



**AUDIT REPORT
ON
THE ACCOUNTS OF
PUBLIC SECTOR ENTERPRISES
GOVERNMENT OF SINDH**

AUDIT YEAR 2024-25

AUDITOR-GENERAL OF PAKISTAN

**SERVING THE NATION BY PROMOTING ACCOUNTABILITY TRANSPARENCY AND
GOOD GOVERNANCE IN THE MANAGEMENT AND USE OF PUBLIC RESOURCES**

FOR THE CITIZENS OF PAKISTAN

PREFACE

Articles 169 and 170 of Constitution of the Islamic Republic of Pakistan, 1973 read with sections 8 and 15 of the Auditor-General's (Functions, Powers and Terms and Conditions of Service) Ordinance, 2001 require the Auditor-General of Pakistan to conduct audit of the accounts of Government commercial undertakings, authorities or bodies established by the federation or provinces.

This report is based on audit of the accounts of Public Sector Enterprises of Government of Sindh for the year 2023-24. The Directorate General of Commercial Audit and Evaluation, Karachi conducted audit during the period July 01, 2024 to November 15, 2024 on a test check basis, with a view to report significant findings to the relevant stakeholders. The main body of the Audit Report includes the systemic issues and relatively less significant issues have been listed in the Annex-1 (MFDAC). These shall be pursued with the relevant Principal Accounting Officers (PAOs) of the department at Departmental Accounts Committee (DAC) level. In case where the PAO do not initiate appropriate action, the audit observations shall be brought to the notice of the Public Accounts Committee (PAC) through the next year's Audit Report.

There are certain audit para(s) which were also reported in last year(s) Audit Report(s) for the financial year 2022-23. Recurrence of such irregularities is matter of concern and needs to be addressed.

The Audit Report is submitted to Governor of Sindh in pursuance of the Article 171 of the Constitution of the Islamic Republic of Pakistan, 1973 for causing it to be laid before the Provincial Assembly.

Islamabad
Dated:

(Muhammad Ajmal Gondal)
Auditor-General of Pakistan

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ABBREVIATIONS & ACRONYMS

AGP	Auditor-General of Pakistan
AHS	Al-Hattaf Security
ANC	Antenatal Care Services
BHU	Basic Health Unit
BoD	Board of Directors
BSF	Basic Seed Farm
CA	Chartered Accountant
CM	Chief Minister
CTDCL	Central Drug Testing Laboratories
DAC	Departmental Accounts Committee
DGCA&E	Director General Commercial Audit & Evaluation
DM	District Manager
DOs	District Offices
E & D	Efficiency and Discipline
EOBI	Employees' Old-Age Benefits Institution
EOL	Extra Ordinary Leave
GFR	General Financial Rule
GoP	Government of Pakistan
GoS	Government of Sindh
GST	General Sales Tax
HR	Human Resource
HRM	Human Resource Management
IC	Investment Committee
KSEZ	Khairpur Special Economic Zone
LD	Liquidated Damages
LPC	Last Pay Certificate
MFDAC	Memorandum for Departmental Accounts Committee
MO	Medical Officer
MoU	Memorandum of Understanding agreement
NA	Nutrition Assistant
NOC	No Objection Certificate
NPFS	National Police Foundation Society
NPO	Not for Profit Organization
NUF	Non-utilization charges
OPD	Outpatient Department
OTP	Outpatient Therapeutic Program
PAC	Public Accounts Committee
PAO	Principal Accounting Officer
PCP	Pakistan Center of Philanthropist
PPHI	Registered name of M/s PPHI, Sindh (Previously Peoples Primary Healthcare Initiatives-Sindh)

PSE	Public Sector Enterprises
RHFs	Rural Health Facilities
ROs	Regional Offices
SCS	Supervisory Credit Scheme
SECP	Securities & Exchange Commission of Pakistan
SEHCL	Sindh Energy Holding Company (Pvt.) Limited
SESSI	Sindh Employees' Social Security Institution
SEZMC	Sindh Economic Zones Management Company
S&GAD	Services & General Administration Department
SGP	Sindh Government Press
SIAPPEP	Sindh Irrigated Agriculture Productivity & Enhancement Project
SIL	Sindh Insurance Limited
SITE	Sindh Industrial Trading Estate
SLCMC	Sindh Larkana Coal Mining Company
SLM&DC	Sindh Land Management & Development Company
SPL	Sindh Petroleum (Pvt) Ltd
SPPR	Sindh Public Procurement Rule
SPPRA	Sindh Public Procurement Regulatory Authority
SRECL	Sindh Renewable Energy Company (Pvt) Limited
SRSO	Sindh Rural Support Organization
SSC	Sindh Seed Corporation
SSIC	Sindh Small Industries Corporation
STDC	Sindh Transmission & Dispatch Company
TDR	Term Deposit Receipts
WHO	World Health Organization

EXECUTIVE SUMMARY

The Directorate General Commercial Audit & Evaluation (DG CA&E) (South) Karachi, carried out audit & evaluation of Public Sector Enterprises (PSEs), established by Government of Sindh, which maintain their accounts on commercial basis. Section 15 of the Auditor-General's (Functions, Powers and Terms and Conditions of Service) Ordinance, 2001 empowers the Auditor-General of Pakistan to conduct audit of companies and corporations established in public sector. DG (CA&E) Karachi is mandated to conduct regularity audit (financial audit & compliance with authority audit), performance audit and special audit of these PSEs. Out of total human resources available with DG (CA&E) Karachi, 16 officers and staff with 765 person-days, were deputed for the audit and an expenditure of Rs.2.894 million was incurred against above audits.

This report also contains comments on the audited annual accounts of 01 public sector enterprises. However, comments on 10 PSEs (**Annex-2**) could not be included in this report as the concerned management failed to submit their audited accounts by the cut-off date i.e. December 31, 2024. Moreover, 02 organizations ceased their operational activities during the period 1998 to 2003. These are still under the process of liquidation / privatization.

Scope of Audit

This office is mandated to conduct audit of 15 formations working under 08 PAOs/departments. Total expenditure and receipts of 07 formations were Rs. 22,628.496 million and Rs.17,493.864 million respectively for the financial year 2023-24. However, 08 formations did not provide their expenditure and receipts.

Audit coverage relating to expenditure for the current audit year comprises 07 formations of 04 PAOs/departments having a total expenditure of Rs.22,682.496 million for the financial year 2023-24. In terms of percentage, the audit coverage of expenditure is Rs.2,268.249 million (10%), and that of receipt is Rs.1,749.386 million (10%).

In addition to this audit report, DG, CA&E (South) conducted one (1) Impact Audit and one (1) Special Study. Reports of these audits (except impact audit) are being published separately.

Recoveries at the instance of Audit:

Audit pointed out recovery of Rs.5,828.736 million however, the management failed to recover the amount at the instance of Audit during the period.

a. Audit Methodology

Planning and Permanent Files of auditee organizations maintained in the office of DG (CA&E) South Karachi were updated before undertaking audit exercise for the year 2023-24. The desk audit helped in identifying high risk areas in operations, investment, procurements, asset & human resource management. During field audit activities, transactions were checked on the basis of the organization's rules and regulations and government policies and directives. Audit carried out examination of record, analysis of data, site visits and discussion with management.

b. Comments on Internal Controls and Internal Audit Department

Internal controls are reflected from policies, procedures, rules, regulations and monitoring mechanism in any organization. These controls not only guard against fraud, waste and inefficiency, but ensure reliable and accurate operational and financial information for rational decision-making. A number of internal control weaknesses were observed during the audit of public sector enterprises, some of them are illustrated below:

- i. Management of receivables in almost all the organizations require immediate attention. The revenue due was not being collected timely resulting in accumulation thereof with a risk of non-recovery.
- ii. Financial management needs to be strengthened by establishing a system of maintenance of accounts comprising immediate posting of financial transactions, periodical reporting within a financial year, observance of year-end procedures, timely preparation of financial

statements upon close of financial year and timely audit of accounts. The Principal Accounting Officers will be in a position to control the affairs of their organizations by strengthening the financial management. The non-submission of audited accounts illustrates weakness of internal controls.

c. The key audit findings of the report;

- i. Irregular appointments were reported in three cases¹ - Rs.100.603 million¹
- ii. Irregular procurements were reported in four cases - Rs.4,997.788 million²
- iii. Non-recovery of dues was reported in four cases - Rs.371.727 million.³
- iv. Non-preparation / finalization of annual audited accounts in four cases⁴

¹Paras- 1.1.4.5, 3.1.4.10 & 3.1.4.19

²Paras- 1.1.4.10, 3.1.4.2, 3.1.4.5 & 9.1.4.5

³Paras- 1.1.4.4, 4.1.4.7, 4.2.4.3 & 9.1.4.4

⁴Paras- 1.1.4.14, 2.1.4.5, 4.3.4.11 & 9.1.4.6

d. Recommendations

The Principal Accounting Officers (PAOs) need to take necessary steps to evaluate, institute and strengthen the management, budgeting and accounting controls through adopting following measures:

- i. Ensure all appointments be made in transparent manner and on merit basis.
- ii. Ensure all procurement /expenditure be made in compliance with government rules.
- iii. Ensure that all Government dues are recovered timely.
- iv. Arrange timely submission of annual audited accounts to audit authorities.

Chapter-1

Agriculture, Supply & Prices Department

Overview

The Agriculture, Supply & Prices Department typically focuses on monitoring and analyzing agricultural production, supply chains, and market prices. This department plays a key role in ensuring food security, managing agricultural resources, and supporting farmers and producers by gathering data on crop yields, livestock, and other agricultural commodities.

Aims & Objectives

The Agriculture, Supply & Prices Department of the Government of Sindh aims to ensure the efficient and sustainable development of the agricultural sector, promote food security, and stabilize market prices of essential agricultural commodities. Its objectives include improving agricultural productivity through the promotion of modern farming techniques, enhancing the supply chain for agricultural products, monitoring and controlling prices to prevent inflation, and supporting farmers with necessary resources such as subsidies, seeds, and fertilizers. The department also focuses on managing agricultural exports, addressing supply shortages, and creating policies to ensure fair pricing for both producers and consumers, thereby contributing to the overall economic development and welfare of the province.

Classified Summary of Audit Observations

Audit observations of Rs.1,916.340 million were raised. This amount also includes recoverable of Rs.92.965 million as pointed out by the Audit. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	-
3	Irregularities	
A	HR / Employees related irregularities	15.493
B	Procurement related irregularities	5.019
C	Management of Accounts with Commercial Banks	-
4	Value for Money and service delivery issues	5.010
5	Others	1,890.82

1.1 Sindh Seed Corporation, Hyderabad

1.1.1 Introduction

Sindh Seed Corporation (SSC) was established in the year 1976 for the systemic production, procurement, processing and marketing of all kinds of seeds of major crops on the scientific lines. The prime objective of the SSC is to supply high quality, certified seed to the growers of Sindh at affordable price in order to enhance overall per acre yield in the province of Sindh. The role and objectives of the organization are to provide technical advices / services to the registered growers, procurement, processing and marketing of certified seeds.

(FY 2023-24) (Rs. in million)				
Description	Total	Audited	Expenditure audited	Revenue / Receipt
Formations	1	1	92.326	102.721

1.1.2 Comments on Audited Accounts

1.1.2.1 The annual audited accounts are required to be provided to audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 2011-12 to 2023-24.

1.1.2.2 Audit required that the annual audited accounts of the years 2011-12 to 2023-24 be provided and timely submission be ensured in future, besides, fixing of responsibility for non-submission of annual audited accounts. (**Annex-2**)

1.1.3 Compliance of PAC Directives

PAC has not been convened since 2004-05.

1.1.4 Audit Paras

1.1.4.1 Loss due to underutilization of seed processing plant - Rs. 1,356.566 million

Section 14 of Sindh Seed Corporation Act, 1976 states that the corporation may take necessary measures as may be necessary for marketing and distribution of seed, arrange for multiplication, procurement, processing bagging and storage of certified seed, undertake marketing of certified seed through public and private sector under its supervision.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that a seed processing plant in Sakrand was found to be severely underutilized, processing only 6,655 maunds of wheat seed out of its designed capacity of 250,000 maunds. This significant underutilization led to a substantial financial loss of Rs. 1,356.566 million, as detailed below:

Total Bags	Rate per bag (Rs)	Total Loss (Rs.)
194,676 (250,000- (6,655+1100.245)=242,244*40 =9,689,760 kg / 50kg (per bag)	7,000	1,356,566,400

Audit is of the view that a significant underutilization of the seed processing plant resulted in a substantial financial loss. This raises concerns about the management's inability to optimize plant capacity, leading to inefficient use of resources and financial losses.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

1.1.4.2 Loss of revenue due to non-utilization of cultivable land - Rs.304.579 million

Section 5 of the Sindh Seed Corporation Act, 2010 mandates that the Board manage and operate the Corporation to ensure, to the fullest extent

possible, its financial self-sustainability, without reliance on lending, grants, debt injection, or other forms of assistance from the Government or any other entity.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that a significant amount of cultivable land was not utilized by the management, resulting in a substantial revenue loss of Rs.304.579 million (**Annex-3**). The brief summary is as under:

S#	Season	Name of Crop	Cultivable Land (acres)	Under utilized Land (acres)	Revenue Loss
1.	Kharif	Paddy	2,896	1,873.75	136.350
2.	Rabi	Wheat	2,195.5	1,733.5	101.157
3.	Kharif	Cotton / Paddy	2,134.5	1,311	67.072
Total (Rs.in million)					304.579

Audit is of the view that the management's inefficiency in fully utilizing the available cultivable land, caused revenue loss of Rs.304.579 million. This lack of effective land management not only led to financial losses but also compromised the organization's objective of providing certified seeds to farmers in a timely manner.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends to investigate the matter with a view to fix responsibility on person(s) for non-cultivation of land.

Note: The issue was also reported earlier in the Audit Reports for Audit Year(s) 2023-24 vide para(s) number 1.1.5.1 having financial impact of Rs.360.588 million, for Audit Year(s) 2022-23 vide para(s) number 1.1.5.1 having financial impact of Rs.600.000 million and for Audit Year(s) 2021-22 vide para(s) number 1.1.5.3 having financial impact of Rs.92.955 million. Recurrence of same irregularity is a matter of concern.

1.1.4.3 Loss due to write-off of stock without any trail - Rs 118.545 million

GFR 23 states that every government officer should realize fully that he will be held responsible for any loss sustained by the government through fraud or negligence on his part.

During audit of Sindh Seed Corporation (SSC) Hyderabad for the year 2023-24, it was observed that the management had written-off an amount of Rs.118.545 on account of inventory stock of the corporation without any break-up and details of the stock. The details are as under:

S#	Year	Amount (Rs)
01	2011-12	36,722,872
02	2012-13	44,800,000
03	2013-14	37,022,300
Total		118,545,172

Audit is of the view that the management's decision to write-off inventory stock without providing adequate details and break-up reflects a lack of propriety and due diligence. This oversight raises concerns about the corporation's internal controls and accounting practices, potentially leading to inaccurate financial reporting and mismanagement of resources.

Audit recommends that the management may initiate an enquiry to determine the causes of substantial write-offs on a regular basis during 2012 to 2014, providing a detailed explanation for the reasons behind these write-offs, including the nature of the stock written off and the circumstances leading to the write-off, and thereafter, conduct a thorough review of their inventory management practices to identify the root causes of these write-offs and implement effective controls to prevent similar write-offs in the future.

1.1.4.4 Non-recovery from farm allottees, tenants and government departments - Rs.86.669 million

Clause 2.1 of the Rent Agreement between Sindh Seed Corporation (SSC), Hyderabad and the Tenant states that the Tenant shall pay rent on a quarterly basis in advance, within 30 days of receiving a valid invoice/letter from the Landlord's office. Additionally, the rent will be increased by 10% annually.

Clause-5 and Clause-7 of agreement between Sindh Seed Corporation (SSC) Hyderabad and Farm Tenants: seeds, electricity through solar system and bill, diesel, pesticides and fertilizers (on 50% basis), expenditure incurred on sowing and threshing (on 50% basis) etc. will be provided by the Sindh Seed Corporation (SSC).

During audit Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that:

a) an amount of Rs.57.226 million remained outstanding from various farm allottees and government departments as on June 30, 2024 (**Annex-4**). Furthermore, the management failed to increase the yearly rent by 10% as per agreement and also failed to renew the agreement with M/s Sindh Irrigated Agriculture Productivity & Enhancement Project (SIAPEP) from January 2022 onwards.

b) The management provided essential inputs like seeds, water, pesticides, and fertilizers to the farm tenants as per their agreement. However, the management failed to collect their share of Rs.29.442 million (income and expenses) from the tenants as of June 30, 2024, as detailed below:

S #	Name of Farm	Amount (Rs)
1.	BSF, SSC Pai	1,043,645
2.	BSF, SSC Setharja	3,757,021
3.	BSF, SSC Kotdiji	9,405
4.	BSF, SSC Ruk	457,980
5.	BSF, SSC Ghotki	14,513,016
6.	BSF,SSC, Lakhi	5,250
7.	BSF,SSC, Lodra	9,656,600
Total		29,442,917

Audit is of the view that the management failed to recover long outstanding dues which reflected weak financial management and poor recovery mechanism.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to take efforts for recovery of outstanding amount along with fixing the responsibility on the person (s) at fault.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para (s) number 1.1.5.4 having financial impact of Rs.27.769 million and for Audit Year (s) 2021-22 vide para(s) number 1.1.5.5 having financial impact of Rs.29.442 million. Recurrence of same irregularity is a matter of concern.

(DP Nos. 52 & 57)

1.1.4.5 Irregular appointments of daily wages employees without policy - Rs.15.493 million

In fixing minimum rates of wages, the principal of equal remuneration for men and women workers for work of equal value shall be applied.

Rule 23 of G.F.R provides that every Government Officer should realize fully and clearly that he will be held personally responsible for any loss sustained by government through fraud or negligence on his part.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that the management hired daily wage employees at the Head Office and various farms/plants without a standardized framework, leading to a non-transparent and arbitrary hiring process. Employees were selected on the basis of personal references, without advertisement, assessment, or evaluation of their qualifications and experience. Moreover, there was no uniform policy for determining salaries for daily wage employees. Month-wise expenditure incurred is as under;

S#	Month	No. of employees	Amount (Rs.)
1	July, 2023	59	1,210,000
2	August, 2023	71	1,440,065
3	September, 2023	75	1,617,000
4	October, 2023	73	1,499,500
5	November, 2023	75	1,627,000
6	December, 2023	72	1,554,500
7	January, 2024	74	1,606,776
8	February, 2024	75	1,647,310
9	March, 2024	73	1,622,000
10	April, 2024	76	1,669,500
Total salaries for daily wage employees			15,493,651

Additionally, daily-wage employees designated as In-charge (Seed Farms) and Field Supervisors were granted authority to manage bank accounts and conduct financial transactions on behalf of the Corporation.

Audit is of the view that the management showed favoritism in hiring daily-wage employees without a uniform policy, and also allowed them to handle financial transactions, which is a high-risk practice. This indicates weak internal controls and inadequate HR management. Thus, expenditure of Rs.15.493 million incurred on salaries of daily wagers was held irregular.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

1.1.4.6 Non-adjustment of long term advances to land acquisition officer since 2005 - Rs 6.690 million

Section 20 of Sindh Seed Corporation Act, 1976, all sums due to the Corporation from any person shall be recoverable as arrears of land revenue.

During audit of Sindh Seed Corporation (SSC) Hyderabad for the year 2023-24, it was observed from the recently finalized audited accounts for the year

2012 there was unadjusted long term advances amounting to Rs 6.690 million made to the land acquisition officer since 2005.

Audit is of the view that the presence of unadjusted long-term advances made since 2005 indicates a lack of effective follow-up and monitoring by the management, resulting in potential losses to the corporation. This oversight also raises concerns about the corporation's internal controls and financial management practices, which may have allowed such irregularities to persist for an extended period.

Audit recommends that the management may initiate immediate recovery of the long-outstanding advances, investigate the reasons for the delay, and take disciplinary action against the responsible officials in order to prevent such lapses in the future.

1.1.4.7 Non-recovery / adjustment of advance against expenses - Rs.6.297 million

Section 20 of Sindh Seed Corporation Act, 1976 states that all sums due to the Corporation from any person shall be recoverable as arrears of land revenue.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that advances amounting to Rs.6.297 million were lying unadjusted / outstanding against various officers / officials (including farm managers and plant managers) and suppliers as on 30-06-2024. The details are as follows:

S #	Particulars	Outstanding (Rs)
1	Head Office	283,075
2	Seed Processing Plant Sakrand	2,650,000
3	Basic Seed Farm Pai Sakrand	82,000
4	Basic Seed Farm Kotdiji	1,310,000
5	Basic Seed Farm Setharja	830,000
6	Basic Seed Farm Ghotki	345,000
7	Basic Seed Farm Ruk	120,000
8	Basic Seed Farm Lakhi	427,000
9	Basic Seed Farm Lodra	250,000
	Total	6,297,075

Audit is of the view that the management failed to take appropriate actions in adjusting the advances or recovering the outstanding amounts from employees and suppliers which weak recovery mechanism.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends immediate action to recover or adjust the outstanding amount.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 1.1.5.5 having financial impact of Rs.7.540 million. Recurrence of same irregularity is a matter of concern.

1.1.4.8 Loss of wheat seed in processing - Rs.6.161 million

Section 14 (g) of the Sindh Seed Corporation Act, 1976 states the Corporation may arrange for multiplication, procurement, processing bagging and storage of certified seed. Make suitable arrangements for the certification of seed. Render technical advice and other services to the registered growers.

Section 14 (d) of the Sindh Seed Corporation Act, 1976 states that the Corporation may provide or cause to be provided facilities for professional training in production, procurement, processing, marketing and distribution of seed and related fields within and outside the Province of Sindh.

During the audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that the management processed 8,304.75 maunds of wheat seed, yielding 6,655 maunds of finished seed. However, a substantial quantity of 1,100.245 maunds, accounting for approximately 13.2% of the total processed seed, was wastage, resulting in a significant financial loss of Rs.6.161 million (880.196 bags (1,100 maunds*40 /50) @ Rs.7,000). The actual wastage of 13.2% exceeded the standard industry allowance of 5-7%, indicating potential inefficiencies or issues in the processing operations.

Audit is of the view that the management's lack of effective controls and oversight during the sowing of certified seeds resulted in a significant loss of Rs. 6.161 million, due to the rejection of low-quality seeds.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter and fix responsibility on the person(s) at fault.

1.1.4.9 Loss due to theft incidents and missing / shortage of seeds – Rs.5.312 million

Rule 23 of GFR provides that every Government Officer should realize fully and clearly that he will be held responsible for any loss sustained by Government through fraud or negligence on his part.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that Four incidents of theft were reported, as detailed below:

1. **Theft of Cotton Crop:** At SSC Farm Pai Sakrand, the Cotton crop on an area of 8.5 acres weighing 16-05 KGM & valuing to Rs.3.309 million was forcibly taken by unknown individuals on 21-08-2023.
2. **Theft of Sugarcane:** A theft incident of sugarcane was reported by the in-charge of the SSC farm via Whatsapp. The management, through a letter dated 11-12-2023, directed the in-charge to report the theft to the appropriate authorities and to initiate recovery efforts.
3. **Theft of Electric Motor:** An electric motor (25 HP) valued Rs.150,000 was stolen from the Basic Seed Farm in Pai, Sakrand.
4. **Missing/Shortage of Wheat Seeds:** During transportation from the store to the seed processing unit, 330.98 maunds of seeds went unaccounted for. The initial raw seed quantity was 8,304.75 maunds, but upon arrival, the calculated total was only 7,973.77 maunds, indicating a shortage/loss valued at Rs.1.853 million.

Audit is of the view that the management failed to implement effective internal controls and checks which resulted in a loss of Rs.5.312 million.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends to justify the matter besides conducting an inquiry into all reported theft incidents and missing / shortage of seeds.

1.1.4.10 Irregular procurement of fertilizer - Rs.5.019 million

Rule 15 of the SPPRA states that open competitive bidding shall be the principal method of procurement.

During the audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that Board approved procurement of fertilizer worth Rs.5.019 million in 2014 from M/s Engro Fertilizers Company Limited as a proprietary item, citing a long-standing dealership since 1989-90, which was without competitive bidding. The details are hereunder:

S #	Voucher #	Cheque #	Date	Amount in Rs.
1.	591	55801883	30.11.2023	1,461,600
2.	625	55801919	20.12.2023	1,461,600
3.	-	-	13.06.2023	1,976,040
4.	-	-	13.10.2023	120,000
Total				5,019,240

Audit is of the view that the Board's approval for fertilizer procurement through a dealership was in violation of SPPRA Rules. Thus, the procurement of Rs. 5.019 million is held irregular.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

1.1.4.11 Loss of interest income due to non-investment of provident fund in securities - Rs.5.010 million

Clause 14 of Sindh Seed Corporation, Employees Provident Fund Rules, 1979 states that the Trustees shall from time to time, invest in suitable securities the money's of the Fund nor immediately required for the purposes of the Fund, and shall be at liberty at their discretion, to realize and sell any investment and to re-invest the proceeds.

During the audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that the management left the provident fund balances in PLS account instead of investing in suitable government securities which caused loss of Rs.5.010 million. The detail of loss is as under;

Description	Amount (Rs.)
P.F Account Balance on 01-07-2023	44,754,942
Semi Annual Gross Profit earned @ 8.76% (A)	3,921,562
Net Balance	48,676,504
Treasury Bills Rate (for the period 2023-24)	18.35%
Income from securities (Rs.48,676,504 @ 18.35%) (B)	8,932,138
Loss (B-A)	5,010,576

Audit is of the view that the management failed to invest funds in suitable securities, resulting in a significant loss of interest income.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter besides investigating the matter to fix responsibility on the person (s) at fault.

1.1.4.12 Encroachment of 520 acres of agricultural land

Rule 23 of GFR provides that every Government Officer should realize fully and clearly that he will be held responsible for any loss sustained by Government through fraud or negligence on his part.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that 520 acres of agricultural land owned by the Corporation was illegally occupied by private individuals since long. The management failed to provide any information on the duration of the occupation. The issue only came to light in year 2022 through a letter from another government department, but the management could not produce any evidence to show that they had taken any steps to recover the occupied land. The detail of land is as under:

S #	Name of Farm	Occupied Land
1	Basic Seed Farm, SSC, Lodra	500 acres (Agri Land + Fish Farm)
2	Basic Seed Farm, SSC, Lakhi	20 acres (Agri Land)

Audit is of the view that the management's inaction, indicates negligence and inadequate oversight in protecting the corporation's assets. The prolonged illegal occupation of a substantial portion of agricultural land likely resulted in significant revenue losses, compromising the corporation's operational efficiency and profitability.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to investigate the matter thoroughly and take prompt legal action against the individuals who have illegally occupied the corporation's land.

1.1.4.13 Non-utilization of Seed Processing Plants and Cotton Ginning Factory

Section 14 of Sindh Seed Corporation Act, 1976 states that the corporation provides that the corporation may take necessary measures as may be necessary for marketing and distribution of seed, arrange for multiplication, procurement, processing bagging and storage of certified seed, undertake marketing of certified seed through public and private sector under its supervision.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that the seed processing plants in Sakrand and the cotton ginning factory in Tando Jam remained non-operational since years. Despite their substantial production capacities, these facilities had zero production, resulting in considerable operational inefficiencies and potential financial losses. The details are as under:

Name of Plant	Product	Design Capacity (MT)
Seed Processing Plant @ Sakrand	Paddy	1,600
	Cotton	5,400
Cotton Ginning Factory @ Tando Jam	Wheat	2,000
	Cotton Ginning	1,200

Audit is of the view that the idle state of the Seed Processing Plants and the Cotton Ginning Factory highlights the management's inability to effectively utilize the corporation's resources. This not only leads to direct financial losses but also undermines the operational efficiency and competitiveness.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

1.1.4.14 Non-finalization of annual accounts and constituting the Board

Section 19 of Sindh Seed Corporation Act, 1976 states that the accounts of the corporation shall be audited at least once in every financial year by such firm of Chartered Accountants (CA) as may be approved by Government, and statement of the audited accounts shall be furnished to Government within four months after the end of every financial year.

Section 4 (1) (b) of the SSC Act, 1976 states that nine members of the Board shall be selected from amongst the private sector.

Section 8 (1) of the SSC Act, 1976 states that the Board may for efficient performance of its functions appoint Chief Financial Officer, Secretary of the Board and Advisers, Officers including Director, Deputy Director, Additional Directors, Assistant Directors and other staff possessing such professional,

technical, ministerial or secretarial qualifications and experience and on such terms and conditions as may be prescribed.

During audit of Sindh Seed Corporation (SSC), Hyderabad for the year 2023-24, it was observed that:

a) financial statements / annual accounts were neither finalized nor audited from Chartered Accountant Firms. In the absence of these financial statements, overall financial position of the entity cannot be ascertained.

b) the term of private members of the SSC Board expired on January 3, 2020, and since then, the Board has not been reconstituted. Moreover, key positions such as Chief Financial Officer, Company Secretary, Director, Deputy Director, and other essential staff have not been filled despite the lapse of significant time, in violation of the SSC Act.

Audit is of the view that the non-finalization and non-audit of financial statements/annual accounts by Chartered Accountant Firms for the year 2023-24 is a significant lapse, rendering it impossible to ascertain the overall financial position of Sindh Seed Corporation (SSC), Hyderabad. The prolonged absence of a properly constituted Board and the failure to fill key positions has resulted in a significant governance vacuum, compromising the organization's ability to ensure effective management, transparency, and accountability.

The matter was reported to the management on August 16, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that the management may finalize the financial statements/annual accounts, and reconstitute the SSC Board.

(DP Nos. 62 & 63)

Chapter-2

Culture, Tourism, Antiquities & Archives Department

Overview

The culture, heritage, history and language have always remained very dear to the people of Sindh. In line with the aspirations of the people of the province and to protect the cultural heritage of Sindh, a “Culture Cell” was established in Education Department, in 1976. It was given status of an Administrative Department in 1988. The department remained under transition most of the time. Initially, it was established as “Culture, Tourism, Sports, Youth Affairs and Social Welfare Department”. Later on, it was truncated to “Culture and Tourism Department”. Lately, in 2009, the department was bifurcated into “Culture Department” and “Tourism Department”.

Aims & Objectives

Culture Department promotes cultural heritage of Sindh within Pakistan and abroad; supports literary activities through establishment and maintenance of public libraries, publication of books and patronage of scholars and intellectuals; protects the historical / heritage buildings through; ensures preservation / conservation of archaeological sites and monuments in addition to their management and upkeep; regulates protection of heritage buildings; and makes efforts for the welfare of the intellectuals – writers, poets and artists – of Sindh.

Classified Summary of Audit Observations

Audit observations of Rs.186.232 million were raised. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	-
3	Irregularities	-
A	HR / Employees related irregularities	-
B	Procurement related irregularities	-
C	Management of Accounts with Commercial Banks	-
4	Value for Money and service delivery issues	-
5	Others	186.232

2.1 Sindh Tourism & Development Company

2.1.1 Introduction

The culture, heritage, history and language have always remained very dear to the people of Sindh. In line with the aspirations of the people of the province and to protect the cultural heritage of Sindh, a “Culture Cell” was established in Education Department, in 1976. It was given status of an Administrative Department in 1988. The department remained under transition most of the time. Initially, it was established as “Culture, Tourism, Sports, Youth Affairs and Social Welfare Department”. Later on, it was curtailed to “Culture and Tourism Department”. Lately, in 2009, the department was bifurcated into “Culture Department” and “Tourism Department”.

In early 2010, 126 archaeological sites and monuments including few museums were transferred by Federal Government (Department of Archaeology and Museums) to Government of Sindh, Culture Department. In April 2011, the remaining most important archaeological sites, monuments and museums were handed over to Culture Department as a consequence of abolition of “Concurrent List” from 1973 Constitution of Pakistan, in the aftermath of 18th Constitutional amendment. Hence, the scope and domain of the department has expanded requiring renaming of the department to cover its areas of responsibility.

(Rs. in million for FY 2023-24)				
Description	Total No.	Audited	Expenditure Audited	Revenue / Receipt
Formations	1	1	-	-

2.1.2 Comments on Audited Accounts

2.1.2.1 The annual audited accounts are required to be provided to Audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 2018-19 to 2023-24.

2.1.2.2 Audit required that the annual audited accounts of the years 2023-24 be provided and timely submission be ensured in future, besides, fixing of responsibility for non-submission of annual audited accounts (**Annex-2**).

2.1.3 Compliance of PAC Directives

The STDC is auditee of Commercial Audit for last two years. No PAC related directives were outstanding against the organization in the records of this office.

2.1.4 Audit Paras

2.1.4.1 Non-reconciliation of expenditure – Rs.150.000 million

Rule (3) (viii) of GFR states that the head of the department and the Accountant General are jointly responsible for monthly reconciliation of expenditure.

