

DETAILS OF MEETING HELD ON 25/10/ 2024 IN UC HAYATABAD 2

Dear Sir/Madam,

I hope this message finds you well. In response to the questions from our meeting on October 25, 2024, I am providing a detailed written account along with supporting evidence as requested.

To give some context, I would like to highlight my professional accomplishments and approach to our work.

HUSSAIN HAYAT PROFESSIONAL BACKGROUND:

I Joined PEOPLE on January 13, 2022. The reason for joining this prestigious organization was sacred cause of polio eradication and the vision and mission of CBV Program which aligned with Global Sustainable Development Goals (**SDG's 2015-2030**) i.e. Goal 3.2 which states that, “vaccination of all children against preventable diseases should be done in all over the world”.

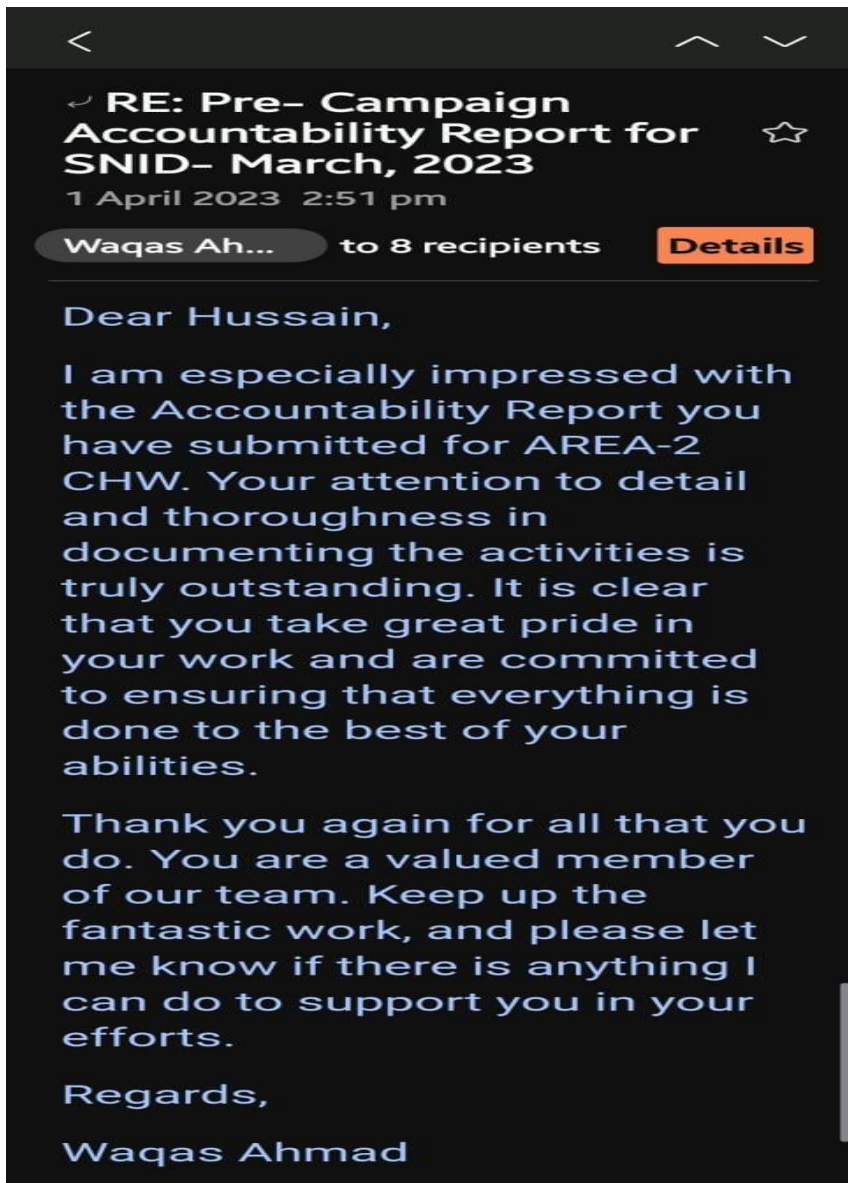
After joining the organization, I tried to work with my full potential and sincerity to bring improvement in operations and build Capacity of the Staff. It is for this reason that after a year i.e. in 2023 I started to share self and staff accountability reports to the employer and the CBV Program stakeholders (Can be shared upon request or can be verified from the concerned persons, some Reports Annexed 01).

Therefore, when I came to Phase 1, I, along with my team, did very hard work and initiated sweep 18 times within 3 Months from March 2023 to May 2023 where massive findings were extracted (Snapshot attached below; Complete findings/ Progress Report Annexed; 02) and around five contract closures were initiated by the Organization (report attached). The reporting Methodology was based on rational /scientific principles to provide full overview of the case to the CBV stakeholders and staff members to protect the vision and mission of the parent organization principles. HR representative also praised my hard work and several appreciation certifications were awarded due to exceptional work done by we as a team. (HR email Screenshot shared below; and Certification picture attached 03).

