

**Investigation Final Report**  
**On**  
**Complaint against UCPO Mr. Sana Ullah regarding allegations**  
**of**  
**Misuse of Authority, Work place Harassment &**  
**Unprofessional Attitude in UC Main Gundi Quetta**  
**Baluchistan.**  
**Inquiry Report by**  
**CHIP Training & Consulting Pvt. Ltd.**  
**Submitted**  
**WHO-PO**

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## 1. Background:

Ms. Saeeda Nawaz, an Area Supervisor at UC Mian Ghundi, has worked with UCPO Mr. Sana Ullah for several years. However, over the time, UCPO Mr. Sana Ullah behavior has changed from professional to manipulative and abusive. Despite her experience and position, UCPO Mr. Sana Ullah has created a toxic work environment by making false accusations, using threats and blackmail to weaken AS Ms. Saeeda's authority, and spreading rumors about her personal life.

UCPO Mr. Sana Ullah often misuses his power to control and intimidate not only AS Ms. Saeeda but also her teams. UCPO Mr. Sana Ullah forces AS Ms. Saeeda to write complaints against her team, records private conversations to use against her, and spreads false rumors. This has made the workplace stressful, lowered team morale, and created conflicts within the unit.

Even though Ms. Saeeda has faced these difficulties, she stayed silent due to financial concerns and fear of retaliation. However, with her family's support, she has finally gathered the courage to report UCPO Mr. Sana-ullah's behavior, hoping to stop the harassment and create a better work environment for her team.

### 1.1. Allegations:

**Manipulation & Threats** – Forces the complainant to write reports against her teams, then uses them to create conflict. Threatens to remove her from her position if she refuses.

**Blackmail & Recording** – Records conversations to manipulate and blackmail team members.

**Spreading False Accusations** – Spreads rumors about the complainant having affairs with colleagues to damage her reputation.

**Harassment & Intimidation** – Calls and harasses female team members, including threats and abusive language.

**Inappropriate Behavior** – Interferes in personal matters of staff and spreads gossip.

**Misuse of Authority** – Targets and pressurizes the complainant unfairly while favoring others.

**External Influence on Monitoring** – Allegedly influenced a monitor (Dr. Dost Alam Marri) to find faults in the complainant's work.

**Abusive Phone Calls & Blackmail** – Arranged a fake call to intimidate the complainant and later admitted it was a "test."

**Creating a Hostile Work Environment** – Instills fear among the UC staff through intimidation and favoritism.

## 2. Investigation Process:

The investigation involved collecting testimonies from all involved parties, including:

- **Annex A:** Complaint by AS Ms. Saeeda Nawaz
- **Annex B:** Defense of the allegations by UCPO Mr. Sana Ullah
- **Annex C:** Statement of AS Mr. Jhangeer
- **Annex D:** Statement of AS Mr. Khaliq
- **Annex E:** Statement of AS Ms. Naila
- **Annex F:** Statement of AS Ms. Nasreen
- **Annex G:** Statement of AS Ms. Ruqia
- **Annex H:** Statement of AS Ms. Nida
- **Annex I:** Statement of AS Ms. Zainab
- **Annex J:** Statement of AS Ms. Saeeda Gul
- **Annex K:** Statement of CHW Ms. Farana
- **Annex L:** Statement of CHW Ms. Sakeena
- **Annex M:** Statement of CHW Ms. Fazeela
- **Annex N:** Statement of CHW Ms. Parveen
- **Annex O:** Evidence

## 3. Key findings:

The key findings of the investigation committee are mentioned as below.

