



Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has.

—Margaret Mend

SHEHRI

January - March 1999 Vol. 9/No. 1

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KBCA Oversee Committee: A Model For Positive Change

The Karachi Building Control Authority (KBCA) Oversee Committee has been re-notified for another term. *Shehri* has played a pivotal role in both initiating and sustaining this effort aimed at bringing about transparency and the rule of law within KBCA. This process of citizen participation and public-private interaction offers a model and a guideline for much needed similar initiatives in other civic bodies to ensure good governance.

It is a matter of some satisfaction that the KBCA Oversee Committee has been re-notified (see box), despite strong resistance offered by vested interest groups.

Shehri and other committed citizens of the city kept up with their demands for the re-notification of the Oversee Committee and as a result, not only has the committee been re-notified but its powers and functions have also been enhanced.

During its first stint, the members of the Oversee Committee were criticized for not being able to follow up on most of their recommendations whose proper implementation was often not achieved.

To tackle this problem, a Secretariat of the Oversee Committee has now been set up. The responsibilities of the Secretariat include co-ordination of the committee activities and ensuring that the decisions of the committee are properly followed up.

Mr. Zaidul Wasti, Controller of Buildings, KBCA has been appointed as the Secretary of the Oversee Committee Secretariat, while a nominee of Shehri, Mr. Sarwar Khalid is acting as the Oversee Committee Secretariat Co-ordinator.

In the Oversee Committee itself, Shehri is directly represented by its member. Mr. Roland de Souza, while the Chairman of Shehri, Mr. Qazi Faez Isa, is represented in the Committee in his capacity as a noted legal expert of the city.



Break the law at your own peril!

It has been part of Shehri's agenda to empower the citizens by providing them information about the laws, rules and regulations which govern our civic bodies and facilitate their interaction with government agencies so that transparency is ensured. It is felt that this process has also resulted in improving the capacity of government officials to bring about positive changes in the system. □

A CHARTER OF REFORM KBCA OVERSEE COMMITTEE NOTIFICATION

NO. SO-Land (KDA)/HTP/3-89/99:- The Government of Sindh in exercise of the powers conferred under Section 4-B of the Sindh Building Control Ordinance, 1979 (hereinafter referred to as the 'ordinance') is pleased to appoint a Committee to oversee and monitor the functioning and operation of the Karachi Building Control Authority (hereinafter referred to as the 'Authority') for a period of three years and until further orders. The Committee shall comprise of the following members:

- | | |
|--|-----------|
| (i) Secretary Housing & Town Planning Department | Chairman |
| (ii) Chief Controller of Buildings, KBCA | Secretary |
| (iii) Mr. Justice (Retd.) Haziqul-Khairi | Member |
| (iv) Director General, KDA | Member |
| (v) Director General, LDA | Member |
| (vi) Director General, MDA | Member |
| (vii) Legal Advisor, KBCA | Member |
| (viii) Chairman, Pakistan Engineering Council | Member |
| (ix) Chairman, Pakistan Council of Architects and Town Planners | Member |
| (x) Chairman of Association of Builders & Developers | Member |
| (xi) Nominee of SHEHRI-Citizens for a Better Environment | Member |
| (xii) Architecture Department, Dawood College of Engineering & Technology | Member |
| (xiv) Civil Engineering Department, NED Engineering University | Member |
| (xv) Citizen with proven track record of interest in building matters nominated by the Governor: Mr. Ardeshir Cowasjee | Member |
| (xvi) Advocate with a minimum of ten years of | |

C-Pg. 3 & 4



SHEHRI

206-G, Block 2, P.E.C.H.S.,
Karachi-75400, Pakistan.
Tel/Fax: 92-21-453-0646
e-mail/address:
shehri @ onkhura.com
(web site) URL: http://
www.onkhura.com/shehri

EDITOR
Farhan Anwar

MANAGING COMMITTEE

Chairperson : Qazi Faez Isa
Vice Chairperson : Vicky de'Souza
General Secretary :

Amber Ali Bhai
Treasurer : Hanif A. Sattar
Members : Navaid Husain
Khatib Ahmed
Dr. S. Raza Ali Gardez.

SHEHRI STAFF

Co-ordinator :
Mrs. Mansoor
Asst. Co-ordinator :
Mohammad
Rehan Ashraf

SHEHRI SUB-COMMITTEES

- i) Legal
- ii) Media & Outreach
- iii) Anti-Pollution
- iv) Parks & Recreation
- v) Gun Free Society
- vi) Conservation & Heritage
- vii) Fund Raiser

Contributions are welcome

Interested contributors should contact the SHEHRI office for writers guidelines. SHEHRI newsletter readership is from students, professionals, environmentalists, policy makers, NGOs and other organizations

Views expressed herein do not necessarily express the views of the Editor/Editorial Board.

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EDITORIAL

Where is the Metropolitan Government?

Of late, cause of much debate and controversy has been the process of forming metropolitan agencies for Karachi. While the process of establishing the 'Karachi Metropolitan Police', is said to be in an advanced stage, an ordinance for the constitution of a 'Karachi Metropolitan Transport Authority (KMTA) has already been prepared and notified. Although few among the genuinely concerned citizens would question the validity and need of cementing such institutions of local governance, the fear of the derailment of such systems arises from the fact that the initiatives are not the outcome of a normal course of events. By a normal course of events one may imply that first to be established is a strong government, truly metropolitan in its character and functions, which in due course of time gives birth to supportive satellite bodies like the ones we seem to be experimenting with - minus a metropolitan government! This serious administrative shortcoming is clearly reflected in the charter of KMTA which is far from metropolitan in its nature and content. However, this obvious flaw notwithstanding,

also not to be discouraged are the sincere efforts of the concerned citizens who develop and support these efforts in the hope that as these bodies evolve, somewhere along the road, hopefully in not too distant a future, they will receive the protective shade of a proper metropolitan government. This hope and prayer is a reflection of the extreme hardships the civil society faces in their efforts for bringing meaningful and lasting changes in our system and the difficult compromises made along the way. It is also a healthy sign that the local NGO's and other citizen groups, instead of adopting a confrontational attitude have decided to work with the government in evolving models and systems in which the state and civil society can draw upon the strengths of each other for the good of the city. Despite the hardships, the process goes on, as it always has. As Faiz Sahib very rightly said.

انہیں کے فیض سے بازار عقل روشن ہے
جو گاہ گاہ جنوں اختیار کرتے رہے



Sub-Committee to look into building plans of highrises.

The Overseas Committee of KBCA, has formed a three member sub-committee, comprising of representatives of Pakistan Engineering Council, (PEC) Pakistan Council of Architects and Town Planners (PCATP) and NED University of Engineering and Technology Karachi.

All plans pertaining to ground plus four and above buildings are to be referred to the sub-committee to ensure that no violation of building bye-laws is committed in the approval of the plans. □



Mr. Roland deSouza, Shahr representative in the KBCA Overseas Committee

C-Pg. 1 (Notification)

active practice, nominated by the Governor Qazi Faez Isa. Bar-at-Law

Member

The organizations listed at number (viii) to (xiv) may be represented by such person (s) as the concerned organization in writing intimates to the Secretary of the Committee and unless otherwise notified in writing, the person who was initially representing the organization shall continue to do so. If an organization is represented by more than one person, such persons shall for the purposes of this notification be deemed to be a single member.

1. The Committee may undertake the following functions:

(i) To oversee and monitor the grant of approvals of buildings in accordance with the provisions of the Karachi Building and Town Planning Regulations, 1979 and/or any other regulations framed under the Ordinance hereinafter referred to as the 'Regulations'.

The Authority in case the same is in violation of its approved building plan and the Authority shall within fifteen days of the receipt of such intimation take appropriate steps in accordance with the provisions of the Ordinance.

(iii) To issue directions to the Authority for the demolition of dangerous or unauthorized buildings. The Authority shall within fifteen days of the receipt of such directions implement the same in accordance with the provisions of the Ordinance and/or the Regulations.

(iv) To draft and recommend amendments to the Regulations as and when deemed necessary.

(v) To draft and make recommendations for amending the Ordinance whenever deemed necessary.

(vi) To draft rules and regulations for giving effect to the provisions of the Ordinance.

(vii) To ensure that the Authority effectively enforces and implements the provisions of the Ordinance and the Regulations.

(viii) To recommend policy measures to the Authority and the Government in relation to the regulation of growth of the city both vertically and horizontally.

(ix) To suggest ways and means of making the Authority more efficient and effective.

(x) To recommend measures to protect and

preserve the built environment of the city.

(xi) To take measures to ensure that the provisions for amenity parks, playgrounds, public services and recreational areas in various housing and other schemes are properly used.

(xii) To make recommendations for the effective preservation and restoration of buildings of architectural, cultural or historical interest.

(xiii) To co-ordinate with any task force, advisers, experts or other person performing any functions under the Ordinance.

(xiv) To make law/rules/recommendations for layout and building plan.

(xv) To initiate action against any officer or employee of the Authority who appears to be acting contrary to the provisions of the Ordinance and/or the Regulations and/or is perceived to be indulging in corrupt practices (as the ordinary meaning of the word connotes) and submit a written complaint to the Government in respect thereof, which complaint shall be signed by at least five member of the Committee. The Government shall within seven days of the receipt of such complaint commence disciplinary action against such officer or employee.

(xvi) To make efforts to ensure transparency in the functioning of the Authority and to further ensure that requisite information is made available to the general public.

(xvii) Any other steps that the Committee deems necessary and expedient in order to effectively carry out its functions and in exercise of its powers set out herein.

2. All words used here shall have the same meaning as is assigned to them in the Ordinance and/or the Regulations.

3. The Chief Controller of Buildings shall be the ex officio Secretary of the Committee.

4. The Committee shall meet at least once a month on a fixed day and time.

5. Four members shall form the quorum of a meeting. In case the Chairman is not able to attend a meeting, the members present shall amongst themselves elect a Chairman for the meeting.