During audit of Sindh Tourism Development Corporation (STDC) for the year 2022-23, it was observed that the management incurred expenditure of Rs. 150 million without reconciling the expenses with the office of the Accountant General, Sindh, on a monthly basis as required. Additionally, there was a difference of Rs.41.848 million in the bank statement, and grant releases. The detail is hereunder;

Rs. in million		
Grant Release	Bank Statement	Difference
150.000	108.151	41.848

Audit is of the view that the management's failure to reconcile expenditures with AG, Sindh, and the discrepancy in financial figures, indicates lack of effective internal controls, inadequate financial management, and transparency.

The matter was reported to the management on April 18, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that the matter may be justified.

(DP Nos.09 & 10)

2.1.4.2 Operational loss due to poor performance – Rs.22.349 million

Rule 4 (3) of Public Sector Companies (Corporate Governance) Rules, 2013, states that the Chief Executive is responsible for implementation of strategies and policies approved by the Board.

During audit of Sindh Tourism Development Corporation (STDC) for the year 2022-23, it was observed that the Corporation incurred a significant operational loss of Rs.22.359 million from its 7 hotels, motels, and resorts. The detail is as under;

(Amount in Rs.)				
S#	Name of Station	Income	Expenditure	Operational Loss
1	Keejhar Lake Resorts	9,073,860	22,073,722	12,999,862
2	Rooplo Kolhi Resorts	5,328,023	6,175,075	847,052
3	Marui Rest House	2,836,630	3,769,727	933,097
4	Haleji Lake Resorts	0	1,270,000	1,270,000
5	Baqar Lake Resorts	43,000	1,242,000	1,199,000
6	Ranikot Resorts	100,000	300,000	200,000
7	Lal Shahbaz Rest House	2,400,261	7,310,626	4,910,365
Total		19,781,774	42,141,150	22,359,376

Audit is of the view that the substantial loss attributed to the following factors, including:

1. Poor Financial Management: Inadequate financial planning, budgeting, and cost control contributed to the operational loss.
2. Insufficient Internal Controls: Weak internal controls, such as inadequate monitoring and supervision, allowed inefficiencies and irregularities to occur.

The matter was reported to the management on April 18, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that the matter may be justified.

2.1.4.3 Irregular expenditure on foreign visits – Rs.8.033 million

Para (1) (iv) of the Government of Sindh's Austerity Measures 2022-23 states that official visits abroad by Government functionaries are banned where Government of Sindh funding is involved, except for obligatory visits. Para (2) further states that in exceptional cases, the concerned Administrative Department must obtain prior approval from the Honorable Chief Minister Sindh.

During audit of Sindh Tourism Development Corporation (STDC) for the year 2022-23, it was observed that the management permitted officers on foreign trips, despite a ban on foreign visits and without obtaining the required approval from the Chief Minister of Sindh. The expenditure of Rs.8.033 million was incurred on the trips as detailed below:

		Rs.in million
S#	Description	Expenditure
1.	Travel & Adventure Show-New York in January 2023 at USA	4.235
2.	Travel & Tourism Trade Show-ITB Berlin in March 2023 at Germany	3.798
Total		8.033

Audit is of the view that the management showed undue favoritism to officers by permitting them to undertake foreign visits in contravention of the government's ban and without obtaining the mandatory approval. Thus, the expenditure of Rs.8.033 million was incurred on the trips is held irregular.

The matter was reported to the management on April 18, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the expenditure.

(DP Nos. 02 & 03)

2.1.4.4 Non-payment of lease money - Rs.5.850 million

Section 4(3) of Public Sector Companies (Corporate Governance) Rules, 2013, states that the Chief Executive is responsible for implementation of strategies and policies approved by the Board.

During audit of Sindh Tourism Development Corporation (STDC) for the year 2022-23, it was observed that an amount of Rs.5.850 million is payable to the Irrigation Department, Government of Sindh, related to lease payments of structures around Keenjhar Lake from 1983 to 2005.

Audit is of the view that the management's failure to settle the outstanding liability for over two decades, reflects a gross lack of financial discipline, inefficiency, and a careless attitude towards meeting its obligations.

The matter was reported to the management on April 18, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to settle the issue of non-payment at the earliest.

2.1.4.5 Non-finalization of annual accounts

Section 233 of the Companies Act 2017, the company should finalize its annual accounts within four months after closing date of accounts for the year. These accounts were to be provided to audit for review.

During audit of Sindh Tourism Development Corporation (STDC) for the year 2022-23, it was observed that the management did not finalize its audited annual accounts since 2016.

Audit is of the view that the management's failure to finalize audited annual accounts since 2016 is a significant weakness in financial management and corporate governance, resulting in a lack of transparency and accountability, and undermining stakeholders' confidence, which may compromise the corporation's ability to secure funding or investments.

The matter was reported to the management on April 18, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that annual accounts may be prepared without further delay.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 2.1.5.3. Recurrence of same irregularity is a matter of concern.

Chapter-3

Health Department

Overview

The Health Department of the Government of Sindh is responsible for the planning, management, and delivery of healthcare services in the province of Sindh, Pakistan. The department's primary goal is to ensure the health and well-being of the population through accessible, affordable, and effective healthcare services. It also plays a critical role in the formulation and implementation of policies and initiatives to address public health challenges and improve healthcare infrastructure across Sindh.

Aims & Objectives

The aim of the Health Department of the Government of Sindh is to provide accessible, affordable, and quality healthcare services to the population of Sindh while promoting public health and well-being. Its objectives include improving healthcare infrastructure, ensuring effective disease prevention and control, enhancing maternal and child health, and addressing health disparities between urban and rural areas. The department is committed to reducing the burden of preventable diseases, strengthening the healthcare workforce, and ensuring the availability of essential medical services, particularly in underserved communities, through policy development, awareness programs, and emergency health responses.

(Rs. in million for FY 2023-24)				
Description	Total No.	Audited	Expenditure audited	Revenue / Receipts Audit
Formations	1	1	21,202.110	16,381.210

Classified Summary of Audit Observations

Audit observations of Rs.14,411.299 million were raised. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	-
3	Irregularities	
A	HR / Employees related irregularities	90.807
B	Procurement related irregularities	5,255.489
C	Management of Accounts with Commercial Banks	
4	Value for Money and service delivery issues	6,896.776
5	Others	2,168.227

3.1 PPHI, SINDH

3.1.1 Introduction

PPHI Sindh (the Company) was incorporated on October 08, 2013 as a public company limited by guarantee and not having a share capital under Section 42 of the repealed Companies Ordinance, 1984 (now Companies Act, 2017). The Company is assigned the responsibility to take over primary health care system in the Province of Sindh. The Company runs its operation in twenty-two districts, referred as District Offices (DOs). The responsibility of the DO's is to provide health facility to the needy people in their respective districts, by utilizing the funds / grants received from Provincial Government in pursuance of the directives by the Board of Directors (BoD). The company has bifurcated its operation in four Regions i.e. Hyderabad, Mirpurkhas, Larkana, and Sukkur by constituting Regional Offices (ROs) to which their respective DOs respond.

On January 27, 2014, an agreement was executed between Sindh Rural Support Organization (SRSO) and the company, whereby, it was agreed that all assets and liabilities valued as on Dec 31, 2013 relating to a project named People's Primary Healthcare Initiatives-Sindh (PPHI Sindh/the Project) will be transferred from SRSO to the Company. The value of such assets and liabilities will be determined mutually by SRSO and the Company in terms of the said agreement. The decision was made consequent to the agreement dated December 06, 2013 entered into between the Government of Sindh and the Company and the resolution made by the Board of Directors of SRSO in their 38th meeting. Accordingly, the project ceased to operate on December 31, 2013, as all the related assets and liabilities were transferred to the company. The registered office of the Company is situated at C-27/1, Block-2, Clifton, Karachi.

3.1.2 Comments on Audited Accounts

3.1.2.1 The working results of the PPHI Sindh for the year ended June 30, 2023 as compared to the previous years are given as follows:

(Rs.in million)					
Description	2022-23	% Inc / (Dec)	2021-22	% Inc / (Dec)	2020-21
Grants	14,367.030	46.06	9,836.657	30.99	7,509.739
Other operating income	1,986.722	65.51	1,200.330	18.02	1,017.039
Operational / project expenses	11,078.892	35.95	8,149.152	13.95	7,151.350
General & Administrative expenses	772.438	15.27	670.117	16.55	574.966
Finance cost	13.825	(16.96)	16.648	(26.82)	22.749
Other operating expenses	51.149	23.00	41.586	41,906.06	0.099
Long term investment	9,041.700	28.79	7,020.439	25.54	5,592.144
Reserves	18,164.872	32.50	13,709.821	18.70	11,550.338

(Source: Annual Audited Accounts)

3.1.2.2 Financial Performance Highlights

- i. Grants from GoS increased by 46% during 2022-23 from Rs.9,836.657 million in 2021-22 to Rs.14,367.030 million in 2022-23 out of which Rs. 11,851.33 million (operational and administrative expenses) were utilized, leaving balance of Rs.2,515.700 million which were neither adjusted nor refunded to GoS which needed to be elucidated.
- ii. The grants are given by GoS for improving health services in primary setup in the province, but the grant/fund of Rs.3,026 million were saved during 2022-23 and accumulated to Rs.9,041.700 million invested in Banks to earn profits which needs to be justified.
- iii. Grant for Nutrition Program funded by GoS, net of Rs.117.352 million (2021-22: Rs.88.509 million) being deducted at source as Sindh Sales Tax on Services, which needed to be clarified and reason why SST is not charge on other grants.
- iv. Other operating income has increased by 65.51% in 2022-23.
- v. Operational/project expenses have increased by 35.95% in 2022-23.
- vi. General and administrative expenses have increased by 15.27% in 2022-23.

3.1.2.3 Key Financial Ratios

- i. Operating expense ratio: 77.47% (2022-23), 83.27% (2021-22)
- ii. Administrative expense ratio: 5.38% (2022-23), 6.81% (2021-22)

3.1.2.4 Financial Health and Stability

The company's financial performance indicates significant growth in grants and other operating income. However, operational/project expenses and general and administrative expenses have also increased. The reserve/Surplus ratio has improved, indicating better financial stability.

3.1.3 Compliance of PAC Directives

No PAC was convened since 2014-15.

3.1.4 Audit Paras

3.1.4.1 Non-utilization of funds – Rs. 6,896.776 million

Clause-4 of Section-B of the agreement dated 01st October, 2013 between Government of Sindh and PPHI-Sindh states that the Government of Sindh, shall also transfer to the PPHI-Sindh in the form of Grant-in-Aid, budgetary provision relating, inter alia, to all unfilled posts, medicines, maintenance and repair of buildings and equipment, utilities, stores and office supplies, etc. for the relevant financial year or part thereof on quarterly basis or in such manner as may be agreed between the parties from time to time specifically in regard to the provisions for medicines and the maintenance and repairs.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the Government of Sindh had released a budget of Rs. 31,575.664 million for the financial years 2022-23 and 2023-24. This budget was allocated for the management of health facilities across the province of Sindh, in accordance with the referenced agreement. However, out of the allocated budget, a significant remained unutilized during the years. The detail is given below:

(Rs in million)				
Year	Budget released	Budget utilized	Surplus / unutilized	% Unutilised
2022-23	14,367.030	11,916.305	2,450.725	17.05
2023-24	17,208.634	12,762.583	4,446.051	25.83
Total	31,575.664	24,678.888	6,896.776	Avg. 21.84

Audit is of the view that the saving of Rs. 4,446.051 million, which accounts for approximately 21.84% of the allocated budget of Rs. 31,575.664 million for the financial years 2022-23 and 2023-24, is irregular and against the spirit of the budget provision. This is particularly of concern as primary

healthcare, which caters to significant portion of population through basic health units (BHUs), is already underfunded, receiving insignificant amounts in health sector.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends taking action against the persons for slackness in utilizing funds for effective health services.

3.1.4.2 Irregular procurement of medicines without transparency - Rs. 4,531.430 million

Rule 4 of the Sindh Public Procurement Rules, 2010, states that while procuring goods, works or services, procuring agencies shall ensure that procurements are conducted in a fair and transparent manner and the object of procurement brings value for money to the agency and the procurement process is efficient and economical.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the technical and financial bids were called in USB, along with hard copies of bidding documents, which compromised the element of transparency in the procurement work evaluation process as the procurement was based on a Single Stage Two Envelope process. Furthermore, the management purchased medicine without prior clearance from Central Drug Testing Laboratories (CDTL), increasing the risk of low-quality medicines (**Annex-5**). Thus, procurement of medicine worth Rs. 4,531.430 million is held irregular.

Audit is of the view that the procurement process adopted by PPHI Sindh was flawed and lacked transparency, as evident from the use of USBs for submitting technical and financial bids, which raises concerns about fairness and competitiveness. Furthermore, the management's decision to purchase medicines without prior clearance from Central Drug Testing Laboratories (CDTL) increases the risk of low-quality medicines being procured, compromising patient health and well-being.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends to investigate the matter and take action against the person found at fault for procurement of medicine without transparency.

3.1.4.3 Non-reconciliation of funds - Rs.774.058 million

Rule (3) (viii) of GFR states that the head of the department and the Accountant General are jointly responsible for monthly reconciliation of expenditure.

During the audit of PPHI Sindh for the year 2023-24, it was observed that there were discrepancies in the budget allocations. The budget estimates showed Rs. 2,944.233 million for OTP (Nutrition) services in 21 districts and Rs. 153.914 million for Dadu and Jamshoro. However, PPHI Sindh claimed that it did not receive Rs. 774.536 million. The file did not contain a response from the Finance Department, and there was no proper maintenance of funds release letters. Moreover, PPHI Sindh failed to reconcile funds with the Accountant General Sindh.

Audit is of the view that the discrepancies in budget allocations, including non-reconciliation of funds indicate significant weaknesses in the financial management system of PPHI Sindh.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends to justify the above position and provide reconciliation statement duly signed by the AG Sindh.

(DP Nos. 95 & 109)

3.1.4.4 Non-establishment of health facilities despite receipt of funds - Rs. 735.837 million

Government of Sindh released funds amounting to Rs.285.414 million to PPHI Sindh for taking over health facilities vide budget book and Government of Sindh letter dated 25-07-2023 as presented in 43rd meeting of the BoD held on 10-05-2024.

Clause 4 of the Memorandum of Understanding (MoU) between the Government of Sindh and PPHI Sindh states that the Government of Sindh shall transfer funds to PPHI Sindh on a quarterly basis, while Clause 14 stipulates that PPHI Sindh shall continue to provide services, perform functions, and manage existing health facilities, including BHUs, GDs, MCHCs, and RHF, as before.

During the audit of PPHI Sindh (Head Office) for the year 2023-24, it was observed that the Government of Sindh:

a) extended the Memorandum of Understanding (MoU) with PPHI Sindh till 5th December, 2028. Furthermore, the Provincial Cabinet meeting held on 9th August, 2023, approved the proposal to hand over 34 Government Dispensaries (GDs) of district Larkana to PPHI. However, contrary to this decision, the management failed to take over a few GDs, despite receiving a grant of Rs. 304.520 million. Moreover, the status of a few GDs was also shown as closed (**Annex-6**).

b) granted budget of Rs145.903 million to PPHI Sindh for operational of following Health Facilities (HFs) at Karachi and Sukkur, but the Health facilities were not taken over despite receiving budget. The detail is hereunder:

S#	Name of Health Facility	Development cost	Operational Cost	Additional funds released	Total funds
1.	BHU Asso Goth (Thadho Nalo)	8,000,000	78,240,000	7,824,000	94,064,000
2.	Khokhrapar Maternity Hospital Malir				
3.	RHC Kandhra & Dadloi	10,000,000	38,385,000	3,454,650	51,839,650
Total Amount in Rs					145,903,650

c) released separate budget of Rs.285.414 million, but the management did not utilize the funds for establishment and operation of health facilities till close of the financial year. The detail of funds and its purpose is given as under:

S#	Health Facilities	Amount in Rs	
		Recurring Grant	One-time establishment
1.	MD Abdul Rehman Mallah (Jamshoro B)	7,726,000	10,000,000
2.	MD Wadiyoon Manhayoon (Jamshoro B)	7,726,000	10,000,000
3.	MD Rasool Bux Jamali (Dadu)	7,726,000	10,000,000
4.	Unani Dispensary (Jamshoro B)	7,726,000	10,000,000
5.	THQ Kashmore & GD Mir Hassan	53,210,000	11,000,000
6.	BHU Asso goth & Khokhrapar maternity hospital	86,046,000	8,000,000
7.	RHC Karampur	27,000,000	10,000,000
8.	GD Sher Muhammad Jonejo	13,254,000	6,000,000
Total		210,414,000	75,000,000

Audit is of the view that the management of PPHI Sindh demonstrated weaknesses in taking over and operationalizing health facilities, despite receiving substantial grants. These weaknesses resulted in a total of Rs. 735.837 million (304.520 + 145.903 + 285.414) not being utilized effectively, indicating a lack of efficient management and oversight.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that the management may consider operationalizing health facilities, and to ensure effective utilization of grants.

Audit recommends the management to justify the matter besides taking corrective measures.

(DP Nos. 103, 114 & 128)

3.1.4.5 Irregular procurement of solar inverters and award of civil works - Rs. 452.782 million

Rule 4 of SPPRA Rules, 2010, states that while procuring goods, works or services, procuring agencies shall ensure that procurements are conducted in a

fair and transparent manner and the object of procurement brings value for money to the agency and the procurement process is efficient and economical.

Section 45 of the Sindh Public Procurement Act, 2009 states that procuring agencies shall announce the results of bid evaluation in the form of a report, giving reasons for acceptance or rejection of bids, and this report shall be hoisted on the website of the Authority and that of the procuring agency, if it exists, and intimated to all the bidders at least three (3) working days prior to the award of contract.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management:

a) purchased solar inverters from M/s. Inverex Power Solution amounting to Rs. 233.031 million. However, there was non-publication of the advertisement on the SPPRA website and technical evaluation discrepancies. The procurement process lacked competition, as M/s. Inverex Power Solution's financial bid was accepted without competition.

b) awarded 27 contracts of civil work for various health facilities in different districts, totaling Rs. 219.751 million (**Annex-7**). However, the management failed to comply with SPPRA rules, including not advertising the contracts on the SPPRA website, which resulted in limited participation from only one to two bidders in almost all cases. Additionally, no comparative statement was prepared, and the attendance sheet was not signed by the bidders, while the bid evaluation report was not communicated to each bidder before the contract award and was not uploaded to the SPPRA website.

Audit is of the view that the procurement processes reflected lack of transparency, and inadequate documentation, which resulted in the awarding of contracts worth Rs. 452.782 million (Rs. 233.031 million for solar inverters and Rs. 219.751 million for civil work contracts) without ensuring fair competition and value for money.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

(DP Nos. 102 & 118)

3.1.4.6 Irregular procurement of security services - Rs.249.922 million

Rule 4 of SPPRA Rules, 2010 states that while procuring goods, works or services, procuring agencies shall ensure that procurements are conducted in a fair and transparent manner and the object of procurement brings value for money to the agency and the procurement process is efficient and economical.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management awarded a contract for hiring security services in all districts to M/s Al-Hattaf Security (AHS) for Rs. 249.922 million. However, M/s National Police Foundation Security (NPF), which had submitted the lowest financial bid, was disqualified due to allegedly not having a valid professional tax certificate. The said certificate, dated 04-08-2023, was actually available and valid until 30-06-2024.

Audit is of the view that undue favor was extended to the security service provider. Thus, the award of contract to M/s AHS was held irregular.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

3.1.4.7 Non-imposition of liquidity damages on late delivery of medicines – Rs.196.462 million

Clause 13.3 of the bidding document states that for delayed delivery or non-performance, PPHI Sindh may deduct 0.1% of the contract price per day, up to a maximum of 10%, as liquidated damages (LD).

During audit of the PPHI Sindh for the year 2023-24, it was observed that the medicines were received after delay of more than 60 days of the purchase orders and some of the medicines were supplied with delay of more than a year,

but the management did not impose liquidity damages amounting to Rs.196.462 million for such delay (**Annex-8**).

The above position indicates that the suppliers did not take serious efforts to provide the medicine within stipulated time and the management did not take action against them including black listing and imposing liquidated damages due to which they supplied the medicine late to the PPHI Sindh. The delayed supply of medicine causes shortage of medicine at the health facilities, which is a serious negligence on the part of the management.

Audit is of the view that the management extended leniency to the suppliers due to which most of the suppliers failed to supply the medicine within stipulated time.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.8 Loss due to irregular purchase of medicine from the 2nd and 3rd lowest bidders - Rs.177.938 million

Rule 49 of the Sindh Public Procurement Rules, 2010 states that the bidder with the lowest evaluated cost, but not necessarily the lowest submitted price, shall be awarded the procurement contract, within the original or extended period of bid validity.

During audit of PPHI Sindh for the year 2023-24, it was observed that the management procured medicines from 2nd and 3rd lowest bidders from various suppliers and suffered loss as detailed below:

Amount in Rs						
S/#	Name of medicine	Qty	Rate (1 st lowest)	Rate (2 nd & 3 rd lowest)	Diff	Loss
1.	Diclofenac sodium 50mg tablet	47,458,400	1.64	4.72	3.08	146,171,872
2.	Omeprazole 20mg capsule	31,570,100	5.5	5.94	0.44	13,890,844
3.	Inj Cefotaxime sodium 500 mg	287,700	107.4	119	11.6	3,337,320
4.	Tab Azithromycin 500 mg	1,286,600	43.7	55	11.3	14,538,580
Total						177,938,000

Audit is of the view that the management ignored the 1st lowest bidders, which caused loss of Rs.177.938 million to the organization.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.9 Irregular drawing of management salary - Rs.141.636 million

Rule 10 (1) of the Code of Corporate Governance, 2019 states that subject to the requirements of section 183 and 204 of the Act, the Board is responsible for adoption of corporate governance 4 practices by the company and monitoring effectiveness of such practices and the members of the Board shall ensure high ethical standards in performing their responsibilities.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management of PPHI Sindh paid salaries to officers amounting to Rs. 141.636 million from BRHF/MCHC cost (Basic Rural Health Facilities, Mother & Child Healthcare Centers) instead of management cost (**Annex-9**).

Audit is of the view that the misallocation of funds from Basic Rural Health Facilities and Mother & Child Healthcare Centers to pay salaries may have compromised the quality and accessibility of essential health services, potentially

affecting the most vulnerable populations. This diversion of funds may also undermine the government's efforts to strengthen healthcare service delivery in Sindh, particularly in rural areas where these facilities are crucial.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the above position.

3.1.4.10 Non-appointment of staff on key posts in nutrition services - Rs.82.777 million

Nutrition project, Accelerated Action Plan was handed over by the Government of Sindh to PPHI Sindh in January, 2023 and Memorandum of Understanding was signed 03rd July, 2023 with approved budget of Rs 3,106.54 million including salary cost of Rs.976.237 million against various posts.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management was assigned nutrition services by the Government of Sindh in August 2023, and accordingly, the budget was granted for different posts, out of which some key posts were not filled by the management.

a) Nutrition Assistant: 107 Nutrition Assistants (NAs) were required to be appointed for rendering services to stunt and malnourished children at all OTP sites, but the management assigned the duties of NAs to the Paramedic staff, with an additional allowance of Rs. 8,000 per month.

b) Pediatricians: The posts of Pediatricians were 07, with a salary of Rs. 270,000 and a total budget of Rs. 22.680 million. However, only one Pediatrician was appointed in the last month of 2023-24 and was paid a salary of Rs. 135,000, thus saving Rs. 22.545 million.

c) Medical Officer: The posts of Medical Officers were 19, with a salary of Rs. 128,450 and a total budget of Rs. 29.286 million. Management appointed 21 Medical Officers, out of which 14 MOs were appointed in the last months of the year. Accordingly, a salary of Rs. 15.182 million (approx) was paid, thus saving Rs. 14.104 million.

d) Manager Procurement: The post of Manager Procurement & Supplies was budgeted at Rs. 1,908,000, with a monthly salary of Rs. 159,000, but the same was not appointed, thus saving Rs. 1.908 million.

Audit is of the view that the management's failure to fill key positions despite having allocated budgets for these roles, indicates significant weaknesses in human resource planning and management. This lack of effective staffing may have compromised the quality and accessibility of nutrition services, ultimately affecting the vulnerable populations relying on these services.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

(DP Nos. 97, 98, 99 & 100)

3.1.4.11 Non-auction of vehicles - Rs.78.000 million

Rule 4 (3) of Public Sector Companies (Corporate Governance) Rules, 2013 states that the Chief Executive is responsible for implementation of strategies and policies approved by the Board.

During audit of PPHI Sindh for the year 2023-24, it was observed that the management did not auction its 57 vehicles amounting to Rs.78.000 million (**Annex-10**) despite the approval of Board of Directors.

Audit is of the view that the non-auction of vehicles timely showed poor internal controls and weak financial management. Further, these vehicles could be misused/misplaced.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to auction the vehicles at the earliest.

3.1.4.12 Non-execution of repair and renovation works despite availability of funds - Rs.61.768 million

Clause C 13 (15) of the revised agreement between Health Department, Government of Sindh and PPHI Sindh dated 18-July, 2024 states that “PPHI Sindh shall be responsible for the cost of utilities, due maintenance of equipment, furniture and buildings of the BRHFs at acceptable and satisfactory standards for the management period and their return to an authorized representative of the health department.”

During audit of PPHI Sindh for the year 2023-24, it was observed that the Board of Directors approved budget of Rs.61.768 million for repair work of poor and damaged health facilities buildings. Accordingly, budget was claimed and received from the Government of Sindh. However, the management did not carry out civil works on the following health facilities even after lapse of two years.

S#	Health Facility	District	Budget amount (22-23) Rs.
1.	ED Paryal Shah	Jamshoro	5,674,000
2.	ED Wehar Sharif		3,788,000
3.	GD Mahi Otho		4,071,000
4.	RHC Jhangara		2,927,000
5.	BHU Begna Mori	Sujawal	3,513,872
6.	BHU Plus Bello		7,295,000
7.	BHU Behdmi	Badin-A	6,500,000
8.	BHU Haji Nizamuddin	Badin-B	5,500,000
9.	GD Ahori	Mirpur khas-B	4,000,000
10.	DG Dajhero mori	--	6,400,000
11.	BHU Jadam janjhi	Mithi	5,600,000
12.	Bhu Mithrio Bhatti	-do-	6,500,000
Total			61,768,872

Further, there was no proper approval mechanism of selection/withdrawal of construction work.

Audit is of the view that the management failed to execute the approved construction work which indicated poor management.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that action may be taken against the person(s) at fault for above slackness.

3.1.4.13 Misprocurement of medicine - Rs.8.386 million

Clause No.10.6 of the bidding document states that “PPHI Sindh may waive any minor infirmity, nonconformity, or irregularity in a bid that doesn’t constitute a material deviation, provided such waiver does not prejudice or affect the relative ranking of any bidder.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management awarded a contract for the procurement of medicines, amounting to Rs. 8.386 million, to M/s. Hamza Enterprises. This decision was made despite the supplier's failure to provide samples that met the required specifications. Specifically, the bidder quoted 60 ml instead of the required 120 ml for the Syrup-Iron (III) hydroxide Polymaltose Complex 50 mg/5ml.

Audit is of the view that undue favor was given to the supplier by accepting its sample which was not as per required specification. Thus, award of contract amounting to Rs.8.366 million which was irregular.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.14 Irregular award of contract to a blacklisted contractor for repair work - Rs.7.192 million

Rule 4, sub-section 2 (b-ii) of SPPRA Rules, 2010 states that, submission of bids, containing false information or falsified documents, or the concealment of such information in the bid, in order to influence the outcome of eligibility screening or any other stage of the public building.

During audit of the PPHI Sindh, Larkana Region for the year 2023-24, it was observed that M/s. Shahid and Brothers was blacklisted and banned by the

management in August, 2019 and debarred from participating in any repair and renovation tenders in future and also withdrawn the contracts of Government Dispensary, Allah Rakhio Jalbani District Kamber and remaining work of BHU Risaldar due to fake documents. However, the contractor participated in repair and renovation tender in April, 2024 and awarded work order of Rs.7.192 million for repair and renovation work of BHU Bux Gaho despite being blacklisted earlier.

Audit is of the view that the management awarded the contract to a blacklisted contractor which reflected favoritism and violation of procurement rules.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.15 Non-imposition of liquidated damages - Rs.5.777 million

Clause 16.4 of bidding document on Liquidity Damages states that 0.05% per day up to a maximum of (10%) to be charged as LD.

Clause 04 of agreement with supplier states that supplier will deliver fabricated ambulances within sixty (60) days after signing of contract. Delay per day beyond the schedule time will be charged as 0.1 percent of contract price per day up to maximum of 10 percent of contract price as liquidated damages and adjusted in the contract price payment.

During audit of PPHI Sindh for the year 2023-24, it was observed that the management awarded contracts for various repair and renovation work with completion date of 06 months. However, the contractors failed to complete their work within stipulated time, but no liquidated damages of Rs.3.135 million were imposed on contractors (**Annex-11**).

Furthermore, the management awarded a contract to M/s Lahore Central Motors (Pvt) Ltd, valued at Rs. 26.429 million, for the fabrication of ambulances. The purchase order was issued on October 20, 2023, for the fabrication of 95 ambulances. However, the supplier only delivered 20 ambulances within the stipulated timeline, with the remaining ambulances being delivered in April and

June 2024, after the extension period had expired. Notably, the management failed to impose liquidated damages on the supplier, amounting to Rs. 2.642 million (Rs.26.429 million * 10%).

Audit is of the view that the management extended undue favor to the contractors due to which no liquidity damages were imposed for late completion of work.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to recover the LD amount from contractors / suppliers.

(DP Nos. 110 & 132)

3.1.4.16 Irregular promotions of Manager Finance - Rs.3.301 million

The promotion criteria of Executive Finance was approved by the Board of Director in 42nd meeting held on February 12, 2024 as “Any executive with five years in PPHI Sindh on said designation in relevant field are qualified for the post and the promotion will be executed based on past performance of the employee, recommendation of supervising officer, and formal assessment by recruitment committee.”

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management promoted two Executive Finance & Accounts officers to Manager Finance without considering their past performance and the recommendations of their supervising officers, contrary to the approved criteria for promotion.

a) The officer, Mr. Atif Abbas Malik, was promoted through a Selection Committee meeting held on May 16, 2024. However, his promotion is questionable given his past record. A show-cause notice was issued to him, and upon receiving an unsatisfactory response, a warning letter was given. Furthermore, his supervisor, the District Manager, had filed complaints against him for slackness and non-compliance with rules and orders.

b) The officer, Mr. Muhammad Yousuf, was promoted in June 2024. His promotion is also problematic, considering that the Director (HR) had recommended a major penalty, either demoting him to a lower grade or terminating his contract appointment, on October 6, 2020. A show-cause notice was issued to him on October 8, 2020, citing various violations.

Audit is of the view that the management extended undue favor to the above employees while promoting them despite their poor performance in the past. Thus, the promotion of above officers and their pay of Rs.3.301 million (Rs.130,120 + 145,000 * 12 months) were held irregular.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

(DP Nos.101 & 123)

3.1.4.17 Auction of vehicles in a non-transparent manner - Rs.2.528 million

Sr. No. 06 of the terms and conditions states that the total bid price should be quoted both in figures and in words including of advance tax. Any overwriting or erasing in the figures shall not be considered for acceptance of rates offered by the bidder.” Sr.No.5 of the advertisement the bidder was required to submit 10% of the total bid price (in original) as a Bid security in form of pay order/ in favor of PPHI Sindh along with copy of CNIC.

During audit of PPHI Sindh for the year 2023-24, it was observed that the management sold seven vehicles to the bidder after adopting tender process. However, following irregularities were observed:

1. The reserve price and the quoted offers are mentioned on the bidding documents submitted by the bidder, which is illogical due to which no competitive rates could be availed as the rates were to be kept confidential.
2. Further, the bid security amount was not matching the price offered by the bidders, which raises questions on the transparency of the sale.
3. Five bidders were rejected, however the reason for rejection of bids were neither mentioned nor the bidders were informed about their rejection.

4. The reserve price for filer and non-filer were fixed differently, which restricted the competition.
5. Bid Security amount was not matching with the quoted amount.

Audit is of the view that the management extended undue favor to the particular bidder.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.18 Irregular deputation of Assistant District Manager

As per eligibility criteria mentioned in advertisement, the candidates were required to have CCS/PCS/PMS officer; 5 years relevant experience at District level in Health/Nutrition Projects and worked as Drawing & Disbursing officer.

During audit of PPHI Sindh for the year 2023-24, it was observed that Mr. Naseem Ahmed, Lecturer, Commerce College, College Education Department Sindh was appointed on 13-09-2023 as Assistant District Manager in violation of the required criteria as mentioned in the advertisement (the last date of which was 25-08-2023) which is irregular. Following points were also observed that:

1. He was neither CSS/PCS/PMS officer nor had 5 years' relevant experience at District level in Health/Nutrition Projects and worked as Drawing & Disbursing Officer.
2. He was relieved by Principal Government Boys Degree College on 02 years Extra Ordinary Leave (E.O.L) 07-12-2023 instead of applying for Deputation or taking permission from Secretary to relieve for appointment on another job as Assistant District Manager on contractual basis.
3. No Objection Certificate (NOC) and Last Pay Certificate (LPC) weren't provided from the Education Department and Accountant General Sindh respectively.
4. He joined PPHI Sindh on 13-09-2023, but he was relieved from his parent office on 07-12-2023, which is irregular.

