

INTERIM REPORT

INTRODUCTION:

The HWM under the law has powers to diagnose, investigate, and redress injustice done to a person. He has also the powers to arrange for research to be conducted for ascertaining the root causes of corrupt practices and to recommend appropriate steps for eradication.

2. In light of the above, the undersigned was notified as Grievance Commissioner for CDA as there were persistent complaints of wrong doings from the aggrieved citizens as well as from media reports.

3. The TORs as given in the notification are as follows.

- (i) To probe the issues relating to mal-administration in CDA and to identify major areas causing grievances to the citizens based on the current complaints and the previous data (available in the Record Room and Data Centre of this Secretariat);
- (ii) To investigate the cases relating to the major areas of mal-practices and to identify the causes and the modes of these mal-practices;
- (iii) To recommend appropriate action to be taken against the officials responsible for mal-administration and

- (iv) To suggest a complete mechanism for the rectification of the system so that such complaints may not recur in the future.

A copy of the notification is placed in Annexure.

PROCEEDING:

4. The TORs entailed that alongwith the redressal of individual complaints against CDA – which was being done by the Wafaqi Mohtasib Office earlier as well – there was the critical activity of studying the root causes of these complaints and the assessment of the systemic issues which led to frequent complaints; and additionally, to recommend a reform agenda for CDA to enable it to serve as a prime civic Agency in the national Capital. It was a wide ranging task requiring a holistic approach. The work of the CDA had to be carefully studied, in its multifarious tasks, as a municipal Agency, as a development body and as a maintenance authority for all national buildings and official residences.

5. It was decided that the first step was to hear the affected citizenry of Islamabad, consult experts, ex-civil servants who had worked in CDA at key positions, the media, and key officials working currently in the CDA hierarchy. For this purpose a citizen forum was organized on 16th May, 2013.

6. The record of the proceedings of the citizen forum is placed in Annexure. In all, more than 70 persons participated. It

was a representative group of actual complainants, former Chairmen and Members of the CDA Board, Senior Citizens, Representative of private sector, and the business community. Important media persons also attended the meeting. The Chairman CDA alongwith his key officials were present at the meeting and responded to the various issues raised by the participants.

7. The meeting was chaired by the Hon. Wafaqi Mohtasib. The exchange of ideas and suggestions, highlighted some very useful points. Areas of weaknesses in CDA's working were outlined in detail. The participants felt that it was the first time in recent history that common citizens were involved in this important exercise of reforms.

8. The participants were requested to forward their written comments and suggestions. We received a large number of such written proposals which are placed in Annexure for the record.

9. It was also decided to involve the CDA Board in this exercise. In this regard, a series of meetings were held with the CDA Chairman and his Board Members to discuss the TORs of the Grievance Commissioner, the process of inquiry, and to elicit their proposals for reform. As a result of these meetings and briefings, CDA produced a presentation for reforms/improvements. A copy of the same is placed in Annexure.

10. As a result of the discussions at the citizen's forum, in consultation with the former Chairman and Members of CDA and the written proposals by many participants, the following major areas of reforms and recommendations for CDA were highlighted.

CITIZEN'S FEEDBACK.

INSTITUTIONAL REFORM:

11. In fulfillment of their objectives, both CDA and ICT have to liaise and coordinate their activities very closely. Currently ICT is under the control of Ministry of Interior and the CDA is under the Cabinet Division. In the interest of organizational efficiency and effectiveness, it will be appropriate for both these organizations to be brought under one roof/ Ministry/Division.

EMPOWERING CDA BOARD:

12. Presently CDA Board is a very weak entity. It has failed to act as a development authority as well as in resolving people's problems. The entire bureaucracy with a few exceptions is incompetent, inefficient and corrupt. This board itself is a source of corruption as it validates illegal decisions and activities due to political pressure and accommodates decisions based on vested interest that are against public interest.

