MODULE 8 | COMPLAINTS, LEGAL CASES, INVESTIGATIONS AND INTEGRITY

Integrity, Conflicts of Interest and Anti-Corruption Controls

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LECTURE

Practical hospital governance in Punjab, Pakistan

Protect public decisions.
Make interests, approvals and evidence clear.

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SELF-STUDY PDF

Make integrity part of daily hospital work

For the Medical Superintendent: protect the decision process, keep reliable records and respond fairly when concerns arise.

- Identify interests affecting public decisions.
- Manage gifts, outside work and industry support.
- Check irregularities before reaching findings.
- Use the correct route to report concerns.

OFFICIAL SOURCE

A principle tied to a named law, standard or official guidance.

WORKING METHOD

A practical control or teaching format to adapt to the authorised system.

TEACHING CASE

An invented hospital example, used to practise applying the correct process.

Study output

A practical conflict register, one tested financial or stock control and a clear route for reporting concerns.

Module 8 | Presentation 4 of 4. Allow 45-60 minutes with exercises. All explanations are on the pages; check the cited sources before live use.

Identify the person, decision and applicable rule

A hospital can employ civil servants, institutional staff and people on other contractual terms. Their legal position is not identical.

Check the legal position

- Establish the hospital's governing law, the person's appointment terms and the rules or contract that govern the activity.
- Identify who can approve, review or investigate the matter. A senior title does not create every statutory power.

Keep the sources separate

- Conduct rules regulate covered employees. Procurement rules regulate the purchasing process. DRAP rules address specified industry interactions.
- An institutional policy may add controls within lawful authority. It cannot remove a prohibition or give powers reserved to another authority.

Use the current instrument and its amendments. A rule applying to one employee category, province or organisation is not automatically transferable.

Sources: **I1**: rules and amendments | **I3**: scope and definitions | **I7**: applicable procurement framework

Separate an interest, a risk and a proved breach

These are working management distinctions, not substitutes for a statutory definition of an offence.

Term	Plain meaning	Hospital example
Personal interest	A connection or benefit outside the public duty.	A committee member has a close relative in a bidding firm.
Conflict risk	That interest may affect, or appear to affect, the decision.	The member helps draft the specifications or score that firm.
Misconduct allegation	A claim that a rule or duty was breached.	A complaint alleges that marks were altered to favour the firm.
Established finding	A conclusion reached through the applicable evidence and procedure.	The authorised decision-maker records what is proved and why.

Declaring a relationship does not prove corruption. Failing to manage a relevant interest can still undermine a lawful and fair process.

WORKING METHOD | Illustrative material is identified in the text.

An interest can exist without a cash payment

A practical conflict screen should cover the decision and the person's real connections.

Look for relevant connections

- Financial: ownership, consultancy income, debt, paid work, commission or a possible future financial benefit.
- Other connections: a close personal relationship, a dispute, a supervisory interest or responsibility for work now under review.

Ask the decision question

- Could this connection affect impartial judgment? Could an informed observer reasonably question the person's independence?
- Is the interest current, likely to arise later, or only apparent? Record the actual facts and obtain an independent assessment.

The working categories help identify risk. The applicable law decides whether the facts satisfy a particular legal definition or prohibition.

WORKING METHOD | Illustrative material is identified in the text.

A declaration needs a recorded management decision

A suggested process for conflicts in procurement, recruitment, investigations and other hospital decisions.

1	**Declare**	Record the interest before taking part, and update it when circumstances change.
2	**Assess**	An authorised person without the same conflict decides how the risk will be managed.
3	**Separate**	Arrange recusal or another lawful control; appoint an authorised substitute where needed.
4	**Record**	Keep the decision, restrictions, replacement and review date with the relevant file.

Recusal means taking no part in the affected decision. Quietly influencing the replacement or preparing the scoring behind the scenes defeats the control.

WORKING METHOD | Illustrative material is identified in the text.

A short conflict entry that can be checked

Invented supplier example. This is a teaching format, not a prescribed statutory form.