PROGRESS REPORT

**SNID- March and SNID- May Findings
BLOCK-A, PHASE-1, UCDO- HUSSAIN HAYAT**

Hayatabad-2, Phase-1, SNID- March to May, 2023 Progress Report																				
NK-Gaps identified by AS/Alternate Staff/UCDO in Pre/Intra- Campaign Phase for SNID- March and May, 2023																				
UC Name	# of unregistered children		# of unregistered families		# of unregistered/ Missed HH		# of Wrong DOBs		# of Mismatched/ Wrong father names		# of Unregistered PL's		# of mismatched Shift in/shift Out		# of missed/mismatched zero dose recording		TV/BMC other then ICMs		Fake coverages identified	
	By AS/Temp-Staff	By UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO	AS/Temp-Staff	UCDO
BLOCK-A, PHASE-1, UCDO- Hussain Hayat																				
AREA-1 (AS BUSHRA)	5+12	0	5+51	0	0	0	2	1	4+9	0	3+3	0	0	0	0	0	0	0	0	0
AREA-2 (AS SUNNIYA)	5	5	56	10	3	1	52	8	6	2	16	2	2	1	1	0	3	1	0	0
AREA-3 (AS SHABNAM)	1	0	11	0	1	0	4	0	5	0	3	0	2	0	0	0	0	0	0	0
AREA-4 (AS ALIYA)	19	2	14	1	1	0	164	3	5	0	9	2	4	0	2	0	0	2	0	0
AREA-5 (AS NUSRAT)	6+17	1	0/12	1	1	0	6+23	0	2	0	7+6	0	1	0	1	0	0	0	0	0
Total	65	8	149	12	6	1	251	12	31	2	47	4	9	1	4	0	3	3	0	0



I have been working with CTC since July, 2023. During my job tenure I have always tried my best to protect the vision and mission of my hiring agency and parent organization to the best of my abilities. I have remained sincere with reporting / monitoring with everyone. I kept all employees my children alike; however, they were elder by my age. I protected them, I asked them to sit with me so they understand how the work being done at UC Manager level so they can grow professionally (all claims should be verified from all staff of Phase-1). I help them know beyond their basic job role and responsibilities i.e. all the critical components of our CBV Program so they can understand the importance and nature of our program and their professional growth can be ensured.

I have been sincere to my work and despite my recent severe illness (kidney blockage due to stone that caused bleeding and pain) and on duty accident in 2022 (that caused a severe damage to one of my wrists), I performed my duties with zeal and enthusiasm because I knew the importance of this program for my country and to the world. Recently, with excessive bleeding and painful time, I was unable to sit, I worked standing out in the office because new UC Staff had Shuffled to the UC and as team we could ensure successful campaign and which we did in the end. I take pride over my job

and it is my passion that what I am doing. I did all of my work and supported UC Staff at this condition too.

I am thankful to my organization that my hard work and sincerity had been recognized multiple times like for instance, on 15th August 2024, I was awarded with **Best Union Council Operations Officer (UCOO)** from District Peshawar Administration and CBV Stakeholders (see picture below).



Furthermore, Rotary International and my previous Hiring Agency PEOPLE also awarded certifications for my exceptional services towards polio eradication (All certificates attached; see 04 & 5).

Moreover, Fake Finger Marking from community side was also identified many times from my side, reported and addressed successfully' several times during my Monitoring visits; Finger markers availability identified and also recovered from community' who were our 'contract closed' employees; and were involved in fake finger marking to children in community; identified by me and markers recovered with the help and of Mr. Imtiaz, TDO, for which some pictures are attached below;





Peshawar District...

only admins can send messages



UC HAYATABAD-2
DATED: 03.12.2023

IO Mr. Arshad Faheem visited Phase-1, Hayatabad-2 and visited teams/ evaluated team's target vs coverages and verified covered / Still NA's; investigated fake finger marking case reported by CHW in AREA-1 done by community households' Children vaccinated by concerned CHW / ALSM with the presence of Observer.

Further Missed Children Coverages in progress!

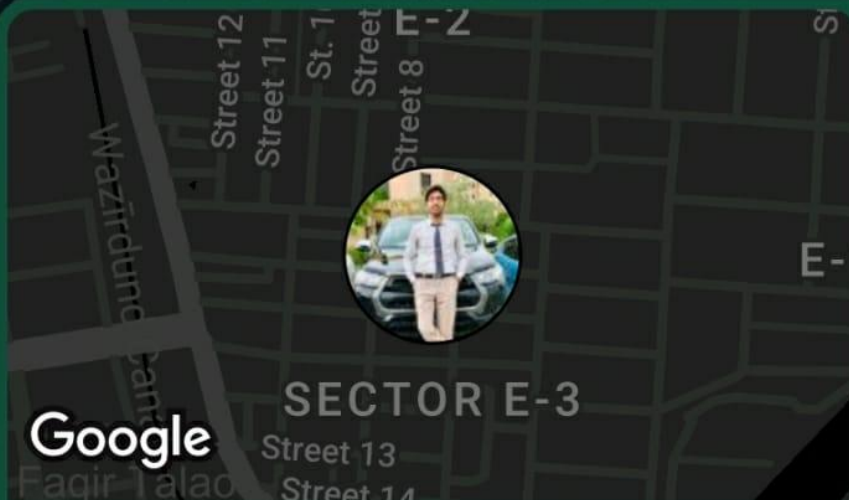
Edited 1:50 pm





Hb2 team

Ali Imran 2, Gulnaz UCD...



Live location ended

**UC HAYATABAD-2,
DATED: 03.11.2023 FAKE
FINGER MARK
IDENTIFIED BY FIELD
TEAM IN AREA-05, E1,
STREET-1. UCOO
HUSSAIN HAYAT VISITED
THE HH, COUNSELLING
DONE AND CHILD
VACCINATED AS PER
SOP's.**

1:35 pm ✓✓

4 November 2023

Written Response of the Questions Asked by the CTC HR Representatives

On October 25, 2024, while engaged in field activities, all staff was summoned to the Fatimid Foundation by the UCPO without explanation. As the Operations Officer, I informed my team, and everyone attended. After being separated for inquiries, I learned that the focus was solely on me and my team. A little information about the meeting would have made me in a better position to respond. The response below is what I gave at that time to the best of my knowledge.

