

ANNUAL REPORT 2025

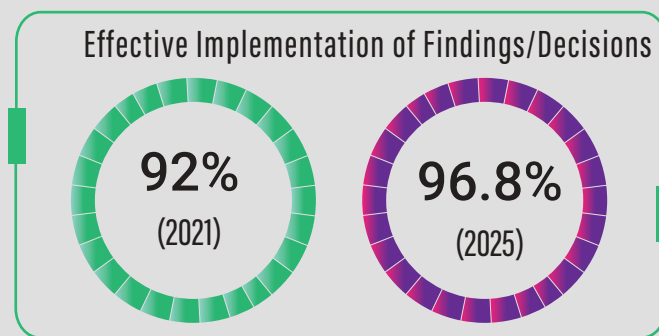
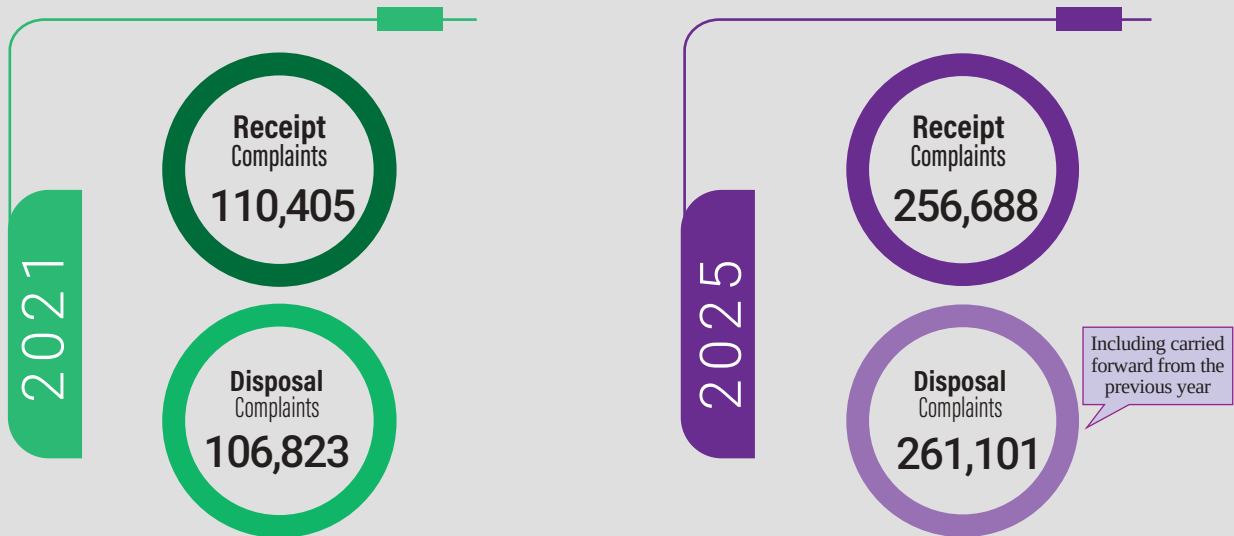


Federal Ombudsman
of Pakistan

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Wafaqi Mohtasib
ANNUAL REPORT
2025

Highlights of the Year 2021 & 2025



166 Khuli Katcheries (Open Courts) held
(Dispensing administrative accountability closer to homes)

232 OCR Visits
(Enhancing outreach and accessibility)

43 Inspection Visits
(Improving service delivery of federal agencies)

84 Studies / Reports
(Addressing systemic flaws impacting public welfare 1985-2024)

RAISING PUBLIC AWARENESS

● Press releases	71
● Articles / Columns	230
● Awareness lectures	61
● TV/Press interviews	58
● Video clips	11,128
● Radio programmes	40

Regional Offices 2021
Including one Complaint Collection Center

14

Regional Offices 2025
Including three Complaint Collection Centers

28



No.1(10)/HWM/2026
Islamabad

Dear Mr. President,

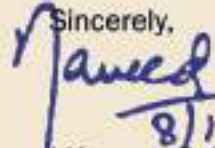
It is indeed a great honour for me to present to you the Annual Report - 2025 of the institution in accordance with Article 28(1) of the President's Order No.1 of 1983. The period of the Report (January - December 2025) relates to my illustrious predecessor, Mr. Ejaz Ahmad Qureshi who has done commendable work during his entire tenure. I am happy to inform you that the Office of Wafaqi Mohtasib processed a record number of complaints during the outgoing year amounting to 256,688. The disposal has also touched an all-time high figure of 261,101 (including carried forward from the previous year). The institution has also been able to achieve an impressive implementation rate of 96.8% of its decisions in 2025.

The ever-increasing number of receipts and disposal of complaints manifest the trust and confidence of the general public in the ability of this Office to provide free and expeditious relief against complaints of maladministration by public service agencies in the federal domain. The institution has successfully expanded its presence from 14 cities in 2021 to 28 stations in 2025, mostly in remote districts including Sibi, Mirpur Khas, Larkana, Khuzdar, Loralai, Wana and others. The public confidence in the quality of findings/decisions of this Office is manifested in the fact that during successive years only less than 1% complainants or agencies filed review petitions before Wafaqi Mohtasib or representations to your high Office against our decisions.

The use of technology in the redressal of grievances has added efficiency in the operations of this institution and made the entire process simple, prompt and transparent. The complaints now can also be lodged through website, mobile phone/WhatsApp, by email or post. The petitioners have the option to join investigation process through skype without any hassle to travel long distances for the purpose. You will be pleased to know that around 49% of the total complaints were received online. Likewise, 166 Khuli Katcheries and 232 Outreach Complaint Resolution (OCR) visits were undertaken to far flung areas in the outgoing year which ensured availability of our services at the doorsteps of the people.

Raising public awareness about the rights and obligations of people as well as availability of a forum for free and prompt redressal in case of any abuse of authority, is recognized as an essential feature of effective ombudsmanship. Accordingly, this Office pursued a well-structured campaign through print and electronic media, which has reinforced its outreach to general masses. The Report in-hand provides a good insight into the working of this Office during 2025 and summarizes the achievements along with elaborating the major initiatives taken in fulfillment of its mandate.

I took the oath of Office as the 9th regular Wafaqi Mohtasib (Ombudsman) of Pakistan on 04 March 2026 for which I express my deep gratitude to your goodself for reposing trust in me. While I seek Allah's blessings for the successful fulfilment of my responsibilities, I am confident that your patronage shall continue to inspire the further growth of this institution.

Sincerely,

8/10/2026
(Naveed Kamran Baloch)

Hon'ble Mr. Asif Ali Zardari,
President of the Islamic Republic of Pakistan,
Islamabad.

FOREWORD

Section 28(1) of the President's Order No. 1 of 1983 requires the Wafaqi Mohtasib (Ombudsman) to submit an Annual Report within three months of conclusion of the calendar year. Accordingly, the Annual Report - 2025 has been prepared, which gives an overview of the activities of this Office in pursuance of its mandate.

The Report in hand provides a good insight into the working of this institution including its priorities and special initiatives pursued during the year. This being the last Report of the incumbent Wafaqi Mohtasib, also covers the status of various ongoing activities at the start of his term of Office in December 2021 and the subsequent progress till December 2025. The first two chapters cover the evolution and growth of ombudsmanship in Pakistan and the pioneering role of the Office of Wafaqi Mohtasib, being the first Ombudsman institution in the country. Chapters 3 - 6 present a detailed account of the mandated activities of this institution including measures to enhance its outreach and accessibility, simplifying procedures for speedy and inexpensive disposal of public complaints, addressing systemic issues and strengthening its capacity to act as an architect of good governance, promoting respect for the rule of law, merit and inclusivity.

Chapters 7 - 9 highlight the initiatives taken by the Office of Wafaqi Mohtasib to improve the service delivery of various public agencies, facilitating Overseas Pakistanis and safeguarding the rights of vulnerable segments of society including women and children. The institution's robust public awareness campaign is discussed in Chapter-10, which has greatly upgraded its profile among the underserved people in remote areas of the country. The Wafaqi Mohtasib's contribution as President of the Asian Ombudsman Association (AOA), in upholding the cause of ombudsmanship in the region is detailed in Chapter-11. The institution's continued endeavours to pursue a strategic roadmap for achieving operational excellence at the national level are outlined in Chapter-12. The concluding Chapter-13 illustrates the institution's optimal resource utilization in establishing nine Regional Offices and three Complaint Collection Centres and ancillary facilities in our years across the country, without commensurate increase in its budget.

Fully supported by necessary data, the Annual Report - 2025 brings out the pivotal contribution by the Office of Wafaqi Mohtasib (Ombudsman) in complementing the efforts of the State in fulfilling its constitutional obligation to provide inexpensive and expeditious justice to its citizens.



Profile of Mr. Naveed Kamran Baloch, Wafaqi Mohtasib (Ombudsman) of Pakistan

Mr. Naveed Kamran Baloch took oath of his Office on 04 March 2026 as the 9th regular Wafaqi Mohtasib (Ombudsman) of Pakistan. He holds a Master's degree in Social Policy and Planning in Development from London School of Economics, UK and Bachelors in Business Administration from USA. He has extensively attended local and international professional training courses, workshops, seminars and conferences. Attended Executive Leadership Management Programme from Kennedy School of Government, Harvard, USA and Executive Leadership from Said Business School, Oxford University. He joined Civil Service of Pakistan in 1985 through competitive examination.

During his long career, he has held prestigious positions both in the Federal and the Provincial governments such as Cabinet Secretary, Chief Secretary Khyber Pakhtunkhwa, Federal Secretary of the Ministries of Finance and the National Health Services, Regulation & Coordination. Mr. Baloch also headed State Life Corporation of Pakistan. He remained Principal Secretary to Chief Minister, Government of Sindh and Provincial Secretary of a number of departments and also served as Deputy Commissioner and Assistant Commissioner in various areas. He has vast professional experience in senior management positions in diversified fields such as Public Sector Management, Administration, Financial, Judicial, Health, Insurance and Planning and is a certified Board Director of Pakistan Institute of Corporate Governance. Mr. Baloch also served as Executive Director in the World Bank prior to joining the Wafaqi Mohtasib institution.

He is also the President of the Asian Ombudsman Association (AOA) and a member each of Forum of Pakistan Ombudsman (FPO), OIC Ombudsman Association (OICOA) and the International Ombudsman Institute (IOI).

ACKNOWLEDGEMENTS

The Committee Constituted by the Hon'ble Wafaqi Mohtasib (Ombudsman), for preparing the Annual Report 2025 included the following:

1.	Amb. (R) Abdul Moiz Bokhari, Senior Advisor, Wafaqi Mohtasib Secretariat	Chairman
2.	Mr. Shahid Humayun, Advisor	Member
3.	Dr. Khalid Mehmood Lodhi, Advisor	Member
4.	Mr. Muhammad Safdar, DG (Administration)	Member
5.	Mr. Muhammad Ashfaq Ahmad, DG (Coordination)	Member
6.	Syed Muhammad Ilyas, Director (Media)	Member/Secretary
7.	Mr. Adnan Ahmed, Sr. Investigation Officer/ PSO to Wafaqi Mohtasib	Member
8.	Mr. Iqbal H. Siddiqui, Director (Coordination)	Co-opted Member
9.	Dr. Sohail Ahmad Phatak, AD (IT)	Co-opted Member
10.	Mr. Muhammad Ikhlaq, Assistant Graphic Designer	Co-opted Member

The Committee expresses its gratitude to the Hon'ble Wafaqi Mohtasib (Ombudsman), for his valuable guidance, advice and support throughout the period of preparation of this Report.

The Committee also commends and gratefully acknowledges the sustained support and professional input received from the Officers and Staff of the Wafaqi Mohtasib Secretariat in bringing out this Report. It is also beholden to the Secretary, Wafaqi Mohtasib Secretariat, Mr. Ali Tahir as well as the Administration Wing for extending necessary assistance and support to the Committee in the preparation of the Annual Report - 2025.

CONTENTS

Foreword	v
Profile of Mr. Naveed Kamran Baloch, Wafaqi Mohtasib (Ombudsman) of Pakistan	vii
Acknowledgements	ix
Contents	xi
Acronyms	Xiii

Chapter 1		Ombudsmanship in Pakistan	1
Chapter 2		Legal and Operational Framework	5
Chapter 3		A Year in Review – 2025	13
Chapter 4		Enhancing Institution's Outreach and Accessibility	21
Chapter 5		Implementation Updates	25
Chapter 6		Studies and Reports	31
Chapter 7		Special Initiatives	37
Chapter 8		Protection of the Rights of Women and Children	43
Chapter 9		Overseas Pakistanis: A Precious Asset	47
Chapter 10		Public Awareness	53
Chapter 11		Asian Ombudsman Association (AOA) and Other International Bodies	59
Chapter 12		Wafaqi Mohtasib: Operational Excellence and Strategic Roadmap	65
Chapter 13		Organization and Management	69

Press Clippings	75
Photo Gallery	95
Regional Offices	105
Selected Findings	109

Appendices:	143
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Appendix-I	Our Team
Appendix-II	Contact details

Tables:	153
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Table-1:	Receipt and Disposal of Complaints
Table-2	Average workload and Disposal Per Investigating Officer
Table-3:	Receipt and Disposal of Review Petitions
Table-4:	Representations to the Hon'ble President of Pakistan
Table-5:	Volume of Complaints Against Key Agencies

Legal Framework	159
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President's Order No. 1 of 1983
Federal Ombudsmen Institutional Reforms Act, 2013

Acronyms

ADR	Alternate Dispute Resolution
AGP	Auditor General of Pakistan
AGPR	Accountant General Pakistan Revenues
AIOU	Allama Iqbal Open University
AOA	Asian Ombudsman Association
BISP	Benazir Income Support Programme
CDA	Capital Development Authority
CDNS	Central Directorate of National Savings
CMIS	Complaints Management Information System
CNIC	Computerized National Identity Card
DAC	Departmental Accounts Committee
DISCOs	Distribution Companies (Electricity)
EOBI	Employees' Old-Age Benefits Institution
ERRA	Earthquake Reconstruction and Rehabilitation Authority
FGEHA	Federal Government Employees Housing Authority
FIA	Federal Investigation Agency
GESCO	Gujranwala Electric Supply Company
HEC	Higher Education Commission
HESCO	Hyderabad Electric Supply Company
ICR	Integrated Complaint Resolution
ICRS	Instant Complaint Resolution System
IESCO	Islamabad Electric Supply Company
ICT	Islamabad Capital Territory
ILO	International Labour Organization
LESCO	Lahore Electric Supply Company
IRD	Informal Resolution of Disputes
MCMC	Mid-Career Management Course
MEPCO	Multan Electric Power Company
NADRA	National Database and Registration Authority
NBP	National Bank of Pakistan
NCC	National Commissioner for Children

NEPRA	National Electric Power Regulatory Authority
NICOP	National Identity Card for Overseas Pakistanis
NGO	Non-Governmental Organization
NIM	National Institute of Management
NITB	National Information Technology Board
NPO	Non-Profit Organization
OCR	Outreach Complaint Resolution
OGRA	Oil and Gas Regulatory Authority
OPF	Overseas Pakistanis Foundation
PBM	Pakistan Bait-ul-Mal
PEMRA	Pakistan Electronic Media Regulatory Authority
PESCO	Peshawar Electric Supply Company
PIAC	Pakistan International Airlines Corporation
PIMS	Pakistan Institute of Medical Sciences
PLI	Postal Life Insurance
POC	Pakistan Origin Card
PTA	Pakistan Telecommunication Authority
PTCL	Pakistan Telecommunication Company Limited
SIMU	Special Initiatives Monitoring Unit
SLICP	State Life Insurance Corporation of Pakistan
SMS	Short Message Service
SNGPL	Sui Northern Gas Pipelines Limited
SSGCL	Sui Southern Gas Company Limited
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
WMS	Wafaqi Mohtasib Secretariat

OMBUDSMANSHIP IN PAKISTAN

The Office of Wafaqi Mohtasib Pakistan shall soon be completing 43 years of its existence. Its long journey of over four decades is a story of utmost commitment to public service and continuous evolution and growth, striving for high goals of efficiency and efficacy of its operations. The ombudsmanship made its way into South Asia between 1980 – 1983. Pakistan is among the pioneering countries in South Asia where the Office of Wafaqi Mohtasib (Ombudsman) was established vide the President's Order No.1 of 24 January 1983. The President's Order provided an elaborate prognosis about the incidence of maladministration and its rectification in the government agencies. The Federal Ombudsmen Institutional Reforms Act of 2013 further underlined the significance of speedy redressal of public grievances as a means to promoting good governance.

A Historical Perspective

The concept of ombudsmanship has traversed a long journey and crossed various milestones in the process. The earliest historical accounts show the existence of ombudsman or more appropriately its prototype in China during the Qin Dynasty in 200 BC. The Roman Empire also had a system where the Roman Tribune could over rule any law that was found to be infringing upon the rights of the citizens. Administrative accountability is considered as one of the guiding principles of the Islamic model of governance. In the recent times, the Swedish Parliamentary Ombudsman, in its current form, was instituted in 1809 to safeguard the rights of the citizens. In the post-World War-II period, there was a renewed emphasis on human rights and fundamental freedoms, which led to the adoption of the Universal Declaration of Human Rights in 1948. In this sense, the concept of ombudsmanship and the inviolability of human rights is inseparable and is a means to the ultimate goal of good governance.

Administrative accountability is considered as one of the guiding principles of the Islamic model of governance.

Today, the ombudsmanship is being practiced and pursued across the globe as a potent means for the promotion and protection of human rights, fundamental freedoms, good governance and the rule of law. The Ombuds institutions are in fact the guardians of the rights of the people since they check the onslaught of the state institutions and their functionaries on individual freedoms. These pave the way for the rule of law and good governance. The ombudspersons around the world function in aid of superior judiciary and deal with matters relating to administrative accountability and maladministration in their respective countries. The utility of this arrangement can be gauged by the fact that these institutions exist in nearly 140 countries of the world under different names and with varying degrees of autonomy and powers to exercise.

The Ombuds institutions are in fact the guardians of the rights of the people.

Wafaqi Mohtasib: The First Ombudsman Institution in Pakistan

The Office of Wafaqi Mohtasib is the first Ombudsman Institution in the country. It was established on 24 January 1983 through President's Order No. 1 with the explicit mandate to diagnose, investigate, rectify and redress public grievances against maladministration by government agencies. Its mandate flows from Article 37(d) of the Principles of Policy as enshrined in Chapter No.2 of the Constitution, which entrusts the state with the responsibility to ensure dispensation of inexpensive and expeditious justice to the public. Apart from addressing complaints of usual nature relating to maladministration, it also conducts systemic studies and research to ascertain the root causes of

Its mandate flows from Article 37(d) of the Principles of Policy as enshrined in Chapter No.2 of the Constitution.

corrupt practices and injustice, along with recommending appropriate steps for their eradication. The institution's growth in the last four decades is reflective of its landmark contribution in addressing issues of maladministration in the public sector and bringing about a fair and efficient public administration responsive to the needs of the people. It acts in support of the judiciary and reduces burden on the normal courts system. What makes this forum all the more special is the fact that the dispensation of justice, here, is absolutely free.



Growth and Maturity of Ombudsmanship in Pakistan

Ombudsmanship is aimed at making the state institutions more vibrant, responsible and efficient, thereby improving their service delivery as per the prescribed laws which govern their functioning. This ultimately creates a healthy and enabling environment for these to function freely and responsibly. The last 43 years have witnessed unprecedented growth and evolution in this important institution. Its journey from a complaint redressal office in the beginning to its refinement today as a vital instrument of good governance has been outstanding.

The ombudsmanship has taken firm roots in Pakistan. Following the success of the Wafaqi Mohtasib (Ombudsman)'s institution, in providing free and expeditious administrative justice to the general public, the concept has been replicated in other essential areas impacting the lives of a common man. These include Banking, Taxation, Insurance and Protection against Harassment of Women at the Workplace. Collectively, 14 Ombuds institutions are working together in the country at the federal as well as provincial levels and contributing in improving service delivery of the government agencies in their respective areas of competence.

The concept of ombudsmanship has been replicated in other essential areas impacting the lives of the common man.

The Federal Ombudsman's institution has, over the years, perfected its complaint handling mechanism comprising registration, investigation, appraisal, review and implementation of its decisions/findings. It is now fully capable of (i) resolving complaints of maladministration in large number; (ii) reaching out to the complainants by holding open courts at remote areas for redressal of grievances at their doorsteps; (iii) informal resolution of disputes; (iv) inspection of various federal government agencies to improve service delivery; and (v) undertaking studies/research to ascertain the root causes of corrupt practices and recommending appropriate steps for their eradication.

Ombudsmanship and Contemporary Challenges

Ombudsmanship is aimed at making the state institutions more vibrant and efficient, thereby, improving their service delivery as per the prescribed law of the land. This ultimately creates a healthy



and enabling environment for the common man to flourish and prosper. The ombuds institutions, therefore, are enablers which promote inclusivity, equality, fair and just practices. The centrality of the rule of law is further upheld in terms of 17 Sustainable Development Goals (SDGs) and 169 targets which were adopted by the UN Summit in September 2015.

These goals spell out some essential features of ombudsman's functions which include addressing the imbalance of powers between the individuals and the providers of the public services, availability of free and accessible complaints mechanism, identifying systemic issues and thus, enhancing the effectiveness and accountability of public administration at all levels.

Addressing issues of maladministration and protection of human rights is linked with good governance and at the heart of it lies accountability and justice. The ombudsmanship has, therefore, emerged as the central feature in every modern democratic society. The scope, jurisdiction and power of ombudsman offices, though relate to the socio-political realities on the ground, the institution remains relevant to the developing and the developed countries alike. The scope of work of Ombudsman and National Human Rights Institutions (NHRIs) is witnessing steady expansion and now includes issues like climate change, Business and Human Rights (BHR), SDGs, public accessibility and inclusivity.

The scope, jurisdiction and power of ombudsman offices, relate to the socio-political realities on the ground.

Complying with the International Standards

The Wafaqi Mohtasib institution in Pakistan possesses some unique qualities and almost all essential characteristics as outlined in the internationally acclaimed instruments notably the Paris Principles, the Venice Principles and the relevant UN Resolutions. The institution enjoys the necessary constitutional cover and no Court or Authority has jurisdiction to question the validity of any action taken pursuant to its mandate or grant an injunction or stay in relation to any pending proceedings before the Ombudsman, who has the authority to stay operation of the impugned order or decision for a period not exceeding 60 days. An Ombudsman holds Office for a non-renewable term of four years. He is required to submit an Annual Report to the President relating to his functions. Such reports are also required to be released for publication. All executive authorities throughout Pakistan act in aid of the Federal Ombudsman. The Ombudsman's office enjoys administrative and financial autonomy as prescribed by the federal government and exercises its powers independently of the executive. In short, the Federal Ombudsman's institution meets all the given standards and the stipulations of the relevant international instruments.

The Wafaqi Mohtasib institution in Pakistan possesses some unique qualities and almost all essential characteristics as outlined in the internationally acclaimed instruments.

The United Nations General Assembly recognises the importance of ombudsman and mediator institutions and has adopted a number of resolutions highlighting the role and functions of such institutions. The latest General Assembly Resolution 79/177 of 17 December 2024 and the earlier resolutions endorsing the Venice Principles and the Paris Principles provide a comprehensive set of guidelines and benchmarks for the ombudsman institutions to ensure efficient and independent discharge of their mandate. The conformity with the global benchmarks as stipulated in these resolutions lends greater credibility to the functioning of ombudsman institutions. The role of such institutions in addressing maladministration, improving service delivery and promoting efficiency and discipline in public officials, ensures protection of the citizen's rights. If the state institutions are performing their duties diligently in accordance with the prescribed laws, the bulk of the population would feel secure and satisfied. Similarly, the prospects of earning livelihood improves in a society which respects and pursues the requirements of merit, fairness and equality.

The conformity with the global benchmarks as stipulated in these resolutions lends greater credibility to the functioning of ombudsman institutions.

Forum of Pakistan Ombudsman (FPO)

The Forum of Pakistan Ombudsman (FPO), is a collective platform of ombudsman institutions and works for the advancement of good governance across Pakistan and AJ&K. Its objectives include, supporting the ombuds organizations in improving their operations, service delivery, effectiveness and establishing professional linkages internationally. The Forum of Pakistan Ombudsman (FPO) was established on 15 April 2011 and is headed by the Federal Tax Ombudsman. Currently, the



A meeting of the Forum of Pakistan Ombudsman (FPO) in progress.

following 14 Ombuds institutions including the Wafaqi Mohtasib are members of this body and closely coordinate with other members on all matter of professional interests.

- Wafaqi Mohtasib (Ombudsman)
- Federal Tax Ombudsman
- Federal Insurance Ombudsman
- Federal Ombudsperson for Protection Against Harassment of Women at the Workplace
- Banking Mohtasib Pakistan
- Provincial Ombudsperson Khyber Pakhtunkhwa for Protection Against Harassment of Women at the Workplace
- Provincial Ombudsman Sindh for Protection Against Harassment of Women at Workplace
- Provincial Ombudsman Punjab
- Provincial Ombudsman Sindh
- Provincial Ombudsman, Khyber Pakhtunkhwa
- Provincial Ombudsman Baluchistan
- Ombudsperson for Protection Against Harassment of Women at Workplace, Punjab.
- Ombudsperson for Protection Against Harassment of women at Workplace, Baluchistan
- Azad Jammu & Kashmir Mohtasib (Ombudsman)

The Architect of Good Governance

The eventful journey of the Office of Wafaqi Mohtasib (Ombudsman), has been exceptionally fulfilling with regard to delivering to the people as per its mandate. It enjoys full support at the highest level to bring about a much-needed change in the lives of the people by addressing the imbalance of power between the individuals and the providers of public services. With continuous refinement and evolution, the institution of Wafaqi Mohtasib has attained a great degree of perfection in its operations. The institution has, thus, positioned itself uniquely for a bigger and broader role - something more than mere redressal of complaints, thereby, evolving into an architect of good governance in the country. Its unwavering commitment to the cause of justice and fair play will continue to provide impetus and inspiration for achieving further professional excellence in the days ahead.

With continuous refinement and evolution, the institution of Wafaqi Mohtasib has attained a great degree of perfection in its operations.

LEGAL AND OPERATIONAL FRAMEWORK

Mandate of the Office of Wafaqi Mohtasib (Ombudsman)

The concept of public accountability has deep roots in Islamic governance. The second Caliph of Islam, Hazrat Umar ibn Al-Khattab (RA), set an early example of public accountability by personally hearing citizen's grievances and ensuring justice against maladministration by state officials. This spirit of fair play, transparency and accountability later evolved into the modern Ombudsman institution, first established in Sweden in 1809 and widely recognized thereafter. In Pakistan, the institution of administrative justice was established vide the President's Order titled "Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order No.1 of 1983", on 24 January 1983. The Wafaqi Mohtasib institution provides speedy and inexpensive relief to citizens by addressing grievances and by promoting good governance through fair administrative practices and protection of citizens' rights. The legal framework governing its operations and authority is fundamental in guiding its functions and ensuring transparent redressal of public complaints.

Legal Framework of the Office of Wafaqi Mohtasib

The legal framework of the Wafaqi Mohtasib (Federal Ombudsman) institution is governed by the following:

- President's Order No. 1 of 1983.
- Federal Ombudsmen Institutional Reforms Act, 2013.
- Wafaqi Mohtasib (Investigation and Disposal of Complaints), Regulations, 2013.
- President's Decisions.
- Reported Judgements of the Superior Judiciary.
- Circulars, Notifications, Office Orders and Guidelines issued by the Wafaqi Mohtasib from time to time regarding processing /registration of complaints.

Highlights of the President's Order

The Office of Wafaqi Mohtasib (Federal Ombudsman) of Pakistan was established under President's Order No. 1 of 1983, with the primary objective to diagnose, redress, investigate and rectify any injustice done to a person through the maladministration of any federal agency. The Order broadly defines maladministration and elaborates the Mohtasib's jurisdiction over ministries, departments, commissions, statutory bodies, corporations or other institutions established or controlled by the Federal Government, functions and powers of the Mohtasib. However, the Wafaqi Mohtasib has no jurisdiction over sub-judice matters, defence/external affairs of Pakistan, service matters, or matters pertaining to the Supreme Court, Supreme Judicial Council, Federal Shariat Court or High Courts.

The President's Order also empowers the Mohtasib and the members of staff to resolve disputes informally through conciliation, without the necessity of formally docketing a complaint or issuing official notices. Informal Resolution of Disputes (IRD), provides an inexpensive, expeditious, amicable and mutually satisfactory means of resolving disputes as observed by the first Federal Ombudsman, Justice (R) Sardar Muhammad Iqbal.

The Informal Resolution of Disputes (IRD), provides an inexpensive, expeditious, amicable and mutually satisfactory means of resolving disputes.

Additionally, Mohtasib may constitute inspection teams, conduct research or studies to identify the root causes of corrupt practices.



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi, administering oath to Senior Officers of the Federal Ombudsman institution, pursuant to Article 8(4) of the President's Order No.1 of 1983 (22.12.2025).

Highlights of the Federal Ombudsmen Institutional Reforms Act - 2013

The Federal Ombudsmen Institutional Reforms Act, 2013 was enacted to strengthen, streamline, and modernize the functioning of the Federal Ombudsmen institutions by enhancing administrative accountability and providing an effective and speedy system for the redressal of public grievances against mal-administration of agencies. The Act significantly expanded the scope and administrative powers of the institution by introducing new provisions such as the right to seek review of Findings and appointment of Grievance Commissioners in public sector organizations. In order to ensure timely justice, Federal Ombudsmen Institutional Reforms Act, 2013 provides that the complaints must be disposed of within 60 days, review petitions within 30 days, and representations within 90 days, thereby enhancing the institution's responsiveness and effectiveness.

The Federal Ombudsmen Institutional Reforms Act, 2013 provides that the complaints must be disposed of within 60 days, review petitions within 30 days and representations within 90 days.

Investigation and Disposal of Complaints, Regulations, 2013

The Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013 are framed to provide a structured and transparent procedure for receiving, scrutinizing, investigating, and disposing of complaints filed before the Wafaqi Mohtasib (Ombudsman). The primary purpose of these regulations is to ensure that every complaint is dealt with fairly, efficiently, and expeditiously. It also provides a clear and structured framework for review and implementation of findings.

President's Decisions in Representations

Any person aggrieved by a decision or order, findings or recommendation of the Wafaqi Mohtasib (Ombudsman) may file representation to the President within thirty days of the decision, order, findings or recommendations, in accordance with Section 14 of Federal Ombudsmen Institutional Reforms Act, 2013. Decisions passed by the President in such matters are binding in nature and serve as precedents for Wafaqi Mohtasib.

Reported Judgements of the Superior Judiciary

Any person feeling aggrieved by a decision or order of the Wafaqi Mohtasib or the President, may approach an appropriate and competent judicial forum i.e. Honourable High Court, Supreme Court of Pakistan. The decisions and Judgments passed by the competent fora in such matters are binding in

nature and serve as precedents for Wafaqi Mohtasib and all subordinate authorities. Some Judgments are placed below:

- **2024 CLD 230 (Islamabad):** It was held that CDA, being a statutory body falls within the definition of "Agency" under the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983. Accordingly, the High Court referred such maladministration committed by the officials of CDA to Wafaqi Mohtasib for investigation and proceeding in accordance with the law.
- **2016 PLD 185 (PHC):** It was held that Peshawar Electric Supply Employment Company Ltd. fell within the definition of 'Agency' as per S.2(a) of Federal Ombudsmen Institutional Reforms Act, 2013.

Circulars, Notifications, Office Orders and Guidelines

Circulars, Notifications, Office Orders and Guidelines issued by the Wafaqi Mohtasib from time to time regarding processing /registration of complaints are binding upon the employees of Wafaqi Mohtasib Secretariat.

Comparative statement of President's Order No. 1 of 1983 and the Federal Ombudsmen Institutional Reforms Act, 2013

A comparative statement of important provisions of the President's Order No.1 of 1983 and Federal Ombudsmen Institutional Reforms Act, 2013 is placed below:

Sr. No	P.O No. 1 of 1983	Federal Ombudsmen Institutional Reforms Act, 2013
1.	2. Definitions. In this Order, unless there is anything repugnant in the subject or context, (1) 'Agency' means a Ministry, Division, Department, Commission or office of the Federal Government or a statutory corporation or other institution established or controlled by the Federal Government but does not include the Supreme Court, the Supreme Judicial Council, the Federal Shariat Court or a High Court.	Agency" means, the Agency defined in the relevant legislation and in relation to the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O. No. 1 of 1983) shall include an Agency in which the Federal Government has any share or which has been licensed or registered by the Federal Government and notified by the Federal Government in the Official Gazette (Section-2(a) of the Federal Ombudsmen Institutional Reforms Act.2013).
2.	3. Appointment of Mohtasib. (1) There shall be Wafaqi Mohtasib (Ombudsman), who shall be appointed by the President. (2) Before entering upon Office, the Mohtasib shall take an oath before the President in the form set out in the First Schedule.	Oath of office: An Ombudsman shall take Oath before he enters upon his office in the form as prescribed in the relevant legislation and in case such form is not prescribed in the relevant legislation he shall make oath before the President, before he enters upon office in the form set out in the Schedule to this Act (Section-8 of the Federal Ombudsmen Institutional Reforms Act, 2013)
3.	4. Tenure of the Mohtasib. (1) The Mohtasib shall hold office for a period of four years and shall not be eligible for any extension of tenure or for re-appointment as Mohtasib under any circumstances.	Tenure of the Ombudsman. The Ombudsman shall hold office for a period of four years and shall not be eligible for an extension of tenure or appointment as Ombudsman under any circumstances.

		Provide that the Ombudsman shall continue to hold office after expiry of his tenure till his successor enters upon the office (Section-3 of the Federal Ombudsmen Institutional Reforms Act, 2013)
4.	7. Acting Mohtasib. At any time when the office of Mohtasib is vacant, or the Mohtasib is absent or is unable to perform his functions due to any cause, the President shall appoint an acting Mohtasib.	Acting Ombudsman: At any time the office of Ombudsman is vacant or he is unable to perform his function due to any cause the President shall appoint an Acting Ombudsman, who shall perform functions and powers as are vested in the Ombudsman and shall be entitled to all privileges as are admissible to Ombudsman. Provided that till such time the Acting Ombudsman is appointed the Wafaqi Mohtasib (Ombudsman) shall act as Ombudsman of the concerned office and in
		case the Wafaqi Mohtasib is absent or unable to perform functions of his office, the Federal Tax Ombudsman shall act as Wafaqi Mohtasib (Ombudsman) in addition to his duties (S-4 The Federal Ombudsmen Institutional Reforms Act. 2013)
5.	No Provision.	Temporary Injunction. The Ombudsman may stay operation of the impugned order or decision for a period not exceeding sixty days (Section-11 The Federal Ombudsmen Institutional Reforms Act 2013).
6.	No Provision.	Review: (1) The Ombudsman shall have the powers to review any findings, recommendations, order or decision on review petition made by an aggrieved party within thirty days of the findings, recommendations, order or decision. (2) The Ombudsman shall decide the review petition within forty-five days. (3) In review, the Ombudsman may alter, modify amend or recall the recommendation, order or decision (S-13 The Federal Ombudsmen Institutional Reform Act 2013).
7.	16. Power to punish for Contempt. (1) The Mohtasib shall have the same powers, mutatis mutandis, as the Supreme Court has to punish any person for its contempt	Power to punish for Contempt: An Ombudsman shall have power to punish for contempt as provided in the Contempt of Court Ordinance 2003 (V of 2003) (S-12 The Federal Ombudsmen Institutional Reforms Act, 2013).

8.	No Provision.	Grievance Commissioner. (1) The Ombudsman shall appoint or designate an officer not below BPS-21 as Grievance Commissioner in an Agency against which a large number of complaints are received persistently. (S-7 The Federal Ombudsmen Institutional Reforms Act 2013).
9.	29. Bar of Jurisdiction. No Court or other authority shall have jurisdiction. (1) to question the validity of any action taken, or intended to be taken, or order made, or anything done or purporting to have been taken, made or done under this Order ; or	Bar of Jurisdiction. No court or authority shall have jurisdiction to entertain a matter which falls within the jurisdiction of an Ombudsman, nor any court or authority shall assume jurisdiction in respect of any matter pending with or decided by an Ombudsman (S-18 The
	(2) to grant an injunction or stay or to make any interim order in relation to any proceedings before, or anything done or intended to be done or purporting to have been done by, or under the orders or at the instance of the Mohtasib.	Federal Ombudsmen Institutional Reforms Act 2013).
10.	32. Representation to President. Any person aggrieved by a decision or order of the Mohtasib may, within thirty days of the decision or order, make a representation to the President, who may pass such order thereon as he may deem fit.	Representation (1) Any person or party aggrieved by a decision, order, findings or recommendations of an Ombudsman may file representation to the President within thirty days of the decision, order, findings or recommendations. (2) The operation of the impugned order, decision, findings or recommendations shall remain suspended for a period of sixty days, if the representation is made as per sub-Section (1). (4) The representation shall be processed in the office of the President by a person, who had been or is qualified to be a judge of the Supreme Court. (5) The representation shall be decided within 90 days (S-14 The Federal Ombudsmen Institutional Reforms Act 2013).
11.	36. Rules. The Mohtasib may, with the approval of the President, make rules for carrying, out the purposes of the Order.	Power to make rules- The Federal Government may by notification in the Office Gazette, make rules to carry out the purposes of this Act (S-22. The Federal Ombudsmen Institutional Reforms Act 2013).

12.	37. Order to override other laws. -The provisions of this Order shall have effect notwithstanding anything contained in any other law for the time being in force.	Overriding effect (2) In case there is conflict between the provision of this Act and the relevant legislation the provision of this Act, to the extent of inconsistency shall prevail (S-24. The Federal Ombudsman Institutional Reforms Act 2013).
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Operational Framework of the Office of Wafaqi Mohtasib

The functions and operations of the Wafaqi Mohtasib Office are governed by the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013. The process of receiving, processing, and disposing of complaints by the Wafaqi Mohtasib involves four distinct stages. A flow chart representing all four stages for processing and disposal of complaints is placed below:



Registration of the Complaint

Registration is the first and most crucial step towards ensuring justice and redressal of grievances at the Wafaqi Mohtasib Office.

- **Presentation of the complaint**

Any aggrieved person may file a complaint written in English, Urdu or any other regional languages, before the Wafaqi Mohtasib (Ombudsman) through any available mode, including submission by hand, by post, online (Website, Email, Fax), Mobile App, ICR (Integrated Complaint Resolution), or any other means of communication, as provided in Regulation 3 of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013).

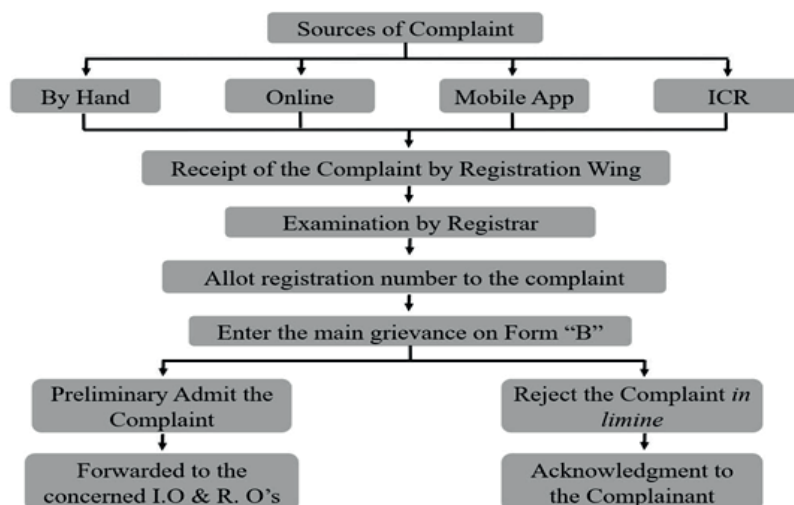
- **Examination by the Registrar**

The Registrar shall on receipt of the complaint allot a diary number to the complaint on Complaints Management Information System (CMIS), examine the complaint along with the documents attached, analyse main points of the complaint, enter the main grievances on Form B, as provided in Regulation 4 of the Wafaqi Mohtasib (Investigation and Disposal of Complaint) Regulations, 2013).

- **Preliminary admission and Rejection of the Complaint**

After entering the main grievances on Form B, the Registrar has to scrutinize the complaint to determine its admissibility in accordance with Articles 2, 9 and 10 of P.O. No. 1 of 1983. Thereafter, either admit or reject the complaint with reasons. If the complaint is admitted, the Registrar has to forward it to the authorized Investigating Officer within twenty-four hours and issue an acknowledgement to the complainant. If the complaint is not admitted, the Registrar informs the complainant accordingly and consign the file to the Record Room, as provided in Regulation 5 of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013.

Flow Chart representing the receipt and processing of the complaint by the Registration Wing is placed below:



Investigation of the Complaint

Once a complaint is admitted, the Registrar forwards it to the Investigating Officer, who examines the complaint and proceeds with the investigation in the following manner;

- **Notice to the Agency**

After preliminary scrutiny, if the Investigating Officer considers that the matter is fit for investigation, he shall issue a notice to the Agency concerned in writing, within two days of the receipt of the complaint, requiring the Agency to submit its report within fifteen (15) days, as provided in Regulation 12 of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013.

- **Rejoinder from the Complainant**

Upon receipt of the Agency's report, the Investigating Officer shall within two (2) days, forward a copy of it to the complainant for his rejoinder as per Regulation 15 of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013.

- **Hearing by the Investigating Officer**

If the Investigating Officer considers that for fair adjudication of the matter, hearing is required, he shall fix a date for hearing and issue notices to both the complainant and the Agency, requiring them to appear before him, along with the complete record and all relevant documents.

- **Preparation of Draft Findings**

Upon completion of the investigation, the Investigating Officer shall prepare draft findings including proposed recommendations for redressal of maladministration, where established, which are then submitted to the Appraisal Officer.

- **Onsite Inspection (if required)**

In addition, where an inspection of a place, or record at a particular place, or site, is necessary, the Investigating Officer shall, with the approval of the Mohtasib, proceed for the inspection of the spot or record after due intimation to the Agency in accordance with Regulation 17 of Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013.

Flow Chart representing the process of Investigation of the complaint is placed below:



Appraisal of the Draft Findings

Once the draft findings have been prepared, the case file is forwarded to the Appraisal Officer, who reviews the draft findings to ensure fairness, accuracy, and compliance with the applicable Laws, Rules and Regulations. Appraisal Officer finalizes the draft findings, incorporates observations, if warranted, and submits the appraised file to the Wafaqi Mohtasib for approval. After approval of the Wafaqi Mohtasib, findings are conveyed, free of cost, to the complainant and to the Agency for information or implementation, as the case may be.

After approval of the Wafaqi Mohtasib, findings are conveyed, free of cost, to the complainant and to the Agency for information or implementation.

Implementation

Once the findings are approved, those requiring implementation are sent to the Implementation Wing, keeping in view the time line/due date for implementation in accordance with Regulation 30 of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013.

Defiance of Recommendations

If the agency does not, within the specified time, fully comply with the findings or does not give reasons for non-implementation of the recommendations to the satisfaction of the Wafaqi Mohtasib, it shall be liable for initiation of defiance of the Findings, recommendations, order or decision under Article 12 of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983.

Review

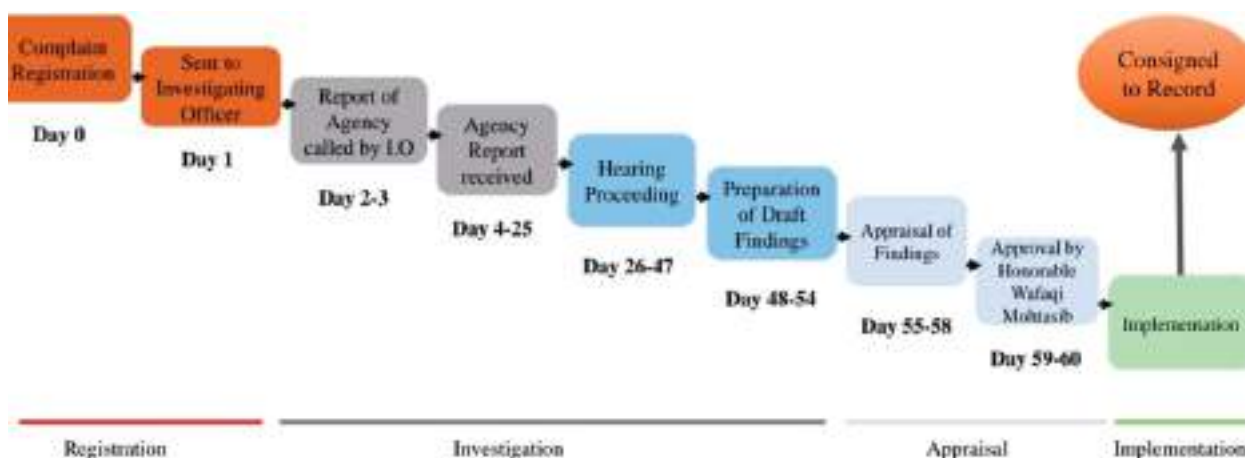
If the complainant or the agency is not satisfied with the decision or order, findings or recommendation of the Wafaqi Mohtasib, he, or it, may file a Review Petition before the Wafaqi Mohtasib, within thirty (30) days from the date of receipt of the findings, in accordance with Section 13 of Federal Ombudsman Institutional Reforms Act, 2013. The Wafaqi Mohtasib decides the Review Petition within forty-five (45) days, as far as practicable.

Representation

Any person or party aggrieved by a decision or order, findings or recommendation of the Wafaqi Mohtasib, may file representation to the President within thirty days of the decision, order, findings or recommendations in accordance with Section 14 of the Federal Ombudsmen Institutional Reforms Act, 2013. The President decides the Representation within 90 days of its filing.

Timeline for Disposal of Complaints

As per Section 9 of Federal Ombudsmen Institutional Reforms Act, 2013, the Wafaqi Mohtasib is required to dispose of a complaint within 60 days. A chart representing the timeline for disposal of complaint by the Wafaqi Mohtasib is given below:



A YEAR IN REVIEW – 2025

Performance Highlights

The year 2025 stands as a testament to the Wafaqi Mohtasib's unwavering commitment to administrative justice, institutional innovation, and public service. The Secretariat's performance has not only set new national benchmarks but has also garnered international acclaim, reinforcing Pakistan's stature within the global ombudsman community. In 2025, the Office of Wafaqi Mohtasib received 256,688 complaints, an all-time high for the institution. Of these, an impressive 261,101 (including carried forward from the previous year) complaints have been disposed of, reflecting a disposal rate exceeding 101% for the period under review.

