



SINDH OMBUDSMAN

Quarterly Newsletter

April - June, 2026

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OMBUDSMAN SINDH'S REFLECTIONS

As the second quarter of 2026 comes to an end, I find myself reflecting on the journey our Office has undertaken in strengthening transparency, accountability, and citizen focused justice across Sindh. The Complaint Management System (CMS), launched in December 2025, continues to serve as the backbone of our digital transformation. By June 2026, it had processed 9993 complaints, with 6411 formally admitted and 5912 decisions announced during this quarter alone. These figures are not just numbers; they represent lives touched, grievances addressed, and trust reinforced in the institution of the Ombudsman.

A major milestone this year has been the publication of the Annual Report 2025 of the Provincial Ombudsman Sindh, which provides a comprehensive overview of our mandate, performance, and strategic direction. It reflects our continued commitment to transparency, accountability, and accessible justice for the people of Sindh. I take pride in presenting this report as a testament to the institution's progress and its dedication to serving citizens with fairness and credibility.

This quarter also carried significance internationally. On 26 May 2026, I participated in the annual meeting of the International Ombudsman Institute (IOI) Board of Directors in Curaçao, where key decisions were taken to guide the IOI's path for the upcoming membership year.

The Board elected the host of the next World Conference in 2028, approved new training initiatives, continued regional subsidies, and adopted guidelines on ethics and communications. Cooperation with the United Nations and the Venice Commission was reinforced, enhancing the

"The Ombudsman's Office will continue to evolve as a dynamic institution that listens, responds, and delivers justice with compassion and credibility across Sindh."

visibility of global principles that safeguard Ombudsman institutions. This participation reflects Pakistan's growing role in the international Ombudsman community and our commitment to aligning Sindh's practices with global standards.

At home, our interventions carried real impact for citizens. From safeguarding patient rights at the National Institute of Child Health in Karachi, to restoring proprietary rights for a charitable hospice in Korangi Township, our decisions reaffirmed the principle that fairness and accountability must prevail. We ensured timely access to financial entitlements, facilitated the release of long-pending salary arrears, upheld accountability in school administration, protected residents of Orangi Town from unlawful industrial activity, and restored family pension rights wrongly withheld due to misinterpretation of rules. Each of these cases demonstrated how oversight by the Ombudsman can transform hardship into relief, and neglect into accountability.

Our outreach also remained vibrant. A workshop under the Brand Ambassador Program at Ziauddin University engaged students and faculty on administrative justice and civic responsibility. The visit to the Korangi Association of Trade and Industry strengthened ties with the business community, while celebrating thirty years of the Asian Ombudsman Association at our Karachi headquarters reaffirmed Pakistan's leadership role in promoting accountability across Asia. Academic engagement was enriched through a PhD seminar at the University of Sindh, Jamshoro, where research on disaster preparedness underscored the importance of evidence based policymaking for Sindh's future.

Looking ahead, our resolve is to transform challenges into opportunities, ensuring that every grievance becomes a pathway to stronger governance. The Ombudsman's Office will continue to evolve as a dynamic institution that listens, responds, and delivers justice with compassion and credibility across Sindh.



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

REDRESSAL OF PUBLIC GRIEVANCES

Significant Decisions

Safeguarding Patient Rights at NICH, Karachi

A complaint was lodged by Mr. Faisal Iqbal against the National Institute of Child Health (NICH), Karachi regarding alleged shortage of medicines, absence of senior doctors, mishandling of his four-month-old baby by untrained staff, and misconduct by hospital security personnel.

The child, admitted on 9 June 2025 and discharged on 14 June 2025, experienced weight loss and inconsistent treatment. The complainant argued that these shortcomings reflected systemic neglect and sought intervention to ensure accountability and reform.

Proceedings and Findings

The Ombudsman Sindh examined the matter thoroughly.

- The **Executive Director, NICH** submitted a report confirming treatment protocols but acknowledged challenges such as overcrowding and limited resources.
- An **Investigating Officer** visited the hospital, interviewed patients, attendants, and staff, and observed conditions firsthand.
- Findings revealed:
 - NICH is a 553-bed tertiary care pediatric hospital serving Sindh, Baluchistan, and Southern Punjab, often accommodating nearly 1000 patients daily.
 - Overcrowding led to 2–3 patients sharing a single bed.
 - Shortage of doctors, para-medical staff, and medicines due to delays in centralized procurement.
 - Lack of a structured grievance redressal mechanism for patients and attendants.
- While maladministration in this specific case was not established, the complainant's concerns were found to be generally valid and reflective of systemic issues.

