

**BAD GOVERNANCE IN PAKISTAN EVIDENCE
FROM PAKISTAN CITIZEN PORTAL**



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CERTIFICATE

This is to certify that this thesis entitled: “**Bad Governance in Pakistan Evidence From Pakistan Citizen Portal.**” submitted by Asma Ishtiaq is accepted in its present form by the PIDE School of Social Sciences, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree in Master of Philosophy in Public Policy.

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Author's Declaration

I ASMA ISHTIAQ hereby state that my MPhil thesis titled "BAD GOVERNANCE IN PAKISTAN: EVIDENCE FROM PAKISTAN CITIZEN PORTAL (PCP)" is my own work and has not been submitted previously by me for taking any degree from the Pakistan Institute of Development Economics or anywhere else in the country/world.

At any time if my statement is found to be incorrect even after my Graduation the university has the right to withdraw my MPhil degree.

Signature of Student

A handwritten signature in blue ink, appearing to be 'Asma Ishtiaq', followed by a horizontal line.

Abstract

This study explains the main issues of poor governance in Pakistan, especially targeting the Pakistan citizen portal as an e-governance tool. By applying theories like institutionalism and principle agent theory, this research examines the fundamental reasons for governance failures and their effect on economic and social systems and discusses how e-governance can help in tackling these issues. This study adopted a qualitative descriptive method with comprehensive data to conceptualize bad governance in Pakistan from the context of PCP for the years 2022 and 2023. During that time there was significant public interaction with PCP, providing categories of complaints, resolutions, and feedback. The results show that PCP plays a pivotal role in improving Transparency and accountability in government activities resulting in improvement in Pakistan's rank on the Corruption Perception Index. However, this research also highlights present challenges like bureaucratic resistance, infrastructure weaknesses, and the problem with data reliability. This thesis also provides important insights for policymakers suggesting that e-governance via the PCP platform can help combat and fight corruption and improve governance growth and accountability. A robust policy framework for better technological improvement in Pakistan. The results also highlight the importance of e-governance to create a more transparent, accountable, and efficient governance system in Pakistan

Keywords: Corruption in Pakistan, Pakistan Citizen portal, e-governance, public Administration, citizen engagement, Digital Governance, Citizen Complaints

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CHAPTER 1

INTRODUCTION

1.1. Background and Context of Bad Governance in Pakistan

In Pakistan, the profound challenges of bad governance have been deeply rooted in the socio-political domain of the country as far back as its creation. Pakistan has been striving to deal with various governance problems e.g. unfavorable political conditions, rampant corruption, and civil service inefficiencies (Khan, 2016). A major factor contributing to bad governance or ineffective governance is the historical dominance of military rules, Pakistan has seen 5 periods of military stance with the most notable being Ayub Khan, Zia-ul-Haq, and Pervez Musharraf and these periods of military regimes jumped the institutional frameworks and processes of democracy, leading to a culture of authoritarianism that undermined governance accountability (Khan, 2018). Nepotism discrimination, and favoritism have frequently plagued the government, further worsening governance challenges.

1.1.1. Early E-governance Efforts in Pakistan

E-governance in Pakistan began to take shape in the early 2000s. The concept of using information and communication technology (ICT) to improve government services and accountability started gaining traction with several key initiatives:

Early Initiatives (2000-2008): During this period, Pakistan made initial efforts to integrate technology into government operations. The introduction of the National Database and Registration Authority (NADRA) in 2000 was a significant step. NADRA was established to create a comprehensive database of citizens which later played a crucial role in various e-governance initiatives.

E-Governance Framework (2008-2013): The Period under President Asif Ali Zardari's Government saw further development in e-governance. The Pakistan Electronic Media Regulatory Authority (PEMRA) and the National Information Technology Board (NITB) were key bodies established to oversee the implementation the ICT policies and projects however the effectiveness of these initiatives was often hindered by government issues that plagued other sectors.

Major Policy Measures (2013-2018): From 2013-2018, Pakistan focused on Enhancing e-governance with key measures including the national ICT strategy for integrating technology

across government, the digital Pakistan vision to expand digital services and the strengthening of the National Technology Board (NITB). These efforts were aimed to improve public service delivery and promote transparency and accountability.

1.1.2. Inception of Pakistan Citizen Portal (PCP)

The Pakistan Citizen Portal was launched in 2018 as a significant step towards modernizing governance and improving citizen engagement. This platform was designed to provide a direct channel for citizens to lodge complaints, provide feedback, and track the resolution of their issues. The PCP aimed to address long-standing issues of corruption and inefficiency by leveraging technology to enhance Transparency and accountability.

Despite these advancements, Pakistan has continued to struggle with corruption and governance issues. One particular incident that occurred in 2010 involved the Rental Power Projects (RPP) case in which government officials and private companies gave kickbacks to perform the construction of power plants. Investigations found an increase in contract prices that exceeded what was paid and favoritism to the government officials who awarded these profitable contracts (Khan, 2017). Similarly, in other cases of corruption as in this case, besides exposing the corrupted practices in Pakistan's energy sector, they also pointed out the permanent issues of governance and accountability in the system (Raza et al., 2022). The spread of corruption across different sectors including politics, policing, and public administration highlights the ongoing need for effective e-governance solutions in Pakistan.

1.2. Bad Governance in Pakistan

Analyzing bad governance in Pakistan is an imperative matter as it produces important social and economic consequences. To begin with, due to rampant corruption and poor control over the affairs of the governance, economic growth and investment are stunted. To illustrate, the World Bank assesses that Pakistan's GDP shrinks by 2% to 3% because of corruption, and consequently, its economic progress is impeded (Hussain, 2023). That means it aggravates the issue of poverty. Moreover, excessive bureaucratic red tape and lack of transparency are the factors that hinder both domestic and foreign investors hence there are no jobs created, factories get fewer workers, etc. (Khan, 2018). Along with this, bad governance causes the founding and sustaining of institutions whereas such confidence is demolished in democratic systems. The weak institutions are easy to

corrupt by the special interest members, and if this happens the public confidence in state institutions decreases.

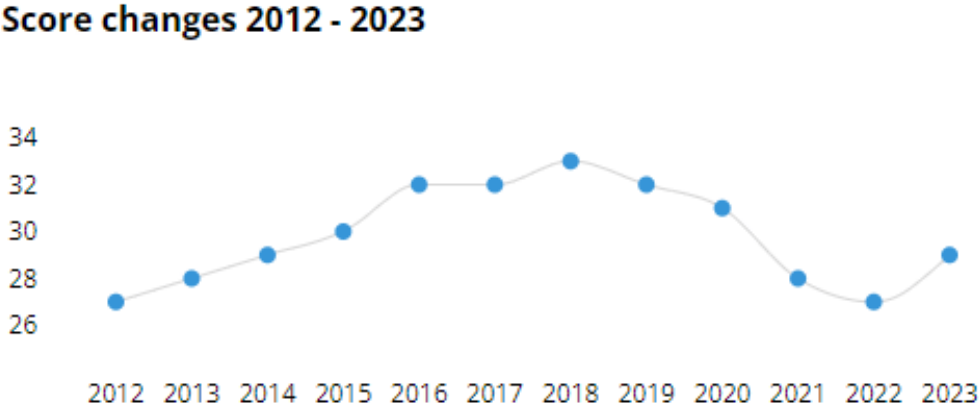
To exemplify this point, the National Accountability Bureau (NAB) of Pakistan, which is entrusted with the responsibility of fighting corruption, has been criticized for selectively targeting political opponents; this undermines the organization's credibility and impartiality (Imran et al., 2023). Therefore, these incidents can undermine the fundamentals of democracy, providing grounds for disenchantment in the citizenry and weakening the credibility of the state. There are so many challenges related to governance in Pakistan, particularly concerning accountability and the rule of law. The country's political landscape has witnessed transitions between democracy and military rule, each with different degrees of success in combatting the issues of governance (Malik and Qureshi, 2021). A notable concern has been the lack of transparency and accountability within government leading greatly to poor delivery of their services and resulting in corruption many times (Awan et al., 2018). The misuse of entrusted power for personal gain is called corruption. In Pakistan, corruption is evident in so many sectors, including the military, education, healthcare services, police, judiciary, and government.

This issue weakens economic growth, undermines competitiveness, deters investments, and disturbs decision-making in the economic sphere (Javaid, 2022). The adverse impact of corruption extends to the country's image, affecting the quality and delivery of services with far-reaching consequences for society and the economy (Khadim and Jaffar, 2021). There are several types of corruption. These types include grand corruption, bureaucratic corruption, and political corruption further complicate matters. In political corruption, rules of procedure, institutions, and policies are manipulated to finance political decision-makers and the allocation of resources. In bureaucratic corruption, the authority is misused by public officials for their gain, while misuse of large amounts of public funds by high-level officials of the government is involved in grand corruption (Javaid, 2022). There are far-reaching consequences of corruption in Pakistan. It discourages economic growth and weakens institutions (Farooq et al., 2013). The economy of Pakistan struggles as masses of people struggle to make ends meet and high records have been reached by the widespread corruption in government (Pasha and Vigers, 2023).

Out of the developed countries around the world, Denmark, Finland, and New Zealand have dominated the Corruption Perceptions Index (CPI) of 2023 by attaining scores of 90, 87, and 85,

respectively. However, Singapore and Japan were top nations in the region, as they happened to be less corrupt compared to other countries. On the other side, Pakistan had an increase in its ranking from 140th to 133rd, out of the 180 countries participating, with a CPI score of 29 out of 100. This performance is evidence that the country is making efforts to tackle corruption through improved governance and law enforcement. However, it also should be noted that the situation is rather distressing for many countries, as they scored below 50 out of a hundred, meaning there is a need to eradicate corruption worldwide. The report stresses the importance of a free and impartial justice system to fight and prevent corruption in public administration and make officials responsible for their actions (Transparency International, 2024).

Figure 1: Corruption Score for Pakistan between 2012-2023



Source: CPI Index Report on Corruption

1.3. Role of Technology in Governance: E-Governance in Pakistan

Technology has made a wide array of tools as well as methods available to fight corruption and strengthen governance objectives. The other primary struggle is the full disclosure of information and data through online channels (Adam and Fazekas, 2021). The thing that technology does to make the government processes easier and make the data public is that it makes it easier to observe and examine the steps that the government is taking and the ways it is spending money, which helps to reduce the chances of corruption and makes the government more accountable (Sadok, 2023). On the other hand, digital payment portals and online transactions as well as block chain technology can trace the transportation of funds and help against the embezzlement of money (Ameen and Ahmad, 2017). Moreover, e-governance platforms like online complaint portals and

citizens' feedback mechanisms help citizens pinpoint they act corruptly against government officials and create high accountability. The means, automation of administration, as well as bureaucratic red tape and corruption possibilities elimination are the important things that technology helps with (Adam and Fazekas, 2021).

Corruption can be combatted through e-governance by promoting citizen engagement, accountability, and transparency. The services and procedures of the government can be made more accessible to the public through the utilization of technology. Technology holds the potential to reduce the chances of corrupt practices (Ismail et al., 2020). For example, the initiatives of e-governance were successfully implemented by countries such as South Korea and Estonia. Here accountability and transparency were improved greatly and the opportunities for corrupt practices were reduced (Adeodato and Pournouri, 2020). In any country, there is a need for an avenue where citizens can file their complaints and give suggestions. There has to be a way through which these voices of citizens get heard by the higher officials and the government. To cater to this need and hold institutions accountable, engage citizens in this area, and improve governance eventually, the Pakistan Citizen Portal (PCP) was launched by Imran Khan, the former Prime Minister of Pakistan, in 2018. Citizens would submit their complaints and issues to the PCP and the government has to resolve them timely. The PCP served as the quintessential element for the efforts of the government of Pakistan to promote transparency and accountability in the public sector (Aaqil et al., 2023).

According to Ali and Mujahid (2015), e-governance plays a significant role (is a very important factor) in auditing (or checking) government officials, achieving accountability, and establishing transparency which is necessary in the global effort to combat corruption. In the view of Martins (2023), e-governance is one of the major actors nowadays combating corruption by circumventing bureaucracy and getting a higher efficiency that gives citizens access to information. Ali and Mujahid (2015) include a case study that sheds light on the introduction of e-governance in Pakistan. They focus on the impact of e-governance on the efficiency of the government and the process of transparency and citizen participation. It outlines different initiatives by the Pakistani government including NADRA (National Database and Registration Authority) and the Citizen Portal designed to offer digital services to citizens and enhance governance processes. They depict infrastructure constraints, digital divide, and cybersecurity predicaments which serve as the obstacles that prevent e-governance from reaching its full potential in Pakistan (Ali and Mujahid,

2015). Arfeen and Kamal (2014) shed light on the future of e-government in Pakistan by applying a case study method.

