressal is complete from the district and the departments' end the OPC has to confirm it from the complainants before closing it (A1, 2020). And once the complainants confirm that the complaint is resolved, only then OPC mark the complaints as resolved. Otherwise, they have to re-open the complaints and send it to that district or department again. It was also mentioned that if the complainant does not provide the timely feedback about the resolution of their complaints contributes to timeliness related issues of the system (A2, 2020; A4, 2020).

5.2.3 Barriers from the service provider perspective

In this section, the challenges and barriers from the end of service providers (districts and departments) are reflected in accordance to the government of Punjab, OPC (agency) and the complainants (overseas Pakistanis).

5.2.3.1 Use of multiple grievance systems

The service provider that includes the departments and districts of the Punjab province, are the local authorities that redresses the grievance submitted from citizens that belong to the province of Punjab. Since, there are multiple departments and districts in Punjab province that have to work in a collaborative way to provide efficient services to the citizens, multiple factors have been identified to demonstrate a weak link among various service providers (districts and departments) that results in poor communication limiting service providers ability to optimize performance.

Among many obstacles, the main problem was the use of multiple grievance portals that have resulted in poor record keeping and ineffective grievance redressal for the overseas Pakistanis on the district and departments end. According to A4 (2020) and A5 (2020), almost every district and department has their own IT enabled grievance handling mechanism. The initial strategy for government of Punjab was to make standalone IT enabled systems for each district and department to improve their efficiency in providing services to the citizens, improve internal monitoring and reduce cost A4 (2020).

However, when it comes to grievance redressal, it is important for departments to collaboratively work. It might be very difficult for the district or departments to manage grievances from multiple places (A5, 2020). Moreover, these multiple problems can cause redundancy and extra work for the departments. The OSPC provides a collaborative environment but there is a limitation to it as only one district and one department can be selected while the complaint is being referred (A6, 2020). Moreover, it was also stated that the districts and department have to work on multiple grievance from many portals at the same time (A3, 2020; A5,2020). This highlights a challenge of using multiple systems for the service providers.

5.2.3.2 Poor coordination

In order to achieve targets two or more departments are interdependent and have to take each other into account and communicate effectively. Different departments need to contact one another to redress a single complaint.

Using an example given by representative from the Livestock department, "that many complaints that are linked with other departments, e.g. Police and livestock department representatives have to work together for the resolution of one complaint and if the police department delays the process at their end, the performance of livestock department also suffers, hence resulting in delay of redressal process" (A3, 2020; A4, 2020).

5.2.3.3 Traditional procedure

Another problem that was identified through the interview was the failure in adoption and practise of e-government system at the organizational and individual level. At individual level service providers do not have the compulsion to intend to use the system and can use the traditional way redressing grievance. "Although the IT enabled systems are available but they are not being used" (A6, 2020).

According to A4 (2020), "whenever we receive a complaint, the first thing we do, is make a file. In some matters it takes more time to move the file from one officer to another, sometimes a day or a week to reach the secretary officer depending upon the nature of complaint".

This highlights the fact that they are using traditional manual ways to redress the grievance whereas the main idea of using IT enabled system in government department is not being followed.

5.2.3.4 Poor attitude of employees

The interviews also highlighted the poor attitude towards work of the employees as one of the main reasons of the delay and lack of responsiveness. According to (A5, 2020), "the attitudes of the employees working in the department determine efficiency of the grievance handling".

Provincial organizations are faced with poor level of attitudes by the district and departmental employees resulting in erratic provision of services (A4, 2020). This has become an increasing persistent problem faced by the departments and has seriously affected the complainants. There is a general nonchalant attitude of district and departmental employees towards performance of their duties resulting in careless and casual handling of cases.

5.2.3.5 High turnover of employees

Another challenge that was identified from the interviews is the high turnover of public employees in districts and departments leading to delays in the redressal of the system. The new employees are not familiar with the application and might require some time and basic training for the use of the system (A2,2020; A5,2020). "When a public officer who is assigned a complaint leaves he takes the knowledge about the complaint with him" (A5, 2020).

According to A5 (2020), Regular transfer and posting is a normal thing in government departments, there are regular transfers of DC's, DPO's and junior staff that might affect the process. Frequent postings of trained employee, constitutes insufficient skilled force. This results in the need of training of new-posted employee in order to work effectively and efficiently. Mostly newly posted employee doesn't know the mechanism of the working, has inadequate training and skill set, poor attitude and motivation. He might not take the interest in it, until the competent authority takes any action so that

could be happen posting things might get a linger on rest of the things are not a big issue. This also affects the overall performance of redressing".

5.2.3.6 Lack of standardization

In order to make redressal systems more meaningful and effective, a structured system has to be built up and implemented keeping in view the ground reality of capacity to deliver. Although the government has developed a redress system, it is not yet robust, effective and has several drawbacks. In the interviews it was highlighted that the government does not have the clear set of policies towards grievance handling.

According to the (A4, 2020), "we have issues in prioritizing the complaints due to multiple systems. There is no way to identify which complaint needs to be addressed first. Moreover, the nature of complaint determines the time that will be required to get it resolved. The government policy to redress the overseas Pakistanis complaint in thirty days is an unrealistic promise, given these circumstances".

Also, the interviewers highlighted that the government of Punjab did not actively involve the departments and districts in the planning stages of the OSPC. "Delegates of OPC along with government officials planned this entire system without taking feedback and recommendations from the district and tehsil departments who are the actual task force behind redressal of the complaint.

5.2.3.7 System dependency

The interviews highlighted multiple reasons that are affecting the performance of OSPC from the perspective of districts and departments. The time required to send the complaint to the department is included in the responding time.

According to A6 (2020), only OPC administrators have the right to forwards a complaint to any department or districts whereas the districts can only 'refer back' the complaint to OPC and then it could be marked 'resolved' or could be referred to the same district and department or another. Hence, the system creates limits for the service providers to forward the complaint with one another.

This highlights a technical issue at the end of OSPC system, which does not provide autonomy to the departments to collaboratively work with other departments for effective redressal towards the grievances as it creates dependency on OPC. Hence, it is categorized as system dependency.

5.2.3.8 Lack of communication with complainants

The districts and department also face challenges with respect to the complainants. According to A5 (2020), "the district and departments have to communicate with the complainants to investigate about some further information that is required for understanding. However, the overseas Pakistanis do not communicate back to the inquiries, this affects the performance of the department and hence the whole redressal process of OSPC". According to A4 (2020), communication is the key to successful redressal of complaints. There is a need of efficient communication between the departments and the complainants. Hence, this category is tagged as lack of communication with the complainants.