13. To address the issue, it is critical that CDA Board should, inter alia, comprise representatives from civil society, Chamber of Commerce and other walks of life. It should have a strong Chairman/President with security of tenure who should act boldly and resist political pressure. It should strictly follow laws, rules and regulations and wide discretion should be totally disallowed.

14. This would require amendment in the relevant statutes, and regulations of CDA.

POOR PERFORMANCE OF DEVELOPMENT FUNCTIONS:

15. Being the Capital Development Authority, CDA has to be the prime authority carrying out the development functions of Islamabad as per CDA Ordinance of 1960. Its existing structure has become inefficient, corrupt and non-responsive. During the last 55 years, it could only develop 15 sectors as against 45 sectors envisaged in its Master Plan. The prime function of CDA was the provision of housing facility to cater to the growing housing requirements of the capital. It, however, failed to do so. Wherever it took some such initiative, it faltered halfway. Non-development of G-12, E-12, D-12, I-15 and I-16 sectors, Park Enclave and non-development of Zone IV with 70,000 acres of land are some stark examples of its poor dispensation.

16. Development authorities all over the world are income-generating organizations and considered to be sitting on a gold mine. The case with the CDA is, however, quite contrary. It has no accountability and very poor financial management. At present, it is a fund-starved and bankrupt organization, and does not have the professional capacity to undertake residential/ commercial development projects. Furthermore, it is badly overstaffed and unionized. Salaries of staff are paid not by the income it generates but by selling plots and there has been no interest shown to make it self-sufficient.

PERFORMANCE OF NON-DEVELOPMENT FUNCTION:

17. There are a large number of Departments in the CDA which perform non-developmental functions. Performing maintenance functions of all government buildings, like President House, Prime Minister House, Prime Minister Secretariat, Senate, National Assembly, Secretariat Buildings and Ministers' accommodation and other government and residential accommodations of almost 20,000 government employees is one of its major functions. Burdened with such tasks, the CDA cannot effectively perform its development function. There is an urgent need for the CDA to be relieved of the maintenance of such a huge number of government and residential buildings to enable it to focus on its developmental role. This primary maintenance function should, in all fairness, be entrusted to Pakistan PWD with the requisite funds.

NON-PROVISION OF BASIC FACILITIES OF INFRASTRUCTURE IN G-13 AND MANY OTHER SECTORS OF CDA.

18. There are a number of CDA sectors such as I-10, G-13 and G-10 where the CDA had received development charges from the allottees of plots/houses long ago, it has failed to develop the infrastructure of electricity, gas, proper road network, streetlights, footpaths, sewerage system and drinking water facilities. In many sectors, new plots have been created without providing the requisite infrastructure resulting in a large number of complaints to the Wafaqi Mohtasib.

NON-DEVELOPMENT OF FLATS SCHEME IN SECTOR I-15 AND NON-REFUND OF MONEY DEPOSITED BY THE ALLOTTEES OF THESE FLATS.

19. A scheme for more than 5000 flats was announced by the CDA in I-15 sector in 2005. Large number of citizens including civil servants of the federal and provincial governments applied for allotment of flats in this scheme which, as per the advertisement given by the CDA in the media, was to be completed in three years' time by the year 2008. Despite a lapse of almost 8 years, the scheme has not been initiated. Funds received in this scheme have been spent elsewhere. On receipt of the complaints from the hundreds of allottees/affectees, the money

deposited by them was refunded to them but with great difficulty and upon the intervention of the Wafaqi Mohtasib. The affectees are also claiming interest on the monies deposited by them but CDA has failed to consider any such proposal. There are a large number of allottees who are still waiting for the final fate of this scheme but there is no clear plan chalked out by the CDA as to how the scheme shall be either redefined to the satisfaction of the allottees or how the allottees will finally be reimbursed.