Matter	Technical evaluation for patient-monitor maintenance; identify the actual procurement reference.
Interest	The proposed evaluator reports that their sibling manages one bidding firm.
Decision	The authorised chair refers the conflict for an independent decision and a properly appointed replacement.
Restriction	The conflicted evaluator does not draft, evaluate or privately influence the affected decision.
Evidence	Retain the declaration, decision, amended membership and minutes showing who actually participated.

Limit access to personal information. Keep enough detail to demonstrate how the conflict was handled.

TEACHING CASE | Illustrative material is identified in the text.

Recruitment has a specific instruction on relatives

Punjab S&GAD's 11 October 2006 instruction addresses a selection-committee member whose relative is a candidate.

The instruction

- The officer should not participate in the selection-committee meeting when their relative appears as a candidate.
- Orders of the next higher authority should be sought for alternative arrangements. The instruction links the issue to Conduct Rule 26.

Put it into practice

- Ask members to disclose relevant relationships before shortlisting or interviews. Record the actual case and obtain the required replacement.
- Keep the prescribed eligibility and assessment criteria. Do not invent a blanket rule that every relative is automatically barred from employment.

The broader conflict screen is a working method; this cited recruitment instruction is a specific official requirement.

Sources: **I2**: notification, 11 October 2006, printed p. 57

Build a current conduct checklist

Use the current Punjab Government Servants (Conduct) Rules and applicable instructions for a covered employee.

Subject to verify	What the hospital should keep
Gifts and benefits	The offer, source, official connection, applicable restriction and required disposal or approval record.
Outside work and private practice	The specific permission, authorised scope, time conditions and any continuing restrictions.
Assets and property declarations	The current prescribed form, applicable reporting requirement and evidence of submission.
Use of position and information	The relevant conduct restrictions and a controlled route for official communication.

Do not rely on a remembered money limit or another officer's permission. Read the rule and the current instruction governing this employee and activity.

Sources: **I1**: current Conduct Rules, instructions and delegated powers

Treat gifts as a decision requiring scrutiny

Working response to an offer: the issue is the source, purpose, obligation and applicable restriction, not simply the price.

Before acceptance

- Record who offered the benefit, to whom, when and why. Include gifts directed through relatives or intermediaries where relevant.
- Check the applicable Conduct Rules, medical-professional rules, DRAP rules and institutional instructions. Obtain any required decision before acceptance.

If an item arrives unexpectedly

- Keep a factual receipt record and seek an authorised return, deposit or disposal decision under the applicable procedure.
- Do not keep a prohibited gift because it has been entered in a register. A register records events; it does not legalise them.

No universal gift-value allowance is stated here. Industry gifts to individual healthcare professionals have a specific DRAP prohibition, explained next.

WORKING METHOD | Illustrative material is identified in the text.

Separate outside work from official responsibilities

Private practice, consultancy, paid teaching and business activities need their own applicable-rule check.

Check permission and scope

- Identify the actual activity, organisation, payment, timing and use of hospital resources. Check the permission required for the employee category.
- Confirm who is authorised to decide and retain the written decision. Permission for one activity does not necessarily cover another activity or a changed scope.

Protect the public service

- Keep clinical cover and attendance arrangements clear. Do not divert public patients, staff, medicines, equipment or records to an unauthorised private purpose.
- Consider conflicts with referrals, purchasing, recruitment and service planning. An approved outside activity may still require recusal from a particular public decision.

This lecture does not grant permission for private practice or external employment. Apply the person's service terms and current governing instructions.

Sources: **I1**: current conduct and outside-work instructions

Keep declarations distinct from other approvals

A property declaration, an income-tax return and permission for outside work serve different purposes.

Keep an accurate record

- Use the current prescribed declaration and submission route. Reconcile the information with the records needed to explain assets, interests and income.
- Keep evidence of filing and of any lawful correction. Record changes honestly; do not backdate a return or omit a relevant interest.

