



SINDH OMBUDSMAN

Quarterly Newsletter

Jan - March, 2026

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OMBUDSMAN SINDH'S REFLECTIONS

Reflecting on the first quarter of 2026, I take pride in the progress our Office has achieved in advancing transparency, accountability, and accessible justice for the people of Sindh. A major milestone has been the rollout of the Complaint Management System (CMS), launched in December 2025. By 31 March 2026, the CMS had already processed 7,611 complaints, providing citizens with a web-based platform to file and track grievances. Supported by a mobile application, this innovation has enhanced accessibility, improved responsiveness, and aligned our practices with International standards of good governance.

Between January and March 2026 alone, 3,668 complaints were formally admitted, and decisions were announced in 3,270 cases. These figures reflect our commitment to timely redress the grievances and demonstrate the strengthening of public confidence in the institution.

"As we move forward, I remain committed to strengthening our citizen-centric approach, enhancing institutional excellence, and ensuring that justice is delivered with compassion, fairness, and timeliness."

I am pleased to inform about the initiatives undertaken this quarter, which encompassed collaborative efforts on anti-corruption and good governance, internship and outreach programs that engaged young professionals, proactive regional site visits and performance review meetings that reinforced efficiency and accountability, as well as digital transformation initiatives and positive media coverage that acknowledged our role in safeguarding public rights. Success stories ranging from restoring essential services to facilitating pension transfers and post-disaster housing compensation demonstrated the tangible impact of our interventions on citizens' lives. Key activities also included our ongoing Brand Ambassador Program, partnered with leading universities across Sindh, where selected students disseminated the mandate of our institute to the wider public, alongside the Internship Program that provided practical exposure to complaint lodging, resolution processes, and the operations of the Ombudsman office, helping students gain a comprehensive understanding of its role and mandate.

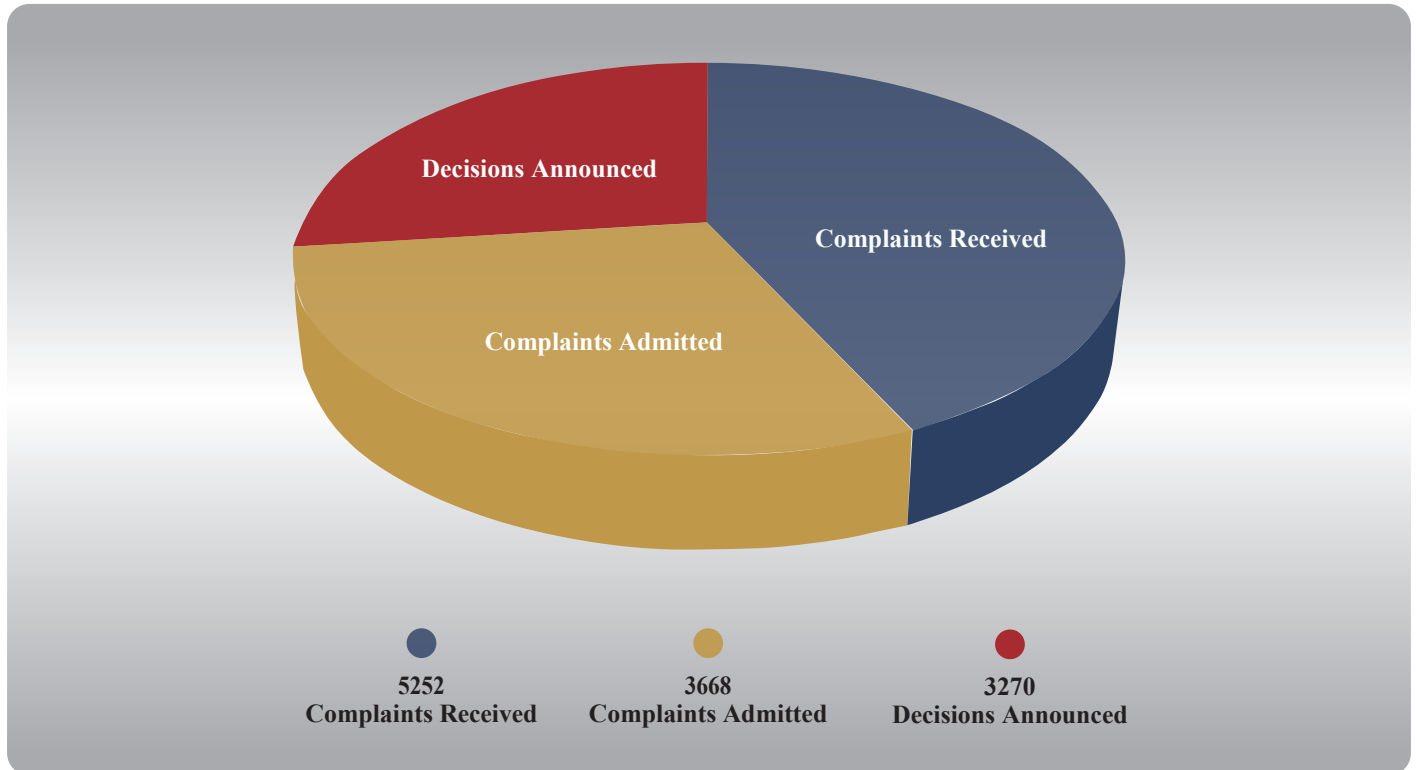
As we move forward, I remain committed to strengthening our citizen-centric approach enhancing institutional excellence, and ensuring that justice is delivered with compassion, fairness, and timeliness. Together, we will continue to build an Ombudsman's Office that stands as a trusted guardian of public rights and accountability across Sindh.