Outcome and Impact

The Ombudsman directed the Secretary Health and Executive Director, NICH to:

- **Ensure availability of senior doctors** in emergency and wards.
 - **Guarantee in-house provision of medicines** as prescribed by doctors.
 - **Take strict action against security staff** found involved in misbehavior or extortion.
 - **Establish a complaint cell** dedicated to resolving patient grievances.
- Submit a compliance report within 90 days.

By addressing both immediate grievances and long-term systemic challenges, the Ombudsman's decision strengthened the foundation of **public accountability in healthcare** while upholding the dignity of patients and their families.

QUARTERLY PERFORMANCE

SNAPSHOT

Complaints & Decisions (April - June 2026)

Complaints Received	4741
Complaints Admitted	2743
Decisions Announced	2642

Restoring Proprietary Rights in Korangi Township

A complaint lodged by Ms. Amber Alibhai, General Secretary of Al-Mehrab Tibbi Imdad (AMTI), highlighted a pressing issue of property rights and public accountability. AMTI, a charitable hospice organization, had been unable to construct its planned facility on Plot No. 1-A, Sector 30-A, Korangi, Karachi, due to encroachment by the Police Department. Despite the plot being lawfully transferred to AMTI in 2000 and verified by Karachi Development Authority (KDA), approximately 200 square yards remained occupied by the Bhattai Colony Police Post.

The complainant argued that this unauthorized occupation not only violated AMTI's proprietary rights but also obstructed the establishment of a much-needed hospice facility. Police authorities acknowledged the encroachment but sought time to relocate the Community Police Facilitation Centre, which had been serving the local population since 1998.

Proceedings and Findings

The Ombudsman Sindh examined the matter thoroughly. Reports from the Police Department confirmed AMTI's ownership and admitted the encroachment. While recognizing the public service role of the police post, the Ombudsman emphasized that no

public interest can override lawful ownership rights without due authorization. The decision balanced the need for orderly transition with the imperative of restoring fairness to the complainant.

Outcome and Impact

The Ombudsman directed the Inspector General of Police, Sindh, and the Additional Inspector General of Police, Karachi, to:

- **Shift the Bhattai Police Post** to a suitable alternate location within 120 days.
- **Vacate the encroached portion** of Plot No. 1-A, Sector 30-A, Korangi Township.
- **Hand over peaceful possession** of the property to AMTI, enabling construction of the hospice facility.

This intervention reaffirmed the Ombudsman's role in safeguarding citizens' rights against unauthorized state action, while ensuring continuity of essential public services through a structured transition.

Delay in Appointment Against Disabled Quota

Mr. Anwar S/o Muhammad Hajam filed a complaint on 02.09.2025 alleging non-issuance of his appointment order against the Disabled Quota. He stated that his candidature had been duly finalized by the District Selection Committee (DSC) on merit and in accordance with prescribed rules, but no appointment order was issued. He sought intervention of the Ombudsman Sindh.

Proceedings and Findings

The complaint was admitted under Section 10 of the Ombudsman Sindh Act, 1991. Reports from the Social Welfare Department confirmed that the complainant's name was recommended by the DSC in its meeting held on 11.05.2023 under the chairmanship of the Deputy Commissioner, Tharparkar. The recommendation was forwarded to the Director General (Admin), Social Welfare Department, Karachi, for issuance of appointment order.

However, the process was stalled due to restraining order dated 09.08.2023 passed by the Hon'ble High Court of Sindh regarding appointments in BPS-01 to BPS-15. Later, recruitment for posts in BPS-01 to BPS-04 was advertised in December 2025, but could not be finalized due to a subsequent ban imposed by the Government of Sindh. The complainant did not apply afresh in response to the advertisement.

The Director General, Social Welfare Department, submitted that the matter has been re-examined and posts will be re-advertised in due course, ensuring inclusion of the Disabled Quota. Candidates earlier recommended by the DSC, including the complainant, will be duly intimated and allowed to apply afresh, with their candidature considered strictly on merit.

The Ombudsman observed that the complainant had successfully qualified the DSC process, but legal impediments and administrative decisions prevented issuance of the appointment order.

Outcome and Impact

The Ombudsman directed the Secretary, Social Welfare Department to:

- **Ensure that the complainant and other candidates** recommended by the DSC are duly informed at the time of fresh advertisement.
- **Provide them an opportunity to apply** in the ensuing recruitment process in accordance with law and rules.