After introduction and some initial discussions following questions were asked and the same written below response is being given. I have attached some proofs that support's my statements.

➤ **HR Representatives:** What do you expect from your STAFF?

Hussain Hayat: Dear Madam, I am hired for the position of **Union Council Operations Officer** and my goal is to fulfil my Job role and responsibilities as per organizational expectations and requirements and to achieve its vision and mission. As a UC Hayatabad 2 Monitor' it is my responsibility to ensure all staff members are productive members and fulfilling their job responsibilities and if they are not doing so, it is my responsibility to align the staff with the vision and mission of CBV Program. UC Hayatabad 2 is a drainage UC having complex demographic structure. The UC is currently having 103 Staff members including 4 UCOO's, 1 UCPO and 1 UCCO. As a UCOO of BLOCK A Phase 1, 23 Staff members and 05 Areas are under my direct supervision. I have clearly defined boundaries with all as I declared them as my sisters/brothers and as my children, as to be senior of the respective Challenging BLOCK of Phase 1. We all know the challenges that we face in eradication of polio in Pakistan and especially the challenges we face in my area. Due to such challenges in the respective BLOCK' I conduct strict unbiased monitoring as mentioned above due to high number of MMP and core reservoir population which produced good results in terms of Campaign's coverage and CBV Operational Spectrum. After finding of issues, I provide supportive supervision to all Staff that how to avoid them in the future with constructive strategies for which I repeat the same to all UC Staff during Pre Campaign Training Sessions and keep these findings in Organizational memory through emails (Report attached; see attachment 06).

Furthermore, after each employee Appraisals, all Staff is comprehensively informed about their areas of improvement without naming them and independent Observers (UCPO and UCOO's) were requested to observe the proceedings. (Report Annexed; (06) Page 19).

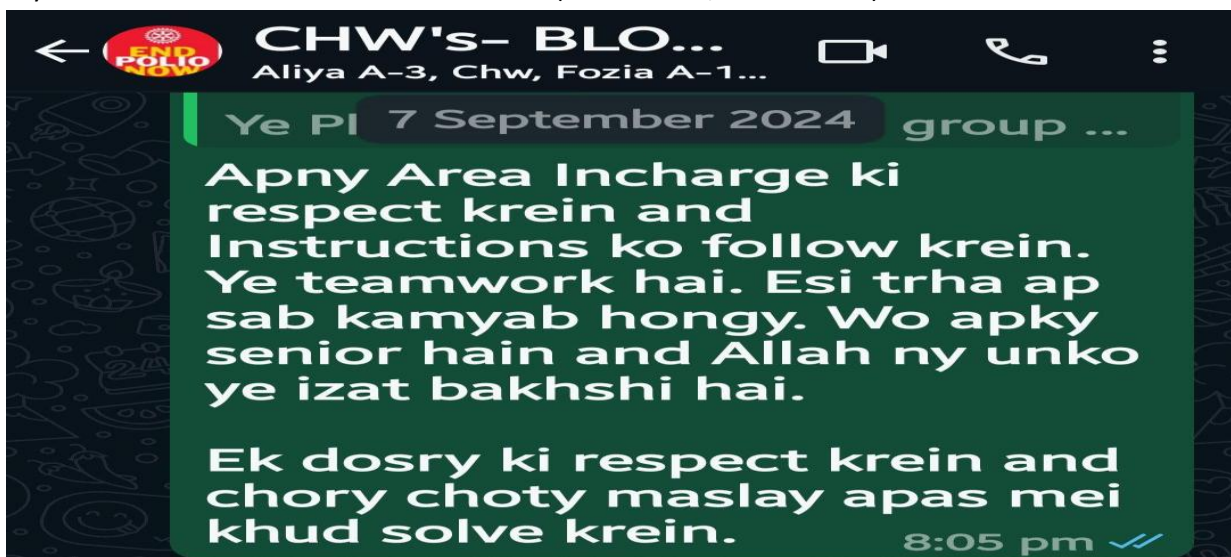
However, whenever the suggestions were not upheld by the staff then it was enforced through organizational official channels whenever needed; still after provision of explanations by the HR department to staff. I offer the staff how to tackle the situations and conformity to CBV SOPs. Screenshot of one instance attached below;



Approximately, 02 years will be completed in Phase 1 of my career; I am quite confident over my BLOCK A that, I request all of my respected CBV / Government/ International and National level seniors / external monitors who visit our UC to evaluate Pre, Intra and Post Campaign quality in my BLOCK A. I have requested Mr. Arshad Faheem IO, Mr. Imtiaz TDO. PEOC, NEOC and all third parties monitors to take Clusters, Initiate Spot surveys in markets, streets and schools. (Pictures of some shared Reports attached below; and Attachments# 07 to 10).



It can also be verified from the aforementioned respected seniors. I have also shared my official group screenshots with this email to understand how I deal with my teams and how I assign Official tasks and get documented reports from my teams. I have made separate group for AIC's and I have made separate group for CHW's on 7th September, 2024' so they can share their problems with me directly and to ensure provision of clean and respectable environment to my staff and also to avoid any further conflicts between AS's and CHW's (For instance, check below).