CURBING TRADE UNIONISM IN CDA:

20. Trade Union activity in the CDA is at its peak. It has adversely affected the functioning of the organization. Union leaders have got 25% quota fixed for sons and daughters of its employees which is patently illegal. These unions are a source of overstaffing, inefficiency, corruption and tremendous political interference in the CDA and have rendered the organization bankrupt. Relevant laws, rules and regulations require amendment in order to curb trade unionism in the CDA.

WATER CONSERVATION:

21. Islamabad is a city suffering from acute shortages of water. There is no system or concept of water conservation adopted either by the CDA or the citizens of Islamabad. They keep on wasting water on gardening, floor cleaning, and car

washing for which they pay a uniform charge/bill which is inadequate.

22. There is a general complaint of overflow of water from overhead tanks in government-owned residential accommodations. It is primarily because of non-functioning of water ball levers of overhead tanks which the CDA often fails to replace despite repeated complaints by the allottees of these houses. It thus not only results in water wastage but also damages the structure of the buildings.

23. For the purposes of meeting water shortages, there should be a strict water conservation policy whereby every household has to have a water-meter for which he/she would pay according to water consumption as we pay for electricity and gas consumption. It would, on one hand, conserve water, and on the other hand, increase CDA revenues.

ENSURING AVAILABILITY OF CLEAN DRINKING WATER:

24. Availability of clean drinking water for the mass population of Islamabad is yet another issue that needs to be looked into. The major problem is that the existing water and sewerage network in Islamabad was laid side by side almost 55 years ago. This network has become worn out in many places and so drinking water-gets mixed with sewerage water and hence

becomes un-potable. There is an urgent need on the part of the CDA to reposition the existing water pipes at some distance from the sewerage network. It is generally believed that this water being consumed by the mass population is a source of many water-borne diseases, particularly hepatitis, T.B., kidney and liver diseases.

NON-CONFORMING USE OF RESIDENTIAL AS WELL AS COMMERCIAL PREMISES IN ISLAMABAD.

25. There are more than one lac houses in the regular sectors of Islamabad on the plots allotted by the CDA. Of these, there are a large number of houses which are being used for commercial purposes creating a lot of difficulties for the residents of Islamabad because of the intrusive sort of commercial activities going on in such premises. These commercial activities include private guest houses, real estate offices, private schools, doctor's clinics and other business offices creating problems for ordinary residents. The CDA has adopted a very lukewarm attitude towards rectifying this problem. It has hardly taken any remedial policy measures or punitive steps in the past to address this problem. One of the alternatives suggested by the experts is that the CDA should impose a heavy tax on such premises, so that this tendency could be discouraged over a period of time.

SANITATION AND WASTE MANAGEMENT PROBLEMS:

26. Although the CDA has a huge Sanitation Directorate to look after the sanitation and cleanliness of Islamabad, heaps of garbage keep on lying neglected for weeks at various corners of parks and green areas of regular sectors of Islamabad. Finally this garbage/waste is disposed of by dumping it in nearby nullahs/streams or by burning it. There is hardly any system of monitoring this cleanliness. Yet another related problem is that Islamabad, being a very green city, has a lot of grass, weeds, tree leaves on its streets. The cleaners, as and when they clean streets, sweep this waste on to the corners of the parks and green areas.

DEGRADATION OF NULLAHS AND STREAMS:

27. The Nullahs and streams of Islamabad were originally fresh water nullahs which were a major environmental asset at the time. They have now become obnoxious open gutters mainly due to the negligence and mal-administration of the CDA. Main factors for this degradation of nullahs include the dumping of sullage from CDA's underground system as well as many residences; CDA functionaries also dispose of a lot of weed, grass and municipal waste in these nullahs. Hence, these nullahs/gutters have now become not only an eye-sore, but their obvious smell and sullage pose serious health problems for the residents.

