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*Dear Reader,*

When the pie is shrinking and its claimants increasing, often exponentially, the old law of the jungle comes into play with an increasing frequency, ensuring the survival of only the fittest. If you want to get a raise, be promoted, or avoid the layoff, you need allies amongst the decision makers is the advice on offer from **Chris Williams**, Microsoft's ex-VP of HR in our lead article this edition.

"The difficulty is not at the top, nor at the bottom where the choices are clear and the vast majority of the cases are handled with objectivity based on metrics and merit. The problem is at the margins. When there are just a couple of slots left and still a number of candidates. This is where arguments are had and where the strength of your ally is tested."

**McKinsey Digital Insights** provides our second lead, and talks about inclusive design as a path to resilience and growth. It explores a new concept of how inclusivity is not just a social imperative, but also a strategic way to build more resiliency into products and services. Over the past few years, the accelerated pace of technological change combined with external forces have presented a set of new challenges that force us to re-evaluate our systems and in turn, how to design them.

The third piece by **Step Feed** is a 2 minutes read on that which has become the talk of the town in recent times, the X-ing of the 'birdie' as part of Elon Musk's vision to transform the Twitter platform into an "everything app.". Twitter's CEO Linda Yaccarino has addressed the change in a memo, saying the company has "an inventor mindset" and enjoys "moving at the speed of light." Slow, however, is smooth, and smooth is fast, is the other point of view.

Back-of-the-book in our ecology column we revisit the EcoSummit in Karachi where the crème de la crème of Pakistan's beleaguered corporate sector came out recently to face the world and the music, with the mandate of discovering sustainable solutions for a better future.

Read on, stay safe, and collaborate en-route to a better future, Insha'Allah 😊

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# Microsoft's ex-VP of HR says your boss is your most important ally at work. Here's how to win them over.

Chris Williams | 7 min read

If you want to get a raise, be promoted, [or avoid the layoff](#), you need allies. Allies in the room where the decisions are made. And the best ally to have is your boss.

I'm the former VP of HR at Microsoft, and [I've been in that "room where it happens" more times than I can count](#). When it comes down to it, your best assurance for success is to have a supporter in the room.

It's simple math: The company has only so much money allocated for raises, or so many slots available for promotion. [Or they need to cut a certain number of people](#). But there are many more people vying for those perks or trying to avoid those cuts. Choices must be made.

## Choices must be made

Those choices are made in discussions. Of course, spreadsheets are made with all the available candidates. They are filled with columns describing the various metrics and merits upon which an objective decision can be made.

Leaders pore over those sheets sorting them this way and that. Trying to decide which metrics matter more. Which way of sorting yields the clearest answers. Which objective measures they can use to make these incredibly hard choices.

But the final choices are not made simply from the spreadsheet. The edge cases are too close — the choices too hard.

Sometimes that's a roundtable discussion with all the managers together. Sometimes it's one-on-one with the leader and each team manager.

In any case, the tough decisions are made based on all the objective factors and, by necessity,



Chris Williams. Chris Williams

some subjective ones too.

That's why you need an ally. Someone in the room where it happens. Someone arguing your case. Someone explaining why you, and not that other person, should get that raise. Or deserve that promotion. Or need to stay.

## Edge cases are the issue

The difficulty is not at the top. The people who sort right to the top of the objective lists are almost never in question. They are clearly the ones to get the raise or the promotion. Or those who sort right to the bottom are the clear choices to let go.

In fact, the vast majority of the cases are handled with objectivity based on metrics and merit.

The problem is at the margins. When there are just a couple of slots left and still a number of candidates. This is where arguments are had. Where the strength of your ally is tested.

You need someone on your side, making your case. Who is willing to advocate you? Because you are most definitely not in the room where it happens.

## Your best ally is your boss

They know you, your work, and your value. Having them on your side is the difference between their saying, “Wait, they are great, they deserve it,” and their simply shrugging it off. And letting another manager take that slot.

People often misunderstand the need for allyship. They think they need to be a sycophant, or a suck-up, to win their boss as an ally. Some worry they need to be their boss’ best friend for them to be their ally.

But most bosses aren’t like that. They want to reward, promote, and keep the best people. Because doing that helps them succeed.

## How to win an ally

So how do you get your boss to be your ally?

There are several keys to winning them over.

### 1. Be visible

The first key is to be seen. Toiling away in darkness does little to gain support. So you need to be visible. Make sure you and your work are noticed.