As we all know that the nature of our program requires a lot of work and extra psychological burden should not be enforced over the frontline workers. To avoid these issues such steps were taken accordingly. These messages are available and 1000's of Pictures, reports/documentations and supportive supervision instances; during my career to each staff is available in the form of data i.e. Figures, Pictures with all staff during official activities which are being shared in official groups for which all TDO's, IO, UCOO's, District elders mobile phones can be checked. I can also offer my official cellphone for any further clarification and I can also offer my email with password to validate these claims and all the data could be validated in person other than screenshots. I am a professional employee and open to accountability. Due to numerous challenges and activities nowadays I am having no time to prepare accountability reports for each activity. However, the data is always available. Furthermore, unbiased Monitoring can be observed as recently during Pre Campaign MCB Updation Validation Activities for NID OCT, 2024, I have reported several mistakes against Phase 6 teams including unregistered child which are being reported to district and the file can be requested from district for reverification; however, I have attached the file for references with this file. (MS Excel File Attached); (11).

NOTE: The official group messages, voice notes, Figures / data that I have discussed and will discuss after on along with dates are all shown to HR representatives in the office on Friday i.e. October 25, 2024 during the meeting.

In a nutshell, I expect my team to fulfil their Job role and responsibilities as per organizational expectations and requirements and to achieve its vision and mission. I provide them with all the support in my hand that may help them fulfil their role effectively. I do understand that people may make mistakes but I expect my team to learn from their mistakes and grow. I help and support them to make sure their growth. However, if there are grave mistakes which may harm the cause of the organization or repeated mistakes and no will for improvement' then I report them as per the policies of the organization. I try to help them even after reporting them.

➤ **HR Representative; WHY YOU DIDN'T UPHELD MISS SOBIA REQUEST OF RESHUFFLING?**

Hussain Hayat: UCPO revised 03 times UC CHW's Shuffling file as a whole due to some reasons i.e. keeping employees health conditions and mobility issues in mind with strong reasons; However, 02 times UCPO and UCOO's asked from AIC's if any request is submitted to them regarding reshuffling from FLW's, those legitimate requests were directly upheld by UCPO and declined those which were made on reasons 'like area is too big and previous one was small Area'. However, third time Mr. Umar Farooq, the UCPO, asked UCOO's that they will be responsible if any shuffling request not reported to him and he will not share further files as Mr. Imtiaz, TDO, was not happy for resharing of file with changes many times. As I mentioned in the meeting, after this, I sent voice note in my BLOCK CHW's group on dated: 01.10.2024 stating that; "if anyone wanted to shuffle then kindly let me know on time as the file will be sent last time and nothing could happen after that" (Voice note Attached); see attachment 12); however, no CHW replied or requested Area Shuffling including Miss Sobia. It is also worth mentioning that I especially enquired from Miss Sobia in person in the office as she had child issues back at home and she got late everyday due to this issue. I am stating this with responsibility that she declined the shuffling and the file got shared by UCPO.

However, Miss Sobia came to me and asked for shuffling after some days; I told her clearly that UCPO had already shared the file and you can ask him directly if he can help you out regarding this

matter. However, she first went to UCOO Mr. Ali Imran and asked him, if he is having vacancy in his BLOCK, and he directed her back to me for assistance. Moreover, Mr. Imran discussed the case with me then I asked Miss Sobia again to consult from UCPO Mr. Umar Farooq if he can help her out regarding the matter as it was his clear warning that no such request would be entertained now as this would cause complications at this stage. Upon late request, UCPO categorically rejected that no shuffling can be done by now; I was present at that time when UCPO declined her request. I also told UCPO in front of her; that I sent messages in groups but they didn't replied. I also informed him that I asked her in person too and she declined for shuffling from Phase 1.

One of the reasons that I asked Miss Sobia personally about her decision regarding the reshuffling apart from the texts to all the team was because of our earlier discussion during her counselling session. Miss Saman, Project HR Officer and Mr. Imtiaz TDO are witnesses that; I offered her shuffling to Phase 7 during counselling session that was being taken in ERU; I was the first one who told her that her timing issue can be adjusted with allocating her locality based Area. These past discussions were the factor behind asking Miss Sobia in person on dated 02.10.2024 in office and Voice Note shared in CHWs group on dated: 01.10.2024 (Voice note Attached); 12); that if anyone wanted to shuffle. At that time, she refused my offer of reshuffling and decided to stay at my BLOCK A. The reason behind rejection of her later request was purely due to the possible issues in the upcoming campaign and the staffing limitations in my BLOCK and 'Go through' of the Area for which it was not possible apart from limitations over sharing of shuffling file. I explained to Ms. Sobia that now the time for campaign is very near and my BLOCK is already affected by 01 fresh CHW and 01 alternate and I can't afford 3rd new CHW. I promised her that I will do anything possible to shuffle her after the campaign; but after some days again her AS sent me written shuffling request from Ms. Sobia's side. Upon which I explained the AS that UCPO had already declined the request (due to the aforementioned reasons) and kindly tell her that he, the UCPO, is the incharge of UC and I can't do anything on that matter (Discussion can be reverified from her AS and UCPO).

