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**Mr. Muhammad Salman Faruqi, Nishan-e-Imtiaz
Federal Ombudsman of Pakistan
Islamabad**

**GENERAL ZUBAIR MAHMOOD HAYAT, NI (M)
CHAIRMAN
JOINT CHIEFS OF STAFF COMMITTEE
JOINT STAFF HEADQUARTERS
RAWALPINDI
PF/19525/DO**

22 February 2017

Dear Faruqi Sahib

اسلام عليكم ورحمة الله وبركاته

I thank you for sending me the annual report of Federal Ombudsman of Pakistan for the year 2016. I appreciate performance of your institution for promoting efficiency and responsibility in operational processes of government agencies. I hope that the institution will continue to play its role for improving governance.

I also wish you success and honour in all your present and future endeavours, and urge that you continue your noble work in the best interest of the country.

With best wishes and regards.

OMBU
Dy. No. 1575
Date 23-2-17