You can do that privately in your one-on-one meetings, highlighting the work you do.

But more effective is making a bit of a show of your accomplishments. Speak up about them in meetings. Make sure they are on the published reports. Offer to speak about them at the next large meeting.

This not only gets on your boss’ radar but also makes it hard to deny when it’s clear everyone knows what you’ve done.

This is hard for many people who hate to “toot their own horn.” But it’s essential to gaining support.

### 2. Be useful

You need to be sure you’re working on the right things. Offer to help on the tough challenges. Work on the things that make a difference for the organization.

Those are the things that will impact your boss’ success and therefore be key to gaining them as a supporter.

If you can’t get assigned to those things, don’t despair. Find some small ways to have impact.

Look at the many things on your boss’ or your team’s plate. There are undoubtedly small items that are off to the side. Hard to gain traction on. Hard to find volunteers for. But still things that would be great to have done.

Find one of those and just knock it off. Find the time to make progress. I like to do them even without asking. Just nail it, and then announce it.

Of course, when you get it done, people have to know. See above about visibility.

Do two or three of those things, and you’ll certainly be seen as a valuable asset. Someone worth that raise or worth keeping around.

### 3. Be supportive

Lastly, you need to be someone of value. Someone the boss can count on to simply handle things. Someone who is part of the solution.

This means being part of the team. Not being a whiner. Being willing to raise your hand when others are busy trying not to be noticed. Tamping down the discontent. Seeing the light at the end of the tunnel when things get dark.

In short, be an ally for your boss and your team. Be someone who is trying to help move the entire team toward the goal. Someone your boss wants to reward and to have around.

The best way to earn allyship and respect is to give it

In my experience, these decisions are made using all the best criteria, with all the best intentions. It’s when it gets down to those last few slots when it helps to have an ally.

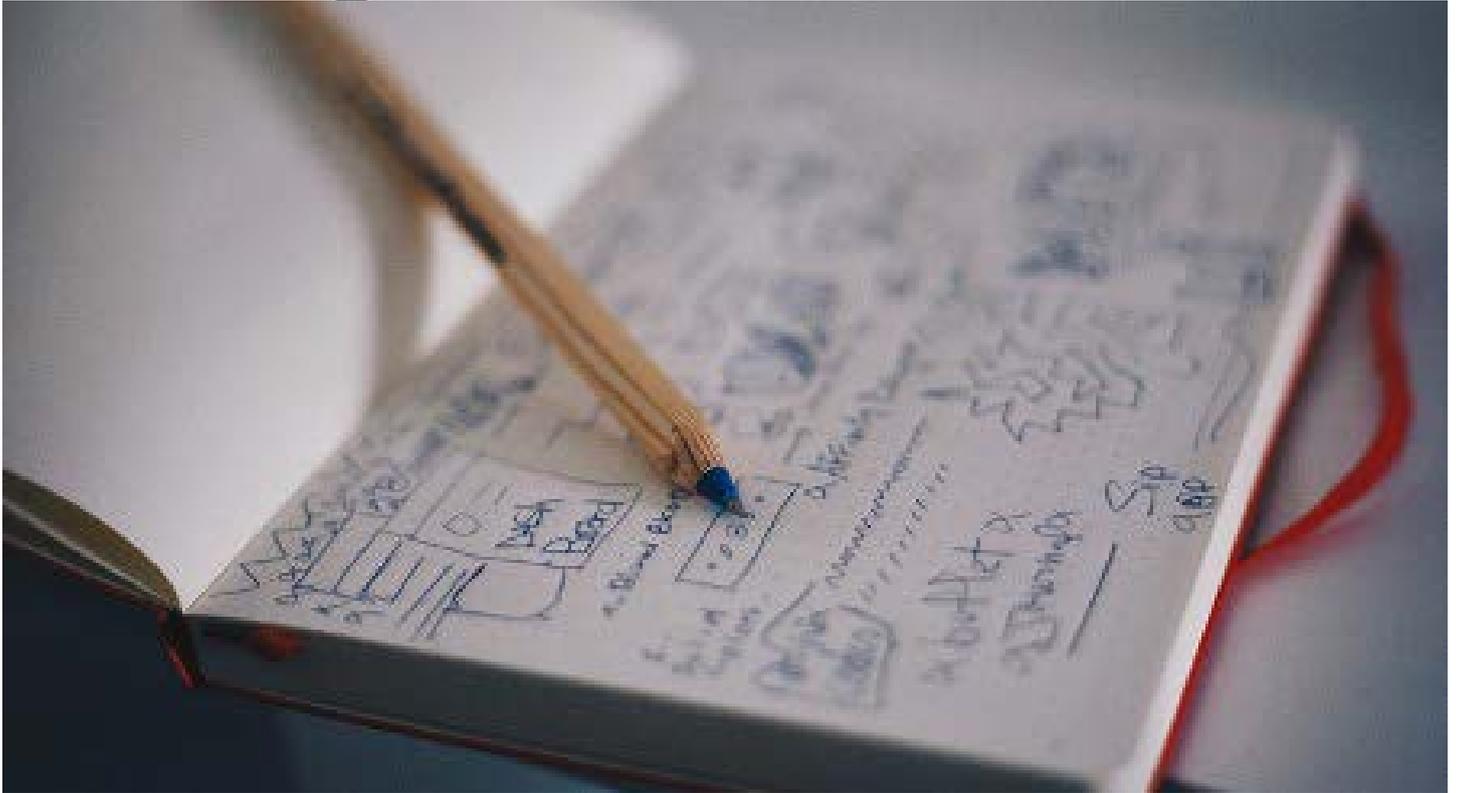
If you make your boss your ally, they will represent you well in that room where it happens. And that’s all you can ask ■