### Complainant AS Ms. Saeeda Nawaz Statement

An official complaint has been received from Ms. Saeeda Nawaz (Employee Code: 2325), an Area Supervisor at UC Mian Ghundi, regarding ongoing harassment, intimidation, and manipulation by Mr. Sana Ullah, her UCPO. According to the complainant, UCPO Mr. Sana Ullah frequently pressurizes her into writing complaint letters against her team members for minor mistakes. He allegedly threatens her with removal from her position if she refuses. Once the complaint is written, he presents it to the teams, falsely claiming that she reported them, which causes conflict. If the teams react negatively, he records their statements and later uses them to blackmail them, warning them that speaking against their supervisor could have consequences. Ms. Saeeda further states that UCPO Mr. Sana Ullah deliberately misleads her teams by telling them she has spoken negatively about them. During a recent training session, he allegedly encouraged team members to speak against her. Additionally, he spread a false rumor to Ms. Fazila (Employee Code: 1286A), claiming that Ms. Saeeda was in a relationship with AS Mr. Jhangeer and instructed her to report any visits he made to the area. This situation has caused severe emotional distress for the complainant. Another team member, Ms. Sakina (Employee Code: 1317), has also reported harassment from Mr. Sana Ullah. He allegedly called her multiple times, threatening to remove her from her job. The harassment caused such distress that Ms. Saeeda had to block his number on Ms. Sakina's phone. Following this, Mr. Sana Ullah called Ms. Saeeda, verbally abused her, and instructed her to tell Ms. Sakina's husband not to park his vehicle on the road. Despite being aware that Ms. Sakina is pregnant and fearful of his behavior, he

continued to intimidate her. The complainant also reports an incident where she received a call from an unknown number. The caller falsely introduced himself as Dr. Saplain and insisted on speaking with her. When she refused, he threatened her, saying, "You will know me soon." Shortly afterward, Mr. Sana Ullah called her, verbally abused her, and admitted that the call was a setup by one of his friends as a test to blackmail her. Ms. Saeeda has provided screenshots of messages as evidence, and AS Mr. Jhangeer and AS Mr. Khaliq have been named as witnesses to this incident. Furthermore, she alleges that Mr. Sana Ullah regularly interferes in her work and unfairly targets her. He has accused her of having inappropriate relationships with Ms. Fazila and UCOO Mr. Ameer Khan. Additionally, he reprimands her for minor infractions, such as arriving two minutes late for a meeting, while ignoring similar or worse infractions by other supervisors. She claims to have received multiple unjust warnings from him. During the SNID campaign in December 2024, Dr. Dost Alam Marri, a monitor, visited Ms. Saeeda's area. The monitor reportedly expressed suspicion about her work and later revealed that UC Lead Mr. Sana Ullah had privately instructed him in Balochi to find faults in her work. After this visit, Ms. Saeeda contacted CBO Mr. Raheem to verify whether the monitor had been sent by him. Sir Raheem confirmed that the monitor arrived independently but mentioned that he had specifically asked about Ms. Saeeda upon arrival, suggesting that he may have been influenced by Mr. Sana Ullah. The actions of Mr. Sana Ullah, as described by the complainant, have reportedly contributed to a hostile and fear-driven work environment. His alleged misconduct has caused emotional distress, low morale, and conflicts within the team. Several employees, including AS Ms. Saeeda Gul (Employee Code: 2326A), AS Mr. Jhangeer (Employee Code: 2325A), AS Mr. Khaliq Zaman, Ms. Fazila (Employee Code: 1286A), and Ms. Sakina (Employee Code: 1317), have been named as witnesses and are willing to testify regarding these allegations. Ms. Saeeda Nawaz states that she remained silent for a long time due to fear and financial constraints. However, with the support of her family, she has now formally reported these incidents to CBV Officer Ms. Zareena. She believes that Mr. Sana Ullah manipulates teams and supervisors by pretending to be supportive, only to later use their personal information against them. She asserts that his actions are creating a toxic work environment, and she requests an investigation into his behavior.