6. Decisions in a meeting shall be taken by simple majority. In case of equality of votes the Chairman shall have a second or casting vote.

7. The Secretary shall keep proper record of



(Notification Cont.)

all proceedings of a meeting and shall provide copies thereof to all members within one week. In case the Secretary fails to take and record the minutes of a meeting, the same may be recorded by any member of the Committee, subject to the approval of the majority of members attending such meeting.

8. The member shall be entitled to receive assistance and information from the Authority and its officers and employees with regard to all matters relating to the functioning of the Authority. In the event of failure to render assistance or the failure to provide information or the giving of false or misleading information, disciplinary action shall be initiated by the Government against the concerned officer or employee upon the written complaint of at least four members, particularizing therein the matter complained of.

9. The Authority shall submit quarterly reports to the committee giving detailed particulars therein of its progress, achievements and reasons for any failures to achieve its targets.

10. Any recommendations/suggestions/proposals given by the Committee to the Authority or to the Government or any other concerned authority in exercise of the Powers conferred under this notification shall be in written form.

11. The Government, Authority, or agency receiving such recommendations/suggestions/proposals shall within fifteen days of the receipt thereof either accept and adopt the same or adopt the same with modifications.

12. In case the Government, Authority, or agency receiving such recommendations / suggestions / proposals decides not to accept or adopt the same with or without modifications, it shall call a meeting of the Committee members and try to bring about a consensus in respect thereof, failing which it shall give its reasons for rejecting such recommendations/suggestions/proposals.

13. No suit or proceeding or legal proceeding shall lie against any member in respect of anything done or intended to be done in good faith in the performance of functions or exercise of powers contained herein.

14. Any member who does not wish to retain his membership of the Committee may submit his resignation to the Government.

15. Any member who fails to attend three consecutive meetings of the committee shall no longer be considered to be a member of the Committee.

16. Any vacancy occurring in the Committee by virtue of death, resignation, minimum prescribed attendance or any other reasons shall be filled in by the Government by appointment of new members. In making such appointment in respect of the said vacancy by a member of a particular organization or of a particular and relevant qualification, the Government may ensure that only such person is appointed who is representative of a similar organization or who is similarly qualified.

(Syed Faisal Saud)
Secretary to Government of Sindh

No. So-land(KDA)/HTP/3-89/99 Karachi
dated the, 9th March, 1999.

Empowering the Citizens



Karachi Building Control Authority KDA

Civic Centre Annexe,
Gulshan-e-Iqbal, Karachi
Ph: 493-6981, 493-2263

Attention Citizens

To assist the citizens of Karachi and to help establish transparency, the KBCA has been maintaining a

"Public Information Counter"

at the Civic Centre Annexe 1st Floor for the past two years. The general public is advised to visit the Counter and:

- ♦ register written complaints of any kind (which will be answered in writing within 10 days)
- ♦ obtain (within 5 days) copies of any approved building plans and related documents at nominal charges
- ♦ obtain written information (within 10 days) on citizens' problems/issues relating to the built environment.

Citizens are strongly advised not to invest in building projects (flats, shops, offices, godowns, bungalows, etc.) without first inquiring at the KBCA "Public Information Counter" and obtaining written information about the nature and extent of the "NOC for Sale". A copy of the "Model Agreement with Builder" is also on display at the Counter. Information of pending litigation on projects is also available.

Citizens are also cautioned that it is a criminal offence under SBCO '79 to occupy any premises (flats, shops, offices, etc.) without a KBCA "Completion/Occupancy Certificate". Penalties include fines and/or imprisonment.

The KBCA is here to serve and protect your interests. Visit the "Public Information Counter" and obtain the relevant information before investing your hard-earned monies!

This is your city! Preserve its built environment!
Karachi Building Control Authority



SHEHRI ACTIVITIES

Ninth Annual General Meeting of Shehri-CBE

The Ninth Annual General Meeting (AGM) of Shehri-CBE was held at the Shehri office on Saturday, 3rd April 1999, in which office bearers for the years 1999-2000 were elected.

Ms. Victoria de-Souza, Vice-Chairperson, Shehri read out the minutes of Shehri AGM 1998, which were later proposed for adoption by Mr. Haider, a member and seconded by another Shehri member, Mr. Mohammad Ali Rasheed.

Ms. Amber Ali Bhui, General Secretary, Shehri, then gave details of Shehri's activities / projects of the year 1998 and also provided an overview of the projects for the year 1999, which is as follows.

Legal Sub-Committee

The participants were informed by Ms. Ali Bhui that the Karachi Building Control Authority (KBCA) Oversee Committee had been re-notified. This decision had been taken due to the tireless efforts by Shehri members and other concerned people of the civil society, in the face of strong resistance from vested interest groups.

The participants were also informed that not only has the Oversee Committee been re-noti-

fied, its powers and functions have also been substantially increased. Out of the total of ten Oversee Committee members, two are Shehri members. Shehri is directly represented in the committee by Mr. Roland de Souza, while the Chairperson of Shehri, Mr. Qazi Faez Isa, sits in the committee in his capacity as a noted legal expert

A long-standing demand of Shehri was accepted when the KDA Governing Body was recently reconstituted, with greater representation from the citizens.

Owing to the continued efforts of Shehri, a *Green Bench*, comprising of two senior High Court judges has been formed in the Sindh High Court to look into cases involving environmental concerns. Shehri members are now being asked by the local judiciary to help in such cases.

Shehri is also striving to introduce similar measures at the Supreme Court level.

Under the *Protection of the Sanctity of the Mazar Act*, 35 buildings in the vicinity of the Quaid-e-Azam mausoleum were termed illegal by the Sindh High Court. Later, the Supreme Court gave the builders relief. However, on Shehri's demand the case was sent back to the Sindh High Court, which again termed the buildings illegal and their demolition is presently taking place. Case against the illegal con-



(L-R) Ms. Amber Ali Bhui (General Secretary) Ms. Victoria de Souza (Vice Chairperson) Mr. Khalid Ahmed (Treasurer)

of the city.

A KBCA Oversee Committee Secretariat has also been formed to coordinate the activities of the committee. A nominee of Shehri, Mr. Sarwar Khalid, acts as coordinator of the Oversee Committee Secretariat.



Ms. Victoria de Souza chaired the AGM proceedings



Ms. Amber Ali Bhui described Shehri work for the year 1998



Mr. Khalid Ahmed presented Shehri's audited accounts for the year 1998



struction of *Fortune Towers*, on main Shahrah-e-Faisal, Karachi, is pending in which Shehri is a party.

In the infamous *Glass Towers* case, third party interest has been removed, due to which the builders have not been able to rent out the shops.

A committee chaired by Mr. Salim Thariani is presently updating the rules/regulations of Sindh Building Control Ordinance 1979 (SBCO '79). Shehri is represented in the committee by Mr. Husnain Lotia, a professional architect.

The present strength of the Shehri legal sub-committee stands at nine members and 31 legal cases filed by Shehri are pending in the courts.

Media & Outreach Sub-Committee

Four newsletters, in English and Urdu languages were brought out by the committee in the year 1998, which were well received in the public. Apart from the newslet-

ters, two-research projects were managed by Shehri member, Mr. Farhan Anwar. One project related to the sector of urban solid waste management and was titled

Neighborhood Level Solid Waste Management in Karachi: Issues and Solutions. The second study, *Riding for a Fall: Analyzing the Public Housing Sector in Karachi*, looked into the problems facing the urban public housing sector of the city.

Efforts are also, presently under-way to develop Shehri's own web-site.

Anti-Pollution Sub-Committee

Shehri adopted a park (ST-12, Scheme 5, Clifton, Karachi) under the Karachi Metropolitan Corporation (KMC) *Adopt a Park*, Scheme.

However, due to the non-cooperation of the area residents, the project has failed to achieve the expected results. Shehri might have to return the park to back to KMC, if the present state of affairs do not undergo a positive change.

A long-standing demand of Shehri was accepted when the KDA Governing Body was recently reconstituted, with greater representation from the citizens.

Gun Free Society

Shehri, in continuation to its ongoing media campaign which has already proven very successful (Gun Free Car Stickers) is looking into the possibility of placing a *Public Message Sign Board*, at some prominent spot in the city. For this purpose, donations are required.

Fund Raiser Sub-Committee

The participants were informed that certain donors whose wish it is to remain anonymous are contributing to Shehri on a regular basis. Part of the administrative cost of Shehri is thus met. Also, due to the efforts of Shehri members and Ms. Mansoor, Administrator, Shehri, substantial funds were obtained last year.

Shehri formed part of the Drafting Committee of Karachi Metropolitan Transport Authority (KMTA). In this committee, Shehri was represented by Ms. Amber Ali Bhai and Mr. Farhan Anwar. Shehri is also a part of the *Task Force on Municipal Affairs* formed by the Governor of Sindh.

Mr. Hanif Sattar and Mr. Khatib Ahmed of Shehri are part of a Task Force looking into Traffic Management at Tariq Road, and removal of encroachments.

The Annual Report for the year



Mr. Farhan Anwar of Shehri outlined the achievements of Media and Outreach Sub Committee



Members took keen interest in the AGM proceedings



1998 was proposed for adoption by Mr. Kaikobad Dinshaw, member Shehri and seconded by Mr. Chaudhry Nisar, member Shehri.

The audited report for year 1998 was presented by Mr. Khatib Ahmed, Treasurer, Shehri. It was proposed for adoption by Mr. Amin Haroon, member Shehri and seconded by Ms. Amra Javed, member Shehri.

Appointment of Auditors and their remunerations for the year 1999 were decided (same as in 1998). The appointment was proposed

for adoption by member Shehri, Mr. Derrick Dean.

The annual fee for the year 1999 (Shehri membership) was fixed at Rs. 300/- (any amount over and above would be acceptable).