Audit is of the view that the management extended undue favor while taking him on deputation as Assistant District Manager and accepted his joining without seeking prior permission for job during EOL. Thus, his deputation and pay/allowances was held irregular.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.19 Irregular appointment of Manager HR and Solar Supervisor - Rs.2.333 million

Clause 2.2 (5) of PPHI Sindh (Compendium of Manuals) HR Manual 2014, states that it is essential that the recruitment of all employees, from both within and outside of PPHI Sindh, is conducted using fair, objective and validated process focused only on job-related skills, competencies and capabilities.

Advertisement qualification of Manager Human Resource dated 15-06-2023, was MBA in Human Resource Management (HRM) with minimum five years of relevant post-qualification work experience in HRM.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management appointed candidates for the post of Manager HR & Solar Supervisor without observing codal formalities. The details of the irregularities are as follows:

a) Mrs. Tayyaba Awan initially appeared interview on 19.05.2023 for the post of Deputy Director (Operations & Monitoring), but was not selected for the position. However, one member of the Selection Committee recommended her for the post of Manager. However, after a month, an advertisement was floated on 15.06.2023 for the post of Manager, and she was appointed as Manager Operations. Despite lacking the relevant qualification and experience for the role, she was posted as Manager HR.

b) Mr. Furqan Nawaz was appointed as Supervisor Solar Systems, and he received unusually high marks in the interview, with all five members of the panel awarding him 10 out of 10 marks, resulting in a total of 50 marks. He secured 51 marks in the written test, a perfect 50/50 marks in the interview, achieving a total of 101/100 marks. In comparison, the competing candidate, Mr. Abdul Waseem,

secured 70 marks in the written test and 27/50 marks in the interview, totaling 97/100 marks.

Audit is of the view that the employees were appointed in violation of rules and undue favor was extended by the management. Thus, the appointments and payment of salary amounting to Rs.2.333 million (Rs.1.529 million & Rs.0.804 million) was held irregular and unjustified.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.20 Non-registration of healthcare facilities with Sindh Healthcare Commission

Clause 13 (1) of Sindh HealthCare commission states that a healthcare service provider shall not provide healthcare services without being registered under this Act. Further, clause (5) states that the Commission may impose a fine which may extend to five hundred thousand rupees upon a healthcare service provider or any other person who practices without registration.

During audit of PPHI Sindh for the year 2023-24, it was observed that 292 healthcare facilities were not registered with Sindh Health Care Commission which may lead to fine/penalty. Detail is as under:

Region	Number
Hyderabad	25
Karachi	36
Larkana	81
Mirpurkhas	40
SBA	68
Sukkur	42
Total	292

Audit is of the view that non-registration of Health Care facilities with Sindh Health Care Commission is violation of above Act.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends corrective measures may be taken for registration of Health facilities without any further delay and fix the responsibility on the person(s) at fault.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 3.1.5.13 having financial impact of Rs.13.500 million. Recurrence of same irregularity is a matter of concern.

3.1.4.21 Use of substandard medicine

Clause v (4.1) states that after delivery of drugs and medicines at the purchaser's premises, the purchaser shall send the samples from all batches of each consignment of the supplied store to the drugs testing laboratory, Sindh/Central Drug Testing Laboratory (CDTL) for testing.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management used the medicine Zaftolin Respiratory Solution, registered number 039618, with the composition salbutamol, manufactured by M/s Zafa Pharmaceutical. This medicine was purchased in June/July 2023 and distributed to ten districts of Sindh. However, batch number 104 was found to be non-compliant and substandard, requiring immediate return to the manufacturer which was not done.

Audit is of the view that the management's failure to monitor the medicine's standard, which showed poor performance and inefficiency, resulted in the distribution of substandard medicine, posing potential health risks to patients.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.22 Irregular appointment of two Optometrists

The advertisement for the post of Optometrist specified the main selection criteria as requiring a BS in Vision Science (04 years) or an equivalent degree from a recognized institute, along with a minimum of 02 years' experience in a recognized organization or institute with an eye care setup.

During the audit of PPHI Sindh for the year 2023-24, it was observed that the management appointed two Optometrists, Ms. Marina Ali Gohar and Ms. Neha, without meeting the required selection criteria. Specifically, Ms. Marina Ali Gohar held a BS in Medical Technology, which is an irrelevant qualification as it is a different science compared to vision science. On the other hand, Ms. Neha, who held a BS in Vision Science, did not meet the required two years of work experience, having started working as an Optometrist only on January 9, 2023.

Audit is of the view that appointment of Optometrists with irrelevant qualification and experience reflected favoritism.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

3.1.4.23 Non-establishment of 159 outpatient therapeutic program

Government of Sindh handed the OTP (Outpatient therapeutic program) sites to PPHI Sindh for providing nutritional services across Sindh in August, 2023.

During audit of PPHI Sindh for the year 2023-24, it was observed that the management was assigned the nutrition services by the Government of Sindh and accordingly the budget was granted for the posts of Nutrition Assistants for rendering best services to the stunt and malnourished children at the OTP sites.

However, the management did not establish 159 OTP sites out of 950 sites in 23 districts of Sindh.

Audit is of the view that the management failed to establish OTP sites in different districts of Sindh which reflected slackness and poor planning.

The matter was reported to the management in November 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

Chapter-4

Industries and Commerce Department

Overview

The Industries & Commerce Department (Government of Sindh) role is that of a facilitator in creating an enabling environment for industrial growth in the province.

Aims & Objectives

Department of Industries is striving to establish industrial estate all over Sindh. For this purpose, industrial estates with possible basic infrastructure were established and land was earmarked for the establishment of industrial estates in the districts.

(Rs. in million for FY 2023-24)				
Description	Total No.	Audited	Expenditure audited	Receipts
Formations	3	3	1,304.714	1,004.586

Classified Summary of Audit Observations

Audit observations of Rs.10,449.698 million were raised. The amount also includes recoverable of Rs.5,643.064 million as pointed out by the Audit. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	-
3	Irregularities	
A	HR / Employees - related irregularities	2.500
B	Procurement related irregularities	204.332
C	Management of Accounts with Commercial Banks	17.680
4	Value for Money and service delivery issues	49.789
5	Others	10,175.397

4.1 Sindh Government Press, Karachi & Khairpur

4.1.1 Introduction

As a result of disintegration of one unit, the West Pakistan, Government Press, Karachi was renamed as Sindh Government Press, (SGP) Karachi w.e.f. July 01, 1970 under Controller, Printing and Stationery Department, Government of Sindh. Main functions of the Press are as under:

- Printing of all kinds of jobs for all departments/offices of the Government of Sindh.
- Supply of all types of stationery articles to all departments/offices of the Government of Sindh.

4.1.2 Comments on the Audited Accounts

4.1.2.1 The annual audited accounts are required to be provided to audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 1984-85 to 2023-24 despite number of reminders.

4.1.2.2 Audit required that the annual audited accounts for the years 1984-2015 to 2023-24 be provided and timely submission be ensured in future along with fixing of responsibility for non-submission of annual audited accounts (**Annex-2**)

4.1.3 Compliance of PAC Directives

PAC has yet to discuss Audit Paras since 2004-05. However, a PAC meeting was convened in October, 2024 and discussed audit paras for the years 2017-18 and 2018-19.

4.1.4 Audit Paras

4.1.4.1 Operational loss due to poor performance - Rs.385.251 million

Rule 23 of GFR states that every Government officer should realize fully that he will be held responsible for any loss sustained by the Government through fraud or negligence.

During the audit of Sindh Government Press (SGP), Karachi & Khairpur for the year 2023-24, it was observed that the management failed to operate the

organization as per their capacity, commercial pattern, and scope of work, resulting in an operational loss. Detail is as under:

FY	Description	Expenditure	Revenue	Loss
2023-24	Printing & forms	401,476,758	37,668,282	(363,808,476)
	Stationery & Stores	11,753,072	31,326,257	(11,753,072)
Total (Amount in Rs)		413,229,830	68,994,539	(352,055,404)

Furthermore, the management of SGP, Khairpur also sustained operational loss of Rs.33.196 million during the year 2023-24.

Audit is of the view that the management is continuously sustaining losses, mainly due to the fact that the Press is being run on a non-commercial pattern. Although the Press was commercialized by the Government of Sindh with effect from July 1, 1971, the management has failed to implement this change to date. Furthermore, the management has failed to develop a comprehensive mechanism to achieve a break-even point, let alone generate any profit.

The matter was reported to the management on August 19, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the position of losses.

Note: The issue was also reported earlier in the Audit Reports for Audit Year(s) 2023-24 vide para (s) number 4.1.4.1 having financial impact of Rs.180.724 million, for Audit Year (s) 2022-23 vide para (s) number 3.1.5.2 having financial impact of Rs.281.843 and for Audit Year (s) 2021-22 vide para (s) number 3.1.5.1 having financial impact of Rs.163.181 million. Recurrence of same irregularity is a matter of concern.

(DP Nos. 20 & 44)

4.1.4.2 Non-achievement of revenue targets – Rs.165.470 million

Government of Sindh set target of revenue of Rs.218.039 million for Sindh Government Press, Karachi (KQ0503) and Rs.16.426 million for Stationery and Store Office Sindh Karachi (KQ0505) in the Budget of the for FY 2023-24.

During audit of Sindh Government Press (SGP), Karachi for the year 2023-24, it was observed that contrary to above, the management could not achieve the targets. Detail is as under:

Description	Target	Achievement	Shortfall
Printing & forms (KQ0503)	218,039,000	37,667,782	(180,371,218)
Stationery & Stores (KQ0505)	16,426,000	31,326,757	(14,900,757)
Total (Amount in Rs)	234,465,000	68,994,539	(165,470,461)

Audit is of the view that the management failed to achieve revenue targets amounting to Rs.165.470 million despite having a huge scope of business regarding printing and stationery through Sind Government Departments.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that strenuous efforts are required to be made to capture their right of business from Sindh Govt. Departments.

Note: The issue was also reported earlier in the Audit Report (s) for Audit Year (s) 2023-24 vide para(s) number 4.1.4.4 having financial impact of Rs.53.793 million and for Audit Year(s) 2021-22 vide para(s) number 3.1.5.5 having financial impact of Rs.21.608 million. Recurrence of same irregularity is a matter of concern.

4.1.4.3 Variation of payment compared to recording in measurement book – Rs.149.843 million

Para 209 (d) of the CPWD Code states that all payments for work or supplies are based on the quantities recorded in the measurement book. It is incumbent upon the person taking the measurements to ensure that the quantities are recorded clearly and accurately.

Para 72 of the CPWA Code requires that every payment be supported by a voucher with full claim particulars, signed by the contractor and an authorized officer.

During the audit of Sindh Government Press (SGP), Karachi for the year 2023-24, it was observed that the scheme for the Establishment of Museum of Antique Printing & Allied Machines in Sindh Government Printing Press was initially approved at a cost of Rs.41.4000 million on February 2, 2017, which was later revised to Rs.149.843 million on May 9, 2023. By June 2024, the management had incurred the revised expenditure of Rs.149.843 million. However, a significant gap of 23% was noted between the physical progress as reflected in MB and financial progress of the project, indicating that payments to contractors were made without ensuring the completion of the corresponding work. Moreover, a monitoring visit report by the Finance Department, Government of Sindh, highlighted that the management failed to provide a complete record of scheme-related expenditure.

Audit is of the view that the management's failure to ensure corresponding work completion before making payments to contractors, along with the significant gap between physical and financial progress, indicates weaknesses in project monitoring and control.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the position in accordance with relevant rules.

4.1.4.4 Non-conducting physical verification of assets – Rs.105.000 million

Rule 158 of G.F.R provides that a physical verification of store/stock should be carried out at least once in a year by an officer who is custodian of ledger of account of the store and record a certificate of verification of store with its results in the list, inventory or account as the case may be were such verification is carried out.

Rule 154 (iv) of GFR states that article of dead stock should be verified at least once a year and the result of verification recorded in the inventory. All discrepancies noticed must be properly investigated and brought to account immediately so that the inventory may present the true account.

During audit of Sindh Government Press (SGP), Karachi & Khairpur for the year 2023-24, it was observed that the management purchased printing material & stationery items of Rs.105.000 million. However, physical verification report of the assets was not conducted.

Audit is of the view that non-conducting of physical verification of the assets amounting to Rs.105.000 million reflected poor asset management.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to conduct physical verification and prepare stock taking report of store / stock.

(DP Nos.15 & 45)

4.1.4.5 Procurement of revenue component items before completion of civil work - Rs.80.260 million

GFR 310 of defines capital expenditure as spending that increases permanent assets or reduces liabilities, but requires express government authorization for classification in government accounts, typically granted when essential for financial reporting or when expenditure exceeds ordinary revenues (i.e., taxes, duties, fees, and fines).

During the audit of Sindh Government Press (SGP), Karachi for the year 2023-24, it was observed that management made the procurement of assets, including IT equipment, plant and machinery, and furniture and fixtures, from the revenue component, totaling Rs. 80.260 million during the years 2022-23 and 2023-24. These assets, meant for the Establishment of Museum of Antique Printing & Allied Machines in Sindh Government Printing Press, were procured and placed in stores for a longer period without a plan for their utilization in place, resulting in procured items lying idle, as the civil work and construction under the Capital component had not been completed.

Audit is of the view that the procurement of assets without ensuring their utilization has resulted in idle assets and potential inefficiencies in resource

allocation. This lack of planning and coordination may indicate weaknesses in the organization's financial management and internal controls.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the position of procurements.

4.1.4.6 Non-reconciliation of expenditure statement with District Treasury Office - Rs.45.994 million

Rule (3) (viii) of GFR states that the head of the department and the Accountant General are jointly responsible for monthly reconciliation of expenditure.

During the audit of Sindh Government Press (SGP), Khairpur for the year 2023-24, it was observed that the management failed to reconcile the monthly expenditure statement with the District Treasury Office, Khairpur, resulting in a non-reconciliation of amount of Rs.45.994 million and unaccounted amount of Rs. 23,321,830. The details are as under:

Cost Center	Revised Budget	Actual Expenditure	Unaccounted for
KX-0077	69,316,000	45,994,170	23,321,830

Audit is of the view that the failure to reconcile the monthly expenditure statement indicates a lack of internal controls and inadequate financial management, which may lead to misappropriation of funds and inaccurate financial reporting.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to take corrective measures.

4.1.4.7 Non-recovery of outstanding dues - Rs.27.858 million

Rule 38 of GFR states that it is the duty of the department Controlling Officer to see that all sums due to Government are regularly and properly, realized and duly credit to Government Account.

During audit of Sindh Government Press (SGP), Karachi for the year 2023-24, it was observed that the management executed printing work for various Government Departments of Sindh on credit basis. Consequently, an amount of Rs. 27.858 million remained outstanding as on June 30, 2024. The detail is as under:

S.#	Department	Amount in Rs
1.	Finance Department	25,712,851
2.	Services General & Administration Department, Sindh	2,145,775
	Total	27,858,626

Audit is of the view that non-recovery of printing charges from various government departments showed slackness and poor financial management.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to take serious efforts to recover the outstanding amount from concerned departments.

4.1.4.8 Non-surrendering of excess funds - Rs.26.319 million

Article 44 (3) of the Audit Code states that the government expenditures are made with proper sanction from a competent authority, and that excess funds are surrendered to the Government Treasury by June 15th of each year.

During audit of Sindh Government Printing Press (SGP), Karachi for the year 2023-24, it was observed that a budget of Rs.334.549 million was released to the Government Printing Press, Karachi, however, management utilized Rs. 308.230 million and failed to utilize remaining Rs.26.319 million. The non-utilized amount was not surrendered to the government treasury within given time i.e. June 15, 2024 and thus lapsed. The detail is as under:

(Amount in Rs)			
Cost Centre	Released Budget	Budget Utilized	Non- surrender amount
KQ0503	322,092,365	296,477,045	25,615,320
KQ0505	12,457,257	11,753,072	704,185
Total	334,549,622	308,230,117	26,319,505

Audit is of the view that non-surrendering of amount of Rs.26.319 million to the government till June 15, 2024, reflected violation and non-compliance of rules.

The matter was reported to the management on September 02, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.1.4.9 Utilization of funds without approval - Rs.23.470 million

Para 532 of Public Works Department Manual states that a revised estimate must be submitted when the sanctioned estimate is likely to be exceeded by more than 5%.

Rule 11.3.3 of SPPRA states that the premium quoted by a bidder must not exceed the engineer's estimate by more than 20%, failing which approval from the Finance Department is required.

During the audit of Sindh Government Press (SGP), Karachi for the year 2023-24, it was observed that the management made procurement amounting to Rs.83.756 million under the scheme of Establishment of Museum of Antique Printing & Allied Machines, which exceeded the engineer's estimate of Rs.23.470 million by a significant 150%.

Audit is of the view that the management's failure to adhere to procurement guidelines and exceed the permissible limit without obtaining necessary approvals indicates weaknesses in internal controls and procurement processes. This lack of adherence to procedures may lead to irregularities, mismanagement of public funds, and undermine the transparency and accountability of the organization.

The matter was reported to the management on August 19, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that the matter may be justified.

4.1.4.10 Less deposit of sales tax amount - Rs.15.120 million

Sr. No. 14 of the bidding documents requires successful bidders to submit certain documents before payment, including a 20% sales tax deduction at source and proof of monthly tax returns deposited with the FBR.

During audit of Sindh Government Press (SGP), Karachi for the year 2023-24, it was observed that the management awarded tenders for procurement of stationery stores and paper, printing and bidding material amounting to Rs. 104,999,804 on which 18% of General Sales Tax (GST) was deducted from each bill of supplier. However, the management withheld 20% of total deducted tax and refunded 80% to suppliers / contractors without obtaining proof for deposition of tax. This resulted in less payment of GST to FBR amounting to Rs.15.120 million (**Annex-12**).

Audit is of the view that the management unjustifiably refunded the tax amount to suppliers / contractors amounting to Rs.15.120 million which reflected undue favor.

The matter was reported to the management on August 19, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.1.4.11 Irregular issuance of Stationery and Printing Forms - Rs.12.800 million

Para 11.24 of the Printing and Stationery Manual states that receipts for consignments received must be acknowledged at the proper place on the back of the invoice and returned to the superintendent/works manager.

During the audit of Sindh Government Press (SGP), Khairpur for the year 2023-24, it was observed that the management released stationery and printing forms worth Rs.12.800 million in response to received indents, but failed to maintain adequate records and computer-based processing to ensure accurate transaction reporting. The details of issuance are as follows.

S #	Description	Amount (Rs)
1	Stationery Articles	5,913,371
2	Printing Material	6,883,802
Total		12,797,173

Audit is of the view that the management's failure to maintain adequate records and reconcile the utilization of materials with indents raised indicates weaknesses in internal controls and inventory management. This lack of transparency and accountability may lead to mismanagement of resources, inaccurate financial reporting, and potential misappropriation of assets.

The matter was reported to the management in September 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.1.4.12 Non-availability of printing machine - Rs.7.670 million

Rule 13 of GFR provides that every controlling officer must satisfy himself not only that adequate provision exists within the departmental organization for systematic internal checks calculated to prevent and detect errors and irregularities in the financial proceedings of its subordinate officers and to guard against waste and loss of public money.

During audit of Sindh Government Press (SGP), Khairpur for the year 2023-24, it was observed that an amount of Rs.7.670 million was released for procurement of pre- and post-printing machines in the context of up-gradation of SGP-Khairpur during the year 2009-10. The amount was released from the Finance Department, Govt. of Sindh, via letter dated January 13, 2010, however none of the machines were received / found available in the record. The details of the amounts against the machines are given below: -

S#	Name of machine	Amount (Rs.)
1	(Pre-Press) Marchetti Printing Down Frame (Plate Maker) Model PK-45 Suitable for GTO-52-1	1,650,000
2	(Post Press) Polar Paper Cutting Machine Model-78X (German Made)	4,850,000
3	General Sales Tax @ 18%	1,170,000
	Total	7,670,000

Audit is of the view that non-availability of machines reflected poor asset management and weak internal controls.

The matter was reported to the management in September 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.1.4.13 Unauthorized issuance of printing and stationery material – Rs.6.470 million

Para 13.1 of the Printing and Stationery Manual emphasizes the importance of economy in the use of paper and stationery, directing indenting officers to devise ways to minimize usage and rigidly follow instructions to achieve maximum economy.

During audit of Sindh Government Press (SGP), Khairpur for the year 2023-24, it was observed that the management supplied printing material and stationery in excess of challan receipts, as detailed below:

(Rs.in million)			
Description	Challan Receipt	Items issued	Excess supply
Printing Items	3,277,296	6,883,802	3,606,506
Stationery Items	3,046,278	5,913,371	2,867,093
Total	6,323,574	12,797,173	6,473,599

Audit is of the view that issuance of printing material and stationery items in excess of challan receipts is unjustified and irregular

The matter was reported to the management in September 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.1.4.14 Non-conducting of verification of antecedents / degrees

Section 6 of the Sindh Civil Servants Act, 1973, requires that a directly appointed civil servant's character and antecedents be verified before completing their probation period (Government of Sindh, Verification of Character and Antecedents of Candidates for Employment). This verification process involves using a prescribed form, police agency verification, and maintaining records of the verification, to ensure the suitability of candidates for government employment.

During audit of Sindh Government Printing Press (SGP), Khairpur for the year 2023-24, it was observed that the management has a sanction strength 145 employees, out of which 69 officers / staff are working. However, the prerequisite verification as regards of age and educational qualifications of officers / officials were not conducted till-date.

Audit is of the view that non-conducting of verification of degrees / certificates and antecedents was a violation of government rules.

The matter was reported to the management in September 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends verification of degrees / certificates on priority besides fixing of responsibility on the person(s) at fault.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 4.1.4.17 having financial impact. Recurrence of same irregularity is a matter of concern.

4.1.4.15 Non-finalization of annual accounts

Notification No B.111-13-29(29) (4)/71 dated 5th June 1971, states that it was decided to declare the Printing & stationery Department as a commercial Department and to commercialize its accounts w.e.f 1st July 1970. The annual

report, together with the audited accounts of the department, shall be published and copies thereof shall be made available for public.

During audit of Sindh Government Press (SGP), Karachi and Khairpur for the year 2023-24, it was observed that the management had neither prepared nor got the annual accounts of press audited from a chartered accountant firm. The department, after being declared a commercial entity in 1971, was bound to get its accounts finalized and audited on commercial pattern. In the absence of annual accounts, financial position and commercial viability of the entity with regard to its revenue, expenditures, profit and loss statement, trial balance and general ledger account could not be assessed and ascertained.

Audit is of the view that non-preparation / finalization of annual accounts reflected serious violation on the part of management.

The matter was reported to the management in August 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends fixing of responsibility on the person (s) at fault.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 4.1.4.16 and for Audit Year(s) 2022-23 vide para(s) number 3.1.5.15. Recurrence of same irregularity is a matter of concern.

(DP Nos.21 & 43)

4.2 Sindh Small Industries Corporation

4.2.1 Introduction

Sindh Small Industries Corporation (SSIC) Karachi was established under Small Industries and Handicrafts Development Corporation Act, 1972. Its main functions are as under:

1. The corporation shall take such measures as it thinks fit to provide assistance in the establishment and development of cottage, small and other industries.
2. The Corporation shall also be responsible for preparing and submitting schemes to Government for the development of handicrafts, cottage, small and other industries, such schemes may include schemes for research and mechanization in respect of cottage and small industries; and Sponsoring the industries to be set up in the private sector in Sindh.

4.2.2 Comments on the Audited Accounts

4.2.2.1 The annual audited accounts are required to be provided to audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 1987-88 to 2023-24.

4.2.2.2 Audit required that the annual audited accounts for the years 1987-88 to 2023-24 be provided and timely submission be ensured in future, besides, fixing of responsibility for non-submission of annual audited accounts (**Annex-2**).

4.2.3 Compliance of PAC Directives

PAC has yet to discuss Audit Paras pertaining to SSIC since 2004-05. However, a PAC meeting was convened in October, 2024 and discussed audit paras for the years 2017-18 and 2018-19.

4.2.4 Audit Paras

4.2.4.1 Unjustified payment to contractors without fulfillment of codal formalities - Rs.529.691 million

The Pakistan Engineering Council Guidelines for Civil Work require the contractor to submit various reports to the engineer, including a detailed program for execution of works, labor employment, material procurement, and imports. Additionally, the contractor must submit monthly progress reports covering

construction schedule, work carried out, planned work, daily job records, photographs, and information on problems encountered. The contractor must also maintain a daily record of work progress, making it available to the engineer upon request.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management incurred an expenditure of Rs.529.691 million on various contracts for civil works in April, 2023 on the recommendation of SSIC Engineer. However, monthly progress Report, construction schedule indicating the monthly progress in percentage, description of all work carried out since the last report etc. were not obtained before approving bills.

Audit is of the view that the management failed to perform due diligence while making payments to the contractors which reflected negligence and weak monitoring of projects.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.2.4.2 Non-reporting of contracts to NAB - Rs.529.691 million

Clause 33-B of the NAB Ordinance 1999 requires all government ministries, departments, and statutory corporations to furnish NAB with a copy of any contract valued at Rs. 50 million or more, within a reasonable time from the date of signing.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management awarded contracts amounting to Rs.529.691 million of various projects. However, copies of the contract were not submitted to the NAB in violation of above rules. The details are as under: -

S#	Name of Contractors	Nature of Work
1	M/s S.N Enterprises	Providing & Suppling of Water Supplying Line and Reconditioning of Road at SIE (Ext) Hyderabad.
2	M/s Joya Contractor	Improvement of Basic infrastructure of SIE Sanghar.
3	M/s S.N Enterprises	Establishment of undeveloped area (Phase II) and Rehabilitation of existing infrastructure (Phase I) at SIE Sukkur.

Audit is of the view that the management failed to discharge its statutory obligations which reflected gross negligence and weak internal controls.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter besides taking corrective measures.

4.2.4.3 Non-recovery of loan from defaulters - Rs.238.331 million

Section 23 (4) of the Sindh Small Industries and Handicraft Development Corporation Act, 1972 empowers the Corporation to recover dues from a borrower or their surety, and a certificate issued under sub-section (1) is executable against the surety as if they were the borrower, with all sums due recoverable as arrears of land revenue.

During the audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that an amount of Rs.238.331 million, comprising installments, markup, service charges, and penalties, remained outstanding against various defaulters/borrowers despite a significant lapse of time under the Self Employment Scheme in four regions of SSIC. The detail is as under:

(Rs.in million)				
S#	Name of Region	Principal Amount	Amount recovered	Outstanding amount
1	Karachi	1.524	0.946	7.658
2	Hyderabad	22.612	9.321	147.919
3	Sukkur	10.047	8.040	70.879
4	Larkana	2.990	1.990	11.874
Total		37.174	20.298	238.331

Audit is of the view that the management failed to recover outstanding dues Rs.238.331 million from the defaulters which reflected negligence and poor recovery mechanism.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to recover the dues at the earliest.

Note: The issue was also reported earlier in the Audit Reports for Audit Year(s) 2022-23 vide para (s) number 4.2.4.2 having financial impact of Rs.215.966 million, for Audit Year(s) 2022-23 vide para (s) number 3.2.5.2 having financial impact of Rs.250.821 million and for Audit Year(s) 2021-22 vide para (s) number 3.2.5.1 having financial impact of Rs.246.615 million. Recurrence of same irregularity is a matter of concern.

4.2.4.4 Operational loss due to poor performance – Rs.225.113 million

Rule 23 of GFR provides that every Government officer should realize fully that he will be held responsible for any loss sustained by the Government through fraud or negligence on his part.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management incurred an expenditure of Rs.902.434 million against the revenue of Rs.677.321 million, resulting in an operational loss of Rs.225.113 million.

Audit was of the view that the management failed to follow its revenue targets which indicated slackness and poor financial management which resulted in operating losses.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.2.4.5 Non-recovery from various allottees - Rs.129.059 million

Rule 38 of G.F.R provides that it is primary responsibility of the departmental authorities to see that all revenues or other debts due to government, which have to be brought to account are correctly and promptly assessed, realized and credited to the public account.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that an amount of Rs.111.435 million was outstanding against the allottees of small industrial estates and industrial parks as detailed below: -

(Rs in million)		
S #	Region	Outstanding Amount
1	Karachi	48.753
2	Hyderabad	28.001
3	Sukkur	18.756
4	Larkana	15.925
Total		111.435

Furthermore, an amount of Rs.17.624 million including installment, markup, service charges and penalty, was outstanding against various defaulters / borrowers under Supervisory Credit Scheme (SCS) in four regions of SSIC.

(Rs.in million)		
S#	Name of region	Outstanding amount
1	Karachi	-
2	Hyderabad	14.938
3	Sukkur	2.686
4	Larkana	-
Total		17.624

Audit is of the view that the management failed to recover the outstanding dues amounting to Rs.129.059 which reflected negligence and poor recovery mechanism.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to recover the outstanding dues at the earliest.

(DP Nos.141 & 143)

4.2.4.6 Excess appointment against sanctioned strength - Rs.124.800 million

The Board of Director of Sindh Small Industries Corporation (SSIC) in its 73rd meeting held on May 21, 2015 decided that the staff in excess of approved strength should be adjusted against the vacancies available in Services & General Administration Department (S&GAD) Government of Sindh.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the working strength of employees was more than the sanctioned strength due to which the corporation had to bear excess expenditure of Rs.124.800 million per annum. The detail is as under:

Sanctioned Strength	Available Staff	Surplus Staff	Avg. Salary	Amount (Rs)
A	B	C	D	E = C x D
448	656	208	50,000	208 x 50,000 x 12
Total				124,800,000

Audit is of the view that the management deployed surplus staff against the sanctioned strength which resulted in an excess expenditure of Rs.124.800 million.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to rationalize the working strength.

4.2.4.7 Non-hoisting of evaluation reports - Rs.79.143 million

Rule 35 of SPPRA Rules, 2010 requires the procuring agency to announce the bid evaluation result, in the form of a final evaluation report, at least 15 days prior to awarding the contract, providing justification for acceptance or rejection of bids, with separate technical evaluation report announcement before opening financial proposals, if applicable.

During the audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management awarded the contract of providing & supplying of water supply line and reconditioning of road at Hyderabad (Extension) to M/s S.N Enterprises amounting to Rs.79.143 million. However, the management did not announce the result of bid evaluation, in the form of final evaluation report giving justification for acceptance or rejection of bids at least fifteen days prior to the award of procurement contract.

Audit is of the view that the management failed to announce the bid evaluation results of the above contract amounting to Rs.79.143 million in accordance with SPPRA Rules, 2010.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.2.4.8 Encroachment of land - Rs.22.131 million

Rule 4 (3) of Public Sector Companies (Corporate Governance) Rules, 2013 states that the chief executive is responsible for the management of the Public Sector Company and for its procedures in financial and other matters, subject to the oversight and directions of the Board.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that 20,464 sq. yds land valuing Rs.22.131 million was under encroachment as detailed below:

S#	Description / Name	Area (sq. yd)	Land Per (sq.yd)	Rs.
1	Artisan Workshops, Kashmore	5,969	800	4,775,200
2	Plot No. A-72 & A-77, Sukkur	3,816	800	3,052,800
3	Plot No. A-89-93-94, Sukkur	3,479	800	2,783,200
4	SIE Gambat Plot No. B-04,B-05, B-06, A-07,A-08, B-32, A-34, A-35	7,200	1600	1,520,000
Total		20,464		22,131,200

Audit is of the view that the management failed to protect the land which resulted in encroachment. This position reflected poor asset management.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.2.4.9 Irregular procurement by splitting - Rs.17.740 million

Rule 12 (1) of SPPRA, 2010 provides that all proposed procurements for each financial year and shall proceed accordingly without any splitting or regrouping of the procurements already grouped, allocated and scheduled in the Procurement Plan. Further, Rule 17(1) bid provides that procurements over one hundred thousand rupees and up to one million rupees shall be advertised by timely notifications on the Authority's website and may in print media in the manner and format prescribed in the rules.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management procured Stationery & printing material amounting to Rs.17.740 million on splitting basis in violation of SPPRA Rules, 2010.

Audit is of the view that procurement of items on splitting basis reflected serious violation of public procurement rules. Thus, procurements amounting to Rs.17.740 million stand irregular and unjustified.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.2.4.10 Submission of fake bank guarantee by contractors – Rs.17.680 million

Rule 23 of GFR states that every government officer should realize fully that he will be held responsible for any loss sustained by the government through fraud or negligence on his part.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management obtained bid security amounting to Rs.17.680 million from following contractors which were not encashed / credited into bank account as guarantees were found fake.

S#	Name of Contractor	Nature of Work	Amount
1	M/s S.N Enterprises	Providing & Supplying of Water Supplying Line and Reconditioning of Road at SIE (Ext) Hyderabad	3.674
2	M/s Joya Contractor	Improvement of Basic infrastructure of SIE Sanghar	2.896
3		Improvement of Basic infrastructure of SIE Shikarpur	4.324
4	M/s S.N Enterprises	Establishment of undeveloped area (Phase II) and Rehabilitation of existing infrastructure (Phase I) at SIE Sukkur	6.786
Total (Rs in million)			17.680

Audit is of the view that the acceptance of fake bid securities by the management highlights a significant weakness in their internal control processes, specifically in the verification and validation of bid securities. This lapse can expose the corporation to financial risks and undermine the integrity of the bidding process.