This remarkable performance is underpinned by a robust digital transformation agenda. The continued enhancement of the Complaint Management Information System (CMIS), has enabled seamless integration of mobile applications and real-time SMS notifications, ensuring that complainants remain informed at every stage of the process. The CMIS now also supports direct linkage with the President's Secretariat for representations, further streamlining the redressal process and reducing administrative lag. Further details about this aspect are covered in Chapter 4 of this Report.

Institutional expansion has been a cornerstone of 2025's achievements. The inauguration of new regional offices in Muzaffarabad (AJ&K), Gilgit (GB), Dera Ghazi Khan, Sahiwal, Sibbi and Larkana has extended the institution's physical presence to 28 stations including 04 Complaint Collection Centres (CCC) nationwide. This strategic outreach ensures that even the most remote and underserved populations can access administrative justice without undue hardship. The establishment of these offices was accompanied by the deployment of additional Complaint Collection Centers, further enhancing accessibility. Details are available in Chapter No. 4 of this Report.

The Institution's commitment to inclusivity is evident in its targeted initiatives for Overseas Pakistanis and children. The Grievance Commissioner for Overseas Pakistanis facilitated over 137,152 cases in 2025. The One Window Facilitation Desks (OWFDs) at international airports have been pivotal in this regard, providing round-the-clock support to travellers and expatriates. Similarly, the appointment of a full-fledged Grievance Commissioner for Children has strengthened the institutional framework for addressing child-specific grievances, with a focus on cybercrime prevention, legal advocacy, and educational reforms. A separate Chapter No. 8 on the subject is included in the Report.

Outreach Complaint Resolution (OCR) programmes and Khuli Katcheries have continued to bridge the gap between the institution and the populace. In 2025, OCR sessions were conducted at 232 locations, while 166 Khuli Katcheries were organized, bringing the redressal process directly to citizens' doorsteps. These efforts have been complemented by 43 Inspection visits to federal agencies, aimed at diagnosing systemic issues and recommending corrective measures.

Internationally, the Wafaqi Mohtasib's leadership of the Asian Ombudsman Association (AOA) has been reaffirmed through the successful chairing of the 26th Annual Board Meeting and the 18th General Assembly in Nanjing, China. The institution's proactive engagement in global fora has not only elevated Pakistan's profile but has also facilitated the adoption of best practices and the strengthening of regional cooperation. This subject is dealt with in separate Chapter No.11 of this Report.

The implementation rate of the Mohtasib's findings has reached a new high, with 96.8% decisions executed within stipulated timelines. This achievement is a direct result of the Secretariat's active monitoring and follow-up mechanisms, which ensure accountability and prompt action by federal

agencies. Further details are available in Chapter No.5 of this Report.

In sum, 2025 has been a year of record-breaking performance, technological advancement, and strategic outreach. The achievements of Wafaqi Mohtasib's Office underscore its role as a beacon of administrative justice, both within Pakistan and on the international stage.

Setting New Standards of Serving People (2021–2025)

The period from 2021 to 2025 has witnessed a transformative evolution in the Wafaqi Mohtasib's approach to public service, marked by a series of reforms, outreach initiatives, and systemic enhancements. A deeper look at the performance during these four years reveals a deliberate and sustained effort to align the institution's operations with international best practices, constitutional mandates, and the evolving needs of the Pakistani populace.

The period from 2021 to 2025 has witnessed a transformative evolution in the Wafaqi Mohtasib's approach to public service.

At the heart of these reforms lies the perfection of the complaint handling mechanism. The Secretariat has institutionalized a comprehensive process encompassing registration, investigation, appraisal, review, and implementation of findings. This end-to-end approach ensures that grievances are addressed holistically, with due regard for procedural fairness and administrative efficiency.

The expansion of the institution's physical and digital footprint has been a defining feature of this era. The number of Regional Offices/Complaint Collection Centres has almost doubled, rising from 14 in 2021 to 28 by 2025, with new centres established in previously underserved regions such as Kharan, Khuzdar, Mirpur Khas, Sadda, Wana, Sibbi, Gilgit Baltistan, Muzaffarabad, Dera Ghazi Khan, Sahiwal, and Larkana. This expansion has been complemented by opening of Complaint Collection Centers and the integration of online and mobile complaint registration platforms, making the institution accessible to citizens regardless of their location or socio-economic status.

The digital transformation agenda has been particularly impactful. The CMIS, launched in 2007 and continuously upgraded, now incorporates advanced features such as mobile app integration, and real-time SMS notifications. The system's interoperability with other federal ombudsman offices and the President's Secretariat has streamlined the redressal process and enhanced transparency.

Outreach initiatives have been central to the institution's mission of serving the people. The OCR programme, launched to bring justice at the citizens' doorsteps, has seen Wafaqi Mohtasib Officers conducting regular visits to different tehsils and district headquarters, resolving thousands of complaints on-site. Khuli Katcheries (open courts) have provided a platform for direct engagement between the public and the institution, fostering trust and ensuring that grievances are heard and addressed promptly.

The institution's focus on vulnerable groups has been unwavering. The establishment of dedicated offices for Overseas Pakistanis and children has ensured that the challenges faced by them are addressed with sensitivity and expertise. The Grievance Commissioner for Overseas Pakistanis has facilitated the resolution of tens of thousands of cases annually, while the Grievance Commissioner for Children has spearheaded initiatives in cybercrimes prevention, legal advocacy, and educational reforms.

Establishment of dedicated offices for Overseas Pakistanis and children has ensured that the challenges faced by them are addressed with sensitivity and expertise.

Systemic studies and special initiatives have further strengthened the institution's capacity for reforms. About 84 studies and reports have been prepared, addressing issues such as pension reforms, jail conditions, primary healthcare, and the rights of marginalized communities. These studies have informed policy recommendations and legislative amendments, contributing to the broader goal of good governance.

The Wafaqi Mohtasib's alignment with international standards, particularly the United Nations

General Assembly Resolution No. A/RES/79/177, has reinforced its credibility and effectiveness. The institution's leadership of the AOA and active participation in global forums have facilitated the exchange of best practices and the adoption of innovative approaches to ombudsmanship.

Financial and administrative autonomy, enshrined in the Federal Ombudsmen Institutional Reforms Act, 2013, has empowered the institution to operate independently and effectively. This autonomy has been instrumental in fostering a culture of accountability, transparency, and ethical governance.

In summary, the years 2021–2025 have been characterized by a relentless pursuit of excellence, inclusivity, and innovation. The Wafaqi Mohtasib has emerged not merely as a complaint redressal office but as an architect of good governance, setting new standards in public service and administrative justice.

The years 2021–2025 have been characterized by a relentless pursuit of excellence, inclusivity, and innovation.

Receipt and Disposal of Complaints and Analysis Thereof

The year 2025 has been marked by unprecedented public engagement with the Wafaqi Mohtasib Secretariat. The institution received 256,688 complaints—a significant increase over the 226,371 complaints received in 2024.

This surge in complaints is indicative of growing public trust in the institution and the effectiveness of its outreach and awareness campaigns. The Secretariat's ability to maintain a high disposal rate amidst increasing caseloads is a testament to its operational efficiency and the dedication of its staff.

Unprecedented Receipts During The Last Four Years

The Wafaqi Mohtasib Office has witnessed a historic surge in public trust and engagement. From 1983 to 2025, a total of 2,569,915 complaints were received, reflecting the institution's growing role in grievance redressal. Remarkably, 951,743 complaints were lodged during 2021–2025, accounting for 37% of all receipts since inception. This figure alone equals more than half of the total complaints received in the preceding 38 years (1983–2021), underscoring the unprecedented confidence citizens now place in the Office.

Digital and IT-Enabled Complaint Management

The integration of digital platforms has revolutionized the complaint registration and resolution process. In 2025, 74,728 complaints were lodged online, with the WMS Mobile App facilitating 29,506 submissions and the Integrated Complaint Resolution System (ICR), handling 21,995 cases.

The CMIS has played a pivotal role in this transformation, enabling real-time tracking, automated notifications, and seamless integration with other federal agencies. The system's user-friendly interface and multilingual support have made it accessible to a diverse range of complainants, including those from remote and rural areas.

Outreach and On-Site Resolution

The OCR programme and Khuli Katcheries have been instrumental in bringing the redressal process closer to the people. In 2025, OCR sessions were conducted at 232 locations, while 166 Khuli Katcheries were organized across the country. These initiatives have enabled the resolution of 6131 complaints on-site, reducing the need for complainants to travel long distances and expediting the redressal process.

Sectoral Analysis

Complaints against utility service providers, particularly electricity and gas companies, continue to constitute a significant proportion of the caseload. In 2025, electricity billing issues accounted for 117,452 complaints, while complaints against Sui Northern Gas Pipelines Limited (SNGPL) and Sui Southern Gas Company Limited (SSGCL) totalled 6742 and 16,755, respectively.

Implementation and Follow-Up

The implementation rate of the Mohtasib's findings has reached 96.8% in 2025, up from 93.21% in the previous year. The Implementation Wing's active monitoring and regular hearings have been critical in ensuring timely execution and compliance by federal agencies. Details covered in Chapter 5 of this Report.

Review Petitions and Representations

The review and representation mechanisms serve as critical safeguards within the Wafaqi Mohtasib's complaint redressal framework, ensuring procedural fairness and providing avenues for recourse in cases of dissatisfaction with initial findings.

Volume of Review Petitions

In 2025, the Secretariat received a substantial number of review petitions, reflecting both the complexity of cases handled and the institution's commitment to transparency and accountability. 1480 review petitions were received in 2025, with 775 submitted by agencies and 705 by individual complainants.

The review process is governed by strict timelines, with the Ombudsman required to decide review petitions within 45 days of submission. This ensures that cases are resolved expeditiously and that complainants and agencies alike receive timely responses.

Representations to the President

Representations to the President constitute the final appellate tier within the Wafaqi Mohtasib's framework. In the outgoing year, 688 representations were submitted, comprising 334 from complainants and 354 from agencies - a notable decrease from the 653 representations received in 2024. This decline is indicative of the Institution's success in resolving disputes at earlier stages and the growing confidence in its findings.

Of the representations decided in 2025, only 140 were accepted, while 318 decisions made by the Federal Ombudsman were upheld and 17 were remanded for further review. In conclusion, the review petitions and representations handled in 2025 reflect the Wafaqi Mohtasib's commitment to procedural fairness, transparency, and continuous improvement. The institution's robust legal framework and proactive oversight have ensured that the rights of both, the complainants and the agencies are protected at every stage of the redressal process.

Review petitions and representations handled in 2025 reflect the Wafaqi Mohtasib's commitment to procedural fairness and transparency.

Important Meetings and Events

The year 2025 was marked by a series of significant meetings, events, and institutional engagements that underscored the Wafaqi Mohtasib's effective leadership, both nationally and internationally. The following is a detailed account of the most notable events of the year:

Regional Office Inaugurations

- The year 2025 witnessed inauguration of Regional Offices at Sahiwal, GB, D.G. Khan, Sibi, Larkana and a Complaint Collection Centre in Upper Kurram. This expansion was not just symbolic; it brought grievance redressal closer to citizens, who previously had to travel long distances to access justice.



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi, inaugurating the Regional Office, Sahiwal (17.02.2025).

Inspections & Oversight

- **Islamabad Airport – April 24, 2025:** A Mohtasib Team inspected facilities at Islamabad Airport following passenger complaints about services and infrastructure, cleanliness, efficiency, and passenger convenience were emphasized. Authorities were directed to take corrective measures, reflecting a hands-on approach to accountability in public services.
- **IESCO Head Office – May 8, 2025:** Electricity complaints, particularly billing irregularities and outages, were discussed with officials at IESCO headquarters. The Mohtasib ordered corrective measures to ensure transparency and fairness in utility services. This inspection reinforced oversight in critical sectors that directly affect citizens' daily lives.
- **EOBI – July 3, 2025:** Pensioners' difficulties in accessing their due benefits were reviewed at the Employees' Old Age Benefits Institution. The Mohtasib pressed for streamlined processes and fair treatment, underscoring protection for senior citizens, who rely on pensions for survival.
- **BISP – August 8, 2025:** Transparency in disbursement of funds was emphasized during the inspection of the Benazir Income Support Programme (BISP) offices. Complaints of delays and irregularities were taken seriously, reinforcing accountability in social protection schemes that serve millions of vulnerable families.
- **Islamabad Airport – October 21, 2025:** A follow-up inspection ensured compliance with earlier directives. This demonstrated the Mohtasib's commitment to sustained oversight rather than one-off interventions.
- **FGEHA – November 27, 2025:** The Mohtasib took notice of a large number of complaints against the Federal Government Employees Housing Authority. This intervention highlighted the institution's role in addressing systemic issues in housing and urban development.



International Engagements

- A series of Webinars were chaired by the Wafaqi Mohtasib in his capacity as President of the 47-member strong Asian Ombudsman Association on various themes of professional interest. Pakistan's contribution in these meetings emphasized transparency, accessibility, and responsiveness, positioning the Wafaqi Mohtasib's Office as a reform-driven institution.
- **AOA General Assembly – Nanjing, China – September 10, 2025:** Presiding over the AOA General Assembly in Nanjing was a landmark achievement. The Mohtasib's leadership elevated Pakistan's standing in the region, demonstrating that the country is not only implementing reforms domestically but also sharing its best practices internationally.



Wafaqi Mohtasib and President of the Asian Ombudsman Association (AOA), Mr. Ejaz Ahmad Qureshi addressing the 18th General Assembly of the Organization held in Nanjing, China (09.09.2025)

- **IOI Asian Regional Meeting and International Conference – Lahore - October 8, 2025:** The Mohtasib addressed an International Conference on the theme of “Strengthening the Rule of Law through Ombudsman Institutions”. His speech emphasized the ombudsman’s role in safeguarding citizens’ rights and ensuring that governance remains accountable. The address positioned Pakistan as a proactive voice in global governance debates, particularly in linking rule of law with citizen’s empowerment.

- **International Conference – Azerbaijan, Baku - November 12, 2025:** At an International Conference on “Constitution and the Rule of Law in Contemporary Legal Systems: The Year of Constitution and Sovereignty”, the Mohtasib spoke on constitution and the rule of law. He highlighted the ombudsman’s conduct as a guardian of citizens’ rights and a bridge between the state and the people. This engagement capped a year of international outreach, reinforcing Pakistan’s reputation as a country committed to democratic accountability and institutional reform.

Public Health & Environment

- **Air Pollution Intervention – Islamabad – October 17, 2025:** The Mohtasib took cognizance of a troubling situation in Islamabad’s Red Zone, where long queues of vehicles had formed. Recognizing the lack of planning and the undue hardship imposed on commuters, the Mohtasib directed the authorities to adopt a more organized and citizen-friendly approach to emission testing, ensuring that environmental regulations are enforced fairly and responsibly. This action demonstrated the office’s responsiveness to both public health concerns and citizens’ rights, balancing environmental accountability with practical governance.

- **Stray Dogs Concern – September 25, 2025:** Grave concern was expressed over the growing population of stray dogs in Islamabad, which posed risks to children, senior citizens, and pedestrians. The Mohtasib urged municipal authorities to take immediate action, balancing humane treatment of animals with public safety. This intervention highlighted the office’s attention to everyday issues that directly affect citizens’ quality of life.

- **PIMS Hospital Intervention – November 18, 2025:** During an inspection of the Pakistan Institute of Medical Sciences (PIMS), immediate corrective measures were directed, including improvements in sanitation, staff responsiveness, and patient dignity. This intervention demonstrated the Mohtasib’s commitment to ensuring that public health institutions meet basic standards of service delivery.

- **NIRM Inspection – May 22, 2025:** The National Institute of Rehabilitation Medicine was inspected to assess healthcare standards for patients requiring long-term rehabilitation. This inspection highlighted the Mohtasib’s focus on vulnerable communities, ensuring that healthcare delivery is both

transparent and compassionate.

Other Engagements & Delegations

• **Women Lawyers Delegation – August 21, 2025:** A delegation of women lawyers visited the Wafaqi Mohtasib Office to discuss issues of legal empowerment and gender-sensitive grievance redressal.

The meeting highlighted the importance of making complaint mechanisms more accessible to women, who often face some typical barriers in seeking justice. The Mohtasib assured the delegation of his office's commitment to inclusivity and pledged to strengthen outreach programmes targeting women and marginalized groups.

• **Visits to different Chambers of Commerce & Industry:** The Mohtasib engaged with different Chambers of Commerce and Industry at Gujranwala, Faisalabad, Karachi, Lahore and Rawalpindi, highlighting the role of grievance redressal in supporting economic activity.



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi meeting members of the Faisalabad Chamber of Commerce and Industry (27.03.2025).

Business leaders discussed challenges faced by enterprises in dealing with government departments. The Mohtasib assured them that his office would continue to act as a bridge between citizens, businesses, and institutions, ensuring fair treatment and accountability.

These meetings and events reflect the Wafaqi Mohtasib's proactive engagement with stakeholders at all levels, its commitment to continuous improvement, and its leadership within the international ombudsman community.

Institution of Performance-Based Awards

As a measure to recognise and appreciate the hard work of officers and staff who have consistently excelled in line of duty, performance-based awards were instituted in the year under review. Strict criteria was followed for grant of such awards by the high-powered Committee established for the purpose. Special ceremonies were held in this connection at the Head Office and various Regional



A group photograph of Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi with the recipients of the performance-based awards at the Head Office Islamabad (23.12.2025).

Offices. The initiative is expected to promote efficiency and infuse healthy spirit of competition amongst the officers and staff of the Wafaqi Mohtasib institution.

CONCLUSION

The year 2025 has been a landmark period for the Wafaqi Mohtasib Secretariat, characterized by record-breaking performance, institutional innovation, and a steadfast commitment to public service. The institution's achievements in complaint redressal, digital transformation, outreach, and international engagement have set new standards for administrative justice in Pakistan.

As the institution looks to the future, it remains committed to upholding the highest standards of ombudsmanship, promoting the rule of law, and ensuring that every citizen has access to timely and effective administrative justice.

ENHANCING INSTITUTION'S OUTREACH AND ACCESSIBILITY

Ensuring that justice is accessible to all citizens has remained a top priority of the Wafaqi Mohtasib institution. In 2025, the institution advanced this mission through a comprehensive outreach strategy that combined geographical expansion, direct citizen engagement, technological innovation, and linguistic inclusivity. These initiatives were not isolated measures but part of a coherent vision: to transform the Mohtasib into a truly citizen-centric institution, responsive to the needs of diverse communities across the country.

The Geographical Outreach – Dispensing Justice at the Doorsteps of Complainants

The Institution's outreach strategy in 2025 was anchored in the principle that justice must not be confined to urban centers. Citizens in remote areas often face prohibitive travel costs, lack of awareness, and limited institutional presence. To dismantle these barriers, the following measures were implemented:

The outreach strategy in 2025 was anchored in the principle that justice must not be confined to urban centres.

- **Expansion of Regional Offices:** During the year under report, a record number of new regional offices were opened in underserved districts, bringing the institution's presence closer to citizens in peripheral regions. Towards the end of 2022, three Regional Offices and two Complaint Collection Centres (CCC) were opened, while six Regional Offices and one Complaint Collection Centre (Muzaffarabad (AJK), Gilgit, Dera Ghazi Khan, Sahiwal, Sibi and Larkana) were opened in 2024 - 2025. Each office was equipped with trained investigating officers, digital complaint registration systems, and dedicated facilitation counters. These offices were linked to the CMIS, ensuring real-time monitoring and accountability. The expansion reflected a deliberate policy to reduce geographic inequities in access to justice.

A record number of new regional offices were opened in underserved districts, bringing the institution's presence closer to citizens in peripheral regions.

- **Language and Cultural Sensitivity:** Outreach teams were trained to engage with local communities in their native languages, ensuring that linguistic and cultural barriers did not hinder access to justice. This approach fostered trust and encouraged participation from traditionally under-represented groups.

- **Community - based Access Points:** Besides expansion in Regional Offices, Outreach Complaint Resolution (OCR), visits were undertaken and Khuli Katcheries were held to provide access to the citizens at their doorstep in which temporary complaint desks were set up enabling citizens to lodge their complaints in familiar settings. The presence of Mohtasib staff at such events also helped in raising awareness about the institution's mandate and procedures.

- **Impact Assessment:** The outreach programme resulted in a measurable increase in complaints from rural and semi-urban areas. Citizens reported



A view of OCR hearing being conducted by Senior Advisor, R.O. Bahawalpur, Mr. Tahir Nawaz Khan in his office (15.10.2025).

greater confidence in the institution's accessibility, and the initiative was recognized as a model of inclusive governance.

ICR, OCR, Khuli Katcheries, and Inspection Visits

Direct engagement with citizens remained a cornerstone of the institution's outreach strategy in 2025. The institution employed multiple mechanisms to ensure that grievances were heard promptly and systemic issues were identified in real time.

- **Integrated Complaint Resolution (ICR):** The ICR mechanism has been established through the integration of the CMIS of Wafaqi Mohtasib Secretariat with the complaint resolution systems of major federal agencies. This integration enables citizens to lodge complaints directly at the point of service delivery, ensuring early intervention, reducing duplication, and providing immediate acknowledgment to complainants. The linkage with agencies' systems also acts as a deterrent against maladministration. The CMIS of Wafaqi Mohtasib's Office is currently integrated with more than 600 federal government agencies. When a complainant submits a grievance through the online portal of any of these agencies, and it remains unresolved within 30 days, the complaint is automatically transferred to the CMIS of this office for further action.

The CMIS of Wafaqi Mohtasib's Office is currently integrated with more than 600 federal government agencies.

- **Outreach Complaint Resolution (OCR):** OCR teams conducted field visits to rural and peri-urban areas, registering complaints and conducting spot inquiries. These visits were publicized in advance through local media and community networks, ensuring maximum participation. In the year under report, 232 OCR visits were undertaken, registering 6131 complaints. Many grievances were resolved on-site, demonstrating the effectiveness of this mechanism.

- **Khuli Katcheries (Open Courts):** Senior officials held open courts across provinces, engaging directly with citizens. These sessions allowed grievances to be aired publicly and addressed on the spot. In several cases, directives were issued immediately, demonstrating the institution's responsiveness. Khuli Katcheries also served as listening posts for systemic issues, enabling the



A view of the Khuli Katchery held by Mr. Mushtaq Jadoon, Regional Head Peshawar and Mr. Sana Ullah Khan, Regional Head Swat at District Chitral, Tehsil Drosh (07-11-2025).

Secretariat to identify patterns of maladministration across agencies. In the reporting year, 166 Khuli Katcheries were held across Pakistan.

Use of Technology – Mobile App, Online Hearings, and Digital Integration

Technology remained a critical enabler of accessibility in 2025. The institution pursued a digital transformation agenda to ensure that citizens could engage with the institution seamlessly, regardless of physical location.

- **Mobile Application Enhancements:** The Mohtasib mobile app was upgraded with biometric login, complaint status tracking, and push notifications. Multilingual support was added, enabling users to navigate the app in Urdu and regional languages. The app's intuitive interface enabled even first-time users to navigate the complaint process with ease. During the year under reporting, 29,506 complaints were registered through mobile app.
- **Online Complaint Portal:** The web-based portal was integrated with a dynamic dashboard, allowing complainants to monitor case progress, view hearing schedules, and receive automated updates. The portal also provided agency-wise complaint statistics, reinforcing transparency. In the year under reference, 74,728 complaints were registered through online mode.
- **Online Hearings:** Secure video conferencing platforms and WhatsApp were institutionalized for hearings, enabling complainants from remote areas to participate without traveling. This innovation reduced delays, cuts cost of travelling and enhances procedural fairness. Around 40-45% complaints are heard through online mode of hearing.
- **Upgraded Complaints Management Information System (CMIS):** A new upgraded version of CMIS streamlined internal workflows, enabling real-time allocation of cases, monitoring of officer's performance, and automated generation of notices. This system improved efficiency and accountability.
- **Data Analytics and Predictive Insights:** Complaint data was analysed to identify trends, high-frequency issues, and agency performance. This evidence-based approach led to systemic recommendations and resource allocation. The use of analytics marked a shift from reactive complaint handling to proactive governance.

Revamped Website and Urdu Rendering for Public Ease

Recognizing that accessibility is not only geographical but also linguistic and technological, the Secretariat undertook a comprehensive revamping of its official website in 2025.

- **User-Centric Design:** The website was redesigned with a clean, responsive interface compatible with mobile devices and low-bandwidth environments. Navigation was simplified, and key services were made accessible within two clicks. The design reflected a citizen-centric philosophy.
- **Urdu Language Integration:** Essential sections of the website, including complaint procedures and FAQs were translated into Urdu. This initiative empowered non-English knowing persons to engage with the institution more effectively. Plans were also initiated to expand translations into regional languages.
- **Accessibility Features:** Screen reader compatibility, adjustable font sizes, and high-contrast viewing modes were introduced to accommodate users with visual impairments. These features ensured that the website was inclusive of all citizens.
- **Transparency Dashboard:** A dedicated section displayed real-time data on complaint volumes, disposal rates, and agency-wise performance. This reinforced the institution's commitment to openness and accountability.

Inspection Visits

The Mohtasib and senior officers conducted announced inspections of public service institutions such as hospitals, NADRA, Passport Offices, and utility offices. These visits revealed systemic issues,

including delays, procedural irregularities, and inadequate facilities. Corrective measures were recommended and monitored for compliance. Inspection visits reinforced accountability and demonstrated the institution's proactive stance. During the current year, 43 inspections of different federal government agencies were conducted.

Inspection visits reinforced accountability and demonstrated the institution's proactive stance.



Wafaqi Mohtasib Inspection Team visiting the National Institute of Rehabilitation Medicine (NIRM) (22.05.2025).

Outcome

These mechanisms collectively strengthened public trust, enhanced transparency, and provided valuable insights into systemic challenges faced by service delivery institutions.

Conclusion

The year 2025 marked a decisive step forward in the Wafaqi Mohtasib's mission to enhance outreach and accessibility. By expanding geographical presence, institutionalizing field engagement, leveraging technology, and embracing linguistic inclusivity, the institution ensured that justice was not only accessible but also responsive, transparent, and citizen-centric. These initiatives collectively strengthened public trust and positioned the Office of Wafaqi Mohtasib as a model of inclusive governance in Pakistan.

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IMPLEMENTATION UPDATES

The Office of Wafaqi Mohtasib, commonly known as ‘the poorman’s court’, was established under the President’s Order No. 1 of 1983 with the purpose of diagnosing, investigating, redressing and rectifying injustices done to persons through maladministration by the federal government agencies. With the said founding objectives in mind, the Wafaqi Mohtasib is the country’s premier institution for dispensing free and speedy administrative justice. However, the goal of dispensing administrative relief can be best achieved when an effective and reliable mechanism is in place for timely implementation of the Wafaqi Mohtasib’s findings and recommendations. Accordingly, a well-organized and dynamic Implementation Wing was established at the Head Office in 2007, and subsequently at various Regional Offices, which has been strengthened from time to time.

Implementation Wing is equipped with a well-regulated and robust mechanism to ensure that the institution’s findings do not remain limited to a simple theoretical exercise but result in practical and satisfactory resolution of issues. This is guaranteed through the Wing’s concerted efforts of pursuing complaints/cases with the agencies to provide either a compliance report indicating implementation of findings, submission of satisfactory and justified reasons in case of non-implementation or evidence of filing review petition or representation before the President of Pakistan against the findings of the Wafaqi Mohtasib.

The effectiveness of the Wafaqi Mohtasib is reinforced by the relevant provisions in its legal and operational framework including the Federal Ombudsmen Institutional Reforms Act, 2013. These provisions empower the Wafaqi Mohtasib to direct criminal or disciplinary action against the public functionary against whom maladministration is established. Moreover, the Office of Wafaqi Mohtasib can initiate legal action against agencies that disregard its findings and recommendations and is also authorized to institute disciplinary proceedings against officers or officials found intentionally evading the implementation of these findings.

The effectiveness of the Wafaqi Mohtasib is reinforced by the relevant provisions in its legal and operational framework including the Federal Ombudsmen Institutional Reforms Act, 2013.

Procedures and Practices

In terms of the current procedures and practices, the Implementation Wing initiates the implementation process through issuance of notices to the agencies concerned as soon as the approved findings are forwarded to the Implementation Officer. Detailed hearings are held and representatives of the agencies concerned are summoned to submit implementation report of findings. However, for guaranteeing impartial and transparent service delivery, reliance is not merely placed on agencies’ submissions but documentary evidence is sought, substantiating agencies’ stance, and complainant’s confirmation during the verification process. Additionally, in exceptional cases where agencies’ unresponsive attitude towards the findings of this Office is observed, final notices are served to them, thereby establishing the sanctity of the complaint resolution process.

Detailed hearings are held and representatives of the agencies concerned are summoned to submit implementation report of findings.

The development of a dedicated Implementation Module has digitalized the implementation mechanism of the Wafaqi Mohtasib’s institution and facilitates its error free monitoring. The Module enhances the efficiency, as it provides an online mechanism for forwarding implementable findings to the personal interface of the Implementation Officer for expeditiously pursuing its implementation. It also assists Implementation Officers in avoiding unnecessary delays, hassle of manual file handling/transfer and elimination of human errors associated with listing and tracking of complaints.

Furthermore, the CMIS Module provides real-time data in respect of complaints e.g. approved Findings, type of findings, complainants' credentials, dates of implementation, compliance reports etc. This easy access to online data leads to effective monitoring and evaluation. It also helps the Implementation Wing to analyse daily reports regarding aging of pending cases, time profile and percentages of implemented cases, performance reports related to backlogs, per day averages and percentages, output of each Implementation Officer, regional and overall implementation / pendency, comparative statistics on implementation and pendency between ongoing and previous years etc.

The above parameters project the accurate picture in qualitative terms and form a basis for necessary performance analysis and identification of problematic areas, if any. Target fixing is done for achieving a better sense of direction towards the desired implementation goals, prioritization of implementable cases and expediting the implementation process. It contributes in ascertaining progress made, making necessary changes and improvements in the implementation framework to strategically align with the larger implementation goals and making the required policy decisions.

Target fixing is done for achieving a better sense of direction towards the desired implementation goals, prioritization of implementable cases and expediting the implementation process.

Grounded in the foregoing comprehensive procedural setting, the finalization of all cases is then decided in the Head Office. For this purpose, submission of cases by the Implementation Officers / Regional Heads to the Implementation Incharge/Head Office is made after the Regional Heads certify/assure that due verification of cases has taken place at their end. Subsequently, the Implementation Incharge, based on his own test-check made through perusal of agencies' implementation reports and documentary evidence along with complainants' telephonic confirmations, closes implementation in the cases he deems suitable through his comprehensive closure notes. However, cases where deficiencies are observed are returned to the Regional Offices / Implementation Officers in the Head Office with an advice for resubmission after addressing the highlighted deficiencies.

It is pertinent to note that the closure notes are more than just written words. They are crucial training material for the Implementation Officers helping them to better navigate the procedure and methods of case finalization. Comprehensive guidelines were issued on these lines, to sustain the quality and accuracy of the implementation proceedings, this year. These guidelines cover areas like examination of agencies' implementation reports, the required documentary evidence, drafting of Closure Notes etc. which lay emphasis on a major shift in implementation proceedings discussed earlier. The consistent efforts made by the Implementation Wing are not simply a means to achieve impressive statistics of implemented cases but are inherently directed towards a larger end of ensuring that free and speedy justice promised by this institution, is truly delivered.

Year at a Glance

During 2025, the Implementation Wing at the HO achieved a remarkable overall implementation rate of 96.8%. The following chart illustrates in detail the implementation percentages achieved at the various Regional Offices as well as the Head Office. Table-1 gives a breakdown of net implementable cases alongwith the implemented cases at the HO and various ROs, which at the same time provides useful insight into the utility and effectiveness of implementation efforts:

IMPLEMENTATION STATEMENT FOR THE PERIOD JANUARY - DECEMBER 2025			
Name of Office	Net cases for Implementation	Number of Implemented Cases	Implementation Percentage
Head Office	2,096	2,011	95.9%
Abbottabad	608	590	97.0%
Bahawalpur	4,628	4,586	99.1%

D.I Khan	1,598	1,518	95.0%
D.G Khan	3,164	3,128	98.9%
Faisalabad	1,636	1,512	92.4%
Gilgit Baltistan	14	0	
Gujranwala	1,155	1,133	98.1%
Hyderabad	6,149	5,918	96.2%
Karachi	10,684	10,257	96.0%
Kharan	66	62	93.9%
Khuzdar	52	49	94.2%
Lahore	24,842	24,608	99.1%
Mirpur Khas	1,982	1,982	100.0%
Multan	4,545	4,513	99.3%
Muzaffarabad	347	333	96.0%
Peshawar	3,030	3,014	99.5%
Quetta	444	431	97.1%
Sahiwal	1,162	1,147	98.7%
Sargodha	460	455	98.9%
Sibi	28	17	
Sukkur	11,475	10,500	91.5%
Swat	381	220	57.7%
Sadda	54	47	87.0%
Wana	124	113	91.1%
Loralai	11	11	
TOTAL	80,735	78,155	96.8%

Success Stories

The foregoing figures do not simply portray a performance review of the Implementation Wing but are inherently a manifestation of commitment and dedication in honouring the trust placed by the people in the Wafaqi Mohtasib. Resolution of complainants' issues in such great numbers is not just indicative of implementation success but also of providing relief to the public, wherever denied through maladministration. This is reflected in the success stories and acknowledgment letters placed below:

- Ms. Sobia Rani, widow of a government employee, filed complaint No. WMS APP/0025748/24 regarding delay by AGPR/Agency in refund of her insurance claim despite completion of all legal formalities. After intervention, AGPR resolved the issue, unlocked the relevant account and issued Cheque No. A 0192333 dated 07.04.2025 for Rs. 3,333,333/- copy of which was also submitted by it in this Office during follow up of implementation. The complainant telephonically expressed her gratitude for the prompt action and support.
- A complaint No. WMS-MLN/0002715/24 was filed on behalf of minor sons of late Mujahid Hussain, namely Mr. Muhammad Aryan and Mr. Muhammad Sufyan, highlighting an unjustified and prolonged delay by State Life Insurance Cooperation of Pakistan (SLICP)/Agency in the settlement of their deceased father's death claim, despite having completed all mandatory formalities. This Office took cognizance of the matter and intervened decisively. As a result of the intervention of the Wafaqi Mohtasib Office, the SLICP processed the long-pending claim by issuing cheques in the favour of legal heirs, precisely Cheque No. 26721579 dated 07.11.2025 amounting to Rs. 30,000/- in the name of Mst. Iram Gul Sehzaadi widow of Mujahid Hussain, Cheque No. 26721580 dated 07.11.2025 amounting to Rs. 105,000/- in the name of Mr. Muhammad Aryan S/o Mujahid Hussain and Cheque

No. 26721581 dated 07.11.2025 amounting to Rs.105,000/- in the name of Mr. Muhammad Sufyan S/o Mujahid Hussain. A copy of these cheques was furnished by SLICP before this forum as an evidence of resolution of the issue.

- Mr. Munir-ul-Haq lodged a complaint No. WMS-HQR/0043171/25 against Pakistan Medical and Dental Council (PM&DC) regarding its failure in renewal of Ph.D. degree as a major post graduate qualification despite his best efforts. The Agency (PM&DC) was recommended to finalize the case of the complainant as per law, rules and regulations. There was prolonged delay in processing the case on the part of the Agency. Finally, after hectic efforts by this office, the Agency resolved the issue and granted relief to the complainant. The complainant expressed profound thanks and gratitude for effective intervention of this Office.
- Mst. Tasleem Kausar, a widow daughter of an employee of Pakistan Railways (Agency), lodged a complaint stating that she had applied for family pension but the Agency was reluctant to issue the required letter to Deputy Commissioner's Office to obtain Heirship Certificate for processing the case. During investigation, the Agency agreed to issue the letter to the Deputy Commissioner Office and to process the case of family pension expeditiously after receipt of the said certificate. During the implementation stage, the matter was vigorously pursued with all the departments concerned i.e. Deputy Commissioner Office, NADRA and Pakistan Railways to prepare all the verified documents to complete the procedural/legal formalities. The grievance of the complainant was finally redressed and she received the pension as per entitlement. She expressed her gratitude and thanks to this Office for resolving her long outstanding issue.

Mr. Ejaz Ahmad Qureshi
Hon'ble Wafaqi Muhtashib
Wafaqi Muhtashib Secretariat
Constitution Avenue, G-52
Islamabad

Subject: Expression of Gratitude in Case No. HQ00412725

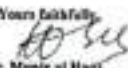
Respected Sir,

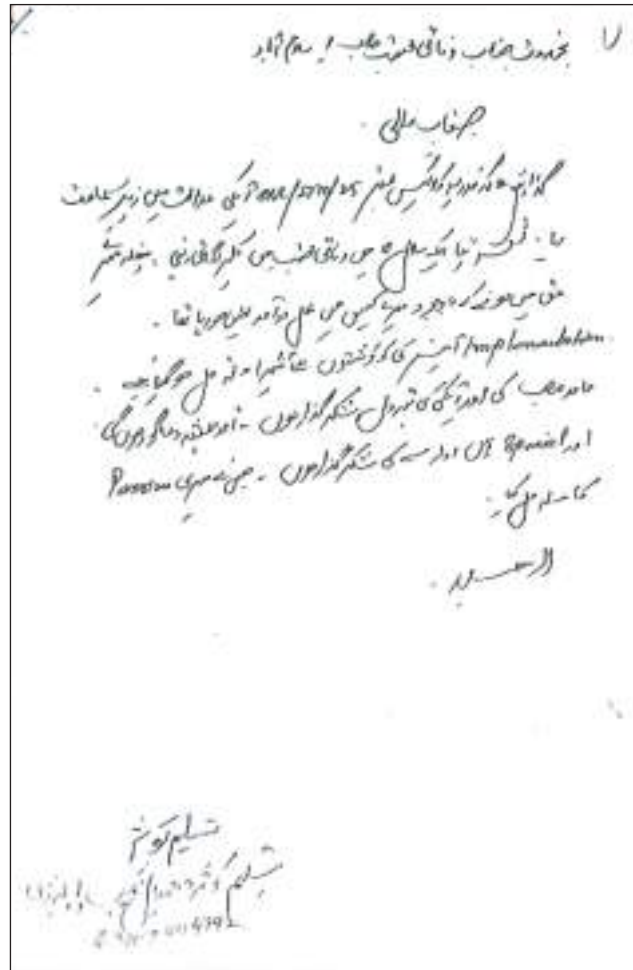
I am writing to express my heartfelt gratitude to your esteemed office for its kind consideration and timely intervention in my complaint against the Pakistan Medical and Dental Council (PM&DC) regarding the renewal of my Ph.D. degree as a major postgraduate qualification. I had been facing considerable hardship and prolonged delay from the concerned agency in the processing of my case. However, once the matter was taken up by your good office, it was finally addressed in an effective and just manner.

2. I would particularly like to acknowledge the sincere efforts of Mr. Raja Raza Arshad and Mr. Hamid Khan, Senior Advisors, whose professionalism, dedication, and continuous assistance throughout the proceedings were exemplary. Their consistent follow-up and guidance greatly contributed to the successful resolution of my case, and the agency has now renewed my qualification in accordance with your directives.

3. I deeply appreciate the valuable role played by the Wafaqi Muhtashib Secretariat in upholding the principles of justice, transparency, and good governance. The relief granted in my case reflects the institution's strong commitment to protecting citizens' rights and ensuring accountability within public institutions.

4. I once again extend my profound thanks to your honour and your capable team for their dedication and service to justice.

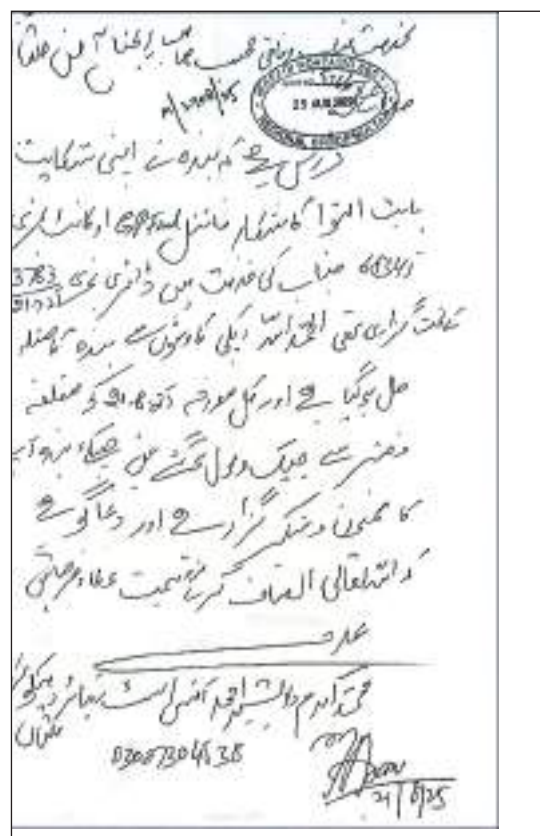
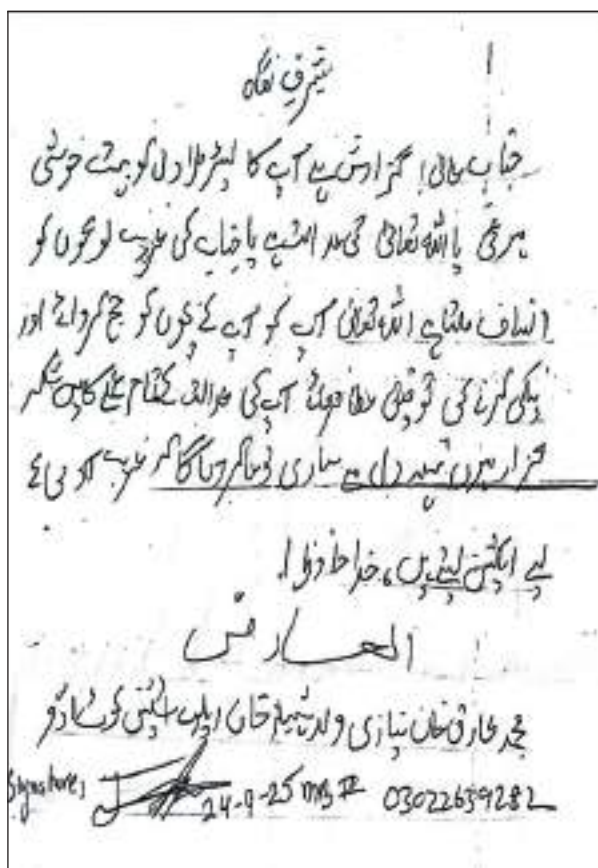
Yours Faithfully,

(Dr. Munir ul Haq)
Anon Surgical Hospital
Tehsil Warsi, Upper Dir, KPK
Contact: 8300-8389978
28/10/25



Investigation Officer, RO Quetta, Mr. Ahmad Waqas Kashi handing over a cheque of Rs.30,462 to a complainant Mr. Ameer Muhammad with regard to his Benevolent Fund issue (09-10-2025).



Dr. Muhammad Zahid, Regional Head, R.O. Multan, handing over a cheque of Rs. 673,000/- to a complainant as the death claim received from SLICP (12.11.2025).



STUDIES AND REPORTS

The Wafaqi Mohtasib (Federal Ombudsman) is an institution established to identify and address systemic issues leading to maladministration and corrupt practices within federal government agencies. The authority to conduct studies and research to diagnose the root causes of these issues and to recommend corrective measures is explicitly provided under Article 9(3) of the President's Order No. 1 of 1983. This mandate empowers the Ombudsman as a major player in promoting transparency, accountability, and better public service delivery.

Past Studies and Systemic Impact

In fulfilling its mandate, the Federal Ombudsman has proactively initiated numerous studies aimed at identifying the systemic and underlying causes of maladministration within federal government departments. These studies are not random; they primarily target departments that consistently receive a high volume of complaints due to deep-seated operational inefficiencies.

Federal Ombudsman has proactively initiated numerous studies aimed at identifying the systemic and underlying causes of maladministration.

Objectives and Outcomes

The core rationale behind these studies is to eliminate inefficiencies and bottlenecks in government departments service delivery. The primary objective is to enhance the overall performance of federal government departments, thereby promoting good governance and operational efficiency across the public sector.

Primary objective is to enhance the overall performance of federal government departments, thereby, promoting good governance.

The reports generated from these comprehensive studies are a critical tool for reform and are sent to the relevant departments for implementation of the recommended changes. These are also shared with the President, the Prime Minister, and other key stakeholders for information and to build political will for reform. It is expected that the effective implementation of the Federal Ombudsman's recommendations would lead to improve departmental performance and a subsequent reduction in the volume of complaints lodged by the public.

To date, the Office has conducted around 84 studies, including an objective assessment of the Wafaqi Mohtasib Secretariat's own operations to ensure self-improvement and accountability.



Follow-up Assessments and Mixed Results

Follow-up assessments conducted on the implementation status of these studies have yielded mixed results.

- **Successful Implementation:** A substantial decrease in pension-related complaints was observed in departments that effectively adopted the recommendations given in Pension Reform Report. This demonstrates the potential of the Ombudsman's research to drive positive change.
- **Failure to Implement:** The position concerning complaints remained unchanged in entities that did not effectively implement the recommendations. These included prominent organizations such as Pakistan Railways, Pakistan Broadcasting Corporation, Pakistan International Airlines, and Associated Press of Pakistan.
- **Persistent Issues:** Complaints also remained persistently high in the Health, Utility and Services sectors, which was attributed to a failure to adopt the proposed recommendations and update their operational manuals. These findings underscore the need for sustained departmental commitment to reform, beyond merely receiving the reports.