Muhammad Sohail Rajput
Sitara-e-Imtiaz (PAS)
Ombudsman Sindh

QUARTERLY PERFORMANCE SNAPSHOT

Complaints & Decisions (Jan–Mar 2026)



REDRESSAL OF PUBLIC GRIEVANCES

Success Stories

Restoring Fairness in CPLC's Public Records

A Citizen Centric Intervention by Ombudsman Sindh

A complaint filed by Mr. Muhammad Ali Lashari brought to light an important governance issue concerning the balance between historical record-keeping and citizens' right to fair treatment in everyday transactions. The complainant, a lawful owner of a vehicle in Karachi, faced repeated financial losses and reputational harm due to the continued disclosure of a decades-old theft record by the Citizens-Police Liaison Committee (CPLC).

Although the vehicle had been stolen and recovered in 2006, and all official government records declared it "clear" with no outstanding liabilities, the CPLC's telephonic verification service continued to disclose the historical theft incident. This inconsistency, particularly when the online system reflected a "clear" status, created confusion among prospective buyers, leading to failed transactions and unjustified depreciation of the vehicle's value.

Upon admission of the complaint, the Ombudsman Sindh

undertook a detailed examination of the matter. The Agency maintained that its role was limited to preserving factual records in line with its internal Standard Operating Procedures (SOPs), which it declined to share, citing confidentiality. However, the Ombudsman identified critical issues of transparency, proportionality, and fairness in the continued public disclosure of outdated information.

Drawing upon evolving jurisprudence, including a landmark judgment of the Lahore High Court (PLD 2026 Lahore 84), the Ombudsman emphasized that while historical records may be lawfully preserved, their indiscriminate disclosure, especially after closure or clearance, undermines the principles of dignity, fairness, and presumption of innocence. The decision also aligned with international best practices observed in jurisdictions such as the UK, Canada, Australia, and the European Union, where historical data is retained for internal purposes but not routinely disclosed in a manner that prejudices citizens.

Outcome and Impact:

The Ombudsman directed the CPLC to review and revise its SOPs to ensure:

Retention of historical data strictly for internal and investigative purposes;

Non-disclosure of resolved incidents in routine public verifications once a record is officially “clear”;

Consistency between online and telephonic verification systems to prevent ambiguity.

Restoring Financial Dignity

Ombudsman Sindh Facilitates Release of Long-Pending Salary

Ms. Kashaf approached the Ombudsman Sindh in September 2023 with a grievance that reflected both administrative delay and personal hardship. Appointed as a Junior Clerk in the Public Health Engineering Department on a deceased quota in July 2021, she had not received her salary for over two years, despite regular service.