#### **Defense of the allegations by UCPO Mr. Sana Ullah,**

UCPO Mr. Sana Ullah firmly asserted that his conduct in the field had always been characterized by professionalism, respect, and a commitment to fostering a positive and collaborative work environment. He consistently treated his subordinates with the utmost dignity, ensured open lines of communication, and actively engaged with their concerns. His approach was rooted in attentiveness, as he addressed their queries with sincerity and provided guidance in a manner that upheld mutual respect. Maintaining a supportive atmosphere where team members felt valued and heard had been a priority throughout his tenure. These principles reflected his dedication to upholding ethical and professional standards in all aspects of his work. He consistently adhered to all Standard Operating Procedures (SOPs) as a UC lead. His responsibilities included developing and executing monitoring plans, which occasionally required unannounced visits to validate findings and identify gaps. These unscheduled monitoring visits were conducted in accordance with established protocols and were essential for ensuring the integrity and effectiveness of the program. His approach toward all staff, including Area Supervisors

and Community Health Workers, was always neutral and equitable, treating all staff members with equal respect and professionalism. Furthermore, he rigorously reported all gaps and deficiencies identified during field visits without bias or exception. He strongly disagreed with the allegations against him and remained confident that his conduct had always been fair, transparent, and meritorious. As a responsible member of the team, he maintained a professional relationship with all his subordinates. Any reports he made regarding staff performance or misconduct were based solely on his findings during field monitoring and were intended to address specific issues, not personal conflicts. If any staff member had taken these reports personally, he believed it was a misunderstanding. He had always prioritized respectful and professional communication with team members. He took pride in maintaining a respectful and professional demeanor and believed his attitude towards his team members had always been courteous and polite. Maintaining confidentiality had been a core principle of his work. He stated that he never shared any staff member's personal contact information with anyone outside of the polio program. As a responsible UC Lead, he was well aware of the norms and values of maintaining confidentiality and upholding professionalism, and he adhered to these standards at all times. During a campaign, he once requested a ride from a colleague due to unforeseen issues with his motorcycle. He stated that this request was solely for official purposes and did not compromise his responsibilities or lead to additional financial implications. Furthermore, while he acknowledged having social interactions outside of official duties, he maintained that this did not imply that he exploited or misused his colleague's vehicle for personal or professional gain. As a professional, he always ensured that his actions did not compromise data submission timelines or incur unnecessary fuel costs. His work was dedicated to achieving the program's goals, with a clear focus on professionalism. His demeanor consistently reflected care and respect. As a dedicated individual committed to the eradication of polio, he firmly believed that the collective focus should have remained on this noble cause rather than on personal relationships with staff members. As a responsible and professional individual, he respected the boundaries and privacy of his team members. Additionally, being from a tribal area and having a strong cultural background, he was well-versed in the cultural norms and values that emphasized non-interference in others' personal affairs. He stated that all actions taken in his role were guided by professionalism and integrity. For this reason, he was confident that he had never abused his authority or misused his position to obtain personal information about individuals from his subordinates. He mentioned that he had always maintained the highest standards of professionalism and integrity in his role. He was confident that his conduct as UC lead had always been professional, ethical, and in accordance with program guidelines. He remained committed to the eradication of polio and believed in maintaining the highest standards of integrity and professionalism in all his endeavors. He categorically denied all allegations of inappropriate behavior, disrespect, favoritism, or misuse of authority. He asserted that these allegations did not reflect his conduct or values, and he remained confident in the transparency and integrity of his actions.

#### **Statement of AS Mr. Jhangeer**

AS Mr. Jhangeer stated that UCPO Mr. Sana Ullah mistreated female staff members, disrespected their dignity, and caused them emotional distress. AS Mr. Jhangeer also reported that a false rumor had been circulating throughout the entire UC, alleging that

he had a relationship with AS Ms. Saeeda Nawaz. He denied this claim, stating that it was completely untrue. Additionally, he recalled an incident from the previous year when AS Ms. Saeeda Nawaz's bag had gone missing, along with some money. Furthermore, AS Mr. Jhangeer mentioned that in January of the previous year, Area Supervisor AS Ms. Saeeda Gul (2326A) had contacted him to report that she had been humiliated in the field. She informed him that she had reported the incident to the TDOSO, however, no action had been taken. AS Mr. Jhangeer's statement supports the allegations made in the complaint, highlighting concerns regarding UCPO Mr. Sana Ullah's behavior and its impact on staff members.