Supreme Court Referrals and Judicial Impact

The Wafaqi Mohtasib's role extends beyond investigating individual public grievances; it also supports the judicial system by investigating and studying complex, systemic issues referred by the Supreme Court of Pakistan. These referrals are made under Article 9 (1) of P.O. No. 1 of 1983, leveraging the Ombudsman's investigative and fact-finding capabilities. The table below presents a list of cases referred by the judicial system in the country to the Wafaqi Mohtasib Office for necessary analysis:

S. No.	Case Title	Date of Reference	Status of the Case
1.	Action taken by the Chief Justice of Pakistan on Application Regarding Miserable Condition of Women in Jails.	02.07.2018	19 Quarterly reports were submitted to Supreme court up till now.
2.	In the matter regarding Environmental Pollution in Coastal Area being poisoned by Industrial Waste Material Discharged in the Sea.	20.06.2018	Report submitted on 24.08.2018 and the case was disposed of on 22.11.2018.
3.	In the matter regarding incidents of fire at Margalla Hills, Islamabad.	CMA 2018 in Human Rights Case No.30023-G of 2018	Report submitted on 27.07.2018 and case disposed of on 30.10.2018.
4.	In the matter of large-scale encroachments of Botanical Garden and Unplanned/Unregistered Plazas in Bani Gala (Illegal construction in Nala Korang).	13.05.2018	Report submitted on 06.06.2018.
5.	Discuss and Deliberate various issues and suggest possible solutions including Fee Charged by Private Schools, Facilities Provided, and Quality of Faculty	Committee constituted by Chief Justice of Pakistan	Case disposed of on 12.06.2019.
6.	In the matter of authorized Marriage Halls Functioning in ICT.	16.04.2018	Report Submitted in April 2018.
7.	Petition regarding Miserable condition of a School (in Gujranwala where Girls sit beside graves whilst taking a test during their daily Classes in Graveyard).	10.03.2018	Case disposed of on 01.01.2019.

In these cases, the Mohtasib's office conducted thorough investigations, submitted detailed reports, and provided recommendations. Crucially, the Supreme Court has subsequently disposed of these cases based on the Mohtasib's recommendations. This collaboration highlights the institution's role in providing specialized, independent analysis that aids judicial resolution of high-profile public interest matters.

Wafaqi Mohtasib's Institution: An Architect of Good Governance

The Wafaqi Mohtasib (Federal Ombudsman) office was established in 1983 as the first Ombudsman office created under the Constitution of the Islamic Republic of Pakistan. Its primary function is to diagnose, investigate, redress, and rectify any injustice done to a person through maladministration within federal government agencies. Its purpose aligns with global expectations for such institutions: to enhance good governance, promote accountability, and increase democratic responsiveness.

Collaborative Performance Assessments

To ensure continuous improvement and performance assessment, the Wafaqi Mohtasib Office has engaged with international development partners. Collaborative performance assessments were conducted with the assistance of the UNDP and the World Bank in 2009 and 2015. These evaluations and subsequent improvements contributed to a notable increase in the number of complaints received, indicating rising public trust and awareness.

World Bank Independent Study (2015)

The World Bank commissioned an independent study, carried out by National Consulting for Business and Management Solution (Private) Limited (NCBMS), to evaluate the performance of the Wafaqi Mohtasib Secretariat (WMS). The evaluation was based on feedback gathered from a sample of 3,000 complainants over a three-year period (2013-2015).

Scope and Terms of Reference (TORs)

The study's geographical sample distribution was designed to be representative: Punjab 50%, Sindh 25%, KPK 20%, and Baluchistan 5%.

The study was designed to address the following Terms of Reference:

- To collect citizen feedback on the adequacy and effectiveness of services provided by the Wafaqi Mohtasib Institution.
- To analyse the efficiency and processes of service delivery in accordance with relevant laws.
- To provide recommendations for the improvement of Wafaqi Mohtasib institution.

Key Findings

The World Bank study highlighted several areas of exceptional performance for the Wafaqi Mohtasib institution:

- **Speed and Backlog:** All 3,000 complaints in the sample were resolved within 60 days, with no backlog reported.
- **Public Satisfaction:** A highly encouraging 89% of respondents were satisfied with the WMS's overall performance, with a significant portion rating it as 'very good' or 'good'.
- **Integrity:** Complainants regarded Wafaqi Mohtasib Secretariat officials as having high integrity and specifically noted that they were not soliciting favours.
- **Success Rate:** 90% of decisions favoured the complainants, and importantly, 85% of these decisions were implemented as prescribed by the agencies.
- **Awareness:** 81% of respondents learned about Wafaqi Mohtasib Secretariat through friends and family, highlighting the strong role of word-of-mouth endorsement, followed by newspapers at 12%.
- **Complaint Concentration:** WAPDA/Electricity providers were the agency complained against the

most, accounting for 52% of all complaints in the sample.

Recommendations and Implementation Status

The study provided crucial recommendations for enhancement. While the findings did not require a formal implementation report, the WMS moved to act on the suggestions:

- **Regional Presence:** Recommendations to increase the number of Wafaqi Mohtasib offices led to the establishment of new regional offices in eight cities, including Swat, Gujranwala, Sargodha, Bahawalpur, Gilgit, Sahiwal, D.G Khan and Muzaffarabad.
- **Staff Capacity:** Training sessions were conducted at institutions like NSPP, PITB and STI in Islamabad to provide further training to officials.
- **Citizens' Feedback & Language:** Mechanisms for online surveys and for issuing decisions in Urdu (in addition to English) are currently under development.
- **Public Outreach:** Awareness-raising measures include launching a quarterly news bulletin, WhatsApp channel, social media platforms, increasing local press coverage, and holding awareness sessions at different locations.

Impediments to Implementation

The study also noted certain constraints to expansion and publicity:

- **New Regional Offices:** The establishment of more regional offices remains dependent on a significant increase in complaints from those specific areas.
- **Funding for Media:** Funding limitations hinder publicity efforts via electronic media, restricting the ability to enhance public awareness broadly.

Objective Study of the Operations of Wafaqi Mohtasib Institution

An internal, comprehensive assessment study of the operations of Wafaqi Mohtasib Office was conducted during the year 2024. This assessment was unique in its multi-faceted approach, gathering perspectives from four distinct groups: the general public, complainants, agency representatives, and Secretariat employees. The study's primary goal was to thoroughly understand the effectiveness of the grievance redressal mechanism facilitated by the Secretariat.

Performance Measurement and Quality

The Institution's effectiveness was established by the number of complaints successfully resolved within a short timeframe and free of cost. Furthermore, the low percentage of review petitions with the Wafaqi Mohtasib and representations to the President (at less than 1%) indicated a high quality of findings and public trust in the decisions.

A committee was established to conduct an in-depth assessment. Initially, two key quantitative benchmarks were used to assess the performance of Investigation Officers: resolving at least 80 complaints per month and achieving resolution within 60 days. However, these were deemed insufficient for comprehensively measuring citizens' satisfaction. The committee explored additional qualitative and quantitative parameters, including citizen satisfaction surveys and stakeholder feedback, to conduct a more robust analysis.

Terms of Reference (TORs)

The analytical parameters were framed for conducting a citizen report card survey. The study's TORs focused on a deep dive into operational effectiveness:

- To conduct an in-depth study involving four key respondent groups.
- To focus on feedback regarding the adequacy and effectiveness of services.
- To analyse core areas, including registration, investigation, appraisal, implementation, informal dispute resolution, and previous studies.

- To assess the efficiency of service provision within legal timeframes.
- To recommend measures to enhance administrative justice accessibility.
- To suggest initiatives for faster and more effective complaint resolution.

Methodology and Data Analysis

The survey employed a rigorous mixed-methods approach:

- Online Survey: Conducted through Google Forms using the complainant's data available with CMIS.
- On-Spot Survey: Trained enumerators were deputed to conduct surveys throughout Pakistan under the supervision of an experienced officer.
- Data Interpretation: After data entry and validation, statistical methods like frequencies, means, mode, and cross-tabulation were used to develop and graphically present the results. Primary and secondary database sources were compared with the help of I.T experts.

Key Findings

The survey yielded outstanding results, which were presented after several reviews.

Category	Findings	Details
Resolution Speed	99.18% of complaints resolved within 60 days.	Confirmed extreme efficiency in processing.
Public Awareness	81% of respondents were aware of WMS services.	Highlights the need for targeted communication for the 19% who were unaware.
Information Sources	Friends and family (40%), social media (25.4%), and newspapers (12.9%).	Social media emerged as a significant driver compared to the World Bank study.
Complaint Concentration	42.3% of complaints were against WAPDA/Electricity providers.	This is the highest concentration against any single agency.
Overall Satisfaction	67% of respondents were satisfied with WMS's overall performance.	High staff conduct rating: 81% found the staff courteous and helpful.
Agency Feedback	94% of Agency representatives noted timely receipt of WMS notices.	90% of decisions were implemented by the Agencies.
Demographic Insights	Gender imbalance was evident, with 92% of complainants being male.	Most complaints originated from Punjab.
Geographic Concern	Accessibility challenges were noted in Gilgit Baltistan and AJ&K.	An urban bias was observed, necessitating improved outreach to rural areas.

Conclusion and Recommendations

The study concluded that there was general confidence in Wafaqi Mohtasib institution's effectiveness, with a majority of complainants satisfied with the services. However, addressing minority concerns remains vital for continuous enhancement. The positive trends in complaint handling and communication must be leveraged to reinforce the Secretariat's role in justice and accountability.

The study outlined several key recommendations for improvement:

- Integrated Awareness Campaigns: Partner with influencers and media to improve awareness, particularly in regions with low familiarity.
- Gender-Specific Initiatives: Develop targeted outreach programmes to engage females and address gender imbalance.
- Regional Adaptation: Establish regional offices for better understanding of local issues and tailoring communication materials.
- User Experience Improvements: Enhance the Wafaqi Mohtasib website for real-time feedback and

regular updates on grievances.

- Accessibility Initiatives: Launch outreach programmes in rural areas while ensuring robust urban services.
- Investigation Training: Provide ongoing training to Investigation Officers to enhance their skills and address mixed feedback regarding their competence.

In summary, the study underscored that continuous adaptation, a focus on fairness, transparency, and ethical conduct are crucial for strengthening the Wafaqi Mohtasib Secretariat's operations and its ability to serve the public effectively.

SPECIAL INITIATIVES

The Office of Wafaqi Mohtasib (Federal Ombudsman) was established under the President's Order No.1 of 1983, to diagnose, investigate, redress and rectify any injustice done to a person through maladministration on part of the federal government agencies. The Federal Ombudsmen Institutional Reforms Act, 2013 further sets out that the redressal of public grievances is the means to an end i.e. to promote good governance. The Wafaqi Mohtasib institution has accordingly been proactively engaged in upgrading its operational mechanisms with a view to facilitating a meaningful transition towards a social order based on good governance, the rule of law and the promotion and protection of human rights.

Guided by the above provisions, the Office of Wafaqi Mohtasib has, over the years, taken various important initiatives, some of which are briefly discussed as under:

Prison Reforms Initiative

The Supreme Court of Pakistan during hearing of a Suo Moto case CMA No.1313/2015 (S.M.C. NO.1 of 2006), in 2015, directed that the Ombudsman offices may form standing committee(s) and inspection team(s) to examine the systemic failure in the administration of the criminal justice system and the prisons in particular and make recommendations to rectify such failures and set good administration standards that, if breached, would be deemed to be maladministration.



In view of the above direction, a committee was constituted which made study visits to six selected prisons of the country to identify core issues, shortcomings and failures in the system. Its report and recommendations were provided to all concerned federal and provincial government agencies and the Supreme Court. The Office of Wafaqi Mohtasib has been monitoring implementation of these recommendations and submitting regular reports to the Supreme Court. 19 quarterly implementation reports have been submitted so far by the Wafaqi Mohtasib to the Supreme Court of Pakistan. However, in 2025, it was felt that the quarterly feedback reports on the subject were no more necessary as the reforms process has reached a satisfactory level. Accordingly, on the request of the Federal Ombudsman, the Supreme Court in March 2025 waived the direction to submit quarterly implementation reports. The remaining task was assigned to the Provincial Ombudsmen, because the prison administration was a provincial subject and the Provincial Ombudsmen were in a good position to maintain efficient coordination with the Provincial Home/Prison authorities.

19 quarterly implementation reports have been submitted so far by the Wafaqi Mohtasib to the Supreme Court of Pakistan.

Salient points of the progress achieved

i) Formation of District Oversight and Welfare Committees comprising members from the civil society, bar associations, and key sectors like health and education to monitor and improve prisoners' living conditions, especially children, women, and the destitute.

ii) Focal Persons have been designated by Provincial Home Departments and Jail authorities to assist the committees and organize jail visits.

iii) Jail Overcrowding: Several new jail projects were initiated across Punjab, Sindh, Khyber Pakhtunkhwa, and Baluchistan. The federal government is also building a Model Prison in H-16, Islamabad.

iv) Medical Coverage: Each jail has medical officers and paramedics. Drug users and mentally challenged prisoners are housed separately. Screening for infectious diseases like HIV, Hepatitis, and TB is conducted and affected prisoners receive appropriate care.

v) Education and Skill Development: In partnership with the Higher Education Commission (HEC) and universities, free education and skill development programme for prisoners, including religious studies and computer literacy is implemented. Vocational courses are also offered with the support from TEVTAs.

vi) Separation of Women Enclosures: Women prisoners are housed in separate blocks, managed exclusively by female staff.

vii) Juvenile and Children: Juvenile prisoners are kept in separate areas with facilities for education, games, and medical care. NGOs and philanthropists contribute to the welfare of children, and nurseries are being established for infants with their mothers. Sweet Homes are also planned for these children.

viii) Biometric Systems have been introduced in jails and records are being computerized. An interface between NADRA, Police, and Prisons has been developed, alongside the implementation of the Jail Management Information System.

ix) Health and Hygiene: Clean drinking water, proper toilet facilities, and adherence to jail manual standards for food is being ensured.

x) Under Trial Prisoners (UTPs), Parole, and Payment of Fines: Reforms are being implemented for UTPs and first-time offenders, with improvements in parole and probation systems. Efforts are made to pay minor fines (Arsh, Diyat) to facilitate prisoners release, supported by governments and philanthropists.

xi) Free Legal Aid: Free legal aid and counselling are provided, with support from District Bar Councils, lawyers, and provincial governments.

xii) Parole Boards: Parole Boards have been established in jails to assess and recommend eligible prisoners for release on parole.

Pension Reforms for the Federal Government Pensioners

The Federal Ombudsman has undertaken several significant initiatives to benefit federal government pensioners, primarily focused on eliminating delays in pension payments and simplifying the processing system. Key initiatives include: -

- **Establishment of Monitoring Committee:** A special Monitoring Committee was constituted, headed by a Senior Advisor in the Wafaqi Mohtasib Office, to evaluate the implementation status of pension reforms and identify bottlenecks causing delays in payments. This committee holds meetings with major stakeholders like the Finance Division and AGPR to streamline the system.

- **Mandatory Pension Desks:** The Federal Ombudsman directed all ministries, corporations, and other federal agencies that deal with thousands of pensioners to establish a dedicated, functional pension desk. These desks are required to be supervised by a senior officer and manned by trained staff to facilitate the processing of pension cases efficiently.
- The Federal Ombudsman directed all ministries, corporations, and other federal agencies to establish a dedicated, functional pension desk.
- **Taking Suo Moto Notice:** The Ombudsman has taken Suo Moto notice on thousands of pending pension cases, particularly concerning the Employees Old-Age Benefits Institution (EOBI), to address systemic issues and ensure that poor labourers/workers receive their rightful pensions without hassle.
 - **Agency Specific Pension issues:** The Ombudsman has intervened in specific cases, such as more than 4,000 pensioners of Radio Pakistan received their long-awaited pension increases, payment of benefits to retired teachers in Islamabad, and the Railway Department started paying pension to an employee, after 20 years of his retirement, on the directions of Federal Ombudsman.
 - **Resolution of Pending Pension Cases:** Through the interventions of the Office of Wafaqi Mohtasib and the work of the committees formed, thousands of pending cases of pension, gratuity, and old-age benefits for retirees, widows, and orphans have been settled.

Informal Resolution of Disputes (IRD)

In March 2022, the Federal Ombudsman decided to further broaden the scope of activities of his Office for the benefit of common people by invoking Article 33 of P.O. No. 1 of 1983, which pertains to Informal Resolution of Disputes (IRD). Provisions under this Article empower the Federal Ombudsman to informally conciliate, amicably resolve or settle any grievance without any written memorandum and without the necessity of docketing any complaint or issuing any official notice. Key features of the IRD include:

- This mechanism is flexible and relies on persuasion, mediation, and conciliation, involves resolution rather than decision whereby parties are persuaded to come to an understanding/agreement.
 - The emphasis is on reaching a mutually agreeable settlement between the parties involved, rather than strict adherence to processes, which fosters a sense of ownership and satisfaction with the resolution. The agreements hence reached are in writing and become binding contracts enforceable by courts.
 - The IRD addresses a range of common grievances, including delays in pension and medical claims, small contractual issues, and utility bill problems.
 - The high success and implementation rates of the IRD initiative have built significant trust and confidence among the general public in the Federal Ombudsman's ability to provide effective and fair justice.
 - The introduction of IRD is greatly benefiting the common citizens in remote areas particularly those who cannot afford to hire expensive legal services or face lengthy litigation process.
- The IRD is greatly benefiting the common citizens in remote areas particularly those who cannot afford to hire expensive legal services.
- During the outgoing year 2025, about 7356 cases were received and 7124 cases were disposed of under the IRD Programme.

Other Key Special Initiatives

Inspired by the success of measures undertaken by the Wafaqi Mohtasib Office to improve public service delivery of the federal government agencies, a series of steps were taken to enhance the outreach and accessibility of the institution, use of technology for efficient redressal of complaints,

ensuring provision of administrative justice at the doorsteps of the citizens through Outreach Complaint Resolution (OCR) programme, Khuli Katcheries (public courts) and periodic inspection of federal government agencies attracting persistent inflow of complaints. Some of these special initiatives are listed below and have been discussed in detail in the relevant chapters:

Expanded Outreach and Regional Access

- **New Regional Offices:** In 2025, new Regional Offices were opened in Sahiwal and Dera Ghazi Khan (Punjab), Mirpur Khas and Larkana (Sindh), Sibi (Baluchistan), Muzaffarabad (Azad Kashmir), and Gilgit (Gilgit-Baltistan). The total number of Wafaqi Mohtasib's Regional Offices, in addition to its Head Office is 28 including 04 Complaint Collection Centres across the country.

- **Outreach Complaint Resolution (OCR) programme:** The Federal Ombudsman's OCR programme is an initiative to provide justice at the doorsteps of the public by taking the Federal Ombudsman's services to the people, including conducting of hearings in districts and tehsils, and establishing facilitation desks for complainants. Investigating Officers visit districts and tehsils to hear complaints from the public. In 2025, a total of 232 OCR programmes were conducted by the Wafaqi Mohtasib Investigation Officers in various cities, tehsils and union councils during which 6131 registered cases were heard.

The OCR programme is an initiative to provide justice at the doorsteps of the public by taking Ombudsman's services to the people.

- **Mobile Outreach – Khuli Katcheries:** This public court system was made a regular feature and was expanded from cities to remote tehsils and union councils in all districts across the country. Investigation Officers of the Wafaqi Mohtasib Office listen to and register public complaints closer to their doorsteps. During the year 2025, total number of Khuli Katcheries held was 166. In addition, under the direction of the Federal Ombudsman, Pakistan missions abroad (Embassies and Consulates) have also appointed a focal person and hold regular e-Katcheries for expatriates.

During the year 2025, the total number of Khuli Katcheries held was 166.

- **Enhanced Online Complaint System:** The use of digital platforms for filing complaints, supported by Wafaqi Mohtasib portal, was significantly enhanced during the year 2025. This initiative contributed to the resolution of high volume of complaints, providing greater access and ease for registration of complaints to the public.

- **Citizen Feedback Integration:** Through channels like SMS alerts, social media, and rob calls (auto-dialling system to deliver a pre-recorded message to a mass audience), the office of Wafaqi Mohtasib is collecting citizen's feedback to identify and address systemic issues in federal government Agencies.

- **Inauguration of WhatsApp Channel of the Office of Wafaqi Mohtasib:** The launch of the Wafaqi Mohtasib official WhatsApp channel is part of a broader strategy by the Federal Ombudsman's office to expand its outreach by using various social media platforms and IT tool. Multiple digital options are available to the public for lodging complaints, which include the website, mobile App, SMS, email, and hearings can be arranged online for ease of complainants.



(a) Inspection Visits

The Wafaqi Mohtasib's inspection teams are constituted to conduct on-site visits/spot-checks of the federal government agencies for identification of maladministration in their functioning and making recommendations for improvement in their public service delivery. 43 inspection visits of various federal government agencies were conducted during the year 2025 by the Head Office and Regional Offices.



A Wafaqi Mohtasib Inspection Team visiting the Employees Old-Age Benefits Institution (EOBI) in Islamabad (03.07.2025).

(b) Initiatives for Children

From 2009 to 2022, the office of National Commissioner for Children (NCC) in the Wafaqi Mohtasib Office, actively worked with stakeholders and the UNICEF to develop strategies and run awareness campaigns for child protection. However, in 2023, a senior officer of the Wafaqi Mohtasib Office was designated as the Grievance Commissioner for Children (GCC) to look after the systemic issues related to children. Public complaints pertaining to child rights abuse received in the Wafaqi Mohtasib Office are handled with particular care. In the year 2025, nearly 683 children's complaints were received. The GCC also monitors reports of child rights abuse appearing in mainstream and social media and takes them up with law enforcement agencies of the province concerned through respective provincial Ombudsmen.

In 2023, a senior officer of the Wafaqi Mohtasib Office was designated as the Grievance Commissioner for Children to look after the systemic issues related to children.

(c) Initiatives for Overseas Pakistanis

The Office of the Grievance Commissioner for Overseas Pakistanis was established to deal with Overseas Pakistanis for speedy resolution of their grievances against government agencies. Several measures have been adopted to resolve individual complaints and to address systemic issues related to Overseas Pakistanis which include setting up of One Window Facilitation Desks (OWFDs) at 8 international airports of the country to resolve the issues of Overseas Pakistanis travelling to and from Pakistan. Overall, 137,152 complaints from Overseas Pakistanis were received during the year 2025, out of which 91,891 have been facilitated at OWFDs, 43,011 complaints were received by Pakistan Missions abroad and 2,250 complaints were received directly by the Grievance Commissioner for Overseas Pakistanis (GCOP), at the Wafaqi Mohtasib Office, Islamabad. Out of these, 2,195 have been resolved satisfactorily.

One Window Facilitation Desks (OWFDs) have been established at 08 international airports of the country to resolve issues relating to Overseas Pakistanis.

(d) Initiative for Controlling Stray Dogs Population in ICT

The growing population of stray dogs in urban areas emerged as a serious public concern, affecting public health, safety, and environmental hygiene. The situation in the ICT was particularly alarming, with increasing reports of dog bites and risks of disease transmission, especially rabies.

Responding to several public complaints, the Wafaqi Mohtasib Office conducted a detailed investigation of the issue. The findings called for



urgent action, including the formulation of a public policy, humane sterilization and vaccination drives, provision of anti-rabies vaccines, and public awareness campaigns. On the direction of the Federal Ombudsman, the matter was taken up with the stakeholder agencies, namely, Ministry of Climate Change (MoCC)/Islamabad Wildlife Management Board (IWMB), Capital Development Authority (CDA), Metropolitan Corporation Islamabad (MCI), ICT Administration, National Institute of Health (NIH), Ministry of Interior, and Ministry of National Health Services, Regulation & Coordination. (NHSR&C). A number of meetings were held at the Wafaqi Mohtasib Office which led to the following developments:

- An Expert Committee created by the MoCC/WMB formulated a Policy on Stray dog Population in ICT.
- Bye Laws for Control of Stray Dogs were notified by the MCI with the approval of Ministry of Interior. A Stray Dog Population Control Center (SDPCC) was established by CDA/MCI in Tarlai, Islamabad and capture, sterilization and vaccination of stray dogs began.
- CDA's official website publicized setting up of the SDPCC in Tarlai. The policy prepared by MoCC/IWMB was also posted on their website.
- NIH was meeting all demands for Anti-Rabies Vaccine from the Government Hospitals. NIH had procured material to produce 0.3 million doses of Anti-Rabies Vaccine annually. PC-I for the capacity enhancement of the NIH to produce Anti-Rabies Vaccine was prepared and submitted for approval.
- The issue of constant availability and re-fixation of maximum retail price of the Anti-Rabies Vaccine (ARV) was vigorously pursued by the Wafaqi Mohtasib Office with the Ministry of NHSR&C, the NIH and the Drug Regulatory Authority of Pakistan (DRAP). The issue of

re-fixation of maximum retail price of the ARV was resolved after approval from the Cabinet and the Notification in this regard was issued by the Ministry. The NIH also confirmed that they had 'sufficient stock' of 149,238 vials of the ARV ready for supply.

In January 2025, it was, however, observed that despite the above stated measures, and initially satisfactory operation of the SDPCC Tarlai, the presence of stray dogs in the streets and parks of various residential sectors across Islamabad continued to rise alarmingly. The matter was again taken up with the Ministry of Interior, the MCI/CDA in a meeting, convened under the chairmanship of Secretary Wafaqi Mohtasib Office on 24th April 2025. Following directions were issued to the stakeholder agencies:

- MCI, CDA and the Chief Commissioner ICT's office to submit a comprehensive report detailing the human resource and logistical capacity of the SDPCC, highlighting deficiencies and suggesting areas where WMS intervention could be beneficial.
- Ministry of Interior in collaboration with MCI, CDA and the Chief Commissioner ICT's office to submit the copies of the finalized Bye Laws and approved PC-I for the SDPCC along with a project implementation timeline and its current status.
- MCI/DMA to provide the WMS area-wise regular monthly updated data regarding the number of stray dogs captured, vaccinated, treated and their eventual disposal.
- MCI, CDA and the Chief Commissioner ICT to plan and launch periodic public awareness campaigns about the stray dog control efforts and publish the SDPCC activities to enhance citizen's cooperation.

Study Report on Controlling Stray Dogs Population in ICT: In September 2025, Wafaqi Mohtasib Study Report was compiled on the issue and it was furnished to the stakeholder agencies for implementing its recommendations.

PROTECTION OF THE RIGHTS OF WOMEN AND CHILDREN

The National Context

The protection and promotion of fundamental human rights, particularly those of vulnerable groups like women and children, stands as a constitutional imperative and a key measure of governance quality. In Pakistan, where children under the age of 18 constitute over 45 percent of the total population, the necessity of robust institutional safeguards is paramount. The country is a signatory to the United Nations Convention on the Rights of the Child (UNCRC), which obligates the State to undertake all appropriate legislative, administrative, and other measures for the implementation of the rights enshrined therein.

The Office of Wafaqi Mohtasib (Federal Ombudsman) of Pakistan, established under the President's Order No. 1 of 1983, serves as a non-judicial mechanism for the redressal of public grievances against federal government agencies. Recognizing the vulnerability and specialized needs of children and women, the Wafaqi Mohtasib institution has systematically evolved its mandate beyond simple complaint resolution to include specialized oversight, proactive systemic diagnostics, and targeted institutional reform. This chapter analyses the mechanisms established by the Wafaqi Mohtasib specifically the Office of Grievance Commissioner for Children (OGCC) and the various committees focused on women's protection and prison reforms demonstrating the comprehensive, multi-layered approach adopted to safeguard these critical segments of society. The Mohtasib's work in this domain is characterized by a blend of external monitoring, international collaboration, and internal compliance, creating a holistic framework for human rights protection within the administrative landscape of Pakistan.

The Office of Grievance Commissioner for Children (OGCC): A Specialized Safeguard for Child Rights

Objectives and the Scope of Work

The realization that many critical child rights issues were being overlooked or inadequately addressed within existing administrative frameworks led the Office of Wafaqi Mohtasib to take a major institutional initiative in April 2009. With vital support from the United Nations Children's Fund (UNICEF), the Office of National Commissioner for Children was established, later converted into the Office of the Grievance Commissioner for Children (OGCC). This establishment was a direct response to the UNCRC's call for states to adopt appropriate measures for implementation, effectively creating an Ombudsman for Children within the federal structure.

The OGCC is endowed with a broad and crucial mandate: to serve as a comprehensive barricade against threats to children's well-being. Its functions are executed through a dual strategic approach:

The OGCC is endowed with a broad and crucial mandate: to serve as a comprehensive barricade against threats to children's well-being.

- **Reactive Grievance Redressal:** The OGCC monitors, investigates, and rectifies individual complaints and grievances related to the violation of child rights by federal government departments. This includes issues ranging from violence, abuse to neglect in public services and the provision of health and education to these innocent angels.

- **Proactive Systemic Reform:** Crucially, the OGCC adopts a proactive, investigative stance. It diagnoses underlying, systemic causes of rights violations, working to develop strategies for their long-term eradication. This ensures that the intervention is not merely curative but preventive, addressing the root causes of maladministration impacting children.

The OGCC's jurisdiction extends to complex and sensitive areas, including the investigation of cases related to child violence, the monitoring of child trafficking routes and prevention mechanisms, the plight of street children and, increasingly, the rectification of issues concerning cybercrimes targeting minors. By fulfilling this mandate, the OGCC not only provides a mechanism for individual justice but

also acts as a critical institutional voice, raising the national profile of child rights and devising effective mechanisms for complaint redressal across federal departments.

The Office of Grievance Commissioner acts as a critical institutional voice, raising the national profile of child rights.

International Cooperation and Policy Development

A cornerstone of the OGCC's effectiveness is its robust collaboration with international partners, most notably UNICEF. Through signed agreements and joint initiatives, the Wafaqi Mohtasib Office works hand-in-hand with global experts to strengthen child protection systems in Pakistan. These collaborations were essential for capacity building, knowledge exchange, and aligning domestic practices with international best standards.

Key outputs of this consultative process include policy documents and public awareness materials, such as the publication of the "Promotion and Protection of Child Rights" booklet. This initiative serves multiple strategic goals:

- **Awareness:** Disseminating information about children's rights in accessible language to stakeholders, including government officials, civil society, and children themselves.
- **Consultation:** Providing a framework developed through consultation with diverse stakeholders, ensuring that policy recommendations are grounded in local realities and expert input.
- **Compliance:** Demonstrating the state's ongoing commitment to fulfilling its domestic legal and international obligations under treaties like the UNCRC.

The OGCC's work is, therefore, a vital mechanism for translating global human rights principles into actionable, monitored policies within Pakistan's administrative apparatus.

Judicial Oversight and the Reform of Correctional Facilities

The Advisory Committee on Women and Children in Prisons

One of the most impactful interventions by the Wafaqi Mohtasib has been in the domain of correctional facilities, driven by judicial direction. In compliance with the Supreme Court's orders, an Advisory Committee with Special Reference to Children and Women Prisoners was constituted under the Wafaqi Mohtasib's stewardship. The existence of this committee acknowledges the heightened vulnerability and specific needs of women and children in detention, who often face systemic neglect within the prison environment.

Advisory Committee with Special Reference to Children and Women Prisoners was constituted under the Wafaqi Mohtasib's stewardship.

The Committee's methodology involved extensive, on the ground visits to various prisons across Pakistan. These inspections were not superficial; they were designed to meticulously identify systemic issues and offered concrete, actionable recommendations for improvement. The scope of their inquiry covered every aspect of the prisoner's life, from administrative oversight to welfare provisions.

Major Problems and Systemic Deficiencies

The Committee's extensive field work had consistently highlighted several critical areas of maladministration and resource deficiency, which were detrimental to the fundamental rights of imprisoned women and children:

A. Operational and Administrative Shortcomings

- **Staff Shortage and Training:** A chronic shortage of specialized prison staff, particularly female guards and counsellors, severely hampers the ability of institutions to provide adequate oversight and a supportive environment. Furthermore, existing staff often lack specialized training in dealing with trauma, child psychology, or gender-sensitive security protocols.

- **Overcrowding (Custodial Stress):** Over-crowdedness remains a persistent problem across Pakistan's correctional facilities. For women and children, overcrowding translates into acute stress, compromised sanitation, and increased risk of disease and violence. It fundamentally undermines efforts at separation and rehabilitation.

- **Non-Production of Under-Trial Prisoners (UTPs):** A major administrative failure is the delayed or non-production of under-trial prisoners, particularly children, before the relevant courts. This administrative lapse leads to unwarranted and prolonged detention, violating the right to a speedy trial and contributing to institutional stagnation.

B. Welfare and Rehabilitation Deficiencies

- **Lack of Balanced Diet and Medical Facilities:** The provision of nutritional food and adequate medical care is a basic human right, yet prisons frequently fail to meet these standards. For women, reproductive health services are often inadequate. For children, the lack of proper nutrition and consistent health monitoring impacts their physical and cognitive development during a critical growth phase.

- **Educational, Health, and Skills Training:** The rehabilitation mandate of prisons requires robust programmes for reintegration. The Committee found a significant lack of appropriate educational and skills training facilities for both women and children. Education for minors is mandatory and requires age-appropriate curricula, while vocational training for women is crucial for their economic empowerment upon release. The absence of mental health support and counselling facilities exacerbates the trauma of incarceration.

C. Ensuring Accountability through Judicial Reporting

The Advisory Committee's findings are translated into sustained pressure for reform through a rigorous reporting mechanism. The committee has submitted nineteen quarterly implementation reports to the Supreme Court of Pakistan. This process is a powerful model of institutional accountability:

- The Wafaqi Mohtasib acts as the executive monitor, gathering ground-level data and formulating recommendations.
- The Supreme Court provides the necessary judicial oversight, compelling federal and provincial authorities to act on the findings.

The continuous submission of these detailed reports ensures that the issues of women and children in prisons do not fade from the judicial and administrative agenda. This sustained oversight is designed to force budgetary allocation, infrastructural improvements (such as the creation of separate juvenile wards and crèches for children accompanying mothers), and the implementation of welfare schemes, thereby driving tangible, verifiable improvements in the penal system.

D. Internal Compliance and Leading by Example

Safeguarding Female Employees Against Harassment

The Wafaqi Mohtasib's commitment to women's rights extends beyond external monitoring to internal organizational compliance. Recognizing its own responsibility to maintain a safe, respectful, and professional environment, the Wafaqi Mohtasib Office has established an internal redressal mechanism in line with national legislation.

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A dedicated committee, under the leadership of a female Senior Advisor in the Wafaqi Mohtasib Office, has been formed to operate under the provisions of the Federal Ombudsman Protection Against Harassment Act. This internal committee is tasked with receiving, investigating, and reporting on complaints of harassment lodged by female employees of the Wafaqi Mohtasib Office. Its formation and function serve a dual strategic purpose:

- **Direct Compliance:** It ensures that the Wafaqi Mohtasib institution is a model employer, adhering strictly to the legal requirements for workplace protection against harassment.

- **Institutional Precedent:** By maintaining a robust, fair, and transparent internal mechanism, the Wafaqi Mohtasib institution sets a high-water mark for other federal government departments that fall under its jurisdiction, reinforcing the principle that institutional compliance must begin at home.

The committee's adherence to the established legal framework for presenting its findings and recommendations to the Wafaqi Mohtasib ensures that due process is followed, and appropriate, timely action is taken against reported misconduct, thereby cultivating a culture of respect and accountability.

Conclusion and the Future Trajectory of Rights Protection

The comprehensive efforts of the Wafaqi Mohtasib in establishing and managing specialized oversight mechanisms for women and children underscore a profound shift in institutional governance from passive complaint resolution to active, systemic reform. The success of the OGCC and the Prison Advisory Committee is rooted in their capacity to bridge administrative gaps, enforce judicial mandates, and leverage international partnerships.

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Synthesis of Institutional Impact

The Wafaqi Mohtasib's strategy for rights protection operates on three parallel fronts:

- **Systemic Advocacy (OGCC):** Diagnosing root causes, engaging in policy consultation, and raising public awareness of child rights issues (violence, trafficking, cybercrimes).
- **Vulnerability Oversight (Prison Committee):** Implementing judicial mandates, monitoring correctional facilities, and driving structural change to protect the rights of imprisoned women and children.
- **Internal Compliance (Harassment Committee):** Upholding the highest standard of workplace safety and compliance within its own organization, providing a credible model for other government institutions.

Challenges and Recommendations for Enhancement

Despite the notable achievements, significant challenges persist, primarily in the areas of implementation consistency, resource allocation, and cultural barriers. To further consolidate and expand the impact of the Wafaqi Mohtasib in this crucial domain, the following strategic recommendations are proposed:

- **Enhanced Digital Outreach for OGCC:** Develop a dedicated, child-friendly digital portal for the OGCC. This portal should offer simplified complaint submission, educational resources, and anonymous reporting features, making the grievance mechanism more accessible, especially in remote areas.
- **Specialized Gender and Juvenile Training:** Advocates for mandatory, Mohtasib-certified training modules for staff across federal departments, police, and the judiciary, focusing specifically on the trauma-informed care of child victims and the gender-sensitive management of women's issues.
- **Proactive Legislative Input:** Utilize the systemic findings of the OGCC and the Prison Advisory Committee to provide formal, proactive input to the Parliament and relevant ministries, driving necessary amendments to juvenile justice and anti-trafficking legislation.
- **Impact Assessment and Transparency:** Routinely publish detailed, quantifiable impact assessments of the Prison Committee's work, highlighting the number of prisoners whose conditions improved, the educational facilities established, and the administrative deficiencies corrected. Increased transparency will build public trust and ensure sustained political will for reform.

By maintaining this multi-pronged, evidence-based approach, the Wafaqi Mohtasib will continue to strengthen the administrative protection of women and children, thereby reinforcing the constitutional promise of dignity and justice for all citizens of Pakistan.

OVERSEAS PAKISTANIS - A PRECIOUS ASSET

Role of Grievance Commissioner/Advisor for Overseas Pakistanis

The welfare of more than 10 million Overseas Pakistanis receives a high level of attention of the Office of Wafaqi Mohtasib (Ombudsman). The Overseas Pakistanis not only provide considerable support to their families back home but also contribute meaningfully to the economic stability of the country through substantial remittances from abroad. For expeditious resolution of their grievances and redressal of individual complaints on account of any injustice done through maladministration, the Wafaqi Mohtasib appointed a “Grievance Commissioner/Advisor for Overseas Pakistanis” in 2015 under Section 7 of the Federal Ombudsmen Institutional Reforms Act, 2013.

Any overseas Pakistani can lodge a complaint with the “Grievance Commissioner for Overseas Pakistanis” against maladministration of federal government ministries/departments/organizations/agencies through email, WhatsApp, online or by post. A number of steps have been initiated to resolve their complaints and to address systemic issues being faced by the Overseas Pakistanis.

Procedure, Methodology and Performance

i. Complaints of Overseas Pakistanis received in the Grievance Commissioner’s Office are handled promptly on daily basis and taken up with the relevant agencies for report/redressal within 15 days. The complainants are kept informed at every step about the progress/redressal of their cases through email, WhatsApp, voice messages or phone. From January 2024, all such complaints are now being registered at Wafaqi Mohtasib’s Complaint Management Information System (CMIS), which has introduced greater transparency and efficiency in handling their issues/problems. Systemic issues and general problems being faced by the Overseas Pakistanis are also taken up in earnest with the relevant agencies by the Grievance Commissioner’s Office.

Complaints are now being registered at Wafaqi Mohtasib’s Complaint Management Information System (CMIS).

Pakistan Missions Abroad: Rendering Invaluable Service to Countrymen

ii. On the initiative of the Wafaqi Mohtasib, each Pakistan Mission/Consulate abroad has appointed a Focal Person for prompt action, and has allocated one day in a week for meeting with Overseas Pakistanis to redress their grievances. Khuli Katcheries/e-Katcheries are also conducted by heads of Missions abroad or their representatives on monthly basis to facilitate Pakistani diaspora. Detailed monthly progress reports on prescribed proforma regarding complaints/problems and queries of Overseas Pakistanis resolved or under process are also formulated and proper data is maintained in the Grievance Commissioner’s Office.

Each Pakistan Mission/Consulate abroad has appointed a Focal Person for prompt action.

One Window Facilitation Desks (OWFDs) – A Revolutionary Step

iii. On the initiative of Wafaqi Mohtasib, One Window Facilitation Desks (OWFDs), were established in 2015/2016 at the following eight International Airports of the country for instant redressal of complaints/problems/queries of overseas Pakistanis:

- | | | | |
|----------------------|---------------------|-------------------|-------------------|
| • Faisalabad Airport | • Islamabad Airport | • Karachi Airport | • Lahore Airport |
| • Multan Airport | • Peshawar Airport | • Quetta Airport | • Sialkot Airport |

According to the revised SOPs, activities of these OWFDs are regularly monitored and monthly progress reports regarding facilities provided to Overseas Pakistanis are acquired from all

stakeholders separately. Any Pakistani travelling abroad or coming back home can use services of these desks, where representatives of twelve relevant agencies i.e. FIA, ANF, ASF, CAA, PIA, NADRA, BE&OE, DGI&P, OPF, Border Health Services, Pakistan Customs and OEC remain present on 24/7 basis. Inspection visits of Airports and OWFDs and meetings with Focal Persons/ Representatives of these 12 agencies are conducted regularly.



During 2025, sixteen Inspection visits were conducted by “Grievance Commissioner/Advisor for Overseas Pakistanis and teams of Senior Advisors constituted by the Wafaqi Mohtasib.

Summary of Facilities Extended to Overseas Pakistanis

A. Office of the Grievance Commissioner/ Advisor for Overseas Pakistanis

- Complaints are required to be disposed of within 30 days but not later than 60 days.
- Complainant is kept informed about the status of his complaint through e-mail/ Mobile Phone.
- Availability of dedicated telephone No. 051-9217259 in the Grievance Commissioner’s office (during office hours) and 051-9213886 -7 in WMS Secretariat (from 8:30 AM to 09:00 PM) to attend phone calls of Overseas Pakistanis.
- Helpline No. 1055 in Wafaqi Mohtasib Office exchange for proper guidance within Pakistan is also available
- Mobile phones of GC (OP) and Senior officials have also been displayed on Wafaqi Mohtasib official website, standees/ leaflets at OWFDs established at Airports and posters affixed in Pakistan Missions Abroad for convenience of Overseas Pakistani complainants.
- Appointment of Focal Persons in 12 relevant agencies working at 8 International airports of the country.
- Close liaison is maintained with all agencies and complainants.

B. Systemic Issues

- Streamlining the system of issuance of Police clearance certificate in coordination with Ministry of Interior and Intelligence Bureau.
- Initiative of online registration process for affixation of protector stamp on passports of intending immigrants going abroad on work visa or education, which has been started from January, 2024. This year 24,059 immigrants have availed this online protector stamp facility. This facility is also available at airports.

- Initiative of Apostille attestation of overseas public documents. The Hague Apostille convention of 1961 is now valid between Pakistan and 112 member countries. The Ministry of Foreign Affairs has started Apostille attestation of documents from July 2024 at the Consular Hall of the Ministry and its liaison offices at Karachi, Gujrat and Lahore. During this year, a large number of people have been facilitated.

C. Facilities Provided in other Countries Through Pakistan Missions Abroad

- Weekly meetings with complainants by Heads of Missions abroad, without any appointment.
- Counselling and legal assistance to Pakistani Prisoners abroad for their release.
- Online appointment system in Pakistan Missions abroad.
- Ensuring establishment of Machine-Readable Passport (MRP) Facility for Overseas Pakistanis in every foreign country, which has more than 10 thousand Pakistanis.
- Holding of Khuli Katcheries & e-Katcheries once in a month.
- Compilation of complaints received/redressed/under process by Pakistan Missions abroad and submission of detailed monthly report in broader categories to Grievance Commissioner/ Advisor for Overseas Pakistanis office for proper formulation and record.

D. Facilities Provided, Improved and Strengthened at One Window Facilitation Desks (OWFDs)

- Issuance and renewal of NICOP/POC and expired CNICs at airports.
- Establishment of “Information and Help Desks” at first entrance of airports.
- Display of Zone-wise information about counters of airlines of different countries for issuance of Boarding passes.
- Special facilities for children/people with invisible disabilities like autism, reduced mobility and other psychological conditions started under “Sunflower Assistance Programme” at Islamabad Airport from April 2025, which entitles them to avail the facility of a special wheel chair and priority handling at each counter of the airport.



Mr. Ahmed Farooq, Senior Advisor, visiting OWFD at Islamabad International Airport (23.04.2025).

- Placement of suggestions/complaints registers at One Window Facilitation Desks.
- Complaint boxes at different places of airports by Pakistan Aviation Authority (PAA).
- Installation of surveillance cameras for security purposes at One Window Facilitation Desks.

- Availability of Universal Toll-Free Number (0092-51-111-040-040), Fax Machine and E-mail facilities at all One Window Facilitation Desks.
- Allocation of separate gates for senior citizens, business class, Overseas Pakistanis, diplomats and parliamentarians at international departure and arrival lounges of the airports.
- Facilitation at airports to “Sohni Dharti App” holders, which is a point-based loyalty scheme.
- Increase in facility of shuttle service vehicles and wheel chairs to carry aged and disabled persons.
- Improvement in conveyer belts and scanning machines.
- Combined counters of ASF, ANF & Customs for search of baggages at international departure lounge.
- Installation of surveillance cameras at combined counters of ASF, ANF & Customs.
- Provision of computer & printer at OWFDs for free prints of e-visas & e-tickets of Overseas Pakistani passengers.
- Provision of OPF, Border Health Services Desks and Branch of National Bank inside international arrival terminal.
- Installation of snake queue system at immigration counters for prevention of long ques in rush hours.
- Installation of guidance boards for overseas passengers regarding DO's and DONT's in English & Urdu in front of customs desk.



Syed Shujaat Abbas, Advisor and Dr. Riaz Memon, Associate Advisor, RO Karachi inspecting facilities at Karachi Airport (07.08.2025).

- Initiation of strict procedure of timings and implementation of fines to the port handling agencies in case of delays in clearance of luggage of incoming overseas passengers. Due to vigilant monitoring punctuality in delivery of luggage has improved to 98%.
- Installation of standard size screens inside and outside the first gate of entry, comprising scrolling slides with commentary about items which overseas passengers cannot carry while boarding the plane.

- Provision of seating arrangements for visitors at international departure & arrival lounges outside the entrance.

Awareness Raising Material for Overseas Pakistanis

- Affixation of awareness posters in Pakistan Missions abroad about the procedure for lodging of complaints with Wafaqi Mohtasib Grievance Commissioner's Office along with phone

numbers and email.

- Affixation of new pana flexes and placement of standees at each Airport providing information regarding lodging of complaints with Grievance Commissioner's Office along with phone Nos

and e-mail.

- Uploading of latest information in (Urdu & English) about working of Grievance Commissioner/ Advisor for Overseas Pakistanis Office and procedure for submission of complaints, in a separate section of Wafaqi Mohtasib's official website and its YouTube channel.

- Publication of a "Handbook for Overseas Pakistanis", containing information about complaints procedures, phone Nos. e-mails and addresses of Pakistan's embassies abroad and relevant agencies in Pakistan for establishing quick contact and to seek required assistance.

- Publication of a "brochure in Urdu" (12 pages) for awareness of overseas Pakistanis.