Upon admission of the complaint, the Ombudsman initiated proceedings and engaged the Public Health Engineering Department and District Accounts Office, Hyderabad. Early responses indicated that the matter had been forwarded between offices, but remained unresolved due to the non-opening of a salary ID at the office of the Accountant General Sindh.

Recognizing the procedural bottleneck, the Ombudsman extended the inquiry to include the Accountant General Sindh, directing expeditious action. Through sustained institutional

follow-up, the pending process was completed, and the complainant’s salary was regularized. Documentary evidence confirmed that her salary had been credited to her bank account, beginning October 2024.

The complainant subsequently verified the resolution and expressed her satisfaction.

The case established that the grievance was genuine and stemmed from administrative delays across multiple offices, which were effectively addressed through coordinated intervention. It was accordingly disposed of as redressed.

This case underscores the Ombudsman Sindh’s commitment to protecting employee rights and ensuring timely public service delivery, demonstrating how institutional oversight can restore financial stability and uphold administrative accountability.

Facilitating Timely Pension Transfer

A Case from Badin

In December 2025, Syed Attaullah Shah approached the Office of the Provincial Ombudsman Sindh through a walk-in complaint, seeking assistance in transferring his pension account from UBank, Badin to the National Bank of Pakistan, Talhar.

The complaint was duly admitted under Section 10 of the Sindh Ombudsman Act, 1991 (as amended), after completion of required formalities. The matter was promptly taken up with the concerned agency, and a report was sought from the Additional District Accounts Officer (ADAO), Badin. In response, the agency confirmed that the pension account would be transferred

to the requested bank during the January 2026 payroll cycle.

The report was shared with the complainant, who subsequently confirmed that his grievance had been resolved through the intervention of the Institution and requested closure of the case. Accordingly, in exercise of powers under Section 11 of the Sindh Ombudsman Act, 1991, the complaint was disposed of as redressed. This case reflects the Institution’s continued commitment to facilitating citizen-centric, timely, and effective resolution of public grievances.

Resolving Land Record Discrepancies

Ombudsman Sindh Directs Revenue Authorities for Timely Action

Ms. Kausar Sajid approached the Ombudsman Sindh in January 2026 with a grievance regarding issues in the revenue record of her ancestral land situated in Taluka Qubo Saeed Khan, District Kamber-Shahdadkot. She stated that although the mutation entry (Foti Khata) of her late mother was initially recorded, it was later frozen on the basis of an application submitted by a third party. Despite subsequent restoration of the entry after due process, her applications for partition of land and issuance of a Sale Certificate remained pending due to alleged discrepancies and missing entries in the revenue record.

The complaint was admitted under Section 10 of the Sindh Ombudsman Act, 1991 (as amended), and reports were obtained from the concerned revenue authorities. During the hearing, the Assistant Commissioner confirmed that the case could not be

processed further as certain survey numbers were missing from the record, rendering the land area insufficient for processing the Sale Certificate and partition proceedings. It was also noted that the complainant had the option to seek correction or updating of the record under the relevant provisions of the Land Revenue Act.

The record established that the complainant's grievance primarily arose due to incomplete and inaccurate revenue entries, requiring rectification by the competent authorities.

In view of the above, and in exercise of powers under Section 11 of the Sindh Ombudsman Act, 1991, the Deputy Commissioner, Kamber-Shahdadkot, was directed to take necessary action under the Land Revenue Act to correct and update the record within 45 days and submit a compliance report accordingly.

Facilitating Legal Recourse in Commercial Disputes

Ombudsman Sindh Ensures Registration of FIRs

Mr. Faisal Shahid, Sole Proprietor of M/s. Pak Pulses, Karachi, approached the Ombudsman Sindh in August 2025 with a grievance arising from dishonoured cheques issued against business transactions. Despite approaching police authorities, no legal action had been initiated, leaving the complainant without recourse under the law.

Upon admission of the complaint, the Ombudsman took up the matter with the relevant police authorities. Initial proceedings revealed jurisdictional ambiguity between police stations, which had contributed to the delay. Through coordinated institutional follow-up, the matter was redirected to the appropriate jurisdiction - Police Station Site Super Highway, Industrial Area.