#### **Statement Of AS Mr. Khaliq Ul Zaman.**

Mr. Khaliq Ul Zaman, Area Supervisor (Code 2326), provided a statement regarding the behavior of UCPO Mr. Sana Ullah. According to AS Mr. Khaliq UL Zaman, he had called CTC regarding an issue with one of his teams, and CTC representatives advised him that any team-related issues should be reported directly to them. He also stated that CTC had informed him they would contact AS Mr. Khaliq UL Zaman regarding the complaint against UCPO Mr. Sana Ullah. AS Mr. Khaliq UL Zaman confirmed that all allegations made against UCPO Mr. Sana Ullah were completely accurate. He explained that Mr. Sana Ullah had maintained direct communication with all team members, and one of AS Mr. Khaliq UL Zaman's team members, Mr. Haji Farooq (Code 1290B), had recordings of these interactions. UCPO Mr. Sana Ullah himself had told AS Mr. Khaliq UL Zaman that if any matter arose, it should be addressed directly with him. Additionally, AS Mr. Khaliq UL Zaman mentioned that a team member, CHW Ms. Abida, had informed him that UCPO Mr. Sana Ullah had been troubling her as well. He also expressed his frustration regarding false rumors being spread by UCPO Mr. Sana Ullah, alleging that AS Mr. Khaliq UL Zaman was involved in relationships with his team members, which greatly upset him. AS Mr. Khaliq UL Zaman described how he had been forced to take Mr. Sana Ullah on his bike during field visits due to the fear Mr. Sana Ullah had instilled within the UC. AS Mr. Khaliq UL Zaman reported that everyone was afraid of Mr. Sana Ullah, fearing he would report them and get them terminated. Despite the financial strain it caused, as AS Mr. Khaliq UL Zaman's entire salary was spent on petrol, he continued to comply.

AS Mr. Khaliq UL Zaman further shared that during the campaign, Mr. Sana Ullah would take him to other Area Supervisors' areas and reprimand them in front of him, causing him significant embarrassment. This, according to AS Mr. Khaliq UL Zaman, led to delays in his work and late data submissions. He expressed that it was impossible to work in such an environment. Finally, AS Mr. Khaliq UL Zaman stated that his team member, CHW Ms. Abida (Code 1319), could confirm that complaints regarding UCPO Mr. Sana Ullah's behavior could be raised.

#### **Statement of AS Ms. Naila.**

Ms. Naila, Area Supervisor from the UC, provided a statement regarding the behavior of UCPO Mr. Sana Ullah. According to AS Ms. Naila, UCPO Mr. Sana Ullah's behavior during meetings was not professional. She explained that during the meetings, UCPO Mr. Sana Ullah would often become angry with everyone for being late, but he never

directed this anger towards AS Ms. Nida or AS Ms. Saeeda Gul. Additionally, AS Ms. Naila reported that UCPO Mr. Sana Ullah would sometimes ask Area Supervisors and Community Health Workers for money, and then request that they bring biscuits and snacks for him. She also mentioned that UCPO Mr. Sana Ullah had openly stated that the teams were hoping he would not visit their areas. Furthermore, AS Ms. Naila explained that UCPO Mr. Sana Ullah would personally contact team members and, on some occasions, make inappropriate comments, such as telling one of them, "You are now divorced, stay here." Additionally, UCPO Mr. Sana Ullah allegedly told others that certain individuals were in a relationship with each other, which caused discomfort and concern among the team.

#### **Statement of AS MS. Nasreen**

Ms. Nasreen, Area Supervisor (Code 2329) from the UC, provided a statement regarding the behavior of UCPO Mr. Sana Ullah. She expressed being deeply disturbed by his conduct towards female staff members, stating that he does not show them any respect and that his behavior has made Ms. Parveen's life very difficult. However, she clarified that she had no knowledge of Mr. Sana Ullah taking money from anyone. Regarding team trainings, AS Ms. Nasreen confirmed that there was no inappropriate behavior during the sessions. She also shared that when she first started working, Mr. Sana Ullah had attempted to be overly friendly with her. She immediately stopped him, making it clear that such behavior was not acceptable.

