



Shehri-CBE

Citizens for a Better Environment

Sustainable Initiatives

Enablers for a Better Environment

WORKSHOP ON
Civil Society Capacity Building on
Corporate Social Responsibility
and OECD Guidelines

May 27, 2008
Karachi, Pakistan

WORKSHOP REPORT



**CITIZENS FOR
A BETTER
ENVIRONMENT**





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Sustainable Initiatives

Enablers for a better environment



Sustainable Initiatives is a consulting/action research group that represents a collection of academics, engineers and scientists, who in their individual capacities and experience cover a wide range of disciplines from environmental engineering to development and social sciences. The team of Sustainable Initiatives has worked on a number of projects related to the environment and social sectors having both a national and international significance. Sustainable Initiative's modes of work include documentation, action research, impact studies, technology development, education and training and advocacy.

Its areas of work include:

- Environmental legislation / standard setting.
- Environmental planning / management.
- Development of pollution control technologies.
- Environmental education and training.
- Environmental impact studies.
- Advocacy work and public [articipatory] approaches.

Shehri

Citizens for a better environment



Shehri-CBE, established in 1968, is a non-governmental organization involved in various projects related to the protection and conservation of the environment. Whether they are issues of land use, solid waste management, nature conservation, human rights or policy debates, Shehri-CBE has contributed positively in all sectors. Shehri-CBE specializes in managing dialogues and interactions between local people and government agencies on issues and concerns that require joint action and participation.

Shehri-CBE is convinced that it is only through raising public consciousness and effectively articulating citizen pressure that the process of wanton neglect and corruption can be arrested and the environment improved. Shehri-CBE is one of the founding members of the Coordination Committee of the OECD Watch.





Project and Workshop

Sustainable Initiatives (SI) has been assigned by IRENE (International Restructuring Education Network Europe), a not-for-profit action research group based in the Netherlands, to develop and implement strategies and projects to enhance the capacity of civil society groups on issues related to Corporate Social Responsibility (CSR) with particular reference to the implementation of the 'OECD Guidelines for Multinational Enterprises'.

The OECD (Organization for Economic Co-operation and Development) Guidelines for Multinational Enterprises is a toolkit of non-binding and voluntary guidelines which is a negotiated document agreed upon between the NGO's, business and trade unions belonging to the OECD countries as a tool for improved CSR practices.

The project, sponsored by IRENE, is being carried out simultaneously in three separate regions of the world, namely Asia, Africa and Latin America. The project aims at identifying the scope and nature of the CSR practices, the role of national legislation in facilitating better environmental and social practices (standards, compliance procedures etc.) and the mechanisms adopted by the corporate groups for community development and participation. To be identified are areas of critical concerns in the implementation, enforcement and compliance procedures of legislations and standards applicable to corporate practices.

The team of SI has worked on a number of projects related to the environment and social sectors having both national and international significance. In the year 2006, SI in collaboration with Shehri-CBE, initiated the project *Civil Society Capacity Building on Corporate Social Responsibility and OECD Guidelines Implementation Procedures*. This advocacy-based project included amongst its outcomes last year, the organization of the first comprehensive 'Orientation and Skills Transfer' programme on the theme of CSR and its relevance to the OECD Guidelines in Pakistan. As follow-up to this project, SI and Shehri-CBE held a workshop on *Civil Society Capacity Building on Corporate Social Responsibility and OECD Guidelines* on May 27, 2008 at the Goethe-institut, Karachi. Participants of this workshop included the civil society groups and NGOs, relevant academia and some selected media groups and experts.

Presentations in the morning session of the workshop focused on corporate social responsibility (CSR) and the afternoon session dealt specifically with the OECD Guidelines. Question and Answer session and discussion was held after each session of the workshop.

Expert Panel Profiles

FARHAN ANWAR

Executive Director,
Sustainable Initiatives

Farhan Anwar heads Sustainable Initiatives and is an urban planner and researcher, based in Karachi. He possesses a rich experience of working in projects associated with urban development in Pakistan; with a particular focus on the water and sanitation and environment sectors and matters related to public policy. He has to his credit, work related to the development of project proposals, negotiations with the donor and government sectors in the pre- and post-project initiation phases and project implementation and monitoring. Farhan has structured and conducted a number of workshops and brainstorming sessions to review and assess government policies, plans and projects as they relate to the development sector. He contributes regularly to leading English language publications in Pakistan on urban planning, research and development issues.