Subsequently, after due process and submission of requisite documents, the police registered two FIRs under Section 489-F PPC against the alleged parties. The complainant later confirmed this development and expressed satisfaction with the outcome.

The record established that the grievance was genuine and that the required legal action was initiated following the Ombudsman's intervention. The case was accordingly disposed of as redressed.

This case reflects the Ombudsman Sindh's role in ensuring access to legal remedies and overcoming procedural barriers, reinforcing accountability within law enforcement and facilitating timely redress in commercial disputes.

Facilitating Post-Disaster Housing Compensation

Ombudsman Sindh Ensures Release of Financial Assistance

Ms. Seejan approached the Ombudsman Sindh in December 2025 with a grievance regarding non-receipt of compensation for her house, which had collapsed due to rains in 2022. She stated that her case had been surveyed and recommended for financial assistance for reconstruction, but the payment had not been released.

Recognizing the nature of the complaint, the Ombudsman admitted the complaint under Section 10 of the Sindh Ombudsman Act, 1991 (as amended), and sought a report from Sindh Peoples Housing for Flood Affectees (SPHF), Karachi. In response, the agency confirmed that the complainant's case had been cleared for payment, her bank account details had been updated in the system, and the amount would be transferred as per prescribed procedure.

The complainant confirmed her satisfaction with the progress following institutional follow-up.

The complainant's grievance was thus effectively addressed through administrative processing and approval of payment by the concerned agency. The case was accordingly disposed of as redressed.

This case reflects the Ombudsman Sindh's role in facilitating timely delivery of post-disaster assistance by ensuring coordination with relevant authorities and supporting efficient resolution of public grievances.

NEWS & UPDATES

Partnership for Good Governance Ombudsman Sindh and Transparency International Unite

On 29 January 2026, a capacity-building workshop on anti-corruption, good governance, and effective complaint redressal mechanisms was jointly organized by the Office of the Provincial Ombudsman Sindh and Transparency International Pakistan in Karachi. The workshop aimed to strengthen institutional capacity, promote transparency, and enhance the effectiveness of grievance redressal systems through knowledge-sharing and collaborative engagement.

The workshop was graced by Muhammad Sohail Rajput, Provincial Ombudsman Sindh; Justice R. Zia Pervez, Chairman Transparency International Pakistan; and François Valérian, Chair Transparency International, as special guests.

Addressing the participants, the Provincial Ombudsman Sindh highlighted a significant increase in public complaint registrations achieved through sustained awareness initiatives, including print and electronic media, social media outreach, open courts, seminars, workshops, and ambassador programs. He noted that internship opportunities for students have strengthened civic engagement, while 2,660 complaints were resolved on the spot during open forums in rural areas.

He further stated that, to enhance the effectiveness and credibility of grievance redressal, the Ombudsman's Office has entered into institutional collaborations with reputable NGOs, including Transparency International Pakistan, Legal Aid Society, Pakistan Red Crescent Society, and HANDS Welfare Foundation. Regular review meetings, seminars, and workshops with heads of government institutions, along with the establishment of standing committees, have strengthened public trust. To improve transparency and accessibility, a Mobile App and Complaint Management System (CMS) has also been launched, enabling complainants to track complaint progress



and implementation in real time.

The workshop featured expert interventions by Sirajuddin Aziz, Banking Ombudsman; Ahsan Qavi, CEO Sindh Healthcare Commission; Noor Muhammad Dayo, Information Commissioner Sindh; Sabqa Shah, Regional Head, Federal Ombudsperson Secretariat for Protection Against Harassment-Sindh Province; Kashif Ali, Executive Director TI Pakistan and Muhammad Akmal Naseem, IT Consultant, Ombudsman office among others, who shared practical tools and policy recommendations aligned with international best practices.

During the interactive Q&A session, participants emphasized actionable measures to strengthen integrity systems, enhance inter-agency coordination, and improve citizen-centric complaint handling.