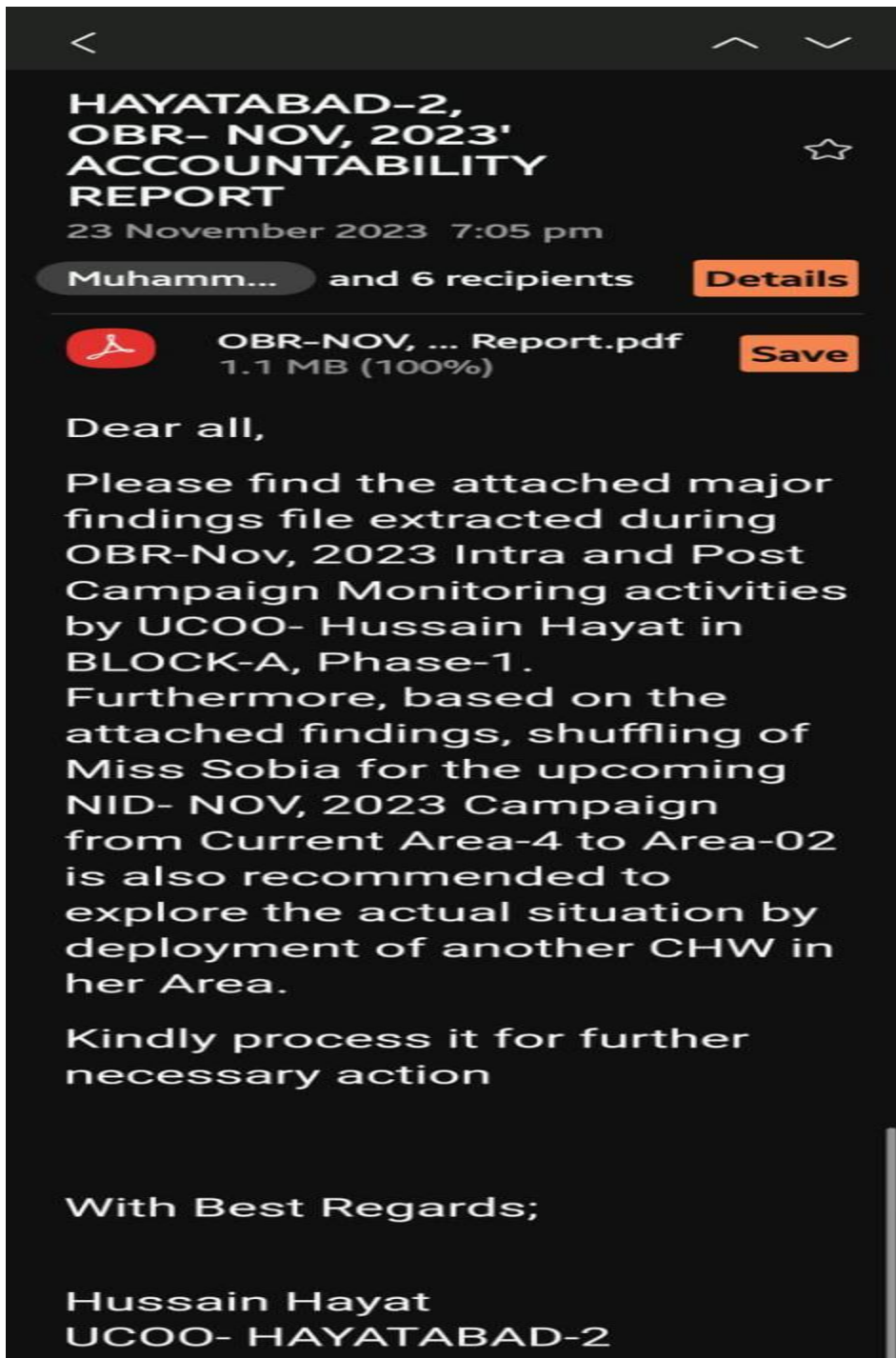
- **HR Representative; Why did you report Miss Sobia and how many under performers you have in your team?**
- **Hussain Hayat:** I have a total 03 team members who are struggling with their performance and whose performance I have been trying to make better. Miss Sobia is one amongst these three members.

To remove human biased factor, since last campaign i.e. SNID SEP, 2024 we didn't conduct Appraisals of FLW's because from each BLOCK some CHW's were complaining against each UCOO that they are harsh for some reason / over findings. For this reason we allocated this activity to UCPO Mr. Arbab Zuhaib and the reporting of poor performing staff was requested from AS's (other than TVBMC's/ unregistered children as its being done by UCOO's). The UCPO carefully listened to each case and acted over Appraisals contextually.

