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Rector's Message

Welcome to UMT, a university that is all about transforming innovative ideas into tangible solutions under the mentorship of some of the finest faculty in the region. I take

immense pride in providing institutional leadership to a University whose name is synonymous with quality education and whose graduates are the torchbearers of the highest degree of academic, professional, and moral ethos which is the hallmark of their alma mater.

In this post-pandemic period, public leaders, academicians and public policy stakeholders are joining hands together in a collaborative manner to cater to the contemporary governance challenges. The idea for the creation of the School of Governance and Society, conceived by the late Dr Hassan Murad, was to provide a platform for free inquiry on governance and societal issues by producing research and scholarly work on Government Studies and Public Policy. With an interdisciplinary approach, the teaching and research at the SGS aim to build on multiple knowledge sources, informing varied administrative structures, decision-making hierarchies and policy-making functions of the government as well as the civil society, in a dynamic national setting.

We need to bring forth the public, private and third sectors to respond proactively to our real-life challenges. I am pleased that the UMT School of Governance and Society (SGS) has taken out the second edition of this publication. I hope SGS will maintain its academic and professional standards and leave its mark as a leader in this domain by developing a knowledge base in tune with modern trends.

Dr Asif Raza
Rector UMT

President UMT Receives Academic Excellence Award 2022 from Governor Punjab

The Association of Private Sector Universities of Pakistan (APSUP) conferred Academic Excellence Award 2022 upon UMT President, Mr Ibrahim Hasan Murad. The Governor of Punjab, Mr Muhammad Baligh Ur Rehman presented the award at a ceremony held to acknowledge the heroes of Pakistan on the country's 75th Independence Day. APSUP organized the ceremony to appreciate true stars of Pakistan who made their mark in Impact Ranking and QS Ranking.



SECTION 2 - TRAININGS

Training Program of Top-Level Officers of the Technical and Vocational Training Authority (TEVTA)



The School of Governance and Society, in collaboration with the Hasan Murad School of Management, designed and delivered a comprehensive training program for BS 20 and 21 TEVTA officers. The credit goes to UMT Director General, Prof Abid Sherwani, and TEVTA management for the close coordination to make it happen.



Director SGS, Dr Aisha Azhar and Dean HSM, Dr Naveed Yazdani supported their respective teams of trainers throughout the eight-week period. Dr Seemi Waheed and Prof Rahat-ul-Ain handled the respective training modules. (June 6 – August 5, 2022)

ROUNDTABLES

Relationship Between Bureaucracy and Politicians for Good Governance

The School of Governance and Society (SGS) arranged a roundtable discussion on the Relationship between Bureaucracy and Politicians for Good Governance. The keynote speakers who participated in this academic engagement were: Prof Naveed Elahi (Moderator), Mr Ameer ul Azeem (Secretary General, Jamat-e-Islami), Syed Zaeem Qadri (Independent political candidate), Ms Faiza Ahmad Malik (Information Secretary, PPP), Dr Saeed Elahi (Former MPA and Chairman Pakistan Red Crescent), Mr Amjad Bhatti (Former Secretary Information), Prof Rahat-ul-Ain (Professor of Practice), Mr Sarmad Saeed (Former IG Police), Mr Javid Hussain (Former Ambassador) and Mr Shaukat Javed (Former IG Police). The session was also attended by Director SGS – Dr Aisha Azhar, Director Center for Disaster Management – Dr Ahmad Ali Gul, Sr Liaison Officer – Ms Amna Siddique and students of SGS. The panelists were of the view that the relationship between elected politicians and bureaucrats is conflicting and is influenced

by many factors. The colonial and semi-colonial legacy, the hegemony of the politicians and bureaucrats, distinctive self-image and mutual interactions are highly associated with the conflictual relationship. For amelioration in the relationship between politicians and civil servants, it is essential to describe and demarcate their boundaries and ensure that they operate within the parameters of their allotted roles defined through laws and rules. An indefatigable spirit should be inculcated in the civil servants and politicians, through training and oath, to religiously adhere to the Constitution of Pakistan. They ought to work together in cohesion as they are mutually dependent on each other and should have the realization to reform themselves.

A comprehensive report of the roundtable is available on our official website <https://admin.umt.edu.pk/Media/Site/sgs1/FileManager/2022/Roundtable> (August 04, 2022).



Democratic Police - How to improve democratic credentials and image of police in Pakistan

A roundtable discussion was held at the School of Governance and Society, University of Management and Technology, Lahore Prof Naveed Elahi moderated the discussion. The participants included Shaukat Javed (Former IG Police), Sarmad Saeed Khan (Former IG Police), Kamran Lashari (Former Chief Secretary), Mohsin Goraya (Senior Journalist) and Columnist, Zafar Kalanuri (Senior Advocate Supreme Court), Professor Rahat ul Ain, Naeem Aslam (Former Dean National School of Public Policy), Assist. Prof Dr Seemi Waheed, and Shahid Rahim (Former Dean National School of Public Policy). All the participants expressed their expert views on how to run the police in a democratic way in Pakistan and to enhance the credibility and respect of the police among the people. The police should be a symbol of safety and security, not terror. Police culture needs to change. Actions against police officers on political grounds also lead to ill will in the force. A common man must have access to superior police officers. Some participants said that since the whole system has gone haywire, it is futile to expect exceptional performance from one department.