Use the right administrative check

- HR can monitor whether required returns were submitted through the authorised process. Restrict access to the detailed personal information.
- A tax return does not itself authorise outside employment. A declaration of an interest does not itself authorise participation in a conflicted decision.

Check the precise scope, threshold, period and recipient in the applicable current requirement. This is not a substitute declaration form.

Sources: **I1**: property declarations and applicable instructions

DRAP distinguishes gifts from legitimate activities

DRAP means Drug Regulatory Authority of Pakistan. Its Ethical Marketing to Healthcare Professionals Rules 2021 cover specified industry interactions.

The clear prohibition

- Rule 10 prohibits companies from giving gifts to individual beneficiary healthcare professionals.
- It also prohibits company-funded recreational or entertainment activities for healthcare professionals.

Classify the actual activity

- Consultancy, educational support, grants and demonstration products have separate conditions. Calling a gift education does not change what it is.
- Check service-law and institutional restrictions as well as DRAP conditions. Compliance with one framework does not remove another applicable restriction.

Use the substance of the arrangement: who benefits, what work occurs, how it is paid and whether purchasing or prescribing is being influenced.

Sources: **I3**: definitions and rule 10

A consultancy must be real and documented

DRAP Rule 5 sets conditions for consulting arrangements with healthcare professionals. This is a focused summary.

01 Purpose

A legitimate need and purpose are identified in advance.

02 Selection

Qualifications and experience, rather than business generated, justify selection.

03 Agreement

Services and any compensation are agreed in writing before the work.

04 Performance

Payment is for actual work, after evidence of performance; no retainer or advance.

05 Payment trail

Pay by cheque or bank transfer, not cash. Declare it in the annual tax statement.

06 Disclosure

Disclose in writing beforehand to the employer or other required recipient.

Travel, conferences and sponsored education have further conditions. Obtain the applicable employer approvals before committing; an invitation is not approval.

Sources: **I3**: rule 5(1)-(3), especially 5(2)

A donation must not purchase an advantage

DRAP Rule 11 addresses company research, educational and charitable grants and donations.

Conditions in the rule

- Use objective criteria independent of purchase volume or value. Support must not be linked directly or indirectly to buying the company's technology.
- The request must come in writing from a bona fide organisation or institution, not an individual professional. Payment is by bank transfer or crossed cheque, not cash.

Working hospital checks

- Confirm acceptance authority, purpose, written terms, accounts route, asset entry and any maintenance or recurring costs.
- Keep decisions about suppliers independent. Reject conditions that would bypass procurement or influence clinical choices improperly.

A useful donated item can still create a conflict or a future cost. Assess the complete arrangement before accepting it.

Sources: **I3**: rule 11

Control trials, samples and equipment loans

Working controls for items offered without immediate payment. Free supply still affects safety, accountability and later spending.

Before use

- Identify whether the item is for demonstration, evaluation, clinical use or research. Apply the relevant product, ethics and institutional approval requirements.
- Confirm ownership, permitted use, training, maintenance, consumables, duration and return arrangements. Keep the supplier's written terms.

During and after use

- Enter received items in the appropriate controlled record. Check patient suitability, product status, expiry and safe storage through the responsible clinical and pharmacy teams.
- Do not turn an evaluation into an unapproved purchase commitment. Record return, authorised retention or disposal and any decision about further procurement.

No evaluation label permits an unapproved clinical study or unsafe product use. Obtain the specific clinical and regulatory review before proceeding.

WORKING METHOD | Illustrative material is identified in the text.

Procurement integrity needs a visible decision trail

These practical controls support the current Punjab procurement framework; Lectures 13-18 cover the procurement process.

Stage	Control to check	Evidence
Specification	Define the clinical need fairly; independently check restrictive requirements.	Approved need, specification and reasons.
Supplier communication	Use the authorised channel and share required clarifications consistently.	Dated queries, replies and meeting record.
Evaluation	Apply the disclosed method and document conflicts.	Signed assessment, reasons and actual participation.
Delivery and payment	Verify the contracted goods or service before certifying the bill.	Receipt, inspection, acceptance and payment trail.