The office bearers and members of Shehri managing committee for the year 1999-2000 were elected. (See box) The members present also gave their views on the workings of Shehri and suggested ways of improving its functions. □

Shehri-CBE Managing Committee (1999-2000)

Mr. Qazi Faez Isa	Chairperson
Ms. Victoria deSouza	Vice Chairperson
Ms. Amber Ali bhai	General Secretary
Mr. Hanif A. Sattar	Treasurer
Mr. Navaid Husain	Executive Member
Mr. Khatib Ahmed	Executive Member
Dr. S. Raza Ali Gardezi	Executive Member

Shehri Makes A Difference

Glass Towers One Step Forward

On 3rd of May 1999, the Supreme Court ordered the builders of the Glass Towers project to remove the portion of the building facing the Clifton Road, Karachi, as it might obstruct the future expansion of the road to the proposed width of 150 feet.

Shehri had been at the forefront of the campaign launched by concerned citizens, notably Mr. Ardeshir Cowasjee, against this illegal structure and the judgement of the honorable Bench of the Supreme Court sets another landmark in citizens struggle for a better environment. □

A Metropolitan Transport Authority At Last!

On the 4th of May, 1999, the Chief Secretary Sindh, through a notification declared the establishment of the Karachi Metropolitan Transport Authority (KMTA). The various transport authorities like the Regional Transport Authority (RTA), Traffic Engineering Bureau (TEB) and Karachi Mass Transit Programme (KMTP) are to merge in this single body, with the Secretary Transport Department, Government of Sindh, acting as the Chairman of the Governing Body.

Shehri, which participated in the drafting of the KMTA Ordinance and also communicated to the relevant officials its recommendations aimed at ensuring the metropolitan character of the body along with transparency in its functions, hopes that such will eventually be the case. □



URBAN MANAGEMENT

International Conference on Business Citizenship for Equitable Cities

(India Habitat Center, New Delhi, February 23-24, 1999)

An international conference to discuss the emerging global trends in urban management with particular reference to the involvement of organized private sector in local affairs was recently held in New Delhi, India. Shehri represented Pakistan in the conference and presented a paper on the issue of solid waste management in Karachi.

In the second half of this century cities have emerged as important places in the political and economic structure of a nation. Cities are where commerce, people, ideas and culture converge. As the world becomes more than 50 percent urbanized in the 21st century, the competitiveness of businesses around the world is intrinsically linked to the health and well being of cities.

Cities in Asia are growing at a magnitude that untill recently most planners had not contemplated. Rapid investment in commerce, tourism and industry in the context of infrastructure, globalization in-migration and environmental impact has created challenges with politically and socially destabilizing effects. While the present picture is disheartening, local, state and national leaders in Asia and the Pacific Rim have begun to work towards a new framework for guiding development.

Untill recently, business largely avoided working in inner cities and poor settlements. The scale of problems appeared to doom business initiatives to failure, thereby threatening to open way for unlimited claims on business resources. Currently, however, many businesses are joining with government and community groups as partners in rebuilding strategies.

While business cannot replace government or community organizations, either as donors or policy designers, they bring special



Shehri representatives (L-R)
Mr. Farhan Anwar and
Mr. Roland de Souza at the India Habitat
Center, New Delhi

capacities to a partnership. In Asia, some businesses have taken this step of entering into partnerships with local governments and community organizations to address a myriad of social and economic issues.

To discuss the implications of this trend and how best can the positive outcomes be replicated, an international conference was recently held in New Delhi, India. Its main organizers included the Housing and Urban Development Corporation Ltd. (HUDCO) of India, Asia Pacific Cities Forum (APCF), National Institute of

Urban Affairs (NIUA) of India, USAID, Decentralized Training for Urban Development (DTUD) and Confederation of Indian Industry (CII). The conference was co-sponsored by CITYNET, Friedrich Naumann Foundation, Mahindra and Mahindra, Pest Control India and Urban Management Programme Asia.

NGO's / citizen groups and business groups from various countries gave presentations about their projects on the occasion. From the host country India, the projects which were highlighted included the project of Calcutta Old Town Hall Revitalization, Bombay First, Restoration of Waterways/ Ponds in Chennai, Association of Youth for Better India, Bombay, The Ahmedabad Effort, Tata Energy Reserach Institute etc.

A presentation was made by the representative of Colombo Municipal Council, on their experience in privatization of certain aspects of civic management.

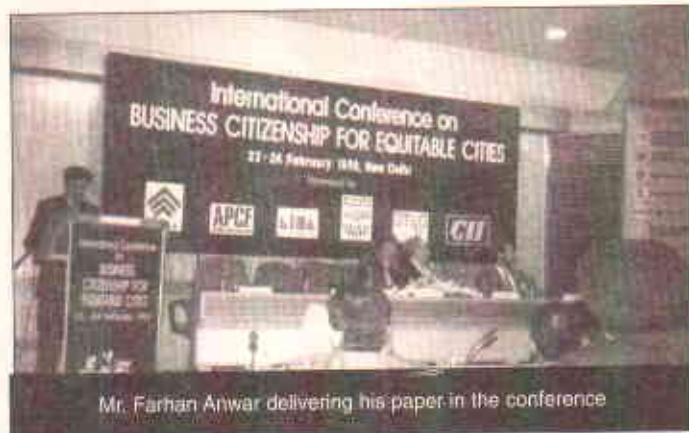
From the USA, Times Square Street Business Improvement District, New York and the America Project, Atlanta of the Carter Center were discussed.

Presentations were also made by representatives of Canada and South Korea. Pakistan was repre-



sented in the conference by Mr. Farhan Anwar, and Mr. Roland de'Souza of Shehri-Citizens for a Better Environment. Mr. Anwar made a presentation on the subject of solid waste management in Karachi city - the problems being faced in opening up the systems for citizen and private sector involvement.

The issues discussed in this stimulating exchange of experiences and ideas ranged from urban waste management to conservation of architectural heritage. At the end, in view of the various models of public - private enterprise which were highlighted, landmarks and strategies for future action plans were adopted. □



Mr. Farhan Anwar delivering his paper in the conference

The Cocoon

A man found a cocoon of a butterfly

One day a small opening appeared, he sat and watched the butterfly for several hours as it struggled to force its body through that little hole. Then it seemed to stop making any progress. It appeared as if it had gotten as far as it could and it could go no farther. Then the man decided to help the butterfly, so he took a pair of scissors and snipped off the remaining bit of the cocoon.

The butterfly then emerged easily

But it had a swollen body and small, shriveled wings. The man continued to watch the butterfly because he expected that, at any moment, the wings would enlarge and expand to be able to support the body, which would contract in time. Neither happened! In fact, the butterfly spent the rest of its life crawling around with a swollen body and shriveled wings.

It never was able to fly

What the man in his kindness and haste did not understand was that the restricting cocoon and the struggle required for the butterfly to get through the tiny opening were God's way of forcing fluid from the body of the butterfly into its wings so that it would be ready for flight once it achieved its freedom from the cocoon.

Sometimes struggles are exactly what we need in our life. If God allowed us to go through our life without any obstacles, it would cripple us. We would not be as strong as what we could have been.

And we could never fly.

— Contributed by Hanif A. Sattar,
Member, Managing Committee, Shehri-CBE

A Job well done!

Shehri members and management wish to congratulate Ms. Asma Jahangir (Chairperson) Mr. I. A. Rehman (Director) and Ms. Zohra Yousuf (General Secretary) for completing with great distinction their two years term of office, at the Human Rights Commission of Pakistan (HRCP). Their brave and tireless efforts in ensuring the protection of human rights, justice and fairplay in society are greatly appreciated and it is hoped that the new management carries on the good work with renewed zeal and commitment. □



CITIZEN POWER

NGOs : Role and Functions

Khatib Ahmed identifies the key role NGO's and CBO's are playing in the formation and implementation of development plans and strategies all over the world and explains their scope and areas of work

The citizens of Pakistan, in days past, had never known, experienced nor practiced the British form of Westminster Parliamentary Government they inherited on 14th August 1947. The people had traditionally practiced self-rule on small village, community levels through the Panchayat system with limited regional jurisdiction.

Political and administrative governance was the preserve of Badshahs, Rajas, Nawabs and aristocrats, implemented through a feudal system. These rulers even when fighting and capturing each others areas, left the working class in peace, as this segment was supposed to provide income and revenue to the victors. The common man was not supposed to involve himself in governance but to keep working and producing goods and services of economic value to keep the wheels of state moving.

With the coming of the British, the people were ruled under the same feudal system, with the additional burden of being a colony. Their past rulers after being conquered by the British, ruled their own people on behalf of the British (as vassals and

agents). For the common man, life carried on in the age old pattern of subservience to rulers.

Industrialised Britain made India a supplier of raw materials and a consumer of its finished products. This destroyed the cottage industrial base of the country and the people saw their administrative, judicial and educational systems dismantled and replaced by the British system. Two centuries of mental conditioning that the

A few popular instruments of citizens involvement are what can termed as 'Non Governmental Organizations' (NGOs), or Community Based Organizations (CBO's).