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### Source:

[https://www.businessinsider.com/vp-at-microsoft-how-to-make-boss-your-ally-2023-7?utm\\_medium=newsletter&utm\\_source=Sailthru&utm\\_campaign=Insider%20Today%2C%20July%207%2C%202023&utm\\_term=INSIDER%20TODAY%20SEND%20LIST%20-%20ALL%20ENGAGED](https://www.businessinsider.com/vp-at-microsoft-how-to-make-boss-your-ally-2023-7?utm_medium=newsletter&utm_source=Sailthru&utm_campaign=Insider%20Today%2C%20July%207%2C%202023&utm_term=INSIDER%20TODAY%20SEND%20LIST%20-%20ALL%20ENGAGED)

# Inclusive Design as a path to resiliency and growth



McKinsey Digital Insights | 9 min read

In March, we were lucky enough to not only attend the IxDA conference but host a workshop on inclusive design, where we spoke about an opportunity we had to drive holistic impact in design in the context of government services. This workshop explored a new concept of how inclusivity is not just a social imperative, but also a strategic way to build more resiliency into products and services.

Over the past few years, the accelerated pace of technological change combined with external forces to present a set of new challenges that force us to re-evaluate our systems and in turn, how to design them. From the pandemic to population growth to the rise of AI — the world

as we know it is dramatically changing. These changes offer us up the opportunity to redesign out systems with inclusivity built in; it's our job as designers to work with these changes when we're designing, rather than against them:

- An aging population: As of 2020, [49.5% of the population](#) is over the age of 65. With life expectancy higher than ever, this population offers up a massive potential workforce with a high level of professional knowledge and expertise. However, an aging population puts a strain on healthcare and the social welfare system.
- Growing socioeconomic divide: The COVID-19 pandemic highlighted economic inequality on a global scale. The pandemic disproportionately affected those living in

poverty and while many countries were plunged into economic turmoil, the richest got richer. In fact, research carried out by [Oxfam](#) shows that while 99% of humanity is financially worse off since the pandemic, the wealth of the world's 10 richest men has doubled, widening the economic divide.

- **Technological progression:** [35%](#) of all businesses now report using AI as part of their day-to-day operations. Whilst some fear certain roles may get replaced by automation, it could drastically reduce the time employees spend on menial tasks, meaning businesses will have more capacity to do more complex work.
- **Climate change:** By now, most of us are aware of the effects of climate change but few know about the financial implications. [Data shows](#) that in the last five years, 89 climate disaster events cost \$595.5B in the US alone. Now we are faced with the challenge of designing infrastructure that is resistant and able to withstand more extreme weather.
- **Hybrid working:** The COVID-19 pandemic created a new normal — 'hybrid working'. A [recent study](#) showed that 38% of employees prefer this way of working and it's not hard to see why with less commute time and better work-life balance. But it's not without its issues; less face time with colleagues leads to a lack of connectivity in the workplace.

As these shifts occur, they can often disrupt our systems and widen the inequality gap. This leads to economic, social and political polarization, with the most disadvantaged populations bearing the brunt. For example, [research](#) shows that since the pandemic, the average income of those in the bottom 20% of earners has fallen by 6.7%.