5.2.3.9 No prompt compliance

Moreover, it was also found that the information provided, many times is incomplete with respect to the submitted complaint. This results in further delay, issues arise due to investigations. According to A4 (2020), "there are so many complaints that lack in providing complete information, for example a complainer only writes that there are no medicines in hospitals. I do not know anything about the district or hospital he is talking about. I need go through a long process to find that hospital that the complainer is referring about. Also, the complainer complies quickly and delays the process". This is also similar to the issues that OPC is facing however; the difference between the two is that OPC only views the personal information, and the documents that prove that the citizen is an overseas Pakistani. Whereas, the districts and departments are more concerned about the specificities required to initiate inquiry over a grievance request from the public. This reflects that the importance of communication between the service providers and the complainants. Hence, this is categorized as no compliance.

5.2.4 Summary

There are twenty-one challenges in total, that were identified from the qualitative data findings. The interviews also highlighted that these challenges are in a form of a network that are occurring because of other stakeholders. In order to have a better representation of the challenges identified from the qualitative finding along with the quantitative findings with respect to the perspectives of each stakeholder, a matrix has been created. This matrix assists to distinct the challenges from the perspective of each stakeholder. To understand the segregation of the challenges, one first need to understand the idea of this grid. The matrix uses stakeholders on both the axis of the grid to provide a better understanding of the findings. This provides a relational overview within the stakeholder and among different stakeholders. The perspective is represented in the first

left columns. Whereas the relationship with the stakeholders is represented on the first top row. This matrix enables to classify the barriers faced by each stakeholder in relation to other stakeholders and themselves. This matrix enables to identify problem and segregate problem areas about where they are occurring in relation to other stakeholders. Hence, this matrix has been titled as ‘Stakeholders Perspective Matrix’.

The same approach has been applied on the findings of this case by summarizing the challenges/Barriers from the perspective of each stakeholder and presented in stakeholder Perspective matrix. It was identified through the case that there are four main stakeholders. However, this study primarily focuses on the perspective of the internal stakeholders which includes the Government (the government of Punjab), Agency (OPC) and the service providers (the districts and departments). Whereas the fourth stakeholder is the citizen (complainant / Overseas Pakistani). Since, the perspective of the citizens is not covered, in the matrix is coloured “grey”. However, these stakeholders do affect the internal stakeholders’ operations in the grievance redressal process as it was found in the interviewees and in this way those challenges have been reflected in the matrix with respect to the perspective of each stakeholder.

The perspective of the government of Punjab, highlighted the challenges including the lack of monitoring. This challenge is categorized as the challenge within the government of Punjab that affects the efficiency of the whole system and might result in other challenges. The findings also highlighted the ambitious policies and goals that the government of Punjab has set and imposed it on the OPC to provide results, these policies lacked the planning from the government and this challenge is represented in the Government to Agency square. Moreover, it is the role of government of Punjab to ensure the smooth delivery and redressal of overseas Pakistanis grievances through the service provider. However, it was identified that the government of Punjab does not get involved in the operations of the districts and departments of Punjab due to this lack of involvement the service providers are not delivering to their true potential. And this challenge is categorized in the government to service provider square. Last but not the least the government of Punjab need to provide awareness to the citizens about the services that are introduced for the citizens and for whom it provided. Due to the lack of awareness there is a chance that the potential citizens would not even know about the existence of such services, thus, this challenge is presented in the government to citizen square.

The second perspective is from the agency (OPC), the first square from the perspective highlights the challenges with the government. The interviews, highlighted that the government of Punjab has not provided the authority to the agency to question the progress from the service provider, also the OPC does not provide proper feedback of

on the performance of the portal to the government and hence for the mentioned reason they are categorized in the agency to government square. There are many challenges that were observed from the interviews and from the portal data which occur within the OPC. These include poor categorization of categories, poor distribution of workload, unclear roles and responsibilities and lack of top involvement from the top management. Thus, these are categorized in the Agency to Agency square i.e. internal challenges of OPC. Moreover, there were many challenges that were identified between the OPC and the districts and departments of Punjab pertaining to lack of responsiveness, lack of transparency on the process and progress of the referred complaint, follow by poor coordination between both the stakeholders to ensure effective service delivery. These issues are categorized in the Agency to service provider square of the matrix. Lastly, the OPC also faces various challenges because of the complainants. These challenges include; incomplete and misleading information, multiple complaints on the same issue by the same complainant, and lack of required feedback from the complainants to close the complaint once resolved. Hence, these challenges are categorized in the Agency to citizens square.

The last perspective covered in this research is of the service providers i.e. the districts and department of Punjab. The first square is between the service provider and the government, where it was identified that the service providers suffers from the policies and targets set by the government as there is a lack of standardization. Thus, it has been categorized in this square. In terms of challenges from the end of OPC that the service providers face is related to the system dependency that OSPC has which creates a dependency on the procedure to coordinate with other districts and departments. Hence, for this reason this challenge has been categorized in the square of service providers to agency. The challenges within and among the service providers are manifold. The most treating challenge that was identified and was mentioned by every interview partner is the use of multiple systems in parallel to OSPC, also there is a high turnover of employees within the districts and department, also weak coordination among the service providers also surfaced through the interviews, adding more the these challenges the issues of poor employee attitude and use of traditional manual procedure were identified, thus these challenges belong the square of service providers to service providers. Lastly, service providers also face certain challenges from the end of the citizens that include poor compliance from the complainants and poor communication or avoidance of communication towards the districts and department from the complainants were observed and are categorized in the service provider to citizens square.

All these challenges are represented in the stakeholder's perspective matrix. see (Figure 13: Stakeholder Perspective Matrix for OSPC)

Relation with Stakeholders

	Government	Agency (OPC)	Service Providers	Citizens
Government	<ul style="list-style-type: none"> Lack of monitoring and no performance review 	<ul style="list-style-type: none"> Over Ambitious policies and Lack of planning 	<ul style="list-style-type: none"> Lack of involvement 	<ul style="list-style-type: none"> Lack of awareness
Agency (OPC)	<ul style="list-style-type: none"> Lack of authority No feedback 	<ul style="list-style-type: none"> Poor categorization Poor distribution of work Unclear roles and responsibilities Lack of top level management 	<ul style="list-style-type: none"> Lack of effective coordination Lack of transparency Lack of responsiveness 	<ul style="list-style-type: none"> Lack of feedback Multiple complaints for a single issue Misleading or incomplete information
Service Providers	<ul style="list-style-type: none"> Lack of effective policies and pretentious targets Lack of standardization 	<ul style="list-style-type: none"> System dependency 	<ul style="list-style-type: none"> Multiple grievance system High turnover of employees Poor coordination Traditional procedure attitude of employees 	<ul style="list-style-type: none"> Lack of communication No prompt compliance
Citizens				

	Stakeholder itself or Stakeholders of the same role
	The relation with another stakeholder
	The Perspective of the stakeholder not covered

Figure 13: Stakeholder Perspective Matrix for OSPC

Source: Author, 2020

6 Discussion

The findings from the quantitative data of the Overseas Pakistanis complaint portal and the qualitative findings from the interviews highlighted various challenges that are faced are being faced by all the stakeholders of Overseas Pakistanis Complaint portal while redressing public grievances. In terms of the internal environment (Siau and Long, 2005), weak links were identified between the government of Punjab, the districts and department of Punjab, and Overseas Pakistanis Commission towards the complainants i.e. Overseas Pakistanis. These weak links have resulted in challenges that are deteriorating the effectiveness of overseas Pakistanis complaint portal (OSPC). The identified shortcomings from all internal stakeholders are linked with one another. However, it is argued that the most important ones are related to the districts and departments of Punjab, because they are the actual service providers. who are actually redressing the grievances of the Overseas Pakistanis. All the mention barriers hold importance in their own way, however, many of these barriers are being cause by main barriers that requires immediate review from all internal environment stakeholders. This section will further elaborate of those main challenges and compare it in the light of the literature and the findings from both the qualitative and quantitative data and also will provide few recommendations for them. Following are the main challenges that are found to be most trouble creating barriers for OSPC.