28. A plan of action including the following aspects is required to be initiated by the CDA consisting of short-term and long-term measures to clear these nullahs from all kinds of pollution:-

- a) Rectification of unauthorized sewer connection from residential/commercial buildings spilling into nullahs;
- b) Rectification of broken CDA sewers dropping into nullahs.
- c) Laying of sewerage system for Katchi Abadies located in Islamabad to prevent sewerage from these abadies dropping into nullahs.
- d) Stoppage of sludge dropping into nullahs from any other source.

OBSOLETE SEWERAGE SYSTEM:

29. The present sewerage system of Islamabad is almost 55 years old. Its major dia is of 6 inches which is quite insufficient to cope with the existing sewerage load which has multiplied over a period of time through various factors such as the huge increase in the average size of households, increase in the residential covered

area and permission to construct high rise buildings (both commercial and residential on land originally meant for individual residences. Because of the overload, this sewerage system often gets choked or gets broken down at many places creating a serious health hazard. Because of non-observance of SOPs of building control and town planning, some residents of Islamabad have fixed sewerage lines with drain lines. Consequently at a large number of places, these lines have been choked with debris and waste material. The residents, because of poor control and oversight by the CDA, also dispose of their sewerage into nullahs and streams, hence creating environmental pollution.

30. Because of choked or broken network/sewerage lines, the sewerage treatment plant (STP) of Islamabad is being run under capacity. It is only receiving 4 to 5 millions gallons of sewerage water per day as against the capacity of 17 million gallons per day. The sewerage system of Islamabad should, therefore, be redesigned keeping in view the sewerage load calculated over the next 3 to 4 decades.

NON-ISSUANCE OF COMPLETION CERTIFICATES.

31. As per CDA's by-laws and regulations, all the owners of residential and commercial plots are required to construct buildings on their plots within a specified period failing which they have to pay a surcharge which is not condonable. After a

commercial or residential building has been constructed, it is incumbent upon the owner to obtain “completion certificate” from CDA. The formalities leading to the issuance of a “completion certificate” in case of residential accommodation earns CDA almost Rs.3 to 4 lacs in each case and much more in case of completion of commercial premises.

32. Islamabad has more than 100,000 houses and a large number of commercial buildings. There are numerous houses and buildings under completion. However, CDA imposes a surcharge only if the owner comes to it for the transfer/sale of his/her premises. It thus loses a lot of income which could be generated through imposition of this surcharge across the board. Likewise, hardly a fraction of the buildings which have been completed have obtained completion certificates despite the fact that these were built 2 to 3 decades ago. A strict enforcement of SOPs by the CDA in this regard can earn it huge revenues.

TRANSFER OF PLOTS THROUGH REGISTRY:

33. While all the plots (commercial or residential or Farm houses) are allotted by the CDA in Islamabad, in the case of their subsequent sub-division, their allotment is done through the process of registry by the ICT, which results in many complications for the CDA, besides the loss of considerable revenue. While this registry takes place, CDA’s NOC is not sought by the ICT to make the transaction encumbrance free.

Relevant rules and regulations need to be amended to remove the above legal flaw.

INCOME FROM SIGNBOARDS/ADVERTISEMENTS:

34. The CDA has tremendous potential to generate income from signboards, advertisements and banners, etc., by their display on the Expressway, G.T. Road, Kashmir Highway and from all commercial areas as per its rules and regulations. It appears that the CDA has completely neglected this aspect of income generation. In order to properly tap and account for this source, there is a need to evolve a clear cut policy in this regard and oversee its enforcement. A third party audit of income generated from this source during the last five years would be of great help for this endeavour.

OTHER SOURCES OF REVENUE GENERATION:

35. The CDA has a lot of potential to generate income from various other sources such as the revision of conservation charges, other taxes, auctioning of toll plazas on IJP Road, Kashmir Highway at Golra, G.T. Road and Rawat.