The matter was reported to the management in November, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.2.4.11 Doubtful payments to service providers - Rs.12.515 million

Rule 10 of (GFR) states that every public officer is expected to exercise the same vigilance in respect of expenditure incurred from public moneys as a person of ordinary prudence would exercise in respect of his own money.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management paid an amount of Rs.12.515 to following vendors. However, no record was provided to Audit to ascertain the genuineness of the expenditure.

S#	Vendor Name	Amount (Rs)
1.	M/s Faisal Muhammad Qureshi Oshkosh	3.725
2.	M/s Syeda Nighat Ara Hashmi R.H. & Sons	7.050
3.	M/s Muhammad Azeem CA Systems	1.740
	Total	12.515

Audit is of the view that in the absence of the requisitioned records, Audit was unable to ascertain transparency in the relevant transactions. Hence, expenditure amounting to Rs.12.515 million stands doubtful.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter and to fix responsibility on the person(s) at fault.

4.2.4.12 Loss due to non-recovery of rent – Rs.11.803 million

Section 4 (3) of Corporate Governance Rules, 2013 states that the chief executive is responsible for the management of the Public Sector Company and for its procedures in financial and other matters, subject to the oversight and directions of the Board.

Rule 26 of GFR provides that it is the duty of the departmental controlling officers to see that all the sums due to the Government are regularly and promptly assessed, realized and duly credited in the public account

During audit of Sindh Small Industries Corporation (SSIC) for the year 2023-24 it was observed that the management rented out the Karachi Region premises to M/s Al-Hafeez Electronic Traders, Karachi on monthly rent @ 250,000 per month for the period of 05 years with the condition to enhance 10% per year from the month of August, 2018 to July, 2023. However, an amount of Rs.11.803 million was still lying outstanding as on 30.10.2024.

Audit is of the view that the management failed to recover the rent from the tenant amounting to Rs.11.803 million which reflected negligence and poor recovery mechanism.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends prompt recovery without further delay.

4.2.4.13 Non-insurance of vehicle - Rs.5.992 million

Section 4 of the Sindh Insurance of Public Property Act, 2015 (Sindh Act No.XIII of 2015) states that, subject to the provisions of this section, all insurance business related to any public property, or to any risk or liability with respect to any public property, shall be placed with and procured from the Company only, and shall not be placed with or procured from any other insurer.

During the audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management did not get insured the vehicle (KIA Stonic 2023) in violation of Sindh Insurance Limited Act.

Audit is of the view that the non-insurance of the vehicle by the SSIC management exposes the corporation to financial risks and liabilities in case of any unforeseen events, highlighting a lack of adherence to statutory requirements and inadequate risk management practices.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.2.4.14 Non-disposal of condemned vehicles - Rs.1.600 million

Rule 5 (1) of the Public Sector Companies (Corporate Governance) Rules, 2013, states that the Board shall exercise its power and carry out fiduciary duties with a sense of objective judgment and independence in the best interest of the company.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that vehicles valuing Rs.1.600 million were lying non-functional / obsolete since long. The detail is as under:

S.#	Make & Model	Registration No.	Value/Cost (estimate) (Rs)
1	Hi-Ace 1985	X-68-1849	200,000
2	Suzuki Khyber 1988	GS-2466	200,000
3	Suzuki Mehran 1988	AYL-235	200,000
4	Nissan Sunny 1989	GS-0595	200,000
5	Suzuki Khyber 1988	GS-0155	200,000
6	Suzuki Hi-Roof 1990	GS-4010	200,000
7	Suzuki Khyber 1989	GS-0006	200,000
8	Suzuki Khyber 1991	GS-4032	200,000
Total			1,600,000

Audit is of the view that the management failed to dispose of the vehicles despite a considerable delay, reflecting slackness and negligence.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to dispose the vehicles without further delay.

4.2.4.15 Excess payment of vehicle - Rs.1.024 million

Rule 23 of GFR states that every Government officer should realize fully and clearly that he will be held personally responsible for any loss sustained by Government through fraud or negligence on his part.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management obtained quotation for purchase of vehicle (KIA Stonic Ex+). M/s KIA Motors, Karachi quoted the rate amounting to Rs.4.906 million on 22nd February, 2023. However, the

management paid Rs.5.992 million on 3rd May, 2023, against the quoted rate which resulted in excess payment of Rs.1.024 million.

Audit is of the view that excess payment made to suppliers indicated weak internal controls within the entity.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter.

4.2.4.16 Non-finalization of annual accounts

Section 233 of the Companies Act, 2017 states that the company should finalize its annual accounts within four months after closing date of accounts for the year. These accounts were to be provided to audit for review.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management had neither prepared nor got the annual accounts audited from a Chartered Accountant Firm since 1988. In the absence of annual accounts, financial position and commercial viability of the entity with regard to its revenue, expenditures, profit and loss statement, trial balance and general ledger account could not be assessed and ascertained.

Audit is of the view that non-preparation / finalization of annual accounts reflected serious violation on the part of management.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the matter besides preparation / finalization of annual accounts.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 4.2.4.10 and for Audit Year(s) 2021-22 vide para(s) number 3.2.5.6. Recurrence of same irregularity is a matter of concern.

(DP Nos. 134 & 154)

4.2.4.17 Non-verification of degrees / certificates

Section 6 of the Sindh Civil Servants Act, 1973, requires that a directly appointed civil servant's character and antecedents be verified before completing their probation period (Government of Sindh, Verification of Character and Antecedents of Candidates for Employment). This verification process involves using a prescribed form, police agency verification, and maintaining records of the verification, to ensure the suitability of candidates for government employment.

During audit of Sindh Small Industries Corporation (SSIC), Karachi for the year 2023-24, it was observed that the management did not get verified the degrees / certificates of the employees till date despite a lapse of considerable delay. exercised regularly for verification of degrees from concerned institutes /

Audit is of the view that non-verification of degrees / certificates reflected gross violation of rules.

The matter was reported to the management in November, 2024 but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter besides taking corrective measures.

4.3 Sindh Industrial Trading Estate (Guarantee) Limited

4.3.1 Introduction

At the time of partition in 1947, Pakistan had no industrial base worth the name. Karachi which was selected as the capital of Pakistan as it was only Seaport and International Airport of the country. Karachi was, therefore, selected as the finest location to begin with arduous and onward journey to industrialization of the country. It was the realization of this objective that Sindh Industrial Trading Estate (SITE) was established in 1947 over an area of 4460 acres of land on U.K. pattern and an appropriate sum of money was allocated to put the industrial estate on its feet.

SITE has rail and road links with seaport which also connects the rest of the country. SITE comprises industrial units and godowns providing employment to hundreds of goods and services. It has generating billions of rupees worth of goods and services. It has provided the largest industrial base which is a major contributor in the export earnings of the country. At its inception, it had only local industrial units but today a sizable number of multinationals are also using its infrastructural facilities.

4.3.2 Comments on the Audited Accounts

4.3.2.1 The annual audited accounts are required to be provided to audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 2023-24.

4.3.2.2 Audit required that the annual audited accounts of the years 2018-19 to 2023-24 be provided and timely submission be ensured in future, besides, fixing of responsibility for non-submission of annual audited accounts (**Annex-2**).

4.3.3 Compliance of PAC Directives

The SITE is auditee of Commercial Audit for last two years. No PAC related directives were outstanding against the organization in the records of this office.

4.3.4 Audit Paras

4.3.4.1 Non-recovery of outstanding dues - Rs.5,261.780 million

Rule 4 (3) of Public Sector Companies (Corporate Governance) Rules, 2013, which states that the chief executive is responsible for the management of the public sector company and for its procedures in financial and other matters, subject to the oversight and directions of the board.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-24, it was observed that an amount of Rs.5,261.780 million was lying outstanding on account of rent, development charges, un-authorized construction charges, water charges, non-utilization fee, premium, markup on premium penalty / surcharge construction charges, sub-letting charges, fire charges, fire charges, conservancy charges against various parties since long as per detail shown below: -

(Amount in Rs)			
Estate	Private	Government	Total
Karachi	1,668,460,978	674,602,641	2,043,063,619
SHW Ph -I	290,208,570	-	290,208,570
SHW Ph-II	702,758,028	175,541,053	780,165,983
Nooriabad	523,515,374	126,915,830	650,431,204
Kotri	139,939,180	340,361,600	480,300,780
Hyderabad	336,163,273	113,964,857	450,128,130
Tando Adam	85,180,740	-	85,180,740
Nawabshah	46,478,872	33,941,868	80,420,740
Sukkur	185,292,518	216,588,222	401,880,740
Total	3,977,997,533	1,681,916,071	5,261,780,506

Audit is of the view that the management was un-able to recover an outstanding amount of Rs.5,260.580 million on from various parties which showed negligence and poor recovery mechanism.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to recover outstanding dues at the earliest.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year (s) 2023-24 vide para (s) number 4.3.4.1. Recurrence of same irregularity is a matter of concern.

4.3.4.2 Irregular expenditure without approval of budget from the BoD – Rs.2,033.977 million

Para 7 of Public Sector Companies (Corporate Governance) Rules, 2013 states that the Board must have access to relevant information and resources to carry out its role effectively. Significant issues, including annual business plans, budgets, and long-term plans, must be placed before the Board for consideration to formalize and strengthen corporate decision-making.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management incurred an expenditure of Rs.2,033.977 million under various head of accounts without approval of the Board of Directors (BoD).

Audit is of the view that the management incurred an expenditure of Rs. 2,033.977 million despite the fact that Board of Directors did not grant approval of the budget, therefore, such expenditure is held irregular and unjustified.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends that the matter may be justified besides taking correctives measures.

4.3.4.3 Irregular procurement on splitting basis - Rs.68.861 million

Rule 12 (1) of SPPRA, 2010 provides that all proposed procurements for each financial year and shall proceed accordingly without any splitting or regrouping of the procurements already grouped, allocated and scheduled in the Procurement Plan. Further, Rule 17(1) I bid provides that procurements over one hundred thousand rupees and up to one million rupees shall be advertised by

timely notifications on the Authority’s website and may in print media in the manner and format prescribed in the rules.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-24, it was observed that an amount of Rs.68.861 million was incurred from petty cash by splitting up and on piecemeal basis. The details of expenditures are tabulated below :

S#	Description	Name of Contractor	Total Expenditure (Rs)
1.	Arboriculture	M/s. ARK Enterprises	953,245
2.	Computerization		14,067,870
3.	Purchase of Furniture		30,312,653
4.	R& M water Supply		1,529,970
5.	R& M Transport	M/s. Egal Fab Engineering Services	8,673,156
6.	Miscellaneous Expenses		867,942
7.	Office Equipment’s		1,802,301
8.	Building & Godown		8,263,366
9.	Hire Excavator for Cleaning of Nala	M/s. FM Consultant	2,391,000
Total			68,861,503

Audit was of the view that the management procured the items amounting to Rs.68.861 million on splitting and piecemeal basis to avoid the tendering process.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter besides taking remedial measures.

(DP Nos.66 &73)

4.3.4.4 Irregular expenditure on POL/repair due to non-maintenance of log books – Rs.50.417 million

Rule 20 of the West Pakistan Government Staff Vehicles (Use & Maintenance) Rule 1969 requires maintenance of the following records for each vehicle: Log Book on Form "A" kept with the driver, History Sheet, a 50-page bound register kept with the officer in charge, and Petrol Account Register on Form "C" maintained separately.

During the audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management did not maintain log books of vehicles and failed to provide essential records, including a list of vehicles with make, model, and year of purchase, designation-wise allocation of vehicles, details of fuel consumption, and accident cases, despite incurring a substantial expenditure of Rs.50.417 million on fuel, lubricants, and vehicle repairs, as detailed below:

				Amount in Rs
S#	Cost Centre	Fuel Cost	R& Maintenance Cost	Total Expenditure
1.	SITE, Karacchi	24,764,329	8,673,156	33,437,485
2.	SITE, Super Highway	3,554,172	-	3,554,172
3.	SITE, Norriabad	13,126,613	299,100	13,425,713
Total		41,445,114	8,972,256	50,417,370

Audit is of the view that the management failed to prepare the log books of vehicles and did not provide the expenditure record amounting to Rs.50.417 million. Hence, authenticity of entire expenditure cannot be ascertained.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the reasons for non-production of record besides fixing of responsibility on the person(s) at fault.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 4.3.4.7 having financial impact of Rs.60.375 million. Recurrence of same irregularity is a matter of concern.

4.3.4.5 Irregular award of repeat orders beyond permissible limit - Rs. 13.477 million

Rule 12 (1) of SPPRA Rules, 2010 provides that all proposed procurements for each financial year and shall proceed accordingly without any splitting or regrouping of the procurements already grouped, allocated and scheduled in the Procurement Plan. Further, Rule 17 (1) bid provides that Procurements over one hundred thousand rupees and up to one million rupees shall be advertised by timely notifications on the Authority's website and may in print media in the manner and format prescribed in the rules.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management awarded repeat orders contracts beyond the permissible limit i.e. 15%. The details are as under:

S.#	Name of Bidder	Detail of contracts	Contract Awarded	Actual Expenditure	Amount in Rs	
					Difference in expenditure	% of repeat orders beyond 15%
1	M/s Kaim Khani Competition International (JV)M/s. JK Sons	Rehabilitation of Road Amreli Steel Mills (Sewerage Pipe) at SITE, Karachi	12,069,896	15,053,647	2,983,751	24.72
2		Rehabilitation of Road	19,828,850	25,859,545	6,030,695	30.41
3	M/s. S. Zaman Brothers	Rehabilitation Road from Fire Station to Labor Square Site area, Karachi (Patch work)	24,822,894	29,246,276	4,423,382	17.82
Total					13,477,828	

Audit is of the view that the management awarded the contracts of repeat orders beyond 15% amounting to Rs.13.477 million which reflected violation of public procurement rules.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter for violation of SPPRA Rules.

4.3.4.6 Dual payment of taxes / duties – Rs.8.933 million

Section 3(1) of Sindh Sales Tax on Services Act, 2011 imposes 13% tax on services provided by contractors. Additionally, Rule 2(2) of S.R.O. 660(I)/2007 requires withholding agents to deduct 1/5th of the total sales tax and pay the balance to the registered supplier.

During the audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that an amount of Rs.8.933 million on account of Sindh Sales Tax @ 13% was paid to the contractors in addition to the same amount being deposited into the government treasury (SRB), essentially resulting in a double payment of the tax.

S#	Details of Contractor	Total payment (Rs)
1.	M/s. Zaman & Brothers	1,542,310
2.	M/s. Kaim Khani Competition international	1,163,678
3.	M/s. Ubaid Enterprises	915,959
4.	M/s. Tamzeer Construction Company	1,179,795
5.	M/s. Kaim Khani competition international	716,838
6.	M/s. M.Tahir & Brothers	1,648,869
7.	M/s. Ubaid Enterprises	1,765,955
	Total	8,933,404

Audit is of the view that payment of dual taxes reflected negligence and mismanagement and resulted in loss of Rs.8.933 million.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to recover the taxes and dues after reconciliation.

4.3.4.7 Irregular procurement of medicines without competitive process - Rs.8.054 million

Rule 17 of Sindh Public Procurement Rules, 2010 requires procurements exceeding Rs. 300,000 to be advertised on the Authority's website and in at least three leading newspapers in English, Urdu, and Sindhi. Rule 12(1) also states that procurements must proceed as scheduled in the Procurement Plan without splitting or regrouping.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management procured medicines amounting to Rs.8.054 million without competitive process.

Audit is of the view that the management procured medicines directly without tendering amounting to Rs.8.054 million which reflected gross violation of procurement rules.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter.

4.3.4.8 Irregular appointment of Assistant Director - Rs.2.500 million

Recruitment rules of SITE Limited, adopted vide Board's Resolution No.06 dated 26-06-1972, the Assistant Director Audit should be a Graduate in Commerce having 8-10 years' experience.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management appointed Mr. Muniz Qazi as Assistant Director (Audit) on 17-11-2007 without having relevant qualification and experience. As per rules, the requisite qualification was Graduate in commerce having 8-10 years' relevant experience; however, the incumbent was Bachelor and Master in Microbiology.

Audit is of the view that the appointment of an individual as Assistant Director (Audit) without possessing the requisite qualification and experience raises concerns about the effectiveness of internal controls and the reliability of

audit functions. Thus, payment of salary and allowances amounting to Rs.2.500 million stands irregular.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommended the management to probe the matter and fix responsibility on the person(s) at fault.

4.3.4.9 Less recovery of government taxes / duties – Rs.2.061 million

Section 153 & 233 of Income Tax Ordinance 2001, states that any person responsible for making any payment in full or in part on account of supply of goods or services sanctioned to the auction of contract with government or local authorities, etc., shall deduct advance tax at the time of making payments at the rate of 7.5% for filers & 10.5% for non-filers on supply/purchases and at the rate of 10% for filers & 15% for non-filers on services rendered of gross amount.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that an amount of Rs.2.060 million on account of Sindh Sales Tax & General Sales Tax was not deducted as per applicable rates while making payments to vendors which resulted in loss to the government. The details are tabulated below:

S#	Name of Contractor	Amount in Rs		
		Amount to be recovered @ 7.50%	Actual amount recovered @ 7%	Difference amount
1.	M/s. Zaman & Brothers	2,412,817	1,967,238	445,5798
2.	M/s. Kaim Khani Competition International	1,194,734	1,003,576	191,158
3.	M/s. Ubaid Enterprises	3,237,590	2,747,045	490,545
4.	M/s. Tamzeer Construction Company	1,966,331	1,782,728	183,603
5.	M/s. Kaim Khani Competition International	1,939,465	1,629,150	310,315
6.	M/s. M.Tahir &	2,746,486	2,307,046	439,440

	Brothers			
	Total	13,497,423	11,436,783	2,060,640

Audit is of the view that the management failed to deduct / recover taxes which reflected negligence and weak internal controls.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to recover taxes without further delay.

4.3.4.10 Irregular award of contract for software maintenance – Rs.1.800 million

Rule 17 (1) & (2) of Sindh Public Procurement Rules, 2010 states that procurement over three hundred thousand rupees shall be advertised by timely notification on the Authority's websites and in print media in the manner and format prescribed in these rules. The advertisement shall appear in at least three widely circulated and leading daily newspapers of English, Urdu and Sindhi language. Further, Rule 12(1) of SPPRA, 2010 provides that all proposed procurements for each financial year shall proceed accordingly without any splitting or regrouping of the procurements already grouped, allocated and scheduled in the Procurement Plan.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management awarded direct contract of maintenance of Bizcore-AMIS software contract to M/s. Eight 09 Solution amounting to Rs.1.800 million.

Audit is of the view that there was failure of the management to follow SPPRA rules which deprived the government of competitive rates. This indicated prevalence of weak financial & administrative controls.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management for compliance with prescribed rules & inquiry into the matter besides fixing of responsibility on the person(s) at fault.

4.3.4.11 Non-preparation / finalization of annual accounts

Section 233 of the Companies Act 2017, the company shall prepare the annual accounts within four months after closing the date of accounts for the specific year.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management had neither prepared nor got the annual accounts audited from a Chartered Accountant Firm since 2010. In the absence of annual accounts, financial position and commercial viability of the entity with regard to its revenue, expenditures, profit and loss statement, trial balance and general ledger account could not be assessed and ascertained.

Audit is of the view that non-preparation / finalization of annual accounts reflected serious violation on the part of management.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to justify the reasons for non-preparation / finalization of annual accounts.

4.3.4.12 Non-verification of degrees / certificates

Section 6 of the Sindh Civil Servants Act, 1973, requires that a directly appointed civil servant's character and antecedents be verified before completing their probation period (Government of Sindh, Verification of Character and Antecedents of Candidates for Employment). This verification process involves using a prescribed form, police agency verification, and maintaining records of the verification, to ensure the suitability of candidates for government employment.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, it was observed that the management failed to carry out verification of the antecedents / testimonials of the officers and staff despite the lapse of considerable time.

Audit is of the view that non-verification of degrees / certificates reflected gross violation of rules.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends the management to probe the matter besides conducting verification of degrees / certificates.

Note: The issue was also reported earlier in the Audit Report(s) for Audit Year(s) 2023-24 vide para(s) number 4.3.4.16. Recurrence of same irregularity is a matter of concern.

4.3.4.13 Non-production of auditable record

Section 14 (2) and (3) of the Auditor-General's (Function, Powers, and Terms and Conditions of Service) Ordinance 2001 stipulates that the officer in-charge of any office or department must provide all necessary facilities, records, and information to facilitate audit inspections in a timely and complete manner. Non-compliance or hindrance to audit functions may result in disciplinary action under relevant E&D Rules.

During audit of Sindh Industrial Trading Estate (SITE) Ltd, Karachi for the year 2023-2024, the audit team issued various requisitions for production of record to the management. However, despite issuance of reminders and verbal requests, the management did not provide the record to Audit (**Annex-13**).

Audit is of the view that due to non-production of record, Audit is unable to ascertain transparency in relevant transactions and to complete the audit assignment satisfactorily.

The matter was reported to the management on August 21, 2024, but no reply was received.

Despite requests and subsequent reminder on 06.01.2025, DAC meeting was not convened by the PAO.

Audit recommends providing the requisite record to audit for scrutiny and ensure its timely production in future besides probing the matter.

Chapter-5

Investment Department

Overview

Investment Department has been established with broad-based responsibility of promotion of investment in all sectors of the economy; facilitation of local and foreign investors for the speedy materialization of their projects, and to enhance Sindh's international competitiveness contributing to economic and social development.

Aims & Objectives

Investment Department assists companies and investors who intend to invest in Sindh as well as facilitates the implementation and operation of their projects. The wide range of services provided by the Investment Department includes providing information on the opportunities for investment and facilitating companies that are looking for joint venture partners. The Department acts as a focal point of contact for prospective investors, both domestic and foreign to provide all necessary information and assistance in coordinating with other Government departments/agencies.

(Rs. in million for FY 2023-24)				
Description	Total No.	Audited	Expenditure audited	Receipts
Formations	1	1	-	-

Classified Summary of Audit Observations

Audit observations of Rs.212.000 million were raised. The amount also includes recoverable of Rs.29.798 million as pointed out by the Audit. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	
3	Irregularities	
A	HR / Employees - related irregularities	-
B	Procurement related irregularities	12.705
C	Management of Accounts with Commercial Banks	1.125
4	Value for Money and service delivery issues	-
5	Others	198.172

5.1 Sindh Economic Zones Management Company

5.1.1 Introduction

The Government of Sindh has established Sindh Economic Zones Management Company (SEZMC) under the Company's Act (2017) to institutionally facilitate, promote, encourage and enhance the industrial base in the province. The company aims to develop new industrial zones and facilitate existing zones to strengthen the industrial base in the province of Sindh.

5.1.2 Comments on the Audited Accounts

5.1.2.1 The working results of SEZMC for the year ended June 30, 2023 as compared to previous year are given below:

Income	2023	% inc/(dec)	2022
Zone's Income	--	--	2,500,000
Interest Income	193,372,811	245.11	56,031,765
Amortization of grant	128,378,096	405.93	25,374,544
Total	321,750,907	283.46	83,906,309
Expenditure			
Operating expenses	72,058,148	49.25	48,279,627
Administrative & general expenses	30,240,070	41.83	21,321,376
Expense related to project development	128,378,096	405.93	25,374,544
finance cost on lease liability	678,911	(44.90)	1,232,109
Total	231,355,225	140.47	96,207,656
Surplus/ (deficit) of income over expenditure before tax	90,395,682	114.00	(12,301,347)
Taxation	1,299,796	--	--
Surplus/ (deficit) of income over expenditure after tax	89,095,886	113.00	(12,301,347)

5.1.2.2 Financial Performance Highlights

- i. Total income has increased by 283.46% in 2023, driven by significant growth in interest income and amortization. Operating Expenses increased from Rs. 48.279 million to Rs 72.058 million, registered an increase of 49 % during the year 2023 as compared to previous year 2022. The increase was due to salaries, wages & other benefits, travelling expenses and marketing and advertisement expenses.
- ii. Administrative and general expenses increased from Rs.21.321million to Rs.30.240 million, registered an increase of 42% during the year 2023 as compared to previous year 2022. The increase was due to salaries, wages & other benefits, advance tax written off and janitorial services.
- iii. Expense related to project development increased from Rs.25.374 million to Rs.128.378 million, registered an increase of 406% during the year 2023 as compared to previous year 2022. The increase was due to expenditure on deferred income relating to project development, Dhabeji Special Economic Zone, Marbel City, Khairpur Special Economic Zone.
- iv. Surplus of income over expenditure before tax has increased by 114% in 2023.

5.1.2.3 Key Financial Ratios

- i. Operating expense ratio: 22.38% (2023), 57.71% (2022)
- ii. Administrative expense ratio: 9.39% (2023), 25.43% (2022)

5.1.2.4 Financial Health and Stability

The company's financial performance indicates significant growth in income, driven by interest income and amortization of grants. However, operating expenses and administrative expenses have also increased. The surplus of income over expenditure has improved significantly.

5.1.3 Audit Paras

5.1.3.1 Blockage of project funds - Rs.58.524 million

Rule 4 (3) of the Public Sector Companies (Corporate Governance Rules) 2013 states that the chief executive is responsible for the management of the Public Sector Company and for its procedures in financial and other matters, subject to the oversight and directions of the Board.

During audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that the company received the project funds of Rs.58.524 million in respect of construction of Effluent Treatment Plant at KSEZ in December 2021 from Government of Sindh. However, the management failed to utilize the funds till-date.

Audit is of the view that the non-utilization of the aforesaid funds of the project caused blockage of funds which reflected poor financial management and weak internal controls.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The DAC was informed that at the time of handing over, the remaining funds of PC-1 amounting to Rs.58.523 million on account of one incomplete component for installation of Effluent Treatment Plant (ETP). It was further apprised that the 18th SEZMC BoD meeting was held on 20th June, 2022 in which the Board advised the way forward for the closure of KSEZ as per PC-1 protocols and advise to return the funds. The DAC directed the management to issue letter to Finance Department, GoS and settle the outstanding amount lying with SEZMC in respect of remaining funds of PC-1 amounting to Rs.58.524 million on account of one incomplete component for installation of ETP.

Audit recommends implementation of DAC directives.

5.1.3.2 Non-allotment of vacant / cancelled plots – Rs.57.014 million

The Sindh Government, in a cabinet meeting on December 2, 2021, approved the proposal to hand over the administrative and operational control of the 140-acre Khairpur Economic Zone to the Sindh Economic Zones Management Company. To facilitate the operations of KSEZ for 10 years under company mode, the government also transferred Rs. 519,707,286 to Sindh Bank.

During the audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that 22 plots of 23.7 acres and valued at Rs.57.014 million, remained unallotted, including 13 previously unallotted plots and 9 plots whose allotments were cancelled.

Audit is of the view that non-allotment of the plots showed poor marketing strategy and weak financial management.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The management informed DAC that the Khairpur Special Economic Zone (KSEZ) was handed over to the Sindh Economic Zones Management Company (SEZMC) in July 2022, following a Cabinet decision. Prior to this, the KSEZ was managed by the Project Directorate Khairpur SEZ, Government of Sindh. This transfer marked the beginning of SEZMC's operations in KSEZ. Despite the challenges, SEZMC has successfully attracted new allotments and is processing new applications as they are received. The DAC directed the management to intensify efforts to allot the remaining vacant plots and submit a progress report to the Audit department on a monthly basis.

Audit recommends implementation of DAC directives.

5.1.3.3 Non-refund of tax claims – Rs.52.836 million

Section 170 (2) (C) on Refunds of Income Tax Ordinance 2001, provides that an application for a refund shall be made within three years of the later of the date on which the Commissioner has issued the assessment order to the tax payer for the tax year to which the refund application relates.

During the audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that:

a) the management failed to receive the amount of refund for the years 2021-23 amounting to Rs.49.982 million due to valid NPO approval for year 2020 onwards.

b) Company was set up under section 42 of the Companies Act, 2017, having status of Not for Profit Organization (NPO) during the year 2017. The Company was required to meet certain legal obligations to get the status of NPO which was the primary requirement of Income Tax Authority in order to allow tax refund claims. However, the company failed to prove its legal status of being a Not for Profit Organization (NPO) under section 42. Resultantly, tax refund claim of Rs.2.854 million for the years up-to 2019 was disallowed by the Tax Authority. Moreover, the management got write-off the tax refund claim and incurred a loss.

Audit is of the view that the management demonstrated weaknesses in maintaining compliance with tax regulations and ensuring timely refunds,

resulting in financial losses. Additionally, the company's failure to establish its Not for Profit Organization (NPO) status under Section 42 of the Companies Act, 2017, further exacerbated these losses and highlights the need for improved governance and oversight.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The DAC was informed that:

a) the refund as appearing on the balance sheet is valid for claim up to three years and as the company has been successful in procuring the certification of Pakistan Centre for Philanthropy (PCP), the application for refund has been filed. The DAC directed the management to expedite the matter and settle the tax refund claim under intimation to Audit.

b) the requisite certification from Pakistan Center of Philanthropist (PCP) took time in assessing the SEZMC as per its rule/guidelines/protocols and the certification from PCP was awarded dated 17th October 2023 however, till that time the refund application could not be established due to time limitation as per income tax laws. The DAC directed the management to constitute a fact finding committee to determine the reasons behind loss incurred due to write off the tax refund.

Audit recommends implementation of DAC directives.

(DP Nos.24 & 25)

5.1.3.4 Non-cancellation of plots and non-recovery of charges - Rs.29.798 million

Para 6.6 of the terms and conditions for a plot of land at Khairpur Special Economic Zone states that in the event of non-completion of the project within the specified timeline (Clause 6.1), the Developer reserves the right to cancel the license agreement, repossess the plot along with any constructions, and forfeit 10% of the amount paid by the allottee as a penalty.

Clause 8.6.2 of the Terms and Conditions for Plot of Land at Khairpur Special Economic Zone stipulates that a late payment surcharge of 2% per month will be applied to unpaid due amounts in case of delayed payments by the allottee.

During the audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that the management had several

issues related to plot allotments and revenue collection at the Khairpur Special Economic Zone (KSEZ).

a) The management allotted 89 plots to various enterprises between 2015 and 2022, but 56 plots remained under-construction since their allotment period, despite a policy requiring project completion within 24 months. As a result, these enterprises failed to operationalize their businesses, and the management did not cancel the plots or forfeit the respective amounts, leading to a loss of Rs.11.913 million to the government exchequer.

b) Furthermore, out of the 89 plots, 67 plots measuring 61.233 acres were allotted to various enterprises, but the management failed to recover operation and maintenance charges amounting to Rs.10.737 million from the allottees. The details as under;

Area Acres allotted	Cost of Plots (Rs)	Penalty charges	Amount in Rs.
61.233	178,954,500	2%	10,737,270

c) Out of 89 plots, 56 plots measuring 40.948 acres of lease amounting Rs.119.138 million were found under-construction since their allotment period i.e. 2015 to 2023. The management did not recover non-utilization charges (NUF) amounting Rs.7.148 million. The details as under;

					Rs.in million
No of Plots	Area Acres	Lease Amount	Penalty/ Charges	NUF	Amount
56	40.948	119.138		2%	7.148

Audit is of the view that the management's failure to effectively monitor plot allotments and enforce revenue collection at the Khairpur Special Economic Zone (KSEZ) resulted in significant weaknesses, including non-completion of projects, non-operationalization of businesses, and loss of revenue to the government exchequer.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The management informed the DAC that:

a) the under-construction zone enterprises are being closely monitored to ensure they followed the construction timelines. Slow progress allotments are being handled by SEZMC management as per the SEZ guidelines/TORs. Further, it was also appraised that 8 allotments have also been cancelled. The DAC directed the management to cancel the allotted plots and forfeit the amount and compliance / progress report of the same may be shared with Audit.

b) operation and maintenance charges have not been defined by any SEZ laws, neither were part of any allotment documentation issued by KSEZ before July 2022. Further, it is stated that third-party validation and transition advisory services were sought from a consortium of consultants. As part of the transition advisory services preparation of SoP manuals to effectively carry out zone's operations was included in the scope of services. The DAC directed the management to collect the O&M charges and update / prepare the charges (SOP Manual) schedule and get it approved from the Board.

c) SEZMC in light of rules and regulations has initiated meetings with slow progress allottees and all the reluctant allotments have been cancelled. All allottee are being strongly monitored as per ToRs and it may be noted that NUF is not applicable on any allotment. The DAC directed the management to prepare the NUF charges schedule (SOP Manual) and get it approved from the Board.

Audit recommends implementation of DAC directives.

(DP Nos.28,30 & 31)

5.1.3.5 Irregular award of contract – Rs.12.705 million

Rule 12 of SPPRA Rules, 2010 provides that the procuring agency shall not split or package a procurement plan with the intention to shorten or facilitate the procurement process and approval mechanism. Rule 49 of SPPRA Rules, 2010, the bidder with the most advantageous bid, but not necessarily the lowest submitted price, shall be awarded the procurement contract, within the original or extended period of bid validity. Rule 11 (1) of SPPRA Rules, 2010 provides that all procuring agencies shall devise a mechanism for planning in detail for all proposed procurements, determining the requirement of the procuring agency, within its available resources and prepare an annual or a longer term rolling plan, detailing the procurement methods applicable for specific procurements.

During audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that the management:

a) entered into an agreement with M/s Sarim Brothers Services for the procurement of various services, which were not specified into their bills, and paid an amount of Rs.5.176 million. The payments were made to the service provider without competitive bidding process and on splitting basis.

b) made procurements of Rs.4.547 million of following items in violation of above mentioned SPPRA rule. The Corporation neither formulated its Annual Procurement Plan nor floated the planned procurements on SPPRA / Corporation websites. The details are as under;

(Amount in Rs.)		
S #	Description	Amount
1	Office Equipment	1,465,000
2	Computer Equipment	3,082,190
Total		4,547,190

c) procured computer equipment amounting to Rs.3.082 million without floating open tender and on splitting basis in violation of SPPRA Rules.

Audit is of the view that the management failed to adhere to procurement rules and regulations, resulting in unauthorized and potentially wasteful expenditures, which compromised transparency and accountability in the procurement process.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The management informed DAC that:

a) the procurement was made in regular course of business and with proper approvals and after following all codal formalities under Rule 16(1) (a) of SPPRA rules. The DAC directed the management to get the facts verified by Audit. During verification, it was further noticed that the management spilt the contract.

b) the observation is raised as one transaction whereas multiple transactions were carried out during the course of financial year depending on the requirements at that point in time. The procurement was made with proper approvals and after following all codal formalities under the rule 16(1)(a) of SPPRA rules. However, no procurement plan was prepared and uploaded on the PPRA website. The DAC showed concern on non-preparation of the annual

procurement plan and directed the management for compliance of the PPRA rules in future.

c) the procurement was made in regular course of business and with proper approvals and after following all codal formalities under the rule 16(1) (a) of SPPRA rules. The DAC directed the management to get the facts verified by Audit. During verification, it was further noticed that the management splitted the contract.

(DP Nos.22,23 & 27)

5.1.3.6 Loss of income due to encashment of TDR – Rs. 1.125 million

Rule 4 (3) of the Public Sector Companies (Corporate Governance Rules) 2013 states that the chief executive is responsible for the management of the Public Sector Company and for its procedures in financial and other matters, subject to the oversight and directions of the Board.

During audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that the management encashed Term Deposit Receipts (TDR) amounting to Rs.450.000 million and placed into savings account which resulted in loss of interest income of Rs.6.750 million tabulated below:

Rs. in million					
Year	Amount in TDR	Interest @ TDR	Interest @ Saving Account	Difference of interest rate	Loss of interest Income
2022-23	450.000	21%	19.5%	1.50%	6.750

Moreover, placement of funds was made without constituting the Investment Committee (IC) of the BoD.

Audit is of the view that the management encashed TDR and placed funds into daily saving account at lower rate of interest which resulted into loss of income of Rs.6.750 million.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The management claimed that a Term Deposit Receipt (TDR) was placed in Sindh Bank on August 23, 2022, at an interest rate of 14.5%, not 21%. They justified this decision by stating that interest rates on saving accounts were increasing, and

they anticipated higher rates, leading them to encash the TDR and place it in a saving account for better yields. However, verification reflected that out of the total Rs. 950 million, Rs. 500 million was actually placed in a TDR at 21%, while the remaining Rs. 450 million was placed in a Daily Profit saving account at 19% for two months, May and June. This decision resulted in a loss of interest income amounting to Rs. 1.125 million ($450 \times 1.5\% / 12 \times 2 = \text{Rs. } 1,125,000$).

Audit recommends implementation of DAC directives.

5.1.3.7 Non-production of auditable record

Section 14 (2) & (3) of Auditor-General's (Functions, Powers and Terms and Conditions of Service) Ordinance, 2001 states that (2) The officer in-charge of any office or department shall afford all facilities and provide record for audit inspection and comply with requests for information in as complete a form as possible and with all reasonable expedition. (3) Any person or authority hindering the auditorial functions of the Auditor-General regarding inspection of accounts shall be subject to disciplinary action under relevant Efficiency and Discipline Rules, applicable to such person.

During audit of Sindh Economic Zones Management Company (SEZMC) for the year 2022-23, it was observed that various requisitions were issued for the provision of auditable record to the Audit. However, the auditable record was not provided despite issuance of reminders and verbal requests. Due to non-provision of record, Audit was unable to ascertain transparency of the record (**Annex-14**).

Audit is of the view that non-production of record tantamount to concealment of facts and serious negligence on the part of management.

The matter was reported to the management in March 2024. The irregularity was discussed in DAC meeting held on November 15, 2024. The management informed that the immediate steps were taken for provision of auditable records to Audit and complete record was made available to the team. The DAC directed the management to produce the available record to the Audit Team during next audit of the SEZMC.

Audit recommends implementation of DAC directives.

Chapter-6

Revenue Department

Overview

The revenue department of Sindh, Pakistan is responsible for collecting taxes for the government of Sindh. The department includes the Sindh Revenue Board (SRB) and the Board of Revenue, Sindh:

Aims & Objectives

A provincial tax authority that collects sales tax on services, the Sindh Workers' Welfare Fund, and the Sindh Workers Profits Participation Fund. The SRB was established in 2011 and has offices in six divisions of Sindh. The SRB's objectives include improving revenue collection, regulating tax policy, and educating taxpayers.

(Rs. in million for FY 2023-24)				
Description	Total No.	Audited	Expenditure audited	Receipts
Formations	1	1	29.346	5.347

Classified Summary of Audit Observations

Audit observations of Rs.359.100 million were raised. The amount also includes recoverable of Rs.16.211 million as pointed out by the Audit. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	-
3	Irregularities	
A	HR / Employees - related irregularities	3.150
B	Procurement related irregularities	14.400
C	Management of Accounts with Commercial Banks	-
4	Value for Money and service delivery issues	313.502
5	Others	28.049

6.1 Sindh Land Management Development Company

6.1.1 Introduction

Sindh Land Management & Development Company (SLMDC) has been incorporated in Pakistan on June 24, 2010 as a public limited company by shares under the Companies Ordinance, 1984 and is domiciled in the province of Sindh. The company is mainly engaged in the business of land management and development in line with the government policy in the province and for making available land for the purpose of designing cities, towns, townships, new residential, commercial, industrial, recreational, and other such projects. The registered office of the company is situated in Karachi.

6.1.2 Comments on the Audited Accounts

6.1.2.1 The annual audited accounts are required to be provided to Audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 2016-17 to 2023-24.

6.1.2.2 Audit required that the annual audited accounts of the years 2023-24 be provided and timely submission be ensured in future, besides, fixing of responsibility for non-submission of annual audited accounts (**Annex-2**).

6.1.3 Compliance of PAC Directives

The PAC has yet to discuss Audit Paras pertaining to SLMDC from the year 2011-12.

6.1.4 Audit Paras

6.1.4.1 Loss due non-performing of operational activities and consuming its paid-up capital – Rs.200.000 million

Rule 5 (1) of Public Sector Companies (Corporate Governance) Rules, 2013 states that the Board shall exercise its powers and carry out its fiduciary duties with a sense of objective judgment and independence in the best interests of the company.

During the audit of Sindh Land Management & Development Company Limited (SLMDCL) for the years 2022-23 and 2023-24, it was observed that the company had an original paid-up capital of Rs. 200.000 million, which was completely utilized, resulting in a negative balance of Rs. 21.173 million. The detail of paid-up capital is as under:

S#	Description	(Rs. in million)
1	Paid-up Capital	200.000
2	Amount used up 30-06-2023	(186.501)
3	Amount used during 2023-24	(34.672)
Negative Balance		(21.173)

Audit is of the view that the management demonstrated poor financial management, resulting in the depletion of paid-up capital and accumulation of a negative balance, which undermines the company's financial stability and sustainability.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends that the matter may be justified.

6.1.4.2 Un-justified budget demand without business plan - Rs.113.502 million

Finance Division O.M. No. F.15 (13)-R.14/82 dated September 05, 1982, states that the funds provided, acquired or generated by the autonomous, semi-autonomous bodies and Corporations are public funds which cannot be utilized at the sole discretion of the management. The funds should be utilized with due care and caution strictly in accordance with the prescribed rules.

During audit of Sindh Land Management & Development Company Limited (SLM&DCL), for the years 2022-23 & 2023-24, it was observed that the management submitted a proposal of Rs.113.502 million to the Secretary Finance, Government of Sindh for approval of the budget. The details are as under:

	Name of Account	Amount (Rs)
1	Employees Related Expenses	37,342,000
2	Annual Operating Expenses	13,430,000
3	Travel and Transportation	6,373,000
4	General Expenses	2,830,000
5	Accrued Expenses & Liabilities	29,326,889
6	Capital expenditure	2,200,000
7	Miscellaneous and Contingency	22,000,000
Total		113,501,889

Audit is of the view that without having any business plan the proposed budget of Rs.113.502 million was not justified.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends the management to justify the matter.

6.1.4.3 Non-recovery of advance income Tax– Rs.16.211 million

Rule 38 of GFR provides that it is primary responsibility of the departmental authorities to see that all revenues or other debts due to government, which have to be brought to account are correctly and promptly assessed, realized and credited to the public account.

During audit of Sindh Land Management & Development Company Limited (SLM&DCL), for the years 2022-23 & 2023-24, it was observed that an amount of Rs.16.211 million was shown as advance income tax for the year 2023-24 which is still not adjusted / recovered.

Audit is of the view that due to poor pursuance and weak internal controls, an amount of Rs.16.211 million is lying outstanding.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends earliest recovery / adjustment of advance tax.

6.1.4.4 Hiring of bungalow at higher rate – Rs.14.400 million

Rule 5 of the Public Sector Companies (Corporate Governance) Rules, 2013 states that the Board shall exercise its powers and carry out its fiduciary duties with a sense of objective judgment and independence in the best interests of the company.

During the audit of Sindh Land Management & Development Company Limited (SLM&DCL) for the years 2022-23 and 2023-24, it was observed that the management hired a bungalow in January 2012 on a monthly rent of Rs. 600,000, having 11 rooms on 8,000 sq. ft. area. However, despite incurring a significant rent of Rs. 14.400 million (Rs.600,000 @ 24 months), the company had minimal operations and only 11 officer & staff members, resulting in most of the rooms and office area lying vacant and underutilized.

Audit is of the view that the management incurred wasteful expenditure on rental payments amounting to Rs.14.400 million despite non-commencement of business since its inception.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends investigating the matter with a view to fix of responsibility on the person (s) at fault.

6.1.4.5 Non-payment of liabilities - Rs.11.838 million

Finance Division O.M. No. F.15 (13)-R.14/82 dated September 05, 1982, states that the funds provided, acquired or generated by the autonomous, semi-autonomous bodies and Corporations are public funds which cannot be utilized at the sole discretion of the management. The funds should be utilized with due care and caution strictly in accordance with the prescribed rules.

During audit of Sindh Land Management & Development Company Limited (SLM&DCL), for the years 2022-23 & 2023-24, it was observed that an amount of Rs.11.838 million shown as liabilities under the head of account of Accrued Expenses / Other Liabilities as on June 30th 2024, the details is as under:

	Name of Account	Amount (Rs)
1	KWSB	7,450
2	Water Tanker	2,000
3	PSO	329,708
4	Audit Fee	1,107,500
5	K-electric	82,077
6	Actuarial valuation	416,000
7	Provident Fund	58,240
8	Benevolent Fund	14,820
9	Group Insurance	12,350
10	Rent payable	8,386,000
11	PTCL	6,500
12	Legal Fee	72,000
13	Security Service	50,600
14	Salary Payable	1,292,646
	Total	11,837,879

Audit is of the view that with negative capital and non-payment of accrued liabilities reflected poor financial management.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends the management to justify the matter.

6.1.4.6 Irregular payment of salaries from insurance claims - Rs.3.150 million

Finance Division O.M. No. F.15 (13)-R.14/82 dated September 05, 1982, states that the funds provided, acquired or generated by the autonomous, semi-autonomous bodies and Corporations are public funds which cannot be utilized at the sole discretion of the management. The funds should be utilized with due care and caution strictly in accordance with the prescribed rules.

During the audit of Sindh Land Management & Development Company Limited (SLM&DCL) for the years 2022-23 and 2023-24, it was observed that two vehicles were stolen, and insurance claims were subsequently received from Sindh Insurance Limited (SIL). However, instead of using the claims to replace the stolen vehicles or cover related expenses, the management utilized the funds to pay employee salaries. The detail is as under:

Amount in Rs.						
S#	Vehicle No.	Date	Cost	Accumulated Depreciation	Book Value	Claim Received
1	GS-7092	17.05.2023	1,478,420	1,363,178	115,242	1,250,000
2	AVG-956	05.03.2024	1,520,000	1,416,263	103,737	1,900,000
Total			2,998,420	2,779,441	218,979	3,150,000

Audit is of the view that payment of salaries from insurance claims is irregular and reflected poor financial management.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends the management to justify the matter.

6.1.4.7 Non-finalization of annual accounts since 2016

Section 233 of the Companies Act 2017, states that the company should finalize its annual accounts within four months after closing date of accounts for the year. These accounts were to be provided to audit for review.

During audit of Sindh Land Management & Development Company (SLM&DC) for the years 2022-23 & 2023-24, it was observed that annual accounts have not been prepared since 2016.

Audit is of the view that due to weaknesses in overall governance structure the accounts could not be prepared and finalized.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends the management to justify the matter.

6.1.4.8 Non-existence of board of Directors and non-appointment of permanent CEO

Rule No. 3 and 6 of the Corporate Governance Rules, 2017, stipulate that the Board of a Public Sector Company should comprise 7-11 members, including the Chairman, with a diverse range of skills and expertise. The Chief Executive is responsible for managing the company, implementing Board-approved strategies and policies, and ensuring funds and resources are used economically, efficiently, and effectively, while complying with statutory obligations.

During audit of Sindh Land Management & Development Company (SLM&DC) for the years 2022-23 & 2023-24, it was observed that the Board of Directors does not exist in the Authority since 2016. According to above mentioned rule, the appointment of Board of Directors was mandatory to manage the business affairs of Sindh Land Management & Development Company. Similarly, the post of Chief Executive Officer is lying vacant since long time.

Audit is of the view that due to non-existence of the Board of Directors and non-appointment / posting of CEO on permanent basis, the business and administrative activities of the company are badly hampered, due to which the operational activities could not be started despite lapse of considerable time of 14 years.

The matter was reported to the management in November, 2024, but no reply was received.

Audit recommends the management to justify the matter.

Chapter-7

Labour and Manpower Department

7.1 Sindh Employees' Social Security Institution

7.1.1 Introduction

Social Security Scheme was launched on March 01, 1967 under West Pakistan Employees' Social Security Ordinance No. X of 1965, with the assistance of the International Labour Organization. The Sindh Employees' Social Security Institution (SESSI). However, came into being on July 01, 1970.

SESSI is an autonomous body and is guided by such instructions on questions of policy as may be given to it from time to time by the Government. The main function of SESSI is to provide medical care and cash benefits to secured workers and their dependents in the event of sickness, maternity, employment injury, death grant, iddat, disablement gratuity, disablement pension, survivors' pension and ex-gratia grant.

7.1.2 Audit Paras

7.1.2.1 Non-production of auditable record

Article 170 (2) of the Constitution of Islamic Republic of Pakistan states "The audit of the accounts of the Federal and the Provincial Government and the accounts of any Authority or Body established by, or under the control Federal or Provincial Government shall be conducted by the Auditor-General, who shall determine the extent and nature of such audit".

The Honorable Supreme Court of Pakistan in para-27 (b) of its judgment dated 08-07-2013 decided that the Auditor-General, in order to fulfill his duties under Articles 169 and 170 of the Constitution, is not only authorized but also obliged to access all records maintained by Federal and Provincial Government, and any entities under their control, regardless of any designation as 'secret' or otherwise.

Section 14 (2) of Auditor-General's (Function, Power and Terms and Condition of Service) Ordinance, 2001 states that the officer in-charge of any office or department shall afford all facilities and provided record for audit inspection and comply with requests for information in as complete a form as possible and with all reasonable expedition, and Section 14(3) of said Ordinance, stipulates that any person or authority obstructing the auditorial functions of the

Auditor-General regarding inspection of accounts shall be subject to disciplinary action under relevant Efficiency and Discipline Rules, applicable to such person.

The Ministry of Law and Justice, vide its office memorandum No.F.N0467/2024-Law-I dated 04.09.2024, while examining the stance taken by a refusing entity, clarified that in terms of Article 169 of the Constitution of Islamic Republic of Pakistan, 1973, the Auditor-General of Pakistan has been mandated to perform Audit of the accounts of any Authority or Body established by the Federation and/or a Province. The Auditor-General has all kind of powers to inspect and enquire into the accounts, office, books and papers of any office under the control of Federation / Provinces.

During the audit of Sindh Employees Social Security Insurance (SESSI), it was requested to provide the auditable record vide letter No.757/Admn/Audit Intimation-2023-24 dated 08-10-2024. The record was requisitioned for the FY 2023-24. However, it was refused to Audit despite reminder dated 22-10-2024 as well as meetings with the concerned officers of the department by the Field Audit Team. Subsequently, the matter was escalated to the level of Principal Accounting Officer (PAO) vide letter dated 12-11-2024 with a copy to the Chief Secretary of Sindh by the Director General Commercial Audit & Evaluation, Karachi who reported the matter to PAO on 12-11-2024. In response, the Chief Secretary of Sindh vide letter dated: 21-11-2024 directed the Secretary to Government of Sindh, Labor & Human Resources to take necessary action.

Audit team was deputed again to conduct the audit vide letter dated 03-12-2024, however, the issue of non-production has remained unresolved.

The issue has been persisting for the past 03 years, with multiple attempts made to obtain the required records through communication with the Labour and Manpower Department, Government of Sindh. Despite these efforts, the records has remained unavailable.

In such circumstances, neither the sanctity of utilization of Public Money according to relevant financial and other applicable rules could be verified nor the constitutional duty of the Auditor-General of Pakistan could be fulfilled.

Audit recommends that the responsibility be fixed on those responsible for non-production of record for the last 03 years and disciplinary proceedings be initiated against the concerned under relevant E& D, Rules. Further, the PAC may direct the department to get its accounts audited on regular basis in the light of Constitutional mandate of Auditor-General of Pakistan.

Chapter-8

Finance Department

8.1 Sindh Insurance Limited

8.1.1 Introduction

On April 20, 2010, Pakistan's parliament passed a constitutional amendment to restore Pakistan's constitution to its original intent of a decentralized federation of provinces. Sindh Bank started its operations in year 2010. Now the Government of Sindh (GOS) has taken another step forward by launching the formation of Sindh Leasing Company Limited, Sindh Modaraba Management Limited and Sindh Insurance Company Limited. The leasing company would supplement the activities in the financial sector by assisting the small entrepreneurs, offering Finance Lease, Operating Lease, Factoring and Working capital finance for small entities. Sindh Modarba Company would be managing a multipurpose Modaraba catering to small businessmen interested in availing Shariah compliant Islamic modes of financing, like: Ijarah Financing, Modaraba Financing, Musharika Financing and Commodity Financing. In order to cater Insurance need for huge assets owned and financed by GOS, its autonomous bodies Sindh Insurance was also launched with capital of Rs. 500 million.

8.1.2 Audit Paras

8.1.2.1 Non-production of auditable record

Article 170 (2) of the Constitution of Islamic Republic of Pakistan states "The audit of the accounts of the Federal and the Provincial Government and the accounts of any Authority or Body established by, or under the control Federal or Provincial Government shall be conducted by the Auditor-General, who shall determine the extent and nature of such audit".

The Honorable Supreme Court of Pakistan in para-27 (b) of its judgment dated 08-07-2013 decided that the Auditor-General, in order to fulfill his duties under Articles 169 and 170 of the Constitution, is not only authorized but also obliged to access all records maintained by Federal and Provincial Government, and any entities under their control, regardless of any designation as 'secret' or otherwise.

Section 14 (2) of Auditor-General's (Function, Power and Terms and Condition of Service) Ordinance, 2001 states that the officer in-charge of any office or department shall afford all facilities and provided record for audit inspection and comply with requests for information in as complete a form as possible and with all reasonable expedition, and Section 14(3) of said Ordinance, stipulates that any person or authority obstructing the auditorial functions of the Auditor-General regarding inspection of accounts shall be subject to disciplinary action under relevant Efficiency and Discipline Rules, applicable to such person.

The Ministry of Law and Justice, vide its office memorandum No.F.N0467/2024-Law-I dated 04.09.2024, while examining the stance taken by a refusing entity, clarified that in terms of Article 169 of the Constitution of Islamic Republic of Pakistan, 1973, the Auditor-General of Pakistan has been mandated to perform Audit of the accounts of any Authority or Body established by the Federation and/or a Province. The Auditor-General has all kind of powers to inspect and enquire into the accounts, office, books and papers of any office under the control of Federation / Provinces.

During the audit of Sindh Insurance Limited, it was requested to provide the auditable record vide letters dated: 06-07-2023, 17-05-2022, 09-05-2022, 03-12-2024 and 08-10-2024. The record was requisitioned for the FY 2020-21 to 2023-24. However, it was refused to Audit despite reminders as well as meetings with the concerned officers of the department by the Field Audit Team. Subsequently, the matter was escalated to the level of Principal Accounting Officer (PAO) by the Director General Commercial Audit & Evaluation, Karachi who reported the matter to PAO. However, the issue of non-production has remained unresolved.

The issue has been persisting for the past 03 years, with multiple attempts made to obtain the required records through communication with the Finance Department, Government of Sindh. Despite these efforts, the records has remained unavailable.

In such circumstances, neither the sanctity of utilization of Public Money according to relevant financial and other applicable rules could be verified nor the constitutional duty of the Auditor-General of Pakistan could be fulfilled.

Audit recommends that the responsibility be fixed on those responsible for non-production of record for the last 03 years and disciplinary proceedings be initiated against the concerned under relevant Efficiency & Disciplinary (E & D) Rules. Further, the PAC may direct the department to get its accounts audited on regular basis in the light of Constitutional mandate of Auditor-General of Pakistan.

Chapter-9

Energy Department Sindh

Overview

Energy Department, Government of Sindh is to solve matters relating to development, generation, supply and distribution of hydro and thermal power. It also determines of rates of supply to consumers in bulk and otherwise and may prescribe tariffs within the province except where entrusted to WAPDA. Energy Department is also responsible for perspective planning, policy formulation, processing of power projects and enactment of legislation with regard to thermal and hydro power generation and distribution.

(Rs. in million for FY 2023-24)				
Description	Total No.	Audited	Expenditure audited	Receipts
Formations	2	1	-	-

Classified Summary of Audit Observations

Audit observations of Rs.6,895.426 million were raised. The amount also includes recoverable of Rs.18.869 million as pointed out by the Audit. Summary of the audit observations classified by nature is as under:

(Rs. in million)		
S#	Classification	Amount
1.	Non-production of record	-
2.	Reported cases of fraud, embezzlement and misappropriation	
3	Irregularities	
A	HR / Employees - related irregularities	19.000
B	Procurement related irregularities	8.557
C	Management of Accounts with Commercial Banks	5,557
4	Value for Money and service delivery issues	1,292
5	Others	18.869

9.1 Sindh Energy Holding Company (Pvt.) Limited

9.1.1 Introduction

Sindh Transmission & Dispatch Company (Pvt.) Ltd. (STDC) is a subsidiary company of Sindh Energy Holding Company (Pvt.) Ltd. serving wholly under the Government of Sindh, Pakistan. STDC was incorporated on 7 January, 2015 under the 18th amendment and registered with Securities & Exchange Commission of Pakistan (SECP) which comes under the umbrella of Companies Ordinance 1984. Since the last 5 years, STDC has been accommodating the individual power producers from conventional or alternative renewable resources. These resources include Wind, Solar and Biomass Energy. STDC is successful in providing economically technical solutions in the name of energy transmission in Pakistan.

9.1.2 Comments on Audited Accounts

9.1.2.1 The annual audited accounts are required to be provided to Audit for review each year. Contrary to this, the management failed to provide audited accounts of the organization for the years 2022-23 & 2023-24.

9.1.2.2 Audit required that the annual audited accounts of the years 2022-23 & 2023-24 be provided and timely submission be ensured in future, besides, fixing of responsibility for non-submission of annual audited accounts (**Annex-2**).

9.1.3 Compliance of PAC Directives

The SEHC is auditee of Commercial Audit for last two years. No PAC related directives were outstanding against the organization in the records of this office.

9.1.4 Audit Paras

9.1.4.1 Placement of funds without investment policy – Rs.5,557.000 million

Section 7 (x) of the Memorandum of Association empowers the directors to invest the company's surplus funds in various securities, such as shares, stocks, debentures, and government securities, while excluding non-banking finance, banking, and investment business.

During audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 & 2023-24, it was observed that:

a) Management was maintaining its investment portfolio amounting to Rs.5,557.000 million without having investment policy. The detail of investment portfolio is as under:

S#	Description	Amount in Rs.	
		Portfolio as of 30 th June, 2023	Portfolio as of 30 th June, 2024
1	HBL-Bank Saving Account	1,721,474,485	291,425,444
2	Sind Bank -Saving Account	59,050,637	77,869,805
3	NBP Saving Account	79,724,757	77,869,805
4	PIB	2,288,921,475	2,232,753,514
5	UBL -TFC	185,665,000	185,665,000
6	T-Bill	-	963,631,807.00
7	STDC Loan	385,509,353	448,747,224
8	Equity Investment in STDC	759,000,000	759,000,000
9	Equity Investment in SRECL	101,622,256	88,284,686
10	Equity Investment in SLCMC	382,664,000	382,664,000
11	Equity Investment in SPL	49,000,000	49,000,000
	Total	6,012,631,963	5,556,911,285

b) Management kept huge amount ranging between Rs.59.00 million to Rs.1,721.00 million in 03 saving accounts in different banks, instead of investing them in profitable investments (at Sr.No.1-3 in above table).

Audit is of the view that the management exposed the company to significant financial risks by maintaining a substantial investment portfolio without a defined investment policy, which may compromise the company's financial stability and objectives.

The matter was reported to the management in December, 2024, but no reply was received.

Audit recommends the management to consider developing a comprehensive investment policy to guide future investments and ensure alignment with the company's long-term objectives.

(DP Nos.159 & 160)

9.1.4.2 Non-receipt of profits from subsidiaries – Rs.1,292.000 million

Rule 4(3) of Public Sector Companies (Corporate Governance) Rules, 2017 states that the Chief Executive is responsible for the management of a public sector company and for its procedures in financial and other matters, subject to the oversight and directions of the Board.

During the audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 and 2023-24, it was observed that SEHC was established in 2014 by the Government of Sindh to invest in and hold diverse energy-related ventures. SEHC's objective was to develop and expand favorable investment avenues in the energy sector. To achieve this, SEHC formed four subsidiary companies with an investment of Rs. 1,292 million. However, despite this significant investment, no profit has been received since the investment was made. The detail of investment is as under:

S#	Name of the Companies	Equity Investment (Rs.)
1	Sindh Transmission and Dispatch Company (Pvt.) Ltd (STDC)	759,000,000
2	Sindh Lakhra Coal Mining Company (SLCMC)	382,664,000
3	Sindh Renewable Energy Company (Pvt.) Ltd (SRECL)	101,622,256
4	Sindh Petroleum (Pvt.) Ltd (SPL)	49,000,000
	Total	1,292,286,256

Furhtermore, SEHC formed two subsidiaries, SPL and SREC, which failed to achieve their objectives, with SPL eroding its capital by Rs. 40.500 million and SREC eroding its equity by Rs. 83.200 million (totaling Rs.123.700 million), despite initial working capitals of Rs. 49 million and Rs. 101.622 million, respectively.

Audit is of the view that the management failed to achieve the desired objectives of its investments in subsidiary companies, resulting in no profits being generated, which raises concerns about the effectiveness of its investment strategy and decision-making process.

The matter was reported to the management in December, 2024, but no reply was received.

Audit recommends that the management take immediate steps to ensure that profits may be collected from subsidiaries.

9.1.4.3 Irregular approval beyond the permissible limit – Rs.19.000 million

Finance Policy Manual of SEHCL reveals that approval for expenditures is required from the following personnel: Head of Finance for up to Rs. 300,000, Chief Executive for up to Rs. 2,000,000, and Board of Directors (BoD) for above Rs. 2,000,000, except for monthly salaries, payments to Joint Venture partners, and Government Authorities, which are approved by the Chief Executive Officer.

During audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 & 2023-24, it was observed that the CEO of SEHC sanctioned an amount of Rs.19.000 million as equity investment beyond its financial limit and without the approval of the Board of Directors (BoD).

Audit is of the view that the release of equity by CEO was beyond the delegation of financial powers and without the approval of BoD which reflected negligence and poor governance. This indicated a failure in internal controls and oversight mechanisms.

The matter was reported to the management in December, 2024, but no reply was received.

Audit recommends the management to justify the matter.

9.1.4.4 Non-recovery of interest on short collection – Rs.18.869 million

Article – 2 of the Loan Agreement the Lender has agreed to advance or advanced the sum of PKR 961,000,000/- (the Loan) at 6 months KIBOR +3% (variable) to the Borrower available from the Effective Date, upon and subject to the terms and conditions contained in this Loan Agreement.

During the audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 and 2023-24, it was observed that the management entered into a Loan Agreement with M/s. Sindh Transmission & Dispatch Company (Pvt.) Ltd (STDC) amounting to Rs. 691 million on 6 months KIBOR+ 3% interest on April 25th, 2018. An addendum in March 2019 revised the credit terms to 6 months KIBOR + 2.75% (13.49+2.75=16.24) interest rate. However, STDC failed to comply with the agreed terms and started paying the loan at a fixed rate of 8.87% + 2.75%=11.62% instead of the variable rate. The detail of short collection of interest is as under:

(Amount in Rs.)				
S#	Short Collection	Interest Rate KIBOR + 2.75%	Interest on Short Collection (06 months)	Compound amount of Interest on Short Collection
	(1)	(2)	(3) (1*2/100/2)	(4) (3* actual delay period)
1	11,050,958	13.55%	748,702	4,492,212
2	16,602,754	15.86%	1,316,598	6,582,990
3	17,495,738	16.24%	1,420,654	5,682,616
4	4,049,022	9.99%	202,249	606,747
5	4,262,274	10.10%	215,245	430,490
6	4,885,128	10.44%	255,004	255,004
7	11,540,203	14.21%	819,931	819,931
8	18,262,753	-	-	-
Total	88,148,829			18,869,990

Audit is of the view that the management did not collect the actual amount of interest as per agreement, which resulted in accrual of interest of Rs.18.869 million.

The matter was reported to the management in December, 2024, but no reply was received.

Audit recommends that the actual amount of interest may be calculated and recovered.

9.1.4.5 Unjustified expenditure for purchase of luxury vehicle - Rs.8.557 million

Rule 4(3) of Public Sector Companies (Corporate Governance) Rules, 2017 states that the Chief Executive is responsible for the management of a public sector company and for its procedures in financial and other matters, subject to the oversight and directions of the Board.

During audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 & 2023-24, it was observed that the management purchased a luxury vehicle (Toyota Fortuner) amounting to Rs.8.557 million as a pool vehicle, which was unjustified.

Audit is of the view that a huge expenditure was incurred without justification and extra burden on the company, particularly when the company could not achieved its objectives.

The matter was reported to the management in December, 2024, but no reply was received.

Audit recommends that the management is required to adopted remedial measures to avoid such luxurious expenses.

9.1.4.6 Non-finalization of annual accounts

Section 232 Companies Act, 2017, states that the financial statements, including consolidated financial statement, if any, must be approved by the board of the company and signed on behalf of the board by the chief executive and at least one director of the company, and in case of a listed company also by the chief financial officer.

During audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 & 2023-24, it was observed that the annual accounts for the audit years 2022-23 & 2023-24, were not prepared.

Audit is of the view that then management failed to finalize the accounts which showed poor financial management and governance.

The matter was reported to the management in December, 2024 but no reply was received.

Audit recommends that the management should prepare / finalize the annual accounts without further delay.

9.1.4.7 Non-appointment of Chief Executive Officer

Para 6(f) of Summary for the Chief Minister (CM) regarding Establishment of Provincial Holding Company under Petroleum Policy 2012. Secretary Energy may be nominated first Chief Executive Officer (CEO) of the proposed Sindh Energy Holding (Pvt) Ltd as a stop gap arrangement till appointment of a regular CEO in due course of time.

During audit of Sindh Energy Holding Company (Pvt.) Ltd (SEHC) for the years 2022-23 & 2023-24, it was observed that the post of Chief Executive Officer is lying vacant since long and the post was filled through additional charge basis in violation of above rules.

Audit is of the view that due to non-appointment / posting of CEO on permanent basis the business and administrative activities of the company are badly hampered, due to which the operational activities could not be managed properly.

The matter was reported to the management in December, 2024 but no reply was received.

Audit recommends that appointment / posting of CEO on permanent basis is mandatory in compliance of above-mentioned rule.