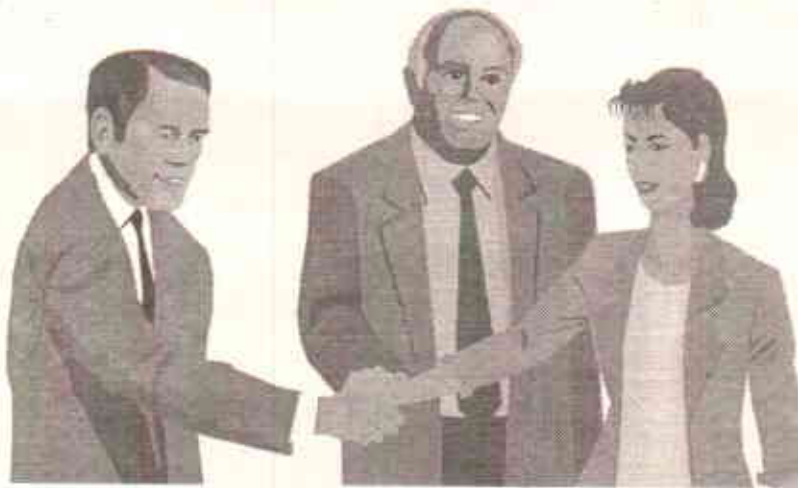
Emergence of Citizen Groups

The emergence of a large number of citizens support organizations is testimony to the fact that government organizations, autonomous bodies and other public institutions have not been able to provide the required level/quality of facilities, amenities and services to the public for which they were set up.

The question arises, Who are NGOs and CBOs?

The answer is that they are groups of private (non-government) citizens

who have taken it upon themselves to achieve certain socio-economic objectives for the benefit of the common citizen. These volunteer groups serve out of their conviction for a better tomorrow and contend that the assets of the city be treated as a trust for future generations and be preserved with due care and diligence. Members of NGOs and CBOs give volunteer service to fill the gaps in social services left by



NGOs often act as facilitators between various stakeholder groups in the society

ruler knows best and was there to fulfill all needs has left the people without initiative. This policy, continued by feudals under the democratic system, is the main cause of the peoples reluctance/inability to actively participate in self governance. Psychologically the people still seem to be waiting for some one else to come and solve their problems.



public institutions, officials (who have been provided with the organizational infrastructure and are paid by public funds to provide those services to the people).

The activist role of the NGOs and CBOs has generally not been welcomed by government officials and functionaries whose shortcomings have been exposed, questioned and at times remedied in the public interest. In reactionary fashion these officials have begun to challenge the validity and credibility of these citizen groups by questioning their real intentions for organizing sustained efforts on behalf of the public. It is not only insinuated, but at times openly stated that the real purpose behind these activities is to receive pay-offs from the vested parties (whose harmful activities these citizens groups oppose). Citizen groups are also asked by these officials where they are registered and what right do they have to mount public interest campaigns.

It is Shehri's contention that each citizen is vested with the highest authority in the land-as a citizen of Pakistan which gives him the authority he needs to work individually, or collectively for the public interest. The work of genuine citizen groups does not include any activity detrimental to public or the country. On the contrary, they seek to redress injustices caused to the public by errant officials and to make improvements in facilities for the citizens relating to health, environment, transport and social-uplift. This the citizen groups are doing through their own funds and efforts without receiving, or even wanting to receive, any funds from the public exchequer (people's tax money).

The Commonwealth Foundation,

London, UK prepared a book titled *Non-Government Organizations: Guidelines for Good Policy and Practice* in response to proposals made at the First Commonwealth NGO Forum held in Zimbabwe in 1991. The following portions, sections have been taken from that book.

Key Defining Characteristics of NGOs

Broadly speaking, NGOs may be divided into two basic groups:

• Care and Welfare

Many NGOs are involved in what can be termed *care and welfare* activities inherited from the charitable work or philanthropy which flourished in industrialised countries from the 19th century onward.

• Change and Development

Some of the NGOs were historically involved in political action and advocacy of public interest causes. From the provision of services thus developed activities of a more strategic nature. As a result, their efforts brought about many changes in society (abolition of slavery, eradication of child labour, induction of adult suffrage, sustainable development, etc.)

All NGOs have four common characteristics, traits which are narrated below:

The work of genuine citizen groups does not include any activity detrimental to public or the country. On the contrary, they seek to redress injustices caused to the public by errant officials and to make improvements in facilities for the citizens relating to health, environment, transport and social-uplift.

i. Voluntary

The term voluntary means that:

- They are formed voluntarily; there is nothing in the legal, statutory framework of any country which requires them to be formed or prevents them from being formed; and

- There will be an element of voluntary participation in the organization: whether in the form of small numbers of board members or large numbers of members or beneficiaries giving their time voluntarily.

ries giving their time voluntarily.

ii. Independent

Within the laws of society, they are controlled by those who have formed them, or by Board of Management to which such people have delegated, or are required by law to delegate, responsibility for control and management.

iii. Not-for-Profit

They are not for personal, private profit or gain, although

- NGOs may have employees, like other enterprises, who are paid for what they do. But in NGOs, the employer-Boards of Management - are not paid for the work they perform on Boards, beyond (most commonly) being reimbursed for expenses they incur in the course of performing their Board duties.

- NGOs may engage in revenue-generating activities. They



do not, however, distribute profits or surpluses to shareholders or members. They use revenues generated solely in pursuit of their aims.

(iv) Not Self-serving in Aims and Related Values

The aims of NGOs are:

- To improve the circumstances and prospects of disadvantaged people who are unable to realise their potential or achieve their full rights in society, through direct or indirect forms of action; and/or
- To act on concerns and issues which are detrimental to the well-being, circumstances or prospects of people or society as a whole.

Importance of NGOs

NGOs play an important role in society. Motivated by a desire for a caring and developed society, they establish and operate programmes of education, health, social welfare and economic improvement, especially among disadvantaged sectors.

In doing this, they directly and indirectly encourage and extend democratic practices. NGOs have also long been involved in pioneering new approaches to meeting needs and solving problems in society. In recent years, they have also been at the centre of renewed searches for sustainable processes of social, environmental and economic development and action on issues such as peace, democracy, human rights, gender equity and poverty.

The size of the NGOs sector varies widely across countries. In Britain there are estimated to be over 500,000 NGOs with the

turnover of 175,000 of these, registered as charities, estimated at 17 billion per year. The Canadian Environmental Network of NGOs has 2,000 groups in membership in Canada, Zimbabwe has an estimated 800 NGOs, which have spent Z\$300-400 million on projects since independence.

In Bangladesh, there are at least 12,000 local groups receiving local and central government financial support, and a rural development NGO has helped 85,000 villages take advantage of an immunization programme. Another, which makes credit available to poor people, has 900 branches and works in 23,000 villages. In India, one estimate refers to 100,000 NGOs while another claims 25,000 registered grass-roots organizations in only one state - Tamil Nadu.

The United Nations Development Programme estimates that the total number of people *touched* by NGOs in developing countries across the world is probably 250 million (20 per cent of the 1.3 billion people living in absolute poverty in developing countries), and that this *will rise considerably in the years ahead*.

The Spectrum of NGO Activities

Five types of activities commonly practiced by NGOs are described here, falling across the spectrum from those directed at *care and welfare* of the disadvantaged to *change and development* activities.

(i) Service and Delivery

NGOs may themselves define the services to be provided, or do so in consultation with beneficiary groups or provide the services for government or funding agencies

which provide the service which define the services.

(ii) Mobilizing Resources

NGOs mobilize resources at an individual or collective level and the resources mobilized may be human, financial and/or physical. These include production, be human, financial and/or physical. These include activities to generate resource.

(iii) Research and Innovation

These are activities which aim to gain a better understanding of and/or create new ways of responding to needs and problems affecting society in general or individuals and groups within it.

(iv) Human Resource Development

Often described as empowerment, these activities often focus on building the human capacity and skills of disadvantaged people or communities. Various methods are used to create consciousness and awareness and to enable people to participate in identifying needs, in taking action to address them, and in owning the process of development.

(v) These activities often build upon research activities, mobilizing public awareness, campaigning and advocating change or reform are important activities of many NGOs. □

(Khatib Ahmed is Member, Managing Committee, Shehri-CBE)

ADVOCACY

Why this injustice?

A citizen of the state recounts his efforts to bring about transparency in the affairs of our private housing sector and poses some pertinent questions.

Strategy of builders is to get applications from 1000, 1500 and more people with advance money against say an 80 flats complex. This advance payment followed by progressive installments goes in some other business of the builder or is invested in banks. After some time builders try to create such situations where a finger could be raised against an allottee, alleging he violated rule, so and so and thereby cancel his plot but give the refund only when the cancelled flat is re-booked in two three years by another applicant.

In fact builders do not and never want to complete the project because a completed project would not give them that much earning as the practice of cancellation, then re-booking and then re-cancellation of flats.

In Karachi, for booking of a flat I travelled the whole of Karachi but could not book one because application form of every builder, contained in a beautiful alluring catalogue suggested me to sign on the dotted line *have read the rules and regulations and terms & conditions* whereas I had not and no builder was ready to show me these terms which I was understood to have read and abide by.

I addressed this issue many times to KDA and Housing Division but

never got any response. I addressed the then Minister of Housing and Town Planning Government Sindh, several times, but he did not even acknowledge receipt. I raised this matter with Honourable Sindh Ombudsman that KBCA may be advised in the

to submit my comments on a further report of KBCA but incidentally the same report was not attached to this subsequent letter and despite repeated requests the investigation officer did not send me copy of left over enclosure. Whereas decision of Ombudsman suggests that this citizen did not give reply whereas the actual fact is that concerned investigation officer did not give me any response.

Now the final decision has come, based on KBCA submission, which suggests that KBCA was doing its job in this regard and model agreement is available on cost at KBCA counter.

Issuing statements over statements and making up minds sitting in offices merely on reports submitted by concerned departments is something else, naked harsh facts on earth are another. Through your esteemed magazine, I request that KBCA, Secretary Housing & Town Planning, to have a flat booked for me on the basis of KBCA agreement and not on the application form of the builder and see the naked facts.

If not, are we to understand that KBCA is in fact a protector of the builders mafia? □

(A Karachite, Bahrain, United Arab Emirates)



An unequal battle?

larger public interest to devise a *Standard Agreement Form* between Builder and applicant and all bookings be done on this *Standard Agreement* and builders be advised not to get booking on their own printed Forms. In return I got a very badly drafted copy of an agreement called *Model Agreement* prepared by KBCA. This agreement was in fact drafted more in favour of the builder. I made some comments including that there was a lot of difference between a *Model Agreement* and a *Standard Agreement*.