REPAIR AND MAINTENANCE OF GOVERNMENT ACCOMMODATION:

36. In Islamabad, there are almost 15000 to 20,000 houses of A to I category owned by the government which are allotted to

government servants, employees of attached departments and autonomous bodies from time to time. Most of these houses were constructed almost 55 years ago and require frequent repairs and maintenance. For the purposes of repair, these houses are the responsibility of the CDA for which funds are provided by the Ministry of Finance. However, it has been observed that most of these houses are in pathetic living condition and are not repaired and maintained by the CDA on a regular basis. There is no firm policy by the CDA regarding periodical maintenance of these houses and there is a general complaint that 90% of the funds received from the government in this regard are spent on the F-6 sector where primarily the Secretaries/Additional Secretaries and their equivalent civil servants reside, thus neglecting the houses of the lower strata of civil servants.

37. There is a common complaint that the Ministry of Finance deducts 5% of the salary of the allottees of government accommodation at source for the purposes of maintenance of accommodation in which allottees live. However, the Ministry does not provide funds to the CDA/PWD as per their receipts/deduction made from each employee per month. It provides very limited funds which go towards the maintenance of only a limited number of houses. Therefore, a proposal has been made to the Ministry of Finance to provide proper funds to the CDA for the purpose of maintenance of all government accommodation.

38. There is another proposal that maintaining of government/residential buildings should not be one of the functions of the CDA as it has adversely affected its development function. In order to make CDA a vibrant development authority, it should be divorced of this function which should, in all fairness, be allocated to the PWD with the requisite funds and manpower allotted to it.

ACQUISITION OF LAND AND PAYMENT OF COMPENSATION:

39. The land for Islamabad was acquired under the CDA Act of 1960, which has some flaws. For acquisition of land, first of all, the award of land is announced and then after a certain number of years, the award of Built up Property (BUP) is separately announced. This results in many complications. The prime complication is that the affectees of the area maintain occupation of these lands into the second or third generation even though this land was acquired in the early 60s. This has resulted in a lot of inconclusive litigation for Eligibility Certificates (E.C) and the allotment of lands elsewhere in Punjab on that basis, but the CDA has failed to take possession of these lands from even the second or third generation of the so-called affectees of these lands. The classic example is the Said Pur Village, Mulpur, Mera Jafar, Dhoke Hasoo, etc.

40. It is proposed that there should be only one combined award of land and BUP whereupon the entire land should be occupied by the CDA after the payment of compensation. This also requires changes in the relevant laws, and regulations of the CDA.

41. CDA has been acquiring land for further sectors in Islamabad without paying compensation. There is a common complaint that compensation for land is not paid to the owners for many years. Consequently, the market value of the land changes which results in litigation. There is another common complaint that compensation for land is paid only to those land-owners who give bribes to the CDA officials. There is no hard and fast policy developed by the CDA in this regard.

STREAMLING AGRO FARMS AS WELL AS POULTRY AND VEGETABLE FARMS.

42. Agro Farms, Poultry and Vegetable farms were originally allowed in Islamabad to make vegetables and fruits available to the residents at affordable prices, but neither the government nor the owners of these farms have developed these agro and P&V schemes. Instead, they have developed huge residential houses, private offices and Shadi Hall/Lawns in these farms. The Supreme Court of Pakistan has already ordered the

CDA to restore these farms/schemes to their original shape. There is a dire need for the CDA to issue legal notices to the owners of these farms for their failure to restore/develop these farms in accordance with the original scheme within the stipulated period for which the farmland was leased out to them; and in case of non-compliance, cancel the allotment of these farms in the public interest.

ILLEGAL PACKAGE DEAL FOR GETTING POSSESSION OF ACQUIRED LAND.

43. While the CDA has failed to occupy the land already acquired for the development of various sectors of Islamabad, it has entered into package deals with the affectees and their community leaders for the taking of such lands at exorbitant prices, which is clearly illegal. As a consequence of such package deals with second or third generation affectees, they have been given additional plots besides the plots already granted.