This intervention reaffirmed the Ombudsman's role in safeguarding the rights of differently-abled persons by ensuring fair opportunity in recruitment, while respecting judicial and administrative constraints.

HALF YEARLY PERFO Complaints & Decisions

Decisions Announced

Complaints Admitted

9993

Complaints Received

64

Complaints

Ensuring Timely Access to GP Fund Advances

Mr. Chander Mal, Headmaster at Government Boys High School, Peer Zakri No. 02, Sakrand, faced unnecessary delays in accessing his General Provident (GP) Fund advance. He had applied for Rs. 485,000 to meet urgent family needs related to his daughter's marriage. Despite approval from the Secretary Education Department and submission of all required documents, the District Accounts Office (DAO), Shaheed Benazirabad, failed to process his request in a timely manner.

Frustrated by the inaction, Mr. Mal approached the Ombudsman Sindh, seeking intervention to secure his rightful entitlement.

Proceedings and Findings

Upon admission of the complaint, notices were issued to the DAO, Shaheed Benazirabad. The Agency's report confirmed that the GP Fund advance bill had finally been processed on 09.03.2026, and payment was made. The complainant, upon verification, expressed satisfaction and gratitude for the resolution of his grievance.

The Ombudsman noted that the delay had caused unnecessary hardship, and emphasized the importance of efficiency and responsiveness in handling employees' financial entitlements, particularly when they are tied to urgent family obligations.

Outcome and Impact

Through the Ombudsman's intervention:

- › **GP Fund advance processed** promptly after institutional notice.
- › **Payment released** to the complainant, enabling him to meet his family commitments.
- › **Grievance redressed** with the complainant expressing satisfaction and thanks.

This case demonstrates how timely oversight by the Ombudsman ensures accountability in financial administration, protecting citizens from avoidable distress and reinforcing trust in public institutions.

Upholding Accountability in School Administration

A complaint filed by Mr. Karam Ali Samtio from District Khairpur exposed serious lapses in school governance and accountability. He alleged that Primary School Teacher (PST) Amjad Ali Khokhar, posted at Government Boys Primary School (GBPS) Dargahi Samtio, had remained absent from duty for over 18 months and had unlawfully sold iron scrap from the dismantled school building. Despite earlier

complaints to the Taluka Education Officer (TEO), no inquiry or disciplinary action was initiated, prompting him to seek intervention from the Ombudsman Sindh.

Proceedings and Findings

The Ombudsman's office took up the matter with the District Education Officer (Primary), Khairpur. Reports confirmed that the accused PST had failed to respond to repeated notices and that allegations of prolonged absence and unauthorized sale of school property required scrutiny.

During hearings, conflicting claims emerged: the accused PST denied wrongdoing, citing sanctioned leave and alleged permission for the sale of scrap, while the TEO denied granting such authorization. Evidence suggested negligence by education authorities, delayed responses, and possible concealment of facts. The Ombudsman concluded that:

- › **Prolonged absence** from duty was substantiated.
- › **Unauthorized sale** of school property stood established.
- › **Negligence by authorities** indicated connivance and lack of accountability.



Outcome and Impact

The Ombudsman directed the Secretary, School Education & Literacy Department, Government of Sindh, to:

- **Conduct a transparent inquiry** into the allegations.
- **Fix responsibility** on all concerned officers/officials.
- **Take disciplinary action** strictly under relevant laws and rules.

A compliance report was ordered within 60 days, ensuring that misconduct and negligence in school administration are addressed decisively.

Ombudsman Acts Against Illegal Block & Cattle Yards in Orangi Town

Two separate complaints highlighted unauthorized industrial activity in Baba Wilayat Ali Shah Colony, Orangi Town, Karachi:

- Ms. Nageena Bibi reported a block-making unit causing noise, vibration, and cracks in her house.
- Mr. Shahid Mahmood Khan alleged maladministration for failure to act against an illegal mixing block yard/tile unit and adjacent cattle yard, which generated excessive noise, vibrations, alleged structural damage, and harassment through retaliatory police action.

Proceedings and Findings

Both complaints were admitted under Section 10 of the Ombudsman Sindh Act, 1991. SEPA's inspection teams confirmed unauthorized machinery operating in residential areas. Cracks in complainants' houses were observed, and residents' statements were recorded.

In Ms. Bibi's case, SEPA reported M/s Rasheed Meo Rajput Tiles operating without authorization. The Deputy Commissioner sealed the premises, and the High Court dismissed the intervener's petition, reinforcing lawful process.