Use of Multiple grievances systems

All the participants from the interviews mentioned one major barrier that is affecting all the internal stakeholders for efficient grievance redressal. This barrier is related to the use of multiple grievances systems in parallel to the Overseas Pakistanis complaint portal in Punjab. These multiple grievance portals include; Pakistan Citizen complaint portal, the government of Punjab complaint portal, standalone portals and manual complaint handling that the departments have developed for themselves to redress the grievances of the citizens under their jurisdictions. According to interviewee A6 (2020), “It could be a problem because same issues can be registered from multiple web portals. Definitely, there is going to be duplication if all these portals are linked. Readdressing through a single complaint portal would be much better than doing same thing on multiple portals.” Not so differently, the interviewee from the livestock department of Punjab mentioned that benefits of the Pakistan citizens portal (PCP) that has been initiated by the federal government of Pakistan. It was mentioned that Pakistan citizen portal has excellent monitoring and it has been scaled to provincial level departments and district offices as well. That system also passes through an algorithm

that checks the satisfaction of the complainants and it increases the accountability of the redressers.

According to A4 (2020), “I will definitely take some action to resolve your complaint. If you are satisfied with my performance then you will give your positive feedback and if you are not satisfied with the steps I took in order to resolve the matter than you will give me a negative feedback. So, all the complaints with negative feedback have to pass through that algorithm. They check if we meet the standards to resolve the complaint. After some time, the system automatically reopens those complaints. Those complaints will then be referred again with the label of PM monitoring unit that you have closed that complaint but citizen is not satisfied, we need to re-evaluate that complaint. We then proceed again properly on that complaint.” The use of multiple complaint portals is in practice for different departments and districts Punjab. This may result in creating redundancy of the complaints from the end user, as an overseas Pakistani can submit the same complaint from Overseas Pakistanis complaint portal, the government of Punjab complaint portal and from the Pakistani citizen portal at the same time. As the quantitative data showed there are 1,863 complaints in the OPC that are duplicate so this is very relevant that the same user must be sending the same complaint from many other places. This will create trouble for service providers as they have to handle the same complaint from the multiple sources, it is a wastage of time and requires additional effort at the end of redresser. Also, the monitoring of the grievances will also become difficult for all internal stakeholders especially the districts and departments of Punjab. This redundancy will further deteriorate the performance of overall grievance handling in the province of Punjab.

Moreover, having multiple systems deteriorates the coordination and collaboration efforts for the better public service delivery among different government agencies. The problem is that one department has a separate system where they receive complaint, and they need to transfer the complaint to another department for further processing. Where they use a different system, results in making a grievance long overdue or in some cases will enable the manual file system as mention in the finding about the use of manual file system in the livestock department. The quantitative data highlights that there are 3,064 that are long overdue but cannot be true only because of the use of multiple grievance systems but to a certain extent it might be a reason for making it overdue. Lastly, the multiple systems in the same organization make the problem of prioritization among the grievances. The employee might get frustrated while viewing the grievances in different portals and deciding which one to handle first.

In order to overcome this challenge, it is recommended that government of Punjab or better the national government of Pakistan should integrate all the grievances redressal portals. According to A6 (2020), “there is a need of integration of all similar portals of Punjab”. Similarly, A5 (2020) mentioned, “we should integrate all the systems. OPC and OPF and all the other portals have resolved many issues. There should be a centralize system”. However, A6 (2020) explained the issues with integration at this point in time and called it as a difficult challenge, “it is very difficult to integrate systems with different development structures. I believe OPC will like to integrate with other departments but the only barrier is different architecture structures of all existing systems. We may face complication if we integrate systems. In order to avoid these complications, we can revamp all the systems with same structure of OSPC but it is a very long process. I will recommend updating our system in a way that they can synced with all the other systems. If we made such development in our systems then it would be a great success.” There are obvious benefits of integration which includes the cost reduction of managing multiple portals at all levels, improvement in real time monitoring, improving processes, and improving employee productivity which will eventually result in the improvement of the overall system. According to Scott (2000), a completely integrated network between the different government agencies enables fluid exchange of knowledge and information. Also, will help in combatting the accountability and responsiveness issues to a certain extent.

The integration will require standardization across all government organizations. According to Ezz et al. (2009), in private sectors the standardization and integration of information systems has always been a widely discussed topic. However, little focus has been done about it in the public sector context. According to Layne & Lee (2001), technical aspects of e-government hold great importance while integrating different government agencies both horizontally and vertically. So, lack of having standards can make the implementation of e-government service difficult among different organizations. However, the Pakistan citizen portal has already been developed so integrating all the systems, so integrating it with OSPC will be a good start. The idea of integration will provide a single interface to complainants where they can submit their grievances and in case they are overseas they can select the option to do that. Where the integrated OSPC, will get a notification and they call easily access the complaint as well. This integration will also ease up the monitoring of grievances for all the stakeholders. Whereas, the coordination between different districts and departments will also improve as integrating inter agencies systems can help in reducing the organizational silos and streamlining workflows.

The government of Punjab need to take an immediate action to discourage the use of multiple portal and integrate them into one centralized system to improve the coordination, fluid communication and making the grievance redressal for better and efficient public service delivery.

Lack of Monitoring

The literature highlights how ICT enabled grievance redressal systems helps in public sector organizations to counter accountability and employee performance related issues (Chadwick & May, 2003). However, the findings highlight that it is not true until the top-level management gets involved and have a review on the monitoring of the adopted systems. The findings highlighted the problem of poor monitoring from the end of the government of Punjab over the performance of the districts and departments through OSPC. The interview with the project manager of PITB mentioned that the government has the access of the portal and they can easily monitor and review complaints but they do not use it. Moreover, A1 (2020) mentioned that Punjab government does not take regular review over the performance of OSPC. Also, the A6 (2020) added that one of the reasons for that might be the change of the ruling party of Punjab province got changed two years back and the newly appointed leaders and staff will take time to understand the process, procedures and polices related to existing systems. However, the portal exists for a long time and yet the overall efficiency of the portal has never reached sixty-percent throughout the life cycle of OSPC. This reflects the lack of monitoring from the government end. According to Wong, Chiu, and Mark (2007) lack of an effective monitoring of the e-government systems leads to poor decision making and quality management of the application.