KHADEEJA BALKHI

Sustainability Consultant

Khadeeja Balkhi is a journalist and a Sustainability and Corporate Responsibility Consultant by profession. With over 80 articles published in the Arab News, The Herald, The Saudi Gazette, Dawn, Financial Post and Business Recorder, Khadeeja continues to illustrate her expertise, composing proposals, developing, executing and documenting sustainability programs. Khadeeja's passion for sustainability and corporate responsibility has also led her to be the youngest pioneer of the first Pakistani company, Engro Chemical's, multiple award-winning, Sustainability Report titled 'Behtar Zindagi – Engro Se'. Khadeeja is presently working as the co-founder and Editorial Director of 'TBL', a specialized CSR publication, and is the long-term advisor for strategic communications planning for diverse clients, including non-profit organizations. She is based in Karachi.

HAMID MAKER

Chairman,
The Helpline Trust

Hamid Maker is the mastermind behind Helpline Trust, which excels in advocating good governance, accountability and a code of conduct in government and society and encompasses the enforcement of the rule of law, to improve the quality of life of the populace. After acquiring his education from UK, Hamid Maker joined his family business and following his retirement, the Helpline Trust was inaugurated. Helpline Trust also deals in highlighting civic-oriented issues, consumer rights and protection, education and patent rights related issues to name a few. He is based in Karachi.





FASIHUL KARIM SIDDIQI

Director & Board Advisor,
Human Resources,
Progressive Manufacturing & CSR,
Hinopak Motors Ltd.

Fasihul Karim Siddiqi is currently Director & Board Advisor, Human Resources, Progressive Manufacturing & CSR at Hinopak Motors Limited, the largest manufacturers of trucks and buses in Pakistan and is affiliated with the company since 1985. He is an elected member of the managing committee of the Employers Federation of Pakistan (EFP) since 1987 and is the Chairman of the EFP standing committee on Industrial Relations. He has also served as Vice President of EFP.

Siddiqi is also a visiting faculty at IBA, College of Business Management, Public Administration department of Karachi University, Newport Institute, Asian Management Institute and others. Siddiqi has conducted a number of studies and contributed articles on productivity, human resources, industrial relations and Global Compact at national and regional levels, some of which have also been published in EFP's publications "Reflections on Human Capital" and "Pakistan Enterprises on the Threshold of Productivity".

SAMIR AHMED

Trainer
Environment, Health, Safety & Quality

Samir Ahmed is a Lead Facilitator for the CSR Association of Pakistan, Help International Welfare Trust and Fire Protection Association of Pakistan. He possesses a vast experience of conducting trainings and workshops in various organizations on a variety of topics ranging from health & safety, environment, quality assurance and supply chain. He is an IRCA Certified Lead Auditor for OHSAS 18001, ISO 14001 and ISO 9001. He holds an MBA in Industrial Management and a Masters degree in Health Sciences. In addition, he has studied Health Systems Management and Project Management.

Corporate Social Opportunity

By Khadeeja Balkhi



Khadeeja Balkhi gave a background of Corporate Social Responsibility (CSR) and outlined some tools for creating sustainable linkages and partnerships to achieve sustainability. She said that "sustainability requires a balancing of the opportunities, environmental, social and economic costs and implications of action within the context of the needs of current, and future, populations as well as the "limits" of the ecological system" (adapted from The World Wide Fund for Nature's Environmentally Sustainable Business Programme).

She highlighted the Triple Bottom-Line (people, planet, profits) concept in CSR, stating that CSR takes into account the economic, social and environmental impact of a company's operations and activities.

Khadeeja further said that CSR and Social Development (SD) are manifestations of the struggle for the middle ground, that is, the sustainability equilibrium. She defined the social bottomline and the financial bottomline as two ends of a spectrum. A strategy for social value creation would entail revenue generating streams or commercial methods to support social goals and programmes, and strategy for economic value creation embeds triple bottom line factors, thereby 'doing well by doing good'.