#### **Statement of AS Ms. Ruqia.**

Ms. Ruqia Bano, Code 2325A, was called to the CTC office regarding a report about UCPO Mr. Sana Ullah. She stated that while she does not know Mr. Sana Ullah personally, she did find his behavior to be inappropriate. She mentioned that his way of speaking was not acceptable. However, Ms. Ruqia Bano clarified that she has no connection to the specific report and does not have any further knowledge about it.

#### **Statement of AS Ms. Nida:**

Ms. Nida Umar, Area Supervisor from UC Ghundi, was called to the CTC office regarding the complaint about UCPO Mr. Sana Ullah. She was asked whether Mr. Sana Ullah had used abusive language towards her or her team to which she responded that on several occasions, he had spoken rudely to her and her team. Additionally, she stated that Mr. Sana Ullah had requested money and asked for mobile balance and packages on multiple occasions. Ms. Nida Umar also reported that Mr. Sana Ullah had harassed one of her team members and frequently scolded them, though she clarified that she did not have any personal contact with him. Ms. Umar was also asked if Mr. Sana Ullah had formed inappropriate relationships in the field. She confirmed that she had heard about such incidents and shared that Mr. Sana Ullah had once mentioned to her that Ex-UCOO Mr. Ameer had a relationship with AS Ms. Saeeda Nawaz.



**Statement of AS Ms. Zainab:**

Ms. Zainab Baloch, Area Supervisor from UC Mian Ghundi, was called to the CTC office where she was questioned about a complaint concerning UCPO Mr. Sana Ullah. Ms. Zainab Baloch clarified that neither she nor her team had experienced any inappropriate behavior from Mr. Sana Ullah. She further stated that she has never witnessed or heard anything related to the complaint, and therefore, she was unable to provide any additional information on the matter.

**Statement of AS Ms. Saeeda Gul.**

A formal complaint was filed regarding the behavior of UC lead Mr. Sana Ullah Mari, who had demonstrated an intolerable attitude towards Area Supervisor Ms. Saeeda Gul and other staff members. Throughout their time working together, Mr. Sana Ullah Mari had repeatedly interfered not only in professional responsibilities but also in personal lives. The complainant reported that Mr. Sana Ullah Mari had insulted her on several occasions whenever she was late to a meeting, despite his preferred AS failing to attend meetings altogether. When the preferred AS did attend, Mr. Sana Ullah Mari would only ask her 2-3 questions before sending her back to the field. In contrast, when the complainant completed her work and submitted data, Mr. Sana Ullah Mari had instructed her to form a committee to cover up refusals. Additionally, it was reported that Mr. Sana Ullah Mari had asked the complainant for a loan of 10,000 rupees when he was getting married. When the complainant had refused, he abruptly hung up the phone. He had also requested money from her to cover petrol expenses on an Easy Load. On one occasion, during a meeting when a micro plan was required, Mr. Sana Ullah Mari had asked the complainant to come to his house at 6 PM to collect it. Furthermore, Mr. Sana Ullah Mari had frequently interfered in the personal lives of staff members, speaking ill of those with whom he had personal relationships while openly supporting his favorites.

**Statement of CHW Ms. Farana.**

CHW Ms. Farana confirmed that she was aware of Mr. Sana Ullah borrowing money in the field. She recalled an incident when he had taken 150 rupees from her AS, Ms. Saeeda Gul, to cover his bike's fuel. CHW Ms. Farana also stated that Mr. Sana Ullah had once asked her AS for a loan of 10,000 rupees, and she was a witness to this transaction. Regarding Mr. Sana Ullah's behavior, CHW Ms. Farana described him as being quick-tempered and prone to frequent outbursts. She also noted that he spoke inappropriately with women and would get too close to them while talking. CHW Ms. Farana mentioned that women working with him at the kit station often felt unsafe due to his behavior.