They examine the status of e-governance initiatives and policies in Pakistan and define priorities for improvement. The authors emphasize that planning, capacity building, and stakeholder engagement are the pillars of overcoming problems and exploiting e-governance potential to the maximum. The SGPC has the Punjab Land Records Management Information System (PLRMIS) and e-Khidmat Centers which are going to digitize land records and provide citizen-oriented services, respectively (Arfeen and Kamal, 2014). Rahim (2021) deals with the concept of reliance on e-government services in Pakistan. Through the integration of theoretical frameworks and empirical evidence, the author explores the trust drivers, for example, the usefulness, ease of use, and government accountability. Rahim (2021) accentuates the importance of trust-building measures like transparent communication, data protection, and prompt service delivery to boost citizens' confidence in e-governance initiatives. Among the e-governance initiatives discussed in the context of trust are digital technologies used by the Ehsaas Program, a social safety net initiative targeting the poor and vulnerable in society (Rahim, 2021).

Ullah et al. (2021) conducted comparative research on the significance of e-governance in fighting COVID-19 and further establishment of sustainable development in China and Pakistan. The researchers assess the actions of two states to the sickness, which include the use of digital technologies for healthcare, crisis management, and economic progress. In the instance of Pakistan, e-governance initiatives like the Telehealth COVID-19 Portal and the Ehsaas Emergency Cash Program, are the prominent ones related to the pandemic response and its mitigation. The study illuminates the role of adaptive governance and technological advancement as critical in dealing with complicated problems like pandemics and sustainable development (Ullah et al., 2021). Rehman et al. (2012) conducted an investigation that enquires into e-government adoption factors in Pakistan. Through empirical research, they figured out the main determinants which include perceived helpfulness, perceived ease of use, trust, and government support. The Authors spotlight the contribution of awareness campaigns, training programs, and policy support for citizen and business e-governance adoption. There are talks about the implementation of e-taxation systems and public service delivery online channels which will make whole government transactions easier and more convenient to the citizens (Rehman et al., 2012).

In general, e-governance literature in Pakistan highlights its potential to alter governance processes, enhance service delivery, and facilitate citizen involvement. Different programs and policies have been developed to enable digital technologies to be utilized, however, infrastructure inadequacies, credibility deficits, and competency gaps tend to be the reason why it is still not fully harnessed. Although the initiative of PCP was a great step towards fostering transparency and accountability questions may arise about its efficacy. There has been criticism of this initiative that it might have not been the best avenue for promoting a more transparent, responsive, accountable, and proactive government (Usman, 2023). In this study, the impact of the PCP on governance, challenges in its implementation, and its efficacy in promoting the complaints of corruption or eradicating corruption, and governance and its consequences for the economy, institutions, and society will be studied. Light will be shed on the role played by e-governance in this area. In this way, this study will contribute to how accountability can be promoted and governance can be improved in Pakistan through the use of technology.

1.4. Statement of the Problem (SoP)

In this research, the prevalent issues of corruption and bad governance in Pakistan will be addressed by investigating their root causes and analyzing their impacts on the economy, institutions, and society. The potential of e-governance as a strategic solution to resolve the identified problems will be evaluated, and contributions to the structure of e-governance in Pakistan will be made.

1.5. Research Problem

Based on the narrative of SoP as stated in the preceding text, I am narrowing my research problem into “Bad governance in Pakistan is evident from Pakistan citizen portal (PCP)” and have operationalized the research topic into the following research questions and objectives.

1.6. Research Questions

1. What are the underlying causes of bad governance within the context of Pakistan?
2. What are the far-reaching implications of bad governance on society, institutions, and the Economy?
3. How effective is e-governance in mitigating or resolving the identified causes and problems associated with bad governance and corruption?

1.7. Research Objectives

1. Investigate the underlying causes of bad governance within the Pakistani context
2. Analyze the far-reaching implications of bad governance on society, institutions, and the economy
3. Evaluate the effectiveness of e-governance in mitigating or resolving the identified causes and problems associated with bad governance and corruption.

1.8. Explanation of Key Words

1. Corruption: Abuse of power for personal gain in different sectors of Pakistan.
2. Structural Problems or Causes in Pakistan: Fundamental issues within the frameworks of society, institutions, and organizations, undermining good governance and equality in Pakistan.
3. Bad Governance: Ineffective governance is characterized by a lack of responsiveness, accountability, and transparency.

1.9. Significance of Research

The significance of this research holds importance as it provides practical insights into the effectiveness of e-governance specifically the Pakistan Citizen Portal (PCP) in combating corruption. The findings of this study will offer valuable information for policymakers to enhance accountability and transparency, aiding to fight against corruption and enabling them to create more informed and impactful policies in the realm of e-governance.

key stakeholders include:

Government Institutions: Government institutions can use this research to address bureaucratic resistance and infrastructure challenges leading to more efficient government practices.

Civil Society Organizations: These can leverage the findings to advocate for increased transparency and accountability within government operations.

Private Sector Entities: They may benefit from understanding how e-governance platforms like PCP can improve their interactions with government entities and enhance overall efficiency.

Academia: Scholars can build on this pioneering research to advance the field of e-governance, particularly in the context of developing countries.

Technology Developers: Developers can refine e-governance platform like PCP based on the study's results, contributing to more user-centered and effective solutions.

Notably, since there is limited existing research on PCP, this study serves as a pioneering effort to conceptualize the idea within the context of e-governance in Pakistan.

The Practical implications are extensive:

Policy Development: The Research supports the development of robust policy frameworks and improving e-governance platforms like PCP.

International Development Agencies: They can plan out a better model for how they can support e-governance in developing countries.

Policymakers: They will gain a deeper understanding of how PCP can contribute to more efficient, accountable, and transparent governance practices in Pakistan and, ultimately the fight against corruption.

This study contributes to the literature by offering new insights into the application and impact of governance in Pakistan, setting an example for future research and policy development in similar contexts.

1.10. Limitation of the Study

This study faced several limitations that should be considered while interpreting the results. The primary constraint was the limited availability of data from the Pakistan Citizen Portal (PCP), which only provided information for the years 2022 and 2023. This narrow Time frame may limit the scope of the analysis and affect the generalization of the findings to long-term trends. Secondly, access to the primary data collection method was limited, the study did not include interviews or direct feedback from users due to restrictions on recording and communication during the data collection phase. These limitations may have impacted the depth of insights into user experiences and systematic challenges related to the Pakistan citizen portal (PCP) potentially affecting the overall comprehensiveness of the research.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

The chapter of the literature review expounds on the theoretical frameworks and models that are brought into use for studying e-governance and provides the necessary background for analyzing e-governance initiatives. This section makes a historical overview of the e-governance development in Pakistan, highlighting the main events and introducing the challenges confronted on the way. Besides, the idealization of bad governance and corruption in the Pakistani experience is also understood in detail to comprehend how they reflect the hidden dynamics and complications. Besides, bad government is portrayed as a nutrition that affects the economy, society, and institution system in many ways. The different consequences of poor governance are also discussed in this chapter. Additionally, empirical studies and assessing e-governance projects by Pakistan are annotated to determine their effectiveness and point out missing elements. The main mission of this chapter is to shed light on the misconceptions and knowledge gaps and assist in future analysis and discussion tasks.

2.2. Theoretical Frameworks and Models for Understanding E-Governance

Various models are used in E-Governance governance to ensure the services are delivered at the level of efficiency and effectiveness. The foundational studies in this area, have over the years, emphasized models such as Good Governance and New Public Management (NPM) in E-Governance. Good Governance Ensures a clear, responsible rule of law coupled with involvement in the improvement of the public delivery services and the people's involvement. On the other hand, NPM aims to bring in elements like performance, efficiency, and customer orientation by applying business-like tactics such as privatization and marketization (Tremblay-Cantin et al., 2023). Academics have explored where Good Governance is embedded in the E-Governance frame, improves the level of citizens' trust in the government, improves service delivery, and enhances populaces' involvement (Rana et al., 2012). Instead, the NPM model is grounded on a business administration perspective that depends on efficiency and performance objectives. The conventional opinion and the concept relating to the extent and the compromises between the two models have added much importance to the proposition of creating a hybrid model that will contain the attributes of both models to meet the overall enhanced outcome of the e-governance.

Principal-Agent Theory and Institutional Theory, help us a better understanding of the behavior of public servants linked to corruption. The Principal-Agent Theory is about the interaction of interest between citizens and government officials, stressing the role of solving information inequality, thus preventing favoritism (Rana et al., 2012). Nevertheless, Institutional Theory deals with structural, normative, and cultural aspects that contribute to corruption in governance (Tremblay-Cantin et al., 2023). The utilization of Principal-Agent Theory in E-Governance is a recent finding of academic research that serves as an ally in designing accountability mechanisms, monitoring systems, and incentives for public officials to discourage corruption (Rana et al., 2012). Institutional theory additionally casts some light on the role played by organizational culture, leadership, and legislation in the elimination of public sector corrupt behavior (Tremblay-Cantin et al., 2023). This research Employs Institutionalism and principle agent theory to understand the dynamics of e-governance in combating corruption and improving governance in Pakistan.

2.2.1 Institutionalism theory

Institutionalism suggests that institutions comprising rules, norms, and structures, significantly influence the behavior of individuals and organizations (Bell, 2002). In the context of governance, Institutionalism provides insights into how formal and informal rules, norms, and structures influence the functioning and effectiveness of governance systems. Key points include:

Institutions are seen as the rules of the game that structure political, economic, and social interactions (North, 1990). They include formal entities like laws and regulations, as well as informal practices and norms. According to Helmke and Levitsky (2004), institutions are central to good governance and they define the abilities aspect concerning why the actors embedding them for the office, laws that govern their conduct, and ways through which citizens may compel them to be answerable. Weak institutional environments lead to the emergence of those environments that are characterized by high levels of corruption.

E-governance initiatives like the Pakistan Citizen Portal (PCP) are set within the institutional perspective on the governance of Pakistan. The PCP offers particular and formal avenues through which citizens can lodge complaints and seek remedies hence increasing institutional responsibility and minute accountability. Self-organization theory aids in understanding how e-governance can be self-organized through the help of existing institutions. For instance, the effectiveness of the PCP relies on the sustainability of transparency and accountability within

Pakistan's institutional setting (Sharma 2014, p. 22). Thus, this apparently suggests that to deal with the problem of corruption effectively, the institutions have to be changed. They should be appropriate such that they address the quality of legal frameworks and structures, institutions' ability to cope with corrupt practices, and the establishment of culture at institutions that do not tolerate corruption (Acemoglu and Robinson, 2012).

2.2.2 Principle Agent Theory

Principal-agent theory looks at the relationship between principals (citizens) and agents (government officials), focusing on issues like information asymmetry and incentive alignment. In governance, this theory helps to understand how to create mechanisms that align the interests of government officials with those of the public, aiming to reduce corruption and enhance accountability. Agents often possess more information than principals, creating information asymmetry. This inequality can be misused by agents to involve in corrupt practices unnoticed (Eisenhardt, 1989). The PCP platforms tool of e-governance can help reduce the information asymmetry by giving real-time data and more transparent communication groups between citizens and government officials (Vinod Kumar, 2015). Principal Agent theory focuses on the importance of generating incentive structures that bring into the line of interest of agents with that of principals. Right-aligned incentives reduce the likelihood of corrupt behaviors by motivating agents to act in the public's best interest (Jensen and Meckling, 1976).

E-governance Tools can be incorporated to maintain accountability such as performance metrics and public reporting which would ensure that government officials are held responsible for their acts (Gailmard, 2014). The most important is to provide citizens with complete information and tools to report and track corruption activities. E-governance platforms reinforce the ability of principals to hold agents accountable, therefore reducing the incidence of corruption practices (Dash and Pani, 2016). Proper enhancing transparency and monitoring e-governance platforms help align the interests of government officials with those of the citizens decreasing the chances for corruption (Shenkoya, 2023). Better accountability systems enable citizens to hold government officials accountable, resulting in better governance practices (Dash and Pani, 2016). Both theories Intuitionism and principle agent theory offer important insights into how governance can be improved through e-governance platforms.

Digital platforms reduce bureaucratic delays and ineffectiveness, allowing them to push forward the work of business and give citizens timely access to the necessary services (Sun et al., 2015). Through less utilization of resources and increased productivity, the economy reaches better conditions in such activities thus making it attractive to investors (Vinod Kumar, 2015). E-governance's implementation involves a heavy investment in technology and the promotion of e-government services, which calls for serious infrastructural upgradation, capacity building, and institutional reforms (Dash and Pani, 2016). However, this intersection is possible through political will and public support as demonstrated by the slow-paced but gradual improvements of the e-governance landscape in Pakistan, for instance, the PCP.

2.3. Conceptualization of Bad Governance and Corruption in Pakistan

The wide-ranging issues of poor governance and corruption in Pakistan have persisted throughout the years and have been detrimental to the unity and progress of the nation, as well as its stability. Knowing these issues requires their definitions and their relevance in the context of Pakistan. The lack of governance in Pakistan manifests itself in the form of bad management, such as poor delivery of services, low confidence in the government, and consequent inequality. This is reflected in different aspects including, bureaucracy, unfairness, indiscretion, and nepotism. The profound evidence of poor governance in Pakistan is the prevalent bureaucratic corruption where corrupt officials may abuse their offices for personal benefits ignoring the common good (Imran and Nordin, 2018). For example, the "Lahore Development Authority (LDA) scandal" pinpointed how officials covered bribes in exchange for proceeding with the unauthorized building plans which eventually led to the decline in the environment and the collapse of urban planning (Imran et al., 2021).