A supplier complaint, suspicious pattern or rule breach requires the correct review. It does not authorise informal blacklisting or an invented penalty.

Sources: **I7**: current rules, bidding documents and notifications

Avoid giving one person unchecked control

Working separation of duties: divide incompatible tasks and make independent review real.

Tasks to separate where practicable

- Requesting a purchase, choosing the supplier, receiving the goods, certifying acceptance and authorising payment.
- Creating a payroll entry, approving the entitlement, processing payment and reconciling the payment record.

When staffing is limited

- Record the risk and obtain an authorised alternative control, such as independent periodic checking by someone outside the transaction.
- Check the source records and the physical event. Two signatures add little protection if both sign without examining the evidence.

The required approver still needs lawful authority. Separation of duties is a control, not a way to bypass the financial delegation.

Check a bill against the event it represents

Working payment checks. An invoice is a claim for payment; it does not establish delivery by itself.

Risk signal	Verification before a conclusion
Duplicate invoice or repeated amount	Compare supplier, invoice number, purchase order, payment history and any legitimate staged bill.
Receipt without supporting delivery	Check goods received, quantity, inspection, store entry and the receiving officer's account.
Changed bank details	Independently verify the supplier request through an authorised contact and approval route.
Service reported as completed	Check the agreed deliverable, dates, technical acceptance and evidence that the service occurred.

Resolve discrepancies through the authorised process before certifying disputed payment. Do not treat an unexplained mismatch as proof of dishonesty.

WORKING METHOD | Illustrative material is identified in the text.

Reconcile medicines, devices and stores

Working stock controls connect the recorded quantity with physical stock and lawful use.

Follow the movement

- Match receipt, issue, transfer, return, expiry, breakage and approved adjustment records. Identify the responsible custodian at each stage.
- Use the relevant batch, serial or asset number. A total value alone may conceal substitution or movement of a high-value item.

Check independently

- Compare the physical count with the ledger using a defined count date and a clear rule for movements during the count.
- Investigate differences, record explanations and authorise corrections. Preserve the original entry and the adjustment trail.

A stock shortage is a finding requiring explanation. Theft, recording error, timing differences and unauthorised issue require different evidence and responses.

WORKING METHOD | Illustrative material is identified in the text.

Connect attendance, entitlement and payroll

Working HR and finance checks should examine whether the person and the payment are both valid.

Check the entitlement

- Match the appointment, joining date, pay authority, sanctioned post or lawful arrangement and approved changes to the payroll record.
- Review transfers, retirement, cessation of service, duplicate identifiers and changes to bank details through the authorised process.

Check attendance fairly

- Compare attendance exceptions with duty rosters, approved leave, training, deputation, emergency duty and recorded corrections.
- Keep salary treatment and disciplinary action within their separate legal routes. A biometric alert alone does not prove unauthorised absence.

Do not invent fines or deduct pay as a shortcut. Establish facts, entitlement and the competent authority before the relevant order.

WORKING METHOD | Illustrative material is identified in the text.

Make patient charges and receipts traceable

Working revenue controls protect patients as well as public funds.

At the point of collection

- Display the approved charges and lawful exemption route. Give an authorised receipt and make the complaint route visible.
- Control receipt numbers, cancellations, refunds and waivers. Staff should not collect unofficial fees or direct payment to personal accounts.

At reconciliation

- Compare service activity, issued receipts, cash or electronic collections, bank deposits and authorised adjustments.
- Investigate unexplained gaps and delayed deposits. Keep duties, access permissions and review responsibilities clear.

A waiver for a needy patient must follow the authorised mechanism. Informal collection and informal charity both weaken accountability.

WORKING METHOD | Illustrative material is identified in the text.

Put an improper request into a reasoned file

Invented case: an influential caller asks the MS to award a supply order to a named firm without the applicable process.