In Mr. Khan's case, SEPA reported M/s Ilyas Tiles operating machinery without approval and observed cattle farm activity at the adjacent plot. No authorization was produced. SEPA recommended removal or shifting of the activity. The premises were sealed, but subsequent verification was required to ensure actual cessation. Allegations of harassment and retaliatory police action were also considered, with directions issued to prevent misuse of authority.

Outcome and Impact

The Ombudsman emphasized that while regulatory measures must ensure compliance with law, they should also avoid unnecessary hardship where parties show willingness to rectify violations. Both complainants' grievances were substantially addressed: nuisances were stopped, machinery was ordered to be relocated lawfully, and assurances were given against future violations.

The Ombudsman directed:

- **Deputy Commissioner to ensure** premises are not used for illegal industrial or cattle yard activity.
- **Premises may be de-sealed** only for supervised removal of machinery.
- **SEPA to monitor** compliance and provide guidance for lawful relocation.
- **Police authorities to ensure** no harassment of complainants and to act strictly in accordance with law.
- **Compliance reports** to be based on verified field inspections, not presumptive assertions.
- **Strict enforcement of laws** to safeguard public health, safety, and residential integrity.

These interventions reaffirmed the Ombudsman's role in protecting citizens against unlawful industrial activity and maladministration, while ensuring a fair and balanced approach that allowed lawful relocation of business operations without compromising residents' rights.

News & Updates

Ombudsman Sindh Presents Annual Report 2025 to Honourable Chief Minister Sindh



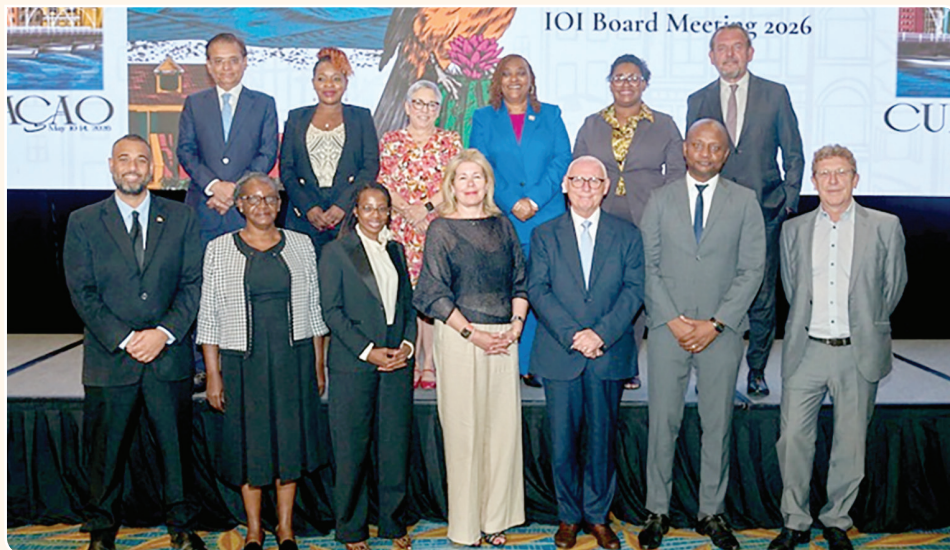
IOI | Board of Directors holds annual meeting in Curaçao

This quarter also marked an important milestone at the international level. On 26 May 2026, the International Ombudsman Institute (IOI) Board of Directors held its annual meeting in Curaçao, where the Hon'ble Provincial Ombudsman Sindh, Mr. Muhammad Sohail Rajput, participated in his capacity as a Board Member. The meeting took significant decisions to guide the IOI's path for the upcoming membership year.

The Board elected the host of the next 14th IOI World Conference and General Assembly in 2028, approved new training initiatives for members in 2026–2027, and agreed to continue the successful regional subsidies program supporting Ombudsman related projects worldwide. It also endorsed the next Best Practice Paper to be published on the IOI website, alongside adopting guidelines on editorial standards for official communications and ethics principles to guide Ombudsman work.

Equally important was the Board's decision to strengthen cooperation with the United Nations and the Council of Europe's Venice Commission, enhancing the visibility of the UN Resolution on Ombudsman and Mediator Institutions and the Venice Principles. These outcomes ensure that IOI members continue to benefit from robust services and activities, while the institution itself makes substantial progress in advancing accountability and good governance globally.

The participation of the Provincial Ombudsman Sindh in this high level forum reflects not only his personal commitment but also the growing role of Pakistan's Ombudsman institutions in shaping international standards of justice and accountability.