The Sindh Ombudsman Secretariat addressed me again asking me



ANALYSIS

Riding for a fall

Shehri recently undertook a study which looked into the problems facing the public housing sector in Karachi. Sector 5D of North Karachi was selected as the case study area. This research work has raised some important questions needing urgent answers.

In this study, within a limited scope, an assessment was made of the causes of decline in the housing development sector in providing new housing facilities and also in failing to properly maintain the ones they had developed.

This assessment was based on an effort made to trace the history of development of a particular government housing scheme/project (North Karachi, Sector 5D) right from the planning to the implementation, occupancy stage in order to analyse what went wrong - where and how. Why has the government failed to sustain its leading role in the formal housing sector in Karachi and why the developed housing schemes, particularly in lower/middle income areas have become planning and management nightmares.

Another important aspect of the study is the emphasis laid on 'Public Opinion', while both assessing and later analysing the findings of the study. It is unfortunate that most of the city plans of the past and present have been prepared without bothering to gather the opinions, ideas and suggestions of those very people whom these plans are meant to benefit. The way the plans have been implemented and have later unfolded with damaging consequences for the users and the city at large have proved the folly of this isolated approach, divorced from the ground realities on the part of our planners.

Some of the issues that have been

raised during the course of the study are discussed below.

As one retraces the history of urban development in Pakistan, the tale that unfolds its complex web of hope and disillusionment, progress and decline, devotion

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and intrigue is dotted with one unfortunate byline - *broken promises and unfulfilled dreams.*

A Dream Gone Sour

In the early stages of development, the major development projects, particularly in the housing sector were not devoid of planning having a forward looking focus. The "Greater Karachi Resettlement Programme", was one such project. However, do any of the two housing projects i.e. Korangi and North Karachi exhibit any features which even closely resemble the guidelines, provisions of facilities, utili-

ties and infrastructure, as outlined in the original planning documents? Obviously somewhere along the road, something went terribly wrong. **What happened and which factors or actors can be held responsible? Have we learnt any lessons?**

The answers to these questions are not easy and to address them in their totality was beyond the scope of this study. But some landmarks can certainly be set and some probing questions can indeed be posed.

A False Start?

Comparison with the original planning document reveals that references are made to facilities like central shopping centres, parks, theaters, parking spaces, pedestrian walkways etc. All these facilities are conspicuous by their absence in the study area. Were they ever built or wether over the years open spaces were encroached upon and land use conversions took place? A careful assessment of the historical development process of the area seems to point more to the former alternative. **So should the government share the major part of the blame?**

A Recipe for Disaster

There is also no denying the fact that the users have also abused the services available and violated the rules applicable. This is evident from the wide use of such devices as *suction pumps*, alterations at the individual level in the water piping network, throwing of garbage in drains and sewers and conversion of single unit houses into multi-unit complexes. However, is it not valid also to point out that



the residents were maybe forced to break the law and pollute the environment. The argument goes like this. When you have no provision for safely disposing your garbage, when sewer and water supply systems are not rehabilitated at regular intervals, when you do not have 24 hours water supply, when the regulators of the state turn a blind eye and a deaf ear to incidences of encroachments and land use conversions, are we not mixing a recipe for the wanton disregard of rules and rape of systems and services? **Is it then a problem of maintenance of services?**

It would also be pertinent to ask the citizens whether they availed of all the legal remedies at their disposal before taking the law into their own hands. More often than not it would be found that they did not, either from wont of knowl-

edge or simply as a result of distrust in the system. So, is there a ray of hope to be found in educating and energizing the common man? It is also important to note that the common man is not willing to admit to his mistakes (committed consciously or unconsciously) and the government official is characterized by his behaviour of non-cooperation. **Maybe it is a social problem!**

More of the Same?

One can endlessly go on piling up a list of questions and identifying issues, such is the labyrinthine nature of the route to development (!) we have charted for ourselves. But the most important question of all is whether we are learning any lessons from our continuing follies, mistakes and misadventures? Have our development agencies,

public or private, stopped making promises they cannot fulfill, given their lack of vision and defective planning mechanisms? Is there a conscious effort on their part to methodically and analytically evaluate the past development efforts and incorporate into their future plans provisions and safeguards to prevent breakdowns from happening again?

A Wake up Call from Shehri

Shehri, through this study has taken a step in the direction of positive change by setting standards and parameters for assessing the causes of the decline in the housing sector of Karachi - particularly the state sponsored and managed housing sector. We have stressed the importance of gauging and documenting public opinion on issues which effect them directly

Information Matrix

(Housing and related problems in N. Karachi Sec. 5D)

Impact on Quality of Living

Causes of Deline in Quality of Living	Housing	Water/Sewerage /Drainage	Garbage Collection/Disposal	Ratings (Decline in Quality of Living)
Planning Defects	a (3)	a (3)	b (2)	8
Improper Maintenance/ Regulation by Govt. Agencies	b (2)	a (3)	c (1)	7
Lack of Extention in Facilities / Utilities	c (1)	b (2)	b (2)	6
Misuse of Facilities / Rules Violation by Residents	c (1)	c (1)	a (3)	5
Ratings (Impact on Quality of Living)	7	9	8	

Note: Level of Impact is being defined by ratings. Higher ratings indicate greater adverse effects. The ratings are relative to one another.

Level	Ratings
a	(3) High
b	(2) Moderate
c	(1) Low

Conclusions

1. Water/Sewerage/Drainage are issues of major concern with both planning defects and improper maintenance being cited as causes of system inefficiency.
2. Shortcomings in the original planning of the Housing Scheme is considered the uppermost cause of decline in the quality of living

Information Matrix based on public opinion survey.



and in which their input is of vital importance for our planners and developers.

We have assessed the respective roles of institutions, private enterprises, citizen groups and individuals that go into the making of urban development dynamics, given our own special social, administrative and management context. The following landmarks can be set

Why the Gap between Planning and Implementation?

It was interesting to note that the information matrix (see chart) based on the public opinion survey revealed that the public very strongly felt that the original plans were inadequate to meet the future needs of the citizens. This feeling could be explained away by saying that since the plans never got fully implemented, it is useless to blame the planners. However, another inference could also be made. Pakistan is made up of a lot of different races and ethnicities. Karachi, being a mini Pakistan is a representative of all of them. These communities have their own socio-economic peculiarities, more apparent in the people belonging to the lower-middle income brackets. Housing and living patterns differ. Maybe, apart from engineering and technical concerns, socio-economic factors need also to be considered while developing housing for a certain community. Most of the housing projects do not seem to reflect the character and socio-cultural traits of the communities that inhabit them. Some food of thought here?

Probably that is also why, at times setbacks have been met and seemingly insurmountable hurdles have been encountered during the process of allocation of plots and houses. Various housing schemes have failed to get off the ground due to mishandling of plot/house allocations, and have led to occupation of the same by land grabbers and land speculators, while

the deserving occupants crowded the sidelines.

Disbursement of Housing Loans have also failed to stimulate growth in this sector due to non-conformity of the loaning procedures with the societal socio-economic trends and capacities to avail of the option.

Development and Management of Systems

There can be no two opinions about the fact that civic management systems have registered a progressive decline in their capacities to deliver in our country. Important civic services like water/ sewerage/ garbage disposal are in a state of continuous decay. In the absence of efficiently functioning official systems, the citizens take matters in their own hands, a practice, which, if it is devoid of professional supervision of responsible organizations or groups is likely to result in abuse of systems and services. This process is further aggravated by the failure of government agencies to enforce the writ of law, either by design or by default.

Need to Revive the Role of Government in the Housing Sector

It can be seen that even in advanced countries, where spending levels of citizens are extremely high as compared to ours, public housing is a popular and thriving link in urban development. The United States of America is one such country. So Why are we relying so much on the private sector?

The government can take various steps to facilitate the process. These may include, lowering the prices of land, offering plots to prospective buyers after the provision of basic infrastructure at site. Various models of development can adopted, say the Orangi Pilot Project Model, particularly for housing low to middle income groups.

End Note

Planning without vision, administration without transparency and knowledge and regulation without justice and fairplay has led us into one planning and development disaster after another. We can only reverse this trend if we learn from our mistakes, broaden our vision, ensure transparency and rule of law in our functioning and seek citizen help and support.

Shehri cannot claim to have all the answers but in the backdrop of this analytic exercise, it certainly has posed questions which we all need to understand and answer in double quick time. The study was managed by Mr. Farhan Anwar, Member, Shehri-SBE. □

THE WANDERER

Colours of the rainbow,
Red, green and grey,
In all shapes and sizes,
Never fading away.

Afloat in the air,
Riding the breeze,
Dancing with the wind,
Never wanting to cease.

High in the sky,
Caught on a wire,
Looking down on the world,
Never seeming to tire.

Afloat in the rivers,
Riding the waves,
Choking the drains,
Never changing this ways.

Trapping the fish,
Down in the sea,
Will it ever stop?
Never can this be!

Smouldering on the dumps,
The Polythene bag,
In polluting the environment,
Never does it lag.

— Kiran Bashir Ahmad



WASTE MANAGEMENT

Will the KMC please respond?

The Karachi Metropolitan Corporation (KMC) has recently installed two incinerators to dispose the hospital waste generated in the city. Although one may support the initiative but public concerns related with the project need to be immediately addressed by KMC. Shehri puts these concerns in the right prospective.

A few years ago, Karachi Metropolitan Corporation took decision to import and install two waste incinerators in Karachi, in order to dispose the hospital waste generated in the city.

This was a commendable initiative as hospital waste due to its pathogenic and toxic content is regarded as a special waste requiring handling and treatment different from that given to domestic municipal waste. However, in our city and for that matter in the whole country, such is not the case and hospital waste is treated as regular municipal waste. Hazardous hospital waste containing lab waste, disposable syringes etc. can be seen littered on the streets and any physical contact with it can lead to disastrous consequences.