At the conclusion, commemorative shields and certificates of appreciation were presented to distinguished speakers and contributors. A large number of Provincial Administrative Secretaries to the Government of Sindh, Director Generals, Directors of various departments and senior police officers attended the event.

Capacity Building Through Internships at the Office of the Ombudsman Sindh

The Office of the Provincial Ombudsman Sindh organized a two-week internship program in two cohorts, held from 16 to 27 February 2026 and from 23 February to 6 March 2026. The initiative was designed to provide interns with hands-on exposure to the complaint



lodging and resolution process, familiarize them with the operational framework of the Ombudsman's Office, and develop a deeper understanding of the role and functions of its Regional Offices. In the first week, interns were introduced to the Ombudsman's role,



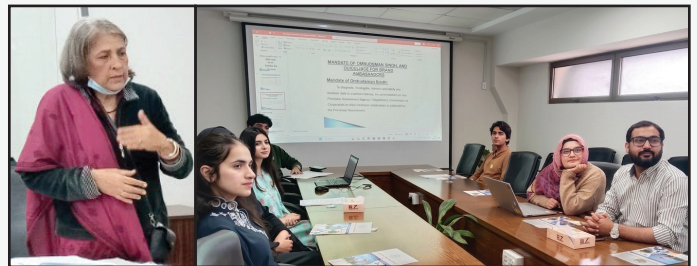
NEWS & UPDATES

ethical standards, and complaint procedures. They gained practical experience in documentation and investigation processes, enhanced their analytical skills through hands-on exercises, and observed how complaints are lodged and processed. The program also included sessions on disaster management and decision-writing, enabling interns to apply their learning in real-time tasks.

In the second week, the interns visited five Regional Offices in Karachi to gain practical insight into their operations and working environment. This exposure allowed them to connect theoretical knowledge with practical implementation. At the conclusion of the program, certificates were awarded to the participants in recognition of their successful completion of the internship.

Follow-Up Session with IBA Karachi Ambassadors

The Provincial Ombudsman Sindh held the first follow-up session with the Ambassadors of IBA University Karachi on 22 January, 2026, conducted by Ms. Rehana G. Ali Memon, Advisor to the Ombudsman. The session provided the Ambassadors with a comprehensive presentation on the mandate and functioning of the Ombudsman Institution, highlighting its role in ensuring accountability and good governance.



The Ambassadors were further apprised of their responsibilities in disseminating awareness about the Ombudsman Sindh's mandate among the student community and the wider public. They were

encouraged to utilize social media platforms, interactive engagements, and student meetings at the campus to spread knowledge and foster greater understanding of the Institution's work.

Meeting of Pakistan Youth Parliament Delegation with Provincial Ombudsman Sindh

On 10 February 2026, a delegation of the Pakistan Youth Parliament, comprising male and female students from various educational institutions, met with Muhammad Sohail Rajput, Provincial Ombudsman (Mohtasib) Sindh. The delegation provided a detailed briefing on the structure and operational activities of the Pakistan Youth Parliament, highlighting its role in fostering civic engagement and leadership among young people. The Provincial Ombudsman appreciated their efforts in empowering youth and students across the country and briefed the participants on the mandate, functions, and objectives of the Office of the Ombudsman Sindh, including the mechanism for filing complaints and procedures for their expeditious resolution.

Muhammad Sohail Rajput emphasized that the Office of the Provincial Ombudsman Sindh provides a free, efficient, and time-bound grievance redressal system for addressing public complaints against government departments. He further

highlighted the multiple platforms being utilized to enhance public awareness, including electronic and print media, social media, the official website, open courts (Khuli Kacheries), ambassador programmes, and collaboration with civil society organizations. The Ombudsman expressed confidence that enhanced collaboration between the Pakistan Youth Parliament and the Office of the Ombudsman Sindh would strengthen public outreach and awareness, enabling joint efforts to effectively address a wide range of public issues. The meeting was also attended by Syed Junaid Ahmed, Masood Ishrat, Rehana G. Ali Memon, Imdad Hussain Siddiqui, and other officials.



EVENTS GALLERY

Meetings of the Hon'ble Ombudsman Sindh



Glimpses of Regional Outreach: Sindh Ombudsman