Next, she explained the importance of creating profitable partnerships between the corporate sector and non-profits. She said that if corporations and non-profits seek each other only as monetary partners, both parties will be short-changed in the long term, and the partnership's full potential will remain unrealized. She stated that more effective roles for non-profits can be:

- As facilitators in supply chain development efforts;
- As partners in joint public-private projects. For this, both parties must have clear, specific long-term visions and understand exactly why and how, the other complements their long-term goals;
- As stakeholder interest, voice and accountability platforms. This will allow corporations to create positive multiplier effects with non-profits to further their vision, and vice versa;
- As advisors or niche trainers. For example, as eco-efficiency or environmental footprint reduction facilitators; and
- As third party validators for corporate responsibility endeavours. For example, as flora and fauna surveyors at plant sites, or education effectiveness evaluators.

Khadeeja outlined the business case matrix to explain the concept of linkages and partnerships. The matrix consists of three main areas: governance and engagement, environmental focus and socio-economic development. It embodies Business Success factors on one axis of the matrix and Sustainability factors on the other. The Business success factors are the drivers of performance and these include reduced costs and productivity gains from increased efficiency; revenue growth and market access; access to capital; risk management and license to operate; human capital; and brand value and reputation. She explained that the Sustainability factors lead to sustainable value creation and these include governance and management, stakeholder engagement, environmental process improvement, environmental products and services, to name a few.

Highlighting key links in the matrix, Khadeeja said that hi-impact linkages present the best business opportunities as they indicate a saving of costs by softening environmental footprint and by treating employees with ground-reality based fairness; increased revenues by improving environmentally related processes and by investing in the local economy; reduced risks through action-based engagement with stakeholders; enhanced corporate brand and reputation by improving eco-efficiency; development of human capital productivity through better human resource management; and improved access to capital through better governance.



Consumer Confidence and CSR

By Hamid Maker



Hamid Maker, Founder of Helpine Trust said that Corporate Social Responsibility (CSR) is a growing need in today's complex business environment. Prudent corporations have realized their role is not only to make profits for their companies and shareholders, but also to be recognized as socially responsible enterprises. CSR is basically an obligation, working for the benefit of social good, as well for profit maximization. As such, the concept of social corporate responsibility is assuming new dimensions. The general perception of a corporate organization is that it is out just to make money, without giving due consideration to the consumers.

Maker stressed that this perception has to be changed and a relationship between corporate citizenship and the consumers has to be established. This involves the efforts business organizations undertake to meet their responsibilities both on economic and social levels. Consumers, for example, expect manufacturers to supply reliable, quality and safe products at a fair price.

He said that CSR is a long-term investment that is very lucrative as it pays very high dividends in the long-term. It differentiates a corporation from the others and creates customer satisfaction and brand loyalty. A good corporate citizen offers superior value to customers by embracing economic and social responsibilities.

A big question is why would companies accept CSR? The answer is, because the public expects the businesses to help society in different ways and to invest back into the customers to whom they sell their products and make profits. Thus, companies must have a sense of responsibility towards the society from which they earn their profits. A prosperous society means a better environment for doing business and ultimately helps itself by helping social problems, as customers will have corporate or brand loyalty towards business resulting in increased sales.

Businesses and social bodies across the globe are regulated by rules and regulations for their operations. He defined corporate responsible behavior as being "beyond the letter of law and towards a spirit of trust...". For CSR, however, there can be no specific legal or binding rules. Maker said that unfortunately in Pakistan, except for a few, there is a general lack of corporate citizenship and most of them just believe in "lip service and cosmetic contributions" which project their organizations or their products.

He highlighted that due to the absence of Consumer Protection laws and the lack of enforcement of existing food and drug laws, sub-standard and counterfeit products have flooded third world markets and the consumers are being blatantly cheated by glossy and misleading advertisements. Unscrupulous manufacturers refill empty bottles and tins of branded products and spurious and counterfeit products are being produced and marketed under brand names.

In order to combat this menace, Maker said that an aggressive campaign must be launched against these unscrupulous manufacturers, who are deliberately cheating the consumers with sub-standard and counterfeit products, in order to gain ill-gotten profits. However, just establishing standards and consumer laws is not sufficient in developing countries, where laws are flouted with impunity. As such, a procedure by which governments are obligated to enforce consumer laws and standards, must be given due attention.

He concluded that it is the responsibility of socially responsible corporations to set an example, otherwise we will end up with a "free for all" situation. A sad example is our markets, where over 50 percent of the products are sub-standard, adulterated or counterfeit.