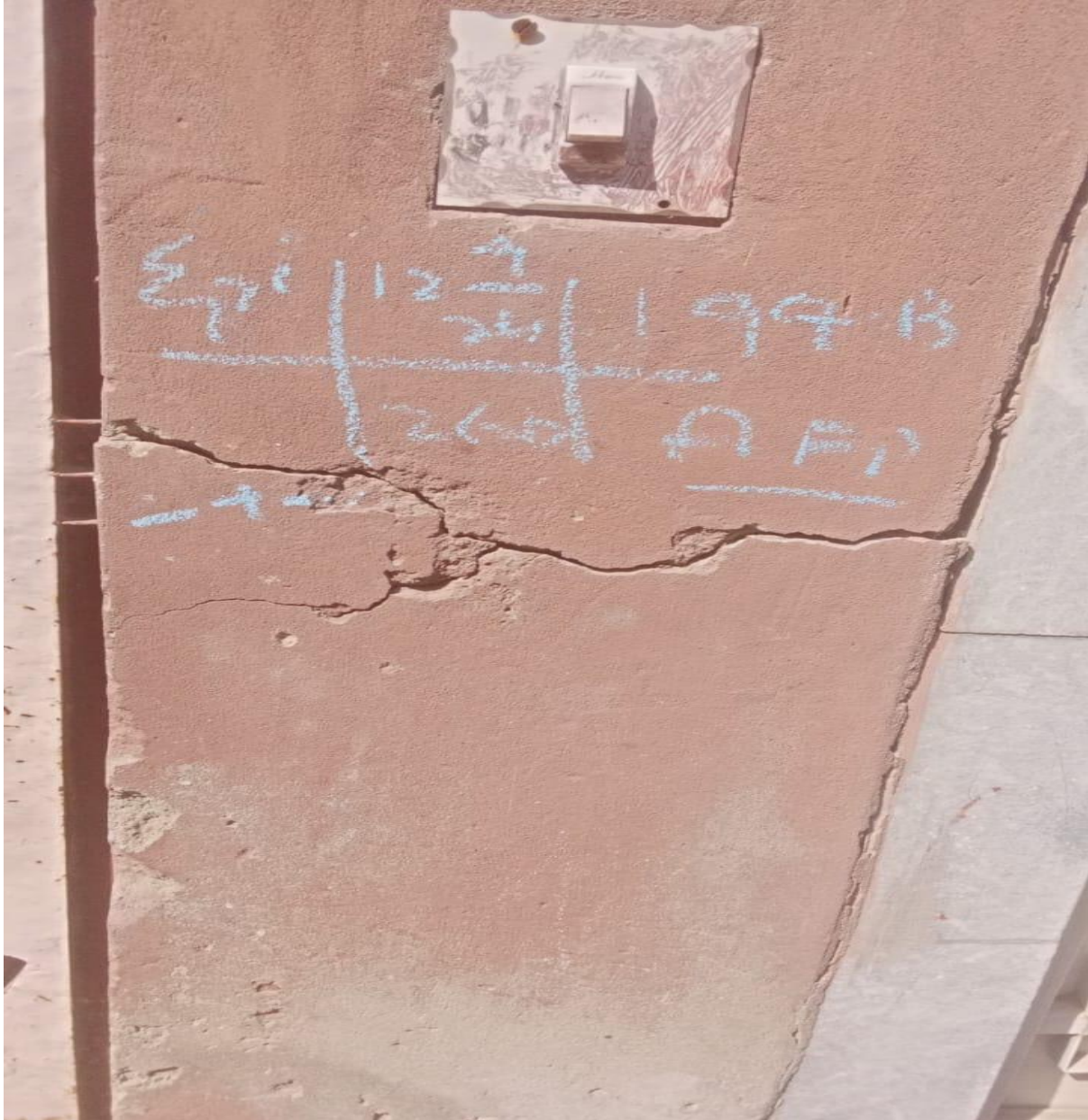
Miss Sobia was reported by her AS multiple times due to non provision of crucial data, which was required by district and also for continuous late coming and no feedback for queries. I did not conduct clusters with Miss sobia for sometime as I wanted her to grow professionally.

However, Miss Sobia, unfortunately, did not improve her performance and continued making grave mistakes like in Area 4 when IO Mr. Faheem was on visit' she had marked right hand baby fingers

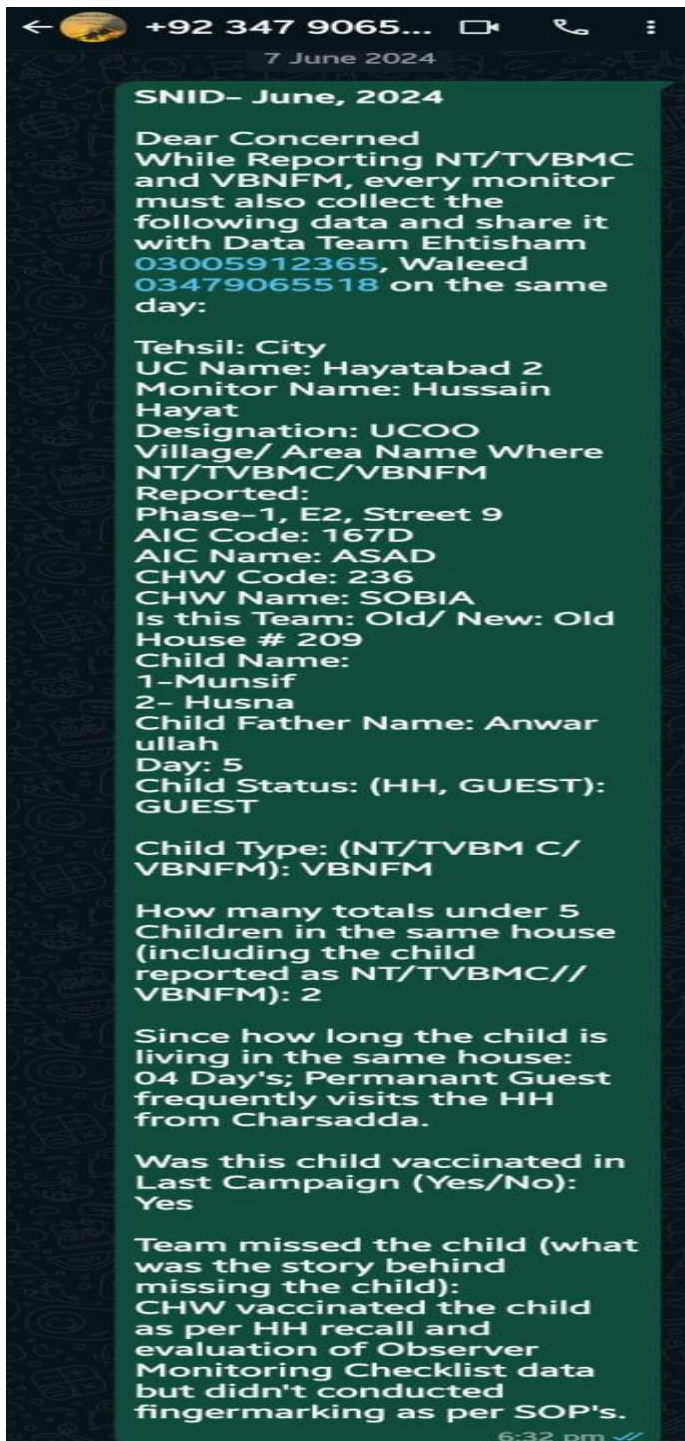
instead of left hand (AS Asad Reported), for which appropriate actions were taken and all HH's were visited again and SOP's were fulfilled. Moreover, she lost vaccine carrier (AS Asad Written response to UCOO and Report shared with District attached; (20 & 21) and then blamed UCPO Mr. Arbab Zuhaib for taking her carrier. This was investigated and her allegations were proven wrong as he did not have any in his possession. Occasionally TVBMC's, VBNFM and even **fake coverage** was identified against her for which all reports are being attached with this email and these reports are also shared with HR & district via email at that time for which no action/ inquiry being taken place against her as of today. All emails available, comprehensive report attached; (see attachment 13); (email's evidence snapshot attached below).