Resiliency is a new mindset that we need to adopt. These unpredictable, novel disruptions are affecting every part of the way we live, work, and interact with the world. To deal with this we need to build resilience into every product and system we design so they can withstand shocks or surprises.

How do we become resilient to things we can't even predict? The key is to consider inclusivity in everything we do. Traditionally, inclusivity is

addressed by companies through a DEI initiative, meeting basic accessibility web requirements, or seen as a social imperative. But another way to think about inclusivity is that it puts resiliency into the fabric of solutions. When we create designs that serve a multitude of needs, for a wide array of users, that creates a more resilient design by nature. By considering a wide range of factors, use cases, and devices, you can integrate resilience into your designs from the off, rather than waiting to be reactive to a trigger.

So, how do we practice inclusive design?

First of all, it's important to define what we actually mean. Inclusive design aims to build equitable experiences that serve the range and diversity of human backgrounds such as ability, age, culture, identity, and language persistently over time. We want to emphasize the longevity of a solution which is often overlooked. Inclusive experiences can only be possible by creating a system and tools to maintain that quality. When a new device, channel, or user group is introduced to your product or experience, are they still able to access it with the same experience parity?

This is not only important from an ethical standpoint, but from a business one too. There are a huge number of underserved communities in existence that represent a great deal of purchasing power; some experts put the figure as high as [\\$12 trillion](#) or more.

Over the past two years we've developed a set of principles that enable resilient, equitable and inclusive design:

- **Broad:** When designing, you must consider a wide range of users and be mindful of intersectionality.
- **Deep:** Do the work to really understand the experiences and unmet needs of potential users, including underlying systems of bias in play.
- **Participatory:** Invite users to the design process, designing "with" rather than designing "for".
- **Proactive:** Plan for change. Anticipate unintended consequences by thinking through challenging "what-if" scenarios and prioritise building in the flexibility to adapt to changing circumstances.

- **Measurable:** Detect change. Listen for the earliest signals of harm or other unintended consequences. Build in the ability to measure and quantify from the beginning.
- **Iterative:** Enable solutions to evolve in response to changing user needs and circumstances by building a set of levers to adjust your solutions

### Inclusive design in government services

One area where inclusivity and resiliency matter most is in government services. As a sector it makes a great case study because it is constantly under pressure to remain operational, regardless of what else is going on in the world — and the penalty for mistakes is high. For this reason, building resilience into government systems is integral and applying inclusive design principles is the best way to achieve this.

One great example is the design of Governor's Island in New York City. The government knew that its coasts were vulnerable to storms and hurricanes so it decided to commission landscape architect Adriaan Geuze to design a solution. Understanding the impact that climate change is having on rising water levels, Adriaan knew that it was vital to raise the shore front of the island. In 2007 he proposed building 15 ft high hills along the southernmost part of the island to protect it from storm surges and flooding. In 2012 his design was put to the test when Hurricane Sandy hit New York, causing 200,000 homes to be destroyed and more than \$50 billion worth of damage. But despite the extensive damage to Manhattan, Governor's Island was left unscathed due to Adriaan's well-designed flood barriers.

<https://www.youtube.com/watch?v=ikve-HCo9hw>

This project was a main source of inspiration for us, so we applied similar inclusive design principles to an unemployment services journey to see how we can build a more resilient experience for citizens. We went through a 3-step process to analyze the problem with an inclusive lens:

Understanding symptoms of bias — Beyond personas, we believe greater empathy lies in taking a moment to reflect on potential

prejudices and biases people may encounter. To trigger these discussions, we supplemented personas with 'Ability' and 'Identity' cards to understand intersectionality.

Generate inclusive interventions with clear ROI — We encouraged participants to not just ideate but to consider how their solution would bring business value to the organization.

Test the resiliency of your solutions — After participants created solutions, we did future scenario planning by getting participants to draw trend cards to see if their solutions would still survive (e.g., if a hurricane happened, would your solution still work)

Overall, participants came up with innovative solutions to re-imagine government services that they never would have thought of before. One of the most innovative ideas that came out of the workshop was a "dating" app for pairing employees looking for work with employers. The app would allow employees to be matched quickly and efficiently with jobs that are suitable for them. The app would very much be human-centric, allowing employees and employers to 'date' one another on a trial basis to make sure they're a good fit. Another idea that stuck out to us was using an AI coach to guide candidates through the job interview process, allowing them to do practice runs to build up their confidence. The AI would also have the capacity to break down language barriers throughout the job application process by coaching the applicant in their native language. The concepts and ideas generated during this workshop are a great example of how our approach to inclusive design can open the door for creativity and innovation.