Putting CSR in Practice: Journey of Hinopak

By Fasihul Karim Siddiqi



Fasihul Karim Siddiqi, Director CSR of Hinopak Motors Limited, gave an overview of the company and its various initiatives in the field of human resource development, environment, education, sports and community development, which reflect the company's strong commitment to Corporate Social Responsibility (CSR).

Hinopak Motors Limited was formed in 1985 by a diverse group of sponsors. These included Hino Motors Limited, Toyota Tsusho Corporation of Japan, Al-Futtaim group of UAE and PACO. Hinopak family in Pakistan and under the guidance of its Japanese sponsors, has achieved standards of quality and excellence that rival the best in the region.

Siddiqi said that Hinopak's core business is assembly and manufacture of light and heavy trucks and buses. The company's head office and two plants are located in Karachi, with area offices located in various cities.

Stating Hinopak's mission *"To provide the society with safe, economical, comfortable and environment-friendly means of transportation by manufacturing and supplying commercial vehicles and services."* Siddiqi said that the company's mission statement reflects its commitment to social responsibility. He continued saying that to achieve this mission, the company is committed to its individual, institutional and international customers to deliver high quality, safe, durable, reliable, comfortable, environment-friendly and economical products and services to their total satisfaction; to its employees; to the community and our nation, to contribute to economic and social development by providing means of transportation and by progressive localisation of the vehicles; and to all shareholders.

Next, Siddiqi explained that the company's GC-CSR Committee was formed in 2007. It is an 8-member committee chaired by CEO & MD, Mr. Hideya Iijima. He emphasized that Hinopak believes and considers the Triple Bottom Line (TBL) concept of "People, Planet, Profits" in all its CSR, GC & MDG initiatives. The purpose of the committee is to review and approve a budget for CSR activities and monitor CSR-related activities directly or through sub-committees. Hinopak's CSR activities and initiatives include:

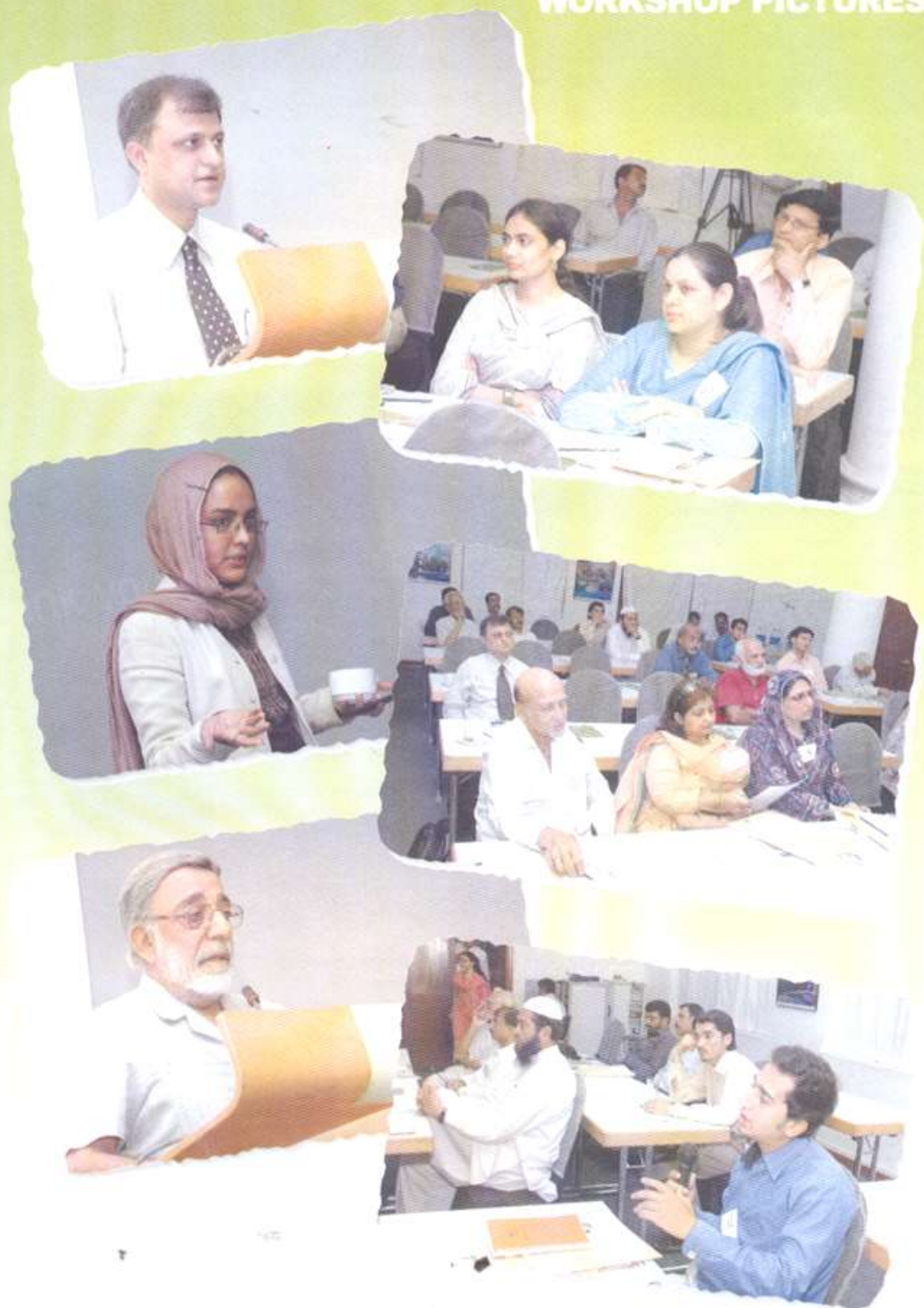
- ① Environment management initiatives, including establishment of waste water treatment plants by in-house engineers, environmental awareness among employees, drivers and stakeholders, and tree planting.
- ② Creating a safe and decent workplace through health management programmes, training/awareness programmes, risk assessments and employee sports and wellness programmes.
- ③ Social activities and contribution to local communities in areas of education, health, safety, and sports and social responsibility awareness including training of stakeholders (customers, users) through an in-house technical training center.