Similarly, uncalled institutional politicization is also one of the reasons behind the poor governance in Pakistan where political interference undermines and corrupts institutions. A good example is the National Accountability Bureau (NAB) which has been charged with going after people's political enemies rather than acting impartially in the prevention of corruption. This politicization of anti-corruption makes the public doubt them and promotes a culture of impunity among the officials (Ali, 2020). Corruption means using the office for personal gain. And it causes bad choices and breaks the law. In Pakistan, corruption touches diverse sectors like the police force and healthcare and therefore aggravates the situation of poverty and inequality (Malik and Qureshi,

2021). One form of corruption in Pakistan is the existence of "kickbacks" in the public procurement system, whereby officials are given illegal payments in return for awards of contracts.

"RPP scandal", in which a corruption conspiracy over the bidding process of power projects was disclosed, resulted in enormous economic losses for the government and the protracted power shortage caused by it (Waseem, 2019). Also, corrupt practices flourish where there are ineffective oversight and no accountability structures which gives rise to an existing unjust system. Corruption cannot be curbed in a society without adequate blower protection or weak judicial enforcement which will give rise to a culture of silence and fear among the whistleblowers. The involvement of Shahbaz Sharif, a former Chief Minister of Punjab in a corruption case related to the Ashiana Housing Scheme, narrates the hazy truth as to how high-profile individuals who are part of the Pakistani political scene get through with indictments (Ali et al., 2019). The fear of election fraud and vote manipulation is a standing issue in Pakistan where people question the outcome and the authenticity of the elections. For instance, the 2018 elections high-profile many accusations that the military was directly involved, and favored, some political parties (Javid et al., 2022).

A confession made by Punjab commissioner Liaqat Ali Chatta in the year 2024 about manipulating election results and helping out some of the candidates points out the extent of rigging and it results in protests which in turn give rise to questions about the fairness of the election (Ahmad, 2024). Corruption exists in multiple forms including petty bribery and abuse of power by the authorities in the different sectors of the nation. The fundamental kind of corruption is the misuse of public power for private interest. For instance, Malik Riaz's (an established businessman) case illustrates that position can be abused to become powerful in the judiciary to achieve one's goals through illegal means (Khan et al., 2018). In addition to that, secondly, a score of 140 out of 180 countries in Transparency International's Corruption Perception Index for 2022 highlights that corruption is all over the place in Pakistan (Imran et al., 2023).

Even though bribery is supposed to be prohibited in Pakistan, it remains a prevalent and difficult problem in all sectors, from using common services to making final decisions. In the public field, bribery usually goes hand in hand with procurement, taxation, and public finance. A new business may face an extra "facilitation fee" to speed up the procedure or to avoid delays. The culture of bribery in society is not only limited to business activities but it rather creates a designed corrupt system that erodes transparency and fairness (Khan et al., 2018). The problem of judicial bribery

is a chief obstacle to Pakistan's justice system and adherence to the principle of the rule of law. Data on corruption within the judiciary has been announced. The board includes court employees, public prosecutors, and even the judges (Aslam et al., 2022). According to Transparency International's 2002 report, it was established that there was rampant bribery and corruption in the judiciary, with people reporting constant incidences of bribery while interacting with judicial officials. Even though the fight against corruption within the judiciary is vigorously being pursued the challenges remain, and in turn, the administration of justice is hindered and public trust in the entire legal system is eroded (Khan, 2018).

Therefore, an in-depth study of corrupt governance and corruption in Pakistan illustrates an intricate bouquet of systemic problems that negatively affect the country's growth and democratic institutions. To overcome these challenges, it will be necessary to implement a variety of reforms aimed at increasing accountability, making these systems transparent, and rule of law. By removing the causes of bad governance and corruption, Pakistan will venture into a more inclusive and prosperous future for all its people.

2.4. Impact of Bad Governance on the Economy, Society, and Institutions

Poor governance is an important aspect of the world economy and the economy of specific countries, such as Pakistan. On a global scale, governance failures will not only cause economic downturns but also decrease investor confidence resulting in slow economic growth. For instance, the 2008 global financial crisis was intensified, among others, through inadequate regulation and weak oversight in the banking sector. The subprime mortgage lending in the US combined with poor risk management and supervision, has created a housing bubble and the subsequent collapse that has spread on the whole world, triggering an economic recession. In the absence of the regulated management structures, unchecked risky financial practices prevailed which caused widespread economic turmoil, unemployment, and financial market dysfunction (Gertler and Gilchrist, 2018).

In Pakistan, misgovernance is the cause of severe economic effects, which affect every part of the country. The misdirection of resources becomes a very crucial outcome where the government corruption and ineffectiveness contribute to that cause. The corruption scandal involving the Rental Power Projects (RPP) in Pakistan is a perfect illustration of how corruption in the energy sector resulted in misused funds allocation and the efficient use of resources. Whereas the officials

arbitrarily awarded contracts for power projects based on kickbacks rather than merit leading to more massive financial losses for the government and further stagnating the country's energy conditions (Youxing and Qureshi, 2020). This inappropriate use of resources is not only against the development of the economy, but it also reinforces poverty and inequality by taking away money on these projects where it is needed most. Another consequence is that this might repulse foreign direct investment (FDI) and slow down economic development. Investors hold back from investing in those nations afflicted by corruption, weak governance, and political turmoil as opposed to risking their money and being at a disadvantage due to the absence of legal security. The influx of foreign direct investment (FDI) in Pakistan has been plagued by worries regarding corruption, inadequate infrastructure, and various barriers to regulation (Okonta, 2020).

Take for example both bureaucracy red tape and the inconsistent implementation of contracts confusing business running and discouraging foreign investors. The World Bank's Ease of Doing Business Indicator places Pakistan in the lowest category results from the calamitous effects of governance issues which reflect on the investment climate and economic growth (Gupta and Ahmed, 2018). Besides that, bad governance may bring about a deficit of public trust in institutions and a deterioration of confidence in the economy. If people don't believe their government can properly distribute public resources and promote economic stability in their own country, they may decide to hoard assets or put them in and outside the country, which intensifies capital flight and makes domestic investment further unsustainable. In Pakistan, a situation where there is a lack of transparency, political interference in economic decision-making, and a high level of corruption causes an environment of distrust and uncertainty (Khan and Alam, 2020). For instance, charges of vote-rigging and escape of political will from the good administration of economic policies turn into turns away from investment in the country and hinder growth (Javid et al., 2022).

Likewise, bad governance might lead to fiscal mismanagement and unsustainable debt burdens that will diverge the economy. In Pakistan, the government has put in place weak governance that has led to wide budget deficits, inefficient tax collection, and excessive government spending. Among the factors that influence fiscal mismanagement and overspending on the budget are lack of clarity and transparency in public finance as a result of shady dealings and excessive borrowing which is unprofitable. A Pakistani debt crisis case serves as a glaring example of the prevailing dangerous implications that result in an unstable economy and a halt to the development process. Besides the prevalent corruption which not only induces more tax fraud and leakages but also

makes governance more opaque as well as completely accountable, the country has accumulated huge national public debts with the result of constraining the capacity to invest in some pivotal sectors and apparatuses (Khan and Alam, 2020).

Furthermore, bad governance is not only deepening social inequality but also marginalizing the vulnerable population. Disparities in access to essential services, jobs, and justice fall most on the poor because of corruption and favoritism in the government institutions in many countries. In Pakistan, the cases of land grabbing represent how crooked procedures further intensify social unfairness. Powerful people or groups, sometimes with political connections, unscrupulously acquire land owned by poor communities or public organizations to carry out their selfish intentions. This dispossesses vulnerable communities of their land rights, worsens poverty, and breeds social conflicts. Weak governance systems to combat the land grab will only deepen structural injustices and destroy social stability (Ata et al., 2023). Furthermore, bad governance contributes to the generation of social disputes and destroys democracy thus lowering political stability and social cohesion. In Pakistan, accusations of election manipulation and hijacking of democratic institutions by elements of the state have led to nationwide demonstrations and low public veneration of electoral bodies.

Likewise, the general elections of 2018 in Pakistan were reportedly characterized by fraud and manipulation that caused many demonstrations and statements of electoral fraud. Fraud or unfair elections as well as opaqueness in government processes discredit democracy, leading to disillusionment and social unrest (Javid et al., 2022). The "Panama Papers" exposed how big-shot Pakistani politicians including the ex-Prime Minister Nawaz Sharif utilized off-shore companies in money laundering to hide wealth and evade taxes. The scandal brought to light widespread corruption and impunity of political elites which was the other nail in the coffin for the establishments supposed to be guardians of accountability and rule of law. This loss of trust, in turn, lowers the institutions' legitimacy and affects their capacity to complete their functions (Gohar et al., 2022). Furthermore, bad governance reinforces the prominence of impunity and corruption through institutions making it possible for malpractices to run wild. The incident of the assets the "Benami transactions scandal" highlights how the loopholes of the governance system help the illegal financial transactions.

A Benami scheme includes the purchase of property or asset in someone else's name to hide the real owner and their identity. Poor implementation of anti-money laundering regulations and weak regulatory oversight facilitated individuals undertaking benami transactions without fear of punishments that ultimately helped corrupt the society and destroy the system of integrity (Khan and Akhter, 2023). The phenomenon of this culture of impunity not only nurtures corruption but also dilapidates public faith in the institutions' capacity to enforce the law and guarantee the transparency of the government. Moreover, poor governance crowds out institutional capability and efficacy, which prevents them from realizing their goals of service provision and mandate fulfillment. Take the case of the "COVID-19 relief funds mismanagement scandal" which saw the inefficiencies of weak governance mechanisms stalling efforts to provide relief during the pandemic. Accounts of the misuse of the funds appropriated for relief from the COVID-19 pandemic were disclosed, including instances of embezzlement, corruption, and favoritism in distribution. The mismanagement compromised the effectiveness of the relief effort and also eroded the public's trust in the institutions responsible for the management of public funds and equitable distribution of resources (Ahmed et al., 2022). It underlines the necessity for management systems with strong governance frameworks to strengthen institutions and improve accountability in disaster management.

2.5. Empirical Studies and Evaluation of E-Governance Initiatives in Pakistan and Other Regions

Based on the research on corruption in Pakistan, the prevalent and universal nature of this problem is highlighted across multiple sectors. Pakistan has been facing one of the greatest issues of political corruption for years where public offices have been misused for personal gain. This has resulted in permitting wrong projects at the expense of the common man and misallocation of resources. The phenomenon of intellectual corruption is relatively new in Pakistan, but it advances the main problem of corruption. Here the need for more uninterrupted and advanced methods of investigation to fight corruption effectively has arisen (Ahmed and Mashkoo, 2016). Also, it is very unfortunate to say that corruption has been spread so widely in Pakistan that there prevails a common belief in this society that corruption is a fundamental way of living life (Ullah et al., 2022). It is suggested the research conducted by Ali and Mujahid (2015), it was found that corruption is a deeply enrooted problem in Pakistan and it had the worst repercussions for the development and governance of the country.

In comparison to Pakistan, corruption is relatively lower in the developed countries and there is a prevalent culture of accountability and transparency and strong institutions to effectively combat this issue in those countries (Ali and Mujahid, 2015). Pakistan Citizen Portal (PCP) became a tool of e-governance for promoting citizen engagement, accountability, and transparency in Pakistan. In addition, PCP gave the electronics departments of the government the means to alleviate tensions in society (Aaqil et al., 2023). PCP can enhance service provision and minimize corruption in Pakistan because the officials can be alerted to the complaints filed by the citizens (Khan et al., 2020). According to Ali and Mujahid (2015), e-governance is a critical component in auditing public officials, achieving transparency, and maintaining accountability, which are necessary in the global struggle against corruption.

Similar to Pakistan Citizen Portal (PCP) other countries have successful e-governance tools to combat corruption to some extent. For example, Singapore's integrated e-governance services have resulted in high transparency levels which contributed to its strong Corruption Perception Index (CPI) scores (CPIB, 2024). In India India's digital Initiatives have made substantial strides in fostering transparency and reducing corruption in public service delivery (Thommandru et al., 2024). Similarly, in Rwanda, the e-governance platform called Irembo has made quick access to government services, significantly reducing corrupt practices and opportunities by streamlining processes and minimizing direct contact between citizens and officials. The platform has also contributed to Rwanda's improved CPI ranking over the years (Bakunzibake, 2019). Another initiative taken by Kenya launched its e-citizen portal in 2014, reduced corruption opportunities, and improved public service delivery by minimizing the direct link between citizens and officials (Adam & Fazekas, 2021).

It has been found that e-governance tools have emerged as powerful weapons for tackling corruption and bringing transparency internationally. For instance, the Central Vigilance Commission in India has an online complaint system where citizens can report corruption cases in public bodies. This system has positively impacted the overall anti-corruption and transparency schemes of India, in line with other digital governance reforms of the nation (Manupatra, 2024). In Brazil, the "Fala. BR" platform is another example of an effective tool for managing communication with the government. It consolidates several avenues through which citizens can report corruption cases, file complaints, and seek information from the government to promote

accountability. The platform's success is evident from the gradual progress made in Brazil to fight corruption which is evident through the CPIs (Odilla, 2023).