POOR STATE OF PARKS/GROUNDS:

44. Islamabad is a city of parks. There are hundreds of parks in the city, but most of these are neglected. These were originally developed at a great cost but are not being maintained by the CDA. In many parks, one would find encroachments due to the neglect and inattention on the part of functionaries of CDA. There are a large number of Malies and other staff employed for these parks. However, one does not find this personnel managing

these parks properly with the result that most of these parks have lost their original beauty. These are now being used as play grounds for Cricket, Football or Hockey etc. There is a huge Parks Directorate which has failed to develop an effective system of deployment of its labour force for the parks and their maintenance.

45. The story of F-9 Park is not any different. It has no lights after sunset. Most of the people in summer would go to that park after sunset but that is not possible due to the lack of illumination. There are security-related risks. Furthermore, the requisite number of guards and malies are not posted there. It is understood that most of such employees being political appointees do not perform their duties as required.

46. There is a proposal that this park can generate a lot of income through proper supervisor, recreational activities, car parking, etc. Thus it can become a self-sustainable income-generating institution under the CDA.

POOR STATE OF STREET LIGHTS:

47. In the developed sectors of Islamabad, there are frequent complaints of the failure of street lights which are either non-functional or in disrepair. There is a requirement that the street lights of these sectors be upgraded to avoid any incidence of

theft or an adverse law and order situation. A more serious and related problem is that the underground line wire links connecting with these street lights are mostly open and without boxes which is a potential security hazard particularly for the children in the streets.

ENCROACHMENTS IN MARKETS AND OTHER PLACES:

48. Most of the sectors of the CDA, particularly their commercial areas, are full of encroachments created by the allottees of these buildings/shopkeepers and vendors creating tremendous difficulties and hazards for the commuters and the common man. These encroachments have flourished enormously over a period of time giving a very ugly look to these areas. CDA has a huge Enforcement and Anti-Encroachment Directorate. Its functionaries, instead of removing these encroachments, abet in the process of their growth.

49. Most of the land in Islamabad was acquired by the CDA in the early sixties. However, the CDA has failed to get this land vacated in many places. As a result, a lot of such acquired land in and around Islamabad has been encroached upon by the affectees or their children or Qabza Group and many large illegal habitations have developed at such places like Saidpur Village, Sector I-11, F-11, G-12, G-14, Bani Gala, etc.

50. CDA holds a number of weekly bazaars in G-6, H-9 and G-10 sectors. There is no hard and fast criteria/policy spelled out as to how the stalls in these bazaars are allotted to the people. These stalls are frequently sold by the vendors at a huge cost and re-allotted to the people without any rationale which breeds a high level of corruption, nepotism and favouritism. Stalls are also rented out by its allottees to other citizens without any legal authority and in connivance with the CDA functionaries.

51. Kiosks/khokhas were allowed to continue in Islamabad through the CDA licensing policy in the early stages of development of the city. These were ultimately to be discontinued with the development of sectors of Islamabad and the emergence of its commercial markets and areas. However, these kiosks and khokhas have been allowed to continue and their number has greatly increased during the last 5 to 10 years, not only creating a security hazard but also an unplanned commercial activity.

52. Along the expressway of Islamabad, there is a requirement of maintaining a 120-foot right of way on either side for security as well as town-planning purposes. Unfortunately, a lot of encroachments and cemeteries have developed on both sides of this expressway. All these encroachments should be permanently removed and separate areas allocated for the purpose of cemeteries by the CDA.

THE PROBLEM OF KATCHI ABADIES IN ISLAMABAD:

53. There is an acute problem of Katchi Abadies which have been allowed to develop around the nullahs/streams of regular sectors of Islamabad. These Katchi Abadies have been developed in connivance with the CDA functionaries primarily by the Christians working in Islamabad, Afghans and peoples from the Tribal Areas. Unlike other developed authorities like DHA, Housing Scheme and private housing schemes/societies, CDA has allowed these Katchi Abadies to flourish over a period of time. It has gone to the extent of regularizing most of these Katchi Abadies at the cost of security, law and order in Islamabad. In most such localities, electricity and gas connections have also been made available. While on the one side, this has destroyed the natural beauty of the nullahs and streams of Islamabad, on the other, these localities have become a source of crime, drug abuse and many other anti-social activities. There is an urgent need to relocate all such localities outside Islamabad gradually over a period of time. Unfortunately, no such plan is visible on the part of CDA.