- Issuance of bi-annual "Newsletter for Overseas Pakistanis", for awareness purposes.

Six (6) issues have been published from January 2023 to December 2025.

- Placement of awareness material (leaflets, copies of Newsletter for Overseas Pakistanis and Urdu Brochure) from time to time at One Window Facilitation Desks for distribution among the passengers.

- Publication of articles in newspapers about working of Grievance Commissioner/ Advisor for Overseas Pakistanis Office for awareness purposes.

- Publication of news items in national and regional newspapers for awareness of Overseas Pakistanis.



Wafaqi Mohtasib, Ejaz Ahmad Qureshi reviewing the performance of Grievance Commissioner for Overseas Pakistanis Office at the Head Office (16.06.2025).

Data of Overseas Pakistanis Facilitated and their Complaints/Problems Resolved From 1st January to 31st December 2025

Complaints/ Problems/ Facilitations	Received	Resolved/ Disposed of	Un-Resolved / Under Process
Complaints received directly in Grievance Commissioners Office of Wafaqi Mohtasib Institution.	2,250	2,195	55
Problems/ Complaints handled by Pakistan Missions Abroad.	43,011	41,418	1,593
Problems/ queries of Overseas Pakistanis going abroad and coming back to their homeland resolved at One Window Facilitation Desks.	91,891	91,890	01
Total	137,152	135,503	1,649

PUBLIC AWARENESS

Awareness raising is an essential feature of any successful Ombuds system. It plays a key role in enhancing outreach and accessibility, particularly to the remote and far off regions. This aspect has been highlighted by nearly all ombudsman and mediator institutions working in various parts of the world. Even the global benchmarks and instruments provided by the Paris Principles and Venice Principles recognise awareness raising as one of the key functions of these institutions.

Awareness raising has been recognised as an essential component of ombudsmanship by the international instruments.

Additionally, the UN Resolution 79/177 of 17 December 2024 also urges the member states to develop and conduct outreach activities at the national level in collaboration with all stakeholders.

The institution of the Wafaqi Mohtasib (Federal Ombudsman), has been consistently pursuing a robust awareness campaign since 2021. The Media and Publication Wing has been disseminating information about its various activities particularly the new initiatives for promptly redressing public complaints, by utilizing all major media tools including Radio, Television, Facebook, Website, Instagram etc. in addition to the usual press releases and media briefings. It maintains a close liaison with the mainstream media particularly the beat reporters and regularly update them on new initiatives and developments.

The major planks of the media strategy include preparation of Annual Media Calendar for spearheading the awareness campaign, with ingenious utilization of major projection and publicity tools i.e. press releases, press conferences and press briefings at the Head Office and Regional Offices in addition to commissioning of the publicity articles along with TV tickers, public service messages on mobile phones, SMS messages, Radio talks etc. It visualises a proactive role for the Public Relations and Media Wing with regard to constructive and meaningful engagement with the print and electronic media. The key objective of the awareness campaign remains crystallization of a favourable public opinion about the institution.

key objective of the awareness campaign is crystallization of a favourable public opinion.

Awareness raising through the media involves using channels like the social media, TV, press releases to educate the general public and influence attitudes about a cause generally relevant to the public, thereby promoting a healthy change. It creates a social impact and helps achieve a specific goal. The media campaign being conducted by the institution has helped a great deal in educating the general public about the availability of this forum particularly in the remote and far off places of the country for speedy redressal of their complaints relating to maladministration.

The media landscape is lately witnessing a change, characterised by growing influence of the informal media. The institution is cognizant of the subtle shift being experienced in the recent years towards the social and digital media and making consistent efforts to harness the immense potential of the digital media. Similarly, it is fully aware of the emerging media dynamics, following the shrinking of the print media and corresponding expansion of the social media. Accordingly, the institution is making necessary adjustments in its strategies and placing due emphasis on increasing IT footprint and skilfully utilizing the digital media platforms.

In order to conduct the media-related awareness raising activities in a well-coordinated, organized and calibrated manner, a comprehensive Calendar of Activities is drawn up at the beginning of each year, which is duly approved by the Wafaqi Mohtasib after being briefed on its salient features. It contains a gist of all awareness activities to be carried out throughout the year. It forms the basic

A Calendar of Activities is drawn up at the beginning of each year, which is duly approved by the Wafaqi Mohtasib.

roadmap regarding the projection-related activities at the Head Office and the Regional Offices. It is duly shared with the Regional Offices to keep these fully on board. Likewise, periodic meetings are held to regularly monitor and review progress made with reference to implementation of the Calendar of Activities.

Another major development in relation to media activities relates to launching of the Wafaqi Mohtasib's Official WhatsApp Channel, which has soon captured the imagination of the people particularly the youth. This step has been motivated by the desire to inform and engage the growing young population in the country. It comprehensively informs the people about the upcoming events and developments. This helps the Wafaqi Mohtasib Office to emerge as a resilient, technology-driven organization, responsive to the hopes and aspirations of the people.

Here, it is also important to mention that a minimum benchmark of 03 press releases is prescribed per month, which is being followed in letter and spirit. Similarly, periodic press conferences and press briefings of the Wafaqi Mohtasib are held whenever there is an occasion to do so. The basic aim and purpose of these engagements remain awareness raising particularly about the new initiatives launched by the institution for prompt redressal of public complaints. About a year ago, a broad understanding has been reached with the Official News Agency APP to utilize its services for preparing short video clips of the beneficiaries whose problems have been resolved through the intervention of the Wafaqi Mohtasib Office.

The role of Regional Offices is of paramount importance with regard to awareness raising and projection since a large number of public complaints originate from there. The institution's presence at 28 stations is facilitating dispensation of administrative justice at the doorsteps of the people. Two most potent instruments being utilized by these offices include the Outreach Complaint Resolution (OCR) mechanism and the Khuli Katcheries. These two activities are held in the presence of senior officers in the district and tehsil concerned along with the media. The services of the electronic media including the private TV Channels, FM Radio etc. are being fully utilized for this purpose. Efforts are also underway to improve the professional skills of their respective media Focal Persons.

The institution's presence at 28 stations is facilitating dispensation of administrative justice at the doorsteps of the people.

The salient features of the Calendar of Activities (COA) designed for the year 2025 are as follows:

1. Press Conferences, Awareness Lectures, Webinars & Symposia

These instruments help a lot in raising awareness about the institution, its role and functions, particularly on how to approach the institution for seeking relief and addressing issues of maladministration of the federal government entities. The press conferences addressed by the Wafaqi Mohtasib were well attended and found good coverage in both print and electronic media. The



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi speaking to the Press and Media representatives in Islamabad (18-09-2025).

awareness lectures were mostly held at universities and colleges.

2. Quarterly News Bulletins

Quarterly News Bulletins in Urdu were issued regularly during the year 2025 and distributed to a wider audience including senior government officials, heads of various Mohtasib institutions in addition to prominent media personalities. These carried a gist of activities undertaken by the organization particularly the new initiatives for providing speedy redressal to public complaints relating to maladministration. One of their salient features is the fact that these also carried success stories, which are normally taken from the cases which have been pending for a long time in various government organizations and were finally resolved through the intervention of the Wafaqi Mohtasib.

3. Publication of Thematic Articles and Columns

Previously the general practice was to issue write ups in Urdu and English languages covering nearly all aspects of the organization in a rather desultory manner, which did not have a profound impact. Therefore, in order to pursue awareness campaign in a more organized manner, it was abandoned and replaced with the thematic articles and columns, which cover one or two important facets in an



elaborate and comprehensive manner. These included the Inspection Visits, Outreach Complaint Resolution (OCR) and Khuli Katcheries, the Informal Resolution of Disputes (IRD), Ombudsman's role in promoting good governance and the rule of law, special initiatives for facilitating the Overseas Pakistanis, protection of the rights of women and children etc.

4. Launching of the Official WhatsApp Channel

The Wafaqi Mohtasib Institution has been alive to the latest changes that have taken place on the media landscape, particularly the gradual shift from the print to the digital one. In order to harness the tremendous potential of the digital media for awareness raising, the Office of Wafaqi Mohtasib decided to launch its own official WhatsApp Channel in March 2025 to realize the awareness raising goals. So far it has proved to be an effective medium in projecting its activities in a hassle-free manner. This Channel not only highlights the significant features but also the upcoming events like

the OCR visits and Khuli Katcheries in order to enable a large number of people benefit from the same. The number of its followers is increasing steadily.

5. Revamping of the Institution's Website

Need was felt for translating the important sections of the Wafaqi Mohtasib's official website into Urdu for enabling those who were not fully conversant with the English language to enhance their access to this tool. This step alone has helped increase its accessibility to a very large extent. During the outgoing year 2025, it was visited by nearly 456,000 users and it became a convenient mode of lodging the complaints for a large number of mobile telephone user, without any need for personally visiting the Wafaqi Mohtasib Offices.

6. Mobile App

Here it may also be mentioned that the mobile application of the Wafaqi Mohtasib institution remained functional during the outgoing year 2025. It was used by as many as 78,000 complainants during the year. Apart from the general public in the country, it was especially liked by the Overseas Pakistanis, who felt great ease in lodging their complaints through this mode. It also offers a feature which allows a complainant to keep track of his or her complaint and application and also enable him or her to view and download the findings.

7. Online Training Lecture for Media Focal Persons

With a view to enhancing and sharpening the professional skills of the Media Focal Persons dealing with projection-related assignments in the Regional Offices, an online training lecture was delivered by renowned media expert, Dr. Abid Hussain Sial on 23 October, 2025. He touched on matters relating to projection and media management in general and the Press Releases and photographs in particular. The officers and officials dealing with PR and Media at the HO and ROs were in attendance. He also explained basic communication techniques along with other professional matters.



Noted Scholar and Communication Expert, Dr. Abid Hussain Sial delivering an online lecture on media techniques intended for the benefit of Media Focal Persons in Regional Offices (07.10.2025)

8. Facebook, Instagram and YouTube

These platforms have been visited by a large number of people, nearly 194,891 to get updates regarding important activities of the institution during the outgoing year 2025. These outlets were found to be of immense value in disseminating information.

9. Action by PTA

The Pakistan Telecommunication Authority (PTA), has been instrumental in running awareness messages on mobile telephones for the benefit of general public. These messages have helped a great deal in informing the public about existence of this forum and how to seek relief from it.

10. Action by PEMRA

Similarly, the Pakistan Electronic Media Regularity Authority (PEMRA) cooperated with the Wafaqi Mohtasib Office in airing short tickers for raising the awareness along with ways and means to seek relief from it. The role of PEMRA is of paramount importance since the Private TV Channels have great proliferation and are being watched by nearly every house-hold on daily basis.

11. Visits of Civil Society Groups to the Office of Wafaqi Mohtasib

The various activities outlined in the Annual Calendar of Activities also included visits of civil society groups to Wafaqi Mohtasib Office. It was designed to promote the organization's interaction with the civil society and to inform various segments of the society about the existence of this important and effective forum for redressal of public complaints. During the outgoing year, a number of such visits occurred which included APP VNS delegation, a group of internees from the Office of Federal Tax Ombudsman and a group of women lawyers. These were briefed comprehensively on the institution's role and functions by the senior officials.



A group photograph of the Federal Tax Ombudsman (FTO) interns, who visited the Wafaqi Mohtasib institution for briefing (28.07.2025).

PUBLIC AWARENESS ACTIVITIES AT A GLANCE
(January to December 2025)

Total Articles/Columns published in National and Regional Newspapers	230
Press Clippings from National/Regional Newspapers (Urdu/English)	10,128
Press Conferences/Media Talks of Wafaqi Mohtasib and Heads of Regional Offices	102
Newspapers, Television and Radio Interviews of Wafaqi Mohtasib and Heads of Regional Offices.	58
TV/YouTube short Video Clips regarding Media Coverage of Regional Offices activities	1,657
Radio Programmes by Head Office and Regional Offices	40
Awareness Lectures/Seminars/Programmes by Head Office and Regional Offices	61
TV Tickers	225
Awareness messages on mobile telephone by PTA	123 million

ASIAN OMBUDSMAN ASSOCIATION (AOA) AND OTHER INTERNATIONAL BODIES

The Office of Wafaqi Mohtasib (Federal Ombudsman) has concurrently been taking steps to promote ombudsmanship at international level and contribute in responding to the development challenges of the 21st century including good governance and responsive public sector performance. The process entailed learning from the international best practices as well as sharing its own experiences as the first ombuds institution in the country established in January 1983. Pakistan joined the International Ombudsman Institute (IOI), a global ombuds body of over 200 members from 125 countries in April 1984. The Wafaqi Mohtasib was elected as member of the IOI Board of Directors in 1993. The Wafaqi Mohtasib was again elected in February 2013 – 2017 and served as President of the Asian region. In August 2025, Provincial Ombudsman Punjab was elected as the First Vice President of IOI, while the Provincial Ombudsman Sindh was elected in December 2025 as Director (IOI) in the Asian region.



The establishment of the International Ombudsman Institute (IOI) in 1978 (Alberta, Canada) was a watershed in the history of ombudsmanship. This arrangement became the precursor of similar professional bodies in other regions of the world. The Institute encourages the creation and development of the Ombuds institutions where they do not already exist, provides training, promotes information exchange while engaging in ongoing dialogue with key international organizations and stakeholders.



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi, addressing IOI Asian Regional Meeting 2025 and International Conference at Lahore (07 October, 2025).

The IOI recognizes the diversity of ombuds institutions from different countries and regions and strives to enhance the role of ombuds institutions in securing the core values of independence, objectivity and fairness. It is committed to encouraging institutions to pursue international best practices and the criteria reflected in the Paris Principles, the Venice Principles and the United Nations Resolution on the Role of the Ombudsman Institutions.

Regional arrangements of Ombuds institutions in Europe, Australia and Pacific, Latin America and Africa were already in place when the most populous Asian region conceived of a similar arrangement for Asia. Accordingly, Pakistan in consultation with the like-minded countries, convened the First Asian Ombudsman Conference on 15-16 April 1996 at Islamabad. The Islamabad Conference decided to establish the Asian Ombudsman Association (AOA), with its Secretariat housed within the premises of the Wafaqi Mohtasib Secretariat at Islamabad. In recognition of Pakistan's significant contribution and valuable services for the cause of ombudsmanship, the Wafaqi Mohtasib (Federal Ombudsman) - Pakistan was elected as the first President of AOA and has held the position for most of the time subsequently.



The Asian Ombudsman Association (AOA), is a 47-member strong, non-political, independent, democratic and professional body of international character representing more than two thirds of the world population. The Association has held 26 Meetings of the Board of Directors and 18 Meetings of the General Assembly. In addition, 18 International Conferences and a good number of seminars/webinars and training workshops have been held under the auspices of the Association. The Asian Ombudsman Association, since its establishment in 1996, has focused on promoting ombudsmanship, developing professionalism, capacity building and exchange of information and experiences as among its primary goals and objectives. The Association draws its strength from the professional credentials of its members and their commitment, in terms of Article 5(6)(d) of Bye Laws, "to do everything in their power to promote the aims of the Association and to observe its statutes and resolutions". Accordingly, the AOA membership has meticulously protected the Association's fundamental character as an "independent, non-political, democratic and professional body" and followed the healthy traditions of regular meetings, international conferences, periodic interaction, mutual consultations to promote greater understanding and solidarity within the AOA family. The



A group photo of the participants of Asian Ombudsman Association (AOA) meetings 2025 (Nanjing - 09.09.2025).

Association, therefore, has over the years acquired the institutional features necessary for a non-political professional body of international character, upholding the shared goals of ombudsmanship in Asia and beyond.

An Overview of AOA Activities

The Asian Ombudsman Association (AOA) has gradually developed institutional strength and features that are necessary for the promotion of mutual cooperation and realization of its goals and objectives. Six (06) out of nine (09) objectives of AOA prescribe specific activities aimed at promoting professionalism in the discharge of the functions of an ombudsperson. These include encouraging study and research, training and educational programmes, collect, store and disseminate information, facilitate exchange of information and experiences and arrange periodic meetings.

The year 2025 has been a very rewarding and professionally satisfying year. Its highlights include the 26th meeting of the AOA Board of Directors, the 18th Meeting of the General Assembly along with an International Conference titled, “Effective Ombudsmanship for People’s Livelihood”. These three events were hosted by the National Commission of Supervision (NCS) on 09-10 September 2025 at Nanjing (China).

In addition, international conferences were organized on the subjects of ‘Constitution and the Rule of Law’ at Baku (Azerbaijan), ‘Clean, Healthy and Sustainable Environment’ at Tashkent (Uzbekistan), ‘Ombudsman’s Role in Achieving Sustainable Development Goals’ at Bangkok (Thailand), ‘Modern Trends in the Protection of Human Rights’ at Kazan (Tatarstan) and alike.



President of AOA, Mr. Ejaz Ahmad Qureshi addressing the International Conference on Constitution and the Rule of Law (Baku, 12.11.2025).

The UN Resolution 79/177 of 17 December 2024 recognises the Asian Ombudsman Association (AOA) amongst the active regional ombudsman bodies and encourages the ombudsman and mediator institutions to share best practices on their work and functioning, and to continue engaging actively with other regional networks and associations to exchange experiences, lessons learned and best practices. In pursuance of the stipulations of the UN Resolution and the Association’s objectives, the AOA Secretariat has pursued a series of activities during 2024-25. Its prominent ongoing activities include issuance of a monthly e-Newsletter, e-Profile Directory of AOA members and Alumni members, upgrading of the AOA Resource Centre facility, AOA website and the Annual Calendar of Activities.

As per information received from the AOA member institutions compiled in the AOA Catalogue of Activities at the National Level, 327 activities including training programmes, workshops, study visits and diverse performance related events were recorded during 2024-25. The given number strongly reflects the firm belief of the AOA members in the principles and purposes of ombudsmanship and their commitment to developing the concept for the common good of the citizenry.

The facility of the Resource Centre is an important feature of the AOA Secretariat. It is coming up gradually and will serve as a storehouse of information and material about the growth and status of

ombudsmanship in the region. Efforts are continuing to upgrade the facility by putting together authentic record of the professional pursuits of the AOA member institutions available in the form of documents, professional journals, reports, research papers and documentaries. In June 2024, the Board of Directors approved provision of video conferences facility and installation of necessary technical equipment in the Resource Centre. The facility is now in place and is being used for hosting of webinars, video conferencing and online participation in various events.

During 2025, the AOA Secretariat organized two webinars on the themes identified by the UN Resolution 79/177 for special focus of ombuds fraternity:

- i. AOA webinar on Ombudsmanship: Complying with the International Standards (29.05.2025).
- ii. AOA webinar on Ombudsmanship and the SDGs: A Framework of Shared Principles and Commitments (14.07.2025).



In addition, a webinar on “Protection of the Rights of Persons with Disabilities: The Role of Ombudsman Institutions” was organized on 03 December 2025 in cooperation with the Federal Ombudsman of Pakistan and the Azerbaijan Commissioner for Human Rights.

International Linkages and Cooperation

Asian Ombudsman Association (AOA) enjoys a unique status as many of its members are also represented in other professional bodies such as the International Ombudsman Institute (IOI), the OIC Ombudsman Association (OICOA), the Association of Mediterranean Ombudsmen (AMO), the European Ombudsman Institute (EOI), the Eurasian Ombudsman Alliance (EOA) and alike. The General Assembly Resolution 79/177 recognizes the Asian Ombudsman Association amongst the active regional ombudsman bodies. The international standing of the Association is also reflected in the communication received from the President of the General Assembly inviting the President AOA to



President of AOA chairing the webinar on Protection of the Rights of Persons with Disabilities (03.12.2025)

participate in the high-level panel on developing strategic initiatives to raise public awareness on the role and work of ombudsman and mediator institutions held in New York last year. The recent webinars hosted by the AOA Secretariat on the themes identified in the operative paragraph of the above referred UN Resolution project the abiding commitment of the Association to the purposes and principles of the UN Charter as well as the guidelines stipulated in various international instruments including the Paris Principles and the Venice Principles. It also manifests that the Asian Ombudsman Association has come of age and its membership remains committed to working together in the best interest of the Asian regional fraternity.



The Ombudsman fraternity witnessed another important development when Pakistan took the initiative of promoting Ombudsmanship in the Muslim world from the platform of the Organization of Islamic Conference (OIC). The OIC Ombudsman Association (OICOA) was formed in 2014. It is headed by the Chief Ombudsman of Türkiye, while the Federal Tax Ombudsman of Pakistan is the Secretary General of the Association. The OICOA has immense potential to emerge as an important representative body of the Ummah.



A group photo of the OICOA meeting 13-14 May 2025, Tehran.

The preamble of the OIC Charter and Articles 1(14) and 2(7) provide for the member states to uphold and promote at the national and the international levels good governance, democracy, human rights and the rule of law. These provisions are fully shared by other Ombuds bodies and govern the conduct and scope of the work of this body. The growing stature of the OICOA is evident from the fact that the 51st Session of the Council of Foreign Ministers of the Organization of Islamic Cooperation (21-22 June, 2025 - Istanbul) granted affiliated institution status with OIC enhancing its outreach in the Muslim world and beyond.

WAFAQI MOHTASIB: OPERATIONAL EXCELLENCE AND STRATEGIC ROADMAP

The Call for Reform

The Wafaqi Mohtasib (Federal Ombudsman) Pakistan is a crucial institution for administrative accountability in the country, delivering timely and effective justice as demonstrated by its high efficiency and compliance. Established in 1983, the institution has evolved in scope, efficacy and impact, emerging as a central pillar for addressing grievances against the maladministration of federal agencies. It stands today as a crucial institution in the country's journey towards administrative justice, good governance and public service accountability.

In order to enhance responsiveness and ensure effective service delivery of the institution, the Wafaqi Mohtasib constituted an Advisory Committee in June 2025. The ten-member strong Committee was tasked with identifying key areas for institutional improvement and proposing comprehensive, practical and sustainable recommendations to strengthen the mechanism for providing administrative relief to complainants across Pakistan. This comprehensive Study Report, commissioned as an exercise in institutional self-reflection and strategic charting, moves beyond a mere quantitative assessment of performance. The central imperative guiding this study is the critical transition required for the institution: an evolution from a primarily reactive redressal mechanism to one focused on proactive systemic reform.



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi presiding over a meeting of the Advisory Committee constituted to carry out long term reforms in the Institution (21-10-2025).

The operational statistics of the Wafaqi Mohtasib institution underscore its position as a leading global grievance redressal body. The consistently high disposal rate and adherence to timely resolution benchmarks place the institution's efficiency metrics at par with, or even exceeding to comparable international ombudsman offices. This efficiency is a direct result of streamlined processes, dedicated human capital and the increasingly strategic deployment of technology. The ability to manage a vast and continuously growing case load while maintaining quality and speed is a significant institutional achievement.

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However, a high disposal rate alone, while necessary for operational health, is not sufficient for fulfilling the deeper constitutional mandate of good governance. The core challenge is not the speed

of disposal, but the nature of the complaints. The continuous recurrence of similar complaints suggests that while the individual symptom is being treated effectively, the underlying systemic disease and the administrative flaws within the agencies remains unaddressed. This realization supports the urgent need to align the institution's focus towards deep seated reform. The salient features of this Study Report and some of its findings are discussed in the succeeding paragraphs while the full report have been uploaded on the Wafaqi Mohtasib's Official website (www.mohtasib.gov.pk).

Connecting Digital Channels for Accessibility

A key area of operational strength identified by the Study is the successful integration of digital channels to expand access to justice. The implementation of online complaint filing systems, mobile/online accessibility, and digital case tracking has significantly reduced the friction associated with seeking redressal, particularly for citizens residing in geographically remote areas or those facing mobility constraints.

The digitalization effort has democratized access, allowing citizens to bypass traditional bureaucratic hurdles and lodge complaints efficiently. This move not only enhances the user experience but also provides the Institution with a structured, data-rich input mechanism, enabling complete analysis of complaint patterns, timelines, and sectoral vulnerabilities. This digital foundation is essential for the transition to a proactive, data-driven reform agenda.

The digitalization effort has democratized access, allowing citizens to bypass traditional bureaucratic hurdles and lodge complaints efficiently.

The Spectrum of Systemic Maladministration: The Utility Burden

The analysis of the institution's workload reveals a glaring and persistent pattern of maladministration heavily concentrated within specific sectors. The data clearly indicates that systemic flaws in the utility sector constitute the single largest burden on the office, accounting for over half of the total workload. This focus points to critical governance deficits in areas of direct and essential public service delivery.

The utility sector's contribution to the workload necessitates a fundamental shift in the institution's strategy from adjudication to intervention. Resolving individual billing complaints, while vital for the affected citizen, does not prevent the next thousand citizens from facing the same issue. The administrative agencies appear unable or unwilling to self-correct, suggesting a breakdown in internal accountability and policy implementation.

The utility sector's contribution to the workload necessitates a fundamental shift in the institution's strategy from adjudication to intervention.

Equity and Access: Addressing Gender and Geographic Disparities

The data indicates a considerable imbalance in the number of complaints filed by men versus those filed by women. The lower representation of female complainant's points to systemic barriers that inhibit women's access to the institution. To mitigate this disparity, the Mohtasib's outreach must be specifically tailored to reach female citizens, perhaps through dedicated female complaint officers, specialized outreach campaign in collaboration with local community centers, female institutions/ universities and colleges, and simplified complaint mechanisms that do not rely heavily on formal, potentially intimidating, bureaucratic processes.

The Mohtasib's outreach must be specifically tailored to reach female citizens.

Geographic and Regional Imbalances

This imbalance necessitates a strategic increase in the physical and virtual footprint of the Institution. This could involve:

- **Expansion of Regional Offices:** Increasing the number of regional or sub-regional offices to ensure physical proximity and accessibility.
- **Targeted Awareness Campaigns:** Launching localized campaigns, using regional languages and traditional media, to raise awareness about the mandate and ease of access to the Wafaqi Mohtasib's office.

Achieving equitable access is not merely an administrative goal; it is a fundamental requirement for the institution to fully discharge its constitutional duty to all common citizens, irrespective of their location or gender.

Enforcement and Structural Limitations

To truly pivot towards systemic reform, the Wafaqi Mohtasib Office requires mechanisms that empower it to compel policy and procedural changes more swiftly and effectively. This does not necessarily entail blanket prosecutorial powers, but rather targeted tools, such as:

- **Compliance Audits:** The authority to conduct mandatory, high-level compliance audits on agencies identified as systemic offenders (e.g., those contributing the most to the workload).
- **Mandatory Reporting on Implementation:** Establishing a legal requirement for agencies to publicly report, within a defined timeline, on the implementation status of all Mohtasib recommendations concerning systemic issues.
- **Sanctions for Persistent Policy Failure:** Exploring legislative avenues to impose conditional sanctions or regulatory oversight on agencies that repeatedly fail to correct basic procedural flaws identified by the Mohtasib's office.

Charting the Future: Recommendations for Transformative Impact

The findings of this Study Report necessitate a strategic reorientation of the Federal Ombudsman's institution, focusing its considerable operational strengths on generating transformative systemic impact. The following recommendations are designed to facilitate this shift.

Recommendation 1: Targeted Systemic Interventions

The highest priority must be placed on resolving the chronic administrative failures within the utility sector.

- **Task Force Establishment:** Constitute a permanent, high-level Advisory Committee (as established under Article 18 of President's Order No. 1 of 1983) focused specifically on studying the policies and processes of federal Government agencies. This committee, comprising internal Senior Advisors and external experts (e.g., from Civil Society/Media), should be mandated to investigate the root causes of recurring maladministration (e.g., overbilling algorithms, procedural timelines, customer service response standards).
- **Mandatory Policy Review:** Recommendations from this systemic task force must be presented to the Wafaqi Mohtasib with the hope that those may be transformed into mandatory policy directives for the utility agencies, enforced through a strict compliance mechanism. The goal is to enforce the replacement of defective and lethargic administrative practices, not just resolve individual complaints.

Recommendation 2: Enhancing Equitable Access

To address the profound gender and geographic disparities, a multi-pronged outreach strategy is essential.

- **Proactive Outreach:** Launch specialized outreach programmes in remote districts, Women universities and colleges for female populations, potentially establishing dedicated complaint windows / desks in collaboration with local administration and NGOs.
- **Digital Literacy Initiatives:** Collaborate with relevant federal agencies to promote digital literacy

specifically for accessing the Wafaqi Mohtasib's online portals in underserved communities.

- **Staff Augmentation:** Strategically deploy staff, particularly female officers, to regional offices based on demonstrated disparity mapping rather than just population size.

Recommendation 3: Augmenting Enforcement Authority

While major legislative changes are long-term goals, immediate structural adjustments can be made within the existing framework.

- **Public Reporting Mandate:** Utilize the existing powers of the Mohtasib to institute a practice of public reporting on non-compliance by administrative agencies, turning institutional reputation into a tool for enforcement.

- **Follow-Up Mechanism:** Strengthen the compliance/Implementation Wing responsible to ensure the compliance for tracking and verifying the implementation of systemic recommendations over a specified timeline (e.g., 90 days), with the authority to trigger a formal report to the President on persistent policy failures.

Conclusion: The Wafaqi Mohtasib as an Agent of Governance Transformation

- The Wafaqi Mohtasib institution has secured its position as a highly effective institution for individual grievance redressal. The efficiency of its case disposal is a significant institutional strength, now further amplified by the strategic adoption of digitalization. However, this study report marks a pivotal moment, shifting the institutional focus from celebrating volume to maximizing systemic impact.

- The findings confirm that the core challenge facing federal administration lies in chronic, uncorrected flaws, highly evidenced by the overwhelming burden of the utility sector workload. Coupled with profound gaps in equitable access for women and remote citizens, the Mohtasib's mandate demands an aggressive pivot towards proactive policy intervention and systemic reform. By strengthening its enforcement authority, adopting lessons from international models like the deterrence of the Swedish JO (Justitieombudsmannen) Swedish Parliamentary Ombudsman Institution, and focusing its highly efficient machinery on dismantling administrative bottlenecks, the Wafaqi Mohtasib can transcend its role as a reactive fault-finder.

ORGANIZATION AND MANAGEMENT

Mandate and Governance

Organizational efficacy is fundamentally driven by a well-defined strategic framework, clear objectives, and targeted interventions. Achieving institutional goals necessitates the effective management of critical resources, including human capital, material assets, and financial allocations. Success in this respect requires a coordinated, top-down approach, with strong organizational leadership committed to institutionalizing best practices, transparency, accountability, and robust governance structures. This management philosophy is imperative for enhancing service delivery across all public sector operations including the Wafaqi Mohtasib Secretariat.

Achieving institutional goals necessitates the effective management of critical resources.

Institutional Growth and Expansion (1983-2025)

The Office of Wafaqi Mohtasib commenced its operations in 1983, registering 7,812 complaints in its inaugural year. It made a modest beginning with four Regional Offices at provincial capitals Karachi, Lahore, Peshawar, and Quetta. Public response and confidence in this institution increased consistently. It may be noted that in response to sustained growth in public complaints, the Office has undergone significant organizational and geographical expansion. To ensure accessibility and provide services at the doorstep of the public, Wafaqi Mohtasib Office now operates through 24 Regional Offices across the country including Head Office at Islamabad, supplemented by four Complaints Collection Centres (CCCs) in remote areas.

It may be noted that in response to sustained growth in public complaints, the Office has undergone significant organizational and geographical expansion.

Increasing Complaint Volume and Institutional Capacity

The trajectory of the Office of Wafaqi Mohtasib (Ombudsman) reflects a positive and exponential increase in both the quality and quantity of its services. The institution has demonstrated its capacity to efficiently handle a large number of cases within the prescribed time frame. Consequently, there has been a commensurate requirement for enhanced financial allocations, human resources, advanced training, equipment upgrades, and increased office space. The management has been pro-actively taking necessary measures to respond to the increasing requirements for continuous investment in human, physical, and financial resources to ensure timely and efficient delivery of administrative justice.

Consequently, there has been a commensurate requirement for enhanced financial allocations, human resources, advanced training, equipment upgrades, and increased office space.

Administration and Strategic Management

The Administration Wing of the Wafaqi Mohtasib Secretariat is central to ensuring efficient institutional functioning. It comprises several functional sections: Human Resource Management, General Administration, Budget and Accounts, Internal and External Audit, and Information Technology (IT).

Despite operating within the financial constraints, the office of Wafaqi Mohtasib has effectively managed the rising demand for human resource at Head office as well as its Regional Offices by implementing cost-efficient strategies and

The Office of Wafaqi Mohtasib has effectively managed the rising demand for human resource at Head office as well as its Regional Offices.

judicious austerity measures. Accordingly, key administrative initiatives were introduced across all operational spheres, aimed at:

- i. Strengthening institutional capacity.
- ii. Improving overall service delivery.
- iii. Ensuring sustainable institutional growth and improved efficiency.

The major initiatives undertaken to achieve these objectives are detailed in the sections below:

A. Extending Services to the Masses: Strategic Expansion

The Wafaqi Mohtasib Office utilizes a strategic, evidence-based approach regarding the establishment of new Regional Offices. Each administrative decision is carefully assessed based on cost-benefit analysis to maximize public accessibility to offices of the institution. The institution's growth has, therefore, been gradual and calibrated. Figure-1, maps the geographical spread and phased growth of Regional Offices and Complaints Collection Centers, including the year of establishment, highlighting the institution's strategic outreach.

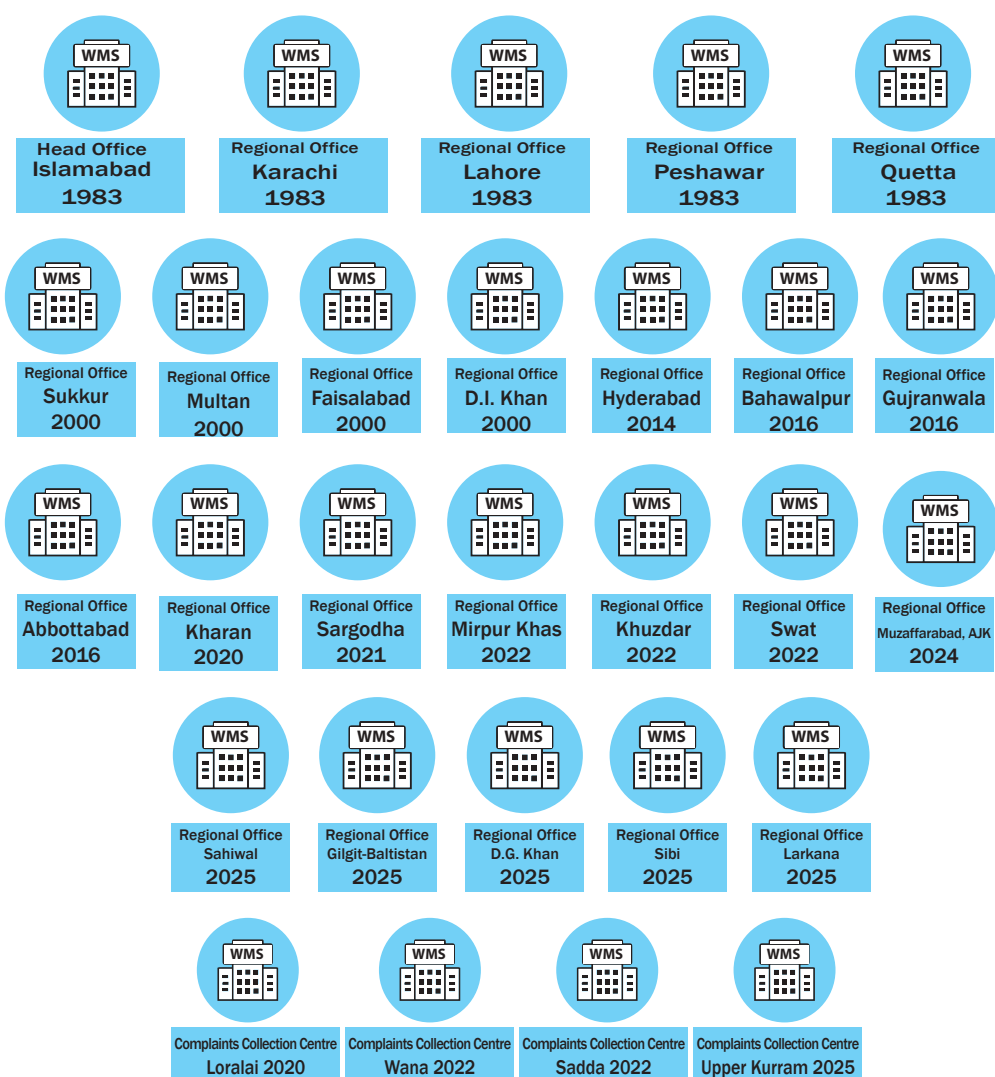


Figure-I

C. Human Resource Management: Recruitment

Upon concluding the interviews and securing approval of the competent authority, the highest scoring candidates were recommended for appointment against the aforementioned posts in BS-01 to BS-17, who are presently working in the Head Office at Islamabad and its Regional Offices.

a. Opportunities Provided to Interns of Various Institutions

i. An “Internship Programme” for a period of 04 months was initiated with a view to enhancing the capacity and employability of young graduates offering practical experience of various skill sets relevant to the work of the institution. A scrutiny committee was constituted to shortlist the received applications in accordance with the advertised criteria which led to the selection of 15 successful candidates who were appointed as interns at the Head Office, Islamabad and Regional Offices at Lahore, Karachi, Peshawar and Quetta.

ii. The National Defence University (NDU), Islamabad, forwarded a list of ten students from “Economics” and “Government & Public Policy (GPP)” programmes for internship of slots for BS and M.Phil students during summer vacations 2025. After due process of interview, six interns were selected for internship on honorary basis and posted to Registration, Investigation, Appraisal, and Implementation Wings.

b. Appointments of Officers/Staff on Contract Basis

In order to provide speedy and inexpensive justice to the masses, Senior Advisors/ Advisors/ Associate Advisors, Deputy Advisors, Assistant Advisors, Consultants having versatile experience in civil services and judiciary were appointed in Wafaqi Mohtasib Secretariat. Appointments of Ministerial staff in BS-1 to 16 and below were also made under Article-20 of P.O. 1 of 1983.

c. Regular Evaluation of Contract Employees

Performance of employees appointed under Article 20 of P.O. No. 1 of 1983 is evaluated on regular basis against multiple parameters such as integrity, performance, professionalism, etc. Contracts of only those employees are extended/renewed who perform their duties satisfactorily as per prescribed standards.

D. General Administration: Strategic Initiatives 2025

The General Administration Wing, alongside its regular functions, performed a series of strategic initiatives and welfare measures throughout 2025. These measures were designed to ensure an improved, healthier, and secure working environment for the Secretariat staff while enhancing service delivery, driven by internal assessments and external feedback from the public and complainants.

a. Outreach/ Expansion and New Offices

In response to the substantial increase in the volume and scope of complaints against federal government agencies, the institution significantly enhanced its national outreach by opening new Regional Offices and Complaint Collection Centres in 28 cities. All new offices have been fully equipped with the latest office infrastructure and adequate human resources to ensure operational efficiency.

b. Complainant Centric Services

i. Facilitation Centres and Special Assistance: The Wafaqi Mohtasib Head Office maintains two dedicated Facilitation Centres at its main entry and rear gates. For ease of access and dignified treatment, these centres are staffed by trained personnel who extend comprehensive guidance and priority assistance to the elderly and aged complainants.

ii. Facilitation Centres at Regional Offices: Following the successful model at the Head Office, the Facilitation Centre concept has been successfully replicated across 13 Regional Offices. All available resources are utilized to provide a conducive ambiance, high-quality facilities, and

necessary guidance to visitors/complainants.

c. Employee's Welfare and Amenities

- i. **Day Care Centre:** Recognizing the necessity for work-life balance and supporting its female workforce, a dedicated Day Care Centre is available at the Head Office.
- ii. **Cafeteria:** To ensure the availability of clean and healthy refreshment, a regular canteen service operates at the Head Office, Islamabad, serving staff, visitors, and complainants.

d. Accessibility and Technology Integration

- i. **Help Lines 1055 and 1056:** The institution operates two dedicated help lines. 1055 for general inquiries and the filing of complaints, whereas, 1056 is exclusively reserved for children's complaints. Dedicated staff is available to guide and facilitate local and international complainants.
- ii. **ATM Facility:** To enhance financial convenience for employees, pensioners, visitors, and complainants, the National Bank of Pakistan (NBP) installed an ATM at the Head Office. Services were enhanced through improved 1-Link connectivity and guaranteed 24/7 cash availability.

e. Operational Support and Infrastructure

- i. **Security Arrangements:** Comprehensive security protocols and detailed Security Standard Operating Procedures (SOPs) have been developed and rigorously implemented across the Secretariat. These measures cover personnel deployment, robust access control, CCTV monitoring, inspection of security gadgets, and regular Security Committee meetings to ensure the safety and security of all staff and visitors.
- ii. **Maintenance and Upkeep:** Special measures were implemented throughout the year to maintain the facilities at both Head Office and Regional Offices. The Administration ensured the provision of clean drinking water and proper seating arrangements for complainants. Moreover, major repair and renovation work at the Head Office is also carried out by the Capital Development Authority (CDA).
- iii. **Procurement Compliance:** A dedicated procurement unit, guided by procurement/technical committees, ensured that all contract-based procurement adhered strictly to the guidelines of the Public Procurement Regulatory Authority (PPRA) Rules, 2004, and utilized the electronic tendering platform (EPADS) for enhanced transparency.

f. Knowledge Management and Archival

- i. **Library/Resource Centre:** The Library at the Head Office serves as a critical knowledge repository of books, periodicals, and law journals. The collection is continually updated to keep Senior Advisors/Advisors/Investigating Officers and other employees abreast of new legal developments. The collection comprises over 14,800 books. The Library Information and Management System (LIMS) is also utilized for efficient electronic database management and reference services.
- ii. **Record Management and Weeding:** The Record Section is responsible for maintaining the record of non-current files as per Secretariat Instructions. Recording, indexing, and weeding of non-current records was systematically carried out and forwarded to the National Archives of Pakistan (NAP). A total of 85,526 non-current Category D files were approved by NAP for disposal, ensuring compliance with archival procedures and space management.

g. **Hiring and Logistics:** The residential accommodation requirement for employees of Head Office and Regional Offices at four specified stations remained a priority. Two hundred and sixteen 216 cases were processed and the allocated budget was fully utilized during the year.

h. **Printing of Official Material:** Quarterly reports, other official material and standees were printed as and when required.

i. Attendance Monitoring To reinforce employee discipline, accountability, and resource optimization, the Office successfully completed the comprehensive rollout of a real-time, integrated biometric attendance management system across the Head Office and all Regional Offices. The modernization effort has delivered key benefits, including enhanced administrative efficiency, improved staff accountability through instant reporting time attendance management system, installed at the Head Office and Regional Offices.

E. Internal / External Audit

An elaborate mechanism for Internal Audit is in place in the Wafaqi Mohtasib Office and its Regional Offices to keep a check on the activities of the organization. It involves regular and critical analysis of the functions of the organization for the purpose of recommending improvements. It is aimed at assisting management in discharging its responsibilities in an effective manner.

An elaborate mechanism for Internal Audit is in place in the Wafaqi Mohtasib Office and its Regional Offices to keep a check on the activities of the organization.

External audit of Wafaqi Mohtasib Office for the financial year 2022-23 and 2023-24 was conducted by an audit team of the Directorate General Audit (Federal Government). The replies to the audit observations were furnished within the given time period. The DAC on the audit observation of the Head Office and Regional Offices of the previous years was also held and almost all the paras were settled.

F. Budget Allocation

For realization of the organizational goals, sustainability of operations, inter alia, is imperative which in turn rests on smooth release of funds. Allocated financial resources for FY 2024-25 were released well in time, which were optimally utilized for carrying out its operations at the Head office as well as its Regional Offices by adopting strict financial discipline in line with the Government's austerity drive.

The Indicative Budget Ceiling (IBC) of this Institution including its Regional Offices located at Lahore, Karachi, Peshawar, Quetta, Faisalabad, Multan, Sukkur, D. I. Khan, Hyderabad, Abbottabad, Bahawalpur, Gujranwala, Sargodha, Swat, Mirpur Khas, Khuzdar, Kharan, Gilgit, Sahiwal and D.G. Khan was Rs.1526.695 million for the financial year 2024-25. Out of the total budget, Rs.1521.813 million (99.7%) were spent by observing austerity measures. It was a performance-based budget. Funds were utilized by adopting a comprehensive fiscal plan. All the heads of expenditure were monitored by the Wafaqi Mohtasib himself on monthly basis during the year to ensure the financial propriety and discipline in letter and spirit.

It is instructive to have a plain look at the previous five years 2020-21 to 2024-25 data of annual budgetary allocation and actual expenditure of this institution. The table below manifests that there has been consistent increase in the allocated budget during last five years i.e. 2020-21 to 2024-25 at varying percentages.

Five Years Budget/ Expenditure of the WMS (FY: 2020-21 to 2024-25)

Financial Year	Budget Allocated (In Rs.)	Actual Expenditure (In Rs.)	Savings (+) Excess (-) (In Rs.)	Percentage Increase (+) Decrease (-) in budget
2020-21	790,787,000	790,191,518	0.595,482	11.10%
2021-22	837,000,000	834,942,463	2,057,537	5.84%
2022-23	943,000,000*	936,670,112	6,329,888	12.66%
2023-24	1250,195,000	1247,690,861	2,504,139	32.58%
2024-25	1,526,695,000	1,521,813,000	4,882,000	22.12%

5% cut was imposed by the Finance Division on Non-ERE Budget amounting to Rs.7,155,853/- in FY 2022-23. These statistics clearly manifest the Government's unflinching commitment to the mandate/cause of the Office of Wafaqi Mohtasib as well as its profound trust in the steady performance of this institution.

Statistics clearly manifest the Government's unflinching commitment to the mandate of the Office of Wafaqi Mohtasib.



**PRESS
CLIPPINGS**

By Misher A. Khan

However, he said that a high court had granted stay against the new measures of contempt power and the matter had been pending before the Supreme

"With the opening of new regional offices and complaint collection centres, the outreach and accessibility have increased remarkably as they now have presence in 25 cities of the country, including Mumbai and Ahmedabad. We shall soon be

Overseas Pakistanis

Underlining the need for raising the general awareness about the existence of this forum, Mr. Qureshi said that a well-planned public awareness campaign was producing the desired results and the general public was fast becoming aware of its existence. This effort has so far carried out 80 studies/reports to fix the systemic issues and problems being faced by the various federal government agencies.