Record facts	Note the request, date, source and proposed decision accurately. Separate the request from any lawful order.
Identify the issue	State the applicable procurement and financial route, missing authority and practical effect on the hospital.
Give a lawful option	Explain how the requirement can be met through the correct process, including any genuinely applicable urgent procedure.
Escalate	Seek a decision from the competent authority through the official channel. Retain the advice and the response.
Preserve integrity	Do not backdate approval, invent quotations or change the record to make an improper action appear regular.

A written instruction does not itself make an unlawful act lawful or remove the responsibility attached to your own action.

TEACHING CASE | Illustrative material is identified in the text.

When dishonesty is suspected, act without prejudging

Suggested first response. Immediate safety needs and lawful reporting duties must be addressed at once.

1	**Protect**	Control the immediate risk to patients, public funds or records within lawful authority.
2	**Preserve**	Secure relevant records and access logs; keep the original state and an evidence handover trail.
3	**Report**	Give the authorised, unconflicted recipient a factual account and identify urgent decisions.
4	**Route**	Obtain the correct administrative, disciplinary, regulatory or criminal process and follow its requirements.

An internal review should not obstruct a lawful external investigation. Do not threaten witnesses or obtain a forced confession.

WORKING METHOD | Illustrative material is identified in the text.

Write a factual referral, not a verdict

Suggested structure for a concern involving a transaction, officer or supplier.

Include	What to write
What happened	The reported act, relevant dates, location and transaction references.
What is established	Facts verified from identified records; separate firsthand knowledge from reports by others.
What remains uncertain	Missing records, disputed facts, possible explanations and further verification required.
Evidence and action	Indexed copies, secure location of originals, current risk controls and action requested.

Use neutral terms such as suspected, reported and discrepancy where appropriate. Limit circulation and protect both the reporter and the person complained against.

WORKING METHOD | Illustrative material is identified in the text.

Departmental action and criminal action are distinct

PEEDA is the Punjab Employees Efficiency, Discipline and Accountability Act 2006. ACE is the Anti-Corruption Establishment.

Route	Main question	Key limit
Administrative correction	What control, record or process needs correction?	Correction alone does not settle personal liability.
Disciplinary proceedings	Is a covered employee liable under the applicable service law?	Use the competent authority and prescribed process.
ACE enquiry or investigation	Do facts fall within the applicable corruption-investigation framework?	Enquiry, case registration and proof in court are different stages.
Other regulator or forum	Does the issue fall within that body's legal remit?	A complaint label does not establish jurisdiction.

PEEDA section 4(3) states that a disciplinary penalty does not absolve criminal liability. Obtain advice on coordination where proceedings overlap.

Sources: **I4**: rules 5-6 and 10 | **I5**: sections 1-4

Cooperate with ACE through a controlled record process

The Punjab ACE Rules 2014 provide for preliminary enquiry, criminal case registration and references for disciplinary action.

Understand the stage

- Rule 5 addresses preliminary enquiry. Rule 6 addresses registration where the facts and required approvals warrant it.
- Rule 10 provides for departmental referral in the circumstances it specifies. A criminal process and a service-law process are not interchangeable.

Manage the institutional response

- Verify the request and deadline, identify the authorised contact and preserve the relevant records. Seek prompt legal advice where scope or authority is unclear.
- Provide an accurate, indexed response through the authorised channel. Keep an acknowledgement and an inventory of records supplied or taken.

Confirm current jurisdiction and approvals for the actual case. Do not assume that an old ACE permission table or another agency's threshold settles the issue.

Sources: **I4**: rules 5, 6 and 10

Support reporting without promising immunity

Suggested institutional safeguards for people who raise concerns honestly. A reporting policy is not a statutory protection certificate.

Make a safe reporting route

- Provide an alternative recipient when the normal supervisor is implicated. Restrict identity and evidence to people with a lawful need to know.
- Assess threats, preserve the report and arrange an independent review. Watch for unexplained adverse roster, appraisal or posting changes after a report.

Explain the limits accurately

- Do not promise complete anonymity, immunity from every proceeding or a financial reward without a verified applicable legal basis.
- An unproved allegation is not automatically malicious. Equally, deliberate fabrication requires its own fair process and evidence.