FINDINGS:

54. After reviewing the whole gamut of issues thrown up in this exercise, I deem it important to identify areas of priority attention, keeping in view their linkages to the overall performance of CDA. These are fundamental to any genuine

reform initiative. These factors are relevant to all public sector organizations, including CDA. Among these, I place the following as the root causes of all ills and mal-administration.

i. There is clear evidence of lack of merit based appointments, not only in key positions but at all levels of CDA hierarchy. Over the past few years, either non-professional and corrupt officers were posted or those who were not corrupt but pliable. They were driven by external personalities who controlled all major activities in a de facto manner. Positions were purchased through bribes, deputation was obtained by non-professionals for lucrative posts. Therefore, a system of merit based appointments has to be put in place. Detailed proposals in this regard are formulated and placed in recommendations.

ii. It was also noticed that no effort was made to make officers accountable for corrupt practices. Influential officers were not touched, while FIA/ NAB initiated enquiries against junior or less influential persons to extract gratification. Consequently many a corrupt officers went Scot free.

iii. CDA has been over staffed for some years, but during the last few years, political appointments had run into the thousands. Employees were taken on contract without justification and many were on the pay rolls of CDA, but working elsewhere. Violation of recruitment rules reached a level where people were employed on daily wages for upto BS-18 and BS-19 which is indeed

unprecedented. Resultantly, CDA is on the verge of bankruptcy. On certain months it is even unable to pay its salaries.

iv. In recent years, CDA has failed singularly to generate revenues for its essential municipal and developmental functions. It has undertaken non-productive, high cost, high profile and elite oriented works leaving very little for the welfare of common citizenry. The planning and approving authorities disregarded cost-benefit ratio and huge funds were expended on projects with no direct benefit to the common man.

v. CDA allowed qabza mafia to operate freely, of course with the connivance of the police and administration in Islamabad. New sectors were not developed allowing influential land grabbers to initiate their schemes and reap rich dividends. Some key officials are reported to be on the pay roll of such land mafia and continue to work for them. When transferred, these officials managed to come back through the influence peddling of land mafias.

vi. It also came to light that during the last few years, hundreds of unauthorized “khokhas” on greens and road sides were allowed leading to congestion and ugliness. Also many storied commercial plazas were allowed to be constructed by a select few causing additional pressure on water, sewerage, gas and electricity facilities. Thus common citizen had come to face acute shortages in many developed sectors.

55. The above practices have not only eroded the efficiency of CDA, but have reached a terminal stage. The issues

have become chronic, wide ranging requiring both short term and long term effective measures to salvage this premier civic body.

RECOMMENDATIONS:

56. I consider it important that structural issues which affect the working of CDA need to be taken up on priority. If these are effectively addressed, the symptoms would gradually be eliminated. My recommendations, in order of priority, are as follows.

- I. The CDA Board should be merit based, comprising professionals with integrity. To ensure this, its chairman should be a retired senior civil servant, or former judge of a superior court or a retired general who had served with distinction. So that they can resist political and external pressures. He/she can be selected by the prime minister, in consultation with the chairman FPSC or chief justice. Its CEO should be appointed through open competition from the services or private sector with proven track record. The Board should have representatives from the Cabinet Division, Finance Division and P&D Division (from the government side), and three to four members representing civil society / citizens, including business community. The CDA Board should be fully autonomous and manned by professionals at various levels.