Performance of Wafaqi Mohtasib's Office wins international recognition

While highlighting the performance of the Wafaf Mubtash Office to observe the outgoing year 2024 was a momentous one as far as the performance of the institution of Wafaf Mubtash is concerned. The receipt and disposal rates of the complaints have been very impressive during the outgoing year 2024, as the WMS received as many as 226,371 complaints, out of which 223,171 have been disposed of satisfactorily. APP

78

Intelligent Agents

According to the report submitted to the Oversightman, vehicular smoke and carbon emissions are the primary causes of air pollution and pose serious risks to human health, including

heart disease.

To address this issue, the EPA and district administration have prepared a comprehensive action plan divided into two phases: a short-term plan of 18 months and a long-term plan of five years.

Under the SOGPs, priority will be given to the inspection of smoke-emitting and diesel vehicles.

Special focus will also be placed on public transport, old vehicles, trucks, and tractors that contribute significantly to pollution.

The long-term plan includes proposals to promote the use of electric vehicles to make Islamabad a pollution-free city.

The report further stated that the EPA had introduced National Environmental Quality Standards (NEQS) in 2008-09 for the inspection and clearance of vehicles, in collaboration with the Islamabad Police and the Capital Territory Administration.

During 1984-85, a total of 215 vehicles were fixed, and 32 vehicles were sealed for serious violations of environmental standards.

It is pertinent to mention that the Federal Ombudsman had recently taken notice of public complaints regarding long queues of vehicles at D-Chowk for environmental clearance.

He warned officials of

the EPA and the District Administration and appointed the Registrar of the Federal Ombudsmen, Muhammad Saif Khan, as the Investigation Officer.

Following the intervention, the issue of long queues was resolved.

The Federal Orderliesman further directed both institutions to ensure better coordination and prepare clear SOPs for vehicle inspection so that the public is not inconvenienced in the future.

In compliance with these directions, the EPA and the Deputy Commissioner of Environment have now submitted the finalized action plan and SOPs to the Federal Environment Secretariat. — AFP

79

DAWN
26 September 2025

Rising population of stray dogs in capital draws ombudsman's attention

Directs CDA to take to remedial measures

By Kashif Abbas

BLAMARAI: The growing population of stray dogs in the capital has been posing troubles for citizens as dog bite cases are increasing, but the authorities concerned have failed to run the Stray Dogs Population Control Centre (SDPCC) in a proper way.

This feature attracted the attention of Federal Ombudsman Ehsan Akhter Quraishi, who took notice and directed the Capital Development Authority (CDA) and Metropolitan Corporation Islamabad (MCI) to take urgent remedial measures in view of the public nuisance.

On the direction of Islamabad High Court and Waqaf Makhzan (Federal Ombudsman), the civic agency in HMZ had set up Sperm Dogs Population Control Centre in Tarbela area to control the population.

lation of stray dogs through the 'trap, neuter, vaccinate and release' (TNVR) method.

The centre was supposed to treat and release at least 100 dogs per month. Initially, this centre performed well for some months, as surgeries were conducted followed by the release of the dogs.

Later on, sources said that when the contract was ended last year, the performance of the INYCR rose, as the process of INYCR was stopped; therefore, the population of stray dogs witnessed an increase in Islamabad.

Currently, there are reports that the centre is serving like an 'incarceration centre' for stray dogs, as staff of the Metropolitan Corporation Islamabad (MCI), after catching dogs, put them in this centre, allegedly "kill dogs".

Whereas there is an system in place for vaccination and food for 'stray' dogs, yet dogs are surviving based on waste food and scraps provided by hotel owners. There was also a dedicated helpline 1800 for registration of complaints against the presence of stray dogs, which

is now out of order.

When contacted, a couple of officials of the Directorate of Municipal Administration (DMA) of MUC denied that the facility is serving as an incubation center, claiming that dogs, after being kept in BDPCC for some days, are relocated to San Diego areas.

"We have special arrangements with hotels, which provide us with four food trays a day. All dogs are being properly taken care of," an official of DMA said, claiming that doctors and staff of ICE wildlife department helping DMA for better care and treatment of these dogs as well. "We regularly and daily check stray dogs," he said.

"The problem of stray dogs is increasingly becoming acute due to negligence on the part of the municipal authorities in Islamabad and is causing serious hardship to senior citizens, women and children."

"However, sufficient attention is not being paid to this critical area. According to reports, a large number of people, including children and the elderly, are hit by the stray dogs," read a state-

ment issued by the Ombudsman's office.

It said that in view of the magnitude of this problem, the Wafari Mohaadh Office had commissioned a professional study, which revealed that the policy of the Islamabad Wildlife Management Board has not been implemented in letter and spirit.

"Books suggesting practical measures, the study also shed light on ways and means adopted by other countries of the region for tackling the issue. In this regard, Wafiq Mubashir had also organized a high-level conference tasked to hold meetings with the authorities concerned for recommending measures to tackle this menace," it said and added, "Incidentally, a dog centre was established at Firdi under the name of SDPC. The project, however, failed to deliver, and the problem continued," read the press release.

Before the centre was established, the CDA and the MIC used to shoot dogs to control their population, but the high court ordered the authorities to stop this cruelty and directed them to set up a dog centre.

DAWN

29 September 2025

Crackdown begins against stray dogs following ombudsman's notice

MCI and CDA catch 275 stray dogs and shift them to Teamri centre within three days

By Our Staff Reporter

HEALING: City managers have initiated their seven-day catching campaign, capturing and relocating 275 dogs to the Stray Dogs Transient Control Centre in Surrey over the past three days.

The conclusion follows either from the failed calculation, proceeding both the *Knowledge Corporation International* (KCI) and the Capital Development Authority (CDA), is correct.

"On the first day of the campaign on Friday, we caught 88 starlings, followed by 120 on Saturday and something caught on Sunday. In three full campaigns, we caught over 250 birds," said an official.

The acid that slugs were caught from various areas including Hart Island, F-8, F-7, Baldpate village, Mount St. Helens, Tarnari Chivak, G-13, G-10, G-11 and I-11 areas.

"CMA and MCI have announced intentions to address and prevent the increasing number of complaints regarding ring bugs. Joint teams from CMA and MCI are actively participating in these operations," says a press release issued by CMA.

I said the process of getting top and resulting profit comparable to those required. "Because neither 1216 is fully operational, no claims to regulate these companies and represent. The SEC administrator has stated that the headline is fully functioning 1217 to address and consider they dog companies have been taken and used. Most of financial, business arrangements have been made for many days through the New York Dog Center located in Queens."

I said that Trap-Neuter-Return (TNR) method is being used to control stray dogs, women, adolescent prostitutes, politicians and because there is no press. A total of over 100 stray dogs have been collected at the Sree Sri Convent hospital, but

and Harrison

"The Texas Dog Center is not in full compliance, but compliance is also being achieved regularly. In this regard, citizens can use the 1354 hotline or the DC office portal to launch their action unless it is very late," the press conference said.

It is relevant to note that the growing population of young dogs in the city has been causing problems for citizens as dogbite cases were increasing. This failure has attracted the attention of Federal Ombudsmen, Elio Adriano Greco, recently also directed MEC and CIM, to take urgent remedial measures.

[illegible]

Ombudsman directs FGEHA to give timeline of completion of residential projects

Fig. 1. a) 1994; b) 1995; c) 1996.

Federal Ombudsman Ejaz Ahmad Qureshi on Thursday has taken notice of the increasing number of complaints against the Federal Government Employees Housing Authority (FGEHA).

A special inspection team led by Senior Advisor Ahmad Farooq and comprising Parvez Haleem Rajput, Khalid Stal, and Jamil Ahmad visited the Authority's office to review public grievances.

During the visit, the team listened to complainants and later held a meeting with senior officials of PGEHA.

The committee has submitted its initial report to the Federal Ombudsman.

The Ombudsman has directed FGEHA to provide timelines for all its residential projects and instructed the Authority not to impose any surcharge on allottees who have already paid their installments in full.

He also ordered FGEHA to upload monthly progress updates on all ongoing projects to its website until project completion.

Regarding the allottees of Sectors F-14 and F-15 who have passed away and whose heirs have been instructed to pay the next installment by January 15, 2020, the Ombudsman or-

dered that they be given an additional three-month grace period.

Complainants told the inspection team that many FGEHA projects have faced extraordinary delays some extending up to 14 or 15 years with little or no progress.

The team issued on-spot directions to address several complaints, even adding some applicants to the official list of allottees to provide immediate relief.

Director General FGEHA, Captain Zafar Iqbal, assured the team that all allottees who were deprived of plots in Sectors P-14 and P-15 will be accommodated in the upcoming new sectors.

He further informed that work on all residential projects will commence by March 2026. According to the briefing, allottees of Green Enclave-II will be given possession of their plots by December 2027. The Authority reported that 70 percent of construction work on the Lifestyle Apartments in G-13 has been completed.

The Board has also approved a plan to provide relief to allottees using revenue generated from the project's commercial area.

The Lifestyle Project is expected to be completed by March 2006. — APP



FGEHA تمام منصوبوں کی ٹائم لائن دے، وفاقی محتسب

نہایت شہد کو ان کو فیماور پلیف، تمام اس قسم کی اس کی پر حیا رن لے لیا ہاے

رہائشی منصوبوں پر مارچ 2026 تک کام شروع کر دیا جائیگا، ڈی سی

اسلام آباد (اے ایم این) کھلی جلسہ اظہارِ عقیدت
 جلسہ اظہارِ عقیدت کی سربراہی

۵	وفاقی مجلس
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مردمان کو، انہیں عام اور بے تعلقی کی حالت سے تیار کرنا، انہیں جمہوریت کی طرف

آؤٹ سوئس کے مکے شعبوں کی کارکردگی پر بھی عدم اطمینان، مارنورٹ تیار

[illegible]

November 19, 2025

***Mohtasib* team concerned over poor affairs in PIMS**

Instagram

A WHOIS/WHOIS Inspection Team, which visited the FOMH Hospital here on Tuesday, expresses its serious concern over the appalling state of affairs prevailing in the federal capital's main hospital especially the lack of cleanliness and hygienic conditions in the wards and directed the hospital administration to initiate urgent remedial measures for arresting the declining trends, says a release.

Hooded by its Director General, Ashfaq Ahmad the 5-member Team visited the hospital under the direction of the Waqaf Mubtashis Ejam Ahmad Qureshi. It went round various wards and sections of the Hospital to look into the complaints of maladministration emanating therefrom. It was found that the outsourcing of various sections has led to marked deterioration in the quality of services available there.

On its arrival, the Inspection Team witnessed huge crowd of patients in nearly every department of the hospital. Similarly, a pandemonium was witnessed in the departments which were out sourced earlier as their performance remained pathetic.

Moreover, the stretchers and wheelchairs in the emergency department were also not up to the mark. Keeping a

view the pathetic conditions prevailing there, the Inspection Team directed that in future all contracts for outsourcing must be awarded after carefully reviewing the credentials and performance of the private companies concerned.

The Inspection Team also instructed that a token system may be introduced in the hospital's lab in view of the rapidly growing number of patients. It also instructed that the number of ECG rooms may be increased from

3 to 5, providing a separate facility for the ladies. The town further asked the administration to hand over the swindlers and beggars swarming into the hospital to police and also to take immediate steps for dealing with the menace of stray dogs roaming around.

Earlier, the team was informed in a briefing that two MRI machines and 28 machines for ultrasound are functional in the Hospital. The administration further stated that 20 vacancies of the doctors have been filled through the ETSC.

Similarly, appointments have been made to fill 113 non-gazetted posts while some posts are still lying vacant. The Team was informed that nearly 10,000 patients visit the hospital daily, putting great stress on its meagre resources.



Wafaqi Mohtasib opens AOA Webinar on protection of rights of persons with disabilities

ISLAMABAD-UNSC: The Wafaqi Mohtasib (Ombudsman) and President of the Asian Ombudsman Association (AOA), Ejaz Ahmad Qureshi, has stated that discrimination against any person on the basis of disability is a violation of inherent dignity and worth of the human person. He underlined the importance of mainstreaming disability issues as an integral part of relevant strategies for sustainable development.

He was inaugurating the Webinar on the role of ombudsman institutions in the protection of the rights of persons with disabilities in the context of corporate responsibility, here today. The Webinar was held under the auspicious of Asian Ombudsman Association (AOA) coinciding with the UN designated International Day of Persons with Disabilities which is observed on 3rd December every year. The Webinar was also addressed by Ms. Sabina Aliyeva,



Commissioner for Human Rights in the Republic of Azerbaijan and presentations by two experts on various aspects of the UN Convention on the Rights of Persons with Disabilities, adopted in December 2006.

Emphasizing the role of Ombudsman institutions in the promotion and protection of human rights and good governance, Mr. Qureshi said that people are since the biggest stakeholders, their legitimate interests need to be protected.

The business and industrial circles, therefore, should not lose sight of their corporate social responsibility while carrying out business related activities and remain watchful of the requirements of fairness, equality and non-discrimination on the basis of any disability.

The Webinar was attended, among others by a large number of human rights practitioners, academia and representatives of the civil society.

The
Frontier Post

Wednesday, January 15, 2025

Wafaqi Mohtasib resolves 223,171 complaints in 2024

F.P. Report

ISLAMABAD: The Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi has said that his office received and redressed a record number of complaints during the outgoing year 2024, which stood at 226,371 and 223,171 respectively, indicating an increase of 17% and 16% in the receipt and disposal.

He was informally interacting with a group of journalists, who called on him at the Wafaqi Mohtasib Secretariat here today.

Warmly felicitating the journalists and media persons on the advent of the new year, the Wafaqi Mohtasib termed members of the media his partner and stakeholders in his efforts to raise awareness about the Wafaqi Mohtasib and its services in support of the citizen's rights. Wafaqi Mohtasib further added that the outreach of his office was continuously being increased and the new



regional offices have been established at Murreebatal (AJ&K) and Gilgit which brings the number to 24. He added that the institution is planning to establish more regional offices in coming years during this year.

He further informed that 92.9% decisions made by his organization have been implemented during the year 2024, while expressing the resolve to achieve 100% implementation rate. He said that nearly 2.3 million households have benefited from the services offered by the Wafaqi

Mohtasib's Office since its establishment in 1983.

The Wafaqi Mohtasib further added that during 2024, over investigation officers held 128 Khuli Katcheries (Open Courts) across the length and breadth of the country, thereby sparing the complainants of the hassle to visit the Mohtasib's Offices and received administrative justice at the door steps. He went on to add that the Heads of federal government agencies and departments have been instructed to ensure implementation

of the decisions made by his office within the shortest possible time. He said that the Wafaqi Mohtasib's office is the poor man's court established with a view to serving the marginalised and down trodden segments of the society.

He said that by virtue of the sterling efforts made by his officers and staff members in the and due to new initiative like Khuli Katcheries, Impersonal Visits, Informal Resolution of Disputes (IRD), growing number of people are approaching this institution for speedy and free of cost redressal of their complaints.

Touching on the Mohtasib's international role, he stated that being President of the Asian Ombudsman Association (AOA) he presided over the 25th meeting of its Board of Directors in Istanbul in June 2024 besides addressing the International Ombudsman Summit (IOS) in Hong Kong as the key note speaker.

Performance of Wafaqi Mohtasib's Office Wins International Recognition



The Wafaqi Mohtasib and President, Asian Ombudsman Association (AOA), Mr. Ejaz Ahmad Qureshi speaking to the Press and Media in Islamabad.

ASHA ABDUL GHAFOR TAHIR

ISLAMABAD— The Wafaqi Mohtasib Institution's spectacular performance at home with regard to redressal of public complaints has won international recognition and acclaim. This was stated by the Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi while speaking informally to a group of media persons and journalists at the Wafaqi Mohtasib Secretariat here today.

Mr. Qureshi, who is also the current President of the Asian Ombudsman Association (AOA), had recently chaired the Association's 26th Annual Meeting of its Board of Directors and 8th Meeting of the General Assembly in

China further stated that Pakistan being one of its founding members, owes its prominent position in the organization in strict compliance with the international standards upholding the core values of Ombudsmanship.

The Board included China, Japan, Korea, Azerbaijan, Iran, Turkey and Hong Kong. Pakistan enjoys a position of pre-eminence in the organization as it held its Presidentship most of the time since its inception in 1996. He said that we had reviewed the whole gamut of AOA's activities during the year and discussed ways and means to further strengthen our cooperation and how to intensify efforts for achieving and upholding its core

values and objectives. "Our suggestions were mostly adopted with consensus" he added. "We have had most rewarding and productive sessions, wherein we had discussed the progress made so far with regard to its goals and objectives as well as the future challenges", he observed. He pointed out that during 2022-23 about 148 activities were undertaken from the platform of this organization, which rose to 347 during the period 2024-2025.

This itself is indicative of the fact that it is a vibrant and dynamic organization. This was also recognized by the UN, which listed it as an active regional body.

He said that the organization had also

*Public Complaints Redressal may exceed 250,000 during 2025
 | Speaks informally to Media following AOA's meetings in China*

decided to celebrate the 30th Anniversary during 2026 in a befitting manner in Hong Kong. "The 30th year will be an important milestone in the Association's long journey upholding and promoting core values of Ombudsmanship at the national level including protection of good governance, the rule of law and respect for human rights and fundamental freedoms."

While highlighting the performance of the Wafaqi Mohtasib Office he observed the outgoing year 2024 was a momentous one as far as the performance of the Institution of Wafaqi Mohtasib is concerned.

The receipt and disposal rates of the complaints have been very impressive during the outgoing year 2024, as the WMS received as many as 226,331 complaints, out of which 223,171 have been disposed of satisfactorily.

During the current year 2025, the figure may exceed 250,000 complaints as

we have already received 180,000 complaints till 15 September 2025. Out of these 176,828 complaints have been disposed of.

The Wafaqi Mohtasib went on to add that special efforts have also been initiated for the welfare and wellbeing of the Overseas Pakistanis and the Children by the WMS. Last year, 102,000 Overseas Pakistanis were facilitated by the office of OC(OP) WMS, this year 90,000 Overseas Pakistanis have been facilitated upto August 2025, which is 23.3% higher during the corresponding period last year. A Child Commissioner's Office is also functional in the Wafaqi Mohtasib Secretariat to redress the complaints relating to the children.

He further informed that The Wafaqi Mohtasib Offices under the Outreach Complaint Resolution (OCR) programme visited school headquarters with a view to undertake redressal of complaints at the door steps of the people.

Daily Times Wednesday, January 15, 2025

Wafaqi Mohtasib addresses record number of complaints in 2024



The Wafaqi Mohtasib, Ejaz Ahmad Qureshi has said that the office received and redressed a record number of complaints during the outgoing year 2024, which stood at 226,371 and 223,171 respectively, indicating an increase of 17% and 16% in the receipt and disposal.

He expressed these views while informally interacting with a group of journalists, who called on him at the Wafaqi Mohtasib Secretariat here Tuesday.

Warmly felicitating the journalists and media persons on the advent of the New Year, the Wafaqi Mohtasib termed members of the media his partner and stakeholders in his efforts to raise awareness about the Wafaqi Mohtasib and its services in support of the citizen's rights.

He further added that the outreach of his office was continuously being increased and the new regional offices have been established at Muzaffarabad (AJ&K) and

Gilgit which brings the number to 24. He added that the institution is planning to establish more regional offices in remote areas during this year.

He further informed that 92.9 percent decisions made by his organization have been implemented during the year 2024, while expressing the resolve to achieve 100% implementation rate. He said that nearly 2.3 million households have benefited from the services of offered by the Wafaqi Mohtasib's Office since its establishment in 1983.

The Wafaqi Mohtasib further added that during 2024, our investigation officers held 126 "Khuli Katcheries" (Open Courts) across the length and breadth of the country, thereby sparing the complainants of the hassle to visit the Mohtasib's Offices and received administrative justice at the door steps. He went on to add that the Heads of federal government agencies and department have been instructed to ensure imple-

mentation of the decisions made by his office within the shortest possible time. He said that the Wafaqi Mohtasib's office is the poor man's court established with a view to serving the marginalized and down trodden segments of the society.

He said that by virtue of the untiring efforts made by his officers and staff members in the and due to new initiative like "Khuli Katcheries", Inspection Visits, Informal Resolution of Disputes (IRD), growing number of people are approaching this institution for speedy and free of cost redressal of their complaints.

Touching on the Mohtasib's international role, he stated that being President of the Asian Ombudsman Association (AOA) he presided over the 25th meeting of its Board of Directors in Istanbul in June 2024 besides addressing the International Ombudsman Summit (IOS) in Hong Kong the key note speaker. AGENCIES



ایک لاکھ 80 ہزار شکایات، ایک لاکھ 76 ہزار کے فیصلے، وفاقی قلمب

وفاقی قلمب نے ریپبلک عدالت کراچی میں اپنے پرائیویٹ لٹریچر کے خلاف ایک لاکھ 76 ہزار شکایات کے فیصلے کیے۔ وفاقی قلمب نے ریپبلک عدالت کراچی میں اپنے پرائیویٹ لٹریچر کے خلاف ایک لاکھ 76 ہزار شکایات کے فیصلے کیے۔ وفاقی قلمب نے ریپبلک عدالت کراچی میں اپنے پرائیویٹ لٹریچر کے خلاف ایک لاکھ 76 ہزار شکایات کے فیصلے کیے۔



وفاقی قلمب آئس بھاپور میں 40 سے زیادہ مقدمات کی سماعت

سائیکس کا باؤنڈ کے 10 کو، پیک ایف، آئس بھاپور میں وفاقی قلمب کی سماعت شروع ہوئی



ریپبلک پور (جھٹیلی سنگھ سے) وفاقی قلمب آئس بھاپور کے سائیکس کا باؤنڈ کے 10 کو، پیک ایف، آئس بھاپور میں وفاقی قلمب کی سماعت شروع ہوئی۔ وفاقی قلمب آئس بھاپور میں 40 سے زیادہ مقدمات کی سماعت کی جائے گی۔ وفاقی قلمب آئس بھاپور میں 40 سے زیادہ مقدمات کی سماعت کی جائے گی۔ وفاقی قلمب آئس بھاپور میں 40 سے زیادہ مقدمات کی سماعت کی جائے گی۔



وفاقی قلمب کی ہدایت پر تلہ گنگ میں مکمل پکھری

وفاقی قلمب کی ہدایت پر تلہ گنگ میں مکمل پکھری ہوئی۔ وفاقی قلمب کی ہدایت پر تلہ گنگ میں مکمل پکھری ہوئی۔ وفاقی قلمب کی ہدایت پر تلہ گنگ میں مکمل پکھری ہوئی۔ وفاقی قلمب کی ہدایت پر تلہ گنگ میں مکمل پکھری ہوئی۔





بزنس کمیونٹی ملکی معیشت کی ریڑھ کی ہڈی ہے، اعجاز احمد قریشی

تاجروں، صنعتکاروں اور عوامی شکایات کے ازالے کے لیے وفاقی محتسب کا ادارہ بھرپور کردار ادا کر رہا ہے، وفاقی محتسب اعلیٰ

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تصدیق شدہ اشاعت و خبر اور باوثوق ذرائع

پاکستان نیوز

اپنی کار: مزید شہید گریہ کی ضرورت نہیں

بروز: 12
16 اکتوبر 2025 - 15:44:25
25 اکتوبر 2025 - 16:46:25
258

وفاقی مجلس اعلیٰ اعجاز احمد قریشی کا گوجرانوالہ تجمبر سے خطاب

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وفاقی محتسب سیکریٹری، ریجنل آفیس ایم سی پی کو گئس عملدارن خلاف کیسن تی ہڈیوں

پڻي جو مقصد وفاقي حڪومت جي ڪابن جي خلاف عوامي شڪايتن جو رد ڏيڻ ۽ لاڙو ڪرڻ هو؛ محمده علي شاھ

[illegible][illegible]

وفاتی محتسب: غریباں دی عدالت

[illegible]

Thursday, May 29, 2025

Wafaqi Mohtasib: Championing the Cause of Common Man

By Syed M. Ilyas

The Wafaqi Mohtasib's institution, in its long journey of over four decades, has emerged as a truly poor man's court serving the people and the downtrodden with exemplary zeal and dedication. The institution is dispensing free and expeditious administrative justice to the victims of maladministration, having its presence at twenty-six cities across the country. It believes in transparency, inclusivity and accountability, upholding the core values of Ombudsmanship. Serving the underserved and less privileged has been its hallmark and the guiding principle. It has over the years taken steps to enhance its efficiency and efficacy besides fine tuning its complaints handling mechanism comprising investigation, appraisal, review and implementation of its findings/decisions.

During the year 2024, incidence of complaints rose from 194,106 to the highest ever number of 226,372 (showing an increase of 17%) and disposal reached an all-time high of 223,198 as compared to the figure of 193,030 in the year 2023 (indicating an increase of 16%). The Office also recorded an impressive increase in the implementation rate of its decisions/findings during 2024, which reached 93.21% as compared to 85.70% for the year 2023. In financial terms, total relief equivalent to Rs.8.22 billion was provided to the complainants during 2024 as compared to Rs. 4.9 billion in 2023.

The ever-increasing number of complaints is, in fact, an outcome of various initiatives including opening of new regional offices across the country, holding Khuli Katcheries, launching of the Informal Resolution of Disputes (IRD) mechanism and the visits of Ombudsman's Inspection Teams to various service delivery agencies, in addition to leveraging technology for enhanced accessibility. There is no requirement to hire services of an advocate nor the complainants have to face lengthy legal processes as the cases are disposed of within the prescribed limit of sixty days. The procedure for filing a complaint is simple as it can be done without visiting the Office personally, either by post or through email or mobile app. Hearings can be organized online, too, whereby the elderly or the poor complainants are saved of any discomfort in the process.

While resolving individual complaints relating to maladministration, this Office has not lost sight of the need for introducing long-term reforms with a view to addressing systemic issues. It has so far prepared 80 studies/reports, which focus on crucial areas such as pension reforms, jail reforms, national savings, street children in ICT etc. By addressing systemic issues, the Ombudsman's institution strives to introduce long-term improvements in public administration.

This approach ensures that the institution remains a powerful agent of change. It is no longer a mere complaint redressing office, but an architect of good governance in the country. It aligns its operations with the internationally acclaimed benchmarks like the Paris Principles and the Venice Principles in addition to the guidelines contained in the UNGA Resolution 70/177 for the ombudsman and the mediator institutions worldwide.

Similarly, the Wafaqi Mohtasib's commitment to upholding the children's rights is manifested in the appointment of Grievance Commissioner for Children providing institutional mechanism and collaborative endeavours with other stakeholders in the country. It has been instrumental in the enactment of the Zainab Alert Response and Recovery Act 2020. This Act reflects the country's commitment to adopt its legal framework to modern challenges, providing a robust mechanism for addressing threats to children's safety and well-being.

Grievance Commissioner's office for Overseas Pakistanis in the Wafaqi Mohtasib Secretariat offers yet another important service to the Pakistani diaspora. It provides institutional framework for addressing individual complaints and systemic issues faced by overseas Pakistanis. One Window Facilitation Desks (OWFDs) established on the direction of Wafaqi Mohtasib at all international airports of the country to facilitate overseas Pakistanis and their families have been functioning well. In addition, Focal Persons have been appointed in Pakistan Missions abroad to personally hear and resolve problems faced by the overseas Pakistanis.

The Wafaqi Mohtasib (Ombudsman)'s institution is discharging its statutory functions in fulfillment of the Constitutional obligations of the State. Over 2 million households have so far benefited from its services, which offer groundswell of support for its operations. Providing prompt relief to those facing administrative excesses, discrimination, exploitation, negligence and inefficiency at the hands of the government agencies or its employees is central to the concept of ombudsmanship and the means to achieving the ultimate goal of good governance.



مظاہرہ کی دلاوری کے تناظر میں مثبت پیشرفت

کشمیر کے مظاہرین نے اپنی جدوجہد کے سب سے بڑی کامیابی کا اعلان کیا ہے۔ انہوں نے کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔ انہوں نے مزید کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔ انہوں نے مزید کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔

انہوں نے کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔ انہوں نے مزید کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔ انہوں نے مزید کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔

بازگشت

عبدالغفور محسینی

انہوں نے کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔ انہوں نے مزید کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔ انہوں نے مزید کہا کہ ان کے مطالبات کو تسلیم کرنے کے لیے حکومت کو تیار رہنا پڑے گا۔

مسلسل اشاعت کے 85 سال

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روزنامہ نوائے وقت
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نوائے وقت

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تاریخ: 12 جون 2024ء 1445ھ 2024ء 1445ھ 2024ء 1445ھ

347 003 16 79

وفاقی محتسب ”غریبوں کی آخری عدالت“



محتسب کے ادارے نے گزشتہ برسوں میں اپنی کارکردگی کو نمایاں بنانے کے ساتھ ساتھ وفاقی محتسب کے ادارے کے لئے چند کے طریقہ کار کو بہتر سے بہتر بنانے کے لئے چند اقدامات اٹھائے ہیں، جن کے مطابق تحقیق، تفتیش، جانچ اور لاپرواہی پر مشتمل ادارہ اور غیر رسمی نوچ دی گئی ہے۔ سال 2024 کے دوران، وفاقی محتسب کے ادارے نے 17 لکھ 104 ہزار سے زائد درخواستیں وصول کی ہیں۔ ان میں سے 228,372 درخواستیں 223,108 کیلئے ترمیم شدہ درخواستیں پر ترقی کی گئی ہیں۔ وفاقی محتسب کے ادارے نے سال 2023 میں 193,030 درخواستیں کے ساتھ ساتھ سال 2024 میں 19 لکھ 104 ہزار سے زائد درخواستیں وصول کی ہیں۔ ان میں سے 228,372 درخواستیں 223,108 کیلئے ترمیم شدہ درخواستیں پر ترقی کی گئی ہیں۔ وفاقی محتسب کے ادارے نے سال 2023 میں 193,030 درخواستیں کے ساتھ ساتھ سال 2024 میں 19 لکھ 104 ہزار سے زائد درخواستیں وصول کی ہیں۔ ان میں سے 228,372 درخواستیں 223,108 کیلئے ترمیم شدہ درخواستیں پر ترقی کی گئی ہیں۔

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PHOTO
GALLERY



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi presenting Annual Report for the year 2024 to the President of Pakistan, Mr. Asif Ali Zardari at Aiwan-e-Sadr, Islamabad (25.03.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi calling on the President of Pakistan, Mr. Asif Ali Zardari at Aiwan-e-Sadr, Islamabad (26.03.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi presenting a copy of the Annual Report – 2024 to Ms. Rubab Mehdi, Provincial Ombudsperson Protection Against Harassment of Women at Workplace (17.11.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi presenting a copy of his Institution's Annual Report, 2024 to Mr. Muhammad Zafar ul Haq Hijazi, Federal Tax Ombudsman who called on him in Islamabad (04.12.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi presenting a shield to H.E. Dr. Irfan Neziroglu, Ambassador of Türkiye to Pakistan, who called on him at Islamabad (13.01.2025).



Wafaqi Mohtasib Mr. Ejaz Ahmad Qureshi presenting a copy of Annual Report to Ambssador M. Aftab Khokhar, Asstt. Secretary General OIC, how called on him in Islamabad (21.4.2025)



Wafaqi Mohtasib and President of the Asian Ombudsman Association (AOA), Mr.Ejaz Ahmad Qureshi addressing an international workshop on “Stronger Ombudsmanship for People’s Livelihood”, (Nanjing, 10.09.2025).



Wafaqi Mohtasib Mr. Ejaz Ahmad Qureshi presenting a souvenir to H.E. Mr. Jeyhun Bayramov, the Foreign Minister of the Republic of Azerbaijan during his visit to Baku (12.11.2025).



A group photograph of the President of AOA, Mr. Ejaz Ahmad Qureshi with heads of Ombuds institutions attending the International Conference on Constitution and the Rule of Law, (Baku, 12.11.2025).



President AOA, Mr. Ejaz Ahmad Qureshi presenting a souvenir to Ms. Feruza Eshmatova, Authorized Person of the Oliy Majlis for Human Rights (Ombudsman), Uzbekistan (Baku, 12.11.2025).



Wafaqi Mohtasib, Mr Ejaz Ahmad Qureshi addressing media and press representatives at the Head Office (14.01.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi presenting a copy of the Annual Report to Ms. Sibah Farooq, Chairperson, The All Women Law Firm S&S Associates, who called on him in Islamabad (21.08.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi inaugurating the Wafaqi Mohtasib Regional Office at Muzaffarabad (22.01.2025).



The President of Gujranwala Chamber of Commerce and Industry, presenting a souvenir to Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi on the eve of his visit (09.10.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi, presenting a souvenir to Mr. Justice (Retd) M. Nawaz Wahla who addressed the AOA Webinar on “Ombudsmanship: Complying with the International Standards” (29.05.2025).



Executive Secretary, Asian Ombudsman Association (AOA) briefing a group of interns of FTO who visited the Asian Ombudsman Secretariat in Islamabad (28 July 2025).



REGIONAL OFFICES



Advisor Incharge, RO, Abbottabad,
Mr. Rasheed Ahmed conducting a hearing in his office (10.04.2025).



Senior Advisor, Tahir Nawaz Khan RO, Bahawalpur listening to public
complaints (19.06.2025).



Mr. Shafqat Ali, Deputy Registrar, RO, D.I. Khan listening to public complaints
under the OCR programme in District Bhakkar (22.04.2025).



Consultant, D.G. Khan, Muhammad Arbab Rahim conducting a hearing in
his office (12.08.2025).



Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi being received by the President of
Faisalabad Chamber of Commerce & Industry on his arrival there (27.03.2025).



Regional Head GB, Mr. Abdullah Khan and ALO Raja Karamat discussing
implementation of an insurance related case with the petitioner
in their office (10.11.2025)



President of Gujranwala Chamber of Commerce and Industry presenting a
souvenir to Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi on the eve of his visit
(09.10.2025)



Mr. Ghulam Rasool Ahpan, Senior Advisor, visiting Hyderabad Institute of
Information Technology in connection with awareness raising campaign
(14.12.2025).



Syed Anwar Haider, Senior Advisor RO, Karachi addressing Khulli Katchery
at District Korangi (18.06.2025)



Mr. Shahzada Allauddin Pirakzai, Incharge, RO, Kharan, addressing a Khuli
Katchery organized at a local mosque (13.11.2025).



Regional Incharge, RO, Khuzdar listening to public complaints in his office (02.06.2025).



RO, Lahore's Inspection Team inspecting the Lahore Railway Station (16.10.2025)



Syed Mahmood Ali Shah, Incharge RO, Larkana conducting a meeting in his office (27.11.2025).



Commissioner IRD, Loralai, Mr. Sarwar Javed interacting with office bearers of Anjuman-e-Tajran and Zamindar Action Committee at Complaint Collection Centre, Loralai (20.11.2025).



Regional Head, RO, Mirpur Khas, listening to public complaints in his office (17.11.2025)



Dr. Muhammad Zahid, Coordinator South Punjab, RO, Multan, conducting an inspection visit of Multan Airport (10.12.2025).



Regional Head, RO, Muzaffarabad listening to public complaints in his office (11.11.2025)



Regional Head, RO, Peshawar, Mr. Mushtaq Jadoon and Regional Head, RO, Swat, Mr. Sana Ullah Khan, holding a Khuli Katchery at Tehsil Drosh, Distt. Chitral (07.11.2025)



Regional Head, RO, Quetta, Mr. Ghulam Sarwar Brohi briefing the newsmen on working of the Wafaqi Mohtasib's Office (12.11.2025).

REGIONAL OFFICES PHOTO



Mr. Bakhtiar Gul, Deputy Advisor, RO, Peshawar conducting an OCR in IDP Camp Kurram at the SADDA Complaint Collection Center (05-11-2025)



Senior Advisor, RO, Sahiwal, Mr. Zulfiqar Lone, interacting with the complainants during an OCR visit to Chichawatni (09.07.2025).



Regional Head, Sargodha, Khawaja Saif ur Rehman listening to public complaints during an OCR visit to Mandi Bahauddin (29-10-2025)



Senior Investigation Officer, Mr. Ameer Muhammad Rind, holding a meeting with Chairman Municipal Committee Sardar Muhammad Khajjak at the Complaint Selection Centre, Sibbi (12.12.2025).



Regional Head, RO, Sukkur, Syed Mehmood Ali Shah holding an implementation meeting in his office (12.12.2025).



A view of the Khuli Katchery being held at Kabbal, District Swat (19.03.2025)



Mr. Bakhtiar Gul, Deputy Advisor, hearing public complaints at Upper Kurram (25.12.2025).



Sr. Investigation Officer, Complaint Collection Centre, Wana, District South Waziristan (Lower), Mr. Imran Khan conducting a hearing in his office (28.05.2025).

**SELECTED
FINDINGS**



WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

FINDINGS

Complaint No	:	WMS-HQR/0000170/25
Date of Registration	:	07.01.2025
Name & Address of the Complainant	:	MR. HUKAMDAD S/O GULZAR AHMED STREET NO. 3 NEAR HASNAIN MASJID NARRIAN DISTT ABBOTABAD
Name of the Agency complained against	:	EMPLOYEES' OLD AGE BENEFITS INSTITUTION (EOBI), ISLAMABAD.
Name & Designation of the Investigating Officer, Station	:	ARSHAD MAHMOOD CHEEMA, ADVISOR, H.O. ISLAMABAD.
Brief Subject	:	FAILURE OF THE AGENCY IN GRANT OF OLD AGE PENSION.
Date when IO asked for report from Agency	:	09.01.2025
Date of Receipt of Agency's report in WMS	:	29.01.2025
Number & Dates of Hearing	:	i) Number: 01 ii) Dated: 30.01.2025
Name and Designation of the Agency's Representative who attended the hearing	:	No
Whether the complainant attended the hearing?	:	Yes
In case a nominee of complainant attended the hearing, his/her name	:	--



THE COMPLAINT

Precisely, Hukam Dad, the complainant, has filed the above referred complaint against Employees' Old Age Benefits Institution (EOBI)/Agency, asserting therein that he worked with Rondon Enterprises Pvt. Ltd. for a period of 18 years, 09 months and 10 days w.e.f. 20.07.2004 to 31.05.2023. During this period, he used to pay the contribution to the Agency through his employer which was verified by his employer at the time of his superannuation. After the superannuation, he moved the Agency for grant of Old Age Pension (OAP) but in vain and hence the instant complaint.

COMMENTS OF THE AGENCY

2. The Agency vide its letter No. EOBI/RO/WMS/HQR/2025/555 dated 29.01.2025 submitted that total verified service on credit of the complainant was 14.8 years (commencing from 20.07.2004 to 16.05.2016 & 11.06.2020 to 10.05.2023). Since his verified insured employment was less than 15 years, therefore, he had been granted Old Age Grant (OAG) in terms of section 22 of EOBI Act, 1976.

HEARING PROCEEDINGS

3. Hearing was held on the above mentioned date. The complainant attended the hearing whereas the representative of the Agency remained absent. Comments of the Agency were shared with the complainant. The complainant reiterated his stance as incorporated in his respective pleadings.

FINDINGS/ RECOMMENDATIONS

4. An appraisal of the complaint, comments of the Agency and the documents tendered by the complainant reflect that the insurable employment of the complainant with Ms. Rondon Enterprises Pvt. Ltd. w.e.f. 20.07.2004 to 16.05.2016 & 11.06.2020 to 10.05.2023 was verified and has been admitted by the Agency itself. As per calculation of the Agency, the total insurable service of the complainant comes to 14.08 years. According to Section 22 of the Employees Old Age Benefits Act, 1976, a verified insured person who has put in 15 years of service is entitled for the OAP. The complainant emphasized that though his insurable employment is more than 15

years yet if at all contention of the Agency regarding the period of his insurable employment is admitted as correct then again, he is entitled for six months relaxation which shall make the period of insurable employment more than 15 years. The stance of the complainant appears to be well-founded for the reason that the schedule annexed to the Employees Old Age Benefits Act, 1976 in its clause-1, it is stated as under:-

"a period of six months or more of insurable employment shall be treated as one full year"

5. In a recent decision of Honourable President of Islamic Republic of Pakistan, in a representation filed by the complainant of complaint No. HQR/0001013/21, wherein vide order dated 18.5.2022, it was ruled that clause-1 of the schedule annexed to the Employees Old Age Benefits Act, 1976 prescribes that a period of six months or more of insurable employment shall be treated as full one year and as a result, the representation was accepted and the Agency was directed to complete the process of grant of old age pension to the complainant. The Honourable President also observed that clause-1 of the schedule referred to above, is consistent with the rule applicable to the Government servants (CSR-423) on the subject and duly applied by the Honourable Supreme Court in the precedent decisions:-

"423. (1) A deficiency of a period not exceeding six months in the qualifying service of an officer be deemed to have been condoned automatically."

6. An evaluation of the facts of the complaint in hand, it is manifest that the complainant has deficiency of less than 04 months which is covered by the decision referred to above, therefore, by all means, he is entitled for grant of OAP. The refusal to grant OAP to the complainant amounts to maladministration in terms of article 2(2) of P.O No. 01 of 1983.

7. As a sequel to the above, while accepting the complaint in terms of regulation 23(4) of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013 the Agency is recommended as under:

- i. to complete the process of grant of OAP to the complainant by treating his insured service as 15 years, at the earliest; and
- ii. compliance be reported to this Secretariat, within 30 days of receipt of copy of the Findings, in terms of Article 11(2) of P.O No.1 of 1983.

8. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.


(EJAZ AHMAD QURESHI)
WAFaqi MOHTASIB (OMBUDSMAN)





WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT
FINDINGS

Complaint No	WMS-BWP/1049/25
Date of Registration	19.03.2025
Name & Address of the Complainant	Sayyed Mohammed Areeb Abdul Khafid Shah Bukhari R/o House No.937/B-VI, Kashana Bukhari, General Official Colony, Street No.22 Eastern, Model Town-B, Bahawalpur.
Name of the Agency complained against	Central Directorate of National Saving (CDNS)
Name & Designation of the Investigating Officer, Station	<i>Basit Aziz Khan, Associate Advisor (Incharge), WMS Regional Office Bahawalpur.</i>
Subject of Complaint	Mal-Administration in Payment of Profit
Date when IO asked for report from Agency	20.03.2025
Date of Receipt of Agency's report in WMS	05.05.2025
Number & Dates of Hearing	1. Number: 02 2. Date: 08.04.2025 & 05.05.2025
Name & Designation of the Agency's Representative Who Attended the Hearing.	Mr. Waqas Iqbal, Assistant Director
Whether the Complainant Attended the hearing?	Yes
In case a nominee of complainant attended the hearing, his/her name	No



THE COMPLAINT

The complainant, bearing CNIC # 31202-8179888-9, stated that his father Sayyed Mohammed Ibrahim Shah Bukhari maintained Pensioner's Benefit Account No.180300140001760 and Bahood Savings Certificate Registration No.180300040019400 at National Savings Centre-I, Bahawalpur. After complainant's father's death on 17/12/2024, he being his nominee, received the principle amount to the tune of Rs.10,000,000/- on 22/01/2025, but the concerned office of the Agency was reluctant to provide profit on the same amount, despite the fact that his father was receiving monthly profit @ 13.50% per month, which was unjustified and mal-administration on the part of the Agency. Failing to get relief from the Agency, he sought this Office's help for redressal of his grievance, at the earliest.

RESPONSE BY THE AGENCY

2. The matter was taken up with the Agency for submission of a report. The Agency submitted that the matter was investigated and it was found that the deceased father of the complainant maintained above mentioned accounts along with Saving Account No.180300100101342 and in terms of Rule 16 of the Bahood Savings Certificate Rules, 2003 and amendments made thereof, the payment was made to the legal heirs, Sayyed Mohammed Areeb Abdul Khafid Shah Bukhari (Complainant) & Sayyed Mohammed Larab Abdul Bai'th Shah Bukhari for the amount left by their father (Deceased) an investor of National Savings Centre-I, Bahawalpur on 22/01/2025 after submission of Succession Certificate and in the light of above rules. The Agency further added that the complainant's claim for payment of profit not possible, as per Revised Rule 16 of the Bahood Savings Certificate, Rule 4(b) of the Pensioner Benefit Account and CDNS Islamabad Office Letter No. F.1(2) PS-IT [78-11]/2020 dated 29/05/2024, as the profit for the BSC and PBA schemes had already been credited to the Savings Accounts of the deceased on 11/12/2024 & 12/12/2024.

COMPLAINANT'S REJOINDER

3. The complainant did not file rejoinder.

POINTS AT ISSUE

4. The point at issue is whether there is any mal-administration on the part of the Agency in payment of death claim to the complainant or otherwise?

HEARING PROCEEDINGS

5. During hearing of the complaint, the Agency was represented by Mr. Waqas Iqbal, Assistant Director, NSC-I, Bahawalpur, while the complainant was also present. The representative of the Agency, submitted the above mentioned report and restated the stance of the Agency, as quoted in it. The complainant controverted the stance of the Agency and argued that Rule 4(b) of the Pensioner Benefit Account and CDNS Islamabad Office Letter No. F.1(2) PS-IT [78-11]/2020 dated 29/05/2024 on the determines the rate of profit of BSC and PBA nor the eligibility of for profit of the said schemes; thus; requested for provision of profit on principle amount to the tune of RS. 10,000,000/-, as the Agency keep the said amount from the death of his father i.e. 17/12/2024 to its disbursement i.e. 22/01/2025.

FINDINGS/RECOMMENDATIONS

6. Perusal of record reveals that the deceased father of the complainant Sayyed Mohammed Ibrahim Shah Bukhari maintained Pensioner's Benefit Account No.180300140001760 and Behhood Savings Certificates Registration No.180300040019400 at National Savings Centre-I, Bahawalpur. After complainant's father's death on 17/12/2024, the complainant and his brother being his nominee, received the principle amount to the tune of Rs.10,000,000/- on 22/01/2025, but the profit on the said amount was not provided to the complainant as per rate of Savings Accounts, which is a clear violation of CDNS Islamabad Office Letter No. F.1(2) PS-IT [78-11]/2020 dated 29/05/2024, amendments made in Bahhood Savings Certificates Rules, 2003 and its Pensioner's Benefit Accounts Rules, 2003 vide Notification of Government of Pakistan, Finance Division (Budget Wing) dated 02/05/2024:-

i). "B.....Where the Successor/Nominee is not Entitled for Transfer of Investment to their Name under the Rules: NSCs will disburse the Profit on the Principle amount of the respective BSC/PBA at the prevailing rate of the Savings Account from the date of death till encashment/ closure of the respective registration/account." (CDNS Islamabad Office Letter No. F.1(2) PS-IT [78-11]/2020 dated 29/05/2024)

ii). "iv.....Provided further that the nominee or successor, as the case may be, not fulfilling the eligibility criteria laid down in rule 5 & 6, shall be entitled to receive the principle amount and profit thereon at the prevailing rate of saving account reckoned from the date of death of certificate holder till encashment." (Rule (v) Bahhood Savings Certificates Rules, 2003 after amendments)

iii). "i(b).....In-eligible family member, shall be entitled to receive the principal amount and profit thereon at the prevailing rate of savings account reckoned from the date of pensioner's death till closure of account." ((for rule (b) Pensioner's Benefit Accounts Rules, 2003 after amendments)

Thus, the complainant is eligible for grant of profit from the date of death of his father to till the closure of encasement/closure of respective registration/account.