The government should regularly monitor the performance of the departments through monitoring systems. Through the interviews it was found that the government of Punjab already has developed a monitoring cell. Moreover, one example that interviewee mentioned was that the government officials still avoid the use of IT systems as they lack basic computer skills (A6, 2020). According to Gilbert, Balestrini, and Littleboy (2004) this can be classified the avoidance to the use of technology. The avoidance of fear to use of technology from the top can deteriorate the overall performance of the e-government initiatives. The government can learn through regular training provided by IT service providers so that the monitoring can improve. Also, the government needs to adapt to these changes in order to have an insight about the problem areas that are deteriorating the performance of OSPC initiative. Regular monitoring and addressing the problem areas will help in the success of the ICT enabled grievance redressing.

According to Ray (2011) poor monitoring can lead to accountability issues among government organizations; this can eventually result in the poor performance of the OSPC initiative taken by the government of Punjab. Many researchers have found the link between the top-level management involvement and the improvement in making public officers accountable. It is recommended that the government of Punjab can adopt the approach of collaborative review. According to Ray (2011), collaborative review is a strategy that the government of India adopted to monitor the dealings of public officers towards the citizens. The government officials randomly select 20 to 25 complaints from the database and review them. This random scrutiny creates fear of detection among the public officers and helps in accountability (Ray, 2011). The random review can possibly help in OSPC, considering the large number of complaints and process involved for redressal. Another recommendation, the monitoring tools should be improved, one of the benefits from the adoption of e-government systems is that, the governments can have better monitoring about the performance of the system. According to Frees et al. (2015), monitoring or performance measurements is the representation of the collected information about the certain selected factors required for better management.

Moreover, they added that the monitoring process is systematic and continuous in nature by systematically gathering the information periodically. In this way monitoring is considered as the permanent source of information for decision makers, policy setters and managers. The quantitative data findings highlighted the delay in complaints and the lack of responsiveness from the end of the service providers as the few of the districts and many departments were not replying or using the system for example the district of 'Islamabad' that received ninety-eight complaints and did not responded to the continuous reminders by OPC. In this regard the government of Punjab has not taken any steps against this clear violation of ignoring the policies to redress public grievances. The improved monitoring should bring out the problem areas, trouble makers and notify the government on perpetual basis and the government of Punjab should take actions against them.

Ambitious goals and policies

The government of Punjab made the policies for OPC through the Act XX of 2014 (OPC, n.d.). The policy states that the complaints should be resolved within the time span of thirty days of lodging. However, the quantitative data highlights that the average time for the resolved complaints is 271.8 days. This puts a big question on the difference between the expectations and the reality of the policies and the outcome in OSPC. Also, the findings from the long due complaints reflect the same as n=3,064 (15.71%) of the complaints are in the overdue category. The data also revealed that a total of n=1,327 that

are overdue for more than a year and are mostly in the category of court matters. This highlights that the goals and the policies are too ambitious and rather unrealistic. Through the qualitative data it was found out that these policies came from the government of Punjab and it was asked to be followed by OPC. However, it is argued that the complaints nature determines the length or the duration of the resolution of a grievance. Also, some complaints are out of jurisdiction of Punjab and belong to judiciary, and the districts and the departments cannot do anything about it until the courts provides a decision upon the pending case. At this point, there are 1,568 complaints that are out of provincial departments jurisdictions and belong to the judiciary and it is increasing the pending complaints duration in OSPC. As mention by A1 during the interview, that the decision on a certain matter might take time from the end of the courts and that could result in further delays. This creates more problem for the OPC and the services providers to perform and increase efficiency and further explains on the issues of delays in the grievance redressal.

It is recommended that the government of Punjab review their policies and establish true and more realistic strategies because if they will not fulfil their unrealistic approach of resolving complaints within 30 days, the complainants might lose their trust in the government and this can lead to lack of participation and eventually might result in the failure of this e-government initiative. The new policies should be made with the involvement and in a collaborative way where the districts, department, government of Punjab and OPC come together, brainstorm and decide next steps. This will help in making the new policies in accordance to the complaint nature and the capacity of those who are redressing it. There are different perspectives of different experts that are involved in the process of the implementation of e-government services about the strategies that need to be adopted based on the number of involved stakeholders. These strategies are partly derived from the ignorance of few stakeholders and partly from their arrogance for coordination purposes. According to Qaisar & Ghufraan (2010), integration holds great importance for the implementation of e-government system. The collaboration among various organizations holds great importance for delivering services by sharing resources. Hence, it is safe to mention that the stakeholders need to be aligned in order to bring effective coordination among them.

According to Jaeger (2002), in order to make this happen, the legislators have to adapt to the laws of having a virtual government which can create jeopardy in basic democratized principles. Similarly, Ezz et al. (2009) also emphasized on this aspect by suggesting that a proper regulatory or legislative framework is the key factor to a knowledge-driven economy for any e-government. Also, the new policies should also give the authority or control to OPC to ask for status of the grievance of the complaint

from the districts and departments. According to IA, “most importantly we must have authority to bind the departments. We would bind them to respond within the time limit. Whether the complaint is resolved or not, they should update us the current status of any complaint. So, if the complainant inquires us about the status of their complaint we would have information about the status of their grievance.” The government needs to realize this change and distribute the powers accordingly to improve monitoring of the whole system in general through a legislation framework. Implementation of an e-government solution cannot be done without changing the current legislation as the success of any e-government solution lies on the role of the government to provide a legal framework that ensures the operational side OECD (2003). At the moment, this authority only lies with the government of Punjab and if they lack involvement that could lead to all the issues pertaining to accountability and lack of responsiveness.

Unclear roles and responsibilities

This challenge is mainly occurring in the OPC. As the role of a dealing officer does not include to refer the complaints and only the officer in-charge, commissioner and vice chairperson of OPC can make this decision. However, only dealing officer is taking the matter in hand of sending the complaints to the relevant districts and departments. This could result in creating bias or human error through wrong perception.

The quantitative data also highlighted many issues including the issue poor distribution of work where one dealing officer (DIG Director general) was receiving 29.57% of the total complaints to deal with in comparison to another dealing officer such as Assistant Director (IT Hardware) is receiving less than one percent of the complaints. Also, the dealing officers. Moreover, an officers in-charge role is unclear as they are handing almost all the dealing officers. Also, the data shows that DIG/Additional Director General is a dealing officer as well as Officer in-charge and dealing with multiple complaints category. This highlight the issues of unclear roles and responsibilities, leading to poor distribution of work. It will affect the monitoring of the system and would make difficulty in identifying the problem areas for each individual officer in each dealing officer. OPC should consider these shortcomings seriously as the counts of the complaints are increasing and there is no proper way to identify the roles and responsibilities of the system if one person is using a login of another. The individual performance will not be determined and hence there will be issues of accountability that will bring down the whole system.