External disclosure must follow the applicable law and authorised reporting route. Do not copy patient or staff records to public platforms to support an allegation.

WORKING METHOD | Illustrative material is identified in the text.

Use RTI law to decide disclosure

The Punjab Transparency and Right to Information Act 2013 supports access and proactive disclosure, subject to its provisions.

Provide accountable information

- Section 4 includes functions, powers, governing instruments, decision processes and budget information among proactive disclosures.
- Use the designated Public Information Officer and maintain retrievable records. An inconvenient request is not a reason to withhold information.

Apply the actual exceptions

- Section 13 includes protection for legitimate privacy, legal privilege and specified risks to investigations or the administration of justice.
- Disclose non-exempt information that is reasonably separable. The Punjab Information Commission may order disclosure where public interest outweighs the likely harm.

Do not publish a patient record or an untested accusation as transparency. Do not refuse an entire file merely because one part may be protected.

Sources: **I6**: sections 4, 7-8 and 13

A small integrity dashboard should test real controls

Illustrative internal monthly review. Use restricted access and clear definitions; the frequency is a suggested working method.

01 Conflicts

Unresolved declarations and decisions awaiting an independent substitute.

02 Permissions

Outside activities or benefits requiring a recorded decision.

03 Transactions

Unresolved duplicate payments, receipt mismatches and supplier-detail changes.

04 Resources

Stock, payroll and revenue differences still awaiting explanation.

05 Reporting

Concerns awaiting action and any reported retaliation or evidence loss.

06 Closure

Corrective actions independently checked and issues requiring escalation.

A low number of complaints does not prove integrity. Examine whether the controls work and whether staff can report concerns.

WORKING METHOD | Illustrative material is identified in the text.

The supplier offers to fund an educational meeting

All people, events and hospital details in this teaching example are invented. They do not describe an actual hospital event.

Offer	A current bidder offers to fund a hospital workshop and asks that its equipment be specified as mandatory in the next purchase.
Benefit	The proposed meeting has a useful clinical topic and would reduce the hospital's education cost.
Pressure	A staff member says that education funding should be accepted because no individual will receive cash.
Your task	Identify the problem, the immediate decision and the records needed.
Before continuing	Explain whether a useful purpose, institutional payment or a written agreement removes the purchasing concern.

Write a short response to the offer before reading the next page.

Answers and reasons

Compare your reasoning with the evidence and the applicable rule.

The condition creates the problem

The offer links educational support to a purchasing advantage. An institutional recipient and useful topic do not cure that condition.

Do not agree to the linked arrangement

Keep the procurement decision independent. Refer the proposal to the authorised, unconflicted decision-maker and record the conditions offered.

Apply the relevant rules to any revised proposal

DRAP Rule 11 prohibits the specified purchasing linkage. Any separate lawful support still needs proper authority, objective criteria and a complete record.

A donation should support an approved purpose without controlling supplier selection or clinical judgment.

Sources: **I3**: rule 11 | **I7**: current procurement framework

Three short integrity decisions

Write your answer and the reason before turning to the next page.

A. Missing stock

The stock ledger shows 100 units, but a count finds 92. The storekeeper has not yet been asked about movements during the count. Is theft established?

B. Family connection

An evaluator declares a relevant family relationship but continues to draft the scores, saying the declaration has solved the issue. Is the control complete?

C. Reporting assurance

A manager promises that every person reporting dishonesty will be anonymous and immune from all legal proceedings. Is this an assurance the MS should give?

For each case, identify one fact to check and the next authorised action.

TEACHING CASE | Illustrative material is identified in the text.

Answers and reasons

Compare your reasoning with the evidence and the applicable rule.

A. No: a difference needs investigation

Verify the count, movements, issue records and timing. Preserve evidence and control immediate risk without declaring theft before the facts are established.

B. No: the conflict needs a decision

Arrange independent assessment and an authorised control, including recusal or replacement where required. A declaration alone does not make participation appropriate.