7. Non-provision of profit on principle amount after the death of the deceased as under above circumstances is found to be illegal and unjust; so, tantamount to mal-administration as defined under Article 2(2) of P.O.1 of 1983. Consequently, the complaint under Regulation 23(4) of the Wafaqi Mohtasib (Investigation & Disposal of Complaints) Regulations, 2013 is **accepted**.

8. Following the above, the Agency is advised to consider the matter further, and provide relief to the complainant as per policy agreement and rules & procedures of the Agency. Compliance report be submitted within thirty (30) days or reasons for not doing so may be intimated in terms of Article 11(2) of P.O. 1 of 1983.

-3-

WMS-BWP/1049/25

09. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the option of review petition is exercised by the aggrieved party and the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.

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(EJAZ AHMAD QURESHI)
WAFaqi MOHTASIB (OMBUDSMAN)





WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

FINDINGS

Complaint No	: WMS-CH/0000158/25
Date of Registration	: 25.03.2025
Name & Address of the Complainant	: Miss. MADDIHA SHAHEEN DAUGHTER OF MUHAMMAD TAHIR, HOUSE # 17, SECTOR #01, STREET #01, NEW SHAKRIAL ISLAMABAD NEAR KASHMIR CHOWK.
Name of the Agency complained against	: Quaid-I-Azam University
Name & Designation of the Investigating Officer, Station	: Raana Secrat, Sr. Adviser, H.O. Islamabad
Brief Subject	: Maladministration in against unfair "ceased" status & procedural mismanagement
Date when IO asked for report from Agency	: 28-03-2025
Date of Receipt of Agency's report in WMS	: 22-04-2025
Number & Dates of Hearing	i) Number: 01 ii) Dates: 23-04-2025
Name and Designation of the Agency's Representative who attended the hearing	: Syed Adnan Bukhari, QAU
Whether the complainant attended the hearing?	: Yes



The complainant states that she has completed her BS Maths, as lateral entry student, from IMCG at F-6/2, Islamabad. The college is affiliated with Quaid Azam University, Islamabad. Her result was announced and she applied for DMC. The University told her that she should have been 'Ceased' in the third semester. The complainant contends that she had passed the third semester exam and when the result was announced her result was marked as 'Chance' and not 'Ceased'. She has made many requests to the University to resolve her issue. If she was 'Ceased' in the third semester, then why was she allowed to appear in the exams for the fourth, fifth and sixth semester. The University should not be allowed to revoke her completed coursework, after she had successfully passed. The complainant states that if relief is not provided to her it will result in considerable financial, as well as, academic loss to her. She requests that the university may be advised to announce her result and resolve the issue, hence this complaint.

2. RESPONSE BY THE AGENCY

2. The Agency vide its report dated 22.4.2025 submitted that "the complainant was registered with University through affiliated college IMCG F-6/2 Islamabad in BS. Mathematics Lateral Entry (2 years) Semester system programme vide Registration No.81214213005 in Fall-2021. The Rules of QAU regarding BS (2 years) program are as under: -

BS-Rule(s):

2.2.1 Whenever any student's CGPA is 1.0 and/or more but less than 2.0, he/she shall be placed on probation.

2.2.2 A student shall be allowed TWO chances to remain on probation during the entire Associate Degree Programme of studies.

[Signature]

-2-

CHI/158/25

2.2.3 A Student failing to achieve the required CGPA of 2.0 for the third time he/she shall cease to be the student of the University. However, such a student may apply for new Associate Degree programme, if eligible as per rules.

The detail of the complainant's Examination and their outcome are as under: -

Sem. No.	Semester Examination	Semester Result	CGPA obtained out of 4	Chance Availed	Annexure
01	Fall-2021	Passed in 03 courses out of 06	1.6	1 st	A
02	Spring 2022	Failed in 01 course out of 06 courses	1.3	2 nd	B
03	Fall-2022	Passed in 5 courses out of 06	1.6	3 rd (Ceased as per rules)	C
04	Spring 2023	Passed in 07 courses out of 07	2.0	-	D
05	Fall 2023	Passed in 04 courses out of 04	2.5	-	E
6	Spring 2024	Passed in 01 courses out of 01	2.6	-	F
Overall Outcome		Got ceased as per above quoted rule 2.2.3 on failing to achieve CGPA of 2.0 for the third time.			

The complainant was a student of Affiliated ISB Model PG College G-10/4, Islamabad in Associate Degree Programme (2 years). As rules are very clear from day one that the student must maintain CGPA of 2.0 out of 4.0 at the end of each semester to avoid probation (chance) and student can avail 02 times probation (chances), however if on the third time the student would fail to achieve the CGPA 2.0 he/she shall cease to be the student of the University.

The above mentioned rules were communicated and shared with the concerned Affiliated College at the time of Affiliation. Admission and Enrollment in any University Affiliated Programme is the sole responsibility of the concerned Affiliated College. The University does not deal with the students of Affiliated Colleges in term of their admission or further enrollment in the semester.

It is the responsibility of affiliated college to admit and enroll after ascertaining the minimum eligibility criteria under university rules."

HEARING PROCEEDINGS

3. In compliance to call notice, Syed Adnan Bukhari, Deputy Controller Exams, QAU attended the office. The complainant's father was also present. He contended that his daughter was never informed that she has been ceased in the third semester. She applied for admission in the 4th Semester which was allowed. She was also allowed the admission in the 5th Semester and the 6th semester and at the end of the 6th semester she had passed all the failed subjects and qualified for the degree and transcript. When she applied for the transcript and degree she was informed that she was ceased but as per the college record in the 3rd Semester, it was not written "ceased" on the result card but it was written "chance". She paid the admission fee for the 4th 5th and 6th Semester and put in two years of vigorous hard work to complete the degree.

4. The documents submitted showed that the QAU result's notification showed the result of the students as under: -

Term	Semester	Remarks
Fall 2021	01	Chance
Spring 2022	02	Chance
Fall 2022	03	Chance
Spring 2023	04	Chance
Fall 2023	05	Chance
Spring 2024	06 Last Semester	Ceased

5. When confronted the AR of the QAU stated that there was an error in MIS therefore the correct picture could not appear.

FINDINGS/ RECOMMENDATIONS

6. In view of the forgoing facts, maladministration of the Agency is established without doubt. The student was not informed that she had been declared ceased as, the university missed it. Therefore, the complainant should not suffer for the acts and omission on the part of the Agency. Hence while accepting the complaint under Regulation 23(4) of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013, the Quaid-i-Azam University is

recommended to grant the degree to the complainant as she has completed the degree with GPA 2.9 and CGPA 2.6.

7. Compliance report be submitted to this Secretariat within 30 days of the receipt of these findings in terms of Article 11(2) of President's Order No. 1 of 1983.

8. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the option of review petition is exercised by the aggrieved party and the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.

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(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)





WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

FINDINGS

Complaint No : WMS-BWP/1655/25
 Date of Registration : 22.05.2025
 Name & Address of the Complainant : **Ms. Mishah Sijad** R/o Javid Colony, Lari Ada, Tehsil & District Bahawalpur.
 Name of the Agency complained against : **State Life Insurance Corporation of Pakistan (SLICP).**
 Name & Designation of the Investigating Officer : **Tahir Nawaz Khan, Commissioner-IRD, WMS Regional Office Bahawalpur.**
 Subject of complaint : **Mal-administration in Payment of Death Claim.**
 Date when report called from the Agency : 23.05.2025
 Date of Receipt of complete report : 18.06.2025
 Number & Dates of Hearing : 1. Number: 01
 2. Date: 18.06.2025
 Name & Designation of the Agency's Representative Who Attended the Hearing : **Mr. Sohail Akhtar, Deputy Manager, SLICP**
 Whether the Complainant Attended the hearing? : **Yes**
 In case a nominee of complainant attended the hearing, his/her name : **No**



THE COMPLAINT

The complainant, bearing CNIC # 31202-8267026-4, stated that her father Sijad Hussain Shah purchased an insurance policy, bearing No. 607899621-9, from the Agency in the year 2023 and he died on 11/11/2024. She, being entitled, submitted death claim of the deceased against the impugned insurance policy, but the same had not been paid by SLICP as yet, which was unjustified and mal-administration on the part of the Agency. Failing to get relief from the Agency, she sought this Office's help for redressal of her grievance, at the earliest.

RESPONSE BY THE AGENCY

2. The matter was taken up with the Agency for submission of a report. In response, the Agency vide Memo No. RI/PHS/WM/BWP/0001655/2025 dated 17/06/2025 reported the following details of the case:

Policy No.	607899621-9
Date of commencement	30/10/2023
Table & Terms	81/07
Premium	Rs.26,490/-
Medical or Non-Medical	Non-Medical
Last Premium Paid	30/10/2024
Date of Death	11/11/2024

The policy was issued on 30/10/2023 at standard premium rates, as no history of any chronic disease/ailment was disclosed by the policyholder/life insured at the time of issuance of policy. The policy holder died on 11/11/2024 i.e. 01 Year and 12 days after issuance of policy. Being an early death claim, inquiry was conducted, which revealed pre-insurance ailment "CKD/DM/HTN", non-disclosure and concealments of facts on part of the policyholder, and the claim was repudiated by the competent authority. The evidences substantiating the facts are as under:

i). Treatment record of BVH Bahawalpur dated 10/11/2024 clearly showed that the deceased was a known case of "CKD 4 years and K/C of HTN 8 years, which pertains to pre-insurance period.

ii). Prescriptions of Dr. M. Salman Arshad dated 02/07/2022 & 26/09/2022 clearly confirms that the deceased was a patient of "HTN & CKD", which pertains to pre-insurance period.

iii). Prescription of Dr. Raheel Khan dated 06/09/2023, 13/12/2023, 30/04/2024, 01/06/2024 & 22/06/2024 clearly confirmed that the deceased was a patient of "CKD/DM/HTN", which pertains to pre-insurance period.

POINTS AT ISSUE

3. The point at issue is whether there is any mal-administration on the part of the Agency in repudiation of death claim or otherwise?

HEARING PROCEEDINGS

4. To probe into the matter a hearing was fixed, which was attended by Mr. Sohail Akhtar, Deputy Manager, SLICP Bahawalpur, while the complainant was also present. Both the parties advanced their respective arguments on the basis of their earlier submissions stated in the complaint and in the report of the Agency. The representative of the Agency further argued that the insurance claim is based on policy obtained through fraud, misrepresentation and concealment of material facts, therefore, it was rightly repudiated by the Agency. The complainant controverted the version of the Agency and stated that the insured was in good health at the time of issuance of policy and he was not taking any treatment at the time when he purchased policy. She also stated that the deceased policy holder did not conceal any information regarding his health and he was healthy at the time of agreement. On query, the representative of the Agency admitted the fact that after investigation into the matter, the complainant was not provided opportunity of hearing by the competent authority before repudiation of the instant Death Claim.

FINDINGS/RECOMMENDATIONS

5. Perusal of record divulges that the late policyholder purchased a Policy on 30/10/2023. He died after 01 Year and 12 days of issuance of Policy i.e. on 11/11/2024. The policy claim of the complainant was repudiated by the Agency after alleging concealment of ailment by the insured at the time of contract. The argument of the Agency to the extent that the deceased insured was a patient of "CKD/DM/HTN" in this regard reliance is placed on Lahore High Court, judgment of 2009 CLD 1666 LHR, wherein it was observed as under: -

".....Plea of Company that as per medical certificate produced by plaintiff insurer was patient of hypertension, diabetes mellitus... Such ailment of insurer could not be called as exceptional reasons ---majority of people having such ailments by remaining more careful in their life time lived either for decades or longer than people not having such diseases--- Concealment of such diseases could not be termed as done fraudulently. ---"

6. The contention of the Agency that the deceased was a patient of "CKD/DM/HTN" is without substance as in order to substantiate its claim, the Agency has produced the copies of prescriptions. No clinical investigation or diagnostic assessment has been produced to corroborate the factum of alleged pre-insurance ailment and mere assertion of the alleged pre-insurance ailment without proof of its treatment is without substance. In this regard reliance is placed on Presidential Order No.62/WM/2020 dated 08.12.2021. Further, the stance of the Agency was that the deceased was patient of "CKD/DM/HTN", when the insured died natural death (as mentioned on death certificate) not the above mentioned disease, while the competent authority repudiated the death claim against the impugned policy just on the basis of the prescriptions, without further investigation into the matter and proving *mala-fide* intention on the part of the deceased policy-holder, which is unconvincing.

7. Disclosure of material facts as to one's health, is a ticklish issue and that what is material depends upon the circumstances of each case, the concept of good health means reasonably good health and a warranty of good health can never mean that a person has not in him the seeds of disorder as one is born with seeds of mortality. A person can be ignorant about his health or about the deadly disease, which has its roots in him. A person has normally a general idea of his health, so question arises as to when the contract of insurance becomes voidable at the option of insurer. Non-disclosure relates to the facts which are in the knowledge of the person making statement. A person who is himself unaware of his ill health, can make an innocent statement that he is not suffering from disease/illness. This statement cannot be used against such a person and statement is fatal only when person making the statement deliberately and willfully suppresses the material facts, knowing that disclosure of such facts was material and facts were fraudulently suppressed.

-3-

WMS-BWP/1655/25

8. Under the law principle of natural justice enshrined in the maxim *audi alteram partem* is one of the most important principles and its violation is always considered enough to vitiate even most solemn proceedings and where adverse action is contemplated to be taken against a person he has a right to defend such action, notwithstanding the fact that the statute governing his right does not contain provision of the principle of natural justice and even in absence thereof it is to be considered as a part of such statute in the interest of justice. It has also been settled by Superior Courts that principle of natural justice is now made inbuilt part of civil contracts like the one under discussion. Moreover, whenever any person or body of person is empowered to take decision after ex-post facto investigation into facts which would result in consequences affecting the person, property or other right of another person, then in the absence of any express words in the enactment giving such power excluding the application of the principles of natural justice, the Courts of law are inclined generally to imply that the power so given is coupled with the duty to act in accordance with such principle of natural justice as may be applicable in the facts and circumstances of a case. In this regard reliance is placed on judgments reported as "**Pakistan International Airlines Corporation (PIAC) through Chairman and others Vs. Nasir Jamal Malik and others**" (2001 SCMR 934), "**Hazara (Hill Tract) Improvement Trust through Chairman and others Vs. Mst. Qaisra Elahi and others**" (2005 SCMR 678), "**Abdul Hafeez Abbasi and others Vs. Managing Director, Pakistan International Airlines Corporation, Karachi and others**" (2002 SCMR 1034) and "**The University of DACCA through Its Vice Chancellor and the Registrar University of DACCA Vs. Zakir Ahmed**" (PLD 1965 Supreme Court 90).

9. Repudiation of the policy under above circumstances is found to be illegal and unjust; so, tantamount to mal-administration as defined under Article 2(2) of P.O.1 of 1983. Consequently, the complaint under Regulation 23(4) of the Wafaqi Mohtasib (Investigation & Disposal of Complaints) Regulations, 2013 is **accepted**.

10. Following the above, the Agency is advised to consider the matter further, and provide appropriate relief to the complainant as per policy agreement and rules & procedures of the Agency. Compliance report be submitted within thirty (30) days or reasons for not doing so may be intimated in terms of Article 11(2) of P.O. 1 of 1983.

11. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the option of review petition is exercised by the aggrieved party and the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.

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(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)





WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT
CLOSURE FINDINGS

Complaints No.	WMS-APP-0011936/2025
Date of Registration:	27.05.2025
Name & Address of the Complainant	Mr. Naveed Rafiq, Noman Avenue Near Johar Mor Rashid Minhas Road, Karachi (No.03190536537)
Name of the Agency complained Agency:	Pakistan Medical & Dental Council
Name of the Investigating Officer:	Syed Anwar Haider, Senior Advisor,
Subject of Complaint:	Complaint of maladministration in respect of alleged withholding of degree and transcript without any legal order by the Agency.
Date when IO asked for Report	27.05.2025
Date of Receipt of Agency's Report :	04.06.2025
Number & Dates of Hearing:	04.06.2025, 18.06.2025, 26.06.2025, 03.07.2025, 09.07.2025, 22.07.2025 and 29.07.2025
Name & Designation of Representative of Agency	Mr. Anwar Alam, Focal Person (Incharge)

Mr. Naved Rafiq has complained of maladministration in her complaint which is reproduced as under:-

"Complaint Against Harassment, Withholding of Degree and Misuse of Authority by FRPMC (Constituent of Air University), To: Wafaqi Mohtasib (Federal Ombudsman) Government of Pakistan Subject: Complaint Against Harassment, Withholding of Academic Records, and Misuse of Disciplinary Powers by Fazaia Ruth Pfau Medical College (FRPMC) Respected Sir/Madam, I, Naveed Rafiq, former student of Fazaia Ruth Pfau Medical College (FRPMC), AU Reg No. MBBS-19341, respectfully file this complaint against the repeated misuse of authority, emotional harassment, and unjust withholding of my academic records and House Job appointment by FRPMC. Background and Reference to Notices: 1. On May 5, 2025, FRPMC issued a notice to my father, Mr. Muhammad Rafiq (Ref: FRPMC/PO/255/2025), alleging that I was involved in "malafide activities" for merely guiding fellow students and advising them to seek legal remedy in the face of academic injustice. It falsely accuses me of collecting money and instigating students — accusations that are totally baseless, defamatory, and unsupported by any evidence. 2. The same notice threatened unilateral disciplinary action and called for a hearing before the committee on May 9, 2025, despite me being a former student and not currently enrolled — hence outside the college's disciplinary jurisdiction. 3. In response to a legal inquiry by my counsel, FRPMC issued another communication on May 20, 2025, which further reiterated its intention to pressure me into appearing before a biased committee, and hinted at withholding my degree and House Job unless I complied. This letter also fails to deny or address the lack of due process, harassment, and reputational damage. Unjust Actions by FRPMC: Withholding of Degree and Transcript without any legal order, despite successful graduation and payment of all dues. Denial of House Job, which is mandatory for registration and practice as a medical graduate.

391 *Handwritten signature*



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WMS-APP-0011936/2023

-2-

Barred from Convocation, despite payment of Rs. 20,000, resulting in not only financial loss but emotional distress. Emotional and mental harassment through threats of career damage and coercion to appear before biased committees. Misuse of Disciplinary Powers against a non-enrolled, former student, violating both legal norms and ethical standards. Fundamental Legal Concern Raised: If junior students approach a senior for guidance, or legally approach forums like Wafaqi Mohtasib, PMDC, or the courts regarding academic injustice — is that illegal? Absolutely not. Encouraging lawful means to address grievances is a protected right under the Constitution of Pakistan. Branding such conduct as “instigation” or “malafide” is a dangerous misuse of authority. Violations Committed by FRPMC: Violation of Article 4 & 10-A (Right to due process & fair trial) Mental and emotional torture through threats and coercion Unlawful withholding of degree and essential documents Defamation and character assassination without evidence Denial of access to educational entitlements already paid for Relief Sought: 1. Immediate direction to FRPMC to release my degree, transcript, and House Job confirmation. 2. Refund of Rs. 20,000 for being barred from attending the convocation after payment. 3. A written apology from the college administration for harassment and misuse of authority. 4. A declaration that approaching legal forums or guiding others to do so is a constitutional right. 5. Direction to the college to refrain from retaliatory actions against students who seek legal redress. I request the Wafaqi Mohtasib's urgent intervention in this matter not only for justice in my case but to uphold the principle that no student should be punished for seeking justice. Sincerely, Naveed Rafiq AU Registration No: MBBS-19541.”

2. Representative of the Agency PM&DC submitted report compiled by Faziia Ruth PFAU Medical College, Karachi on the complaint of the complainant which is reproduced as under:-

“Mr. Naveed Rafiq is a student of Faziia Ruth PFAU Medical College, Karachi. He has completed the five year academic programme but still left with the clinical internship/house job training which is the continuum and the mandatory regulatory requirement of registration as medical doctor with Pakistan Medical and dental council and without this registration not eligible to practice medicine and acquire further Higher Education in Pakistan.

Before the issuance of the current notice (under discussion), Mr. Muhammad Rafiq father of Mr. Naveed Rafiq tendered an apology on 7th June 2023 with a promise that his son will not indulge into any misconduct and wrong doing in future after an enquiry for an act of forgery where Mr. Naveed Rafiq submitted a fake NOC with signature of Principal FRPMC on migration to another Medical College.

Therefore this time, disciplinary committee decided to contact to his father. A notice was sent to him through courier on his postal address and the same was forwarded to Mr. Naveed Rafiq on his email. Notice sent to his father through courier was not received by him and returned back without delivery, however Mr. Naveed responded through email from his email address.

Naveed
7/8/23



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WMS-APP-0011936/2025

-3-

Mr. Naveed Rafiq has been issued notices twice in the past pertaining to other issues once in writing and once he was called verbally. Both the times he was very apologetic and promised that he will refrain himself from such activities in future.

CURRENT ISSUE: BACKGROUND

Medical studies are toughest. Students are required to pass all subjects of the relevant professional year, failing, even in one subject or in one component of a subject including oral practical and written examination, results in failure and detention to the same class.

It was brought to the knowledge of administration that Mr. Naveed has contacted student who have been failed in their classes because of their poor performance and propelling them to create a group which he will lead and drag. Air University and FRPMC at various forum to pressurize the university to change the results and declare the failed student pass. In carry^{out} this activity, he asked for a monetary contribution from these students to engage a lawyer and for the other expenses. The evidence was there in support of this information.

The case was forwarded to the disciplinary committee for fact finding and verification information. He was issued notices by the disciplinary committee for personal appearance for verification of evidence and facts.

In his response through email on 6th May, 2025, he writes that "out of respect and in the spirit of transparency, I will response^d to the concerns raised and that he will respond soon to the notice served.

On 9th May, 2025 a word file with the name of a lawyer received from email address of Mr. Naveed Rafiq saying that all concerns raised in notice are baseless and not fall in purview of the disciplinary committee."

3. This case was registered on 27.05.2025. During the last 65 days, seven hearings were held as mentioned above. The representative of the Agency was present but the complainant remained absent despite notice, SMSs and telephone call except one hearing i.e. 22.07.2025 date of hearing. During the final hearing, the complainant was again contacted on telephone above cell number but his cell phone was found off. The report reveals that issue raised by the complainant are properly responded by the Fazaia Ruth PFAU Medical College which is an institution working under the Ministry of Defense. Report of the Fazaia Ruth PFAU Medical College reveals that the complainant is involved in activities against the discipline of the institution. During the hearing on 22.07.2025, the complainant had also stated that he has lodged Constitutional Petition against the PMDC and Fazaia Ruth PFAU Medical College, Karachi in High Court of Balochistan, Quetta.

4. As the subject matter of the complaint is subjudice before in the High Court of Balochistan, Quetta, the complaint is closed in terms of Regulation No. 23(1) (j) of Wafaqi Mohtasib (Investigation and Disposal of Complaints), Regulations, 2013.

8/5/17 *Shah*



Ejaz Ahmad Qureshi
(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)



REVISED FINDINGS

Complaint No	:	WMS-ONL/0031960/25
Date of Registration	:	30.05.2025
Name & Address of the Complainant	:	MR. MUHAMMAD AKRAM S/O IQBAL MUHAMMAD, HOUSE NO. 37 W SCHEME 3 FARID TOWN TEHSIL & DISTRICT SAHIWAL
Name of the Agency complained against	:	UTILITY STORES CORPORATION OF PAKISTAN (USC)
Name & Designation of the Investigating Officer, Station	:	Arshad Mahmood Cheema, Advisor, H.O. Islamabad.
Brief Subject	:	MALADMINISTRATION IN FORFEITURE OF SECURITY AMOUNTS DEPOSITED BY THE COMPLAINANT.
In attendance	:	Mr. Muhammad Ashfaq, General Manager, USC Syed Mehbod Ali, Legal Officer
Date of Findings in Original Complaint	:	06.08.2025
Date of Registration of Review Petition by Complainant/Agency	:	27.08.2025
Number & Date of Hearing	:	23-09-2025, 30-09-2025 & 09-10-2025
Name & Designation of Officers processing the Review Petition	:	Raja Akhlaq Hussain, Advisor. Adnan Ahmad, Senior Investigation Officer



GIST OF THE ORIGINAL FINDINGS/RECOMMENDATIONS

Mr. Muhammad Akram filed a complaint against the Agency and stated that in 2022 and 2023, the Agency accepted his tenders for supply of rice and executed agreements dated 24.02.2022, 29.04.2022 and 12.01.2023. He subsequently supplied rice to the Agency as per terms of the tender agreements and received the final payment but after three months of supply and final payment, the Agency sent rice samples to the laboratory and held that the rice were not as per specification and forfeited his security amount which was unjust as per the Revised Findings in another complaint No. HQR/2052/24 which were upheld by the President vide decision dated 11.02.2025. The Agency reported that rice samples were sent to laboratory for analysis and according to DNA lab analysis, the rice were not as per terms of the tender agreements. Consequently, notices were issued to the complainant and after due process, penalties were imposed by forfeiting the security deposits. However, as a result of award given by PPRA, penalties were waived off but forfeiture of security amount remained intact. During hearing proceedings, both parties reiterated their respective stance. On perusal of the record, it was observed that as per terms of the agreements, the Agency was bound to send rice samples to Lab within the specified period. The Agency sent the rice sample in respect of tender agreement dated 12.01.2023 within the stipulated timeframe whereas rice samples of the other tender agreements dated 24.02.2022 and 29.04.2022 were sent to lab after expiry of the stipulated period followed by imposition of penalties and forfeiture of security amount. The Agency's action was in violation of the settled terms of the agreements which established mal-administration on the part of the Agency. Therefore, while accepting the complaint under Regulation 23(4) of Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013, the Agency was recommended to refund the withheld security amount to the complainant whereas the complainant's prayer of refund to the extent of agreement dated 12.01.2023 was declined.

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REQUEST FOR RECONSIDERATION

2. The complainant filed a review petition and while reiterating his earlier stance added that the Agency, without affording an opportunity of hearing, blacklisted him on the basis of doubtful laboratory reports that were conducted without following SOPs or lawful authority which the Agency itself has admitted in its order dated 29.02.2024. Further added that PPRA has set aside his blacklisting and remanded the case back to the Agency with direction of framing SOPs and ordered an inquiry against the delinquent officers yet with no result. Also added that the Agency during pre-qualification tenders for the supply of rice declared some blacklisted vendors successful, completed tender agreements with them and released their payments but did not consider him for the said pre-qualification tenders rather unjustly withheld his pre-qualification tender fee of Rs.100,000/-. Since these facts have not been considered, the Findings may be reviewed for redressal of his grievance.

HEARING PROCEEDINGS

3. Hearings held on the above mentioned dates were attended by the complainant and the representatives of the Agency. Precisely, the complainant raised the following issues for redressal:

- (i) Non refund of pre-qualification tenders fee of Rs. 1 lac as no activity was done under the tenders.
- (ii) Non sending of rice sample within 3 months of the execution of agreement dated 12-01-2023 as such the Agency is not empowered to forfeit the security amount deposited by the complainant.
- (iii) Non issuance of clearance certificate after waiving off penalties by the Arbitrator.

4. The representatives of the Agency contended that pre-qualification tenders fee is non-refundable as the complainant's company was registered under the pre-qualification tenders. On the issue of sending rice sample, the representatives of the Agency stated that the agreement was executed on 12-01-2023 for supply of rice to the Agency and the rice sample was sent to the laboratory on 10-03-2023 which was within 3 months of the stipulated time for sending the same under the agreement. On asking, the representative of the Agency admitted that the rice supplied by the complainant have been sold irrespective of the substandard quality of such rice reported by the laboratory. With regards to issuance of clearance certificate, the Agency's representatives informed that this certificate will be issued as and when the complainant will apply for the purpose.

FINDINGS

5. As per the Terms and Conditions for pre-qualification tenders, pre-qualification tenders fee i.e. as registration fee, is not refundable on registration of a company. Since the complainant's company was registered in light of pre-qualification tenders, hence, the complainant is not entitled to refund of the fee.

6. Admittedly, rice sample was sent to the laboratory for its report within 3 months of the execution of the agreement dated 12-01-2023. But it is strange to note that despite having substandard quality of rice, as per report of the laboratory, the Agency sold the rice which made the laboratory report redundant. Since the Agency did not follow the laboratory report and sold the rice, therefore, there is no justification to forfeit the security amount.

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7. As regards the issuance of clearance certificate, the Agency's representatives committed that such certificate will be issued to the complainant as and when he applies for the purpose.

RECOMMENDATIONS

8. In view of conclusion drawn in paras 5-7, the Agency is recommended to refund the forfeited security amount to the complainant regarding agreement dated 12-01-2023. The Agency may also issue clearance certificate after making a formal application by the complainant for the purpose. However, the complainant is not entitled to refund of pre-qualification tenders fee.

9. The Review Petition is disposed of in terms of the preceding para and the Findings dated 06-08-2025 are modified accordingly. Compliance be reported accordingly within 30 days of receipt of these Findings.

(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)





WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

FINDINGS

Complaint No	: WMS-HQR/0006377/25
Date of Registration	: 25.07.2025
Name & Address of the Complainant	: MS. MUMTAZ BEGUM, HOUSE NO NE-2681 STREET 21, DHOKE HUKAMDAD, RAWALPINDI
Name of the Agency complained against	: FEDERAL EMPLOYEES BENEVOLENT FUND & GROUP INSURANCE (FEB&GI)
Name & Designation of the Investigating Officer, Station	: Arshad Mahmood Cheema, Advisor, H.O. Islamabad.
Brief Subject	: FAILURE OF THE AGENCY IN GRANT OF BENEVOLENT FUND TO THE COMPLAINANT BEING WIDOW OF LATE GOVERNMENT SERVANT, NAMELY, A.D. PARVAIZ
Date when IO asked for report from Agency	: 29.07.2025
Date of Receipt of Agency's report in WMS	: 26.08.2025
Number & Dates of Hearing	: i) Number: 02 ii) Date: 12.08.2025 & 26.08.2025
Name and Designation of the Agency's Representative who attended the hearing	: No
Whether the complainant attended the hearing?	: No
In case a nominee of complainant attended the hearing, his/her name	: Mr. Muhammad Ali, Son of the complainant



THE COMPLAINT

Precisely, Ms. Mumtaz Begum, has filed the above referred complaint against FEDERAL EMPLOYEES BENEVOLENT FUND & GROUP INSURANCE (FEB&GI) /Agency, asserting therein that her husband who was an employee of Ministry of Information and Broadcasting died during his service on 05.08.1996 whereafter his seven children used to get benevolent fund from 06.08.1996 to 05.08.2011. On completion of 15 years (the maximum period for grant of Benevolent Fund) no further extension in payment was granted. Even otherwise, all the male children of the deceased employee have attained the age of majority whereas the female children have since been married. Grievance of the complainant is that being widow of the deceased employee, she was entitled for the grant of monthly benevolent fund but the Agency illegally rejected her request and conveyed her vide letter dated 04.06.2025. By alleging the same as an act of maladministration, she has filed this complaint for redressal of her grievance.

COMMENTS OF THE AGENCY

2. The Agency vide, its letter No. 1-0229/Coord/6377/25(RBI) dated 12.08.2025, submitted that the claim of the complainant for monthly benevolent grant was rejected under section 14 of the FEB&GI Act, 1969 and she was informed accordingly.

HEARING PROCEEDINGS

3. Hearings were held on the above mentioned dates. None appeared on behalf of the Agency. Representative of the complainant however, attended the hearing and reiterated her stance as incorporated in her complaint.

FINDINGS/RECOMMENDATIONS

4. An appraisal of pleadings of the parties and followed by verbal submissions, it is an admitted position that the complainant is widow of A.D Parvaiz, a deceased employee of Ministry of Information and Broadcasting who had died during the service on 05.08.1996. The

Agency kept on issuing benevolent fund to seven male and female children of the deceased for a period of 15 years w.e.f 06.08.1996 to 05.08.2011 which was the maximum period under section 13(2) of the FEB&GI Act, 1969, therefore, no further extension was granted being inadmissible. Even otherwise, the male children of the deceased employee have attained the age of majority whereas the female children have since been married. Now the complainant has claimed the monthly benevolent fund grant as widow/family member of the deceased which was rejected by the Agency in terms of section 14(1) of the FEB&GI Act, 1969 mainly on the ground that the complainant was not the nominee. This view appears to be against the terms of sub clause (2) of section 14 of FEB&GI Act, 1969 which reads as under:-

"Where no valid nomination made by the employee subsists at the time of his death, the amount of benevolent grant shall be paid to such member or members of his family, subject to such conditions imposed with a view to ensuring that the amount is justly and equitably utilized for the maintenance and benefit of all the members of family, as may be prescribed or may, consistently with rules, be determined by the Board or an officer authorized by the Board in that behalf."

5. A bare reading of the above mentioned sub-clause reflects that nomination by the employee is not mandatory, therefore, rejection of request of family member of the deceased employee on the ground of non-nomination is not valid. It is provided in the same sub-clause that if no valid nomination was made by the employee at the time of his death, the amount of benevolent grant shall be paid to such member or members of his family, subject to such conditions imposed with the view to ensuring that the amount is justly and equitably utilized for the maintenance and benefit of all the members of the family. There is no second view that widow is a part of family of the deceased employee, therefore, her right to get benevolent grant cannot be usurped. In such a situation, case of complainant is also covered under section 13(2) of the FEB&GI Act, 1969 where it is specifically mentioned that when the employee dies during the continuance of his employment, his spouse shall be entitled to receive for life such benevolent grant from the benevolent fund as specified in column (4) of second schedule. Resultantly, it is clear that section 14(1) of the Act *ibid* cannot be read in isolation. It has to be read along with sections 13(2) and 14(2) of the Act *ibid*. On reading these sections together, case of the complainant appears to have been established. In such an eventuality the impugned order rejecting request of the complainant for issuance of benevolent grant is contrary to law, hence amounts to maladministration in terms of article 2(2)(i) of P.O No. 01 of 1983.

6. As sequel to the above, the complaint stands accepted in terms of Article 23(4) of Wafaqi Mohtasib (Investigation & Disposal of Complaints) Regulations, 2013 and the Agency is recommended as under:-

- i. To issue benevolent fund grant to the complainant as widow of A.D Parvaiz, deceased as per law, rules and regulations; and
- ii. Implementation be reported, within 30 days of the receipt of copy of the Findings.

7. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.



(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)



WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

FINDINGS

Complaint No	:	WMS-ONL/0044502/25
Date of Registration	:	07.08.2025
Name & Address of the Complainant	:	MR. IMRAN KHAN S/O NASEEB JAN, WAFAQI MOHTASIB SECRETARIAT, D.I.KHAN.
Name of the Agency Complained Against	:	RELIGIOUS AFFAIRS DIVISION
Name of the Investigating Officer	:	MR. ADNAN AHMAD, SENIOR INVESTIGATION OFFICER, H.O. ISLAMABAD
Subject of Complaint	:	DISCRIMINATION IN THE SELECTION PROCESS OF MOAVINEEN-E- HUIJAJ/NAZIMS FOR HAJJ OPERATION, 2025
Date when Report called from Agency:	:	19.08.2025
Date of Receipt of Complete Report:	:	02.09.2025
Number & Dates of Hearing	:	i). Number: 01 ii). Dates: 02.09.2025
Name and Designation of the Agency's Representative who attended the hearing	:	Mr. Muhammad Hafeez, Section Officer



THE COMPLAINT

The complainant, a resident of the Ex-FATA region, submitted this complaint under Section 9 of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 (President's Order No. 1 of 1983), alleging maladministration and discrimination in the selection process for the position of Supervisory Nazim under the Moavineen-e-Hujjaj Programme for Hajj Operation 2025. The complainant applied under the Ex-FATA quota (fresh category), successfully passed both the written and physical tests, and secured the top position on the merit list. However, he was not selected due to a reduction in the total number of positions from 80 to 50, attributed to constraints in the Hajj quota. This reduction led to the abolition of one Ex-FATA seat (fresh category). The complainant contended that the 3% Ex-FATA quota on 50 positions yields 1.5, which should be rounded up to 2, in accordance with established quota rounding principles. The Agency's failure to apply this rounding despite repeated representations amounts to discrimination. The complainant cited Federal Public Service Commission (FPSC) consolidated advertisements (No. 09/2021 dated 04.11.2021 and No. 01/2019 dated 03.01.2019), where similar rounding practices were applied. He requested the intervention of this Office for his nomination in the Hajj Operation 2026.

RESPONSE BY THE AGENCY

2. The Agency reported that the strength of Welfare Staff is directly proportional to the quota of Hujjaj. Previously, the Hujjaj quota stood at 179,200, with a corresponding welfare staff strength of 1,792 calculated at one welfare staff member per 100 Hujjaj. Based on service visa availability and operational requirements, 880 out of these 1,792 positions were allocated to Moavineen-e-Hujjaj/Nazims, and advertised accordingly. However, the Hujjaj quota was later reduced to 112,000, resulting in a proportional decrease in Welfare Staff positions to 1,120. Consequently, only 450 positions (comprising 50 Supervisory and 400 Field Supporting Staff) were allocated to the Moavineen/Nazim category. In light of this reduction, the merit list was recalculated based on the revised number of vacancies. The report further clarified that the complainant, Mr. Imran Khan, had initially been shortlisted for one Ex-FATA (fresh category) seat among the 80 Supervisory

positions. However, when the number of Supervisory positions was reduced to 50, the provincial/regional quotas were reapplied. Of the two previously allocated Ex-FATA seats, one (fresh category) was abolished, and the repeater category was retained based on the revised 30:70 ratio. A detailed distribution of the revised 50 seats is attached.

POINTS AT ISSUE

3. (i) Whether the Agency's rounding down of the 3% Ex-FATA quota fraction (1.5 to 1) constitutes maladministration and discrimination?
- (ii) Whether the complainant, as the top merit candidate, is entitled to nomination under a correctly calculated quota?

HEARING PROCEEDINGS

4. Hearing was held on the above-mentioned date. The representative of the Agency attended the hearing while the complainant was heard telephonically. Both parties reiterated their stances as incorporated in their respectively pleadings.

FINDINGS

5. From perusal of Agency's report along-with revised 50 seats distribution, it has been observed that the 1.0% quotas for the Islamabad Capital Territory (ICT) and Gilgit-Baltistan (GB) each yielded 0.5 seats, which were rounded up to 1 in accordance with established quota rounding principles. However, the 3% Ex-FATA quota on 50 positions yielded 1.5 seats, yet was not rounded up to 2. This inconsistency constitutes discrimination and violates Article 25 of the Constitution of the Islamic Republic of Pakistan, 1973, which guarantees equal treatment to all persons similarly placed. Further, under Article 27 of the Constitution, no citizen in the service of Pakistan shall be discriminated against in any manner. The Hon'ble Peshawar High Court, in *Muhammad Israr vs. Government of Khyber Pakhtunkhwa* (2024 PLC (C.S.) 158), emphasized the mandatory nature of quota calculations, holding that fractions of 0.5 and above must be counted as whole numbers under Section 10(3) of the Disabled Persons (Employment and Rehabilitation) Ordinance, 1981. The Court directed that appointments must uphold reserved quotas and rejected arbitrary reductions that undermine proportional representation. Similarly, in *Mir Shabbir Ali Khan Bijarini and others vs. Federation of Pakistan and others* (PLD 2018 Sindh 603), the Sindh High Court upheld the validity of a rule allowing fractions above 0.5 to be counted as one whole unit (para 9, Rule 8(2) proviso, Elections Rules, 2017), recognizing it as a practical mechanism to ensure meaningful representation without violating statutory intent (para 17). It is also a settled principle of statutory interpretation that where two interpretations of a law are possible, the one which is beneficial to the citizen must be adopted, and the one which is detrimental must be rejected, commonly referred to as the Golden Rule of Interpretation.

6. In light of the foregoing, the Agency's decision to round down 1.5 to 1 and abolish the Ex-FATA quota position (fresh category) without maintaining proportional allocation is arbitrary, discriminatory, and contrary to constitutional mandates. It disregards the binding nature of quota fractions and the principles of equitable representation. Accordingly, this complaint is accepted under Regulation 23(4) of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013.



RECOMMENDATIONS FOR IMPLEMENTATION

7. In view of the above facts and circumstances, the Agency is hereby recommended:-
- i. To adopt appropriate measures for correction of the mal-administration and nominate the complainant as Supervisory Nazim for Hajj Operation, 2026 in order to redress his grievance.
 - ii. Compliance of the above recommendations may be intimated within thirty (30) days of the receipt of a copy of these Findings or reasons for non-compliance may be intimated in terms of Article 11 (2) of President Order No. 1 of 1983.
- 2 8. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the option of the review petition is exercised by the aggrieved party and the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.




(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)



WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

CLOSURE FINDINGS

Complaint No	:	WMS-HQR/0008222/25
Date of Registration	:	18.09.2025
Name & Address of the Complainant	:	MR. ZIA UR RASHEED ABBASI, SUIT NO B-13 BLOCK "B", 48 FAMILY SUITES G-5/1 ATA TURK AVENUE ISLAMABAD
Name of the Agency complained against	:	FINANCE DIVISION (AGENCY-I) ACCOUNTANT GENERAL PAKISTAN REVENUES (AGPR) (AGENCY-II)
Name & Designation of the Investigating Officer, Station	:	Arshad Mahmood Cheema, Advisor, H.O. Islamabad.
Brief Subject	:	ILLEGAL AND UNJUST REDUCTION IN PAY/ SALARY OF THE COMPLAINANT.
Date when IO asked for report from Agency	:	18.09.2025
Date of Receipt of Agency's report in WMS	:	25.09.2025 & 02.10.2025
Number & Dates of Hearing	:	i) Number: 02 ii) Dates: 25.09.2025 & 02.10.2025
Name and Designation of the Agency's Representative who attended the hearing	:	Mr. Khalid Zia, SO (Legal-V), Finance Division. Mr. Rizwan Zahid, Sr. Auditor, AGPR.
Whether the complainant attended the hearing?	:	Yes
In case a nominee of complainant attended the hearing, his/her name	:	---



THE COMPLAINT

Precisely, Mr. Zia ur Rasheed Abbasi, has filed the above referred complaint against Finance Division (Agency-I) and ACCOUNTANT GENERAL PAKISTAN REVENUES (AGPR) (Agency-II), asserting therein that he was appointed as Deputy Registrar on regular/permanent basis in the Securities and Exchange Commission of Pakistan (SECP), a statutory body, established under SECP Act, 1997, regulated under the Ministry of Finance. Later on, he was promoted as Additional Registrar/Adjudication Officer and performed his duties in SECP till 24.06.2024. Added that in pursuance of requisitioning by the President's Secretariat, his services were placed at the disposal of President's Secretariat (Public), Islamabad by the Establishment Division, on deputation basis as Director General (BS-20) for a period of three years in his own pay and scale. He assumed the charge in the President's Secretariat as on 25.06.2024. Since then he was drawing salary from the AGPR with pay protection. Further added that on the basis of an illegal and unjust office memorandum dated 20.08.2025 issued by the Agency-I, the Agency-II has issued him revised pay slip whereby 79% of his pay had been reduced. The said memorandum was issued on the basis of judgement of Hon'ble Supreme Court of Pakistan dated 05.12.2024 passed in CP No. 687 of 2022. The complainant has challenged the OM dated 20.08.2025 issued by the Agency-I on two folds. Firstly, he had the privilege of pay protection which has illegally been frustrated. Secondly, misinterpretation of judgement of Hon'ble Supreme Court of Pakistan dated 05.12.2024 passed in CP No. 687 of 2022 by the Agency-I, as the judgement had not affected the rights of employees working on deputation basis. By alleging the acts of the Agencies amounting to maladministration, the complainant has filed the instant complaint for redressal of his grievance.

COMMENTS OF THE AGENCIES

2. The Agency-I vide letter F.No.4(9)R-2/2018 dated 01.10.2025 admitted that the complainant who was an employee of SECP was posted in Aiwan e Sadr on deputation basis as

Direction General (Legal). Added that the SECP has special pay scales and the complainant is stressing that he may be allowed pay of SECP in the President's Secretariat alleging his entitlement of pay protection. Further contended that Hon'ble Supreme Court of Pakistan in its judgement dated 05.12.2024, issued in CP No. 687 of 2022 has held that employees of autonomous bodies/ organizations which have special pay scales are not entitled for pay protection even on regular appointment. Concluded that the impugned notification dated 20.08.2025 was issued as per rules and regulations in pursuance of judgement of Hon'ble Supreme Court of Pakistan, therefore, no maladministration can be attributed to the Agency-I.

3. The Agency-II vide letter No. Legal-II/WMS/HQR/8222/25 dated 24.09.2025 submitted that revised pay slip of the complainant has been issued in pursuance of Finance Division (Regulation Wing) O.M F.No.4(9)R-II/2018-476 dated 20.08.2025. Concluded that being a subordinate office of the Agency-I, it was bound to act upon the O.M issued by the Agency-I.

POINTS AT ISSUE

4. i. Whether O.M F.No.4(9)R-II/2018-476 dated 20.08.2025 issued by the Agency-I covers case of the complainant who was requisitioned and notified on deputation basis and not on regular basis?
- ii. Whether the complainant is entitled for pay protection despite the fact that his parent department had adopted special pay scales?

HEARING PROCEEDINGS

5. Hearings were held on the above mentioned dates. Both the parties attended the hearings and reiterated their stances as incorporated in their respective pleadings.

FINDINGS

6. An appraisal of the pleadings of the parties, documents tendered by them followed by verbal submissions, it is evident that the complainant was working as Additional Registrar/ Adjudicating Officer in the SECP, a statutory body working under the Finance Division. The SECP had adopted special pay scales for its employees. Services of the complainant were placed at the disposal of President's Secretariat (Public) on deputation basis on standard terms and conditions for a period of three years in his own pay and scale vide notification F.No.48/1/2021-E-1 dated 11.06.2024 issued by the Establishment Division. In pursuance thereof, the complainant assumed the charge of Director General (BS-20) in the President's Secretariat (Public) on 25.06.2024. It is clear that he was not inducted on regular basis in the President's Secretariat but his status was that of a deputationist. His pay has been revised on the basis of judgement of the Hon'ble Supreme Court of Pakistan dated 05.12.2024. A minute scanning of the judgement reveals that it pertains to joining of an employee against new appointments and not otherwise and it does not affect the salary status of a deputationist though his parent department had not adopted the basic pay scales of the Federal Government. In these circumstances, pay of the complainant was fully protected and the impugned O.M being the outcome of misinterpretation to the extent of deputationist is contrary to law and does not affect the rights of the complainant. The issuance of revised pay slip by the Agency-II is also against the dictates of the Hon'ble Supreme Court of Pakistan. Maladministration as highlighted by the complainant therefore stands established.