It is recommended that OPC should create a clear set of roles and responsibilities within their organization and ensure that they are being followed accordingly. Moreover, regular checks and updates should be practised and regular internal feedback should be

provided in accordance to the challenges that each of the role is facing. Also, the concept of whistleblowing can also be applied in case that one role is creating troubles for another. This is however a difficult task to perform considering the bureaucratic culture in Pakistan but this will at least enable the weak links that the top management of OPC should know. The distribution of work should be the integral part while defining the roles and responsibilities by identify the complaints categories, it should be decided how many dealing officers will be required considering their expertise are required to manage the complaints of a particular category. If the number of complaints is getting high in one category. The roles and responsibilities should be revised accordingly.

It is argued that although there are many challenges that were identified through the qualitative and quantitative data analysis. However, the above mention four challenges require immediate attention to ensure the continuity of this e-government initiatives.

7 Conclusion

This research has provided exploratory insights about the execution of an ICT enabled grievance redressal in government. There is a massive disparity between developed countries e-government programs and emerging ones. Public sector digitization is a challenge for the developing countries that requires a vision backed by absolute political will and executive commitment. E-government initiatives have had a positive effect on the delivery of public services; throughout the world, however, their overall impact has remained limited in developing countries such as Pakistan due to a multitude of constraints creating barriers for the government to deliver. Among the many services that the government provide grievance redressal holds the most value. It requires an immense amount of coordination with both the internal and external environment in e-government to address public grievances effectively.

Grievance redressal in e-government is still a new area of study, especially for developing countries. Due to the scarcity of literature in grievance redressal, this study has strived to create knowledge and fill that gap in academic research by using the case of overseas Pakistanis complaint portal. The focused question for this thesis was *What barriers government stakeholders face while redressing public grievance through OSPC?*

Numerous barriers were identified that resulted due to weak links among the internal environment stakeholders that include; the government of Punjab, Overseas Pakistanis Commission and, the districts and departments of Punjab. The quantitative findings used the data of 19,506 complaints lodged in the portal that highlighted the challenges pertaining to lack of responsiveness, poor categorization of complaint categories, duplication of complaints creating redundancies, and poor hierarchal structure in OSPC. At the same time, the qualitative data provided insight into the challenges from the perspective of each stakeholder in the internal environment. In total, there were twenty-one barriers that were found. The challenges from the perspective of the government of Punjab include; lack of monitoring, over-ambitious policies, lack of involvement and lack of awareness provided to the complainants.

The challenges from the OPC perspective include; unclear role and responsibility, lack of authority, poor feedback to the government, lack of coordination, lack of transparency provided by the redresser, incomplete and misleading information provided by the complainants, multiple complaints submitted for the same issues and lack of feedback from complainants while resolving a grievance. Lastly, the challenges from the perspective of districts and department of Punjab include; use of multiple grievance systems, poor coordination among service providers, use of traditional procedures, poor

attitudes of employees, high turnover of employees, lack of standardization of procedures for redressing, a technical issue of system dependency, lack of communication and no prompt compliance from complainants were found. However, it is argued that these barriers are interlinked and have been reflected through the stakeholder perspective matrix to designate barriers relative to their stakeholders.

The author acknowledges the fact that the identified barrier must not be ignored to ensure the success of this e-government initiative. However, addressing these main challenges that include; i) use of multiple grievance systems, ii) lack of monitoring from the government and the OPC top management iii) overly ambitious goals and policies iv) unclear roles and responsibilities, at the earliest is imperative.

There are prominent contributions of this study to the existing literature, as very few studies have identified challenges related to e-grievance redressal system in developing countries. This research contributes by addressing the often-unrealistic expectations attached to e-government applications in developing countries and also provides a comprehensive overview of the barriers that create hindrances and recommendations for improvement. Moreover, insights from the perspective of the public sector organizations provide a thorough understanding of the challenges that governments in many developing countries might be facing while using ICT enabled grievance redressal systems. This research also provides a framework to analyze the perspectives of the stakeholders through a matrix. Lastly, this research has drawn attention to the gaps that exist between the design and the reality of adoption and implementation of e-government systems in developing countries through empirical evidence.

7.1 Future research and recommendations

ICT enabled grievance redressal systems in public sector organizations is still infancy for both the developed and developing countries. Further researches and investigations are required in this area. For starters, as this study solely covers the perceptions the public sector organizations, the perspective of citizens is still missing. Therefore, one field of interest for future research may be on how citizens perceive these systems. As citizens are the intended users of the e-grievance system, it would be important to identify their perceptions and analyze how citizens are actually involved in using e-grievance systems tools, reasons for their preference and challenges faced by them. The use of both the perspectives will provide a holistic view of grievance handling practices in public sector organizations.

Another area of interest would be to understand and explore how the organizational learning adopted through the public grievances data available in the portal.

This will help the organizations to identify the root cause of the grievances and provide explanations on what triggers the voice from the citizens. Also, it will help public sector organizations to improve their own processes that will be leading to best practices.

Lastly, this research used only one case of OSPC and only focuses on the barriers, further researches can be conducted on other online grievance portals across other developing countries. Additionally, a comparative study using multiple cases from both the developed and developing countries can assist in identifying the enablers for efficient and effective grievance redressal using ICT.

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Appendix

A Python Cleaning Code

The csv of complaints needed some data cleaning, this script performs that cleaning and writes the clean data back into the same csv file ""

```

output = []
# Read CSV data from the file
with open('complaint-2.csv') as csvfile:
    data = csv.DictReader(csvfile)
    for row in data:
        # Split the dealing_incharge into two fields
        dealing_officer = row['dealing_incharge'].split(' / ')[0]
        officer_incharge = row['dealing_incharge'].split(' / ')[1]
        # Put the splitted fields into new columns
        row['dealing_officer'] = dealing_officer
        row['officer_incharge'] = officer_incharge

        # Remove ':' from refferees
        row['refferees'] = row['refferees'].replace(':', '')

        #Get year, month and day form the created at timestamp
        date = datetime.strptime(row['complaint_created_at'], "%Y-%m-%d %H:%M:%S")
        row['year'] = date.year
        row['month'] = date.month
        row['day'] = date.day
        output.append(row)

# Write the resulting columns to a CSV file
fieldnames = ['complaint_id',
              'district_name',
              'complaint_type_name',
              'user_name',
              'residing_country',
              'dealing_incharge',
              'complaint_progress_sub',
              'refferees',
              'complaint_created_at',
              'complaint_summary',
              'dealing_officer',
              'officer_incharge',
              'year',
              'month',
              'day']
filename = 'complaint-clean.csv'
with open(filename, 'w') as csvfile:
    writer = csv.DictWriter(csvfile, fieldnames = fieldnames)
    writer.writeheader()
    writer.writerows(output)