C. No: give only support that can be delivered

Explain the reporting route, restricted access and proposed protection steps. Do not promise legal immunity or absolute anonymity without the actual legal basis.

Fairness and integrity require accurate statements about both the allegation and the powers available to the hospital.

Prepare a practical integrity review for one hospital process

Use a non-confidential real case or the invented examples in this lecture.

Map the process

Choose a process. Identify the roles, authority, relevant interests and any incompatible duties.

Test one control

Use a defined sample. Compare the record with the actual event and document any limitation.

Report and recheck

State the gap, evidence, required decision, action owner and date for rechecking.

Could another authorised reviewer follow the evidence and reproduce your conclusion without relying on your assurance?

Use anonymised or invented details in study work. Keep actual patient, staff and supplier records within the authorised system.

WORKING METHOD | Illustrative material is identified in the text.

Six questions before signing a sensitive decision

Use these questions as a working pause before an approval, acceptance, certification or referral.

01 Authority

Do I have the power for this decision, and is the correct process being used?

02 Interest

Has any relevant personal, financial or other interest been declared and managed?

03 Evidence

Does the record support what I am certifying, including the actual event?

04 Fairness

Have I separated suspicion from findings and allowed the required response?

05 Disclosure

Are disclosure, privacy and reporting handled through the correct route?

06 Follow-up

Who will implement, check and report the result of this decision?

Integrity is demonstrated through lawful choices, reliable records and correction of verified gaps. Documentation cannot cure an unlawful act.

WORKING METHOD | Illustrative material is identified in the text.

Sources and continued use | 1

Select a source title or its official-source link to open the document.

I1

Punjab Government Servants (Conduct) Rules 1966

Official S&GAD Estacode and amendment index. Apply the current rules, instructions and delegated powers for the individual employee. This lecture does not reproduce gift-value limits or a universal private-practice entitlement.

Government of Punjab | S&GAD Regulations Wing | **Official source** | **Amendments and instructions**

I2

Recruitment policy: participation where a relative is a candidate

S&GAD No. SOR-IV(S&GAD)10-1/2003, 11 October 2006, reproduced on printed page 57 of the official compilation. The officer must not participate; seek alternative arrangements from the next higher authority.

Government of Punjab | Official Rawalpindi Medical University copy | **Official source**

I3

Ethical Marketing to Healthcare Professionals Rules 2021

S.R.O. 1472(I)/2021, notified 12 November 2021. Rules 5, 10 and 11: consultancy, gifts, grants and donations. Apply later directions and the full conditions for each activity.

DRAP | Government of Pakistan | **Official source** | **DRAP final guidance, 2024**

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Sources and continued use | 2

Select a source title or its official-source link to open the document.

I4

Punjab Anti-Corruption Establishment Rules 2014

Notification No. SOE-II(S&GAD)3-203/13, 7 February 2014. Rules 5-6 and 10 distinguish preliminary enquiry, criminal case registration and departmental reference. Rule 17 repeals the 1985 rules, subject to savings.

Government of Punjab | Anti-Corruption Establishment | **Official source** | **Official explanation of enquiry**

I5

Punjab Employees Efficiency, Discipline and Accountability Act 2006

PEEDA: scope and authority must be established for the employee. Section 4(3) distinguishes a disciplinary penalty from criminal liability. Lectures 26-28 explain the current disciplinary process and amendment checks.

Government of Punjab | Official departmental copy | **Official source** | **Current notifications and amendments**

I6

Punjab Transparency and Right to Information Act 2013

Act XXV of 2013. Earlier official print used for sections 4, 7-8 and 13: proactive disclosure, records and exceptions. Check the current Act and rules before live use.

Government of Punjab | Official Health Department copy | **Official source** | **Current Punjab Laws text**

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Sources and continued use | 3

Select a source title or its official-source link to open the document.

I7

Punjab Procurement Rules 2014

Apply the current amended rules, prescribed bidding documents and procurement method. The working integrity controls here complement Lectures 13-18.

Government of Punjab | Punjab PPRA | **Official source** | **Notifications**

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