RECOMMENDATIONS

7. As sequel to the above, the complaint stands accepted in terms of Article 23(4)(c) of Wafaqi Mohtasib (Investigation & Disposal of Complaints) Regulations, 2013 and both the Agencies are recommended as under:-



- i. Agency-I to modify or cancel the O.M F.No.4(9)R-II/2018-476 dated 20.08.2025 to the extent of complainant; and
- Agency-II to issue revised pay slip as was issued to the complainant upon his already drawing pay before revision as DG in BS-20 in the President's Secretariat (Public).
- iii. Implementation be reported, within 30 days of the receipt of copies of the Findings.

WMS-HQR/0008222/25

Page 3 of 3

8. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.




(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)



WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

FINDINGS

Complaint No.	WMS-HQR/0008370/25
Date of Registration	24.09.2025
Names & Addresses of the Complainants	Ms. ASIA PARVEEN, HOUSE NO 186 MOHALLAH GULSHAN COLONY SHUJAH ROAD LAHORE
Name of the Agency complained against	ACCOUNTANT GENERAL PAKISTAN REVENUES (AGPR).
Name & Designation of the Investigating Officer, Station	ARSHAD MAHMOOD CHEEMA, ADVISOR, H.O. ISLAMABAD.
Brief Subject	UNJUST DEDUCTIONS OF INCOME TAX, GROUP INSURANCE AND BENEVOLENT FUND FROM THE FAMILY PENSION OF THE COMPLAINANT.
Date when IO asked for report from Agency	25.09.2025
Date of Receipt of Agency's report in WMS	16.10.2025
Number & Dates of Hearing	i) Number: 01 ii) Date(s): 16.10.2025
Name and Designation of the Agency's Representative who attended the hearing	Mr. Rizwan Zahid, Sr Auditor, AGPR.
Whether the complainant attended the hearing?	No
In case a nominee of complainant attended the hearing, his/her name	Mr. Amir Ahmed, Nominee of the complainant



THE COMPLAINT

Precisely, Ms. Asia Parveen, has filed the above referred complaint against the Accountant General Pakistan Revenues (AGPR)/Agency, alleging therein that her husband who was an officer of National Highways and Motorways Police, embraced Shahdat in the year 2014, whereafter she was granted special family pension. Added that her special pension was part of assistance package for families of deceased Government servants who met security related deaths during service. This package was approved by the prime minister of Pakistan and was notified by the establishment division vide O.M No. 8/10/2013-E-2 on 20.10.2014. The said special pension was payable till superannuation age of the Shaheed; equal to presumptive salary of Shaheed along with usual allowances, annual increments and other salary benefits. Added that the special family pension is neither salary of the pensioner nor that of the Shaheed. Pension amount is equal to presumptive updated monthly salary of her Shaheed husband which is exempt from income tax but the Agency is illegally and unjustly deducting the income tax for the last eleven years. Similarly, the Agency is also deducting monthly grants for benevolent fund and group insurance which can in no way be deducted from her family pension. In this regard, she requested the Agency to discontinue and refund the deducted amount but in vain and hence the instant complaint.

COMMENTS OF THE AGENCY

2. The Agency vide its letter No. LEGAL-II/WMS/HQR/8370/25/486 dated 16.10.2025 admitted that husband of the complainant namely Mr. Kamran Shahzad embraced Shahdat on 05.07.2014 while in service. Contended that as a matter of fact under the establishment division's O.M dated 20.10.2014, family of the Shaheed is entitled to full pay and allowances till superannuation of the Shaheed, therefore, it cannot be categorized as special family pension rather represents continuation of salary under the PM Assistance Package. Concluded that since the complainant is receiving salary, therefore, the same is being treated as pay and allowances, therefore, are not exempt from income tax, benevolent fund and group insurance deductions. Further added that once the period prescribed under the assistance package is completed and the case is converted from salary to pension, all such deductions will automatically cease to be deducted, as pensionary payments are exempt from the aforementioned deductions.

HEARING PROCEEDINGS

3. Hearing was held on the above mentioned date. Representatives of both the parties attended the hearing and reiterated their stances as incorporated in their pleadings.

FINDINGS

4. An appraisal of the pleadings of the parties, documents tendered by them, followed by verbal submissions, it is evident that Mr. Kamran Shahzad, husband of the complainant embraced Shahdat on 05.07.2014, while he was in service. Consequent upon his Shahdat, the complainant was given assistance package for families of Govt employees who had died in security related matters. According to O.M dated 20.10.2014 referred to above, this benefit was categorized as "pension" Language of the O.M reads as under:

"Upon embracing Shahdat, salary of such Government employees which they were drawing immediately before Shahdat may continue to be paid un-interrupted, alongwith usual allowances and annual increments from time to time, commensurate to their pay scales, alongwith full pensionary benefits, to their widows/ widowers/ children till superannuation. (Establishment Division's O.M No. 7/40/2005-E-2 dated 29th August, 2014)."

5. A bare reading of the above referred O.M reflects that it has two parts. The first part pertains to the benefits given to the family of the Shaheed till the Shaheed attains the age of superannuation. This covers payment of salary alongwith usual allowances and annual increments from time to time, commensurate to their pay scales. The second part pertains to the period when the Shaheed had to reach at the age of superannuation then the above referred benefits shall be converted and calculated as per pension rules. This does not mean that the first part referred to above is not a pension but the distinction drawn in the above mentioned O.M is that calculations of benefits to be given to the families of the Shaheeds shall be as per calculations of salary. In the first part, family of the deceased shall get the entire benefits as if the deceased is a living person. On reaching at the age of superannuation the emoluments shall be converted as actual pensionary benefits. Salary can only be given to a living and serving person. Since husband of the complainant had died, therefore, he was neither a living nor a serving person. The complainant too is not a civil person who could be entitled for the salary. Basically, the special benefits given to the family of the Shaheed through the O.M dated 20.10.2014 by all means is a pension, therefore, the deductions of income tax, benevolent fund and group insurance are contrary to law amounting to maladministration in terms of article 2(2) of P.O 01 of 1983.

RECOMMENDATIONS

6. In view of the above, the complaint stands accepted in terms of Article 23(4)(c) of Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013 and the Agency is recommended as under:

- i. to stop deductions of income tax, benevolent fund and group insurance from the family pension of the complainant.
- ii. to refund the deducted amount to the complainant as per law, rules and regulations.
- iii. compliance be reported within 30 days of receipt of copy of the findings.

7. The party aggrieved of the Findings may opt either to file a review petition before the Ombudsman OR a representation before the President within 30 days of receipt of such Findings. This period of limitation shall be reckoned from the date of receipt of the Findings by the parties. If the Findings are upheld, the aggrieved party shall be barred to file a representation before the President.




(EJAZ AHMAD QURESHI)
WAFAQI MOHTASIB (OMBUDSMAN)

PRESIDENT'S SECRETARIAT (PUBLIC)
AIWAN-E-SADR

Rep. No. 176/WM/2024
Date of Decision: 20.02.2025

accepted
Javed
Waleed

Sami Ahmed Vs Controller General of Accounts

Subject: **REPRESENTATION FILED BY MR. SAMI AHMED AGAINST THE ORDER OF THE WAFAQI MOHTASIB DATED 08.11.2023 IN COMPLAINT NO. WMS-HQR/0009470/23**

Please refer to your representation filed before the Honorable President of Pakistan on the above subject.

2. This representation has been filed by Mr. Sami Ahmed on 28.03.2024 against the Revised Order of the learned Wafaqi Mohtasib (WM) dated 08.11.2023, whereby it has been held that:-

"In order to appreciate the point at issue, CSR 423(1) is reproduced below:

"CSR 423(1). A deficiency of a period not exceeding 6 months in the qualifying service of an officer shall be deemed to have been condoned automatically."

No doubt under CSR 423(1), a deficiency of a period not exceeding 6 months in the qualifying service of an employee is condoned automatically. Admittedly, the complainant was compulsorily retired before completion of 10 years. The issue of non-applicability of CSR 423(1) in compulsory retired case has been addressed in the Judgment of FST in case titled Ziarat Gul Vs MAG Rawalpindi and another (1993 PLC (C.S) 766). In that case, the claimant Mr. Ziarat Gul was compulsorily retired and he was short by 27 days of the minimum period of 10 years service. It was concluded in the above referred Judgment that Mr. Ziarat Gul was not entitled to pension being compulsorily retired. The operative part of the Judgment is as follows:

"The provision of condonation of deficiency in the period qualifying for pension presupposes a condition that the claimant is entitled to pension but there cannot be any condonation in the case where the claimant is not otherwise entitled to get the pension. In other words, the condonation in length of service is not admissible in the case where the deficient service does not count for pension even otherwise. Since the appellant was not retired from service in normal circumstances as he was retired from service as a matter of punishment and he had not put in the requisite minimum service qualifying for pension, he could not derive the benefit of condonation for becoming eligible to earn pension"

On the touchstone of the said precedent of FST (1993 PLC (C.S) 766), the complainant in the present case is not entitled to condonation of 43 days for grant of pension as he was compulsorily retired. Hence, there is no substance in the review petition.

The Review Petition filed by the complainant is rejected with the conclusion drawn in the preceding para and the earlier Findings dated 20.09.2023 are recalled accordingly."

3. The learned Wafaqi Mohtasib vide Original Findings dated 20.09.2023 observed as follows:

"It is transpired from the record that the complainant filed a similar nature complaint earlier which was disposed of vide findings WMS-HQR/8200/23 in terms of Regulation 23(1) (s) of Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013. The complainant concealed the facts about impugned findings.

In view of the above, the instant complaint was rightly closed under Closure Findings dated 09.08.2023 in terms of Regulation 23(1)(s) of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013 and the present complaint is also disposed of in the above terms."

Dy. No. 66
IO/CRI/REP SECTION

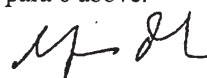
-:2:-

4. Mr. Sami Ahmed (the complainant) filed a complaint against Controller General of Accounts (CGA) submitting that he was compulsorily retired from POF Wah Cantt in March 2014 after 9 years, 10 months and 17 days of service. Further, deficiency in his case to get pension was only 1 month and 13 days which did not exceed 6 months as per Rules and Regulations issued by the Ministry of Finance. Therefore, he could not be eligible for pension if condonation of 43 days was granted. Unfortunately, the pension case had long been lingering on between various Administrative and Accounts Authorities including the Commandant IDA Wah Cantt and the CMA (P) Wah Cantt. Despite his continuous efforts, the concerned authorities were not given due importance to his issue. Thus, he submitted his complaint with the learned Wafaqi Mohtasib for redressal of his grievance.

5. Considering the respective stances, the learned Wafaqi Mohtasib proceeded to pass the above referred order which is assailed by the complainant.

6. The case was fixed for hearing on 15.01.2025. Mr. Amir Ahmad along with wife of the petitioner attended the hearing. Ms. Somayya Babar Khan, Controller Military Accounts appeared on behalf of the Pakistan Ordnance Factory (Wah). Mr. Abdul Basit Jasra, Director General represented the CGA. The learned counsel for the petitioner stated that in the instant case the petitioner is entitled to pension in terms of CSR 423(1). On the other hand, the learned Controller of Military Accounts Ms. Somayya Babar Khan stated that as the petitioner was compulsorily retired, he therefore cannot claim the benefit of the provisions in question. She also relied on a judgment of the FST reported as 1993 PLC CS 766. She further stated that the present petitioner also filed a case before the Federal Services Tribunal, according to which the FST has also denied the grant of pension to the petitioner. On a query, the learned Controller of Military Accounts very fairly and justly responded by saying yes if compulsory retirement had taken place after ten years, then the petitioner would have been entitled to pension, regardless of the cause of retirement. Resultantly, the petitioner is held entitled to the pension which will be paid to him within two months. This representation is accepted and the impugned order of the learned Wafaqi Mohtasib is set aside.

7. Accordingly, the Honorable President has accorded approval to para 6 above.


(Justice (R) Irfan Qadir)
Consultant (Legal Affairs)

(1) The Controller General of Accounts,
CGA Office G-5, Islamabad.

(2) Mr. Sami Ahmed,
R/o House No. 24-H/561, Wah Cantt Tehsil Taxila,
Rawalpindi.

Copy for information to:

- (1) The Secretary, Wafaqi Mohtasib (Ombudsman) Secretariat, Islamabad.
- (2) Press Wing for necessary action / uploading it on the official website.
- (3) Master file.

PRESIDENT'S SECRETARIAT (PUBLIC)
AIWAN-E-SADR

Rep. No.452/WM/2024
Dated: 16.07.2025

accepted
Javed
Akhtar

Syeda Shahida Bibi Vs Pakistan Telecommunication Employees Trust (PTET)

Subject: **REPRESENTATION FILED AGAINST THE ORDER OF THE WAFAQI MOHTASIB DATED 26.08.2024 IN COMPLAINT NO. WMS-HQR/0005215/2024**

Please refer to the representation filed before the Honourable President of Pakistan on the subject.

2. This representation has been filed by the Complainant-Syeda Shahida Bibi assailing the Order dated 26.08.2024 of the learned Wafaqi Mohtasib (WM), whereby it has been held:

"4. In view of the above quoted case law and rule 6 of the Agency's Rules, 2012, a widow daughter is not entitled to the pension of her deceased father. No maladministration on the part of the Agency is established and complaint is rejected being devoid of any merit in terms of Regulation 23(3) of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013."

3. Brief points of the case are that the Complainant-Syeda Shahida Bibi, resident of Gujar Khan, filed a complaint before Wafaqi Mohtasib against the Agency -Pakistan Telecommunication Employees Trust (PTET) on account of restoration of the discontinued family pension. The complainant alleged that her father, an Ex-T/Tech of PTCL passed away on 27.05.2000 after his retirement. She was the only widowed daughter of the deceased, and her mother had already passed away. Consequently, the Agency transferred the family pension in her name. Upon her marriage, the pension was discontinued by the Agency on the ground that she was not a widow.

4. The Agency reported that after her marriage, no family member was entitled to the family pension and pension was closed. The Agency further clarified that Pakistan Telecommunication Employees Trust Fund (Pension) Rules, 2012 are made under Section 44 of the Pakistan Telecommunication (Re-Organization) Act, 1996, Rule 6 of the Rules ibid provided a mechanism for family pension. The Agency also informed that a similar question had already been decided by the Honourable Lahore High Court whereby a petition filed by a widowed daughter was dismissed as per W.P No. 39242 of 2019, dated 04.10.2022, the court held that:

"3. Notably, the respondent department had statutory Rules which were not challenged under Pakistan Telecommunication Employees Trust Fund (Pension) Rules, 2012 made under Section 44 of the Pakistan Telecommunication (Re-Organization) Act, 1996 (XVII of 1996) and rule 6 whereof mechanism is provided to dispense family pension:

"6. Family Pension: In case of the death of the beneficiary while in service, gratuity in lieu of one fourth of the gross pension shall be allowed at the rates shown in Annex-II. In addition, family pension shall be admissible at fifty percent of the gross pension to the widow for life or until her remarriage, whichever is earlier. In case of the death of the widow, family pension shall be admissible go the sons, if any, until they attain the age of twenty one years, and to unmarried daughters, if any, until they are married."

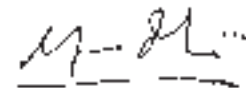
5. The Complainant filed the instant representation for redressal of her grievance.

Dy. No. 408
IO/OCN/REP SECTION

: 2 :

6 The case was fixed for hearing on 01.07.2023. The petitioner, Syeda Shahida Biki appeared in person. Hafiz ur Rehman, Director (Pension) and Mr. Mati-ur-Rehman, Manager (Legal), represented the respondent/ PTEET. The petitioner stated that her father died on 27.05.2000. Thereafter, she being the unmarried daughter of late Mr. Qurban Hussain Shah, started receiving family pension permissuile under the law. In 2007, the petitioner contracted a marriage with one Syed Zahoor Abbas, who also died in 2021. Now the petitioner states that after the death of her husband in 2021, she is once again entitled to the family pension of her deceased father, being an unmarried daughter since she became a widow in 2021. The learned representative of the respondent stated that in similar situation, in 2015 a widowed daughter was held entitled to family pension. However, according to the learned representative of the respondent in 2024, the situation changed and the Federal Government excluded a widowed daughter from the recipient list of beneficiaries. Be that as it may, under the laws regulating the pensions of unmarried daughters, Rule 6 of Pakistan Telecommunication Employees Trust Fund Pension Rules 2012; an unmarried daughter is always entitled to receive pension of her deceased father. At the time of death of her father, the petitioner was unmarried. Afterwards she got married and after a number of years her husband died and she again attained unmarried status being a widow. As such, she is held entitled to the pension in question in the same manner in which she was drawing pension prior to her marriage with Syed Zahoor Abbas. The representation is accepted.

7 Accordingly, the Honourable President has acceded approval to para 6 above.



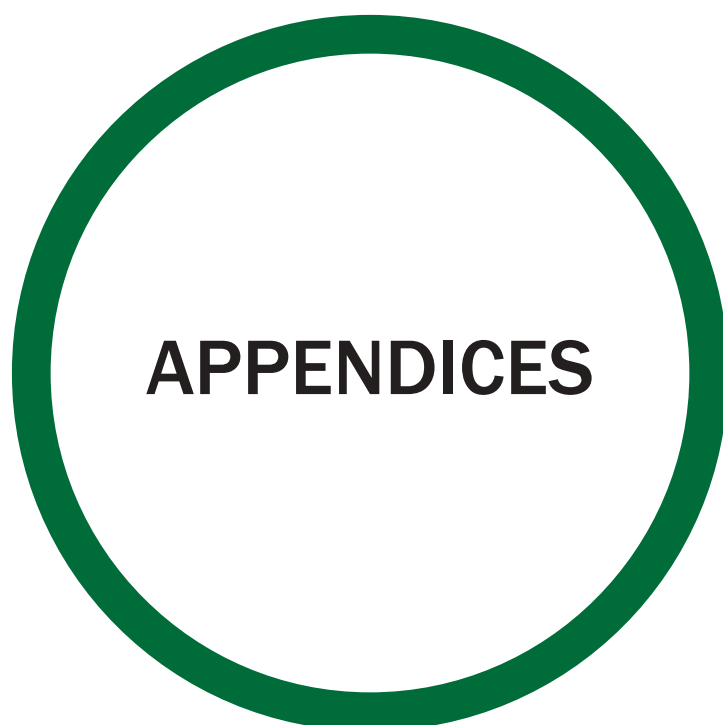
(Justice (R) Irfaan Qadir)
Consultant (Legal Affairs)

Syeda Shahida Biki
Daughter of late Mr. Qurban Hussain Shah
W/o Syed Zahoor Abbas,
Village & PO Darkali Khurd,
Tehsil Gujjar Khan,
Rawalpindi 40327-5043192

The Chairman,
Pakistan Telecommunication Employees Trust (PTEET),
Tel-House, Main Area, G-1/3/4,
Islamabad.

Copy to:

- ✓ The Secretary, Wafaqi Maktasib (Ombudsman's Secretariat, Constitution Avenue, Islamabad)
- Press Wing for necessary action: uploading it on the official website.



OUR TEAM

Mr. Ali Tahir, Secretary, Wafaqi Mohtasib Secretariat

He served as Secretary, Ministry of Science & Technology, National Food Security, Kashmir Affairs & Gilgit Baltistan and Special Secretary in Establishment Division.

HONORARY SENIOR ADVISORS

- 1. Justice (R) Muhammad Raza Khan, Senior Advisor, Head Office, Islamabad**
He served as Secretary, Law and Justice and Chief Justice, Peshawar High Court.
- 2. Syed Asif Shah, Senior Advisor, Head Office, Islamabad**
He served as Secretary, Ministry of Commerce and Member, Federal Public Service Commission.
- 3. Mr. Ahmed Farooq, Senior Advisor, Head Office, Islamabad**
He served as Secretary to the President of Pakistan and Member, Federal Public Service Commission.
- 4. Dr. Syed Muhammad Junaid Zaidi, Senior Advisor, Head Office, Islamabad**
He served as Executive Director in COMSATS University, Islamabad

SENIOR ADVISORS/INVESTIGATING OFFICERS

- 5. Raja Raza Arshad, Senior Advisor, Head Office, Islamabad**
He served as Federal Secretary in Ministry of Women Development, Senior Member Prime Minister's Inspection Commission and Additional Secretary, Ministry of Environment.
- 6. Syed Anwar Haider, Senior Advisor, Regional Office, Karachi**
He served as Federal Secretary (Senior Member), Board of Revenue and Additional Chief Secretary, Home and Prison Department, Sindh.
- 7. Mr. Muhammad Ayub Tarin, Senior Advisor, Head Office, Islamabad**
He served as Additional Auditor General of Pakistan, Additional Finance Secretary and Accountant General Pakistan Revenue, Islamabad.
- 8. Mr. Abdul Moiz Bokhari, Senior Advisor, Head Office, Islamabad**
He served as Special Secretary, Ministry of Foreign Affairs, Assistant Secretary General, Organization of Islamic Cooperation (OIC), Jeddah and Ambassador to various countries.
- 9. Ms. Raana Seerat, Senior Advisor, Head Office, Islamabad**
She served as Member (Audit) in Federal Board of Revenue and Chief Commissioner, Large Taxpayers Unit, Islamabad.
- 10. Mr. Abdul Hameed Razi, Senior Advisor, Regional Office, Lahore**
He served as Member (Incharge), Wafaqi Mohtasib Secretariat, Regional Office, Lahore.
- 11. Ms. Seema Shakil, Senior Advisor, Regional Office, Karachi**
She served as Member, Inland Revenue, FBR and Advisor (Incharge), Federal Tax Ombudsman, Karachi
- 12. Mr. Muhammad Waseem Akhtar, Senior Advisor, Regional Office, Lahore**
He served as District and Sessions Judge, Punjab Judiciary.
- 13. Mr. Hamid Ali Khan, Senior Advisor, Head Office, Islamabad**
He served as Federal Secretary in National Counter Terrorism Authority (NACTA).
- 14. Mr. Tahir Nawaz Khan, Senior Advisor, Regional Office, Bahawalpur**
He served as District and Sessions Judge, Punjab Judiciary.
- 15. Mr. Ghulam Rasool Ahpan, Senior Advisor, Regional Office, Hyderabad**
He served as Federal Secretary in Ministry of National Health Services, Regulations and Coordination, Islamabad.
- 16. Mr. Muhammad Zulfiqar Lone, Senior Advisor, Regional Office, Sahiwal**
He served as District and Sessions Judge, Punjab Judiciary

ADVISORS/INVESTIGATING OFFICERS

- 17. Mr. Javaid Akhtar Sheikh, Advisor, Head Office, Islamabad**

- He served as Additional Secretary, Ministry of Railways and Additional Secretary, National Assembly Secretariat, Islamabad.
- 18. Mr. Sang-i-Marjan Mahsud, Advisor, Regional Office, D.I.Khan**
He served as Chief Secretary, Northern Areas (GB) and Secretary to Chief Minister, KPK.
 - 19. Mr. Shahid Humayun, Advisor, Head Office, Islamabad**
He served as Additional Secretary and Joint Secretary, Cabinet Division, Islamabad.
 - 20. Syed Zakir Hussain, Advisor, Regional Office, Karachi**
He served as Chairman, Enquiries and Anti-Corruption Establishment, Sindh and Additional IGP on various positions in Sindh Police.
 - 21. Mr. Saqib Aleem, Advisor, Regional Office, Lahore**
He served as Additional Secretary, Ministry of Law and Justice and Wafaqi Mohtasib Secretariat, Islamabad.
 - 22. Mr. Shahid Latif Khan, Advisor, Regional Office, Lahore**
He served as Director General, TDAP, NAVTTC and Intellectual Property Organization and Executive Director General, Ministry of Commerce.
 - 23. Mian Shujaud Din Zaka, Advisor, Regional Office, Lahore**
He served as Accountant General, Punjab.
 - 24. Syed Shujaat Abbas, Advisor, Regional Office, Karachi**
He served as Director General, NADRA, Senate Secretariat and Port Qasim Authority.
 - 25. Major General (Retd.) Haroon Sikandar Pasha, Advisor, Head Office, Islamabad**
He served as Director/Director General (Federal Ministries), Chief Executive Secretariat and DG, NAB, Sindh.
 - 26. Prof. Dr. Inam Ul Haq Javeid, Advisor/Grievance Commissioner for Overseas Pakistanis**
He served as Chairman, Pakistan Academy of Letters, Federal Text Book Board and Managing Director, National Book Foundation.
 - 27. Mr. Shahid Hussain Jilani, Advisor, Regional Office, Faisalabad**
He served as Additional Secretary, National Assembly Secretariat.
 - 28. Raja Akhlaq Hussain, Advisor, Head Office, Islamabad**
He served as District and Sessions Judge in various districts and Secretary, Law and Justice Commission of Pakistan.
 - 29. Mr. Arshad Mahmood Cheema, Advisor, Head Office, Islamabad**
He served as District and Sessions Judge and Advisor/ Registrar, Federal Tax Ombudsman.
 - 30. Mr. Ejaz A. Chaudhry, Advisor, Regional Office, Lahore**
He served as Operational Consultant in different projects of World Bank.
 - 31. Dr. Syed Rizwan Ahmed, Advisor, Regional Office, Hyderabad**
He served as Ambassador/ High Commissioner in various countries.
 - 32. Mr. Muhammad Mushtaq Jadoon, Advisor, Regional Office, Peshawar**
He served as Secretary, Government of KPK.
 - 33. Shahzad Raza Syed, Advisor, Regional Office, Lahore**
He served as Deputy Auditor General, Auditor General of Pakistan.
 - 34. Mr. Rashid Ahmad, Advisor, Regional Office, Abbottabad**
He served as Additional Chief Secretary (Development), Government of KPK.
 - 35. Mr. Muhammad Rashid Qamar, Advisor, Regional Office, Multan**
He served as District and Sessions Judge, Punjab Judiciary.
 - 36. Mr. Izhar Ahmed, Advisor, Regional Office, Sahiwal**
He served as Secretary to Government of Punjab.
 - 37. Mr. Mudassar Khalid Abbasi, Senior Law Officer, Head Office, Islamabad**
He is a former judge of Lahore High Court and Advocate Supreme Court of Pakistan.
 - 38. Mr. Masood Arshad, Senior Consultant Legal, Regional Office, Lahore**
He served as Director General, Lahore High Court and District and Sessions Judge.
 - 39. Engr. Moula Bux, Advisor, Regional Office, Karachi**
He served as Advisor and Deputy Director CEO Task Force, K-Electric.

40. **Mr. Mansoor Qadir Dar, Advisor, Regional Office, Muzaffarabad(AJK)**
He served as Secretary, Government of AJK.
41. **Dr. Khalid Mahmood Lodhi, Advisor, Head Office, Islamabad**
He served as Chief Commissioner, Inland Revenue Service, Federal Board of Revenue.
42. **Dr. Naveed Ahmad Chaudhry, Advisor, Regional Office, Lahore**
He served as Director Staff in National School of Public Policy (NSPP).
43. **Hafiz Shakil Ahmed Qureshi, Advisor, Regional Office, Abbottabad**
He served as Additional Director General (Admn), Pakistan Post under Ministry of Communications
44. **Mr. Javaid Ayub, Advisor, Regional Office, Muzaffarabad (AJK)**
He served as Secretary, Physical Planning and Housing, Government of AJK

ASSOCIATE ADVISORS/INVESTIGATING OFFICERS

45. **Mr. Ghulam Sarwar Brohi, Associate Advisor, Regional Office, Quetta**
He served as Director General, Trade Development Authority of Pakistan and Secretary to Chief Minister, Baluchistan.
46. **Syed Ghazanfar Mehdi, Associate Advisor, Regional Office, Lahore**
He served as Director General in Wafaqi Mohtasib Secretariat and CF and AO in Economic Affairs Division.
47. **Mr. Riaz Ahmed Memon, Associate Advisor, Regional Office, Karachi**
He served as Secretary, Sports and Youth Affairs Department, Planning and Development Department and Education and Special Secretary, Health and Education.
48. **Mr. Riaz Hameed Chaudhary, Associate Advisor, Regional Office, Lahore**
He served as Chairman, LWMC and Managing Director, PSIC.
49. **Dr. Sheikh Imtiaz Ali, Associate Advisor, Regional Office, Hyderabad**
He served as Director General (Faculty) in National Institute of Labor Administration Training.
50. **Mr. Basit Aziz Khan, Associate Advisor, Regional Office, Bahawalpur**
He served as Advisor, Ombudsman Punjab and Assistant District Public Prosecutor.
51. **Dr. Abdul Waheed Indhar, Associate Advisor, Regional Office, Sukkur**
He served as Director, School Education (Elementary, Secondary and Higher Secondary), Sukkur.
52. **Mr. Muhammad Arif, Associate Advisor, Regional Office, Mirpur Khas**
He served as Resident Engineer, National Heritage and Cultural Department, Government of Sindh.
53. **Mr. Khalid Nazir, Associate Advisor, Regional Office, Bahawalpur**
He served as Chief Engineer, MEPCO.
54. **Mr. Farman Ahmed Jatoti Baloch, Associate Advisor, Regional Office, Sukkur**
He is a practicing advocate High Court.
55. **Mr. Zeeshan Muhammad Khan, Associate Advisor, Head Office, Islamabad**
He served as Secretary to HWM, Wafaqi Mohtasib Secretariat, Head Office, Islamabad.
56. **Syed Iftikhar Hussain Naqvi, Associate Advisor, Head Office, Islamabad**
He served as Joint Secretary in Establishment Division.
57. **Mr. Ghulam Sarwar, Commissioner-IRD (Informal Resolution of Disputes), Regional Office, Gujranwala**
He served as Joint Secretary in Ministry of Communications.
58. **Kh. Saifur Rehman, Associate Advisor, Regional Office, Sargodha**
He served as Joint Secretary, M/o Interior and Narcotics Control
59. **Mr. Liaqat Ali Memon, Associate Advisor, Regional Office, Dera Ghazi Khan**
He served as Director General (Admn), MEPCO.
60. **Mr. Manzoor Hussain Soomro, Commissioner-IRD (Informal Resolution of Disputes), Regional Office, Sukkur**
He served as Chief Executive Engineer (HR/Admn), SEPCO.
61. **Mr. Muhammad Qasim Jan, Commissioner-IRD (Informal Resolution of Disputes), Regional Office, Peshawar**
He served as Director General (Admn & Legal), WAPDA
62. **Mr. Sana Ullah Khan, Associate Advisor, Regional Office, Swat**
He served as Chief Conservator of Forests, Forest Department, Government of KPK
63. **Mr. Nisar Ahmed, Commissioner-IRD (Informal Resolution of Disputes), Regional Office, Karachi**

He served as Additional Director (Legal Regulatory Affairs) in Pakistan Civil Aviation Authority (PCAA).

DEPUTY ADVISORS/ ASSISTANT ADVISORS/ CONSULTANT/ INVESTIGATING OFFICERS

- 64. Mr. Muhammad Saqib Khan, Registrar, Head Office, Islamabad**
He is the longest serving officer in the Wafaqi Mohtasib Secretariat.
- 65. Mr. Moinuddin A. Siddiqi, Consultant, Head Office, Islamabad**
He served as Deputy Secretary, Prime Minister's Office, Islamabad.
- 66. Barrister Lamia Niazi, Consultant, Head Office, Islamabad**
She is on the legal panel of National Assembly Secretariat and a Legal Practitioner.
- 67. Syed Nabil Iqbal Gilani, Consultant, Head Office, Islamabad**
He served as Deputy Director I.T in Wafaqi Mohtasib Secretariat.
- 68. Ch. Salamat Ali, Consultant, Head Office, Islamabad**
He served as Deputy Secretary in Senate Secretariat.
- 69. Mr. Pervez Halim, Consultant, Head Office, Islamabad**
He worked as Deputy Secretary in the Federal Government and performed Protocol duties.
- 70. Mr. Mahmood Aslam Butt, Consultant, Head Office, Islamabad**
He worked as Chief, Federal Board of Revenue and Director, NACTA, Ministry of Interior.
- 71. Syed Muhammad Ilyas, Consultant, Head Office, Islamabad**
He worked as Director, Ministry of Information and Broadcasting.
- 72. Mr. Mushtaq Ahmed Awan, Deputy Advisor, Regional Office, Gujranwala**
He served as Superintendent of various Central and District Jails.
- 73. Ms. Shahina Ahmed, Consultant, Regional Office, Karachi**
He served as Director, Wafaqi Mohtasib Secretariat, R.O. Karachi and Deputy Secretary in Government of Balochistan.
- 74. Mr. Bakhtiar Gul, Deputy Advisor, Regional Office, Peshawar**
He served as Managing Director, FATA Construction Unit and Director, Irrigation and Hyderal Power, FATA.
- 75. Mr. Khalil Ahmed, Deputy Advisor, Regional Office, Mirpur Khas**
He served as Investigation Officer and Banking/ Financial Expert, National Accountability Bureau, Sindh.
- 76. Mr. Wahid ur Rehman, Assistant Advisor, Regional Office, Swat**
He served as Additional Deputy Commissioner, District Administration, KPK
- 77. Mr. Muhammad Khalid Naseer, Consultant, Head Office, Islamabad**
He served as Audit Officer, Directorate General Audit Works (Federal), Islamabad.
- 78. Mr. Iqbal Hasan Siddiqui, Consultant / Director, Head Office, Islamabad**
He served as Private Secretary to the Advisor to the Prime Minister on National Security and Foreign Affairs.
- 79. Mr. Muhammad Arshad, Consultant, Head Office, Islamabad**
He served as Deputy Director, FIA and Accounts Officer, AGPR, Islamabad.
- 80. Mr. Gulzar Ahmed Butt, Assistant Advisor, Regional Office, Lahore**
He served as Senior Superintendent of Prisons.
- 81. Mr. Muhammad Kashif, Consultant-IRD (Informal Resolution of Disputes), Regional Office, Khuzdar**
He served as Anchor, Compere and Host in Pakistan Television.
- 82. Mr. Khalid Sial, Consultant (Media and Public Relations), Head Office, Islamabad**
He served as PRO/ Superintendent, Wafaqi Mohtasib Secretariat, Head Office, Islamabad.
- 83. Mr. Asghar Ali Awan, Assistant Registrar, Regional Office, Gujranwala**
He served as Assistant Accounts Officer, Wafaqi Mohtasib Secretariat and Pakistan Military Accounts Department.
- 84. Mr. Tanveer Hussain, Consultant, Head Office, Islamabad**
He served as Senior Manager in COMSATS University, Islamabad.
- 85. Mr. Muhammad Amjad Akram, Consultant, Head Office, Islamabad**
He served as Senior Private Secretary, Wafaqi Mohtasib Secretariat, Head Office, Islamabad.
- 86. Ms. Abida Saleem, Consultant, Head Office, Islamabad**
He served as Deputy Director, Wafaqi Mohtasib Secretariat, Head Office, Islamabad.
- 87. Mr. Muhammad Farooq Azam, Consultant, Head Office, Islamabad**

He served as Deputy Director Civil, Capital Development Authority (CDA), Islamabad.

- 88. Mr. Anjum Naveed, Assistant Advisor, Head Office, Islamabad**
He served as Senior Private Secretary, Wafaqi Mohtasib Secretariat, Head Office, Islamabad.
- 89. Sheikh Noor Muhammad, Consultant-IRD (Informal Resolution of Disputes), Regional Office, Multan**
He served as Deputy Secretary, Civil Aviation Authority
- 90. Mr. Muhammad Arbab Rahim, Consultant, Regional Office, Dera Ghazi Khan**
He served as Director in Arbab Industries (Pulses and Rice Mills)
- 91. Mr. Azizuddin Masood, Consultant, Regional Office, Karachi**
He served as Deputy Director, Wafaqi Mohtasib Secretariat, Regional Office, Karachi.
- 92. Mr. Taqi Muhammad Soomro, Consultant, Regional Office, Karachi**
He served as Assistant Director, Wafaqi Mohtasib Secretariat, Regional Office, Karachi.
- 93. Mr. Fida Hussain Solangi, Consultant-IRD (Informal Resolution of Disputes), Regional Office, Sukkur**
He served as Superintendent of Police, DIGP Office, Sukkur
- 94. Engineer Muhammad Altaf, Consultant-IRD (Informal Resolution of Disputes), Regional Office, Quetta**
He served as Chief Engineer, Sui Southern Gas Company Limited.
- 95. Mr. Abdullah Khan, Consultant-IRD (Informal Resolution of Disputes), Regional Office, Gilgit Baltistan**
He served as Assistant Inspector General (AIG) Legal, Central Police Office, Gilgit Baltistan

PROFILE OF REGULAR OFFICERS POSTED AT WMS, HEAD OFFICE AND REGIONAL OFFICES

- 1. Mr. Amir Ahmed Shaikh, Member (Incharge), Regional Office, Karachi/ Provincial Coordinator, Sindh**
He served as Inspector General, AJK and Karachi Police Chief.
- 2. Mr. Muhammad Safdar, Director General, Head Office, Islamabad**
He served as Director General, Immigration and Passports and Commissioner/ Regional Tax Officer, FBR, Rawalpindi.
- 3. Mr. Muhammad Ashfaq Ahmad, Director General, Head Office, Islamabad.**
He served as Additional Secretary in the Government of Azad Jammu and Kashmir.
- 4. Dr. Saleem Mohsan, Director General, Regional Office, Lahore**
He served as Chief, National Fertilizer Development Centre, Ministry of National Food Security and Research.
- 5. Ms. Afshan Sabir, Director, Regional Office, Lahore**
She served as Deputy Secretary, National Heritage and Culture Division.
- 6. Mr. Rashid Ahmad Sheikh, Director, Regional Office, Karachi**
He is serving as Director in Wafaqi Mohtasib Secretariat.
- 7. Mr. Fawad Hanif, Director, Regional Office, Peshawar**
He is serving as Director in Wafaqi Mohtasib Secretariat.
- 8. Ms. Bahleem Bilqees Jan, Director, Regional Office, Karachi**
She is serving as Director in Wafaqi Mohtasib Secretariat.
- 9. Mr. Ghulam Mujtaba, Director (IT), Head Office, Islamabad**
He served as Additional Director (BS-19), Baluchistan University of IT, Engineering and Management Sciences (BUITEMS).
- 10. Mr. Muhammad Alamzaib, Deputy Advisor, Regional Office, Peshawar**
He is serving as Deputy Advisor (Implementation) in Wafaqi Mohtasib Secretariat.
- 11. Ms. Zariyab Mussarat, Deputy Director, Head Office, Islamabad**
She served as Assistant Manager in Associated Press of Pakistan.
- 12. Ms. Siddrahtul Muntaha, Section Officer, Regional Office, Lahore**
She served as Deputy Manager, Pakistan Minerals Development Corporation.
- 13. Mr. Salahuddin, Deputy Director, Regional Office, Peshawar**
He is serving as Deputy Director in Wafaqi Mohtasib Secretariat.
- 14. Mr. Muhammad Tahir Zameer, Deputy Director, Regional Office, Lahore**
He is serving as Deputy Director in Wafaqi Mohtasib Secretariat.
- 15. Mr. Adnan Jadoon, Deputy Registrar, Regional Office, Abbottabad**
He is serving as Deputy Registrar in Wafaqi Mohtasib Secretariat.
- 16. Mr. Nabeel Hasan Khan, Librarian, Head Office, Islamabad**

- He is serving as Librarian in Wafaqi Mohtasib Secretariat since 2011.
17. **Dr. Sohail Ahmad Phatak, Assistant Director I.T, Head Office, Islamabad**
He served as Software Developer in Wafaqi Mohtasib Secretariat.
 18. **Mr. Adnan Ahmad, Senior Investigation Officer, Head Office, Islamabad**
He is serving as Investigation Officer since 2019 and also as Principal Staff Officer to HWM.
 19. **Mr. Sami Ullah Khan, Deputy Director, Head Office, Islamabad**
He served as Assistant Registrar in Quaid-i-Azam University.
 20. **Mr. Yasir Shabbir Malik, Deputy Registrar, Regional Office, Faisalabad**
He served as Assistant Registrar in WMS, R.O. Faisalabad.
 21. **Mr. Shafqat Ali, Deputy Registrar, Regional Office, D.I.Khan**
He served as Assistant Registrar in WMS, R.O. D.I. Khan.
 22. **Dr. Muhammad Zahid, Senior Investigation Officer, Regional Office, Multan/Coordinator for Southern Punjab**
He is serving as Investigation Officer since 2019.
 23. **Mr. Ameer Muhammad, Senior Investigation Officer, Regional Office, Sibi**
He is serving as Investigation Officer since 2019.
 24. **Shahzada Allaudin Pirakzai, Assistant Registrar, Regional Office, Kharan**
He served as Deputy Director (Acting) in National Commission for Human Development.
 25. **Mr. Imran Khan, Senior Investigation Officer, Regional Office, D.I.Khan**
He is serving as Investigation Officer since 2019.
 26. **Ms. Alia Zaidi, Section Officer, Head Office, Islamabad**
She served as Section Officer in Ministry of Finance.
 27. **Qazi Nazim Naeem, Deputy Director, Regional Office, Hyderabad**
He served as Deputy Manager, State Life Insurance Corporation.
 28. **Mr. Kamran Maqsood, Investigation Officer, Regional Office, Faisalabad**
He is serving as Investigation Officer since 2019.
 29. **Ms. Sahar, Investigation Officer, Regional Office, Lahore**
She has been serving in Wafaqi Mohtasib Secretariat since 2014.
 30. **Syed Sayyar Badshah, Investigation Officer, Regional Office, Peshawar**
She has been serving in Wafaqi Mohtasib Secretariat since 2019.
 31. **Ms. Anjum Bibi, Assistant Registrar, Regional Office, Peshawar**
She is an advocate and practicing since 2015.
 32. **Mr. Arif Khan Kundi, Investigation Officer, Regional Office, Multan**
He worked as Advocate High Court – a Legal Expert.
 33. **Mr. Muhammad Sohaib, Investigation Officer, Regional Office, D.G.Khan**
He is an advocate High Court and practicing since 2013.
 34. **Mr. Jamil Ahmed, Investigation Officer, Head Office, Islamabad**
He served as Consultant/ Assistant Director in Wafaqi Mohtasib Secretariat.
 35. **Syed Fazal Raza Razvi, Assistant Director, Regional Office, Bahawalpur**
He is serving as Assistant Director in Wafaqi Mohtasib Secretariat.
 36. **Mr. Hassan Ghulam Muhammad, Assistant Director, Regional Office, Multan**
He is serving as Assistant Director in Wafaqi Mohtasib Secretariat.
 37. **Mr. Muhammad Ayoob, Assistant Director, Regional Office, Sukkur**
He is serving as Assistant Director in Wafaqi Mohtasib Secretariat.
 38. **Mr. Mahmood Khan Mahay, Assistant Registrar, Regional Office, Multan**
He served as Superintendent in Ministry of National Health Services Regulation and Coordination.
 39. **Syed Mehmood Ali Shah, Assistant Registrar, Regional Office, Sukkur**
He served as Engineer in PTCL and now posted as Investigation Officer, Regional Office, Sukkur.

CONTACT DETAILS

WAFaqI MOHTASIB SECRETARIAT, Head Office
36-Constitution Avenue, Sector G-5/2, Islamabad.
Tele No. 051-9213886-7 Fax No. 051-9217224

1. REGIONAL OFFICE: ABBOTTABAD

District Government Building, Complex, Opposite GPO, Regional Office, ABBOTTABAD
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Email: Ombuds.wmsroa@gmail.com

2. REGIONAL OFFICE: BAHAWALPUR

House No.56, Muhammadia Colony, Noor Mahal Road, BAHAWALPUR
Phone No.062-9255612 Fax No.062-9255614
Email: Ombuds.wmsrob@gmail.com

3. REGIONAL OFFICE: D.I.KHAN

Plot No. 1. Survey No. 79, Quaid-e-Azam Road Near GPO Chowk Cantt. D.I.KHAN
Fax # 0966-9280256
Email: ombuds.wmsrod@gmail.com

4. REGIONAL OFFICE: FAISALABAD

Building No. P-21, New Civil Lines, Jail Road, Near Total Petrol Pump, FAISALABAD
Fax # 041-9201021, Exchange # 041-9201020
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5. REGIONAL OFFICE: GILGIT BALTISTAN

Opposite Twin bridges, main River View Road, Chinar Bagh,
Phone: 0312-9703311

6. REGIONAL OFFICE: GUJRANWALA

H.No.247-B Model Town, GUJRANWALA
Fax No. 055-9330636
Email: Ombuds.wmsrog@gmail.com

7. REGIONAL OFFICE: HYDERABAD

State Life Building No.3, 6th Floor, Thandi Sarak, HYDERABAD
Fax # 022-9201600, Exchange: 022-9201606
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8. REGIONAL OFFICE, KARACHI

4-B Federal Government Secretariat, Saddar KARACHI
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9. REGIONAL OFFICE: KHARAN

Commissioner Office, District KHARAN
Phone: 092-847-510305, Fax No. 092-847-510306
Email: Ombuds.wmsROK@gmail.com

10. REGIONAL OFFICE: KHUZDAR

ZTBL Building, Main RCB Road, KHUZDAR
Phone: 0848-920093

11. REGIONAL OFFICE: LAHORE

State Life Building, 3rd Floor, 15-A Davis Road, LAHORE
Fax # 042-99201021, Exchange # 042-99201017-18
Email ombuds.wmsroi@gmail.com

12. REGIONAL OFFICE: MIRPURKHAS

Ali Town, Hyderabad Road, Near KFC Bulding, Regional Office, Mirpurkhas
Phone: 0233-933005

13. REGIONAL OFFICE: MULTAN

House No. 04-06, Block-X, Near Madani Chowk, New MULTAN

Fax # 061-9330027, Exchange # 061-9330021

Email: ombuds.wmsrom@gmail.com

14. REGIONAL OFFICE: MUZAFFARAD

Room No.205-206, 2nd Floor, Block No. 5, Civil Secretariat, Old P&D Complex,

Chattar, Muzaffarabad (AJ&K)

Phone: 05822-940241

15. REGIONAL OFFICE: PESHAWAR

Secretariat, 1st Floor Benevolent Fund Building, PESHAWAR Cantt

Fax # 091-9211571 Tel # 091-9211573

Email: ombuds.wmsrop@gmail.com

16. REGIONAL OFFICE: QUETTA

1st Floor, Block 1, Civil Defense Training School Building Samungli Road, QUETTA

Phone: 081-9202679, Fax: 081-9202691

17. REGIONAL OFFICE: SAHIWAL

House No.35-W Ground Floor, Scheme No.02, Farid Town, Sahiwal

18. REGIONAL OFFICE, SARGODHA

Office of the Provincial Mohtasib Punjab, Near Circuit House, PAF Road Sargodha

Phone. 092-48-9330155, Fax No.092-48-9330156

Email: Ombuds.wmsros@gmail.com

19. REGIONAL OFFICE: SIBI

Wafaqi Mohtasib Complaints Collection Centre, Deputy Commissioner office.