```

B R-Studio Coding

```

#Summary for categorical fields
district_summary <- complaints %>% group_by(district_name) %>% summarise(n = n())
progress_summary <- complaints %>% group_by(complaint_progress_sub) %>% summarise(n
= n())
country_summary <- complaints %>% group_by(residing_country) %>% summarise(n = n())
incharge_summary <- complaints %>% group_by(dealing_incharge) %>% summarise(n = n())
reffrees_summary <- complaints %>% group_by(refferees) %>% summarise(n = n())
dealing_officer_summary <- complaints %>% group_by(dealing_officer) %>% summarise(n =
n())
officer_incharge_summary <- complaints %>% group_by(officer_incharge) %>% summarise(n
= n())

#Summarize by month and year
annual_summary <- complaints %>% group_by(year,month)%>%summarise(n=n())

#Get reports where progress_not_defined
undefined_progress = complaints %>% filter(complaint_progress_sub == ")

#Get reports submitted from Pakistan
reported_from_pakistan = complaints %>% filter(residing_country == 'Pakistan')

#Tally multiple variable against each other
districtVscountry <- complaints %>% group_by(district_name,residing_country,.drop=FALSE)
%>% tally()
districtVstype <- complaints %>%
group_by(district_name,complaint_type_name,.drop=FALSE) %>% tally()
countryVstype <- complaints %>%
group_by(residing_country,complaint_type_name,.drop=FALSE) %>% tally()
districtVsprogress <- complaints %>%
group_by(district_name,complaint_progress_sub,.drop=FALSE) %>% tally()
progressVstype <- complaints %>%
group_by(complaint_progress_sub,complaint_type_name,.drop=FALSE) %>% tally()
countryVsprogress <- complaints %>%
group_by(residing_country,complaint_progress_sub,.drop=FALSE) %>% tally()

# How is the workload of each dealing officer evolving over time
yearVsdealingofficers <- complaints %>% group_by(year,dealing_officer,.drop=FALSE) %>%
tally()
ggplot(yearVsdealingofficers, aes(x = year, y = n)) + geom_line(aes(color = dealing_officer),
size = 1) + theme_minimal()

# How is catogeries have changed over time
yearvstype <- complaints %>% group_by(year,complaint_type_name,.drop=FALSE) %>%
tally()
ggplot(yearvstype, aes(x = year, y = n)) + geom_line(aes(color = complaint_type_name), size =
1) + theme_minimal()

#How many departments are each dealing officers looking at?
dealing_officervsreffrees <- complaints %>%
group_by(dealing_officer,refferees,.drop=FALSE) %>% tally() %>% filter(n != 0) %>%
ungroup()

```

```

departments_per_dealing_officer <- dealing_officervsreffrees %>% group_by(dealing_officer,
.drop = FALSE) %>% tally()
ggplot(data=departments_per_dealing_officer, aes(x=dealing_officer, y=n)) +
  geom_bar(stat="identity", fill="steelblue")+
  xlab('Dealing Officer')+
  ylab('Number of Departments')+
  ggtitle('Number of Departments Per Dealing Officer')+
  geom_text(aes(label=n), hjust=1.6, color="white", size=3.5)+
  theme_minimal()+
  coord_flip()

```

```

# How many dealing officer are assigned to each each officer incharge?
dealing_officervsofficer_incharge <- complaints %>%
group_by(dealing_officer,officer_incharge,.drop=FALSE) %>% tally() %>% filter(n != 0)
%>% ungroup()
dealing_officers_per_incharge <- dealing_officervsofficer_incharge %>%
group_by(officer_incharge, .drop = FALSE) %>% tally()
ggplot(data=dealing_officers_per_incharge, aes(x=officer_incharge, y=n)) +
  geom_bar(stat="identity", fill="steelblue")+
  xlab('Officer Incharge')+
  ylab('Number of Dealing Officer Assigned')+
  ggtitle('Number of Dealing Officer Assigned Per Officer Incharge')+
  geom_text(aes(label=n), hjust=2.6, color="white", size=3.5)+
  theme_minimal()+
  coord_flip()

```

```

# How many incharge does each dealing officer have?
incharge_per_dealing_officer <- dealing_officervsofficer_incharge %>%
group_by(dealing_officer, .drop = FALSE) %>% tally()
ggplot(data=incharge_per_dealing_officer, aes(x=dealing_officer, y=n)) +
  geom_bar(stat="identity", fill="steelblue")+
  xlab('Dealing Officer')+
  ylab('Number of Supervisors')+
  ggtitle('Number of Supervisors per Dealing Officer')+
  geom_text(aes(label=n), hjust=2.6, color="white", size=3.5)+
  theme_minimal()+
  coord_flip()

```

C Interview Questions

1. Please explain your role in the Overseas Pakistanis complaint portal? Also, the role of your department in redressing the grievances?
2. Please explain the process of how the grievances are being handled in your organization once they are received? What channels do the complainants use to highlight their grievances to your organization? Do you get complaints other than OSPC portal? and how?
3. What issues does your organizations face while redressing the complaints? With respect to the complainants, OPC, departments, government of Punjab?
4. What autonomy you have in making decisions while redressing the grievances? Is the senior management of your organization is involved in public grievance redressal process? And do you think that the involvement from the top management is beneficial?
5. What procedures does your organization follows while redressing the grievances?
6. In your opinion, do you think that online complaint portal is beneficial compared to traditional ways of receiving and redressing complaints? and why?
7. In your opinion, how your organization is learning from the grievances they receive? Can you provide details on the learnings that you have acquired?
8. In your opinion, what challenges government of Punjab is facing while managing OSPC?
9. What changes you would suggest to further improve in the current system of handling complaints? Was there any improvement made over the period of time? If yes, please explain?
10. How do you or your organization ensures that the complaints are handled fairly across the organization, inter-department etc.? How does your organization ensure that the complainants are completely satisfied? Do you take follow ups with the Overseas Pakistanis?

Are there any other contacts you may have that you believe could add valuable information to this research project? I would be thankful for your support.