Estonia has established itself as a model for digital governance through the strategy called "e-Estonia" that presents a holistic strategy for implementing information technologies in the public sector. This platform does not only help in the organization of the government work but also in curtailing corruption since people meet face to face less often and corruption prone activities are unlikely to be hidden (Espinosa & Pino, 2024). Another system implemented in South Korea is the "e-People" system that provides one stop center for filing petitions, making complaints as well as applying for information. Through this system, the ability of the citizens to engage the government institutions has enhanced accountability and reduced corruption (OECD/KDI, 2018). These cases of India, Brazil, Estonia, and South Korea, in combination with previous examples of Singapore, Rwanda, and Kenya show that e-governance solutions worldwide may effectively fight corruption.

Martin (2023) found a link between efficient corruption control in countries and electronic government development. This research shows that e-government combats corruption brings equality in regulations, improves the efficacy of governance, and increases voice and accountability. In Pakistan, e-governance initiatives serve the purpose of this function. This is an indication that the publishing of policy drafts on the ministry website enabled the citizens to read and comment on them before the policy was finalized. In addition to that, the problem of e-governance at the national level is illustrated in the study that addressed specifically Balochistan province. However, the e-governance initiatives were at the initial stage at that time (Arfeen and Kamal, 2024). Citizen Portal is a platform that allows citizens to make demands, watch how their problems are being resolved, and improve the transparency and accountability of government. The main purpose of the channel is to fight corruption by providing a direct channel for complaints and feedback which will increase efficiency in the delivery of public services (Aaqil et al., 2023).

Mr. Imran Khan as the Prime Minister created Pakistan Citizen Portal which was aimed at building government transparency and accountability. It is not very easy to determine the exact timing of the portal's establishment during this administration through an online search, but the push for reducing corruption through the portal aligns with Khan's general objectives to fight corruption and strengthen democratic institutions (Aaqil et al., 2023). The Pakistan Citizen's Portal (PCP)

stands as one of the prominent channels that enables Pakistani citizens to communicate with the government and where they can submit suggestions, complaints, and feedback. With 91.32% of cases solved, the TP has proven to be a must-have tool in addressing public complaints and thus shows itself as an effective mechanism in resolving the problems of different areas of society. Furthermore, out of its 1.3 million registered members, there are students, entrepreneurs, civil servants, and journalists who have engaged with the portal to inquire about how to resolve their issues (The Express Tribune, 2020).

One of PCP's key strengths is the fact it can link people directly with local government institutions, providing quick and efficient resolutions to the grievances of citizens. This direct linkage thus leads to no middlemen hence transparency and efficiency in the process will be paramount. Similarly, the portal has a track and trace feature where complainants can see what happens to their issues in real time as they look for accountability and quick responses from government services (Jahanzaib, 2023). Despite its success, nevertheless, the party has some setbacks and problems. For example, the lack of a legal framework that supports the Citizen Feedback Monitoring Program (CFMP) hinders it from being fully implemented. Integrating citizen feedback data into an official performance metrics system for all government employees is one of the key elements to boost the program's effectiveness and impact.

Alongside this, questions about data integrity, i.e., false opinions caused by input from fictitious phone numbers or incomplete feedback information, cast doubt on the reliability and quality of the feedback system (GDI, 2019). To handle these challenges, initiatives like the Punjab Information Technology Board's provision of an online platform through which citizen data enters service delivery are steps towards more data integrity. The creation of a system of law that would help to make citizen feedback mechanisms an intrinsic part of performance indicators validates officials entrenches the performance culture of the PCP in the long term. By utilizing the systems and processes of technology and enriching feedback mechanisms, PCP can become a platform that both citizens and the government won't miss for the improvement of services in Pakistan (GDI, 2019).

However, e-governance effectiveness in reducing corruption is not a guarantee due to several reasons such as illiteracy problems, language barriers, bureaucrat resistance, and infrastructure issues. Combating these barriers involves the collective effort of the policymakers and the relevant

stakeholders. Technologies that respond to local challenges and are innovative if used can be the best anticorruption tool and also good governance agents (Martin, 2023). Through the Corruption Perceptions Index (CPI) of 2022, it was found that the situation of corruption in Pakistan only worsened over the years. In total, 16 spots have been slid by the country and now it is 140th number among 180 corrupt countries. The rapidly worsening condition of corruption in the country is indicated through this decline. The CPI of Pakistan was 31 in 2020 and it had 124th position among the 180 countries. However, the score of corruption in this country has reduced to 28, reflecting a trend in a downward direction. In comparison to Pakistan, the corruption score of India was 40 and it stood at the 85th position. The CPI of Bangladesh was 26 and it stood at the 147th position. The significant concerns about the heightened levels of corruption all across the world are highlighted through the CPI, with countries like Afghanistan, Venezuela, Somalia, Syria, and Sudan showing poor performance in the area of perceptions related to corruption (Ahmed, 2022). Corrupt practices can be observed in multiple sectors of Pakistan, including the military, education, healthcare services, police, judiciary, and government in Pakistan. There is a dire need for the development of institutional measures to combat this issue (Javaid, 2022). Great challenges faced by Pakistan in fostering good governance and addressing the grave widespread corruption are underscored here. The decline in the ranking of the country on the CPI in the past few years demonstrates the worsening of corruption while posing severe threats to economic development and governance. There is a need for more put-together and robust efforts to enhance accountability and transparency in various sectors of the country and implement effective anti-money laundering (AML) measures (Ahmed, 2022).

2.6. Gap

The literature on the governance issues in Pakistan has provided an in-depth discussion of several factors causing bad governance, such as political instability and institutional inefficiencies. However, some studies have focused on the immense consequences of bad governance on society, the institutions, and the economy and how this negatively affects growth, social coherence, and public accountability. Subsequently, the study of how e-governance could tackle governance issues, including corruption and bureaucratic inefficiency, has been taken into consideration. On the other hand, exhaustive research on the efficacy of e-governance in the context of Pakistan remains a research void. While research works have theorized e-governance solutions, evidence of their implementation and impact in Pakistan is still absent. This research therefore aims to fill

this knowledge gap by uncovering the roots of poor governance in Pakistan, studying the effects it has on diverse sectors, and critically assessing the role of e-governance in dealing with these problems. Through providing evidence-based data and practical suggestions, such research will contribute to more knowledge of the governance pattern in Pakistan, and guide policymakers, practitioners, and scholars on the most effective ways to tackle the governance challenges and create transparency, accountability, and efficiency in the public sector.

CHAPTER 3

METHODOLOGY

3.1. Introduction

This chapter provides the methodology used in this research. The study's design includes conceptualization, qualitative descriptions, as well as documentary analysis. The Pakistan Citizen Portal (PCP) report was used as data. As a result, the chapter also explains the factors that contribute to poor governance as well as how information and communication technology (ICT) applied to PCP is a remedy to corruption also to further enhance the research strength and quality the study incorporates the Corruption Perception Index (CPI) and World Wide Governance Indicators (WDI).

3.2. Framework of the Study

The scheme of this study given the conceptualization of the topic is to demonstrate how e-governance helps in curbing bad governance and corruption in the country. In the pursuit of elucidating how digital platforms can make governance more effective and prosperous, the research will focus on Pakistan Citizen Portal (PCP) and other e-governance initiatives. The framework of the study embodies Institutionalism and the Principal-Agent Theory which provide the basis for examining the organizational and relationship dynamics determining the efficiency of e-governance

Since e-government initiatives such as the PCP have used their descriptive qualitative evidence, whose sources are different, it is noticeable that these initiatives have made remarkable achievements in dealing with corruption and improving service delivery. For example, the PCP has boosted the communication channels between citizens and authorities responsible for the administration so that complaints about minorities could be filed by individuals with no intermediaries present and, consequently, no opportunities for fraud. This platform is very easy to use, with its friendliness to the users, due to which there is an increase in citizens' engagement and trust in government institutions. Through documentary analysis, the full report on PCP confirms these scenarios.

The report shows that Pakistan has made splendid progress among the countries involved in the Corruption Perceptions Index (CPI), advancing from position 140 to 133 out of the 180 countries.

These two factors are contributed mainly by transparency, accountability, tracking, and transparent reactions from the government that can catch complainants in real-time. E-government is effectively used in the fight against corruption, which leads to the growth of institutional accountability and a higher level of citizen participation. The research of the literature review backs up the observations carried out. The impact of e-governance exploring different realities points to the critical role played by transparency, accountability, and citizen empowerment in fighting corruption. As a case in point, field research into PLRMIS (Punjab Land Records Management Information System) shows that digital land records substantially reduced corruption and land disputes in land administration. Also, the process of digitalization of the government payment system increased transparency and reduced corruption, which highlights the usefulness of e-governance in every aspect.

3.3. Data

This study utilizes data from one key sources to examine the impact of e-governance on combating corruption in Pakistan. The primary data source includes:

3.3.1 Pakistan Citizen Portal (PCP)

Data Description: The PCP is a digital platform launched by the Prime Minister of Pakistan in 2018, which became operational in 2020. It allows citizens and overseas Pakistanis to submit complaints, suggestions, and problems directly to government authorities. PCP handled huge numbers of complaints related to corruption and malpractices in the years 2022 and 2023. According to data provided by PCP total of 32% of those who filed complaints were satisfied with the resolution process. This shows both the strengths and the challenges of the system in resolving cases for corruption-related issues.

3.4. Themes of Discussion

This section summarizes the corruption themes identified by the Pakistan Citizen Portal (PCP). These themes focus on specific areas where corruption is prevalent, providing an extensive understanding of the nature and consequences of corruption behaviors in Pakistan. According to PCP, the following sub-categories of Corruption will be discussed:

1) *Financial Corruption*: defined as an illegal or unethical use of public or private finances by those in positions of authority. This covers activities such as bribery, embezzlement, and kickbacks.

Power Abuse: includes misuse of one’s authority for personal gain, leading to unfair advantages or inequality against others.

Fraud: Deceptive behaviors that include the presentation of information or papers to acquire illicit benefits.

Harassment: is an unwanted behavior that produces an intimidating, unpleasant, or abusive environment. It may be physical, sexual, or mental harassment.

Table 3.2: subcategories of corruption (Given in the PCP report) with real-time examples in the context of Pakistan.		
Category	Sub-Category	Examples/ case studies
Financial Corruption	Corruption/Misappropriation in Govt. Funds	In the year 2019, the National Accountability Bureau (NAB) of Pakistan many officials of the Sindh provincial government were arrested for mishandling millions of rupees developed from the public development funds for the uplift projects. The officials were charged with having defrauded the public through the formation of company fakes in the construction of roads and other related projects.
	Corruption/bribery	Getting back to the year 2020, another major instance was discovered with a senior employee of the Federal Board of Revenue (FBR), which used to collect bribes from the business for tax avoidance. This was recorded according to the directives of the officials involved in determining the amount of the bribe, and arrested by NAB, which indicates that bribery is rife within tax administration.

	Kickbacks/ commission	In the notorious Rental Power Projects (RPP) case, various Pakistani officials, including former Prime Minister Raja Pervez Ashraf, were accused of receiving kickbacks and commissions for awarding power generation contracts. The contracts were overpriced, and the projects delivered substandard or no electricity, costing the state billions of rupees
Power Abuse	Favoritism	In 2018, the recruitment process for teachers in Punjab was scrutinized when it was revealed that many appointments were based on nepotism rather than merit. Relatives of politicians and influential individuals were favored over qualified candidates, causing a significant public outcry and demands for a transparent hiring process.
	Unauthorized privileges	Several instances have been reported where government officials use official vehicles for personal purposes. For instance, a high-ranking police officer in Karachi was found using police vehicles and personnel for personal errands and family transport, leading to criticism and disciplinary action
	Any other Irregularity	In the Pakistan International Airlines (PIA) fake degree scandal, it was uncovered that many pilots and staff had been hired using forged educational credentials. This issue not only exposed corruption within the hiring process but also posed serious safety risks for passengers.
Fraud/ Forgery	Fake Degrees/ documents/Credentials	The Axact scandal, known as one of the largest fake degree frauds in history, involved a Pakistani IT company that sold fake diplomas and degrees from

		non-existent universities to thousands of people around the world. The CEO and several employees were arrested, and the scandal brought shame and regulatory scrutiny to Pakistan's educational sector.
	Impersonation	A man in Karachi impersonated a police officer for years to extort money.
Harassment	Physical Sexual harassment	A university professor was accused of sexually harassing female students and was suspended.
	Mental harassment	A report in 2020 revealed widespread mental harassment in the corporate sector, especially towards women.
	Threatening / blackmailing	A case in Islamabad involved a businessman who was blackmailed by a gang threatening to release doctored videos of him unless he paid a substantial sum of money. The police eventually apprehended the gang members, but not before the businessman had already paid a significant amount under duress.
	Discrimination on any basis	A Christian sanitary worker was denied promotion due to religious discrimination.
Inefficiency	Absenteeism	The education sector in rural Sindh has faced significant issues with absenteeism. Many teachers, despite being on the payroll, rarely show up to their assigned schools, leaving students without proper education. Ghost schools, where the building exists but no teaching occurs, are a prevalent issue.
	Non-Serious attitude towards work	Government clerical staff in offices often show a lack of commitment, causing delays and frustration.
	Red Tapism	Bureaucratic delays and excessive paperwork in obtaining construction permits in urban areas like Karachi have long been a source of frustration for developers. The lengthy and complex approval

		process often leads to significant project delays and increased costs, discouraging investment and development
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(Source: sub-categories report by PCP)