Sibbi, Baluchistan

Phone:0332-7919990

20. REGIONAL OFFICE, SUKKUR

House No. A-107, Street No.2, Near NADRA Office, Sindhi Cooperative Housing Society, Airport Road, Sukkur

Fax # 071-9310012

Email: ombuds.wmsros@gmail.com

21. REGIONAL OFFICE: SWAT

Near Masjid Allah o Akbar, Saidu Sharif, SWAT

Phone. 092-946-920052, Fax No. 092-946-920051

Email: Ombuds.wmsrok@gmail.com

22. REGIONAL OFFICE: D.G.KHAN

Situated at Building No. 138-Block-A, Khiaban-i-Sarwar, D.G.Khan

23. REGIONAL OFFICE: LARKANA

House No.187, Sachal Sarmast Township Scheme, Near Radio Pakistan

Building, PTV News, Larkana.

24. COMPLAINT COLLECTION CENTRE: WANA

Tehsil Compound WANA, Opposite NADRA Office, South Waziristan Tribal District

Phone: 0965-211046

25. COMPLAINT COLLECTION CENTRE: SADDA

Wafaqi Mohtasib Complaints Collection Centre, Boys Hostel, Karkhano Road, Tehsil Sadda, Lower Kurrum, District Kurrum

Phone: 0300-681375

26. COMPLAINT COLLECTION CENTRE: LORALAI

Provincial Ombudsman Office, DC Complex, Loralai.

27. COMPLAINT COLLECTION CENTRE: UPPER KURRAM

Provincial Ombudsman Office, Governor Model Hostel, Near Sateen Chowk, Sadda Cantt.

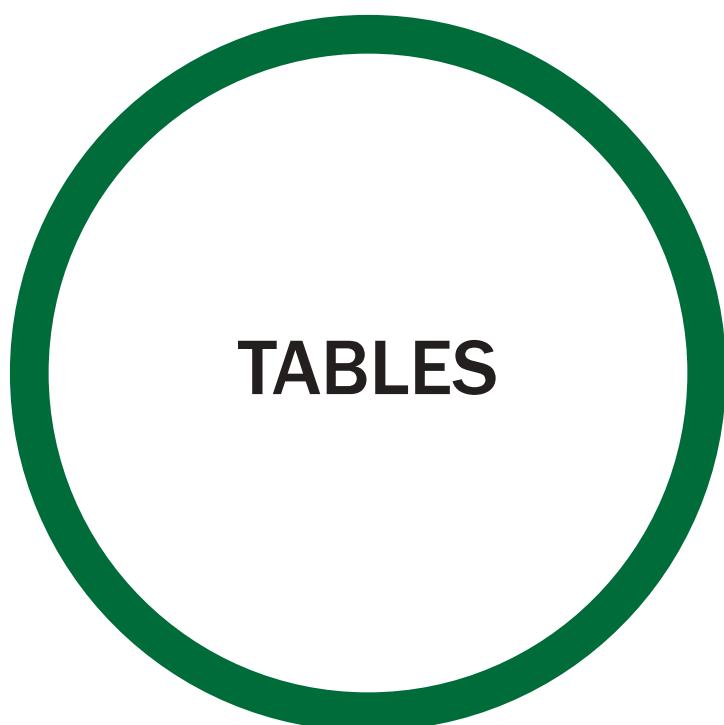


Table-1: Institution, Workload and Disposal of Complaints

S. No.	Description	Cases
a	Number of cases brought forward from previous year	18,007
b	Number of cases received during the year	256,688
c	Total Workload during the year (a + b)	274,695
d	Number of cases disposed of after initial examination / preliminary investigation	56,306
e	Number of cases disposed of after detailed investigation	204,795
f	Total Disposal during the year	261,101

Table-2: Average Workload and Disposal Per Investigating Officer

S. No.	Description	Cases
a	Investigation workload during the year	218,389
b	Average workload of each Investigating Officer. (Total 75 Investigating Officers)	2,912
c	Disposal during the year	204,795
d	Average disposal per I.O.	2,731

Table-3: Office Wise Receipt and Disposal of Review Petitions

S. No.	Name of Office	Receipt	Disposal*
1	Head Office, Islamabad	466	469
2	Regional Office, Abbottabad	-	-
3	Regional Office, Bahawalpur	88	78
4	Regional Office, D.I. Khan	21	15
5	Regional Office, D.G. Khan	3	3
6	Regional Office, Faisalabad	86	95
7	Regional Office, Gujranwala	24	43
8	Regional Office, Hyderabad	97	95
9	Regional Office, Karachi	213	205
10	Regional Office, Kharan	-	-
11	Regional Office, Khuzdar	-	-
12	Regional Office, Lahore	86	86
13	Regional Office, Loralai	-	01
14	Regional Office, Mirpur Khas	03	02
15	Regional Office, Multan	84	80
16	Regional Office, Muzaffarabad	-	-
17	Regional Office, Peshawar	137	159
18	Regional Office, Quetta	75	70
19	Regional Office, Sargodha	-	-
20	Regional Office, Sibi	01	01
21	Regional Office, Sukkur	-	02
22	Regional Office, Sahiwal	87	13
23	Regional Office, Swat	-	-
24	Sadda Collection Center	-	-
25	Wana Collection Center	2	2
	Total	1,480	1,432

* Include petitions brought forward from the previous year.
 1,480 fresh Review Petitions received against 261,101 decisions i.e. 0.57%

Table-4: Representations Filed and Decisions Received from the President's Secretariat

S. No.	Description	Cases
a	Representations filed during the year	688 Against the decisions of 261,101
b	Decisions Received	688
c	Decisions upheld	318 (46.22%)
d	Accepted	140 (20.35%)
e	Remanded	17 (2.47%)
f	Others / Infructuous	213 (30.96%)

**Table-5: Volume of Complaints Against Key Agencies
RECEIPT AND DIAPOSAL DURING 2025**

S. No.	Name of Agency	Receipt	Disposal
A-Power Companies			
1	Lahore Electric Supply Co. (LESCO)	39,410	41,929
2	Multan Electric Power Co. (MEPCO)	22,744	23,303
3	K-Electric	16,743	17,206
4	Sukkur Electric Power Co. (SEPCO)	12,962	12,727
5	Hyderabad Electric Supply Co. (HESCO)	11,236	11,501
6	Faisalabad Electric Supply Co. (FESCO)	4,882	4,791
7	Peshawar Electric Supply Co. (PESCO)	3,495	4,284
8	Quetta Electric Supply Co. (QESCO)	2,528	2,481
9	Gujranwala Electric Power Co. (GEPCO)	1,833	1,952
10	Islamabad Electric Supply Co. (IESCO)	1,619	1,648
	Sub-Total:	117,452	121,822
B-Gas Companies			
11	Sui Southern Gas Co. Limited (SSGCL)	16,755	15,809
12	Sui Northern Gas Pipelines Ltd. (SNGPL)	6,742	6,838
	Sub-Total:	23,497	22,647

C- Some other Agencies having complaints more than 500			
13	Benazir Income Support Programme	26,327	27,226
14	NADRA	11,049	10,279
15	Pakistan Post Office Department	5,692	5,485
16	Postal Life Insurance (PLI)	5,364	5,394
17	Pakistan Bait ul Mal	2,780	2,689
18	Federal Investigation Agency (FIA)	2,624	2,605
19	EOBI	2,261	2,603
20	PTA	2,163	2,144
21	Immigration & Passport	2,144	2,651
22	PTCL / Ufone	1,453	1,531
23	Pakistan Railways	1,388	1,430
24	Allama Iqbal Open	1,229	1,241
25	Federal Employees BF & GI	1,135	1,120
26	National Bank of Pakistan	1,108	1,100
27	State Life Insurance	1,085	1,090
28	State Bank of Pakistan	1,016	1,061
29	Higher Education	790	777
30	Capital Development	712	700
31	Intelligence Bureau (IB)	632	719
32	Accountant General	576	577
	Sub-Total:	71,597	72,451
	Total (A+B+C)	212,546	216,920
	Remaining Agencies	44,211	44,210
	Total:	256,688	261,101

**LEGAL
FRAMEWORK**

PRESIDENT'S ORDER NO. 1 OF 1983

Government of Pakistan
Ministry of Law and Parliamentary Affairs
 (Law Division)

Islamabad, the 24th January, 1983

No. F. 17(2)/83-Pub.—The following Order made by the President is hereby published for general information :—

ESTABLISHMENT OF THE OFFICE OF WAFAQI MOHTASIB (OMBUDSMAN) ORDER, 1983

President's Order No. 1 of 1983

WHEREAS it is expedient to provide for the appointment of the Wafaqi Mohtasib (Ombudsman) to diagnose, investigate, redress and rectify any injustice done to a person through mal-administration;

NOW, THEREFORE, in pursuance of the Proclamation of the fifth day of July, 1977, and in exercise of all powers enabling him in that behalf, the President and Chief Martial Law Administrator is pleased to make following order:

1. Short title, extent and commencement.—(1) This Order may be called the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983.

(2) It extends to the whole of Pakistan.

(3) It shall come into force at once.

2. Definitions.—In this Order, unless there is anything repugnant in the subject or context,—

(1) “Agency” means a Ministry, Division, Department, Commission or office of the Federal Government or statutory body, corporation or other institution established or controlled by the Federal Government but does not include the Supreme Court, the Supreme Judicial Council, the Federal Shariat Court or a High Court; (Amended vide Ordinance No. LXXII of 2002)

(2) “Mal-administration” includes:

(i) a decision, process, recommendation, act of omission or commission which:

(a) is contrary to law, rules or regulations or is a departure from established practice or procedure, unless it is bona fide and for valid reasons; or

(b) is perverse, arbitrary or unreasonable, unjust, biased, oppressive, or discriminatory; or

(c) is based on irrelevant grounds; or

- (d) involves the exercise of powers or the failure or refusal to do so, for corrupt or improper motives, such as, bribery, jobbery, favouritism, nepotism and administrative excesses; and
- (ii) neglect, inattention, delay, incompetence, inefficiency and ineptitude, in the administration or discharge of duties and responsibilities.
- (3) “Mohtasib” means the Wafaqi Mohtasib (Ombudsman) appointed under Article 3:
- (4) “Office” means the office of the Mohtasib;
- (5) “prescribed” means prescribed by rules made under this Order;
- (6) “public servant” means a public servant as defined in section 21 of the Pakistan Penal Code (Act XLV of 1860), and includes a Minister, Adviser, Parliamentary Secretary and the Chief Executive, Director, other officer or employee or member of any Agency; and
- (7) “staff” means any employee or commissioner of the Office and includes co-opted members of the staff, consultants, advisers, bailiffs, liaison officers and experts.

3. Appointment of Mohtasib.—(1) There shall be a Wafaqi Mohtasib (Ombudsman), who shall be appointed by the President.

(2) Before entering upon office, the Mohtasib shall take an oath before the President in the form set out in the First Schedule.

(3) The Mohtasib shall, in all matters, perform his functions and exercise his powers fairly, honestly, diligently and independently of the executive; and all executive authorities throughout Pakistan shall act in aid of the Mohtasib.

4. Tenure of the Mohtasib.— (1) The Mohtasib shall hold office for a period of four years and shall not be eligible for any extension of tenure or re-appointment as Mohtasib under any circumstances.

(2) The Mohtasib may resign his office by writing under his hand addressed to the President.

5. Mohtasib not to hold any other office of profit, etc.—(1) The Mohtasib shall not—

- (a) hold any other office of profit in the service of Pakistan; or
- (b) occupy any other position carrying the right to remuneration for rendering of services.

(2) The Mohtasib shall not hold any office of profit in the service of Pakistan before the expiration of two years after he has ceased to hold that office; nor shall he be eligible during the tenure of office and for period of two years thereafter for election as a member of Parliament or a Provincial Assembly or any local body or take part in any political activity.

6. Terms and conditions of service and remuneration of Mohtasib.—

(1) The Mohtasib shall be entitled to such salary, allowances and privileges and other terms and conditions of service as the President may determine and these terms shall not be varied during the term of office of a Mohtasib.

(2) The Mohtasib may be removed from office by the President on the ground of misconduct or of being incapable of properly performing the duties of his office by reasons of physical or mental incapacity:

Provided that the Mohtasib may, if he sees fit and appropriate to refute any charges, request an open public evidentiary hearing before the Supreme Judicial Council and, if such a hearing is not held within thirty days of receipt of such request or not concluded within ninety days of its receipt, the Mohtasib will be absolved of any and all stigma whatever. In such circumstances, the Mohtasib may choose to leave his office and shall be entitled to receive full remuneration and benefits for the rest of his term.

(3) If the Mohtasib makes a request under the proviso to clause (2), he shall not perform his functions under this Order until the hearing before the Supreme Judicial Council has concluded.

(4) A Mohtasib removed from office on the ground of misconduct shall not be eligible to hold any office of profit in the service of Pakistan or for election as member of Parliament or a Provincial Assembly or any local body.

7. Acting Mohtasib.—At any time when the Office of Mohtasib is vacant, or the Mohtasib is absent or is unable to perform his functions due to any cause, the President shall appoint an acting Mohtasib.

8. Appointment and terms and conditions of service of staff.— (1) The members of the staff, other than those mentioned in the Article 20, shall be appointed by the President, or by a person authorised by him, in such manner as may be prescribed by the Federal Government. (Amended vide Ordinance No. LXXII of 2002)

(2) It shall not be necessary to consult the Federal Public Service Commission for making appointment of the members of the staff or on matters relating to qualification for such appointment and methods of their recruitment.

(3) The members of the staff shall be entitled to such salary, allowances and other terms and conditions of service as may be prescribed having regard to the salary, allowances and other terms and conditions of service that may for the time being be admissible to other employees of the Federal Government in the corresponding Grades in the National Pay Scales.

(4) Before entering upon office a member of the staff mentioned in clause (1) shall take an oath before the Mohtasib in the form set out in the Second Schedule.

9. Jurisdiction, functions and power of the Mohtasib.—(1) The Mohtasib may, on a complaint by any aggrieved person, on a reference by the President, the Federal Council or the National Assembly, as the case may be, or on a motion of the Supreme Court or a High Court made during the course of any proceedings before it or of his own motion, undertake any investigation into any allegation of mal-administration on the part of any Agency or any of its officers or employees:

Provided that the Mohtasib shall not have any jurisdiction to investigate or inquire into any matters which:

- (a) are sub-judice before a court of competent jurisdiction or tribunal or board in Pakistan on the date of the receipt of a complaint, reference or motion by him; or
- (b) relate to the external affairs of Pakistan or the relations or dealing of Pakistan with any foreign state or government; or
- (c) relate to, or are connected with the defence of Pakistan or any part thereof, the military, naval and air forces of Pakistan, or the matters covered by the laws relating to those forces.

(2) Notwithstanding anything contained in clause (1), the Mohtasib shall not accept for investigation any complaint by or on behalf of a public servant or functionary concerning any matters relating to the Agency in which he is, or has been, working in respect of any personal grievance relating to his service therein.

(3) For carrying out the objectives of this Order and, in particular for ascertaining the root causes of corrupt practices and injustice, the Mohtasib may arrange for studies to be made or research to be conducted and may recommend appropriate steps for their eradication.

(4) The Mohtasib may set up regional offices as, when and where required.

10. Procedure and evidence.—(1) A complaint shall be made on solemn affirmation or oath and in writing addressed to the Mohtasib by the person aggrieved or, in the case of his death, by his legal representative and may be lodged in person at the office or handed over to the Mohtasib in person or sent by any other means of communication to the office.

(2) No anonymous or pseudonymous complaints shall be entertained.

(3) A complaint shall be made not later than three months from the day on which the person aggrieved first had the notice of the matter alleged in the complaint, but the Mohtasib may conduct any investigation pursuant to a complaint which is not within time if he considers that there are special circumstances which make it proper for him to do so.

(4) When the Mohtasib proposes to conduct an investigation he shall issue to the principal officer of the Agency concerned, and to any other person who is alleged in the complaint to have taken or authorised the action complained of, a notice calling upon him to meet the allegations contained in the complaint, including rebuttal;

Provided that the Mohtasib may proceed with the investigation if no response to the notice is received by him from such principal officer or other person within thirty days of the receipt of the notice or within such longer period as may have been allowed by the Mohtasib.

(5) Every investigation shall be conducted in private, but the Mohtasib may adopt such procedure as he considers appropriate for such investigation and he may obtain information from such persons and in such manner and make such

inquiries as he thinks fit.

(6) A person shall be entitled to appear in person or be represented before the Mohtasib.

(7) The Mohtasib shall, in accordance with the rules made under this Order, pay expenses and allowances to any person who attends or furnishes information for the purposes of any investigation.

(8) The conduct of an investigation shall not affect any action taken by the Agency concerned, or any power or duty of that Agency to take further action with respect to any matter subject to the investigation.

(9) For the purposes of an investigation under this Order, the Mohtasib may require any office or member of the Agency concerned to furnish any information or to produce any document which in the opinion of the Mohtasib is relevant and helpful in the conduct of the investigation, and there shall be no obligation to maintain secrecy in respect of disclosure of any information or document for the purposes of such investigation:

Provided that the President may, in his discretion, on grounds of its being a State secret, allow claim of privilege with respect to any information or document.

(10) In any case where the Mohtasib decides not to conduct an investigation, he shall send to the complainant a statement of his reasons for not conducting the investigation.

(11) Save as provided in this order, the Mohtasib shall regulate the procedure for the conduct of business or the exercise of powers under this Order.

11. Recommendations for implementation.—(1) If, after having considered a matter on his own motion, or on a complaint or on a reference by the President, the Federal Council or the National Assembly, or on a motion by the Supreme Court or a High Court, as the case may be, the Mohtasib is of the opinion that the matter considered amounts to mal-administration, he shall communicate his findings to the Agency concerned:

- (a) to consider the matter further,
- (b) to modify or cancel the decision, process, recommendation, act or omission;
- (c) to explain more carefully the act or decision in question;
- (d) to take disciplinary action against any public servant of any Agency under the relevant laws applicable to him;
- (e) to dispose of the matter or case within a specified time;
- (f) to take action on his findings and recommendations to improve the working and efficiency of the Agency within a specified time; or
- (g) to take any other step specified by the Mohtasib.

(2) The Agency shall, within such time as may be specified by the Mohtasib, inform him about the action taken on his recommendations or the reasons for not complying with the same.

(2A). If after considering the reasons of the Agency in respect of his recommendations under clause (2), the Wafaqi Mohtasib is satisfied that no case of mal-administration is made out he may alter, modify, amend or recall the recommendations made under clause (1):

Provided that where the order is made on a complaint, no order shall be passed unless the complainant is given an opportunity of being heard.

(Inserted new Clause (2A) vide Ordinance No. LXXII of 2002)

(3) In any case where the Mohtasib has considered a matter, or conducted an investigation, on a complaint or on a reference by the President, the Federal Council or the National Assembly or on a motion by the Supreme Court or a High Court, the Mohtasib shall forward a copy of the communication received by him from the Agency in pursuance of clause (2) to the complainant or, as the case may be, the President, the Federal Council, the National Assembly, the Supreme Court or the High Court.

(4) If, after conducting an investigation, it appears to the Mohtasib that an injustice has been caused to the person aggrieved in consequence of mal-administration and that the injustice has not been or will not be remedied, he may, if he thinks fit, lay a special report on the case before the President.

(5) If the Agency concerned does not comply with the recommendations of the Mohtasib or does not give reasons to the satisfaction of the Mohtasib for non-compliance, it shall be treated as “Defiance of Recommendations” and shall be dealt with as hereinafter provided.

12. Defiance of Recommendations.—(1) If there is a “Defiance of Recommendations” by the public servant in any Agency with regard to the implementation of a recommendation given by the Mohtasib, the Mohtasib may refer the matter to the President who may, in his discretion, direct the Agency to implement the recommendation and inform the Mohtasib accordingly.

(2) In each instance of “Defiance of Recommendations” a report by the Mohtasib shall become a part of the personal file or Character Roll of the public servant primarily responsible for the defiance:

Provided that the public servant concerned had been granted an opportunity to be heard in the matter.

13. Reference by Mohtasib.—Where, during or after an inspection or an investigation, the Mohtasib is satisfied that any person is guilty of any allegations as referred to clause (1) of Article 9 the Mohtasib may refer the case to the concerned authority for appropriate corrective or disciplinary action, or both corrective and disciplinary action, and the said authority shall inform the Mohtasib within thirty days of the receipt of reference of the action taken. If no information is received within this period, the Mohtasib may bring the matter to the notice of the President for such action as he may deem fit.

14. Powers of the Mohtasib.—(1) The Mohtasib shall, for the purposes of this Order, have the same powers as are vested in a Civil Court under the Code of Civil Procedure, 1908 (Act V of 1908), in respect of the following matters, namely:-

- (a) summoning and enforcing the attendance of any person and examining him on oath;
- (b) compelling the production of documents;
- (c) receiving evidence on affidavits; and
- (d) issuing commission for the examination of witnesses.

(2) The Mohtasib shall have the power to require any person to furnish information on such points or matters as, in the opinion of the Mohtasib, may be useful for, or relevant to, the subject matter of any inspection or investigation.

(3) The powers referred to in clause (1) may be exercised by the Mohtasib or any person authorised in writing by the Mohtasib in this behalf while carrying out an inspection or investigation under the provisions of this Order.

(4) Where the Mohtasib finds the complaint referred to in clause (1) of Article 9 to be false, frivolous or vexatious, he may award reasonable compensation to the Agency, public servant or other functionary against whom the complaint was made; and the amount of such compensation shall be recoverable from the complainant as an arrears of land revenue:

Provided that the award of compensation under this clause shall not debar the aggrieved person from seeking civil and criminal remedy.

(5) If any Agency, public servant or other functionary fails to comply with a direction of the Mohtasib, he may, in addition to taking other actions under this Order, refer the matter to the appropriate authority for taking disciplinary action against the person who disregarded the direction of the Mohtasib.

(6) If the Mohtasib has reason to believe that any Public servant or other functionary has acted in a manner warranting criminal or disciplinary proceedings against him, he may refer the matter to the appropriate authority for necessary action to be taken within the time specified by the Mohtasib.

(7) The staff and the nominees of the Office may be commissioned by the Mohtasib to administer oaths for the purposes of this order and to attest various affidavits, affirmations or declarations which shall be admitted in evidence in all proceedings under this Order without proof of the signature or seal or official character of such person.

15. Power to enter and search any premises.—(1) The Mohtasib, or any member of the staff authorised in this behalf, may, for the purpose of making any inspection or investigation, enter any premises where the Mohtasib or, as the case may be, such member has reason to believe that any article, book of accounts, or any other document relating to the subject matter of inspection or investigation may be found, and may:

- (a) search such premises and inspect any article, book of accounts or other documents;
- (b) take extract or copies of such books of accounts and documents;
- (c) impound or seal such articles, books of accounts and documents; and
- (d) make an inventory of such articles, books of accounts and other

documents found in such premises.

(2) All searches made under clause (1) shall be carried out, *mutatis mutandis*, in accordance with the provisions of the Code of Criminal Procedure, 1898 (Act V of 1898).

16. Power to punish for contempt.—(1) The Mohtasib shall have same powers, *mutatis mutandis*, as the Supreme Court has to punish any person for its contempt who:

- (a) abuses, interferes with, impedes, imperils, or obstructs the process of the Mohtasib in any way or disobeys any order of the Mohtasib;
- (b) scandalises the Mohtasib or otherwise does anything which tends to bring the Mohtasib, his staff or nominees or any person authorised by the Mohtasib in relation to his office, into hatred, ridicule or contempt;
- (c) does anything which tends to prejudice the determination of a matter pending before the Mohtasib; or
- (d) does any other thing which, by any other law, constitutes contempt of court:

Provided that fair comments made in good faith and in public interest on the working of the Mohtasib or any of his staff, or on final report of the Mohtasib after the completion of the investigation shall not constitute contempt of the Mohtasib or his Office.

(2) Any person sentenced under clause (1) may, notwithstanding anything herein contained, within thirty days of the passing of the order, appeal to the Supreme Court.

(3) Nothing in this Article takes away from the power of the President to grant pardon, reprieve or respite and to remit, suspend or commute any sentence passed by any court, tribunal or other authority.

17. Inspection Team.—(1) The Mohtasib may constitute an Inspection Team for the performance of any of the functions of the Mohtasib.

(2) An Inspection Team shall consist of one or more members of the staff and shall be assisted by such other person or persons as the Mohtasib may consider necessary.

(3) An Inspection Team shall exercise such of the powers of the Mohtasib as he may specify by order in writing and every report of the Inspection Team shall first be submitted to the Mohtasib with its recommendations for appropriate action.

18. Standing Committees, etc.—The Mohtasib may, whenever he thinks fit, establish standing or advisory committees at specified places with specified jurisdiction for performing such functions of the Mohtasib as are assigned to them from time to time, and every report of such committee shall first be submitted to the Mohtasib with its recommendations for appropriate action.

19. Delegation of Powers.—The Mohtasib may, by order in writing,

delegate such of his powers as may be specified in the order to any member of his staff or to a standing or advisory committee, to be exercised subject to such conditions as may be specified, and every report of such member or committee shall first be submitted to the Mohtasib with his or its recommendations for appropriate action.

20. Appointment of advisers, etc.—The Mohtasib may appoint advisers, consultants, fellows, bailiffs, interns, commissioners and experts or ministerial staff with or without remuneration, to assist him in the discharge of his duties under this Order.

21. Authorisation of Provincial functionaries, etc.—The Mohtasib may, if he considers it expedient, authorise, with the consent of a Provincial Government, any agency, public servant or other functionary working under the administrative control of the Provincial Government to undertake the functions of the Mohtasib under clause (1) or clause (2) of Article 14 in respect of any matter falling within the jurisdiction of the Mohtasib; and it shall be the duty of the agency, public servant or other functionary so authorised to undertake such functions to such extent and subject to such conditions as the Mohtasib may specify.

22. Award of costs and compensation and refunds of amounts.—(1) The Mohtasib may, where he deems necessary, call upon a public servant, other functionary or any Agency to show cause why compensation be not awarded to an aggrieved party for any loss or damage suffered by him on account of any mal-administration committed by such public servant, other functionary or agency, and after considering the explanation, and hearing such public servant, other functionary or Agency, award reasonable costs or compensation and the same shall be recoverable as arrears of land revenue from the public servant, functionary or Agency.

(2) In cases involving payment of illegal gratification by any employee of any Agency, or to any other person on his behalf, or misappropriation, criminal breach of trust or cheating, the Mohtasib may order the payment thereof for credit to the government or pass such other order as he may deem fit.

(3) An order made under clause (2) against any person shall not absolve such person of any liability under any other law.

23. Assistance and advice to Mohtasib.—(1) The Mohtasib may seek the assistance of any person or authority for the performance of his functions under this Order.

(2) All officers of an Agency and any person whose assistance has been sought by the Mohtasib in the performance of his functions shall render such assistance to the extent it is within their power or capacity.

(3) No statement made by a person or authority in the course of giving evidence before the Mohtasib or his staff shall subject him to, or be used against him in any civil or criminal proceedings except for prosecution of such person for giving false evidence.

24. Conduct of business.—(1) The Mohtasib shall be the Chief Executive of the Office and shall enjoy administrative and financial autonomy as may be

prescribed by the Federal Government. (Amended vide Ordinance No. LXXII of 2002)

(2) The Mohtasib shall be the Principal Accounting Officer of the Office in respect of the expenditure incurred against budget grant or grants controlled by the Mohtasib and shall, for this purpose, exercise all the financial and administrative powers delegated to him. (Amended vide Ordinance No. LXXII of 2002)

25. Requirement of affidavits.—(1) The Mohtasib may require any complainant or any party connected or concerned with a complaint or with any inquiry or reference, to submit affidavit attested or notarised before any competent authority in that behalf within the time prescribed by the Mohtasib or his staff.

(2) The Mohtasib may take evidence without technicalities and may also require complainants or witnesses to take lie detection tests to examine their veracity and credibility and draw such inferences that are reasonable in all circumstances of the case, especially when a person refuses, without reasonable justification, to submit to such tests.

26. Remuneration of advisers, consultants etc.—(1) The Mohtasib may, in his discretion, fix an honorarium or remuneration of advisers, consultants, experts and interns engaged by him from time to time for the services rendered.

(2) The Mohtasib may, in his discretion, fix a reward or remuneration to any person for exceptional services rendered, or valuable assistance given to the Mohtasib in carrying out his functions:

Provided that the Mohtasib shall withhold the identity of that person, if so requested by the person concerned, and take steps to provide due protection under the law to such person against harassment, victimisation, retribution, reprisals or retaliation.

27. Mohtasib and staff to be public servants.—The Mohtasib, the employees, officers and all other staff of the Office shall be deemed to be public servants within the meaning of Section 21 of the Pakistan Penal Code (Act XLV of 1860).

28. Annual and other reports.—(1) Within three months of conclusion of the calendar year to which the report pertains, the Mohtasib shall submit an Annual Report to the President.

(2) The Mohtasib may, from time to time, lay before the President such other reports relating to his functions as he may think proper or as may be desired by the President.

(3) Simultaneously, such reports shall be released by the Mohtasib for publication and copies thereof shall be provided to the public at reasonable cost.

(4) The Mohtasib may also, from time to time, make public any of his studies, research, conclusions, recommendations, ideas or suggestions in respect of any matters being dealt with by the Office.

(5) The report and other documents mentioned in this Article shall be placed before the Federal Council or the National Assembly, as the case may be.

29. Bar of jurisdiction.—No court or other authority shall have jurisdiction—

- (1) to question the validity of any action taken, or intended to be taken, or order made, or anything done or purporting to have been taken, made or done under this Order; or
- (2) to grant an injunction or stay or to make any interim order in relation to any proceedings before, or anything done or intended to be done or purporting to have been done by, or under the orders or at the instance of the Mohtasib.

30. Immunity.—No suit, prosecution or other legal proceeding shall lie against the Mohtasib, his Staff, Inspection Team, nominees, member of a Standing or Advisory Committee or any person authorised by the Mohtasib for anything which is in good faith done or intended to be done under this Order.

31. Reference by the President.—(1) The President may refer any matter, report or complaint for investigation and independent recommendations by the Mohtasib.

(2) The Mohtasib shall promptly investigate any such matter, report or complaint and submit his findings or opinion within a reasonable time.

(3) The President may, by notification in the official Gazette, exclude specified matters, public functionaries or Agency from the operation and purview of all or any of the provisions of this Order.

32. Representation to President.—Any person aggrieved by a decision or order of the Mohtasib may, within thirty days of the decision or order, make a representation to the President, who may pass such order thereon as he may deem fit.

33. Informal resolution of disputes.—(1) Notwithstanding any thing contained in this Order, the Mohtasib and a member of the Staff shall have the authority to informally conciliate, amicably resolve, stipulate, settle or ameliorate any grievance without written memorandum and without the necessity of docketing any complaint or issuing any official notice.

(2) The Mohtasib may appoint for purposes of liaison counsellors, whether honorary or otherwise, at local levels on such terms and conditions as the Mohtasib may deem proper.

34. Service of process.—(1) For the purposes of this Order, a written process or communication from the Office shall be deemed to have been duly served upon a respondent or any other person by, inter alia, any one or more of the following methods, namely:

- (i) by service in person through any employee of the Office or by any special process-server appointed in the name of the Mohtasib by any authorised staff of the Office, or any other person authorised in this behalf;
- (ii) by depositing in any mail box or posting in any Post Office a postage-prepaid copy of the process, or any other document under

certificate of posting or by registered post acknowledgement due to the last known address of the respondent or person concerned in the record of the Office in which case service shall be deemed to have been effected ten days after the aforesaid mailing;

- (iii) by a police officer or any employee or nominee of the Office leaving the process or document at the last known address, abode or place of business of the respondent or person concerned and, if no one is available at the aforementioned address, premises or place, by affixing a copy of the process or other document to the main entrance of such address; and
- (iv) by publishing the process or document through any newspaper and sending a copy thereof to the respondent or the person concerned through ordinary mail, in which case service shall be deemed to have been effected on the day of the publication of the newspaper.

(2) In all matters involving service the burden of proof shall be upon a respondent to credibly demonstrate by assigning sufficient cause that he, in fact, had absolutely no knowledge of the process, and that he actually acted in good faith.

(3) Whenever a document or process from the Office is mailed, the envelope or the package shall clearly bear the legend that it is from the Office.

35. Expenditure to be charged on Federal Consolidated Fund.—The remuneration payable to the Mohtasib and the administrative expenses of the Office, including the remuneration payable to staff, nominees and grantees, shall be an expenditure charged upon the Federal Consolidated Fund.

36. Rules.—The Mohtasib may, with the approval of the President, make rules for carrying out the purposes of the Order.

37. Order to override other laws.—The provisions of this Order shall have effect notwithstanding any thing contained in any other law for the time being in force.

38. Removal of difficulties.—If any difficulty arises in giving effect to any provision of this Order, the President may make such order, not inconsistent with the provisions of this Order, as may appear to him to be necessary for the purpose of removing such difficulty.

THE FIRST SCHEDULE

[See Article 3 (2)]

I,do solemnly swear that I will bear true faith and allegiance to Pakistan;

That as Wafaqi Mohtasib, I will discharge my duties and perform my functions honestly, to the best of my ability, faithfully in accordance with the laws of the Islamic Republic of Pakistan, and without fear or favour, affection or ill-will;

That I will not allow my personal interest to influence my official conduct or my official decisions;

That I shall do my best to promote the best interest of Pakistan;

And that I will not directly or indirectly communicate, or reveal to any person any matter which shall be brought under my consideration, or shall become known to me, as Wafaqi Mohtasib, except as may be required for the due discharge of my duties as Wafaqi Mohtasib.

May Allah Almighty help and guide me (Ameen).

THE SECOND SCHEDULE

[See Article 8 (4)]

I,do solemnly swear that I will bear true faith and allegiance to Pakistan;

That as an employee of the office of the Wafaqi Mohtasib, I will discharge my duties and perform my functions honestly, to the best of my ability, faithfully in accordance with the Laws of the Islamic Republic of Pakistan and without fear or favour, affection, or ill-will.

That I will not allow my personal interest to influence my official conduct or my official decisions;

And that I will not directly or indirectly communicate or reveal to any person any matter which shall be brought under my consideration, or shall become known to me, as an employee of the office of the Wafaqi Mohtasib.

May Allah Almighty help and guide me (Ameen).

GENERAL

M. ZIA-UL-HAQ,

President and Chief Martial Law Administrator.

CHIEF MARTIAL LAW ADMINISTRATOR'S SECRETARIAT PAKISTAN

NOTIFICATION

Rawalpindi, the 13th August, 1984

No.57/104(15)/ML-IB/CMLA.—In exercise of the powers conferred by clause (3) of Article 31 of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O. No. 1 of 1983), the President is pleased to exclude any matter relating to, or connected directly or indirectly with the Federally Administered Tribal Areas from the operation and purview of all the provisions of the said Order.

By order of the President.

MAJ. GEN.

MALIK ABDUL WAHEED,
COS to the President and CMLA.

CHIEF MARTIAL LAW ADMINISTRATOR'S SECRETARIAT PAKISTAN**ORDER**

1. In response to the representation made by the Ministry of Defence, the President in exercise of powers conferred by Article 32 of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O. 1 of 1983) is pleased to order, to remove all doubts in this behalf, that the ouster of jurisdiction contained in paragraph (c) of proviso to clause (1) of Article 9 of the aforesaid President's Order is absolute with respect to the following matters :-

the Defence Division, the Defence Production Division and the military, naval or air forces of Pakistan, and any department, body, authority or organisation directly or indirectly under the management or control of, or in any manner connected with, either of the said Divisions or the said forces.

2. By order of the President.

Rawalpindi:
13th August, 1984.

MAJ. GEN.
MALIK ABDUL WAHEED,
COS to the President and CMLA

FEDERAL OMBUDSMEN INSTITUTIONAL REFORMS ACT NO. XIV OF 2013

M – 302
REGISTERED No. L.7646

The Gazette of Pakistan

**EXTRAORDINARY
PUBLISHED BY AUTHORITY**

ISLAMABAD, WEDNESDAY, MARCH 20, 2013

PART 1

Acts, Ordinance, President's Orders and Regulations

SENATE SECRETARIAT

Islamabad, the 20th March, 2013

No. F. 9(10)/2013-Legis.—The following Act of Majlis-e-Shoora (Parliament) received the assent of the President on 20th March, 2013 is hereby published for general information:

ACT No. XIV of 2013

An Act to make institutional reforms for standardizing and harmonizing the laws relating to Federal Ombudsmen institution and the matters ancillary or akin thereto

WHEREAS it is expedient to make institutional reforms for standardizing and harmonizing the laws relating to institutions of Federal Ombudsmen and the matters ancillary or akin thereto:

AND WHEREAS, it is expedient to enhance effectiveness of the Federal Ombudsmen to provide speedy and expeditious relief to citizens by redressing their grievances to promote good governance;

AND WHEREAS, it is necessary that in order to enable the Federal Ombudsmen to perform their functions efficiently, they should enjoy administrative and financial autonomy;

Now, **THEREFORE**, it is hereby enacted as follows:—

1. Short title, extent and commencement.— (1) This Act may be called the Federal Ombudsmen Institutional Reforms Act, 2013.

(2) It extends to the whole of Pakistan.

(3) It shall come into force at once.

2. Definitions.— In this Act, unless there is anything repugnant in the subject or context,—

- (a) **“Agency”** means, the Agency defined in the relevant legislation and in relation to the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O.No.1 of 1983) shall include an Agency in which the Federal Government has any share or which has been licensed or registered by the Federal Government and notified by the Federal Government in the Official Gazette.
- (b) **“Ombudsman”** means an Ombudsman appointed under the relevant Legislation and includes the Ombudsman appointed under section 21.
- (c) **“relevant legislation”** means, the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 (P.O.No.1 of 1983), the Establishment of the Office of Federal Tax Ombudsman Ordinance, 2000 (XXXV of 2000), the Insurance Ordinance, 2000 (Ordinance No. XXXIX of 2000), the Banking Companies Ordinance, 1962 (LVII of 1962), and the Protection against Harassment of Women at the Workplace Act, 2010 (IV of 2010).

3. Tenure of the Ombudsman.— The Ombudsman shall hold office for a period of four years and shall not be eligible for any extension of tenure or re-appointment as Ombudsman under any circumstances:

Provided that the Ombudsman shall continue to hold office after expiry of his tenure till his successor enters upon the office.

4. Acting Ombudsman.— At any time when the office of Ombudsman is vacant or he is unable to perform his functions due to any cause the President shall appoint an Acting Ombudsman who shall perform functions and exercise powers as are vested in the Ombudsman and shall be entitled to all privileges as are admissible to Ombudsman:

Provided that till such time the Acting Ombudsman is appointed, the Wafaqi Mohtasib (Ombudsman) shall act as Ombudsman of the concerned office and in case the Wafaqi Mohtasib is absent or unable to perform functions of his office, the Federal Tax Ombudsman shall act as Wafaqi Mohtasib (Ombudsman) in addition to his own duties.

5. Removal of Ombudsman.— An Ombudsman may be removed from office through Supreme Judicial Council on the grounds of being incapable of properly performing duties of his office by reason of physical or mental incapacity or found to have been guilty of misconduct.

6. Resignation.— The Ombudsman may resign his office by writing under his hand addressed to the President.

7. Grievance Commissioner.— (1) The Ombudsman shall appoint or designate an officer not below BPS-21 as a Grievance Commissioner in an Agency against which a large number of complaints are received persistently.

(2) The Grievance Commissioner shall exercise the powers and perform the functions as may be specified by the Ombudsman.

8. Oath of office.— An Ombudsman shall take Oath before he enters upon his office in the form as prescribed in the relevant legislation and in case such form is not prescribed in the relevant legislation he shall make oath before the President before he enters upon office in the form set out in the Schedule to this Act.

9. Expeditious disposal of complaints.— (1) The Agency shall, if so required by the Ombudsman submit written comments in a complaint within fifteen days, and this period may be extended for a further period of seven days on a sufficient cause.

(2) The representative of the Agency shall, if so required by the Ombudsman, attend the hearing of complaint, or may request in writing for adjournment with specific reasons, such adjournment if justified shall not be allowed more than seven days.

(3) Disciplinary action shall be taken by the competent authority if there is failure in terms of sub-section (1) or sub-section (2).

(4) The Competent authority shall within fifteen days inform the Ombudsman about the action taken on his orders under sub-section (3).

(5) The Ombudsman shall dispose of the complaint within a period of sixty days.

10. Powers of Ombudsman.— In addition to powers exercised by Ombudsman under the relevant legislation, he shall also have following powers of a civil court, namely:—

(i) granting temporary injunctions; and

(ii) implementation of the recommendations, orders or decisions.

11. Temporary Injunction.— The Ombudsman may stay operation of the impugned order or decision for a period not exceeding sixty days.

12. Power to punish for contempt.— An Ombudsman shall have power to punish for contempt as provided in the Contempt of Court Ordinance, 2003(V of 2003).

13. Review.— (1) The Ombudsman shall have the power to review any findings, recommendations, order or decision on a review petition made by an aggrieved party within thirty days of the findings, recommendations, order or decision.

(2) The Ombudsman shall decide the review petition within forty five days.

(3) In review, the Ombudsman may alter, modify, amend or recall the recommendation, order or decision.

14. Representation.— (1) Any person or party aggrieved by a decision, order, findings or recommendations of an Ombudsman may file representation to the President within thirty days of the decision, order, findings or recommendations.

(2) The operation of the impugned order, decision, findings or recommendations shall remain suspended for period of sixty days, if the representation is made as per sub-section (1).

(3) The representation shall be addressed directly to the President and not through any Ministry, Division or Department.

(4) The representation shall be processed in the office of the President by a person who had been or is qualified to be a judge of the Supreme Court or has been Wafaqi Mohtasib or Federal Tax Ombudsman.

(5) The representation shall be decided within ninety days.

15. Personal hearing.—It shall not be necessary for the President or the Ombudsman to give personal hearing to the parties and the matter may be decided on the basis of available record and written comments filed by the Agency.

16. Supply of copies.—The Ombudsman shall supply free of cost copies of the findings and recommendations to the parties within fifteen days of the decision.

17. Administrative and financial powers of Ombudsman.— (1) The Ombudsman shall be the Chief Executive and Principal Accounting Officer of the Office and shall enjoy complete administrative and financial autonomy.

(2) The remuneration payable to the Ombudsman and the administrative expenses of the office shall be an expenditure charged upon Federal Consolidated Fund.

(3) The Ombudsman shall have full powers to create new posts and abolish old posts, to change nomenclature and upgrade or downgrade any post provided the expenditure is met from within the allocated budget of the office of Ombudsman.

(4) The Ombudsman shall have full powers to re-appropriate funds from one head of account to another head of account and to sanction expenditure on any item from within the allocated budget.

(5) The Ombudsman may delegate any of his financial powers to a member of the staff not below BPS-21 or equivalent:

Provided that approval of the Ombudsman shall be obtained by the delegatee for exercise of powers under sub-section (3) and for re-appropriation of funds under sub-section (4), before implementation thereof.

18. Bar of jurisdiction.—No court or authority shall have jurisdiction to entertain a matter which falls within the Jurisdiction of an Ombudsman nor any court or authority shall assume jurisdiction in respect of any matter pending with or decided by an Ombudsman.

19. No Additional responsibility.— Except as provided in section 4, the Ombudsman shall not—

- (a) hold any other office of profit in the service of Pakistan; or
- (b) occupy any other position carrying the right to remuneration for rendering of services.

20. Holding office of profit after expiry of tenure.— The Ombudsman shall not hold any office of profit in the service of Pakistan, other than a judicial or quasi-judicial office, before the expiration of two years after he has ceased to hold office nor shall he be eligible, during the tenure of office and for a period of two years thereafter, for election as a member of Parliament or a Provincial Assembly or any local body or take part in any political activity.

21. Miscellaneous.— A woman, with an experience of atleast ten years in the matters relating to protection of women against harassment shall also be eligible to be appointed by the President as Ombudsman under the Protection against Harassment of Women at the Workplace Act, 2010 (IV of 2010).

22. Power to make rules.— The Federal Government may, by notification in the Official Gazette, make rules to carry out the purposes of this Act.

23. Removal of difficulties.— If any difficulty arises in giving effect to any provision of this Act, the President may make such Order, as may appear to him to be necessary or expedient for the purpose of removing the difficulty.

24. Overriding effect.— (1) The Provisions of this Act shall have effect notwithstanding anything contained in any other law for the time being in force.

(2) In case there is a conflict between the provisions of this Act and the relevant legislation, the provisions of this Act to the extent of inconsistency, shall prevail.

THE SCHEDULE

[See section 8]

I,.....do solemnly swear that I will bear true faith and allegiance to Pakistan;

That as ----- Ombudsman, I will discharge my duties and perform my functions honestly, to the best of my ability, faithfully in accordance with the laws of the Islamic Republic of Pakistan, and without fear or favour, affection or ill-will;

That I will not allow my personal interest to influence my official conduct or my official decisions;

And that I will not directly or indirectly communicate, or reveal to any person any matter which shall be brought under my consideration, or shall become known to me, as Ombudsman, except as may be required for the due discharge of my duties as Ombudsman.

May Allah Almighty help and guide me (Ameen).

IFTIKHAR ULLAH BABAR,
Secretary



Wafaqi Mohtasib CMIS



www.mohtasib.gov.pk



WafaqiMohtasibSecretariatOfficial



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Wafaqi Mohtasib (Ombudsman)'s Secretariat

36, Constitution Avenue, G-5, Islamabad (Pakistan)

Phone No: 92-51-9213886-7

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