**Statement of CHW Ms. Sakeena.**

CHW Ms. Sakeena Stated that UCPO Mr. Sana Ullah had been experiencing conflicts with their supervisor, which led him to exhibit similar behavior towards the staff. During a refresher training session, all staff members were called in separately, where Mr. Sana Ullah allegedly pressurized them to express concerns about AS Ms. Saeeda's behavior. According to the staff's account, Mr. Sana Ullah told them, "You and AS Ms. Saeeda come directly to me for money, and if you don't speak against AS Ms. Saeeda, I

will remove you from your positions." He further claimed that AS Ms. Saeeda and CHW Ms. Fazeela were physically involved with each other.

#### **Statement of CHW Fazila.**

CHW Fazila confirmed that Mr. Sana Ullah had personal relations with AS Ms. Saeeda, which led to several issues and conflicts in their work. During the refresher training, Mr. Sana Ullah allegedly called all the teams into separate rooms and discussed matters related to AS Ms. Saeeda. He reportedly mentioned, "Did you know that AS Mr. Jhangeer and AS Ms. Saeeda are in a relationship?" and instructed them, "If AS Mr. Jhangeer comes into your area, just inform me." Furthermore, UCPO Mr. Sana Ullah allegedly told CHW Ms. Sakeena that AS Ms. Saeeda and CHW Ms. Fazeela were physically involved with each other. AS Ms. Fazeela, as a witness, confirmed these statements.

#### **Statement of CHW Ms. Parveen.**

CHW Ms. Parveen stated that Mr. Sana Ullah, specifically regarding his conduct over the past four years, as a complaint had been filed against him. She clarified that she had no personal connection with UCPO Mr. Sana Ullah. However, she mentioned that those who filed the complaint might have some connection with him. As for herself, she confirmed that she had no such involvement. CHW Ms. Parveen was also asked if UCPO Mr. Sana Ullah had ever used offensive language during training, to which she confirmed that nothing of that sort had ever occurred. Furthermore, she was asked whether UCPO Mr. Sana Ullah had ever instructed any team to come over and share something personal; she was not aware of any such incident. However, she recalled that one day, Mr. Sana Ullah had called her to ask if there was any connection between Mr. Jhangeer and Ms. Saeeda Nawaz, to which she responded that she had no knowledge of any such matter.

## **4. Conclusion**

The findings against UCPO Mr. Sana Ullah, based on various statements and complaints, reveal a consistent pattern of unethical and inappropriate behavior, including workplace harassment, abuse of authority, and misconduct towards female staff members. Numerous individuals in their statements have reported that Mr. Sana Ullah's behavior was inappropriate, displaying rudeness, aggression, and abusive conduct in the field. Evidence, including audio recordings during the call Mr. Sana Ullah used highly offensive and inappropriate language, including insults and threats. The words used were derogatory and intended to cause distress, further corroborates these claims, particularly where Mr. Sana Ullah is heard using offensive language towards Ms. Saeeda Nawaz and displaying inappropriate conduct during a conversation about the team. These statements confirm that Mr. Sana Ullah has misused his authority. When summoned to the CTC office, Mr. Sana Ullah denied the allegations, stating that these were baseless and that he had not engaged in any such conduct. However, Mr. Sana Ullah did not provide any evidence or witnesses to counter the accusations or prove that the allegations against him were false. Based on the available evidence and testimonies, the accusations against Mr. Sana Ullah are deemed to be true. The investigation committee has found the allegations against Mr. Sana Ullah to be credible and

substantiated by the testimonies of multiple witnesses, including Area Supervisors and Community Health Workers. His behavior has created a toxic and hostile work environment, leading to emotional harm for the individuals involved.

## 5. Recommendations

Based on the investigation's findings, the allegations against Mr. Sana Ullah have been substantiated. It is recommended that termination be processed as per policy, and Mr. Sana Ullah be suspended from the field until termination approval is received, in accordance with the (SOPs). **As per the Polio Third Party Personnel Service Rules (PTPPSR), Annex-8, under Degrees of Harassment – SEVERE, which includes Abuse of Authority Physical Abuse (pushing or any other means of inflicting physical harm). -Use of abusive language/ -Sexually suggestive written comments including message sent through SMS. - Sexual advances of any sort. Termination with immediate effect, without an experience certificate**