Furthermore, I have total 03 critical cases; out of which 01 i.e. Mr. Asad is learning from his mistakes, Miss Sobia and Miss Fozia needs counselling by district staff as both don't comply to instructions. They have been repeatedly making the same mistakes. I tried to encourage them to bring improvements and discussed how to bring improvements. Miss Fozia started creating problems during and after the campaign of SNID SEP 2024 as reported by her Area incharge on dated: 12.09.2024 (screenshot shared below and AS voice note of complaint against Miss Fozia attached; see atachment 14).



Similarly Miss Sobia would not try to learn from her mistakes at all. Last time she provided written statements to HR that she will try not to commit the same mistakes (can be verified from HR counselling session data, Mr Imtiaz TDO and Miss Saman HR representative who were participants of the Meeting). Due to their contiuous mistakes and no intention of improvement (reports received from concerned AS) I reported Miss Sobia. As we understand that these mistakes may harm the cause of the program badly, I reported her poor performance as per AS recommendations; and can be verified from concerned AS Miss Nusrat.



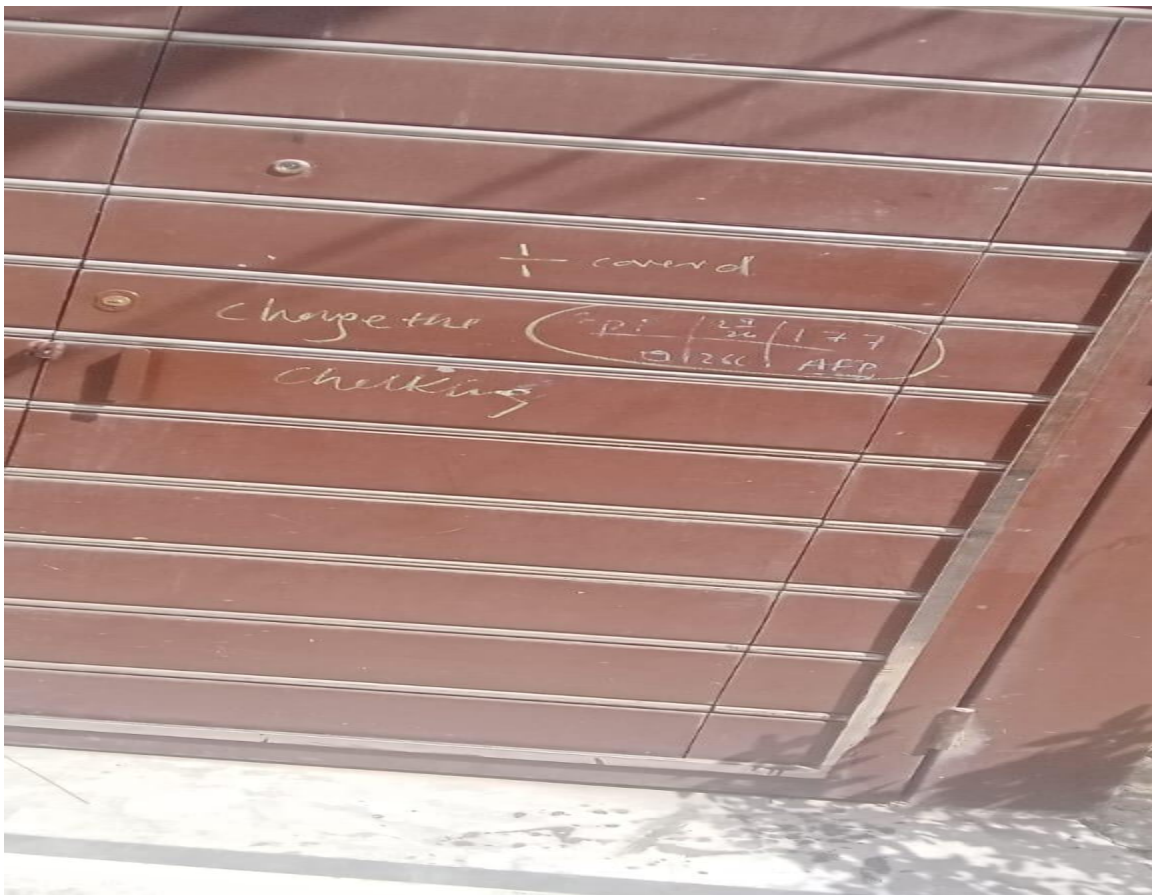
The above screenshot is related (One out of many instances) to another activity where 02 Children were taken vaccinated but didn't have any finger mark. Such data can be obtained from DSC and the clusters that are being collected by district. On the backside of each cluster, findings against each employee is officially registered and is part of records. Miss Sobia had also issues in vaccine documentation where she has vaccinated 23 children over 20 doses vials as per her old MCB records which were asked for verification and validation by her AS Mr. Asad who was available during the Monitoring activities. All these findings already discised with Mr. Imtiaz TDO and Arbab Zuhaib UCPO; appropriate actions are being taken when found necessary along with counselling sessions. However, I did not find any improvements in her work ethics.