Through this structured approach, we reframed inclusivity not as feel-good initiative but a strategic play with business case rationale. Too often, inclusivity initiatives are not taken seriously and deprioritized because it's seen as a compliance activity rather than a long-term investment. It's time to shift the conversation on what inclusivity means and utilize it properly to maximize its impact both socially and in business ■

### Source:

<https://medium.com/digital-mckinsey/inclusive-design-as-a-path-to-resiliency-and-growth-655193654e7f>

# He actually did it. He killed the bird.

Step Feed | 2 min read

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## Bye, bye, birdie

Elon has actually done it. He killed the bird. Twitter has [unveiled](#) a new logo, a simple “X”, as part of Elon Musk’s vision to transform the platform into an “everything app.” The old logo, a blue bird, was first introduced in 2006.

Musk has said that the new logo is “simple, yet powerful.” He also said that it is “a reflection of the work that we are doing to make Twitter a better place for everyone.”

The new logo has been met with mixed reactions. Some people have praised it for its simplicity, while others have criticized it for being too plain. However, Musk has defended the logo, saying that it is “a blank canvas” that can be used to represent anything.

## “Writing history”

It remains to be seen whether the new logo will be successful. However, it is clear that Musk is determined to make Twitter a more popular and useful platform. He has said that he wants Twitter to become “the platform for free speech around the word.”

Meanwhile, Twitter’s CEO Linda Yaccarino has [addressed](#) the change in a memo, saying the company has “an inventor mindset” and enjoys “moving at the speed of light.”

Going forward, she wrote, X will continue to develop experiences in video, audio, messaging, banking, and payments that will “delight” users.

“Please don’t take this moment for granted,” Yaccarino wrote. “You’re writing history, and there’s no limit to our transformation. And everyone is invited to build X with us.” ■

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Step Feed <hello@stepfeed.com>

# NATURE CALLING for ACTION STATIONS (NCfAS#17) The SEED Germinates and Blossoms; Bells Cat



## Eco Summit – long overdue introspection

The titans of trade, commerce and industry, the crème de la crème of Pakistan's beleaguered corporate sector, came out recently to face the world and the music, with the mandate of discovering sustainable solutions for a better future

Organized by SEED Ventures in collaboration with The Express Tribune, the EcoSummit was hosted by the Overseas Investors Chambers of Commerce and Industry (OICCI), with its serving president Amir Paracha (Chairman & CEO, Unilever Pakistan Limited) making the inaugural speech, and Khalid Mahmood (Managing Director & CEO, Getz Pharma) gracing the occasion as its chief guest.

Media's leading light Zarrar Khuhro moderated the many discussions that ensued featuring panelists Tahir Mirza (Director Quality Operations Division, Hamdard Laboratories), Danish Iqbal (Chairman, Metro Power Group & Gul Ahmed Energy Group), Ziad Bashir (Board Member, Gul Ahmed Textile Mills Ltd), Raza Pirbhai (CEO, KFC Pakistan), Naeem Zamindar (Founder, Neem), and Shaista Ayesha (CEO & Director, SEED Ventures).

The SEED in SEED Ventures stands for Social, Entrepreneurship, and Equity Development, and it was the prime mover of the half day event through its initiative "What's The Alternative," or WTA. What's the alternative, indeed?

## Just what the doctor ordered

SEED was established in 2009 as social impact ecosystem developers and impact investors, and its mission statement calls for the creation of transformational change at an individual, community, institutional, and systemic level through ecosystem development and impact investment.

SEED's work is dedicated to nurturing an

ecosystem where social entrepreneurs can thrive and where the social impact of traditional entrepreneurship can be enhanced and scaled. Just what the doctor ordered to counter the massive disruptions being caused by global warming and climate change through the creation of enabling ecosystems based on research, policy advocacy, developing entrepreneurial capacity, encouraging innovation, linking to markets, and creating access to finance through fund management and impact investment.



## Preparing for climate refugees

SEED has four portfolios comprising children, youth, women, and marginalized communities. These are the most affected people and in the forefront of that global body of dispossessed known as climate refugees whose numbers in Pakistan are swelling as their traditional livelihoods are swept away by rising sea levels, unseasonal rainfall of the unprecedented kind and alarming glacial melt causing floods and devastation impossible to quantify.