Apart from a few hospitals like the Aga Khan Hospital, The Kidney Centre and the Civil hospital etc. where incinerators are installed, none of the major medical institutions have taken any positive steps to effectively tackle this issue.

The KMC project of installing two incinerators in the city, after remaining in suspension for few years has now finally come to fruition as the incinerators and related infrastructure has been put in place. Although this appears to be a step taken in the right direction, we are still a long way from effective management and implemen-

tation of the project.

The choice of incineration for waste disposal is a technological rather than management option. How good is the record of KMC in managing waste disposal projects or for that matter other kinds of projects of technological nature? A satisfying answer to this question may not be easy to find. In this regard it would be interesting to find out what steps has KMC taken to ensure the safe and environment friendly function of the the project, particularly in respect to monitoring of air emissions. Is the staff who is supposed to manage and supervise the running of these incinerators pro qualified for the job and have they received adequate training in this regard?

Shehri would also like to know

from KMC what safety standards have been devised to protect the health of plant operators. It would

Shehri would also like to know from KMC what safety standards have been devised to protect the health of plant operators. It would also be interesting to find what role will the Sindh Environmental Protection Agency (SEPA) play in this project as no standards and regulations exist to monitor hospital waste in Pakistan . On what grounds have the SEPA experts provided the No Objection Certificate (NOC) for the project, and who is going to ensure that environmental and health quality requirements are met.

also be interesting to find what role will the Sindh Environmental Protection Agency (SEPA) play in this project as no standards and regulations exist to monitor hospital waste in Pakistan . On what grounds have the SEPA experts provided the No Objection Certificate (NOC) for the project, and who is going to ensure that environmental and health quality requirements are met.

Then would also the KMC officials illuminate us on the management procedures of this project. What kind of arrangement and

interactive plan has been developed with the city hospitals, the project is supposed to serve. How will the waste be collected and transported from the source to the



disposal site. Will safety requirements be met in this process.

All these questions naturally lead us to the all important question and that is, *Has an Environmental Impact Assessment been prepared for*

this project? If the answer to this question is in the affirmative than where is this report and why the citizens are not aware of its existence?

In the end we should like to state

that though Shehri supports the initiative in principle but it is also uneasy with the fact that all the above questions remain to be addressed. Will the KMC management do the needfull and put to rest, the public concerns? □

DOING IT THE RIGHT WAY

Where we have failed due to our follies, others are setting examples. There is still time to learn from our mistakes and mend our house.

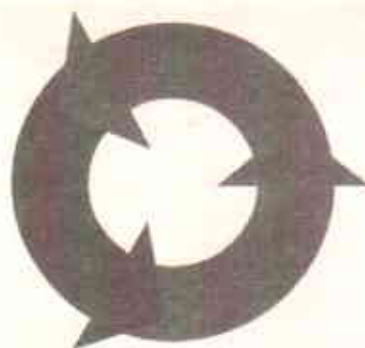
Ecological Waste Management, Manila, Philippines, is an innovative community participation and advocacy project to transform attitudes towards refuse disposal in crowded markets in low income neighbourhoods. This process was facilitated through extensive community organizing and financial incentives and with the support of a wide range of stakeholders, including local government and private enterprise.

Metro Manila is a region of contrasts that in many ways epitomizes environment and development issues of urban centers in the developing world. The metropolis generates over 6300 tons of solid waste daily, but its sanitary landfills can accommodate just over half that amount.

In the ecological waste management approach being introduced in Manila, composting and recycling generates income from what is normally considered 'waste'. This income helps make the approach attractive to communities, and sustainable as a waste management scheme. The reduced volume of waste decreases the cost of collection

and disposal, thereby saving money for national and local governments and the local community.

Ecological waste management is currently being implemented in one of the municipalities (Sta. Maria). Here a local business



person set up a company called Assorted Wastes and Recycling Enterprises Inc. (AWARE) which entered into an agreement with the local government to process the bio-degradable wastes coming from the public market (which accounts for about 40% of the town's solid waste) into organic fertilizer. A local ordinance, enforced by the market master, mandates the segregation of wastes within the market. The town also allowed free use of a part of its dumpsite

as the processing area. One of the town's compactor trucks brings the segregated waste to the processing area where the employees of AWARE then mix it with other waste (such as pig manure, burned rice hulls and sawdust) to make it into organic fertilizer (within 45 days).

An NGO, the Sta. Maria Economic Development Foundation assists with the IEC. (They now sell their fertilizer which has been tested by the Bureau of Soils and Water Management and certified by the Fertilizer and Pesticide Authority) to farmers' cooperatives at P155.00 per fifty-kilo bag. Recovery is about 50%. Recyclable's are also received and sold. The residuals are dumped in an open dumpsite.

The project in Sta. Maria has been very successful and AWARE has been hired as the project consultant for other sites in Metro Manila. The main role of AWARE is to transfer the technology used and identify buyers of the organic fertilizers that will be produced by the plant. □



PUBLIC PRIVATE PARTNERSHIP

A neighbourhood that works together is a neighbourhood that works: The Times Square Bid

Suany Chough writes about the transformation of Times Square, New York City, from a symbol of urban blight to a prosperous and thriving urban district. Maybe we can gain something from this unique experiment.

Times Square Business Improvement District, is an example of a public-private partnership between businesses, and the city. Times Square is part of the Midtown Central Business District in Manhattan, New York. A BID is an organizing and financing mechanism used by property owners and merchants to assess themselves, using the city's power of tax collection – thereby creating a reliable, multi-year source of funds for economic development. The Times Square BID is just one among many.

Historical Context

The area came to life in the beginning of the century when the subway was built to this area in 1904. The New York Times moved there, giving the square its name, and many theaters were built on 42nd street. In the 1940's and 50's the area lost its status as the premier entertainment center as movies, radio and then TV became popular forms of entertainment. By the 1970s, the beautiful old theaters had become home to burlesque shows, pornographic movies, and other forms of adult entertainment. The area had become the symbol of urban blight, with drugs and prostitution on the streets keeping tourists and customers away, while attracting more crime and decaying further. Resources, both public and private, were not sufficient to rescue the historic neighborhood from further

decline. It was not for a lack of effort, however. In 1980, the city and state jointly formed the 42nd Street Development Project, which proposed to turn Times Square

area while preserving the core of its character, its theaters.

However, in 1989, the real estate market crashed, causing the state project to be put on hold indefinitely.

Forming the Times Square BID

In this environment, the private property and business owners in the area decided that something must be done. A committee was formed by representatives from the major industries in Times Square – The New York Times, theater owners, and hotel and restaurant operators. This committee drew up a plan for a Business Improvement District, in accordance with enabling legislation originally passed by the City and State in 1982. Many BID's already existed in New York and elsewhere in America (there are currently 39 BID's in New York City), and the BID in Union Square in particular had been successful in helping to clean up that part of the city.

The committee developed a district plan, which outlined the proposed boundaries, services, and improvements, described the budget and method of assessment, and identified the membership and composition of the Board of Directors. The committee reached out to each property owner, merchant, and resident within the boundary to inform them of the process and



around by renovating the nine historic theaters on 42nd Street and developing four commercial buildings and a merchandise market. The idea was that this investment of public dollars would attract developers and businesses to this



include them in discussion of the proposed BID. The BID was then approved by a majority of its constituents, the local Community Boards, the City Planning Commission, and the City Council. In July 1991, Mayor David Dinkins signed a five-year contract to establish the Times Square BID with an annual budget of almost \$6 million. The BID, an independent, nonprofit organization, is thus a contractor to the city providing supplementary services in exchange for the city's power of tax assessment.

Assessments for the Times Square BID are based on property values as determined by the City's Department of Finance. The assessment rate is not fixed from year to year; rather, the operating budget of the BID is determined, and then that figure is divided by the total assessed value of the District in order to arrive at a percentage. This form of assessment allows for property owners to share equitably in the cost of running the BID. Residential owners pay one dollar per year, and not-for-profits are exempt from assessments. The City collects the BID assessment without charge to the BID, and then forwards it to the BID.

The BID's Board of Directors is elected bi-annually and is composed of property owners, commercial tenants, representatives of elected officials and community boards, and residents of the area. All BIDs in New York City are overseen by the New York City Department of Business Services.

Services Provided by the Times Square BID

When the BID was formed, the board of directors had five major concerns for the area public safety, sanitation, the concentration of

adult uses in the area, the homeless issue, and the public's image of times square as an unsafe, dirty, red-light district. Out of the \$6 million budget, over half is devoted to safety and sanitation. Forty-five public safety officers patrol the streets from 9:30 in the morning until midnight. They are in uniform, but unarmed, and have radio contact with the police department. They also act as ambassadors, assisting tourists with directions and information about the area.

50 sanitation workers sweep the sidewalks from 6 in the morning until 10 at night. They coordinate with the City's sanitation department to target problem spots and collect garbage more efficiently. Also, they keep the area looking tidy by painting street furniture and cleaning graffiti.

In the area of advocacy, the BID has become a strong voice for the interests of the community. As mentioned earlier, the concentration of adult uses was one of the biggest problems facing business, as there were 47 when the BID began operation. The BID addressed this problem by conducting a study of the secondary effects of this concentration - and found that where sex shops were clustered, as on Eighth Avenue, incidents of crime were higher and property values lower. With this evidence, the BID worked with the Department of City Planning to formulate a zoning law that would prevent adult uses from locating within 500 feet of

When the BID was formed, the board of directors had five major concerns for the area: public safety, sanitation, the concentration of adult uses in the area, the homeless issue, and the public's image of times square as an unsafe, dirty, red-light district.

each other, or within 500 feet of a school, place of worship, or residential zone. This law, which was passed in 1995, has been upheld by the courts, and the city began enforcement in the summer of 1998.