Brand Ambassador Workshop Held at Ziauddin University

A workshop under the Ambassador Program of the Provincial Ombudsman Sindh was held at Ziauddin University on 22nd April 2026, highlighting the role of the Ombudsman Office in ensuring administrative justice for the public.

Dr. Professor Muhammad Ali Sheikh, Vice Chancellor of Ziauddin University, welcomed the Honorable Ombudsman Sindh and his team. Drawing on his earlier experience with the Ombudsman Office, he shared insights into the complaint redressal process and highlighted how timely, free-of-cost justice plays a vital role in strengthening accountability and public trust. He appreciated the Ombudsman office for indulging the youth in promoting civic responsibility. Ms. Shaaista Sarki, Dean of the Faculty of Law, Politics and Governance, emphasized the vital role of academic engagement in promoting awareness of legal rights. She noted that the program effectively bridges the gap between theory and practice, enabling students to apply their knowledge in real-world contexts. She further highlighted that the initiative equips students with the skills to engage diverse audiences and communicate ideas with clarity and confidence. It also encourages Ambassadors to take an active role in their communities by raising awareness of mandate of Ombudsman Institute thereby serving as a meaningful link between the institution and the wider public.

Addressing the audience, the Honorable Provincial Ombudsman Sindh, Mr. Muhammad Sohail Rajput stated that, The Ombudsman office was established in 1991 to provide free, fair, transparent, and speedy justice regarding complaints against government departments and agencies. Despite a large population, public awareness about the institution remains limited, which is why this outreach initiative is essential.

He emphasized the role of student ambassadors in strengthening outreach and bridging the gap between the institution and the public so far, we have selected 70 Ambassadors for seven universities and Ziauddin is eighth in row. He also noted a significant rise in complaints, from around 8,000 in previous years to nearly 25,000 in 2025, reflecting improved accessibility and public engagement through this program as well as Khuli khacharies (open house meetings), social media and public campaign.

He further highlighted the introduction of an automated Complaint Management System (CMS) to enhance the transparency and

public trust in grievance redressal system by enabling complainants to track the progress of their cases. He also shared a 78% relief ratio, indicating that a majority of decisions have been made in favor of complainants.

Ms. Rehana G. Ali Memon, Advisor, and Masood Ishrat, Registrar, Secretariat Provincial Ombudsman Sindh, also briefed participants on the program's objectives and operational framework. The event concluded with an interactive Q&A session led by the Honorable Ombudsman Sindh and vote of thanks by Registrar, Ziauddin University.



Visit of Provincial Ombudsman Sindh to KATI

Provincial Ombudsman Sindh, Mr. Muhammad Sohail Rajput, visited the Korangi Association of Trade and Industry (KATI) where he was warmly welcomed by President KATI Muhammad Ikram Rajput, Acting Patron-in-Chief Muhammad Zubair Chhaya, and other members.

The Ombudsman was given a detailed briefing on the objectives, functions, and working procedures of the institution. He explained the multiple avenues available for lodging complaints—through office submission, postal services, applications, and the official website. He highlighted the Complaint Management System (CMS) as a transformative initiative, enabling complainants to monitor the progress and implementation of their complaints remotely.

KATI members raised issues relating to sewerage, pollution, garbage burning, private schools, examination procedures, and the Sindh Food Authority. Concerns were also expressed about admission procedures in local educational institutions, missing children, and the growing number of stray dogs. A detailed question-and-answer session was held regarding the jurisdiction of the Ombudsman.

The Ombudsman assured participants that institutions under his jurisdiction would be bound to resolve such issues, while other matters would be escalated to the Chief Minister Sindh through joint efforts. Both sides expressed willingness to formalize cooperation through a Memorandum of Understanding (MoU), with a KATI member to be nominated as ambassador at the Ombudsman's office.

The occasion was marked with an exchange of commemorative shields and traditional tokens of hospitality, reflecting the spirit of collaboration. The session was also attended by Secretary Provincial Ombudsman Syed Junaid Ahmed, Registrar Masood Ishtarat, Advisor Rehana G. Ali Memon, and Regional Director Korangi Muhammad Shoaib Siddiqui.

This visit strengthened ties between the Ombudsman Sindh and the business community, reaffirming the institution's commitment to addressing public grievances and ensuring accountability.