It's imperative that these dispossessed be retrained and rehabilitated as soon as possible, and brought back into the fold of those earning a dignified livelihood. SEED Ventures aims to do just that, and one hopes that it has the wherewithal to scale up in exponential manner which the situation on the ground demands.

## Catching the bull by the horns

Quite telling was the location of the venue, on the 1st Floor of the OICCI Building, next door to the

offices of the Oil Companies Advisory Council and the Petroleum Institute of Pakistan. No more beating around the bush. The fossil fuel mega-industry was catching the bull by the horns, and coming out to defend its turf in person, what with the elevation of the Chief Executive Abu Dhabi National Oil Company (ADNOC), Dr. Sultan Ahmed Al Jaber, as president-designate COP28 in Dubai in November this year.

## Myth of carbon capture

The Emirati oil chief leading this year's UN climate talks has said the world must get serious about new emission-capturing technology, rather than focusing only on replacing fossil fuels with renewable energy. Dr. Sultan Ahmed Al Jaber said renewables such as solar and wind "cannot be the only answer", especially in the steel, cement and aluminum industries, where emissions are particularly hard to reduce. He went on record during the "UAE Climate Tech" conference in Abu Dhabi Energy Center on May 10, 2023, saying that the climate math didn't add up without carbon capture, as per an AFP report in Dawn (May 11, 2023).

## Crude remains indispensable

While major oil producers Saudi Arabia and the United Arab Emirates are touting carbon capture and storage as a remedy for global warming, some experts caution that the nascent technology is unproven and expensive, and should not replace efforts to phase out hydrocarbons. We need to phase out emissions; Dr. Sultan Ahmed Al Jaber concurs, but reiterates his position that crude remains indispensable to the global economy and crucial to financing the energy transition.

"We don't want to create an energy crisis. We cannot shut down the energy system of today before we build the new energy system of tomorrow. I don't have a magic wand and can't say when that will happen," he said in Brussels while addressing ministers from the European Union nations and China (Dawn July 14, 2023). The debate between

**"Crude remains indispensable to the global economy and crucial to financing the energy transition" – Dr. Sultan Ahmed Al Jaber, Chair, COP28**

**"We don't want to create an energy crisis. We cannot shut down the energy system of today before we build the new energy system of tomorrow" – Dr. Sultan Ahmed Al Jaber, Chair, COP28**

carbon capture and reduced fossil fuel use is shaping as a key battleground at COP28, beginning in November in Dubai.

## Transforming trash into treasure

Meanwhile, back at the EcoSummit in Karachi, Unilever's Amir Paracha warned that environmental threats such as greenhouse gas emissions could cause Pakistan's economy to lose 18% to 20% of its value by 2050 even though Pakistan contributes less than 1% to global warming (The Express Tribune July 13, 2023).

Amir called for a change in mindset and lifestyle to successfully overcome the climate challenges, highlighting the opportunities that arise from crises, citing the indigenization of raw materials and reducing the reliance on imports. Corporate entities in sectors such as soft drinks, food, energy, ice cream, and fast moving consumer goods have partially recycled plastic products, replaced 400 million plastic straws annually with paper ones, and transitioned to renewable energy sources.

These efforts aim to mitigate rising global temperatures and promote sustainability. Through the use of waste, including plastic and garbage, recycled goods were being produced, transforming waste into treasure.

## Debilitating floods revisited

Amir Paracha revisited the July-August 2022 epic floods that pushed 10 million people below the poverty line within just 8 weeks, submerging almost one-third of the nation, impacting 33 million people, and claiming 1700 lives. He reminded the world that Pakistan's economy had suffered a loss of US\$30 billion as a consequence.

## Conventional remedies insufficient

Getz Pharma's Khalid Mahmood spoke of the dangers posed by air and water pollution, and

## **“We need a change in mindset and lifestyle to successfully overcome the climate challenges” – Amir Paracha (President OICCI, Chairman & CEO, Unilever Pakistan Limited)**

the presence of chemicals in contaminated foods which contributed to life-threatening diseases. The corporate sector had to take the lead in adopting alternative solutions to achieve sustainability in all aspects of life since conventional remedies had proved insufficient in reducing droughts, cyclones and other environmental disasters worldwide.