CHAPTER 4

ANALYSIS

4.1 Introduction

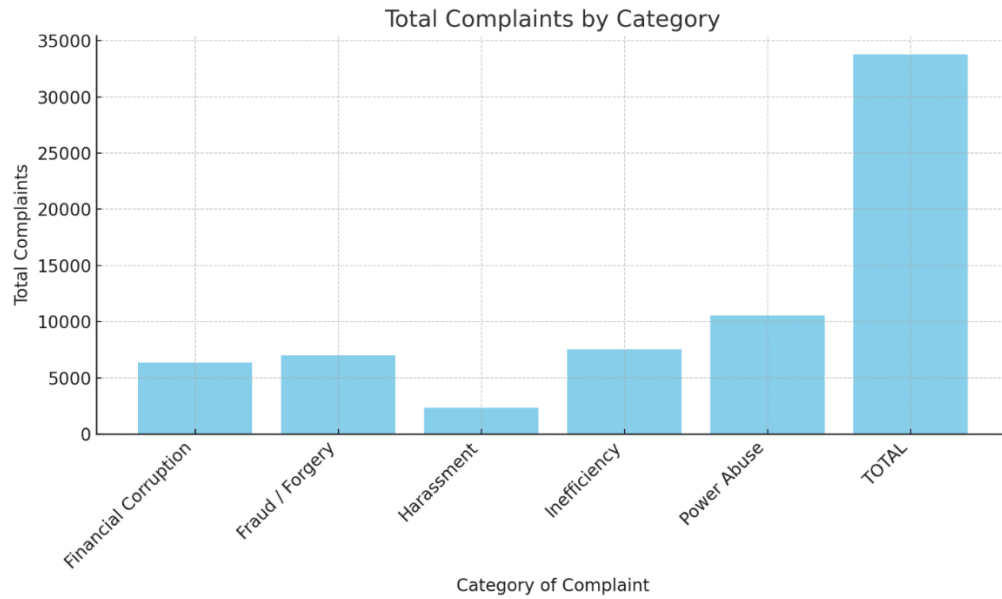
This chapter covers the analysis of data descriptions provided by the Pakistan Citizen Portal. It aims to evaluate how effective the PCP is in addressing the widespread problem of bad governance in Pakistan. This chapter provides a detailed descriptive analysis of the statistical data, exploring various aspects of corruption and inefficiency reported through the PCP. It seeks to uncover the nature and extent of complaints, highlighting key patterns and trends that emerge from the data. This analysis is important because it gives empirical data on how citizen perceives and use e-governance platforms. This Chapter tries to understand the PCP's impact on governance practices by analyzing the types and frequency of complaints, resolution rates, and satisfaction levels. The analysis is divided into sections with each focusing on a distinct type of complaint such as financial corruption, fraud, harassment, power abuse, and inefficiency. These categories are further divided into subcategories providing a thorough view of the issues reported by citizens.

Subcategories include

- 1) Total complaints which show the total number of complaints registered.
- 2) The resolved complaints show the number of complaints being resolved and that the case has been successfully closed.
- 3) Total feedback includes the number of citizens who have responded to resolved cases.
- 4) Satisfied: Reflects the satisfaction rate of citizens with the resolution.
- 5) Unsatisfied: Indicates the dissatisfaction rate of citizens with the solution.
- 6) Feedback with resolved status and feedback with not resolved status
- 7) Feedback with partially resolved Denotes complaints that are still in the process of being resolved.

4.2 Descriptive Analysis of Statistical Data

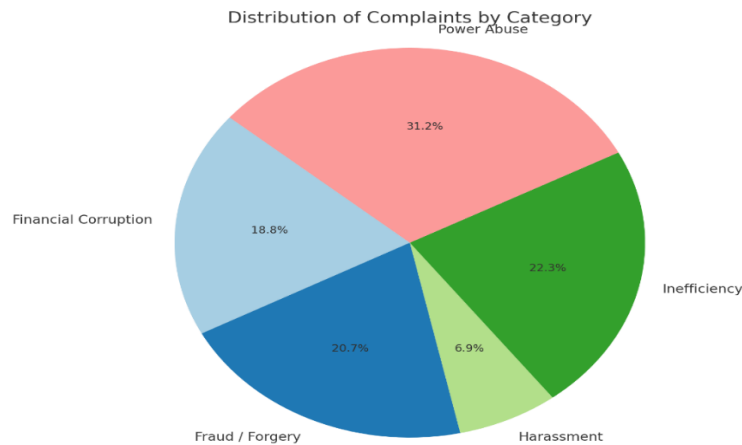
Figure 4. 1: Total complaints by category



(Source: PCP Report 2022-2023)

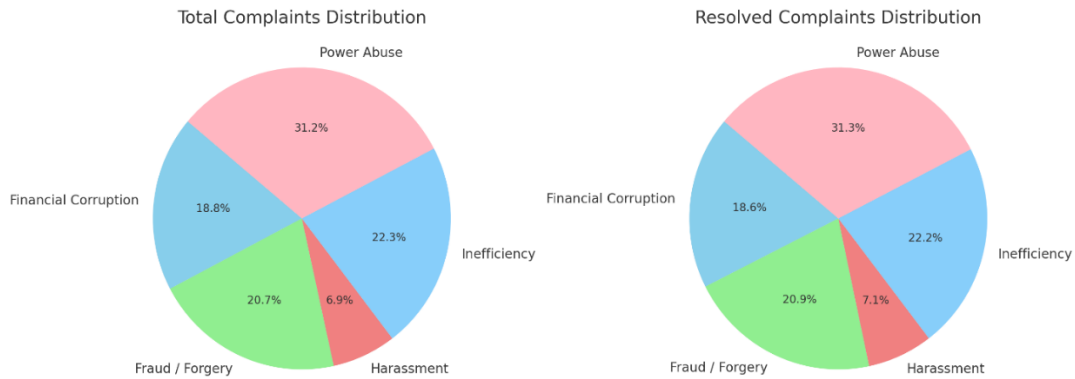
This table summarizes the complaints registered with the Pakistan citizen portal for the years 2022 and 2023 across five main categories of corruption financial corruption, fraud, harassment, inefficiency, and power abuse. Among them, Power abuse had the highest number of complaints with 10,554 approximately 31.2% of the total complaints. indicating a significant concern area, in contrast, Harassment had the lowest number of complaints 2346 making up about 6.9% of the total complaints.

Figure 4. 2: Total Complaints by Percentage



(Source: PCP Report 2022-2023)

Figure 4. 3: Resolved Complaints Distribution



(Source: PCP Report 2022-2023)

Total complaints distribution: The pie chart on the left side represents the distribution of total complaints across different categories. The distribution indicates that Power abuse and inefficiency are the most prevalent categories of complaints together making up over 50% of the total complaints. Harassment on the other side contributes the smallest percentage of total complaints.

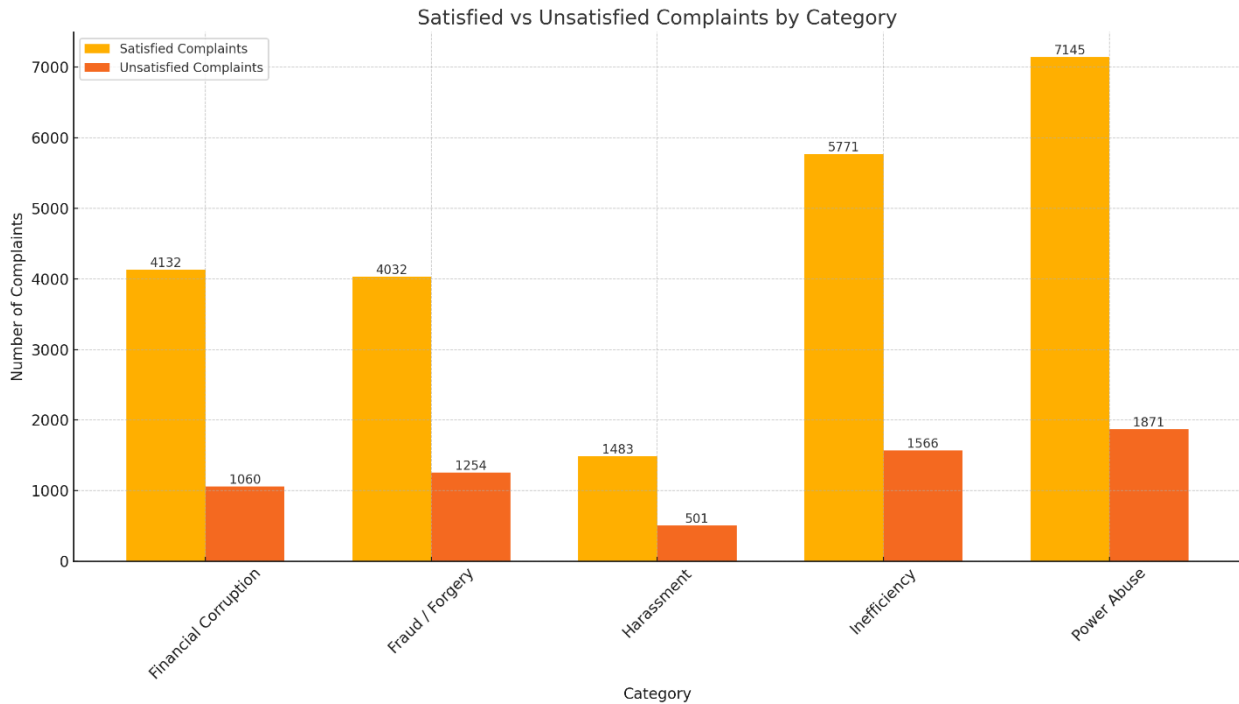
Resolved Complaints distribution: The pie chart on the right side represents the distribution of resolved complaints across different categories. The resolved complaints distribution closely matches the total complaints distribution, indicating a consistent approach to addressing issues across different categories. The slight variations in percentages are likely due to the differing complexities and challenges associated with resolving complaints in each category.

Power Abuse and Inefficiency these categories are significant areas of concern, making up the largest shares of both total and resolved complaints. This suggests a need for targeted measures to effectively address these issues

Harassment: Although it has the smallest share of complaints, its resolution rate is proportionate to its total, showing focused efforts in addressing such complaints

Consistent Resolution Efforts: The close alignment between the distribution of total and resolved complaints across categories suggests that resolution efforts are proportionately distributed according to the volume of complaints received in each category.

Figure 4. 4: Satisfied vs Unsatisfied Complaints



(Source: Report given by PCP)

The bar chart shows a comparison between satisfied and unsatisfied feedback for different categories of complaints. Here’s an analysis for each category:

Analysis Category-wise Breakdown:

Table 4. 1: Analysis category category-wise breakdown

Category	Satisfied Complaints	Unsatisfied Complaints	Satisfaction Rate (%)
Financial Corruption	4132	1060	79.6
Fraud / Forgery	4032	1254	76.3
Harassment	1483	501	74.7
Inefficiency	5771	1566	78.7
Power Abuse	7145	1871	79.2

(Source: Report given by PCP 2022-2023)

Financial Corruption: The high satisfaction rate indicates that complaints related to financial corruption are being resolved effectively, with nearly 80% of complainants expressing satisfaction.

Fraud/Forgery: In this category of fraud, the satisfied complaints are 76%, and the remaining in unsatisfied which shows that the majority have shown satisfaction in resolving cases of fraud in Pakistan.