Some People had proposed that local government system should replace the present structure. This issue has been carefully evaluated with all its implications. It has to be noted that LG system has yet to be finalized and made functional in the provinces. It would take time to evolve a suitable system in the provinces and still longer period to take roots in our milieu. We cannot afford experimentation in our Capital city with unknown consequences. As the

cantonment board had been kept outside our experimentation with LG system, Islamabad deserves much greater care.

- II. Lack of accountability and check over corruption are interlinked issues. No organization can work efficiently without effective system of accountability to control corrupt practices. There is need for a thorough audit of CDA in the last ten years to un-cover huge mal-practices so that culprits can be punished and recoveries made. A number of inquiries are pending with FIA / NAB which need to be finalized expeditiously without fear or favour.
- III. Over staffing and political appointments is a huge scandal in CDA, making it in-efficient and bankrupt. Once a senior team is selected in CDA, a management audit must be carried out by professionals to weed out the un-necessary and surplus employees.
- IV. Since CDA and ICT are required to coordinate their activities, these need to be placed in one Division / Ministry for improved effectiveness.
- v. CDA has no complaints handling system. Hundreds of people visit various CDA offices everyday to pursue their work. The one window operation, initiated some years ago, is not functioning satisfactorily. In this regard, it is proposed that a Grievance Commissioner should be designated who should sit in a separate portion of Headquarter, along with concerned DG's / Deputy DG's of its various department to attend to public complaints. Public should have free access and this office should be fully empowered to deal with day to day complaints. It would be desirable to have three to four sector offices of CDA to start with, to enable citizens to approach nearby office instead of crowding the main office. The success of this arrangement

would depend on how empowered and responsive these offices are with regard to day to day complaints.

- VI. Some of the Laws and regulations of CDA have become outdated and need amendments. The Board should constitute a task force of serving and former chairmen/members along with a representative of Law ministry to draft suitable amendments required in areas identified in our report.
- VII. Repair and maintenances of government residences and buildings should be handed over to PAK PWD with requisite budget. The CDA be allowed to concentrate on its municipal and development functions. Many of the municipal services can be out sourced to private sector through a transparent and competitive system. The development of new sectors can be under taken in partnership with reputed companies with adequate safeguards and bank guarantees.
- VIII. Water shortage requires urgent attention and a long term solution. A proper scheme and its finances have to be worked out as it would be costly and would take 2-3 years to complete. The CDA can float bonds to raise these funds.
- IX. Similarly, up-gradation of water, sewerage, electricity and gas infrastructure need to be undertaken in a phased manner, but in earnest. It has already been delayed for too long.
- X. Encroachment in all forms is another pressing issue. Special mechanism should be evolved in conjunction with police, revenue adm and judiciary. Special courts could be setup to deal with encroachment cases, in a speedy manner.

- XI. Pollen allergy is a wide spread malady in Islamabad. A task force of experts and citizens could work out a proper strategy to effectively control this public health hazard. The Health Directorate in CDA has to be upgraded for this purpose, as it will implement the road map devised by this task force.

- XII. CDA cannot perform its municipal and developmental functions without funding. Over the years, it has totally neglected revenue generation. Due to the influence of vested interest, it failed to collect its dues and tap legitimate sources of income. A crash program will have to be initiated to raise fund. There are huge recoveries, fines, levies to be collected. The property tax will have to be reviewed and a efficient machinery for collection put in place. The CDA should involve the citizens in a consultative process for this purpose, so as to avoid undue hue and cry.

- XIII. Encroachment and poor maintenance of parks is another serious issue. Owing to lack of proper supervision, parks which are a great assets, stand degraded. This precious infrastructure needs urgent attention. CDA can form supervisory committees for its parks for proper maintenance. The Committees can comprise interested citizens, with a mix of service people and private citizens. A serving or retired senior officer could head this committee. People are willing to serve in a voluntary capacity. The Director / Deputy Director in charge of these parks in CDA should assist these committees in their task. This model can be adopted for a few major parks, to start with, refining procedures and practices in due course.