With regard to the homeless, the BID in the first couple of years identified about 100 homeless people who lived and slept on the streets of Times Square. To target these permanent homeless people, the BID established a homeless outreach program called the *Times Square Consortium for the Homeless*, or

the TSC, which is funded by the federal and state government. TSC staff reach to homeless people on the street, trying to build relationships with them, and try to convince them to come to their seven bed respite center. There, the staff works with them to get them ready for housing. This may include drug and alcohol rehabilitation and counseling and medication for mental illness. *Times Square Delivers* is a donation-delivery project developed by the BID. This project fills the transportation gap between individuals and organizations that have goods to donate, and the social service organizations that need them. The BID is also starting various youth and education initiatives, including summer employment for students.

Finally, the negative image of times square was a real obstacle to bringing people and economic activity back to the area. The BID undertook a massive promotional



campaign that continues today.

This included taking over the production of the New Year's Eve celebration in Times Square, making it safer, more attractive, and telegenic. The BID also promotes the theater industry by producing *Broadway on Broadway*, a free annual concert where the casts of Broadway show perform numbers from their shows. The BID runs a Visitors Center, sells subway passes, bus and boat tours, international newspapers, and theater tickets.

The Effect on the Economic and Physical Landscape of Times Square

As a result of the efforts, the area is indeed cleaner - Times Square consistently rates 90% or better in the Mayor's cleanliness scorecard. The area is safer - crime is down by over 50% between 1993 and 1998. These are real reductions in crime, not displacement.

Economically, Times Square is booming. Property values have risen. Hotels report 80 - 85% occupancy, and at least three more are being built. The theater industry has set new attendance records each year since 1996 - last year, they had \$11 million in ticket sales. In addition, the supersigns in Times Square add to the economic vitality in the area - some rent for two million dollars a year!

The BID can hardly take all the credit for this economic activity, but shares it with the Mayor, the Police and Sanitation Departments, and especially, all of the private property owners and developers who started the ball rolling. While the BID was on the street level, making the area cleaner, safer, and brighter, the state worked to bring large-scale development to 42nd Street.

In the past five years, Time Square has regained its position as the entertainment center of New York. At the same time, it is becoming a locus for more traditional financial, insurance, and law firms, resulting in a greater diversity and improved prospects for the area's long-term health. □

(Suany Chough works for the Times Square Business Improvement District, New York City)

What have we learned from the BID initiative?

- Business CAN take initiative. They need the cooperation and partnership of the government, both to put the legal and political framework in place, and to help coordinate day to day operations. The properties and businesses do pay for these out of their own pockets - but, through a BID, particularly its advocacy function, they can control their own destinies to some extent. Internally, the Board of Directors can decide for themselves which services they will provide, and at what level.

- As with any organization, public or private, good governance and management are critical. The Times Square BID models its accounting and procurement policies after the City's processes, and attempts to be very open and accountable. The concept of open communication, within itself and with the community and with the government, has been critical in the success of the Times Square BID.

- Define your mission. A BID should limit itself to the problems that are common to everyone in the area, and should not try to do everything for everyone. A BID should ensure that it acts in the interests of all of its constituents. It should also stick to services and programs that are not already being provided by other community organizations, and it should avoid competing with other businesses - community organizations, and it should avoid competing with other businesses - i.e., not get involved in profit-making ventures. Most importantly, the BID should not replace governmental functions. Its services should be supplemental, and always coordinated with the city's agencies - As much as we like to

talk about business initiatives, we should remember the danger of becoming too dependent on private entities for basic services.

- A distinguishing characteristic of a BID is that it is a locally based organization, with small and large businesses of different kinds working together. As such, it should utilize the resource of its area. Revitalization should start with the industries, historical significance, or geographic or physical characteristics, or whatever defines the community. There is great opportunity to be creative.

- A BID is, basically, a business improvement district. This can be interpreted narrowly, but ultimately, that formulation is short sighted. To ensure long-term success, it is important to work with all of the stakeholders - area residents, government officials, and non profits and other social organizations, as well as with the business and property owners - to improve the community. A nice phrase that sums up the social responsibility aspect of BIDs is one we repeat often: *A neighbourhood that works together is a neighbourhood that works.*

- Finally, the most important lesson about BID's is that BID's are very flexible. They can be relatively large, or small. They can provide many services or focus on one such as sanitation or marketing. On the other hands, there are BIDs in America that provide local public transportation, or work force development, or implementation of capital improvements.

Under the framework of this innovative municipal legislation, the possibilities for this type of public-private partnership are endless. □



EDUCATION

The child and the environment

Two exciting environmental education programmes have been launched in the Indian cities of Mumbai and New Delhi, which stress the importance of the critical link between child awareness and environmental preservation.

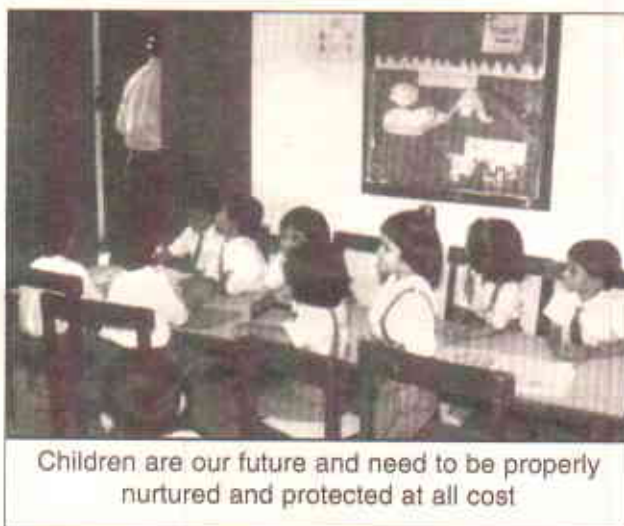
PROCTOR AND GAMBLE PEACE

Proctor and Gamble believes that while consumer needs and habits vary from country to country, the environment is a common thread that binds us all together. P&G began the *Global Environment Management Systems* to bring a consistent focus to this issue globally. P&G is perhaps the only company worldwide which releases an *Environment Progress Report* each year. Initiatives implemented in 1998 include eliminating over 13,700 metric tons of packaging, reducing waste through the *Design Manufacturing Waste Out Initiative*, and educating youth in the Philippines, Thailand and Cincinnati, Ohio on various environmental issues. Yet, the most innovative and far reaching initiative is the *Progamme on Environment Action and Conservation Education* otherwise known as *PEACE*.

PEACE is a unique environmental education and awareness program for school children. Its goal is to increase awareness among youth about the environment and ecological problems in an interesting way and that fosters new attitudes and changed behavior. A pilot program was initiated in Mumbai during the 1996-97 academic year and was organized by *Sista's Worldcom*, a Mumbai based business. The three objectives of this pilot program were: 1) to sensitize youth on the

environment; 2) to encourage youth to take action rather than just be aware of environmental issues, and; 3) ensure that the Maharashtra State Government and the Central

cal issues of conducting PEACE in different schools and a second meeting was held midway through the pilot program to understand how PEACE could be made better



Children are our future and need to be properly nurtured and protected at all cost

Government adopted PEACE as part of the school curriculum.

PEACE was conducted in 9 schools in the Mumbai and Thane area that included girls, boys and co-ed schools. To ensure PEACE's appeal for all types of students, SSC, CBSC and ICSC patterns were formed. English only medium schools were considered for organizational convenience. Before the curriculum was introduced to the students, a one-day meeting was held to inform all Principals, Vice Principals and coordinating teachers on the objectives of PEACE, the modus operandi, and the benefits to the student. This meeting was also aimed at understanding the practi-

Topics covered in the curriculum included the Indian environmental scene, atmosphere, hydrosphere and lithosphere, garbage and waste disposal, and *Even You Can Make a Difference*. These topics were taught using lectures, slide shows, demonstrations, outdoor activities, games, films, music and plays. At the end of the pilot program, students were given a quiz and an exhibition was put up in each participating school.

Response to PEACE was overwhelming. Both the students and school management, including teachers, enjoyed the informal and interactive way in which information was taught and knowledge shared.

Since completion of this pilot program, P&G has worked to expand the scope of PEACE. It is currently being conducted in 20 schools in Mumbai during the 1998-99 academic year and there are plans to take it to Chennai. In 1998, P&G received the Civic Awards for Health, Hygiene and Education from the Bombay Chamber of Commerce and Industry. □



DELHI ENVIRONMENT ACTION NETWORK

The Community Led Environment Action Network (CLEAN) is a nationwide partnership between schools, non-governmental organizations, industry associations, municipal authorities, the media, and resident welfare associations. This project was launched by *Development Alternatives* in August 1996 under the banner of the *Delhi Environment Action Network (DEAN)*.

Under this program, school children are required to monitor the environment with field testing kits and motivate community networks in their area to initiate environmental improvements. Topics addressed included water and energy conservation, prevention of water pollution, preventive environmental management in wayside commercial establishments, recycling of paper products and reduction of the use of

plastics, vermin-composting, and other activities.

To date, 600 students and 40 teachers from 20 schools are involved and it has expanded into Shilling (North East and Faizabad, UP). It will soon include Bangalore (Karnataka) and Jhansi (UP).

CLEAN is co-financed by the Department of Science and Technology (DST), Rajiv Gandhi Foundation (RGF), UNICEF, Ballarpur Industries Ltd., and Ministry of Environment and Forests Development Alternatives. Financial support is expected from a large corporation to take CLEAN nationwide. □

*(Information courtesy
Asia Pacific Cities Forum)*

SOS : Shehri Park !