Chapter-10
Impact Audit

Impact Audit Report

on
PPHI Sindh Secondary Healthcare Facilities, District Larkana
for the years 2021-22 to 2023-24

1. Introduction / Background

Impact audit assesses the effectiveness of initiatives or programs by evaluating their outcomes and attributing results to specific interventions. These audits investigate cause-and-effect relationships, assessing contributing factors to determine the adequacy of outcomes. The Director General of Commercial Audit & Evaluation carried out an impact audit of the Secondary Healthcare Facilities taken over under contractual arrangement by PPHI Sindh in District Larkana.

PPHI Sindh has been managing primary healthcare facilities in Sindh since 2007, leading to significant improvements in the basic healthcare system and service delivery. Building on this success, the Government of Sindh began transferring secondary healthcare facilities to PPHI Sindh's management, including following eight facilities in District Larkana, which were handed over to PPHI Sindh in February, 2022 for five years.

S#	Hospitals	S#	Hospitals
1.	THQ Baqrani	5.	Naudero, 100 bedded
2.	THQ Ratodero	6.	RHC Badah
3.	THQ Dokri	7.	RHC Banguldero
4.	Garhi Khuda Bux, 50 bedded	8.	RHC Garello

Secondary Healthcare

Secondary healthcare is a specialized level of medical care that provides advanced expertise and technology beyond primary care. This level of care is necessary when a patient's condition requires more specialized expertise or advanced medical procedures. Typically, a patient is referred to secondary healthcare by the primary healthcare provider.

Secondary healthcare includes a range of services, including medical specialists such as gynecologists, pediatricians, and anesthetists. Additionally, diagnostic services like advanced testing and imaging are also provided. Inpatient

care, which involves hospitalization for treatment and recovery, is another key component of secondary healthcare.

The role of secondary healthcare is vital, serving as a bridge between primary care and specialized tertiary care. It ensures that individuals and communities receive comprehensive healthcare services. Secondary healthcare works in conjunction with primary care to provide the appropriate level of care for patients' medical needs.

Primary vs. Secondary Healthcare

In comparison to primary healthcare, secondary healthcare is more specialized and typically involves larger hospitals and specialist doctors. Primary healthcare, on the other hand, is the first point of contact for healthcare services and is provided by general practitioners, family doctors, nurses, and midwives.

Key Differences

Primary healthcare focuses on preventive care, health promotion, and the initial diagnosis and treatment of common health issues. In contrast, secondary healthcare includes services like surgery, inpatient care, specialized medical consultations, and access to medical specialists.

Understanding the difference between primary and secondary healthcare is essential to ensure that individuals receive the appropriate level of care for their medical needs. By working together, primary and secondary healthcare can provide comprehensive healthcare services to individuals and communities.

Role of the Project:

The intended role of the project was to render better health services to the people of rural areas in secondary healthcare facilities. PPHI Sindh provided the following services at the Secondary Healthcare facilities:

S#	Type of Service	Rural Centre	Health	Taluka Headquarter Hospital
1.	General OPD	6/6*		6/6
2.	Emergency Care	N/A		24/7**
3.	Medico legal Case (Optional)	N/A		24/7
4.	Dental Health (OPD)	6/6		6/6
5.	Eye Clinic	N/A		6/6
6.	Consultant Gynecologist OPD	N/A		6/6
7.	Consultant Pediatrician OPD	N/A		6/6
8.	Ophthalmology surgeries	N/A		6/6
9.	TB Case management	6/6		6/6
10.	Malaria Control Program	6/6		6/6
11.	HIV Control Program (Optional)	6/6		6/6
12.	Hepatitis Control Program	6/6		6/6
13.	Immunization/EPI	6/6		6/6
14.	OTP	6/6		6/6
15.	Health Education	6/6		6/6
16.	Family Planning	6/6		6/6
17.	Antenatal Care	6/6		24/7
18.	Normal Vaginal Delivery	24/7		24/7
19.	Cesarean Section	N/A		24/7
20.	Postnatal Care	24/7		24/7
21.	Blood Transfusion	N/A		24/7
22.	Postoperative care/ward	N/A		24/7
23.	Neonatal Intensive Care Unit	N/A		24/7
24.	General Laboratory Tests	24/7		24/7
25.	X-ray services	6/6		6/6
26.	Ultrasound Services	24/7		24/7
27.	TB/Malaria/HIV Diagnosis	6/6		6/6
28.	Electrocardiography (Optional)	N/A		24/7
29.	Ambulance Services	24/7		24/7
*6/6 = 6 hours a days, 6 days in a week **24/7 = 24 hours a day, 7 days in a week				

The PPHI Sindh is a not-for-profit organization set up under Section 42 of the Companies Act 2017 (formerly the Companies Ordinance, 1984). It has also been recognized by Pakistan Centre of Philanthropist (PCP), a government-certified body for recognizing Not for Profit Organizations.

PPHI Sindh is governed by a Board of Directors comprising seven members, and is also represented by Secretaries to the Government of Sindh (Health, Finance, Planning & Development, and Population Welfare) as Ex-Officio Members of the Board. The organization is registered with the Economic Affairs Division, Government of Pakistan, as a local NGO entitled to receive foreign contributions.

PPHI Sindh's journey began in District Kashmore in 2007 and has since expanded to 24 districts of Sindh. The organization was registered with the Securities and Exchange Commission of Pakistan (SECP) in 2013. The objective of establishing PPHI Sindh was to revitalize health services in rural Sindh, with the immediate goal of ensuring that health facilities are fully functional and providing health services to all persons within their reach.

A dedicated and competent management team was deployed to achieve this objective, and within a short time, health facilities had regular attendance of doctors and staff, as well as continuous medical supplies. Owing to PPHI Sindh's efforts, health indicators, especially infant and maternal mortality, have consistently improved.

PPHI Sindh has focused on mother and child health and has improved delivery coverage. The organization has set up round-the-clock maternity home facilities and currently manages 1,436 health facilities in 24 district offices (DOs), which are the main healthcare providers in rural Sindh. Many of these facilities have labor rooms, ultrasound machines, female doctors are even available in remote areas. Medicines and lab tests are provided free of cost for all patients.

In 2022, one or two secondary healthcare facilities were handed over to PPHI Sindh in different districts, including all facilities of District Larkana with infrastructure (HF Buildings), medical equipments, ambulances, government employees working in the hospitals, etc. to improve health services at the secondary level. Subsequently, yearly budget was allocated to the PPHI Sind for efficient management of the hospitals. The budget for the year 2023-24 was as under:

Description	Amount (Rs)
Non-salary components	420,049,158
salary components	409,197,424
Total	829,246,582

These facilities provided to PPHI in district Larkana are as under:

Eight Hospitals

S#	Health Facility	S#	Health Facility
1.	THQ Baqrani	5.	Naudero, 100 bedded
2.	THQ Ratodero	6.	RHC Badah
3.	THQ Dokri	7.	RHC Banguldero
4.	Garhi Khuda Bux, 50 bedded	8.	RHC Garello

Objectives of the Impact Audit

The objectives of the audit are to:

1. Assess the impact of secondary healthcare initiative on the local community.
2. Evaluate the effectiveness of service delivery of PPHI, after takeover of secondary healthcare services.
3. Determine the level of performance achieved with the initiative.
4. Identify areas for improvement / weakness in service delivery.

Audit Scope and Methodology

Scope

The impact audit was carried out in accordance with the following risk areas for the secondary healthcare initiative over the years 2021 till June, 2024.

Risk Area	Audit objective
Service Delivery	<ul style="list-style-type: none"> • Check the status of health services provided to the community before and after taking over of Secondary Health Care Centers by PPHI, Sindh
Condition with	<ul style="list-style-type: none"> • Check the level of performance achieved with the

	initiative.
Condition without	<ul style="list-style-type: none"> • Check the level of performance that existed, if the initiative had not been taken.
Availability of medicines equipment, ambulances	<ul style="list-style-type: none"> • Check whether the medicines, medical equipment and ambulances are available as per required standard.
Status of employment	<ul style="list-style-type: none"> • Check whether sufficient/qualified staff is available for rendering the services to the community.
Improved health care services	<ul style="list-style-type: none"> • Check whether all the mandatory health services are being provided in secondary health care centers. • Ascertain whether the initiative has resulted in improved service delivery.

Methodology

Data Collection: Data was collected from multiple sources, including:

- PPHI Sindh office and healthcare facilities.
- District Health Office (DHO) Larkana.
- Websites of healthcare-related organizations, including Sindh Healthcare Commission and WHO.
- Feedback / Survey from patients and their attendants regarding healthcare services (**Annex-15**).

Analytical Approach: To assess the impact of the initiative, the following areas were analyzed:

1. **Health Indicators:** Outcomes before and after secondary healthcare initiative.
2. **Human Resources:** Availability of medical, paramedical, and auxiliary staff at health facilities.
3. **Logistics:** Supply of medicines, ambulances, and medical equipment.
4. **Infrastructure:** Establishment of necessary services at secondary healthcare facilities.
5. **Operational Efficiency:** Staff attendance through biometric systems and their adherence to duties.

Verification and Validation: Key activities included:

- Reviewing records from health facilities to evaluate patient volume and service utilization.
- Conducting on-site visits to observe operations, patient flow, and quality of services.
- Gathering patient feedback to assess satisfaction levels and identify service gaps.

Comparative Analysis: The audit compared the following parameters before and after PPHI Sindh's intervention:

- Outpatient Department (OPD) performance.
- Antenatal care (ANC) services.
- Diagnostic and laboratory services.
- Cesarean sections and maternal health outcomes.

Benchmarking: Performance was benchmarked against:

- Pre-intervention data (2021).
- Health standards, such as guidelines from WHO and Sindh Healthcare Commission.

Recommendations Development: Based on findings, recommendations were formulated to address identified gaps, including:

- Improving staffing levels and quality of care
- Ensuring timely and adequate supply of medicines
- Establishing key facilities such as operation theatres
- Strengthening managerial control over government employees at healthcare facilities

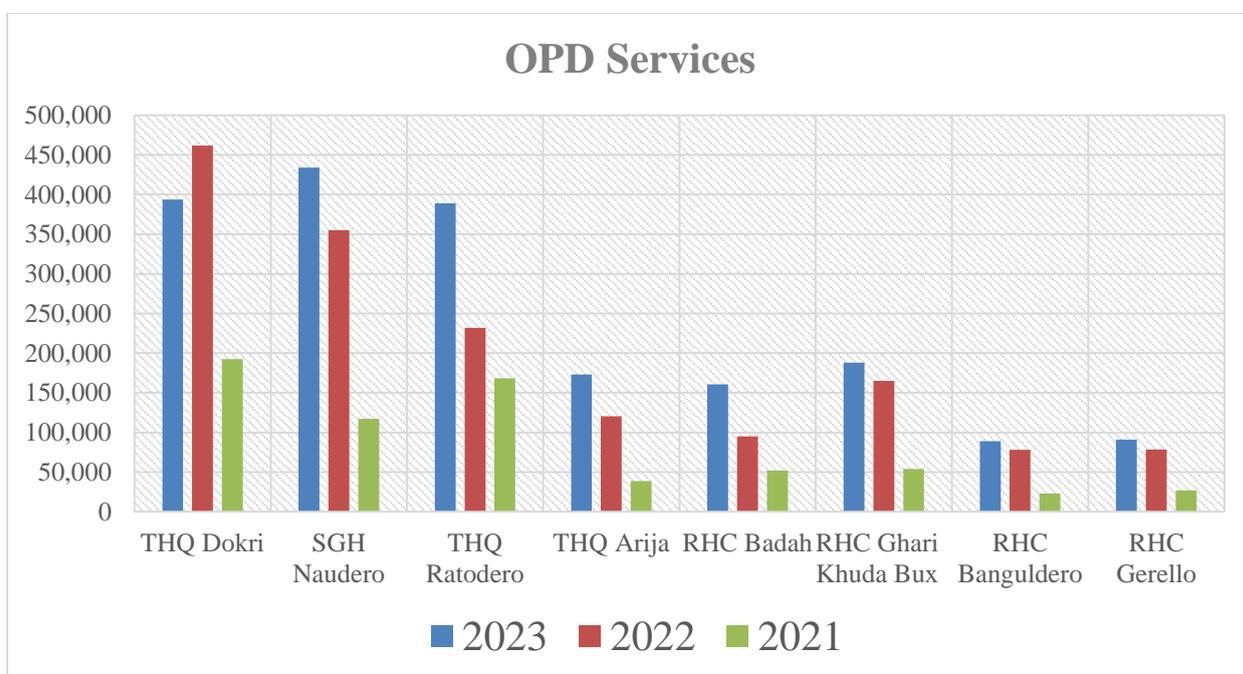
Findings and Recommendations

1.1 Improvement in OPD after secondary healthcare initiative

The general outdoor patients (OPD) services were 674,464 in the year 2021, with a monthly average of 56,205. After taking over hospitals by the management of PPHI Sindh, this number increased to 1,587,817 in 2022, with monthly average OPD services of 132,318. Further, the OPD services increased

to 1,921,193 in 2023, with a monthly average of 160,100. The health facility-wise detail of OPD services is as follows:

S#	Health facility	OPD performance		
		After		Before
		2023	2022	2021
1.	THQ Dokri	393,911	461,662	192,358
2.	SGH Naudero	434,069	354,960	117,210
3.	THQ Ratodero	389,055	231,804	168,138
4.	THQ Arija	173,044	120,451	38,532
5.	RHC Badah	160,813	95,121	51,959
6.	RHC Ghari Khuda Bux	187,959	165,202	54,041
7.	RHC Banguldero	89,131	78,125	23,067
8.	RHC Gerello	91,188	78,470	27,138
Total		1,921,193	1,587,817	674,464



However, it was observed that despite a huge general outdoor patient (OPD) load of 32,400 per month, only 05 doctors were posted to attend the patients which was grossly insufficient - one Pediatrician, one in the emergency

room, and three in the general OPD. Notably, three doctors were seated in one OPD room, where one inquired about patient problems, another wrote prescriptions, and the third recorded patient details. By 1:30 pm, 982 patients had been registered, translating to an average of 327 patients per doctor. Furthermore, the absence of a queue system outside the doctors' rooms resulted in overcrowding, with 15-20 patients clustering around each doctor at a time, indicating compromised health services.

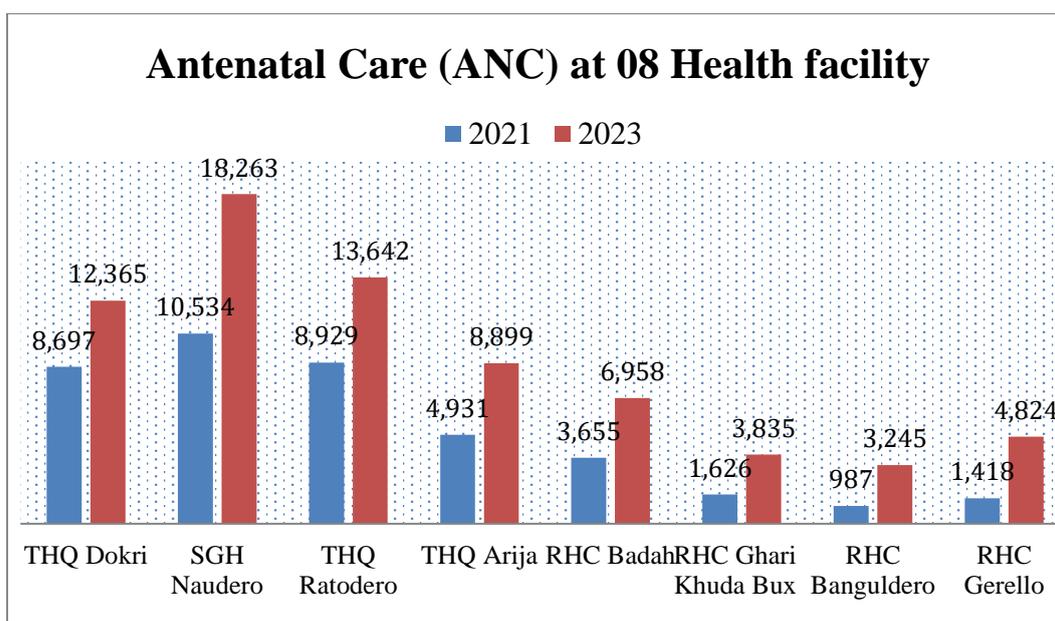
Audit is of the view that there were significant deviations from the best practices, compromising the quality of healthcare services provided. The inefficient utilization of medical staff, lack of patient management systems, and unacceptably high patient-to-doctor ratio of 327:1, all contributed to a compromised healthcare environment. Overall, these inefficiencies put patients' health and well-being at risk, highlighting the need for urgent reforms.

Audit recommends that the management may implement corrective actions, including optimizing doctor deployment, establishing patient management systems, and rationalizing patient-to-doctor ratio. Additionally, efforts may be made to effectively utilize specialized staff, provide training and capacity-building programs for medical staff, and upgrade the healthcare facility's infrastructure.

5.2 Impact on Antenatal Care Services: Room for Improvement

In the year 2023, a total of 72,031 patients received antenatal care (ANC) at eight hospitals managed by PPHI Sindh, with a monthly average of 6,002 patients. In comparison, in 2021, a total of 40,777 patients received antenatal care, with a monthly average of 3,398 patients. A comparison of antenatal care at the health facilities showing improvement with a notable increase in patient volume, as tabulated below:

S#	Health Facility	No of ANC patients		Diff
		2023	2021	
1.	THQ Dokri	12,365	8,697	3,668
2.	SGH Naudero	18,263	10,534	7,729
3.	THQ Ratodero	13,642	8,929	4,713
4.	THQ Arija	8,899	4,931	3,968
5.	RHC Badah	6,958	3,655	3,303
6.	RHC Ghari Khuda Bux	3,835	1,626	2,209
7.	RHC Banguldero	3,245	987	2,258
8.	RHC Gerello	4,824	1,418	3,406
Total		72,031	40,777	31,254



However, the revisit rates for ANC-3 and ANC-4 were lower than expected (at 33 & 31 %, respectively), indicating that pregnant women are not receiving adequate follow-up care.

Audit is of the view that despite a notable increase in antenatal care patients at PPHI Sindh's health facilities in 2023, the revisit rates were lower than expected, indicating inadequate follow-up care due to lack of counseling. This weakness in follow-up care indicates that the healthcare facilities are not

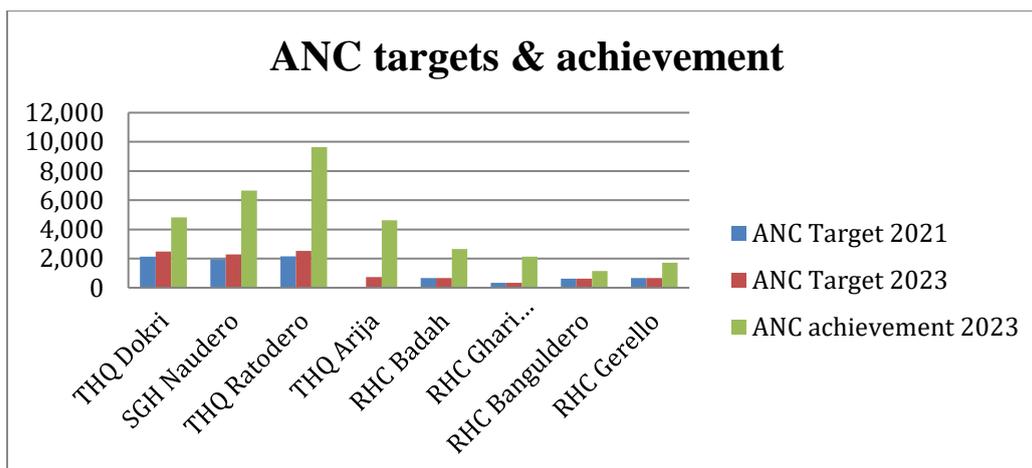
providing comprehensive antenatal services, which may compromise the health and well-being of pregnant women.

Audit recommends that the management may focus on strengthening counseling services for pregnant women, emphasizing the importance of revisit appointments and providing clear guidance on follow-up care. Additionally, implementing a tracking system to monitor pregnant women's adherence to recommended follow-up appointments could help increase revisit rates.

5.3 Unrealistic Targets for Antenatal Care

The management of PPHI Sindh, Secondary Healthcare Hospitals, District Larkana, did not prepare or revise targets for antenatal care in District Larkana. However, a minor increase was made in the targets from the previous Antenatal Care (ANC) targets, which are given as under:

S#	Health Facility	Population	ANC Achievement	ANC Targets	
			2023	2023	2021
1.	THQ Dokri	98,412	4,815	2,492	2,136
2.	SGH Naudero	91,160	6,664	2,282	1,956
3.	THQ Ratodero	100,724	9,645	2,520	2,160
4.	THQ Arija	29,772	4,626	742	00
5.	RHC Badah	68581	2652	660	660
6.	RHC Ghari Khuda Bux	16571	2142	336	336
7.	RHC Banguldero	31077	1149	624	624
8.	RHC Gerello	67334	1718	660	660
Total		320,068	25,750	8,036	6,252



Audit is of the view that the management of PPHI Sindh's Antenatal Care (ANC) services in District Larkana failed to prepare or revise realistic targets, resulting in the submission of reports showing higher ANC achievement rates than actual, based on unrealistic targets. This oversight has a significant impact on patient care, as patients may not receive adequate ANC services, instead opting for traditional treatments from local dai, resulting in complications during deliveries and a higher mortality rate for mothers and children. Furthermore, the management's failure to revise ANC targets reflected that less attention is being paid to further improving ANC services for clients and patients, potentially compromising the quality of antenatal care provided by the same number of doctors, medicines, and paramedical staff.

Audit recommends that the management may establish realistic and achievable targets aligned with actual patient volume and needs. Regular revision of ANC targets may be institutionalized to ensure they remain relevant and achievable.

5.4 Inordinate delay in initiation of Caesarean Section Services at THQ Ratodero

The Government of Sindh handed over secondary healthcare hospitals to PPHI Sindh in February 2022 for the efficient and smooth running of hospitals, providing the best health services in the district. However, the management failed to run the caesarean facility in Taluka Hospital Ratodero after about one and a half years of taking over the hospital to provide caesarean facilities to the

community. The progress of the hospital regarding the caesarean facility is as follows:

S#	District	Health Facility	Period	PPHI Type	Cesarean Sections
1.	Larkana	THQ Ratodero	Jul-23 to May, 24	THQ	0
2.	Larkana	THQ Ratodero	Jun-24	THQ	10

Audit is of the view that management failed to operationalize the caesarean facility due to non-appointing of gynaecologist timely, resulting in the deprivation of this critical service to the local community. This delay is alarming, especially considering that 218 C-section cases were performed in 2021. This is an indication of inadequate planning, insufficient resource allocation, and poor management oversight. Furthermore, the absence of gynecologists at the hospital exacerbated the problem, leading to compromised health services.

Audit recommends that management may take immediate corrective measures. Firstly, the management may review its performance and prioritize the operationalization of the caesarean facility, ensuring that it is adequately staffed with gynecologists and equipped with necessary resources. This will help bridge the gap in service delivery and prevent further deprivation of critical healthcare services to the local community. Additionally, efforts may be made to raise awareness about the importance of caesarean sections and promote community engagement to increase service utilization.

5.5 Inadequate Pediatric Care Staffing at THQ Hospital

According to the UNICEF SMART Nutrition Survey Report 2023, the district Larkana's health services have shown improvement, with key statistics indicating that child mortality rates are within acceptable limits, specifically, the Child Death Rate (CDR) stands at 0.56 and the Under-5 Death Rate (U5DR) is 0.15. However, despite these positive trends, the hospital's pediatric outpatient services are severely understaffed, with only one pediatrician assigned to manage a massive workload of 21,126 patients under five years of age from July 2023 to June 2024, resulting in rushed diagnostic processes, such as examining 315 patients in just six hours on audit visit day, October 8, 2024.

Audit is of the view that despite handling massive pediatric outpatients under five years old, only one pediatrician was assigned to manage this workload.

This resulted in an unmanageable patient load. This rushed diagnostic process compromises the quality of care provided to patients. The hospital's inability to provide adequate pediatric care services due to insufficient staffing is a critical operational flaw.

Audit recommends that the management may increase the number of pediatricians to manage the massive patient load.

5.6 Non-establishment of Operation Theatres at hospitals

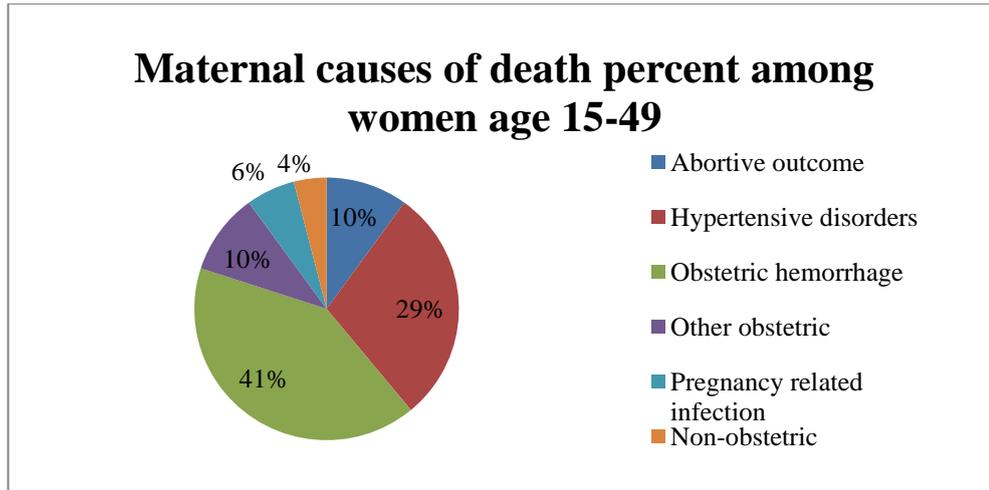
The audit observed that the management of PPHI Sindh failed to establish operation theatres at the hospitals, a situation that persisted even after the current management took over. This is particularly concerning in the district of Larkana, where 8.7% of deaths were caused by injuries, as reported by the UNICEF Survey Report 2023. Despite the Cumulative Death Rate of 0.56 being below the public health emergency thresholds, there is still a need to reduce the death rate by providing essential health services, including operation theatres with proper emergency wards.

Audit is of the view that the management failed to establish operation theatres despite lapse of about two years, which is a significant weakness. The lack of operation theatres not only compromises the quality of healthcare services but also puts patients' lives at risk.

Audit recommends that the management may establish operation theatres. This will enable the provision of quality emergency services, reduce death rates, and improve overall healthcare outcomes.

5.7 Non-appointment of gynecologists at the hospitals

The management of PPHI Sindh failed to arrange gynecologists at several secondary healthcare hospitals, including THQ Baqrani, Garhi Khuda Bux 50 bedded, RHC Gerello, RHC Banguldero, and RHC Badah, even after two years of taking over these hospitals. A temporary arrangement was made at THQ Ratodero, where a gynecologist was available one day a week for C-sections, but only booked patients were entertained, and un-booked cases were returned without maintaining a referral record, resulting in unsatisfactory C-section services, which is alarming. Maternal death causes are primarily due to unattended obstetric hemorrhage and hypertensive disorder patients.



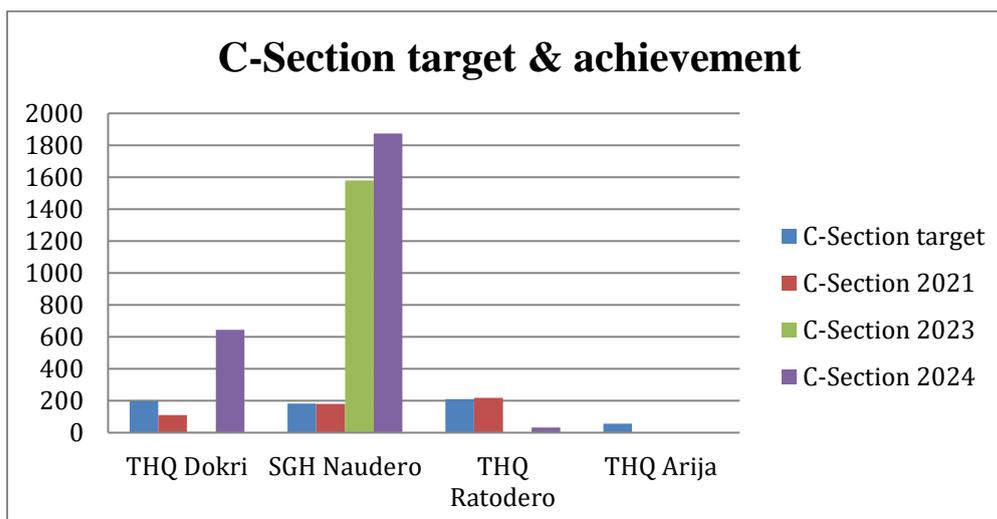
Audit is of the view that management's inability to arrange gynecologists at secondary healthcare hospitals, has resulted in compromised maternal healthcare services.

Audit recommends that the management may take immediate measures to recruit and post gynecologists at secondary healthcare hospitals to ensure provision of adequate maternal healthcare services, reduce maternal mortality and morbidity, and improve the overall quality of mother healthcare services.

5.8 Performance of Cesarean Section, normal Deliveries and obstetric complications at the hospitals

The management of PPHI Sindh failed to establish C-Section facilities at THQ Ratodero, Arija, and Dokri in the initial year after taking over health facilities. These hospitals lacked gynaecologist, resulting in subpar services. In fact, the C-Section progress was better at these facilities before PPHI took over.

S#	Health Facility	Type	HF Code	Cesarean Section			
				Target	2021	2023	2024
1.	THQ Dokri	THQ	232057	196	111	4	645
2.	SGH Naudero	HOSP	232069	182	181	1580	1874
3.	THQ Ratodero	THQ	232655	210	218	0	32
4.	THQ Arija	THQ	232003	56	0	0	0



Although there was an initial decline, the performance at THQ Dokri has shown improvement in cesarean sections in 2024, and THQ Ratodero has also commenced services in the same year. However, it appears that the management has prioritized only one hospital, SGH Naudero, where PPHI Sindh's performance remained satisfactory, while neglecting the other hospitals.

- a) **Targets of C Sections:** The management of PPHI Sindh revised the targets of C Section, but very insignificant than previous targets, the same are given as:

S#	Health facility	C Section	
		2023	2021
1.	THQ Dokri	196	168
2.	SGH Naudero	182	156
3.	THQ Ratodero	210	180
4.	THQ Arija	56	0

- b) **Normal deliveries:** The management provided normal delivery service remarkably higher than the targets, but the progress of current management was not good as compared to the previous management except at SGH Naodero. The detail is given as under:

S#	Health Facility	Population	Normal deliveries		
			(Target)	2023	2021
1.	THQ Dokri	98412	350	1480	1439
2.	SGH Naudero	91160	910	3925	1824
3.	THQ Ratodero	100724	238	1614	1796
4.	THQ Arija	29772	210	339	952

- c) **Obstetric complications:** The performance in obstetric complications was much below than targets.

S#	Health Facility	Population	Obstetric complications	
			Target	Actual
1.	THQ Dokri	98412	602	86
2.	SGH Naudero	91160	560	417
3.	THQ Ratodero	100724	616	0
4.	THQ Arija	29772	182	10

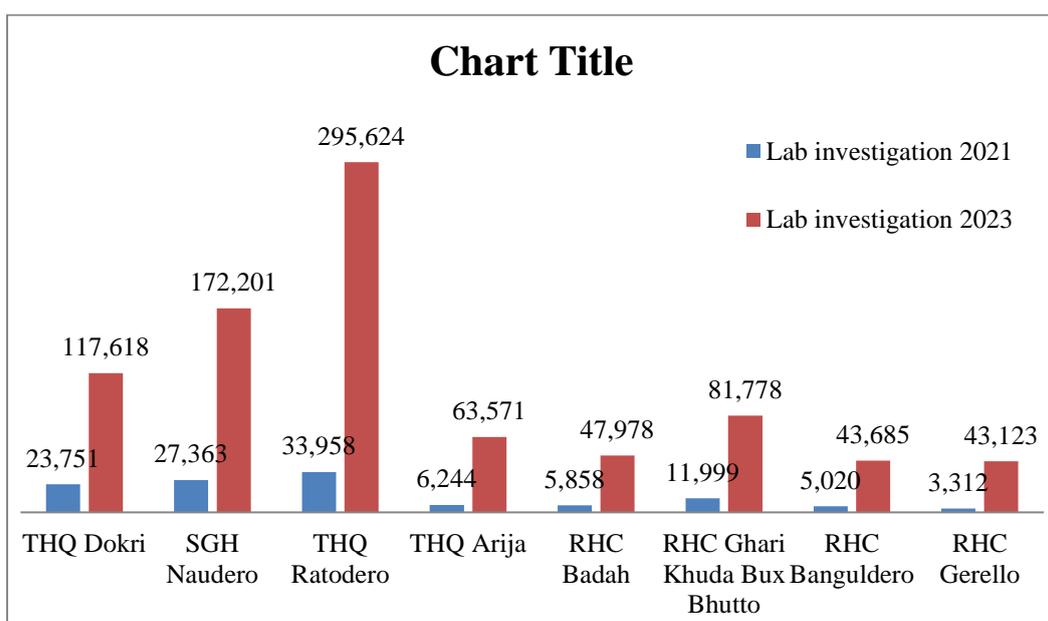
Audit is of the view that the management's handling of healthcare facilities is weak, as evidenced by the failure to establish C-Section facilities at several hospitals, inadequate performance in handling obstetric complications, and uneven prioritization, where excessive focus was given to SGH Naudero while neglecting other hospitals, highlighting the need for a thorough review and revamping of strategies to ensure quality healthcare services for all.