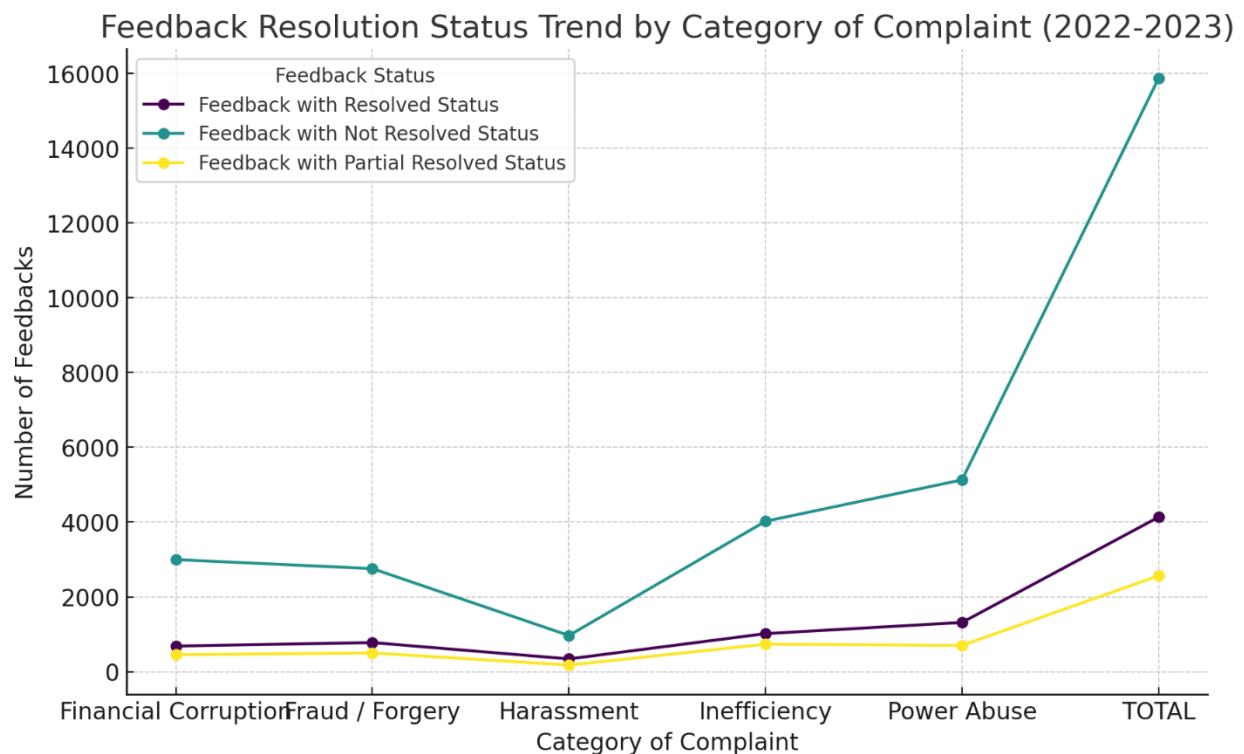
Harassment: This category has the lowest satisfaction rate at 74.7%, suggesting potential challenges in addressing and resolving harassment complaints effectively.

Inefficiency: With a satisfaction rate of 78.7%, the resolution of inefficiency-related complaints is commendable, indicating effective handling and resolution mechanisms.

Power Abuse: Despite having the highest volume of complaints, the satisfaction rate remains high at 79.2%, highlighting the efficiency of resolution processes in this category.

High Satisfaction Rates: Across all categories, the majority of complaints are resolved satisfactorily, with satisfaction rates ranging from 74.7% to 79.6%. This indicates robust complaint resolution mechanisms overall. The lower satisfaction rate in the harassment category suggests that this area may require additional attention and resources to improve resolution outcomes. Volume of Complaints the high number of complaints in the Power Abuse category, coupled with a high satisfaction rate, suggests effective handling of a significant volume of issues.

Figure 4. 5: Resolved, not resolved, and partially resolved



(Source: PCP Report 2022-2023)

Thus, the line chart reveals the feedback resolution status of certain categories of complaints for the aggregated years 2022 and 2023. Each line on the graph represents a separate status resolved, unresolved and partially resolved. As shown above power abuse has the highest numbers of feedbacks that are either unresolved or only partially resolved addressed. Whereas inefficiency also have a relatively high proportion of two Categories. This chart demonstrates the ratio and distribution of many complaints to the effectiveness of resolutions in various complaint categories, which may be useful for understanding where more attention or improvement is needed.

4.3 Discussion and Findings

This section examines and discusses data from the Pakistan Citizen Portal (PCP) and other sources, highlighting that e-governance initiatives like the PCP are crucial for promoting transparent, efficient, and corruption-free governance in Pakistan. let’s discuss each category in detail now:

4.3.1 Financial Corruption

Financial Corruption is defined as the misuse of entrusted persons for private purposes, which includes practices such as bribery, embezzlement, and financial fraud. It undermines financial systems and institutions, erodes public trust, and hinders economic development

Components: Bribery: Offering, giving, receiving, or soliciting something of value to influence the actions of an official or other person in charge of a public or legal duty.

Embezzlement: The act of withholding assets for conversion (theft) of such assets by one or more persons to whom the assets were entrusted.

Financial Fraud: Deliberate act of deception involving financial transactions for personal gain.

We would visualize statistical data for better understanding.

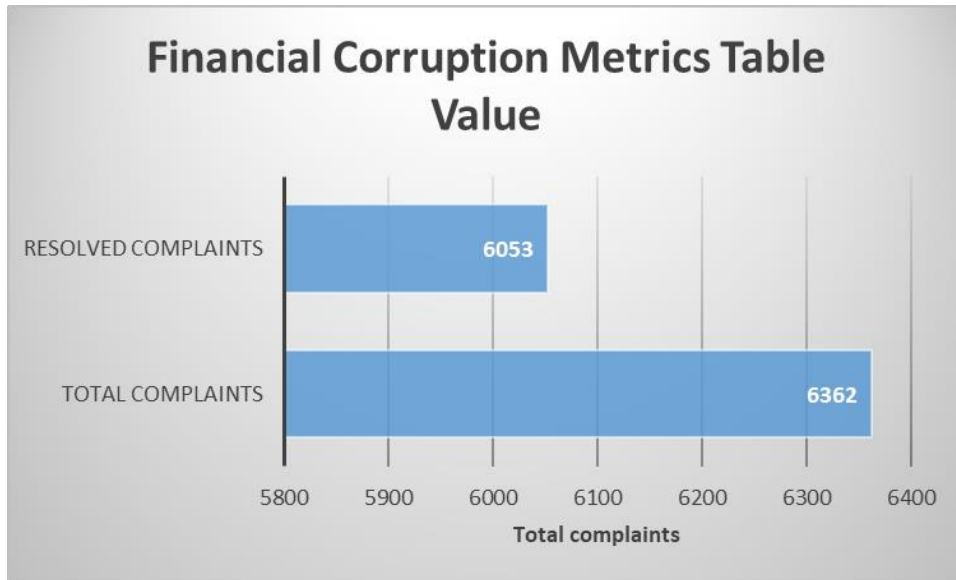
Table 4. 2: Statistical data in the category of Financial Corruption given By PCP

Sub Categories	Values	Percentages
Total Complaints	6362	
Resolved Complaints	6053	
Total Feedbacks	4132	
Satisfied	1060	25.65%
Unsatisfied	3072	74.35%
Feedback with Resolved Status	684	16.44%
Feedback with Not Resolved Status	2996	72.51%
Feedback with Partial Resolution Status	452	10.94%

(Source: Report given by PCP 2022-2023)

Based on the data provided let's visualize by sub-category:

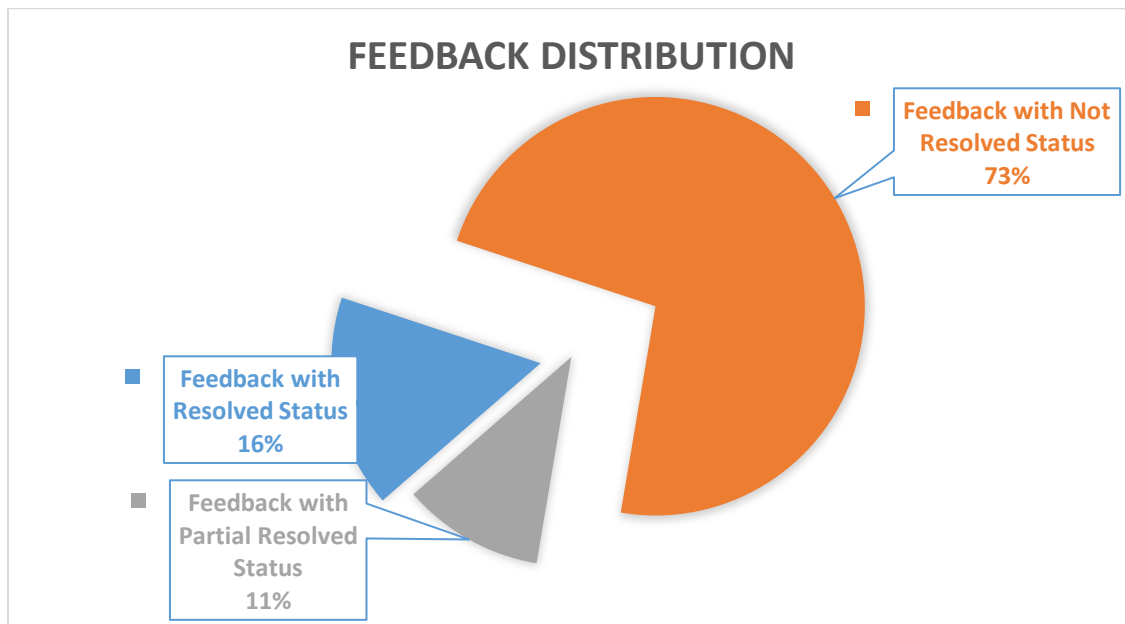
Figure 4. 6: Financial corruption: total Complaints vs resolved Complaints



(Source: PCP Report 2022-2023)

The bar chart shows a high-resolution rate of 95.14%, with 6053 out of 6362 complaints resolved. This suggests that the system is effective in addressing financial corruption complaints.

Figure 4. 7: Financial Corruption: Feedback Distribution



(Source: PCP Report 2022-2023)

The provided pie chart shows the distribution of feedback statuses for financial corruption complaints. It is divided into three segments, representing different statuses: 16% of the complaints are resolved, 73% are not resolved, and 11% are partially resolved.

Let’s calculate the resolution Rate for this Category:

$$\text{Resolution Rate} = \frac{\text{Resolved Complaints}}{\text{total complaints}} \times 100$$

$$\text{Resolution Rate} = \frac{6053}{6362} \times 100 = 95\%$$

The Resolution Rate for Financial Corruption complaints is approximately 95%. This high rate indicates effective handling of these complaints

4.3.2 Fraud/ Forgery

Fraud involves wrongful or criminal deception intended to gain financial or personal benefits. Forgery is the falsification of documents, signatures, or other items with the intent to deceive. Subcategories include:

Fake Degrees/Documents/Credentials: Creating or using falsified educational or professional documents.

Impersonation: Pretending to be someone else for deceptive purposes.

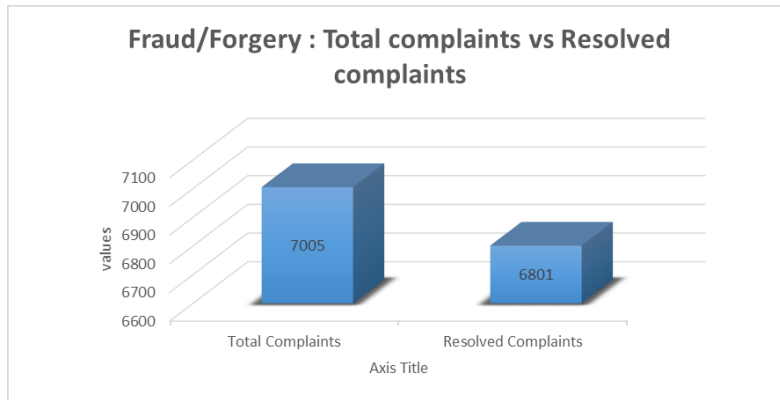
Occurrence: Fraud and forgery occur through various means such as phishing, hacking, false advertising, and counterfeit documents. These acts can happen in both personal and professional settings, often targeting individuals, businesses, and financial institutions.

Table 4. 3: Statistical data in the fraud/forgery category provided by PCP

Subcategories	Values	Percentages
Total Complaints	7,005	
Resolved Complaints	6,801	
Total Feedbacks	4,032	
Satisfied	1,254	31.10%
Unsatisfied	2,778	68.90%
Feedback with Resolved Status	777	19.27%
Feedback with Not Resolved Status	2,755	68.33%
Feedback with Partial Resolved Status	500	12.40%

(Source: Report given by PCP 2022-2023)

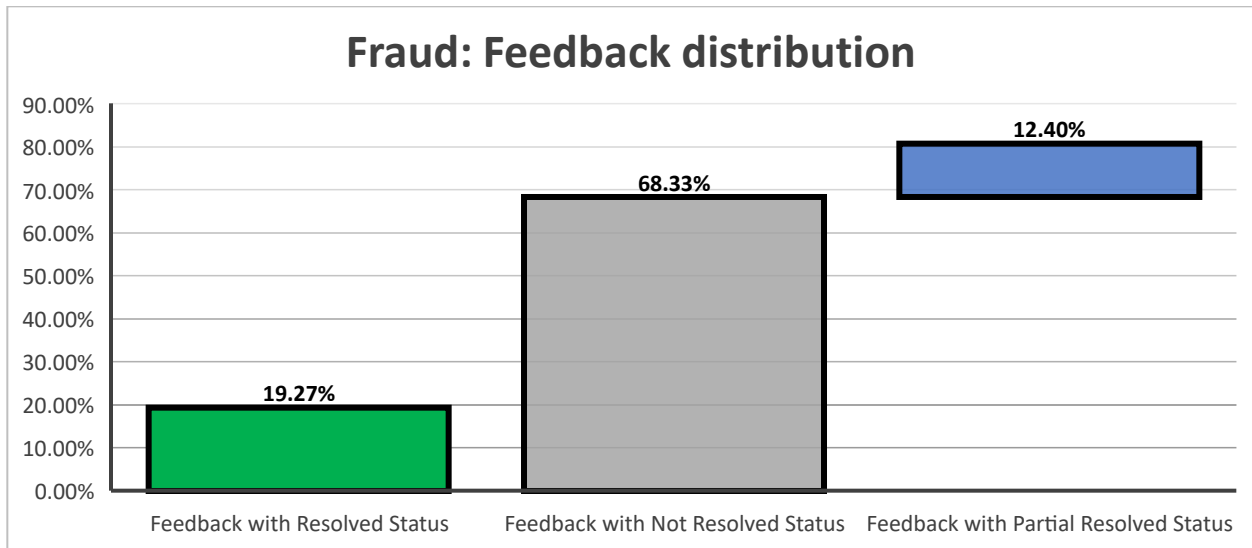
Figure 4. 8: Fraud/ Forgery: Total complaints vs resolved complaints



(Source: PCP Report 2022-2023)

The bar chart shows the total number of fraud/forgery complaints and the number that have been resolved. Out of 7005 complaints, 6801 have been resolved. This reflects a high-resolution rate of about 97.09%, highlighting the effectiveness in handling fraud/forgery complaints.