One of the major sustainable initiatives that Hinopak has embarked on is adoption of the SITE Model school through a partnership with the FPCCI and the CDGK to improve the school's facilities, including community healthcare centre and the standard of education. Hinopak plans to provide support for development, renovation and maintenance of the school infrastructure and environment, establish co-curricular activities, arranged exposure visits for students and teachers and provide technical training and internships for students.

Hinopak engages in sports partnerships and has been sponsoring inter-firm sports tournaments of cricket, hockey and golf since 18 years. The company also provides scholarships to NED University students and to Pak-Swiss, and arranges plant visits and tours for various schools.

Siddiqi concluded that Hinopak strives to establish linkages and ensures sustainability in conceptualizing and implementing CSR projects, and its action plans involve all stakeholders: society, employees, customers/users, vendors/suppliers and shareholders.

WORKSHOP PICTURES







Environmental Protection Legislation in Pakistan & Implementation Status

By Samir Ahmed



Samir Ahmed gave an overview of environmental legislation in Pakistan and highlighted that weaknesses exist in the enforcement and implementation of environmental legislation. Article 9 of the constitution defines the right to life as a fundamental right in these words and the Supreme Court of Pakistan in its judgment in the case against WAPDA (1994) declared that the right to a clean environment is part of the fundamental constitutional right to life, he said.

He explained that the PEPA (Pakistan Environmental Protection Act) 1997 is the basic legislative tool empowering the government to frame regulations for the protection of the environment. The act is applicable to a broad range of issues and extends to air, water, soil, marine, and noise pollution, as well as to the handling of hazardous wastes. He outlined the different laws that exist under the PEPA 1997 such as the Environmental Samples Rules 2001, Pollution Charge for Industry (Calculation and Collection) Rules 2001, National Environmental Quality Standards 2000, to name a few.

Next, Ahmed gave an overview of the National Environmental Quality Standards (NEQS) which were first promulgated in 1993 and were amended in 1995 and 2000. He also talked about legislation relating to hazardous waste and wildlife management in Pakistan.