International Engagement | Hong Kong International Ombudsman Academy hosts first webinar

On 24 June 2026, the Hong Kong International Ombudsman Academy under the Office of the Ombudsman hosted its inaugural international webinar under the theme "From Grievance to Governance: Ombudsmanship as Pillars of the Global Community." The Hon'ble Provincial Ombudsman Sindh, Mr. Muhammad Sohail Rajput, joined global peers as a keynote speaker, alongside the Ombudsman of Hong Kong, China, Mr. Jack Chan, and the Chief Ombudsman of Thailand, Mr. Songsak Saicheua. They shared professional insights into advancing public administration ideals and handling public complaints, contributing to the global exchange of best practices in Ombudsmanship.

The webinar was attended by more than 200 public officers, including representatives from ombudsman institutions in over 30 countries and regions across five continents, as well as local participants from government departments and public organizations. The participation of the Provincial Ombudsman Sindh in this high level forum underscores Pakistan's growing role in fostering



international exchanges and advancing global standards of accountability and governance. It also reflects the commitment of Sindh's Ombudsman institution to contribute meaningfully to the international discourse on justice, transparency, and good governance.

PhD Study Highlights Disaster Preparedness in Sindh



A Final PhD Seminar at the University of Sindh, Jamshoro, presented by scholar Imdad Hussain Siddiqui, emphasized the need to strengthen governance, coordination, and institutional capacity to enhance disaster preparedness across Sindh.

The study, based on interviews with disaster management officials, experts, and community stakeholders, called for better governance, inter-agency coordination, investment in disaster risk reduction, and community participation, aligned with sustainable development goals.

Mr. Siddiqui, currently Director of the Climate and Disaster Justice Unit at the Provincial Ombudsman Sindh Office, expressed confidence that the research will support evidence-based policymaking and resilience-building initiatives.

The seminar, chaired by Vice Chancellor Professor Dr. Fateh Marri, concluded with commendations for the scholarly work and the participation of senior faculty and scholars.

Celebrating 30 Years of the Asian Ombudsman Association



In line with the directions of the 26th Board of Directors and 18th General Assembly meetings, the Sindh Provincial Ombudsman's Secretariat hosted an event on 16 April 2026 to mark the 30th anniversary of the Asian Ombudsman Association (AOA) at its Karachi headquarters.

Brand Ambassadors from leading universities including IBA, SZABIST, Salim Habib University, and Sindh Madresatul Islam attended the occasion.

Hon'ble Ombudsman Sindh, Mr. Muhammad Sohail Rajput, highlighted the history and achievements of the AOA over three

decades, emphasizing its role in promoting good governance, accountability, anti-corruption efforts, and protection of citizen rights. He also underscored AOA's alignment with the United Nations Sustainable Development Goals (SDGs) and praised its record of successfully organizing 17 General Assembly meetings.

The Ombudsman noted the establishment of the AOA Resource Centre in Islamabad as a milestone for knowledge-sharing and expressed pride in Pakistan's continued leadership, with the Federal Ombudsman re-elected as AOA President in September 2023.

Ambassadors Mohd Faiz and Afifa Khalid shared their reflections, while Ambassador (R) Rafiuzzaman Siddiqui welcomed participants with remarks on AOA's role in advancing accountability and justice across Asia.

The event concluded with a lively Q&A session. On the occasion, the Ombudsman also congratulated the newly appointed Federal Ombudsman, Hon'ble Naveed Kamran Baloch, expressing confidence in his dynamic leadership to further strengthen the Ombudsman fraternity in Pakistan.



Ambassador Program Concludes with Certificates and Valuable Insights



The concluding session of the Ambassador Program for IBA University Karachi students was held on 13 April 2026 at the Provincial Ombudsman Secretariat, followed by a certificate distribution ceremony.

The Honourable Ombudsman engaged directly with the ambassadors, recognizing them as young leaders entrusted to advance public awareness and strengthen the bridge between the institution and the community.

During the interactive discussion, ambassadors shared constructive suggestions, including expanding outreach

initiatives and incorporating inclusive measures such as sign language in awareness content. One ambassador even volunteered to organize a session in her village, reflecting the program's impact at the grassroots level.

Through their participation, ambassadors gained leadership, communication, and interpersonal skills, enhancing their CVs and future prospects for higher education and employment.

The program continues to empower students as informed representatives, fostering greater awareness and stronger public engagement across diverse communities.



Hon'ble Ombudsman Sindh Recognizes Service of Retiring Officials with Farewell Mementos



EVENTS GALLERY

Meetings of the Hon'ble Ombudsman Sindh



Glimpses of Regional Outreach: Sindh Ombudsman