Figure 4. 9: Fraud/ Forgery: Feedback Distribution



(Source: PCP Report 2022-2023)

The bar chart shows the distribution of feedback statuses for fraud/forgery complaints. It reveals that most feedback (68.33%) indicates unresolved complaints, suggesting a need for improvement in resolving these cases. The resolved feedback percentage (19.27%) shows some effectiveness but remains relatively low. The partially resolved feedback (12.40%) highlights instances where efforts have been made to address complaints, but the resolution is not yet complete.

Fraud/ forgery Resolution Rate

$$\text{Resolution Rate} = \frac{\text{resolved complaints}}{\text{total complaints}} \times 100$$

$$\text{Resolution Rate} = \frac{7005}{6801} \times 100 = 97.09\%$$

The Resolution Rate for fraud/forgery complaints is approximately 97.09%. This high rate indicates effective handling of these complaints

4.3.3 Power Abuse

Power abuse happens when people in positions of authority misuse their power to exploit, harm, or take advantage of others. This often includes unethical or illegal actions that can cause significant harm to individuals and organizations.

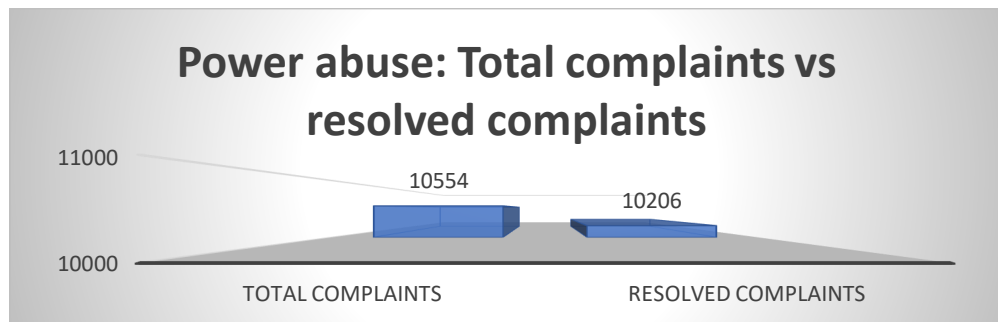
Occurrence: Power abuse can take place in various settings such as workplaces, governments, and institutions. It includes actions like favoritism, coercion, and intimidation, often going unchecked because of the abuser's authority.

Table 4. 4: statistical data in the category of power abuse provided by PCP

Subcategories	Value	Percentage
Total Complaints	10554	
Resolved Complaints	10206	
Total Feedbacks	7145	
Satisfied	1871	26.19%
Unsatisfied	5274	73.81%
Feedback with Resolved Status	1315	18.40%
Feedback with Not Resolved Status	5129	71.78%
Feedback with Partial Resolved Status	701	9.81%

(Source: Report given by PCP 2022-2023)

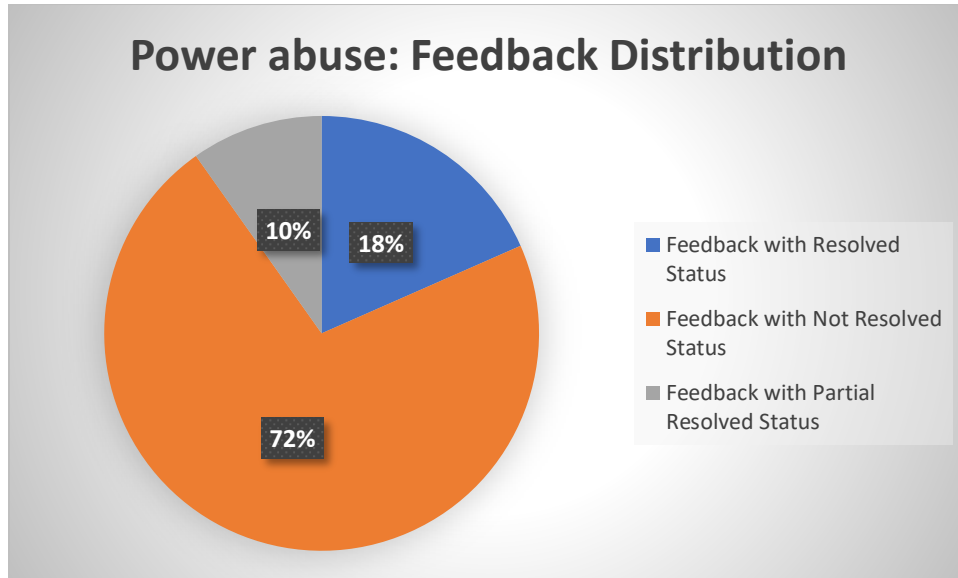
Figure 4. 10: Power Abuse: Total complaints vs Resolved complaints



(Source: PCP Report 2022-2023)

The bar chart shows that 10,206 out of 10,554 power abuse complaints have been resolved, indicating a high-resolution rate of approximately 96.70%. This reflects the effective handling of the majority of power abuse complaints.

Figure 4. 11: Power Abuse: Feedback Distribution



(Source: PCP Report 2022-2023)

The pie chart shows that 71.78% of power abuse feedback indicates unresolved complaints, while 18.40% is resolved and 9.81% is partially resolved. This suggests a need for significant improvement in complaint resolution processes.

4.3.4 Harassment

Harassment includes any unwanted behavior that causes harm, discomfort, or intimidation to the victim. It can be verbal, physical, or psychological and often occurs in workplaces, schools, or public spaces. Subcategories include physical sexual harassment, mental harassment, threatening, blackmailing, and discrimination on any basis.

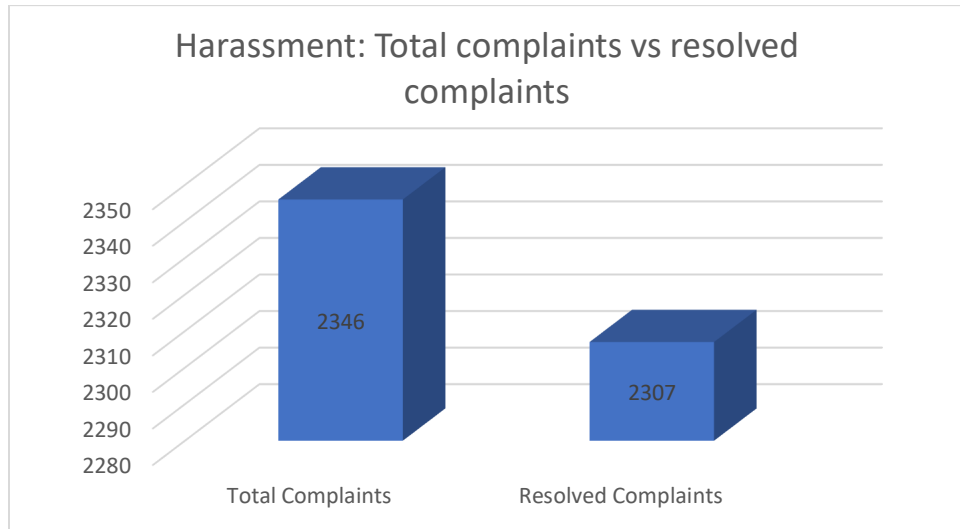
Occurrence: Harassment can happen in various settings, including workplaces, schools, and online. It involves actions such as threats, stalking, derogatory comments, and unwanted advances, often creating a hostile environment for the victim.

Table 4. 12: Statistical Data of Category Harassment given by PCP

Subcategories	values	Percentages
Total Complaints	2346	
Resolved Complaints	2307	
Total feedback	1483	
Satisfied	501	33.78%
Unsatisfied	982	66.22%
Feedback with Resolved Status	340	22.93%
Feedback with Not Resolved Status	967	65.21%
Feedback with Partial Resolved Status	176	11.87%

(Source: Report given by PCP 2022-2023)

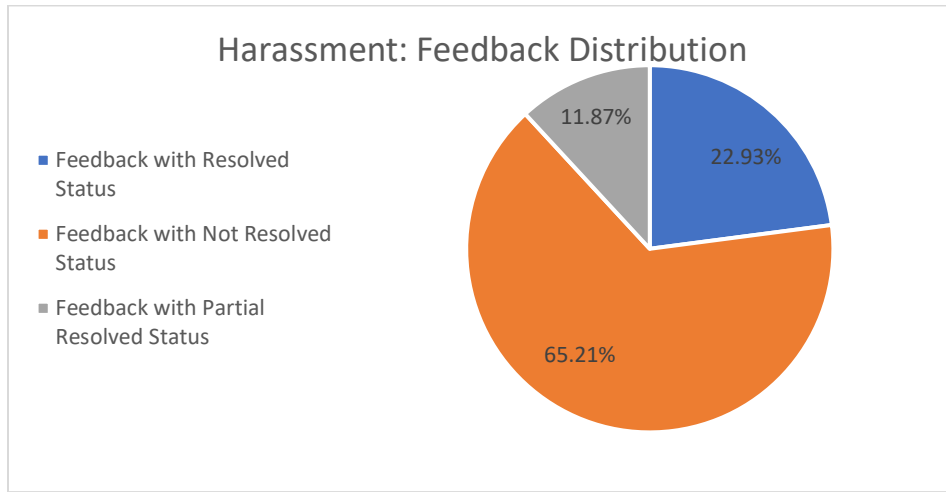
Figure 4. 13: Harassment: Total complaints vs Resolved Complaints



(Source: PCP Report 2022-2023)

The bar chart shows that the majority of harassment complaints have been resolved, with 2307 resolved out of 2346 total complaints. The high-resolution rate of approximately 98.34% indicates effective handling of these complaints.

Figure 4. 14: Harassment: Feedback Distribution



(Source: PCP Report 2022-2023)

The chart highlights that a significant portion of feedback (65.21%) indicates unresolved harassment complaints, suggesting a need for improved resolution processes. Additionally, only 22.93% of complaints are fully resolved.

4.3.5 Inefficiency

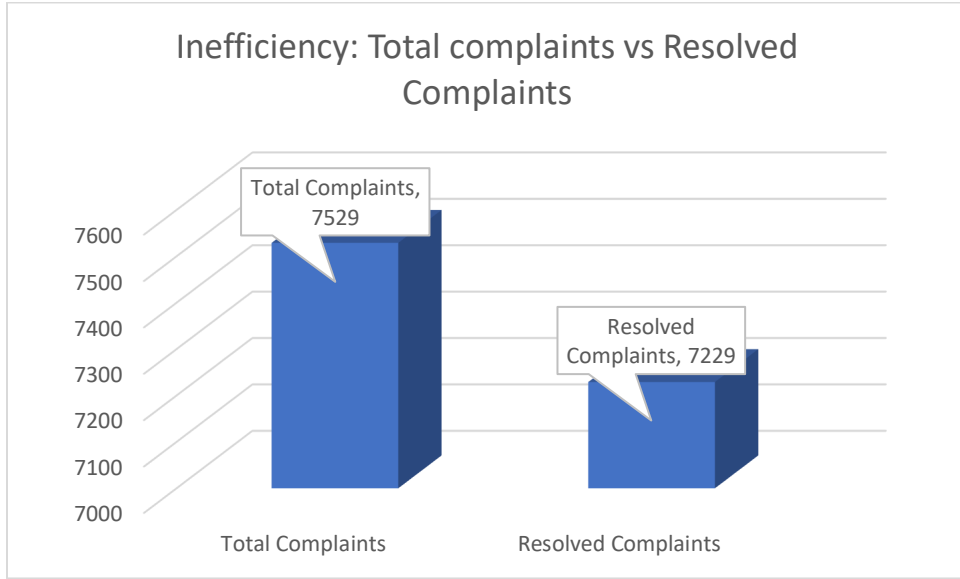
Inefficiency refers to the inability to achieve the desired outcome with the least waste of time, effort, or resources. It often results in poor performance, delays, and higher costs. Inefficiency can occur in any sector, including businesses, government, and personal activities. It results from ineffective processes, poor management, lack of skills, and inadequate resources, often leading to suboptimal outcomes.