Ahmed presented the case of Hudiara drain in Lahore to demonstrate the poor state of law enforcement and implementation in the country. Hudiara drain is a natural storm-water channel, originating from Batala in Gurdaspur District, India, and enters into Pakistan at village Laloo. After flowing for nearly 55 km inside Pakistan, it joins the River Ravi. Ravi is considered to be one of the main sources of drinking water in Punjab.

On April 28, 1998, the editorial of Daily Dawn highlighted the fact that throughout its route to River Ravi, toxic wastes are discharged into the Hudiara drain. This is polluting the river and causing a serious threat to the environment.

Now, exactly after a decade - on April 28, 2008 - a letter to the Editor of Daily Dawn highlighted that wastewater, sewage, and industrial pollutants are continuously being discharged into the Hudiara drain without any proper prior treatment. This shows that, even with the set of environmental legislation that exists, nothing has been done to reduce the extent of water contamination in the drain and to improve water quality. A report by the WWF Pakistan on the condition of the Hudiara drain states that farmers living near the drain frequently use its water for irrigation. Preliminary investigations have revealed that this water has high concentrations of metals. Long-term irrigation from Hudiara drain has resulted in the accumulation of higher concentrations of metals in the surface soil. This is toxic for the soil fauna and flora and may be introduced into the food chain. Most local people have contact with drain water on an almost daily basis. This drain water is harmful to health, and can cause skin diseases.

Ahmed emphasized that while a comprehensive set of legislations, policy and institutional framework for environmental management is in place, there are significant weaknesses in the current administrative and implementation capacity. Principal among these are a shortage of trained manpower and insufficient budgetary allocations, a lack of clear definition of roles, work plans and targets, and ineffective coordination and communication between federal, provincial and local administrative entities. The result is that, while the necessary and appropriate administrative capacity exists on paper, its effectiveness is critically curtailed in practice due to these shortcomings.

OECD Guidelines for MNEs

By Farhan Anwar



OECD Guidelines for MNEs

Farhan Anwar, Executive Director, Sustainable Initiatives delivered two presentations introducing the OECD Guidelines and the OECD Watch and detailing the complaint procedure established for invoking the Guidelines. The presentations were followed by a group activity whereby the participants were asked to prepare a case for invoking the Guidelines based on hypothetical case studies.

OECD Watch and the OECD Guidelines for MNE's

Anwar discussed the historical background for the preparation of the OECD Guidelines. A basic introduction to the Guidelines – themes, content and scope was made and the structure and procedures for the implementation of the Guidelines that included the oversight role of the OECD Investment Committee, the implementing role of the National Contact Points (NCPs) and the business, trade and civil society stakeholders was explained. In addition, the strengths and weaknesses of the Guidelines and the associated implementation procedures were also highlighted.

Invoking the Guidelines: Filing a Complaint.

This presentation was aimed at guiding NGO's to construct complaints and highlighting issues NGO's should consider before submitting a complaint, how the complaint process has been typically handled by the NCPs and what roadblocks NGO's should encounter. It was stressed that there can be benefits to filing a complaint provided the NGO's enter into the process properly prepared with a clear view of what outcome they hope to achieve. Some important issues highlighted for consideration when filing a complaint are given below:

- Clear determination of the goals of the complaint.
- Clear explanation of interest in the case.
- Collection of viable evidence that shows that the Guidelines are being violated.
- Determining the timing for the complaint.
- Structuring of the complaint.
- Understanding of the NCP checklist.
- The post-complaint procedure.



Group Activity

The participants of the workshop were asked to prepare a case for invoking the Guidelines based on a hypothetical case study. Seema Fazilat, a consultant at Sustainable Initiatives, facilitated the group activity session. The answers to the case study below were given by the participants and the questions were framed by the Sustainable Initiatives team.

Case Study

You represent an NGO that deals with environmental and social issues. Company A is a garment/apparel brand based in an OECD member country. The company's shares are traded in the stock market. Company A has opened a store in your city and it is your contention that the outlet is being constructed on a public amenity plot and the ownership of land and the subsequent construction involves related legal violations (illegal transfer of land, illegal and unauthorized conversion of land-zoning violation), disputes between two separate land owning agencies that claim the plot of land, and environmental degradation that include, violation of the national environmental regulations (an initial environmental examination required but not submitted) and compliance procedures, environmental degradation in the locality and the associated human rights violations.