As the readers are well aware, Shehri adopted a park in the Clifton area of Karachi under the 'Adopt a Park' scheme of KMC. It was expected that the major thrust in efforts to develop and maintain the park would quite naturally come from the major beneficiaries - the area residents. Unfortunately such has not been the case, despite our best efforts. Shehri calls on all concerned and caring citizens and private sector organizations to come forward and co-ordinate with us in making the Shehri Park a model of citizen enterprise and commitment. □





NEIGHBOURHOOD WATCH

SHEHRI invites the residents of the city to share with us, their concerns, on issues which are adversely affecting their neighbourhood's environment. Please write to us, preferably with a supporting photograph, so that efforts are made and solutions sought - Ed.

Illegal Construction

We would like to bring to your notice that the two high-rise residential buildings being affected are: MEHRAN VIT and MEHRAN COMPLEX-II, Plot No. 18/3, C-L-7, Civil Lines. These apartment house over 100 families with the only space adjacent to M/s. Best Western Hotel Plaza, situated on Plot No. 18/2, the subject of our concern.s

The problems being faced by the residents of the apartments are enumerated hereunder:-

Violation of compulsory open space

M/s. Best Western Hotel Plaza share a compulsory open space adjacent to our only compulsory open space, both of which are separated by a common boundary wall. The Hotel Management has chosen to build an illegal construction on their compulsory open space upto four stories high.

Violation of privacy of the residents

To make matter worse this illegal construction is utilized by the Hotel management for their laundry, kitchen and labour quarter facilities, a repair workshop has also been operating within the premises of this illegal construction. Due to the closeness of the illegal construction, labour and servants of the Hotel can look into the houses of our residents, making it difficult for them to keep open their windows/doors.

Uncovered swimming pool spreading nudity

The Hotel Management also has an uncovered swimming pool on the roof of their original premises which is used by a large number of their foreign and local guests. This swimming done in plain sight of all the residents, thereby making a grave moral problem for the residents who have small and grown-up children to keep away from scenes of nudity which are

clearly visible from windows and doors of the apartments.

Air and noise pollution

A huge air conditioning plant has been installed on the roof of this illegal construction. The chemicals used in the air-conditioning plant are churned and sprayed on the compulsory open space on our side, which is not only harmful for the residents helath but also damaging the vehicles of the residents who have only this space to park their cars in. the Hotel management has also installed two large commercial generators situated in the same illegal facility, already in question. These generators work constantly for hours on end day and night disturbing the peace and sleep of the residents and causing the fumes to enter the homes of our residents.

Danger of fire

The main gas pipeline of both our residential buildings run along the wall of which this illegal construction has been erected thus causing additional concerns for the residents that in the event of damage to the main gas pipeline a fire could start which would be almost impossible to contain due to closure of the compulsory open space thus hampering free access of fire fighting vehicles an equipment.

Unauthorised structure obstructing fresh Air and Sunlight

Due to closeness of the newly constructed hotel building to the apprtment the residnets have been deprived of fresh air and sunlight. □

(Management and Residents of Mehran VIP and Mehran Complex-II)





JUNIOR SHEHRI

Know Your Rights!

Did you know that you have rights?

Did you know there is a law called the CRC (Convention on the Rights of the Child)?

A convention is an agreement between countries to obey the same law. When the government of a country ratifies a convention, that means it agrees to obey the laws written in it.

Pakistan ratified the CRC on November 12, 1990. That means our Government now has to make sure that every child has all the rights in the CRC. Each article of the CRC explains one of your rights. The CRC is written for lawyers, so it is not easy even for adults to understand. We decided to pick out some of the rights we think are important and explain them here in our own words.

You have a right to know what your rights are: it says so in article 42!

Who is a Child?

Everyone under 18 years of age has all the rights in the CRC (Article 1).

No Discrimination

You have these rights, whoever you are, whoever your parents are, whatever color you are, whatever sex or religion you are, whatever language you speak, whether you have a disability, or if you are rich or poor (Article 2).

Best Interests of the Child

Whenever an adult has anything to do with you, he or she should do what is best for you (Article 3).

Separation from Parents

You should not be separated from your parents unless it is for your own good. For instance, your parents may be hurting you or not taking care of you. Also, if your parents decide to live apart, you will have to live with one or the other of them, but you have the right to contact both parents easily (Article 9).

Child's Opinion

Whenever adults make a decision that will affect you in any way, you have the right to give your opinion, and the adults have to take that seriously (Article 12).

Freedom of Expression

You have the right to find out things and say what you think through speaking, writing, art etc, unless it breaks the rights of other (Article 13).

Freedom of Association

You have the right to meet, make friends with and make clubs with other people, unless it breaks the rights of others (Article 15).

Protection of Privacy

You have the right to a private life. For instance, you can keep a diary that other people are not allowed to see (Article 16).

Parental Responsibilities

Both of your parents should be involved in bringing you up and they should do what is best for you (Article 18).

Protection from Abuse and Neglect

No one should hurt you in any way. Adult should make sure that you are protected from abuse, violence and neglect. Even your parents have no right to hurt you (Article 19).

Child Without Family

If you do not have any parents, or if it is not safe for you to live with your parents, you have the right to special protection and help (Article 20).

Disabled Children

If you are disabled, either mentally or physically, you have the right to special care and education to help you grow up in the same way as other children (Article 23).

Health

You have a right to good health. This means that you should have professional care and medicines when you are sick. Adults should try their hard-

A HAPPY DAY

I was very nervous if I qualified or not. It was Friday the 12th, class V eliminations. I was called with the rest of the V's. We were put by roll number by Mrs. Khan. We were then told to sit down and wait for our turn. I was in the second last row.

I waited, talked and watched the races. Two birds did their droppings on Rehan and Ali, that was a big laugh. Then came my row's turn for flat race. My only challenge was Humza. We were told to take our block start. When Sir Lester blew the whistle I ran as fast as I could and won. Sir Christopher commented I was very fast. I then asked Humza why he didn't run fast and said, "I could not go any faster". When we started our novelty race Humza was leading. In the end I came second but Ms. Sadia said Humza, Farrukh and Saad Hussain were disqualified and Ali and I came first and second.

After break we were called for long jumps. I was disqualified for the first try. But for the second I qualified. I was worried for the second very much and then found out I qualified.

After school, I went straight home, had a bath and went to the airport. I was leaving for Lahore to celebrate 'Basant' there. It took me one hour and forty minutes. I then went straight to the Honda Factory and saw how cars were made, then I went kite flying in a park and then went to Pearl Continental Lahore, and that is my happy day.

Yasin Ali

Age 10 years, Class V

est to make sure that children do not get sick in the first place by feeding and taking good care of them (Article 24)

If you would like further information on this subject, write to: Society for the Protection of the Rights of the Child. Post Box: 301, Islamabad, Pakistan.



ASK SHEHRI

Most residents when faced with any civic problem do not know which person or organization to contact in order to solve their problem. In this column we invite the readers to share their worries with us and seek our help, which is always forthcoming - Ed.

Q. Reference is made to the article *The art of complaining successfully*, by Mr. Khatib Ahmed, carried in your July-September 1998 issue. I would like to know, how can one complain under the Sindh Civil Servant Efficiency and Discipline Rules 1973?

(Abdul Qadir, Nazimabad, Karachi)

Ans. The relevant information can be obtained from the office of the Chief Secretary Sindh. Sindh Secretariat # 1, Shahra-e-Kamal Ataturk, Karachi. Tel: 9212949, Fax: 9211946

Q. Which body represents the highest level of decision making in the context of environmental concerns in our country?

(Beena Shah, Clifton, Karachi)

Ans. The Pakistan Environmental Protection Council (PEPC) headed by the Prime Minister of Pakistan.

Q. When was the Pakistan National Conservation Strategy adopted?

(Maheen Siddiqui, KDA Scheme # 1, Karachi)

Ans. The Pakistan National Conservation Strategy was prepared over a period of three years (1988-91) and was adopted by the Government of Pakistan on March 1st, 1992.

Shehri needs volunteers

The various projects of Shehri are managed by its following six sub-committees:

- Anti Pollution
- Media & Outreach (Newsletters)
- Legal (Illegal Buildings)
- Conservation & Heritage (Old Buildings)
- Parks & Recreation Fund Raiser

Any person who wishes to help out in Shehri's ongoing and planned projects (cash / kind) should visit the Shehri Office for further information or contact the Shehri Secretariat through phone, fax or e-mail)

JOIN SHEHRI TO CREATE A BETTER ENVIRONMENT

If you wish to join shehri please send this card to

SHEHRI Citizens for a Better Environment,
206-G, Block 2, P.E.C.H.S.,
Karachi-75400, Pakistan.
Tel / Fax : 453-0646

With a cross cheque of Rs. 200/- (Annual Membership Fee) in the name of Shehri-CBE with passport size photograph

Name : _____

Tel. (Off) : _____ Tel. (Res) : _____

Address : _____

Occupation : _____

SHEHRI MEMBERSHIP

Don't forget to renew your membership for 1999! Join Shehri and do your bit as a good citizen to make this city a clean, healthy and environmentally friendly place to live in!



WATER WAYS

Pollution alert!

Canal irrigation network forms the basis of the irrigation system in Pakistan. It is the largest of its kind in the world. However, due to various reasons our canals are heavily polluted due to which serious damage is being caused to our agricultural lands. **Phulleli canal**, diverted from the Kotri Barrage in Sindh and passing through Hyderabad city is one such canal faced with the threat of severe environmental degradation. Kunwar Sultan Sikandar focuses on this tale of environmental degradation.

The S.I.T.E. area of Kotri is the second largest industrial area in Sindh. Its industries dispose their waste (often extremely toxic in content) untreated into the Phulali canal causing the water way to become polluted.



The Hyderabad Municipal Corporation (HMC) and locals of the area dispose both domestic solid waste and sewage directly into the Phulleli Canal. Another major cause of environmental degradation.

Humans and animals mostly cows, dogs regularly take bath in the canal and pollute its environment.



*(Kunwar Sultan Sikander
is a Civil Engineer)*

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