Table 4. 5: Statistical data of category inefficiency given by PCP

Subcategories	Value	Percentage
Total Complaints	7529	
Resolved Complaints	7229	
Total Feedbacks	5771	
Satisfied	1566	27.13%
Unsatisfied	4205	72.87%
Feedback with Resolved Status	1016	17.60%
Feedback with Not Resolved Status	4021	69.66%
Feedback with Partial Resolved Status	734	12.71%

(Source: Report Given by PCP 2022-2023)

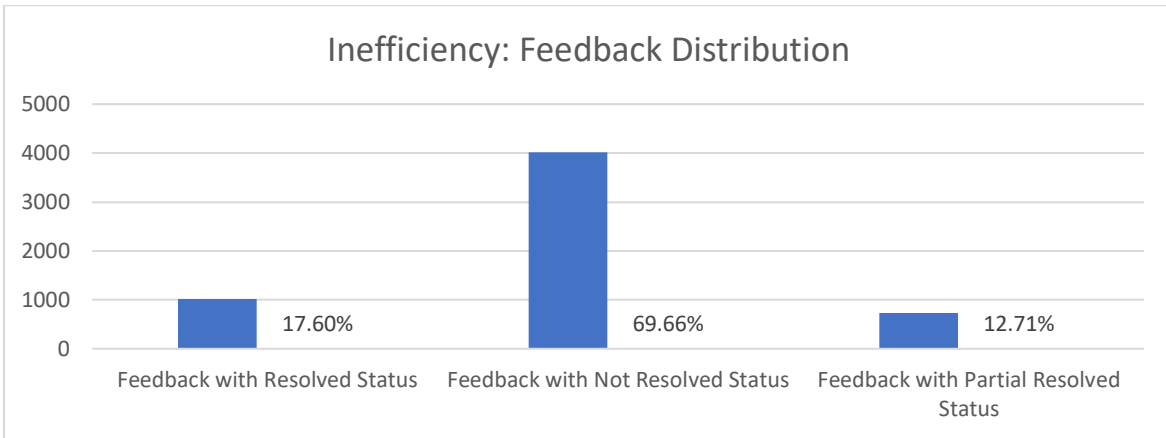
Figure 4. 15: Inefficiency: Total complaints vs Resolved Complaints



(Source: PCP Report 2022-2023)

The bar chart indicates that out of 7529 total inefficiency complaints, 7229 have been resolved, resulting in a high-resolution rate of approximately 96.02%. Despite the high-resolution rate, the substantial number of total complaints suggests a need for ongoing efforts to address inefficiency effectively.

Figure 4. 16: Inefficiency: Feedback Distribution



(Source: PCP Report 2022-2023)

The chart highlights that a significant portion of feedback (69.66%) indicates unresolved inefficiency complaints, suggesting a need for substantial improvements in resolution processes.

Only a small fraction of complaints are fully resolved, pointing to areas that require focused efforts to enhance effectiveness and satisfaction.

4.4 Summary of Results

After analyzing the data across five categories: Financial Corruption, Fraud/Forgery, Harassment, Inefficiency, and Power Abuse we observed varying patterns in the number of complaints, resolution rates, and feedback satisfaction.

Power Abuse and Inefficiency: The analysis reveals that Power Abuse and Inefficiency are the most prevalent categories of complaints, comprising over 50% of the total complaints registered on the Pakistan Citizen Portal (PCP). The results demonstrate that there is a clear linkage to the theoretical framework by highlighting how e-governance like PCP aligns with the concept of governance and accountability, the prevalence of complaints related to power abuse and inefficiency underscores weaknesses in the institutional framework and accountability mechanism, echoing theoretical insights that strong governance structures are necessary for reducing or eliminating corruption. It highlights core issues with the government's operational process. Power abuse, which includes favoritism and granting unapproved privileges, is indicative of a long-standing pattern of abusing authority for one's own or one's political advantage. When staff members fail to show up for work, don't take their jobs seriously, or cause delays in the bureaucracy, it is an indication that productivity and effectiveness in public offices are severely lacking. To address these problems, specific measures are required, such as more stringent accountability regulations, performance-based rewards, and robust oversight mechanisms to ensure public servants carry out their duties effectively. Similar problems have been seen in countries such as India where Central Vigilance Commission's online complaint system faced some problems of inefficiency and misuse of powers, which also needed some efforts to improve the governance (Manupatra, 2024).

Satisfaction Rates: The PCP's ability to solve issues is demonstrated by the satisfaction rates for various complaint kinds. High satisfaction rates (74.7% to 79.6%) show that the PCP typically resolves issues effectively. Financial Corruption and Power Abuse have the greatest satisfaction scores, indicating that the mechanisms in place to address these problems are effective. The lower satisfaction percentage (74.7%) for harassment, however, points to difficulties in handling these delicate instances. The intricacy of harassment cases, social stigmas, or flaws in the current dispute

resolution procedures could all be to blame for this. Important methods to improve the situation include strengthening victim support services, implementing anti-harassment regulations strictly, and improving training for personnel handling harassment complaints. Similarly, in Brazil, the “Fala. BR” which is a platform where people report harassment among other issues has demonstrated that these complaints can be well handled if enough support structures and mechanisms for the resolution of such cases are provided (Odilla, 2023).

Impact of E-governance: The PCP as an e-governance tool has great potential in improving transparency and accountability in Pakistan. Having and giving a direct and clear way to file complaints the PCP did great to cut down corrupt practices and made government ministries, and departments responsible. The PCP portal had success in resolving millions of cases with high satisfaction rates by citizens. Moreover, the Corruption Perception Index (CPI) shows an improvement in Pakistan cases moving from 144th to 137th place with a score increase from 27 to 29 highlighting that PCP had a positive impact on combating corruption. Comparative evidence from countries such as Estonia with the “e-Estonia,” which went a long way in enhancing the level of transparency and minimizing corruption, strongly argue for the stream and existence of efficient and extensive e-governance blueprints that positively influence the quality of governing. The specific international examples they provide serve to underscore the fact that, while the PCP’s progress has been demonstrable, further institutional changes on a more macro level are also required to support sustained improvement on these fronts (Espinosa & Pino, 2024).

Challenges: Despite its success, the PCP faces multiple challenges that stop it from reaching its full potential powers. The bureaucratic struggle is a major problem as some within the system threaten their power and expose corrupt practices. Moreover, the problems with data collection such as false complaints or incomplete feedback bring the portal blackness in data. To address such issues a multi-faceted approach is needed. Strengthening legal frameworks that create laws that require citizen feedback to be part of official performance evaluation. Enhancing technological infrastructure improving internet access and digital education in rural and undergrounded areas. Improving data management would help in generating genuine and complete feedback on complaints. For instance, in South Korea, the “e-People” system integrates strict data management techniques to secure the reliability of the answers of the feedback to retain the functionality of the systems (OECD/KDI, 2018).

It concludes by providing results that show the potential of e-governance tools like Pakistan Citizen Portal PCP in helping to tackle the long-standing issues of bad governance and corruption in Pakistan. The PCP portal proved the success in improving transparency accountability and Citizen Participation. This success is proven by the satisfaction rates among citizens and visible improvements in the CPI Corruption Perception Index. Moreover, to maintain and build on this it is important to address the ongoing challenges like bureaucratic struggles which remained a constant hurdle. The infrastructure inefficiencies mainly in rural areas with no access of the internet and technological capabilities restrict portal reach and effectiveness. Additionally, issues with data integrity such as submission of false complaints and incomplete feedback weaken the potential of the portal's data. To maintain the ongoing effectiveness and growth of such e-governance initiatives, these hurdles must be tackled through the comprehensive approach discussed above. By addressing these issue the PCP and similar initiatives can continue to make significant magic in promoting good governance and reducing corruption in Pakistan, drawing on successful examples from other countries.

4.5 Linkage between Findings and Theoretical Framework

The findings indicate that the Pakistan Citizen Portal (PCP) responds to the governance concerns comprehensively from the two theoretical perspectives. The high frequency of complaints that can be categorized under Power Abuse and Inefficiency suggests that there are governance vulnerabilities that give rise to corruption, which is consistent with Institutional Theory, and that there is a need to bring about appropriate changes in the incentives that affiliated government officials have, as suggested by Principal-Agent Theory. High satisfaction figures prove that the NPM (New Public Management) approach improves efficiency while lower scores mean that Good Governance is lacking some elements such as efficient service delivery and accountability although other problems like harassment might not be linked to either of the models. The effect of the PCP on the Corruption Perception Index (CPI) of Pakistan is another factor that shows how strong institutions have significant virtues in the fight against corruption as supported by the views of Institutional Theory. To ensure that the PCP continues to offer its support to governmental processes and the enhancement of transparency in Pakistan, it is imperative that the mentioned challenges be overcome.

CHAPTER 5

RECOMMENDATION and CONCLUSION

5.1 PCP Report Analysis

Pakistan Citizen Portal as an E-portal discussed structural issues that show many structural issues within Pakistan's Governance System. Citizen Complaints bring Enlightened systematic problems in various government departments and ministries. The main issues include financial corruption that affects public trust and economic accountability and cases of fraud activities that outline the integrity of public services. Reports of different types of harassment and system delays hinder service delivery.

This study conducted and documented a very deep analysis of data collected from the Pakistan citizen portal PCP, this study took a closer look at the number of complaints how many were resolved, and how satisfied people were with the resolution across different categories. The analysis gave a clear picture of the most common issues reported by citizens. Total Complaints were categorized by type, such as corruption, fraud, harassment, power abuse, and inefficiency. Resolved Complaints included the number and percentage of complaints that were resolved within a certain timeframe. Citizen satisfaction was from the feedback regarding the resolution process including rate of satisfaction and dissatisfaction. All statistical data were to understand the most common issues and their impact on governance. Effectiveness comparison looked at how well the PCP portal resolved such issues compared to Traditional governance methods. This involved ensuring how PCP has improved transparency, and accountability in the system.

E-governance as an implemented tool through PCP addresses structural issues of Pakistan in several ways:

Transparency: The PCP offers a platform for real-time complaint tracking and resolution, enhancing transparency in government activities. By making the status of complaints publicly accessible the PCP helps reduce the chances of corruption and misuse of powers.

Accountability: Pakistan Citizen Portal holds public officials accountable by supporting and publicly sharing the status of complaints. This Accountability is imposed through digital or automated tracking and performance metrics, which ensures that officials are held responsive to citizen grievances.

Efficiency: Having efficiency in automating administrative processes and using performance metrics linked to the PCP feedback system leads to fewer chances of delays in the system and increases efficiency. The PCP simplifies timely service delivery by minimizing manual intervention and paperwork.

Citizen Engagement: making public awareness by encouraging citizen participation in governance through PCP helps identify and address the issues more effectively.

5.2 Policy Recommendations for Future Improvements

Pakistan's Bad governance and PCP can be improved by implementing the following recommendations.

5.2.1 Strengthen Legal Frameworks:

The government should implement such an e-governance platform as PCP. Where people can register their complaints and also give feedback based on their complaints on behalf of resolution within the time frame.

The government also restricts its policy against crimes like corruption, and harassment by imposing penalties, and punishment against any crime. Ensure these policies are well-publicized and integrated into the PCP.

5.2.2 Enhance Technological Infrastructure:

Make sure to implement internet access for all, especially in rural areas, and also literate the people on digitalization, so that people get equitable access to the PCP and other e-governance services. Ensure that all E-service platforms upgrade to enhance their functionality and user-friendliness continuously.

5.2.3 Improve Data Management:

Ensure transparency in data and also make sure that the submitted complaint is completeness during the registration of the complaint process. Which makes the entered data more reliable and valid

5.2.4 Capacity Building and Training:

Train the government employees to make the E-services more effective and efficient for people. For that government needs to implement training programs that make the government employees

in such platforms more skillful. The government can provide training through workshops and seminars in public institutions.

5.2.5 Public Awareness Campaigns:

Educate the public on the effective use and efficiency of PCP and other similar digital apps through public awareness campaigns, and media. So, the public knows when, where, and for what purpose and how they can use such apps. This can prevent the bad structure of society. The government also needs to build public trust in such apps by highlighting the positive impacts of such platforms.

5.2.6 Monitoring and Accountability Tools:

Bad governance can be improved by implementing tools for real-time monitoring of public officials' actions and resource allocations. This will help government operations through transparency and accountability like reviewing the PCP collected data from government officials and department data. This review will help them to identify areas for improvement.

5.2.7 Performance-Based Incentives:

Incentivize the employees based on their performance to encourage and motivate employees and enhance service delivery. The government also addresses the underperformance employees to make them more capable through training, resource allocation, and restructuring of inefficient processes. Overall, this helps the PCP and other similar e-platforms to remove the bad governance of Pakistan.

5.2.8 E-Governance (specifically PCP) Combatting Corruption

Over time, the PCP has positively impacted the fight against corruption and governance issues. According to the PCP Report, Pakistan improved its position in the Corruption Perceptions Index from 140 to 133 out of 180 countries, with a CPI score of 29 out of 100. This index shows that we can overcome corruption in Pakistan with the use of PCP more enhanced process.

PCP is an example of improving the bad e-governance system in Pakistan by handling real-time complaint data. This also shows how an e-governance system can promote economic growth through an easily operated and transparent government.

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