Residents of the area have already registered a complaint against the environmental pollution and nuisance caused by the store to the relevant authorities, citing the following concerns:

- Location of the store blocks access of clean air in the neighbourhood.
- Installation of two large power generators has resulted in tremendous noise and air pollution in the neighborhood.
- Since the construction of the outlet, sewage overflows have become a regular feature in the neighbourhood and due to improper drainage, a 'cesspool' of sewage has developed in front of the store.
- The outlet has blocked access to a hospital in the neighbourhood resulting in great inconvenience to the visitors.
- The store has been built on the only land that served as a playground for the children of the locality. They have thus been deprived of this open, recreational space.

Your NGO wishes to invoke the OECD Guidelines for Multinational Enterprises by filing a complaint against Company A. Your country enjoys a 'Non-Adhering status.

Questions & Answers

- Q. How will you determine with whom the complaint should be filed?**
A. The complaint is filed at the National Contact Point where the MNC is headquartered.
- Q. How will you explain your interest in the case?**
A. This will be established based on the NGOs goal.
- Q. What kind of evidence can you gather to support your case?**
A. The evidence will include photos, copy of any correspondence and complaints against the MNC.
- Q. Can you raise issues concerning Company A's supply chain?**
A. No. It is not relevant to the issue.
- Q. Concerning this case, identify which specific sections of the OECD Guidelines for Multinational Enterprises have been breached?**
A. Sections: 1V (1), V (1, 2, 3, 4, 5, 6) and VI (1, 3, 5 and 6)
- Q. How will you build your case? Explain in four specific steps?**
A. 1. Provide background information about NGO and MNC.
2. Evidence including documents, photos etc., attached in an appendix.
3. List the violated rules.
4. List the expectations and complaint.
- Q. What will be the final charge sheet?**
A. The final sheet will comprise of all the things mentioned in the question above.
- Q. Clearly explain the demands of the company and your expectations of the NCP?**
A. The MNC should evacuate or provide alternative solutions for the problems faced by the residents.

about apr

Asiatic Public Relations Network (Private) Limited or APR, as it is popularly known, is a leading, independent "CPR" (Communications & Public Relations) agency established in May 1992. Affiliated internationally with Hill & Knowlton, the world's first global public relations and public affairs network founded in 1927, APR is headquartered in Karachi, with other offices in Lahore and in the federal capital city, Islamabad and a presence also in Kabul, Afghanistan.

APR offers its clients a comprehensive range of services aimed at achieving one key objective: Relationship Excellence. Services offered include PR counseling; media relations; employee relations; strategic writing; creative designing; publications; audio-visual productions; event management; community relations; government relations and crisis management.

APR strongly believes in CSR being an essential business function of forward-thinking companies, with a direct contribution to the sustainable development of both the company and the larger community.

www.apr.com.pk



The term 'Triple Bottom-Line' (TBL), which translates into "People, Planet, Profits," captures an expanded spectrum of values and criteria for measuring organisational (and societal) success - social, environmental and economic.

Through our masthead we personify the term TBL. Essentially, our 'bottom-line' is a grey bar with a burgundy border which runs through the masthead, at some points overlapping the letters and running under them at others. Here 't' stands for *triple* and is represented through the three shades of the letter. The 'b' stands for *bottom* and it sits below our grey line with the line going through it - since this magazine is a below the line activity, the two get in together. The 'l' stands for *line* and the letter sits comfortably on top of the grey 'bottom' line.

TBL – Triple Bottom-Line is a specialized bi-monthly CSR publication by Asiatic Public Relations Network (Private) Limited, one of Pakistan's leading PR agencies, affiliated with Hill & Knowlton of the WPP Group. It is intended for audiences including corporate sector, the government, NGO sector, international institutions and academia. The primary objective of TBL is to create awareness and facilitate the creation of a more entrenched sustainability culture in our country, through disseminating CSR knowledge.

www.triplebottomline.com.pk

vision and mission

Vision: *To steadily facilitate the germination of sustainable visions for organisational growth, sharing specific triple bottom-line knowledge and tools.*

Mission Statement: *To disseminate triple bottom-line knowledge to a diversified group including corporate, social development and general business groups primarily through a specialised journal, expanding in accordance with organisational capacity and market readiness.*

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 **OECD Watch**

IRENE, Member of the OECD Watch, is the sponsor of the Project and Workshop Report

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