Climate change is ultimately a leadership crisis, said Khalid, emphasizing the need for rulers to take ownership of the crisis instead of shifting the blame to others. “It is the responsibility of the state to devise plans and solutions, and ensure their implementation as individuals alone cannot address this monumental challenge,” he said, noting that Pakistan’s forest cover had decreased from 25% in 1947 to a mere 2.5% today.

“Forests, along with the sea, play a crucial role in absorbing pollution. However, the release of untreated industrial and other effluent into rivers and the sea, coupled with deforestation, has diminished their capacity to absorb pollutants. If this trend continues their capacity will saturate leading to catastrophic consequences. The presence of industrial toxins and civic waste in drinking water, vegetables and animals has contributed to a rise in cancer cases in Pakistan. Smaller countries like Ghana prioritize treating effluent water before releasing it into the sea.”

### **Educating children**

SEED’s Shaista Ayesha stressed the importance of educating children in schools and colleges about the environmental challenges as the way forward in combating and triumphing over the climate crisis, and the need for increased research and development to identify alternative sustainable solutions that can facilitate growth. She lamented the lack of acknowledgement of the great work being done in Pakistan, and said that SEED’s WTA (What’s the Alternative) initiative had the

environment, wellness and lifestyle as the three areas upon which the spotlight would be shone and a public discourse generated to unleash the creativity of the people in the search for solutions.

### **Elite apathy the culprit**

On the same day as the EcoSummit, Wednesday July 12, 2023, The Express Tribune’s partner paper The New York Times published a piece by Jeff Goodel titled ‘A glimpse of our very hot future’ in which he targeted Texas where its Governor Greg Abbott gave final approval to a law that will eliminate water breaks for construction workers at a time when the heat index, the combination of temperature and humidity, was as high as 120 degrees Fahrenheit (49 degrees Celsius).

“In the past couple of weeks records were set or tied on four consecutive days as the hottest

**“A conservative estimate of the investment needs for a comprehensive response to Pakistan’s climate and development challenges between 2023 and 2030 amounts to approximately \$348 billion, or 10.7 per cent of the cumulative GDP for the same period” – Federal Minister for Climate Change & Environmental Coordination Senator Sherry Rehman**

days ever recorded on Earth,” wrote Jeff Goodel. “Last week, I happened to be sitting in an air-conditioned café in Austin. Around me, people drank iced coffees and bottled water, seemingly unconcerned as the heat outside beat down mercilessly.”

Amir Paracha’s calling for a change in mindset and lifestyle to successfully overcome the climate challenges is easier said than done, putting it very mildly.

### **‘Calamity Jane’ in full battle-cry!**

Federal Minister for Climate Change & Environmental Coordination Senator Sherry Rehman has got the federal cabinet to approve the Ministry of Climate Change’s National Adaptation Plan (NAP) in a bid to put Pakistan on the road to



**“The corporate sector has to take the lead in adopting alternative solutions to achieve sustainability in all aspects of life since conventional remedies have proved insufficient. Climate change is ultimately a leadership crisis” – Khalid Mahmood (Managing Director & CEO, Getz Pharma)**



climate resilience (Dawn July 27, 2023). According to the plan, a conservative estimate of the investment needs for a comprehensive response to Pakistan’s climate and development challenges between 2023 and 2030 amounts to approximately \$348 billion, or 10.7 per cent of the cumulative GDP for the same period.



As per a retrospective review of funding levels in recent years, NAP suggests that approximately \$39 billion of public finances and \$9 billion from public-private partnerships for infrastructure will be available for this purpose over the next decade.



Meanwhile, The Express Tribune of the same date reports a tax scam of 53 billion rupees surfacing in the Federal Board of Revenue, with nearly 8000 taxpayers illicitly availing tax adjustments against cotton ginning. This is just one example of the mega revenue leaks that plague Pakistan. Plugging these with serious political will shall free Pakistan of foreign dependency in meeting our climate adaptation bills.



On the international front, the World Bank’s managing director of operations Axel van Trotsenburg is calling for redirecting finance, saying that subsidies to agriculture, fishing and fossil fuels amounting to US\$7 trillion undermine efforts to tackle climate change (The Express Tribune, July 19, 2023). Meanwhile, UNDP Administrator Achim Steiner has spoken of the hurdle to prosperity, with the weight of debt crisis dragging down development and 52 countries at risk of debt distress (The Express Tribune, July 14, 2023) ■