CASE# 2

AIC Mr. Asad was also held accountable for poor performances and poor management of teams for which he has also received explanation. Recently, due to his medical condition, I favoured him by provision of nearby Area (Area 1) to Fatimid foundation as he was having tough time this summer i.e. 2024. He had temper and compliance issues for which I requested UCPO Mr. Umar Farooq to intervene; its being two weeks by now and he is doing fine till today i.e. 29.10.2024. I allocated nearby Area to Mr. Asad so I can help him out with his physical challenges and will provide supportive supervision accordingly.

Case # 3:

Miss Fozia had severe compliance issues with her AS Miss Maryam. I requested Miss Maryam to treat her in a soft way as you are her new AS. However, the situation got worsened when she started arguments with her AS in the community during SNID September 2024 Campaign. I requested the UCPO Mr. Umar Farooq to accompany me and visit the Area. When we went there, Miss Maryam was very disturbed because Miss Fozia whom had door Markings issues was argueing and misbehaving rather correcting her mistakes. Miss Maryam told me that I asked Miss Fozia to correct the markings and correct the permanant HH listing data in MCB too, for which Miss Fozia had written on the community gates that I had written right numbers but somebody has changed it (indicating towards the AS Miss Maryam). Screenshot shared below and Voice Note of Miss Maryam attached; check attachment 14).



Furthermore, Miss Fozia Formally requested for shuffling to Islamabad, as her family is residing there. I forwarded the request to HR representatives i.e. Mr. Arif, Miss Saman and Miss Zara.

(Screenshots attached below; and can be verified from the aforementioned HR members). I shared the non CBV factor and feedback of Mr. Arif from HR with the employee but still Miss Fozia had blamed me harshly and said that it's me who is not doing it so. (All Voice Notes and Screenshots of communication of shuffling request with HR attached); check 15, 16, 17, 18, & 19).



Furthermore, during Microplan field validation activity Miss Fozia Area was allocated to me for NID October, 2024. I selected the day of her choice and we got there alongwith (Miss Nazia CHW). Miss Fozia was unaware of her Area route MAP, however, she had done 03 times MCB Updatons, Walkthrough and One complete Campaign in that Area. Moreover, I told her that it is your Area, We went there and I also took Miss Nazia for transparency. I always take supportive staff who can accompany me and the community should not communicate with the same statements as to old CHWs. Her Start HH name was wrong and her last HH was shiftout 07 days ago. New family had also arrived and was living there. I enquired from Female member of the HH in front of Miss Nazia and Miss Fozia; I asked that did the CHW Miss Fozia come to your house 02 days ago? for which she said that she didn't visit their HH. The unregistered family was registered then one MMP HH was visited whom HH elder name was also wrong. I asked her AS Miss Maryam to report her for the upcoming campaign if she doesn't do compliance of instructions. After MCB updation, I had intructed all staff to verify first HH, Last HH and CVS but Miss Fozia didn't visit there and she was informed on the spot that if no improvement observed in upcoming Intra campaign 'NID OCT,2024' then appropriate action will be taken as per SOP's, as continously CBV Operational SOP's were not fulfilled by Miss Fozia.

NOTE: All the aforementioned information can be validated by 'Microplan Field Validation format' available in UC records and can be verified by UCPO Mr. Umar Farooq; as he was informed by me regarding the matter; and Miss Nazia' who was accompanying us, can also be asked for the aforementioned information validation.

➤ **HR Representative: Did you asked anyone to sit in your car?**

Hussain Hayat: Dear Madam, our program is primarily field-based, and our Staff works in a geographically dispersed area. When going for assigned duties, we typically travel by foot, by taxi, or by car (when available) for official visits. All team members, including ALSMs, CHWs, and UC Officers, share available space of transportation for these tasks to facilitate our teams.

I have always maintained professional boundaries and have never encouraged any unethical behaviour. During campaign phases, I try to facilitate my staff in every possible mean.

Regarding transportation, I frequently assist staff members by accepting their requests of rides to field and sometimes the nearby BRT Station, which is along my usual route to home. Just recently, upon request, I agreed to drop Miss Maryam and Miss Nusrat, and when Miss Fozia requested a ride as well, I accommodated her. However, I had to ask Miss Fozia to stop making TikTok videos in the car, as I believe it is important to maintain professionalism in official settings. I also addressed similar behaviour with Miss Nazia some time ago.

Given that many staff members face economic challenges and rely on shared transportation, it is vital for us to uphold a sense of professionalism. However, all the rides provided to staff irrespective of gender are based on their request. No such offer has been initiated by me.

Final Note:

I am unaware of the complete situation which caused this meeting on October 25, 2024, but I have comprehensively replied for what I understood from HR Questionnaire and answered to the best of my knowledge. Please let me know in case you need more information or supporting documents. I would be pleased to provide more assistance.

Thank you.

Sincerely,

Hussain Hayat

UCOO Hayatabad 2