Audit recommends that the management may develop a strategic plan to establish C-Section facilities, improve obstetric complication handling, and ensure equitable resource distribution across all hospitals, prioritizing neglected facilities.

5.9 Lab services at the hospitals

The lab services at free of cost to the community have improved significantly after taking over the health facilities by the PPHI Sindh from the previous years. The detail of lab services before and after is given as under:

S#	Health Facility	No. of Lab investigations	
		2023	2021
1.	THQ Dokri	117,618	23,751
2.	SGH Naudero	172,201	27,363
3.	THQ Ratodero	295,624	33,958
4.	THQ Arija	63,571	6,244
5.	RHC Badah	47,978	5,858
6.	RHC Ghari Khuda Bux Bhutto	81,778	11,999
7.	RHC Banguldero	43,685	5,020
8.	RHC Gerello	43,123	3,312



Audit is of the view that the lab services provided by PPHI Sindh have shown significant improvement, with a substantial increase in the number of lab investigations conducted across various healthcare facilities, indicating better services to the community. However, despite this progress, weaknesses were observed during an audit visit at THQ Ratodero as, there was a huge rush of people in the laboratory room at a time and no queue management outside of the room, which shows patient dissatisfaction and inefficiencies management.

Audit recommends that the management may implement a queue management system and consider increasing staffing levels at laboratories to efficiently manage the workload and improve patient satisfaction.

5.10 Non-Compliance with Shelf Life Requirement for Medicines

It was observed that in some of the cases, the management procured medicines with a shelf life of or less than 70%, which falls short of the required 90% shelf life, potentially compromising the quality and effectiveness of the medicines. The details are hereunder:

S#	Medicines	Batch No.	MFG Date	Expiry Date
1.	Syp. Ferrous Sulphate 100mg/5ml/120ml	Q-148 Q-149	Sep- 2023	Sep- 2025
2.	Tab. Ciproflaxcin	K-778	Sep- 2023	Sep- 2026
3.	Diclofenac Sodium 75mg/3ml Injection	D6-25	Oct – 2023	Oct – 2026
4.	Vidaylin T Tablet	49279ZXY	Oct- 2023	Oct- 2026

Audit is of the view that non-compliance with shelf life requirements for medicines may lead to medicines expiring before planned utilization, rendering them unusable.

Audit recommends that medicines with insufficient shelf life may be returned to suppliers, rather than being accepted, to ensure that healthcare services are not compromised by suboptimal medicine quality.

5.11 Shortages of essential medicine at Health Facility

It was observed that the medicines were supplied by the distributors/manufacturers with a delay of more than two months, including essential medicines. Further, the following six essential medicines, out of 24 (as per health sector established practice), were not received at any health facility for the financial years 2022-23 and 2023-24.

S#	Description
1.	Syp Metronidazole
2.	Syp Anthelmintic
3.	I/V Infusion
4.	Chlorohexidine (CHX)

5.	Syp Zinc
6.	Anti-Snake Venom

Audit is of view that weaknesses in the procurement and delivery of essential medicines, resulting in shortages and compromised healthcare services, indicated poor performance by management in ensuring timely delivery of medicines, ultimately depriving patients of necessary treatment and forcing them to purchase medicines from private stores.

Audit recommends that the management may strengthen its procurement and supply chain processes to ensure timely delivery of essential medicines, preventing shortages and compromising healthcare services.

5.12 Suboptimal performance of Government employees at PPHI-managed Hospitals

Discussions with the management, health facility staff, and a review of attendance registers revealed that government employees' performance was subpar, with frequent absences and unauthorized leaves. The management's inability to take disciplinary action due to lack of delegated powers from the Government of Sindh exacerbated the issue, forcing them to rely on the District Health Officer (DHO) who provided inadequate responses. In contrast, contract employees demonstrated better performance and attendance, attributed to strict monitoring and salary deductions for poor performance and absences, while the management failed to provide the sanctioned and available strength of government employees.

Audit is of the view that the performance of around 50% of government employees was not satisfactory, which shows a significant weakness in the management's oversight and control mechanisms. This weakness not only undermines employee motivation but also compromises the overall quality of healthcare services, ultimately weakening the delivery of essential services to the community.

Audit recommends that the management may establish a performance monitoring and evaluation system to track the work output of government employees, and take disciplinary actions against underperforming employees to ensure accountability and improve overall service delivery.

Conclusion

The transfer of secondary healthcare facilities in District Larkana to PPHI Sindh marked a significant step towards improving healthcare services in the region. While notable improvements were observed in outpatient services, antenatal care, and laboratory investigations, some gaps remain unaddressed. The lack of essential specialists, underutilization of staff, delays in operationalizing key services like cesarean sections, and inadequate infrastructure have constrained the potential of these facilities.

To fulfill the objectives of providing comprehensive and quality healthcare services, it is imperative for PPHI Sindh to strengthen its management practices, enhance staff deployment, and ensure the timely supply of medicines. Furthermore, addressing systemic inefficiencies, such as weak accountability for government employees and the absence of realistic target-setting, will be pivotal in sustaining and expanding these improvements. Strategic reforms and collaborative efforts with the Government of Sindh specially making accountable to government employees can help bridge existing gaps and deliver the intended benefits to the people of District Larkana.

ANNEXES

MFDAC Paras

The Directorate General of Commercial Audit and Evaluation, Karachi on behalf of the Auditor-General of Pakistan, conducted the audit of organizations of Government of Sindh which maintain their accounts on commercial pattern.

As a result of audit conducted during 2023-24, various types of financial irregularities and losses of public money, etc., were detected and reported to the Departments and organizations concerned. The important irregularities/ losses and malpractices pertaining to various organizations have been printed in this report, while irregularities/losses not considered worth reporting to the PAC as listed below were left for Departmental Accounts Committees. The same will be discussed with the respective Secretaries to the Departments by the Director General, Commercial Audit and Evaluation, Karachi.

S#	Subject	(Rs. in million)
Agriculture, Supply & Prices Department		
Sindh Seed Corporation		
1.	Non-approval of budget by the Board – Rs.148.018 million	148.018
2.	Irregular expenditure of civil works (repair & renovation) - Rs.3.597 million	3.597
3.	Unjustified expenditure / reimbursement of TA/DA - Rs.3.109 million	3.109
Culture, Tourism, Antiquities & Archives Department		
Sindh Tourism & Development Corporation		
4.	Loss of interest income due to placement of funds in current account – Rs.15.000 million	15.000
5.	Procurement without competitive process – Rs.3.313 million	3.313
6.	Irregular appointment of legal advisor – Rs.0.750 million	0.750
Health Department		
PPHI, Sindh		
7.	Irregular purchase of paracetamol from M/s ISIS Pharmaceutical	237.912
8.	Loss due to purchase of ORS from the distributor at higher rate	116.585
9.	Purchase of medicine from distributors instead of manufacturers, caused loss	92.289
10.	Irregular purchase of vehicle tracker devices / services	4.592

11.	Supply of medicines having near to expiry date	2.189
12.	Signing of MoU with Think-Well-Institute without prior approval of the Board of Directors	-
13.	Irregular Procurement of Laptops and Fire Protection Equipment - Rs.52.546 million	52.546
14.	Irregular award of construction work - Rs.9.409 million	9.409
15.	Discrimination in salaries of Male and Female Medical Officer-Rs 122.772 million	122.772
16.	Discrepancy on account of pay & allowances among officers in same grade – Rs.16.149 million	16.149
17.	Officers of BPS-17 allowed on the post of BPS-19 with pay & allowances- Rs.9.087 million	9.087
Industries & Commerce Department		
Sindh Small Industries Corporation		
18.	Unjustified payment of medical claim - Rs.0.460 million	0.460
19.	Non-revision of plot rates	-
20.	Non-formation of annual procurement plan	-
21.	Irregular / unjustified payment of Honorarium - Rs. 4.874 million	4.874
22.	Loss due to illegal sale of plot	-
Sindh Industrila Trading Estate (Guarantee) Limited		
23.	Irregular award of work in favour of supplier in violation of SPRA Rules- Rs.72.877 million	72.877
24.	Irregular award of work in favour of supplier in violation of SPRA Rules- Rs.87.246 million	87.246
25.	Irregular award of contracts in violation of SPPRA-Rs. 124.433 million	124.433
26.	Irregular award of work in favour of supplier in violation of SPRA Rules – Rs.56.319 million	56.319
27.	Loss of revenue due to non-allotment of plots at SITE, Larkana - Rs.96.000 million	96.000
28.	Irregular allotment of additional vehicles beyond entitlement	-
Government Printing Press (Khairpur & Karachi)		
29.	Excess / under-utilization of approved budget – Rs.23.330 million	23.330
30.	Loss due to wasteful expenditure on renovation of Bangalow- Rs.20.664 million	20.664
31.	Loss due to non-completion of civil wok- Rs.2.430 million	2.430

32.	Procurement of stationery and store items in excess- Rs. 1.470 million	1.470
Investment Department		
Sindh Economic Zones Management Company		
33.	Poor performance due to non-performing any business activity since inception	-
34.	Imprudent investment in a single bank - Rs.1,250.000 million	1,250.000
Energy Department		
Sindh Energy Holding (Pvt) Limited		
35.	Unauthorized allotment of vehicle – Rs.2.700 million	2.700

Non-submission of Audited Accounts

Annual audited accounts of Public Sector Enterprises for the year 2023-24 were required to be submitted to the Directorate General of Commercial Audit & evaluation, Karachi by November 30, 2024. Despite requests, the organizations (listed below) failed to submit their annual audited accounts for the year(s) indicated against each by the prescribed date. While non-submission of audited accounts needs to be explained, efforts should be made for immediate finalization and submission thereof:

Agriculture Department		
1	Sindh Agricultural Supplies Organization, Karachi	2002-03 to 2023-24 (under process of winding up since 2001-02)
2	Sindh Sugar Corporation, Hyderabad	1998-99 to 2023-24 (under liquidation since 1998-99)
Agriculture, Supply & Prices Department		
3	Sindh Seed Corporation, Hyderabad	2011-12 to 2023-24
Energy Department Sindh		
4	Sindh Energy Holding Company	2022-23 & 2023-24
Industries Department		
5	Sindh Government Press, Karachi & Khairpur	Commercialized w.e.f. July 01, 1984 but accounts for the years 1984-85 to 2023-24 were either not compiled on commercial pattern or not submitted to Audit for certification.
6	Sindh Small Industries Corporation, Karachi	1987-88 to 2023-24
7	Sindh Industrial Trading Estate	2018-19 to 2023-24
Culture, Tourism, Antiquities & Archives Department		
8	Sindh Tourism & Development Corporation	2018-19 to 2023-24
Investment Department		
9	Sindh Economic Zones Management Company	2020-21 to 2023-24
PAO has not been notified by Govt. of Sindh after declaring Special Initiative Department as defunct by the Court		
10	Sindh Land Management & Development Company	2016-17 to 2023-24

Annex-3

Loss of revenue due to non-utilization of cultivable land - Rs.304,579 million							
Paddy (Kharif Crop)							
Name of Farm	Cultivable Area (acres)	Area Cultivated (acres)	Uncultivated Area (acres) (1-2)	Yield Per Acre	Yield not achieved (3x4)	Rate per Kg-maund	Amount (Rs.) (5x6)
	1	2	3	4	5	6	
Lakhi Farm	197	74.25	122.75	17.79	2183.72	3500	7,643,029
Lodra Farm	1200	550.5	649.5	14.32	9300.84	3500	32,552,940
Pai Sakrand	354	34.5	319.5	24.82	7929.99	3500	27,754,965
Ruk	88	29	59	22.55	1330.45	3500	4,656,575
Ghotki	1057	334	723	25.19	18212.37	3500	63,743,295
Total	2896	1022.25	1873.75		38957.37		136,350,804
Wheat (Rabi Crop)							
Name of Farm	Cultivable Area (acres)	Area Cultivated (acres)	Uncultivated Area (acres) (1-2)	Yield Per Acre	Yield not achieved (3x4)	Rate per Kg-maund	Amount (Rs.) (5x6)
	1	2	3	4	5	6	
Pai Sakrand	354	310	44	34.75	1529.00	4,000	6,116,000
Setharja	925	826	99	28.02	2773.98	4,000	11,095,920
Kotdiji Farm	108	86	22	32.09	705.98	4,000	2,823,920
Lodra	1,200	510	690	10.68	7369.20	4,000	29,476,800
Lakhi	197	73.5	123.5	9.25	1142.38	4,000	4,569,500
Ghotki	1,057	340	717	15.74	11285.58	4,000	45,142,320
Ruk	88	50	38	12.72	483.36	4,000	1,933,440
Total	3929	2195.5	1733.5		25289.48		101,157,900
Cotton /Phutty (Kharif Crop)							
Name of Farm	Cultivable Area (acres)	Area Cultivated (acres)	Uncultivated Area (acres) (1-2)	Yield Per Acre	Yield not achieved (3x4)	Rate per Kg-maund	Amount (Rs.) (5x6)
	1	2	3	4	5	6	7
Pai Sakrand	319.5	160.5	159	12.77	2030.43	8,000	16,243,440
Setharja Farm	925	567	358	12.26	4389.08	8,000	35,112,640
Kotdiji	108	80	28	13.07	365.96	8,000	2,927,680

Farm							
Ruk	59	4	55	1.53	84.15	8,000	673,200
Ghotki	723	12	711	2.13	1514.43	8,000	12,115,440
Total	2,134.5	823.5	1,311		8,384.05		67,072,400
Grand Total							304,581,104

Annex-4

Non-recovery from farm allottees and government departments - Rs.57.226 million				
S#	Category of Bungalow/ Quarter	Name & Designation	Name of Department	Outstanding dues upto June, 2024
1.	B-1	Mr. Tariq Ahmed Memon, Steno Typist, Agriculture Research (Managing Director House)	Sindh Seed Corporation	969,600
2.	B-2	Sayed Zaheer Ahmed Shah Computer Operator (BPS-16)	Agriculture Engineering & Water Management Sindh Hyd	580,800
3.	C-2	Mr. Altaf Ahmed Soomro Clerk (BPS-11)	On Farm Water Management Sindh Hyderabad	702,000
4.	C-3	Mr. Ikhtiar Ali Office Superintendent (BPS-17)	Agriculture Engineering & Water Management Sindh Hyderabad.	328,300
5.	C-5	Mr. Asif Shah Senior Data Processing Officer (BS-17),	Director OFWM Sindh.	13,000
6.	C-5	Mr. Jam Samiullah, Steno Typist,	Agriculture Extention	265,000
7.	C-6	Mr. Imran Ahmed Khanzada Clerk (BPS-11)	On Farm Water Management Sindh Hyderabad	377,000
7.	C-7	Mr. Nazakat Ali Abbasi, Office Deputy Director,	Agriculture Engineering & Water Management Sindh Hyderabad.	487,000
8.	C-9	Mr. Parvaiz Shaikh Supervisor	Agriculture Engineering & Water Management Sindh Hyderabad.	743,190
9.	C-10	Mr. Zaheer Ahmed Channar Water Management Officer (BPS-16)	On Farm Water Management Sindh Hyderabad.	108,000
10.	C-12	Mr. Nadir Shah Office Assistant(BPS-16)	On Farm Water Management Sindh Hyderabad.	702,000
11.	D-4	Mr. Ahmed Nawaz Alias Arsalan Memon, Junior Clerk(BPS-11)	On Farm Water Management, Sindh	21,600
12.	E-1	Mr. Khalil Ahmed, (BPS-16) Office Assistant	Sindh Seed Corporation	105,800

13.	F-6	Mr. Feroz Khan Naib Qasid (BPS-01)	On Farm Water Management Sindh Hyderabad.	11,400
14	A-2	Mr. Naveed Ahmed Choudhry Major Commanding Officer	Pakistan Army (Rs.6,000 @ 24 months: Jan 2019 to Dec 2019) and (Rs.23,200 @ 54 months) Jan 2020 to June 2024)	1,396,800
Total				6,811,490

Statement showing outstanding rent from Government Departments				
S.#	Name of Department	Nature of outstanding	Ageing	Amount Rs.
1	On Farm Waster Management (OFWM)	Advance for Pacca Watercourse	2007-08	27,000,000
2	On Farm Waster Management (OFWM)	Rent of 72 month @ 12047 P.M.	01-07-07 to 30-06-13	9,075,360
3	Director General Agriculture Extension Sindh	Purchase of Seed	1989-90	109,340
4	Director General Animal Husbandry Live Stock Sindh	Purchase of Seed	1995-96	109,340
5	National Project for Implementation of Watercourse (NPIW)	Rent 84 months @ Rs.89760 P.M.	01-07-07 to 30-06-17	10,771,200
6	Sindh Irrigated Agriculture Productivity & Enhancement Project (SIAPEP)	Rent of January, 2024 to August, 2024 @ Rs.380,666, 10% Income tax 38067	418733 x 8	3,349,864
Total				50,415,104

Annex-5

Irregular procurement of medicines without transparency - Rs.4,531.43 million		
S#	Manufacturer/ Supplier Name	Amount (Rs.)
1	M/s. Hiranis Pharmaceuticals Private Limited	14,046,104
3	M/s. Hamza Enterprises	405,770,842
4	M.s Karachi Medical Company	42,890,750
5	M/s. Lavish Enterprises	59,008,700
6	M/s. New One Enterprises	811,786,548
7	M/s. Z.I Enterprises	91,046,844
11	M/s. Lavish Enterprises	248,430,388
12	M/s. Hamza Enterprises	313,974,876
13	M/s. New One Enterprises	1,268,757
15	M/s. Frontier Dextrose	156,603,387
16	M/s. Parras Enterprises	404,904,871
17	M/s. Pioneer Pharma	1,845,801,270
19	M/s. Hiranis Pharmaceuticals Private Limited	123,207,507
21	M/s. A to Zee International	12,694,800
	Total	4,531,435,644

Annex-6

Non-taking up GDs despite receipt of grant from GoS-Rs.304.520 million						
Amount in Rupees						
S#	Name of Government Dispensary	Category	Status	Development cost	Operational Cost	Total funds
1	GD Bagi	Immediate takeover	Close	5,000,000	7,726,000	12,726,000
2	GD Abdul Rehman Jatoi	Immediate takeover	Close	5,000,000	7,726,000	12,726,000
3	GD Nihal Khan Luhur	Immediate takeover	Close	5,000,000	7,726,000	12,726,000
4	GD Wadho Lashari	Immediate takeover	Close	5,000,000	7,726,000	12,726,000
5	GD Mehrab Sandeelo	Immediate takeover	Close	5,000,000	7,726,000	12,726,000
6	GD Mehrabpur	Immediate takeover	Close	5,000,000	7,726,000	12,726,000
7	GD Mahar Wada	Takeover after major R&R	Close	10,000,000	7,726,000	17,726,000
8	GD Nihal Khan Luhur	Immediate takeover	N/A	5,000,000	7,726,000	12,726,000
9	GD Shambh Jeho	Immediate takeover	N/A	5,000,000	7,726,000	12,726,000
10	GD Walidad Gabbar	Immediate takeover	N/A	5,000,000	7,726,000	12,726,000
11	GD Taib	Immediate takeover	N/A	5,000,000	7,726,000	12,726,000
12	GD Longai	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
13	GD Bhoobhatpur	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
14	GD Ramzan Chahwan	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
15	GD Meval Kot	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
16	GD Thango Bozdar	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
17	GD Yaroo Jalbani	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
18	GD Morio	Takeover after	N/A	10,000,000	7,726,000	17,726,000

	Faqeer	major R&R				
19	GD Phulpota No.1	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
20	GD Allah Bux Hakro	Takeover after major R&R	N/A	10,000,000	7,726,000	17,726,000
Total						304,520,000

Annex-7

Violation of rules while awarding contract of civil works - Rs.219.751 million								
S#	Name of medicine	Qty	1st Lowest Manuf	Rate	2nd/3rd lowest Manuf	Rate	Diff	Loss
1.	Diclofenac sodium 50mg tablet	47,458,400	Axis Pharma	1.64	Indus pharma	4.72	3.08	146,171,872
2.	Omeprazole 20mg capsule	31,570,100	Axis Pharma	5.5	Global pharma	5.94	0.44	13,890,844
3.	Azithromycin 200mg/5ml 15ml syrup	104,200	Hiranis pharma	129	Indus pharma	184.3	55.34	5,766,428
4.	Atenolol 50mg tablet	13,979,799	Axis pharma	1.89	Zafa Pharma	4.14	2.25	31,454,548
5.	Inj Cefotaxime sodium 500 mg	287,700	Bosch Pharma	107.4	Macter int	119	11.6	3,337,320
6.	Inj.peperacilin 4gm+tazobactam sodium 0.5gm	27,200	LCI	401	Global pharma	554	153	4,161,600
7.	Tab Azithromycin 500 mg	1,286,600	Bosch pharma	43.7	Indus pharma	55	11.3	14,538,580
Total								219,321,192

S#	Medicine Name	Bidder Name	Difference between Lowest Bid and Contract Awarded Bid	Quantity	Loss (Rs.)
1.	Chloramphenical 0.5% Eye Drops 10 ml	Santochior	75.98 - 69.10 = 6.88	560,100	3,853,488
2.	Susp. Cefixime 100mg/5ml,30ml	Maxpan	198 - 164 = 34	894,600	30,416,400
3.	Tab. Ciproflaxin 500 mg	Quinoflox	16.41 - 13.87 = 2.54	14,070,000	35,737,800
4.	Vancomycin 500 mg Injection	Vinjec	449 - 444 = 5	52,200	261,000
5.	Omerprazole 40mg injection	Omezol	118 - 114 = 4	462,400	1,849,600
Total					72,118,288

Annex-8

Non-imposition of liquidity damages due to late delivery of medicines, caused shortages at HF's – Rs.196.462 million				
S.no	Medicine	Quantity	Price/Unit (Rs)	Total (Rs)
1.	Ammonium Chloride B.P 100mg+Chlorpheniramine Maleate B.P 2mg+Sodium Citrate B.P 58mg+Menthol B.P 1mg)/5ml 120ml Syrup	483,892	25.87	15,482,471
2.	Acyclovir 3% 4.5gm Eye Ointment	3,900	176.41	687,999
3.	Amoxicillin 250mg + Clavulanic acid 62.5mg / 5ml 90ml Syrup	109,500	232.41	75,114,912
4.	Amoxicillin 250mg Tablet (Dispersable)	13,857,856	5.3	20,355,053
5.	Amoxicillin 500mg + Clavulanic acid 125mg Tablet	87,000	27.653	2,405,811
6.	Amoxicillin 500mg Capsule	8,274,200	10.028	82,973,678
7.	Ampicillin 250mg Capsule	639,700	5.49	3,511,953
8.	Ampicillin 250mg Injection	84,100	29.55	2,485,155
9.	Ampicillin 500mg Capsule	118,500		1,087,830
10.	Ampicillin 500mg Injection	195,100	43.41	8,469,291
11.	Anti-Rabbies Vaccine (ARV) 1ml	38,819	1730	67,156,870
12.	Artemether 40mg+Lumefentrine 240mg Tablet	927,400	30.7	28,471,180
13.	Atenolol 50mg Tablet	3,070,000	1.35	4,144,500
14.	Azithromycin 200mg/5ml 15ml Syrup	500	122.19	61,095
15.	Bisacodyl 5mg Tablet	1,147,615	0.552	633,483
16.	Calamine Lotion 120ml	242,345	42	10,178,490
17.	Cap. Omeprazole 40mg	5,003,334	5.19	27,121,703
18.	Cap. Doxycycline 100mg	5,845,050		25,133,715
19.	Cefixime 400mg Capsules	176,905	41.52	7,345,096
20.	Ceftriaxone Sodium 1gm Injection I.V with distilled water	65,200		9,065,200
21.	Ceftriaxone Sodium 500mg Injection I.V with distilled water	41,300		4,100,260
22.	Cephadrine 500mg Capsule	1,732,928	21.61	37,448,574
23.	Chloramphenicol 0.5% Eye Drops 10 ml	418,226		27,256,114
24.	Chloroquine Phosphate 250mg Tablet	2,360,200	8.19	19,330,038
25.	Chloroquine Phosphate 50mg/5ml, 60ml Syrup	138,450	32.89	4,553,621
26.	Chlorpheniramine Maleate 2mg/5ml 60ml Syrup	1,309,340	16.47	21,564,830
27.	Chlorpheniramine Maleate 4mg Tablet	24,551,000	0.278	6,825,178
28.	Ciprofloxacin 0.3% Eye drops 5ml	345,971		21,284,698
29.	Ciprofloxacin 200mg/100ml Infusion	1,200	61.62	73,944
30.	Ciprofloxacin HCL 0.3% 5ml Ear drops	192,100		13,160,110
31.	Clotrimazole (1% w/w) 10gm Topical Cream	315,386	28	8,830,808
32.	Clotrimazole (10% w/w) Vaginal Cream 5gm	241,083		18,161,211

	(Single Dose with Applicator)			
33.	Cotrimoxazole DS (Trimethoprim 160mg+Sulfamethoxazole 800mg) Tablet	9,888,200	13.57	134,182,874
34.	Cotrimoxazole DS (Trimethoprim 80mg and sulfamethoxazole 400mg) 50ml Syrup	1,754,980	57.98	101,753,740
35.	Dexamethasone 0.1% 5ml Eye Drops	12,000	55.08	660,960
36.	Dexamethasone 4mg/ml 1ml Injection	748,360		9,339,690
37.	Dextrose Saline 500ml Infusion	2,000	68.6	137,200
38.	Diclofenac Sodium 50mg Tablet	20,924,320	2.96	61,707,987
39.	Diclofenac Sodium 75mg/3ml Injection	1,570,240		22,642,880
40.	Drotaverine HCL 40mg Tablet	4,251,200	2.74	11,582,560
41.	Erythromycin 250mg Tablet	1,554,900		18,192,682
42.	Eye Drop Olopatidine 0.2% 5ml	272	69	18,768
43.	Gentamicin 20mg/2ml Injection	389,400	15.51	6,039,594
44.	Gentamicin 80mg/2ml Injection	56,000	26.22	1,468,320
45.	Glibenclamide 5mg Tablet	1,979,760	1.56	3,088,426
46.	Hydralazine Tablet 25mg	24,560	2.92	71,715
47.	Hydrocortisone 1% Skin Cream 10gm	85,574	40.68	3,481,150
48.	Hydrocortisone S.S 250mg Injection with distilled water 5cc	21,550	110	2,370,500
49.	Ibuprofen 100mg/5ml, 90ml Syrup	1,851,540	24.87	46,047,800
50.	Ibuprofen 200mg Tablet	164,000	2.23	365,720
51.	Ibuprofen 400mg Tablet	8,112,750	2.77	22,472,318
52.	Inj. Cefotaxime Sodium 500mg	110,700	67.5	7,472,250
53.	Inj. Dextrose 5% Saline 0.9% 1000ml	3,000	90.69	272,070
54.	Inj. Dextrose water 5% 1000ml	17,000	105.81	1,798,770
55.	Inj. Drotavarine Hcl 40mg	29,700	8.88	263,736
56.	Inj. Lignocaine HCL Solution 2% 10ml	29,300	16.95	496,635
57.	Inj. Normal Saline 0.9% 1000ml	54,780	96	5,258,880
58.	Inj. Normal saline 100ml	13,650	35	477,750
59.	Inj. Oxytocin 5IU/ml 1ml	178,300		2,623,428
60.	Inj. Paracetamol 1g 100ml	24,352		2,398,672
61.	Inj. Ringerlactate 1000ml	63,900	99.99	6,389,361
62.	Inj. Tramadol HCL 50mg/ml, 2ml	42,140	18.2	766,948
63.	Inj. Vitamin-D3 200000 IU/ml 1ml ampule	30,000	19.87	596,100
64.	Ivermectin 6 mg Tablet	43,600	7	305,200
65.	Loratidine 10mg Tablet	2,008,800	2.2	4,419,360
66.	Loratidine 5mg/5ml 60ml Syrup	318,137		12,035,332
67.	Lotion: Benzyl Benzoate 25% 60ml	117,112	40	4,684,480
68.	Mebendazole 100mg/5ml, 30ml Suspension	139,920	39	5,456,880
69.	Metformin 500mg Tablet	3,129,400	1.88	5,785,772
70.	Methyldopa 250mg Tablet	106,600	9.134	973,684
71.	Metronidazole 400mg Tablet	9,056,200	1.99	18,021,838
72.	Metronidazole 500mg/100ml, Injectio	367,840	63.63	23,405,659
73.	Neomycin Sulphate + Bacitracin Zinc 20gm/ bottle	78,960	42	3,316,320

	of Powder			
74.	Normal Saline drops 0.9% Nasal drops 30ml	56,000	45.42	2,543,520
75.	Omeprazole 20mg Capsule	2,765,100	1.65	4,562,415
76.	Omeprazole 40mg infusion	137,890		11,456,750
77.	ORS Normal Osmolar W.H.O Standard	1,065,475	17.5	18,645,813
78.	Paracetamol 120mg or above/5ml, 60ml Syrup	24,200	33	69,533,706
79.	Paracetamol 500mg Tablet	31,807,600	1.925	61,229,630
80.	Paracetamol Drops 80mg/0.8ml, 30ml	551,675	57.4	31,666,145
81.	Permethrin 5% Cream 30gm	847,560	43.94	37,241,786
82.	Povidone iodine Antiseptic solution 450ml	25,320	648	16,407,360
83.	Prednisolone 5mg Tablet	4,499,000		9,036,060
84.	Propofol Injection 10mg/ml 20ml	112	423.45	47,426
85.	Salbutamol 2mg Tablet	4,110,400	1	4,110,400
86.	Salbutamol 2mg/5ml, 60ml Syrup	1,050,388	24	27,985,952
87.	Salbutamol Respiratory Solution 100mcg/20ml 20ml	10,540	28	315,120
88.	Silver Sulphadiazine 1% Cream 15gm	31,548	58	1,829,784
89.	Susp. Cefixime 100mg/5ml, 30ml	159,311		21,468,018
90.	Susp. Ciprofloxacin 250mg/5ml 60ml	377,309		62,628,938
91.	Syp Sodium Picosulphate 5mg/5ml 120ml	657,600	107	70,363,200
92.	Syp. Artemether 15mg + Lumefantrine 90mg /5ml 30ml	78,559	89.25	7,011,391
93.	Syp. Cough (Aminophylline 32 mg + Diphenhydramine 08 mg + Ammonium Chloride 30 mg)	909,658	24	21,831,792
94.	Syp. Dimenhydrinate 50mg 12.5mg/4ml, 60ml	416,413	31.4	13,075,368
95.	Syp. Ferrous Sulphate 100mg/5ml 120ml	870,946	59.5	51,821,287
96.	Syp. Multivitamin (B1+B2+B3+B6+B12+C) 120ml	160,189	118.74	19,020,842
97.	Syp-Iron (III) hydroxide Polymaltose Complex 50mg/5ml 120ml	708,530	44	31,175,320
98.	Syp-Iron (III) hydroxide Polymaltose Complex 50mg/5ml 60ml	43,191	127.07	5,488,280
99.	Tab. Calcium carbonate 1250mg + Vitamin D 125IU	14,174,460	1.93	27,356,708
100.	Tab. Ciproflaxcin 500mg	7,343,200		73,533,108
101.	Tab. Dinoprostone 3mg	5,200	810.77	4,216,004
102.	Tab. Erythromycin 500mg	892,100	23.66	20,744,086
103.	Tab. Femotidine 40mg	1,765,400	2.9	5,119,660
104.	Tab. Ferrous Fumarate 150mg+ Folic Acid 0.5mg	6,382,000	0.89	5,679,980
105.	Tab. Ferrous Sulphate 200mg	17,952,000	1.27	22,799,040
106.	Tab. Folic Acid 5mg	8,705,000	0.45	3,917,250
107.	Tab. Magnesium Trisilicate 500mg+Aluminium Hydroxide 250mg	2,402,500	1.28	3,075,200
108.	Tab. Mefenamic Acid 250mg	16,876,200	1.32	22,276,584
109.	Tab. Misoprostol 200mcg	516,000	6.25	4,386,000

110	Tab. Multivitamin (B1=1.4 mg, B2=1.6mg, B3=18mg, B6=2mg, B12=1mcg, C=60mg)	150,000	4.18	627,000
111	Tab. Pyridoxine(Vitamin B-6) 50mg	139,600	2.24	312,704
112	Tab. Zinc Dispersible 20mg	274,090	2.95	808,566
113	Tobramycin 0.3% +Dexamethazone 0.1% Eye Ointment 3.5g	102,220	149.9	15,322,778
114	Tobramycin 0.3%+Dexamethsone 0.1% Eye Drops 5ml	96,315		14,736,195
115	Tranexamic Acid 250mg Capsule	1,222,160	7.9	9,655,064
116	Tranexamic Acid 250mg/5ml Injection	25,000	35.4	885,000
117	Vancomycin 500mg Injection	3,000		1,347,000
118	Water for injection 5ml	2,500	6.03	15,075
			Total	1,964,628,185