D Exemplary Complaint in Closed Category

OVERSEAS PAKISTANI'S COMPLAINT PORTAL

DASHBOARD
USERS
CATEGORY
DISTRICT EMAILS
REPORTS
CSR/RECEPTION

25788

VIEW COMPLAINT (Complaint ID: 23095)

DISTRICT:
LAYYAH

OFFICERS INCHARGE:
Director General

CATEGORY:
Revenue Edit

COMPLAINT SUMMARY:
 I am by birth Pakistani and hold European Nationality and currently residence in England. Recently returned to Pakistan and asked by brothers (since my parents have passed away) to hand over my incoherence because all land and plots we have is mushtarka name of all 4 brothers, and few shops that is under own name of individuals, I have furd proof on all of above land that I got from Arazi office, very kindly I have asked them to divide and hand over what belongs to me and they are being very difficult threatened shouted at me at 2 occasions, I feel threatened and feel helpless as I dont have any local contacts in pakistan since for study purpose I have been abroad around 19 years (only been to pakistan few short trips), I beg you to help me out here I have high hopes from you to get me justice, looking forward to hear back from you on this at the earliest. Many thanks, Muhammad Younas

COMPLAINT CREATED BY:
[REDACTED]

JURISDICTION:
Provincial

DEALING OFFICER:
Assistant Director Documentation

COMPLAINT AGAINST:
Brothers

COMPLAINTS/DETAILS:
 I am by birth Pakistani and hold European Nationality and currently residence in England. Recently returned to Pakistan and asked by brothers (since my parents have passed away) to hand over my incoherence because all land and plots we have is mushtarka name of all 4 brothers, and few shops that is under own name of individuals, I have furd proof on all of above land that I got from Arazi office, very kindly I have asked them to divide and hand over what belongs to me and they are being very difficult threatened shouted at me at 2 occasions, I feel threatened and feel helpless as I dont have any local contacts in pakistan since for study purpose I have been abroad around 19 years (only been to pakistan few short trips), I beg you to help me out here I have high hopes from you to get me justice, looking forward to hear back from you on this at the earliest. Many thanks, Muhammad Younas

COMPLAINT LODGED DATE/TIME:
June 15, 2020 06:15 PM

INTERNAL COMMENTS

DIRECTOR GENERAL: July 29, 2020 08:50 PM

As per comments of Assistant Director (Documentation), due to non provision of requisite documents complaint is tagged as Closed.

ASSISTANT DIRECTOR DOCUMENTATION: July 25, 2020 01:39 PM

[REDACTED]

View All

COMMENT:

Attach a File (Max. 5Mb) Choose File No file chosen

Private

USER FEEDBACK

DIRECTOR GENERAL: July 29, 2020 08:49 PM

As per comments of Assistant Director (Documentation), due to non provision of requisite documents complaint is tagged as Closed.

ASSISTANT DIRECTOR DOCUMENTATION: July 4, 2020 03:08 PM

Dear Sir/Madam, you are once again requested to provide relevant documents i.e. (valid Visa/Iqama/Resident card/Work permit, NICOP/POC/CNIC (both sides of card) and documents related to the issue) within 7 days to proceed further.

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COMMENT:

Attach a File (Max. 5Mb) Choose File No file chosen

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Submit

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E Exemplary Complaint of Referred Category

OVERSEAS PAKISTANI'S COMPLAINT PORTAL

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[CSR/RECEPTION](#)

257680

VIEW COMPLAINT (Complaint ID: 23505)

DISTRICT:
MANDIBAHUDDIN

OFFICERS INCHARGE:
Director General

CATEGORY:
Revenue Edit

COMPLAINT SUMMARY:
House Kabza

FILE:
[View Attachment](#)

COMPLAINT LODGED DATE/TIME:
July 28, 2020 11:31 PM

JURISDICTION:
Provincial

DEALING OFFICER:
Director Revenue

COMPLAINT AGAINST:
[REDACTED]

COMPLAINTS/DETAILS:
Mere father or mother ne octuber 2015 me Apni 15 marlas jagha me se 10 marla jagha (yahan jagha ki detail) apni marzi or bagair kisi dabao k court ja k mere name register krwai thi Me os time UAE me on duty tha jagha name hone k bahd sb family ko btya keh yeh plot hum ne usman k name lgwa dia h Os 10 marlas jagha pe mere 3 rooms or 1 bath room under construction hn Ab mera father apni 2 betion k sath mil k mujhe tang kr rhe hn or un pe qabza krna chahte hn Or hum ko adalat se stay lene ki b dhamki dete hn

COMPLAINT CREATED BY:
[REDACTED]

COMPLAINT REFERRED TO:
MANDIBAHUDDIN

INTERNAL COMMENTS

DIRECTOR GENERAL: July 29, 2020 03:15 PM

It is requested that the matter may be examined and report be submitted to OPC within 7 days.

View All

COMMENT:

Attach a File (Max. 5Mb) Choose File No file chosen

Private

JURISDICTION:
Provincial

OFFICERS INCHARGE:
Director General

DEALING OFFICER:
Director Revenue

UPDATE STATUS:
Accepted

STATE:
Referred

DISTRICT DEPARTMENT RPO Commissioner Addl. IG Inv. Punjab

DISTRICT:
MANDIBAHUDDIN

Submit

USER FEEDBACK

[REDACTED] July 29, 2020 09:18 PM

Thank you for your kind Cooperation Sir, I hope so inshalla

DIRECTOR GENERAL: July 29, 2020 03:15 PM

Respected Sir, Your complaint is referred to District Overseas Pakistanis Committee, Mandi Bahuddin for redressal. Progress on the case will be updated after receiving of report. Regards

View All

COMMENT:

Attach a File (Max. 5Mb) Choose File No file chosen

Post Comment

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G District Statistics

District Name	Total Referred	Resolved	Referred Back	Court Matters	Pending	<30 Days	> 30 Days	> 60 Days	> 90 Days	> 180 Days	> 360 Days	Efficiency %	Distribution %
ATTOCK	181	111	0	26	40	1	4	0	7	11	15	61.33%	1.41%
BAHAWALNAGAR	121	92	0	20	8	0	1	1	4	2	0	76.03%	0.94%
BAHAWALPUR	122	99	0	11	12	1	5	0	2	2	2	81.15%	0.95%
BHAKKAR	29	25	0	1	3	1	1	0	0	0	1	86.21%	0.23%
CHAKWAL	125	94	0	17	11	1	3	0	3	0	5	75.20%	0.97%
CHINIOT	47	32	0	10	5	1	0	0	2	1	1	68.09%	0.37%
DERAGHAZIKHAN	80	70	0	9	1	1	0	0	0	0	0	87.50%	0.62%
FAISALABAD	696	352	0	93	249	1	14	0	15	33	139	50.57%	5.42%
GUJRANWALA	667	493	4	53	115	18	9	1	15	14	31	73.91%	5.19%
GUJRAT	865	645	0	176	44	16	9	0	9	5	0	74.57%	6.73%
HAFIZABAD	82	59	0	9	14	1	3	0	4	3	3	71.95%	0.64%
ISLAMABAD	98	0	0	0	98	0	0	0	3	3	83	0.00%	0.76%
JHANG	146	107	0	23	16	2	2	0	11	1	0	73.29%	1.14%
JHELM	370	274	0	57	37	6	6	0	9	11	5	74.05%	2.88%
KASUR	253	176	1	47	29	4	6	0	8	1	6	69.57%	1.97%
KHANEWAL	165	128	0	22	15	0	3	0	5	1	1	77.58%	1.28%
KHUSHAB	65	48	0	7	8	0	2	0	4	2	1	73.85%	0.51%
LAHORE	4129	2483	2	187	1451	105	98	3	326	106	581	60.14%	32.13%
LAYYAH	51	38	0	3	9	2	3	0	2	1	2	74.51%	0.40%
LODHARAN	28	18	0	3	7	0	0	0	4	1	1	64.29%	0.22%
MANDIBAHUDDIN	192	138	0	20	34	1	4	0	12	9	6	71.88%	1.49%
MIANWALI	32	24	0	2	5	0	1	0	3	0	2	75.00%	0.25%
MULTAN	337	255	0	53	29	4	4	1	14	4	0	75.67%	2.62%
MUZAFFARGARH	121	83	0	14	21	2	3	0	11	2	6	68.60%	0.94%
NANKANASAHIB	115	94	0	11	9	2	2	0	2	4	0	81.74%	0.90%
NAROWAL	95	61	0	5	29	0	2	0	3	5	17	64.21%	0.74%
OKARA	137	92	0	30	14	1	0	0	5	5	3	67.15%	1.07%
PAKPATTAN	97	60	0	24	8	1	6	0	3	2	1	61.86%	0.75%
RAHIMYARKHAN	258	188	0	33	34	6	7	0	13	3	7	72.87%	2.01%
RAJANPUR	51	41	0	1	9	0	1	0	2	3	1	80.39%	0.40%
RAWALPINDI	884	436	0	66	353	10	11	0	43	45	205	49.32%	6.88%
SAHIWAL	299	175	0	68	55	5	3	0	15	6	26	58.53%	2.33%
SARGODHA	228	172	0	27	28	3	9	0	6	7	2	75.44%	1.77%
SHEIKHUPURA	537	315	0	37	183	9	3	0	23	26	96	58.66%	4.18%
SIALKOT	593	386	0	58	137	8	6	0	29	16	64	65.09%	4.62%
T.T.SINGH	309	205	0	53	42	3	9	0	15	8	11	66.34%	2.40%
VEHARI	244	192	10	25	13	6	4	0	2	8	3	78.69%	1.90%
	12849	8261	17	1301	3175	222	244	6	634	351	1327		

H Department Statistics

District Name	Total Referred	Resolved	Referred Back	Court Matters	Pending	<30 Days	> 30 Days	> 60 Days	> 90 Days	> 180 Days	> 360 Days	Efficiency %	Distribution %
Agriculture	6	5	0	0	1	0	1	0	0	0	0	83.33%	0.19%
Anti-corruption Establishment	138	110	0	2	26	4	2	0	8	12	0	79.71%	4.27%
Auqaf and Religious Affairs	4	3	0	0	0	0	0	0	0	0	0	75.00%	0.12%
Bahria Town	152	31	1	0	120	7	35	1	7	12	58	20.39%	4.71%
Board of Revenue	82	17	0	2	63	0	4	14	4	14	44	20.73%	2.54%
Chief Ministers Inspection Team	1	0	0	1	0	0	0	0	0	0	0	0.00%	0.03%
Communications and Works	13	12	0	0	1	0	0	0	0	1	0	92.31%	0.40%
Cooperatives	186	97	0	23	66	3	0	0	4	2	57	52.15%	5.76%
Energy	1	1	0	0	0	0	0	0	0	0	0	100.00%	0.03%
Environment Protection	2	1	0	0	1	0	0	0	0	0	1	50.00%	0.06%
Excise and Taxation	32	26	0	1	5	1	1	0	1	1	1	81.25%	0.99%
Federal Board of Revenue	1	0	0	0	1	1	0	0	0	0	0	0.00%	0.03%
Federal Investigation Agency	275	6	0	0	269	1	7	0	28	75	158	2.18%	8.52%
Federal Ombudsman	119	119	0	0	0	0	0	0	0	0	0	100.00%	3.69%
Finance	1	1	0	0	0	0	0	0	0	0	0	100.00%	0.03%
Higher Education	31	21	0	2	8	0	1	0	0	2	5	67.74%	0.96%
Home	14	13	0	0	1	0	0	0	0	0	0	92.86%	0.43%
Housing Urban Development and Public Health Engineering	2	2	0	0	0	0	0	0	0	0	0	100.00%	0.06%
Industries Commerce and Investment	6	4	0	0	2	1	0	0	0	1	0	66.67%	0.19%
Information and Culture	1	0	0	0	1	0	0	0	0	0	0	0.00%	0.03%
Irrigation	20	12	1	1	6	0	0	0	0	2	4	60.00%	0.62%
Labour and Human Resource	4	3	0	0	1	0	0	0	0	0	1	75.00%	0.12%
Lahore Cantonment	27	16	0	1	10	0	0	0	0	0	10	59.26%	0.84%
Lahore Development Authority	868	330	22	34	482	11	5	1	18	22	425	38.02%	26.88%
Lahore Electric Supply Company	3	0	0	0	3	1	2	0	0	0	0	0.00%	0.09%
Livestock and Dairy Development	4	4	0	0	0	0	0	0	0	0	0	100.00%	0.12%
Local Government and Community Development	8	4	0	0	4	0	0	0	0	1	3	50.00%	0.25%
National Accountability Bureau	258	1	0	0	257	43	0	0	18	43	153	0.39%	7.99%
OPP	889	256	0	0	633	32	55	0	64	178	304	28.80%	27.53%
Primary and Secondary Healthcare Department	16	13	0	0	3	0	0	0	0	2	1	81.25%	0.50%
Punjab Healthcare Commission	1	0	0	0	1	0	0	0	0	0	0	0.00%	0.03%
School Education	18	10	0	0	8	0	1	0	3	3	1	55.56%	0.56%
Services and General Administration	2	1	0	0	1	0	0	0	0	0	0	50.00%	0.06%
Social Welfare and Bait ul Maal	1	1	0	0	0	0	0	0	0	0	0	100.00%	0.03%
Specialized Healthcare & Medical Education	33	26	0	1	6	1	0	0	3	0	2	78.79%	1.02%
Sui Northern Gas	3	0	0	0	3	0	2	0	1	0	0	0.00%	0.09%
Transport	3	1	0	0	2	0	0	1	0	0	0	33.33%	0.09%
Youth Affairs Sports Archeology & Tourism	4	3	0	0	1	0	0	0	0	0	1	75.00%	0.12%
	3229	1150	24	68	1987	105	115	2	159	374	1232		

Declaration of Authorship

I hereby declare that, to the best of my knowledge and belief, this Master Thesis titled “BARRIERS TO EFFECTIVE E-GRIEVANCE REDRESSAL IN PUBLIC SECTOR: A CASE OF OVERSEAS PAKISTANIS COMPLAINT PORTAL” is my own work. I confirm that each significant contribution to and quotation in this thesis that originates from the work or works of others is indicated by proper use of citation and references.

Münster, 10 August 2020

Zunair Ahmed



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