Annex-9

Irregular drawing of management salary from BRHF/MCHC grant-Rs.141.636 million		
Row Labels	Count of base Salary	Sum of gross
Admin Officer	1	97,119
Assistant Admin	10	520,395
Assistant Finance & Accounts	6	308,460
Assistant IT / DPA	38	2,211,914
Assistant Store	8	498,199
Assistant Store Manager	18	970,531
Coordinator EPI (District)	2	255,550
Deputy Director Communication & Media Affairs	1	379,500
Deputy Director Health Services	1	327,000
Deputy Director MNCH & Family Planning	1	352,250
Deputy Director Research	1	379,500
Deputy Director Secondary Care	1	327,000
Deputy Director Training & CB	1	142,382
Director Health Services	1	240,152
Electrician	28	1,120,665
Executive Finance & Accounts	2	188,850
Executive Monitoring & Evaluation	4	304,550
Executive Monitoring & Evaluation (EPI)	1	93,350
Manager Data Management	1	370,550
Social Organizer	45	2,715,496
Grand Total	171	11,803,413

Annex-10

Non-auction of vehicles - Rs.78.00 million						
Directives	S#	Vehicle	Reg. No.	Purchase date	Replacement	Sale proceed
38 th BoD Dated: 24-06-2023	1	Suzuki Cultus	BCL-613	29/10/2014	Suzuki Cultus	No
	2	Suzuki Cultus	BLR-479	12/2/2018	Suzuki Cultus	No
	3	Suzuki Cultus	BDK-908	31/01/2015	Suzuki Cultus	No
	4	Suzuki Cultus	BBG-128	1/6/2014	Suzuki Cultus	No
	5	Suzuki Mehran	BGX-108	07/11/2016	Suzuki Cultus	No
	6	Suzuki Mehran	BKZ-371	23/11/2017	Suzuki Cultus	No
	7	Suzuki Mehran	BKZ-374	23/11/2017	Suzuki Cultus	No
	8	Suzuki Mehran	BGX-114	17/01/2017	Suzuki Cultus	No
	9	Suzuki Mehran	BGX-103	7/11/2016	Suzuki Cultus	No
	10	Suzuki Mehran	BBQ-814	29/12/2014	Suzuki Cultus	No
	11	Suzuki Mehran	BKZ-366	30/11/2017	Suzuki Cultus	No
	12	Suzuki Mehran	BGX-109	2/7/2016	Suzuki Cultus	No
	13	Suzuki Mehran	BGX-105	3/1/2017	Suzuki Cultus	No
	14	Suzuki Ravi	CW-7895	29/05/2017	Suzuki Ravi	No
	15	Toyota Corrolla XLI	BHE-201	20/09/2016	Toyota Yaris	No
	16	Toyota Corrolla XLI	BFY-472	2/4/2016	Toyota Yaris	Yes
	17	Toyota Corrolla XLI	BJV-754	24/06/2017	Toyota Yaris	No
	18	Toyota Hilux	CV-2101	2015	Toyota Hilux	No
	19	Toyota Hilux	CV-7589	5/4/2016	Toyota Hilux	No
	20	Suzuki Mehran	BGX-124	9/9/2016	Suzuki Cultus	No
	21	Suzuki Mehran	BGX-126	11/7/2016	Suzuki Cultus	No
	22	Suzuki Mehran	BKZ-839	25/11/2017	Suzuki Cultus	No

	23	Suzuki Mehran	BGX-119	17/01/2017	Suzuki Cultus	No
	24	Suzuki Mehran	BFY-140	30/09/2016	Suzuki Cultus	No
	25	Suzuki Mehran	BKZ-375	25/11/2017	Suzuki Cultus	No
35 th BoD Dated: 28-06-2022	26	Toyota Corrolla XLI	BHE-203	2016	Toyota Yaris	Yes
	27	Toyota Corrolla XLI	BGY-065	2016	Toyota Yaris	No
	28	Suzuki Cultus	BFM-336	2016	Toyota Yaris	No
	29	Suzuki Cultus	BBQ-809	2014	Toyota Yaris	No
	30	Suzuki Cultus	BBQ-816	2014	Toyota Yaris	No
	31	Suzuki Cultus	BFM-324	2016	Toyota Yaris	No
	32	Suzuki Jiminy	BF-5018	2014	Toyota Yaris	No
	33	Suzuki Mehran	BBQ-810	2014	Suzuki Cultus	No
	34	Suzuki Mehran	BGX-118	2016	Suzuki Cultus	No
	35	Suzuki Mehran	BGX-120	2016	Suzuki Cultus	No
	36	Suzuki Mehran	BFY-141	2016	Suzuki Cultus	Yes
	37	Suzuki Mehran	BGX-116	2016	Suzuki Cultus	No
	38	Toyota Hilux	CV-9423	2016	Toyota Hilux	No
	39	Toyota Hilux	GS-2011	2011	Toyota Hilux	No
	40	Toyota Hilux	CV-2106	2015	Toyota Hilux	No
41	Toyota Hilux	CV-7583	2016	Toyota Hilux	No	
34 th BoD Dated: 18-01-2022	42	Toyota Corrolla XLI	BFY-469	2016	Toyota Yaris	No
	43	Toyota Corrolla XLI	BBU-457	2014	Toyota Yaris	No
	44	Toyota Corrolla XLI	BBN-482	2014	Toyota Yaris	Yes
	45	Suzuki Cultus	BBQ-815	2014	Toyota Yaris	No
	46	Suzuki Cultus	BBQ-796	2015	Toyota Yaris	No
	47	Suzuki Cultus	BCL-615	2014	Toyota Yaris	No

48	Suzuki Cultus	BBQ-819	2014	Toyota Yaris	Yes
49	Suzuki Cultus	BFM-335	2016	Toyota Yaris	No
50	Toyota Hilux	CT-7029	2011	Toyota Hilux	No
51	Toyota Hilux	CV-2104	2015	Toyota Hilux	No
52	Toyota Hilux	GP-7841	2009	Toyota Hilux	No
53	Toyota Hilux	CU-7322	2014	Toyota Hilux	No
54	Toyota Hilux	CV-9421	2016	Toyota Hilux	No
55	Toyota Hilux	GP-4755	2008	Toyota Revo	No
56	Suzuki Mehran	BBQ-807	2014	Suzuki Cultus	No
57	Suzuki Mehran	BGX-102	2016	Suzuki Cultus	No

Annex-11

Non imposition of liquidity charges on various contracts - Rs.5.777 million							
Name of R & R Site	Name of Contractor	Contract Amount (Rs.)	Work Started	Due date	No. of days delayed	Liquidity Damage	LD charges (Rs.)
MCHC block at RHC Sita	M/s. S.S Contractor	14,810,685	31-01-24	30-7-24	31	0.05%*31*14,810,685	229,566
SGD Mullan Hussain Brohi	M/s. Construct Engineers	9,409,493	14-12-23	13-6-24	48	0.05%*48*9,409,493	226,828
GD Gul Muhammad Chandio	M/s. Ahsan Ahmed Soomro	6,149,324	30-01-24	29-7-24	33	0.05%*33*6,149,324	101,464
RHC Khanpur Dist. Shikarpur	M/s. AS Builders	14,206,942	08-11-23	07-5-24	116	0.05%*116*14,206,942	824,002
SGD Darsano Channo, Malir	M/s. Salafa & Aliza Constructor Co	7,700,987	22-09-23	21-3-24	133	0.05%*133*7,700,987	512,116
R&R MCHC Labour Square, Malir, Karachi	M/s. Salafa & Aliza Constructor Co	8,409,261	22-09-23	21-3-24	133	0.05%*133*8,409,261	559,216
R&R work on MO Banglow BHU Sultanpur, Sukkur	M/s. Haider Ali Construction Company	6,406,857	18-09-23	17-3-24	137	0.05%*137*6,406,857	438,870
N.A	N.A	9,346,138	09-10-23	08-4-24	52	0.05%*52*9,346,138	243,000
Total							3,135,062

Annex-12

Less deposit of sales tax into national exchequer - Rs.15.120 million				
Name of supplier	Bill Amount	GST 18%	1/5th GST	Remaining 80% of GST
Stationery Stores (2023-24)				
Abdullah Trader	4,228,584	645,038	129,008	516,031
Mighty Deal	502,035	76,582	15,316	61,265
N.M Deal	3,498,600	533,685	106,737	426,948
New Trader	1,778,087	271,234	54,247	216,987
Sadaf Enterprises	4,321,800	659,258	131,852	527,406
Unico Printer	7,208,800	1,099,647	219,929	879,718
Kashif Brother	5,105,800	778,851	155,770	623,081
3 Star Supplier	256,245	39,088	7,818	31,271
Nobal Enterprises	1,349,112	205,797	41,159	164,637
Muhammadi Trading	6,034,802	920,563	184,113	736,450
Allana Enterprises	8,007,500	1,221,483	244,297	977,186
Mehran Trader	11,194,950	1,707,704	341,541	1,366,163
A.S. Trading Co.	4,873,977	743,488	148,698	594,790
N.S. Associate	499,624	76,214	15,243	60,971
Fan International	799,988	122,032	24,406	97,626
Total	59,659,904	9,100,663	1,820,133	7,280,531
Paper, Printing & Binding Material (2023-24)				
Abdullah Trader	5,232,490	798,176	159,635	638,541
Allana Enterprises	10,158,300	1,549,571	309,914	1,239,657
Mehran Trader	10,801,808	1,647,733	329,547	1,318,187
Muhammadi Traders	7,823,800	1,193,461	238,692	954,769
A.S. Trading Co.	7,493,000	1,143,000	228,600	914,400
N.S. Associate	3,455,800	527,156	105,431	421,725
New Trader	303,500	46,297	9,259	37,037
Eminent Trading Company	71,202	10,861	2,172	8,689
Total	45,339,900	6,916,256	1,383,251	5,533,005
Grand Total	104,999,804	16,016,919	3,203,384	15,120,000

Annex-13

Non Production of Record (SITE)				
S#	Req No.	Date	Record pertains to departments	Remarks
01.	01	29-07-2024	Finance/Accounts	<ol style="list-style-type: none"> 1. Cash Book 2. Trail Balance 3. Copy of Accounts 4. Balance Sheet 5. Income Statement 6. Copy of Grant-in-Aid received last two years. 7. Copy of Budget / Budget Book 8. Complete details of Bank Accounts along with closing Balances as on 30.06.2024 9. Bank Statements of all accounts 10. Reconciled Bank Statements 11. Copy of rules and regulations 12. Copy of services Rules 13. Copy of appointment rules 14. Copy of Organogram
02.	02	29-07-2024	Finance/Accounts	<ol style="list-style-type: none"> 1. Details of investments made along with files 2. Details of recovery / non recovery of plots 3. Complete details of defaulters 4. Details of chronicles defaulters 5. Complete details of regions, industrial states along with details of allotted plots vacant plots and cancelled plots in each industrial estate/zone upto 2024. 6. Notifications issued time to time regarding allotment charges along with other charges 7. Details of court cases related with plots cancellation or else. 8. Income / revenue generated from allotment of plots to date on account of lease charges, water charges, ground rent etc along with Bank Statements. 9. Complete details of Estate Fund Account along with cash book, vouchers and trail balance and bank reconciliation statements.
03.	03	29-07-2024	Admin/HR	<ol style="list-style-type: none"> 1. Complete details of appointment of legal advisors along with personal files

				<p>and Management approval.</p> <ol style="list-style-type: none"> 2. Complete details of promotions made during the year 2023-24. 3. Personal files of Grade 16 and above officers 4. Details of court cases / NAB / FIA / Anti-corruption lodged against SSIC or by SSSIC Officers /officials 5. Details of embezzlement/ fraud / theft if any. 6. Details of insurance claims lodged and realized and latest status. 7. Complete details of retired employees retired during the year 2023-24. 8. Copy of payroll for the months of July 2023, December 2023 ,June 2024 and December, 2024. 9. Attendance register for the months of July 2023, December 2023 ,June 2024 and December, 2024. 10. Complete details of employees terminated/ dismissed from job/ services during the years 2023 and 2024.
04.	04	29-07-2024	Motor Transport/ Admin	<ol style="list-style-type: none"> 1. Complete details of vehicles make and model available with SITE along with allottee Name. 2. Details POL liters allotment of officers 3. Complete details of Expenditure incurred on each vehicle 4. Sanction File of vehicles 5. Handing over taking over of vehicles if any. 6. Insurance claims received or paid if any 7. Log books of all vehicles 8. Auction of vehicles made if any
05.	05	29-07-2024	Estate/Engineer	<ol style="list-style-type: none"> 1. Copies of PC-1, PC-II, PC-III of each PSDP Fund of SITE. 2. Copies of approved schedule of rates of civil, mechanical and other works. 3. Complete details of payments made to the contractors upto 2024. 4. Details of penalty imposed on contractors if any. 5. Complete details of running bills / final bills of contractors.
06.	06	29-07-2024	Finance/Accounts	<ol style="list-style-type: none"> 1. Fixed Asset Register.

				<ol style="list-style-type: none"> 2. Details/files of assets purchased/added during the year 2023-24 3. Assets sold/deleted during the year 2023-24. 4. Fixed Asset verification report 2023-24. 5. Details of expenditure incurred against repair of Buildings alongwith contractor files i.e. Tender Files & Payment Files. 6. Details of purchases and repair of furniture/fixtue during last two years 2022-23 & 2023-24. 7. Details of purchases and repair of computers during the years 2022-23 & 2023-24 8. Complete details of Repair and maintenance work made during the year 2023-24.
07.	07	29-07-2024	Estates	<ol style="list-style-type: none"> 1. Complete details of available plots in each Estate-wise as on upto 2024. 2. Complete details of total developed plots available each Estate-wise as on upto 2024. 3. Complete details of total number of plots allotted each Estate-wise as on upto 2024. 4. Complete details of vacant plots available each Estate-wise as on upto 2024. 5. Complete details of category-wise/business-wise plots allotted in each Estate-wise as on upto 2024. Complete details of allotted plots established business and working as on 30-06-2024. 6. Complete details of developed plots allotted and allowed change of business/status on the requests of allottees each Estate-wise as on upto 2024. 7. Complete details of the allotted industrial plots were converted into commercial and vice versa each Estate-wise as on upto 2024. 8. Copy of allotment Policy of SITE approved by the Board/Ministry.
08.	08	29-07-2024	Estates	<ol style="list-style-type: none"> 1. Complete details of PSDP Schemes running with SITE, Karachi during last

				<p>two years 2022-23 & 2023-24.</p> <p>2. Complete details of funds released against each PSDP Scheme project of Site during last two years 2022-23 & 2023-24.</p> <p>3. Complete files of PSDP fund reconciliation SITE, Karachi with Accountant General, Sindh for last two years 2022-23 & 2023-24.</p> <p>4. Complete details contracts awarded against each PSDP scheme and tender files, payment files of following PSDP projects of SITE, Karachi:</p> <p><u>Ongoing Schemes:</u></p> <p>i. Establishment of combined Effluent Treatment Plant at SITE, Nooriabad (3 MGD).</p> <p>ii. Construction of RCC Nullah from Estate Avenue to Moriro Jo Qabristan and from RCC Road Culvert to Lyari River at SITE Karachi.</p> <p>iii. Rehabilitation of Infrastructure and Development at S.I.T.E Sukkur</p> <p>iv. Infrastructure Rehabilitation and Development at S.I.T.E Nooriabad</p> <p>v. Infrastructure Rehabilitation and Development at S.I.T.E Ltd. Karachi</p> <p>vi. Survey and Feasibility Study of scheme "Establishment of Combined Effluent Treatment Plant, SITE Nooriabad 3.0 MGD"</p> <p>vii. Survey and Feasibility Study of scheme "Establishment of Combined Effluent Treatment Plant at SITE Hyderabad 3.0 MGD"</p> <p>viii. Survey and Feasibility Study of scheme "Establishment of Combined Effluent Treatment Plant at SITE Sukkur 2.0 MGD"</p> <p>ix. Infrastructure Development of Industrial Estate, Larkano (Revised on 31.12.20)</p> <p><u>New Schemes:</u></p> <p>i. Combined Effluent Treatment</p>
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				Plant at SITE Hyderabad ii. Combined Effluent Treatment Plant at SITE Sukkur Rehabilitation of Roads and Drainage at SITE area Kotri
09.	09	13-08-2024	IT	<ol style="list-style-type: none"> 1. Complete details of Sindh Industrial Estate Management System (SIEMS) alongwith copy of rules/TORs. 2. Complete detail list of industries/factories registered against Sindh Industrial Estate Management System (SIEMS) as on 30-06-2024. 3. Complete details of total factories paying their dues through Sindh Industrial Estate Management System (SIEMS). 4. Copy of performance report of Sindh Industrial Estate Management System (SIEMS) prepared by the SITE since operation of same. 5. Total expenditure incurred year-wise on Sindh Industrial Estate Management System (SIEMS) as on 30-06-2024.
10.	10	13-08-2024	Estates/Land	<ol style="list-style-type: none"> 1. Copy of Land Allotment Policy of each Estate of SITE. 2. Copy of Master Plan of each Estate of SITE alongwith execution report. 3. Complete details of total land available in each estate at SITE 4. Complete details of total land developed for plots in each estate of SITE 5. Complete details of breakup of total plots developed in each estate of SITE 6. Complete details of total plots allotted/sold in each estate of SITE as on 30-06-2024. 7. Complete details of total plots vacant and available in each estate of SITE as on 30-06-2024. 8. Copy of Schedule rates of charges i.e (Premium, Rent, Fees, Penalty, Non-utilization Fee, Profit on Fixed Deposit, Development Charges, Water Charges, Renewal of License Fee, Miscellaneous Charges & Conservancy Charges) against income of each estate in SITE.

				<p>9. Complete details/ break-up of income plot-wise received against each estate and against each industry of following heads:</p> <p>10. Ledger/subsidiary ledger, trial balance of each income received during last two years 2022-23 & 2023-24.</p> <p>11. Complete details of total bank accounts maintained by SITE Karachi alongwith copy of bank statements and bank reconciliation statement prepared by SITE, Karachi for last two years 2022-23 & 2023-24.</p>
11.	11	13-08-2024	Finance/Admin	<p>1. Complete details of Petty Cash payment made to M/s. ARK Enterprises against Motor Transport Expenditures during last two years 2022-23 & 2023-24 alongwith agreement file/contract file.</p> <p>2. Complete details of Petty Cash payment made to M/s. ARZ Construction Company against repair and maintenance expenditures of MT vehicles during last two years 2022-23 & 2023-24 alongwith agreement file/contract file.</p> <p>3. Complete details of Petty Cash payment made to M/s. Friends Construction⁸ against Motor Transport Expenditures during last two years 2022-23 & 2023-24 alongwith agreement file/contract file.</p> <p>4. Complete details of Petty Cash payment made to M/s. Zeb Services Station against Motor Transport Expenditures during last two years 2022-23 & 2023-24 alongwith agreement file/contract file.</p> <p>5. Complete details of Petty Cash payment made to M/s. Egal Fab Engineering & Construction Company against B&R Section/ Expenditures during last two years 2022-23 & 2023-24 alongwith agreement file/contract file.</p> <p>6. Copy of Employees Biometric attendance sheet/report for the years 2022-23 & 2023-24.</p>

12.	12	13-08-2024	Motor Transport	<ol style="list-style-type: none"> 1. List of vehicles light and heavy with its allocation. 2. List of vehicles allotted to officers along with their entitlement alongwith their allotment letters/files maintained by MT Section SITE. 3. Details of Petrol, Oil and lubricants (POL) purchased with agreement and payment files. 4. Consumption of fuel Vehicle wise. 5. Log books, Duty and movement registers of each vehicle during 2023-24. 6. Details of repair of vehicles with files. 7. Details of accidents of vehicles if any. 8. List of workshops on panel with agreement and payment files. 9. Detail list of Fuel Cards available with SITE alongwith their utilization report 2023-24. 10. List of vehicles purchased during last two years 2022-23 along with files. 11. Movement register/duty register and fuel & repair maintenance of following vehicles allotted by SITE Admission Department: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>S.No.</th> <th>Name of Vehicle</th> <th>Vehicle No.</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Suzuki Mehran</td> <td>GL-5397</td> </tr> <tr> <td>2.</td> <td>Suzuki Baleno</td> <td>GL-7209</td> </tr> <tr> <td>3.</td> <td>Toyota Gli</td> <td>GSF-245</td> </tr> <tr> <td>4.</td> <td>Suzuki Cultus</td> <td>GL-7558</td> </tr> </tbody> </table>	S.No.	Name of Vehicle	Vehicle No.	1.	Suzuki Mehran	GL-5397	2.	Suzuki Baleno	GL-7209	3.	Toyota Gli	GSF-245	4.	Suzuki Cultus	GL-7558
S.No.	Name of Vehicle	Vehicle No.																	
1.	Suzuki Mehran	GL-5397																	
2.	Suzuki Baleno	GL-7209																	
3.	Toyota Gli	GSF-245																	
4.	Suzuki Cultus	GL-7558																	
13.	13	15-08-2024	Medical/Admin	<ol style="list-style-type: none"> 1. Medical Policy of SITE/TORs/SOPs of medical department of SITE, Karachi. 2. Policy for reimbursement of medical bills. 3. Complete details of hospitals/laboratories medical stores/ on SITE panels alongwith their contract and payment files for the year 2023-24 															

				<ol style="list-style-type: none"> 4. Complete detail list of Medicines purchased by SITE for Pharmacy during the period 2023-24 along with purchases files. 5. Complete detail list of Medicine issued by Clinic during the period 2023-24. 6. Medical pharmacy inventory issue register maintained in Clinic/store at SITE, Karachi for the period 2023-24. 7. Complete detail list of medical bills reimbursed to officers/staff during the period 2022-23. 8. Detail list of medicine disbursed to officers and employees during the period 2020-21 (Soft copy) 9. Copy of monthly bills paid to pharmacy during the period 2022-23. 10. Complete detail list of officers and employees allowed medicines beyond their entitlement limit. 11. Detail of Pilled up medicine's inventory along with cost of each item.
14.	14	19-08-2024	Estates/Land	<ol style="list-style-type: none"> 1. Detail list of properties available with SITE Karachi at all over Pakistan and abroad. 2. Detail regarding expenditure on real estate properties during the year 2023-24. 3. Detail of revenue received from real estate properties during the year 2022-23. 4. Details regarding the statutory payments on account of Taxes, duties, levies and charges paid during 2023-24. 5. Details regarding the statutory payments on account of Taxes, duties, levies and charges outstanding with a brief description as on 30-06-2024. 6. Complete details of recovery

				<p>position of SITE, Karachi as on 30-06-2024 alongwith copy of recovery made by SITE for last two years 2022-23 & 2023-24.</p> <p>7. Complete details of dues position of factories maintained and prepared by administration section of SITE, Karach for the last two years 2022-23 & 202-24.</p> <p>8. Complete details of Drawing & Factory Checking reports carried out by Engineering department of SITE, Karachi during last two years 2022-23 & 2023-24 alongwith copies of the same reports.</p> <p>9. Complete detail of bonus/ special pay and honorarium paid to employees during the year under review.</p> <p>10. Complete detail of additional charge / current charge / adhoc charge allowance paid to employees/officers during the year under review in the given format;</p>
15.	15	19-08-2024	Finance/Secretariate/Admin	<p>Minutes of the following sub-committee meetings along with working papers</p> <ol style="list-style-type: none"> a. Audit Committee b. Finance Committee c. H R Committee d. Investment Committee e. Others, if any <p>Copy of Memorandum & Articles of Association of SITE.</p> <p>Annual Procurement Plan for the year 2022-23.</p> <p>List of Procurement made during 2022-23 (Local+ Foreign)</p>
16.	16	19-08-2024	Legal Department	<ol style="list-style-type: none"> 1. Details of legal cases lodged by the SITE and against during last two years. 2. Detail of expenditure incurred on pursuing legal cases during last two years.

				<p>3. Detail of Legal Advisors / Consultants appointed by the SITE, Karachi.</p> <p>4. Detail list of bank accounts available (Foreign/Local Currency).</p> <p>5. Details list of total number of bank accounts available with SITE alongwith running bank account (foreign/local currency), Dormant, closed and un-operational accounts with their bank statement and bank reconciliation for last two years 2022-23 & 2023-24.</p> <p>6. Check issue register alongwith cheque folio issued of all bank accounts for the years 2022-23 & 2023-24.</p> <p>7. Bank statements of all revenue and expenditure for the year 2022-23 & 2023-24.</p>
17	17	19-08-2024	HR/Admn	Personal files following officers/Staff
18.	18	19-08-2024	Legal Department	<p>Case files of following legal cases alongwith payment details:</p> <p>i. Suit No.737/2020 M/s. Mir Abdul Nisar & Others vs Province of Sindh duly hired legal advisor M/s. Sofia Saeed Advocate Rs.50,000 (50%).</p> <p>ii. Suite No.1631/2021 M/s. Muhammad Danish Mian Nor Vs Province od Sindh Plot No. D-248 B. Rs.110,000/= M/s. Sofia Saeed Advocate.</p> <p>iii. Suite No.1685/2018 M/s. Asad Ali Awan vs SITE and other against plot No.D-295 SITE Karachi, 50% charges paid to Advocate Touqeer Ahmed Seehar, Advocate.</p> <p>iv. Suite No./2024 M/s. Nayab Hyder versis SITE to M/s. Imran Ali Abro, Advocate for 50% advance payment of Rs.100,000/</p> <p>v. Suite No.609/2023 M/s. Ayob Khalid vs Province of Sindh and SITE Plot No.S-116 at Site Karachi, payment made to Mr. Imdadullah Shaikh, Advocate Rs.100,000 50% payment</p> <p>vi. Suite No.CP-5525/2023 M/s. Lenings Enterprises cloths vs SITE Federation of Pakistan. Charges paid to Mr. Syed Shahzad Ali Shah Advocate 50% Rs.110,000/=</p>

				vii. Suite No.HCA-434/2023 Syded Munib Shahid vs Province of Sindh and others 50% retention fee paid in advance to Mr. Ahmed Ali Ghumro, Advocate Rs.110,000/=
19.	19	19-08-2024	Motor Transport	<ol style="list-style-type: none"> 1. Detail of fuel cards/Corporate Cards of following available with SITE alongwith their utilization report for last three years 2021-24. 2. Copy of orders/rules against PSO Corporate Card handed over the above departments/officers.

Annex-14

Non Production of Record (SEZMC)		
S#	Req. No & Date	Subject
01	Req#01 Dated: 19/02/2024	11-Copy of delegation of Powers 12-Copy of Cash Book (Hard & Soft Format) 13-Complete details of Payroll (Hard & Soft Format)
02	Req#02 Dated: 19/02/2024	2-Complete files along with all supporting documents of tenders floated during the years. (Partial) 4-Complete details of Bid meeting, pre-bid meetings and post bid meetings made during the year.
03	Req#03 Dated: 19/02/2024	3-Complete details of BoD Composition along with official gazette Notifications of all the BoD members. 4-Complete file along with appointment documents / details of the legal Advisor.
04	Req#04 Dated: 19/02/2024	3-Complete details of annual targets fixed and their status of achievements.
05	Req#05 Dated: 19/02/2024	1-Copy of SOPs / HR-Manuals/ Rules 2-Copy of Appointment Rules and Regulations 3-Complete details of staff / officers/ officials 4-Complete details of Pay –structure of the company duly approved by the BoD 5-Complete details the pay revisions along with all supporting BoD minutes. 6-Complete details of the Appointments made during the year 7-Complete details of the promotions made during the year.
06	Req#07 Dated: 21/02/2024	9-Complete details of Legal cases along with current status 10-Complete details of legal case involving 210 encashment bid money.
07	Req#08 Dated: 22/02/2024	1-Complete details of the formation of All BoD Committees 3-Complete details of Formation of Investment Committee along with Minutes of Committee. 4-Complete details of Bonus & Special paid to employees
08	Req#09 Dated: 22/02/2024	1-Complete details of vehicles on road/off road make & Model and year Of Purchase. 2-Complete details of Vehicles procurements along with files 3-Complete details of vehicle allotted to the Officers /Officials along with date and period. 4-Complete details of repairs & Maintenance vehicle wise made during the year 5-Complete details of POL ceilings allotted to the officers 6-Complete details of fleet cards 7-Log Books of all vehicles

Survey Form

Patient Satisfaction Survey: PPHI Sindh Secondary Healthcare Facilities

This survey aims to gather feedback from patients about the effectiveness of the secondary healthcare initiative by PPHI Sindh. Your responses will help us improve our services.

Section 1: General Information

1. How often do you visit this healthcare facility?
 - Daily
 - Weekly
 - Monthly
 - Rarely
2. What is the primary reason for your visit today? (Select one)
 - Emergency care
 - Follow-up appointment
 - New patient visit
 - Other (please specify)

Section 2: Quality of Care

3. How would you rate the quality of care you received during your visit?
 - Excellent
 - Good
 - Fair
 - Poor
4. Were your concerns and questions addressed by the healthcare staff?
 - Yes
 - No
 - Partially
5. How would you rate the attitude and behavior of the healthcare staff?
 - Friendly and courteous
 - Neutral
 - Rude or unfriendly

Section 3: Facilities and Services

6. Are the facilities at this healthcare center clean and well-maintained?
 - Yes
 - No
 - Partially
7. How would you rate the availability of medicines and medical equipment?
 - Always available
 - Mostly available
 - Sometimes available
 - Rarely available
8. Have you experienced any delays or difficulties in receiving services? (Select one)
 - Yes, in emergency care
 - Yes, in laboratory services
 - Yes, in pharmacy services
 - No

Section 4: Overall Satisfaction

9. How satisfied are you with the overall experience at this healthcare facility?
 - Very satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
10. Would you recommend this healthcare facility to friends and family?
 - Yes
 - No
 - Maybe

Section 5: Additional Comments

11. Do you have any suggestions or comments about how we can improve our services?

Attendant Satisfaction Survey: PPHI Sindh Secondary Healthcare Facilities

This survey aims to gather feedback from attendants of patients about the effectiveness of the secondary healthcare initiative by PPHI Sindh. Your responses will help us improve our services.

Section 1: General Information

1. What is your relationship with the patient?
 - Family member
 - Friend
 - Caregiver
 - Other (please specify)
2. How often do you accompany the patient to this healthcare facility?
 - Always
 - Most of the time
 - Occasionally
 - Rarely

Section 2: Quality of Care

3. How would you rate the quality of care provided to the patient?
 - Excellent
 - Good
 - Fair
 - Poor
4. Were the patient's concerns and questions addressed by the healthcare staff?
 - Yes
 - No
 - Partially
5. How would you rate the attitude and behavior of the healthcare staff towards the patient?
 - Friendly and courteous
 - Neutral
 - Rude or unfriendly

Section 3: Facilities and Services

6. Are the facilities at this healthcare center clean and well-maintained?

- Yes
- No
- Partially

7. How would you rate the availability of medicines and medical equipment for the patient?

- Always available
- Mostly available
- Sometimes available
- Rarely available

8. Have you experienced any delays or difficulties in receiving services for the patient? (Select one)

- Yes, in emergency care
- Yes, in laboratory services
- Yes, in pharmacy services
- No

Section 4: Overall Satisfaction

9. How satisfied are you with the overall experience at this healthcare facility for the patient?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

10. Would you recommend this healthcare facility to others?

- Yes
- No
- Maybe

Section 5: Additional Comments

11. Do you have any suggestions or comments about how we can improve our services for patients and their attendants?

Public Perception Survey: PPHI Sindh Secondary Healthcare Facilities

This survey aims to gather feedback from the masses living in the neighborhoods of the health facilities about the effectiveness of the secondary healthcare initiative by PPHI Sindh. Your responses will help us improve our services.

Section 1: General Awareness

1. Are you aware of the secondary healthcare facilities provided by PPHI Sindh in your area?
 - Yes
 - No
2. How did you come to know about these facilities? (Select one)
 - Social media
 - Word of mouth
 - Local newspapers
 - Other (please specify)

Section 2: Accessibility and Utilization

3. How often do you or your family members visit these healthcare facilities?
 - Regularly
 - Occasionally
 - Rarely
 - Never
4. What services do you think are most needed in these healthcare facilities? (Select up to 2)
 - Emergency care
 - Diagnostic services
 - Maternal and child healthcare
 - Other (please specify)

Section 3: Quality of Care

5. How would you rate the quality of care provided at these healthcare facilities?
 - Excellent
 - Good
 - Fair
 - Poor

6. Have you or your family members experienced any improvements in health outcomes since visiting these facilities?

- Yes
- No
- Not sure

Section 4: Community Engagement

7. Have you participated in any community health programs or events organized by PPHI Sindh?

- Yes
- No

8. How important is it for you to have healthcare facilities that are responsive to community needs?

- Very important
- Somewhat important
- Not very important
- Not at all important

Section 5: Additional Comments

9. Do you have any suggestions or comments about how PPHI Sindh can improve its healthcare services in your community?