Effective Ethics Standards in Government and Civil Service



A roundtable discussion was held at School of Governance and Society, University of Management and Technology on the topic of "Effective Ethics Standards in Government and Civil Service", on 14th September 2022. The session was moderated by Prof. Naveed Elahi. The keynote speakers were Justice (R) Sh Ahmad Farooq (Chairman, Pakistan Red Crescent Society), Maulana Raghieb Naeemi (Director Jamia Naeemia), Ms Arifa Saboochi (Former DG CSA), Prof Rahat ul Ain (Professor of Practice, SGS), Mr Khurram Aslam Khan (Former Joint DG Intelligence Bureau) and, Mr Azhar Rashid Khan, PSP (DG National Academy for Prisons Administration). The session was also attended by Director SGS – Dr Aisha Azhar, Sr Liaison Officer SGS - Amna Siddique and BS public administration students.

Prof. Naveed Elahi introduced the topic to the panelists and drew attention to a relevant extract from a report, "Corruption will occur more where the bureaucracy is less professional, where the legal system is less defined, where the internal and external controls on the bureaucracy are faltering, where a political regime is more authoritarian resulting in less freedom of the press, weaker opposition parties, a weaker civil society, and fewer mechanisms of social control and participation". The keynote speakers proposed that in order to inculcate ethical behavior from an early age, it is absolutely essential to introduce basic notions of ethics and citizenship in the academic curriculum at all levels of education. There is a need to devise and define a methodology for the implementation of statutory provisions already in force. But at the same time, the punitive character of the Code of Ethics should be reduced; the emphasis should be on education instead of over-reliance on punishment. There is a need to strengthen decentralized institutional mechanisms of complaint and control, such as the ombudsmen. Media and whistleblowers must play an active but responsible role.

SUMMER BOOTCAMP

CSS Preparation Bootcamp

Things I wish I knew before My Final CSS Exam

School of Governance and Society (SGS) arranged 4-weeks short course on CSS Orientation. Director SGS – Dr Aisha Azhar, practitioners faculty members: Dr Seemi Waheed and Prof Rahat-ul-Ain conducted the bootcamp. The following main components were discussed: Technical structure of CSS exam, subject selection, precis-writing sessions and related technical mistakes, personal/professional grooming, public speaking and persuasive communication and the art of reading and learning from newspapers, books and other relevant resources. There were also informal sessions with Professors of practice about their public service experiences. The Bootcamp was concluded by the activity of 'Mock Interviews', and SGS officially closed it by distributing certificates of appreciation among the students. (25th July - 19th August 2022)



SECTION 3 - RESEARCH ENDEAVOURS

Dr Aisha Azhar – Director SGS contributed in the capacity of Research and Development and published following articles in renowned journals:

- Azhar, A. & Steen T. (2022). Underlying Assumptions of Public Service Motivation: View from Developing World; Asia Pacific Journal of Public Administration, <https://doi.org/10.1080/23276665.2022.2121294>
- Li, Y., Tariq, M., Khan, S., Rjoub, H. & Azhar, A. (2022). Natural resources rents, capital formation and economic performance: Evaluating the role of globalization, Resources Policy, 10.1016/j.resourpol.2022.102817
- Azhar, A. (2022). Disaster Management Reforms in Pakistan. In: Zahra, A., Bouckaert, G., Zafar Iqbal Jadoon, M., Jabeen, N. (eds) Public Sector Reforms in Pakistan. Public Sector Organizations. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-96825-0_14
- Gull, K., Azhar, A. & Gull, S. (2022). Impact of Emotional Labor on Employees Wellbeing in the Presence of Psychological Capital, Journal of Behavioral Sciences, 32 (1), pp. 271-287. http://pu.edu.pk/images/journal/doap/PDF-FILES/12_V32-1-2022.pdf

Dr Seemi Waheed – Assistant Professor, SGS

Presented a paper titled “Vertical synchronization in policy design and implementation for effective governance of rural water supply, Punjab Pakistan” (8th August, 2022) at the monthly seminar organized by Institutional Grammar Research Initiative (IGRI) a forum founded by Syracuse University, New York, USA. The IGRI forum has an international membership and organizes monthly seminars. Dr Seemi Waheed participated, as a member of the International Association for the Studies of Commons, on China Commons Workshop on 24 September 2022. This workshop was jointly organized by the International Association for the Studies of Commons and the School of Public Policy and Management, Tsinghua University.

Dr Ahmad Ali Gul - Director Center for Disaster Management - UMT

Recently published an article titled “A Flawed Approach” on September 17, 2022, at DAWN Newspaper. He critically analyzed the ongoing situation of floods in Pakistan, and the approaches to reduce flood risk and also why we fail to integrate Disaster Risk Reduction (DRR) and Climate Change Adaptation in the development process. Dr. Ahmad Ali Gul has also voiced the impact of climate change and flood crisis management on many local and national TV channels.

Amna Siddique – Sr Officer (Liaison), SGS

Published an article on a crucial policy issue of ‘food insecurity’ in one of the Sections on International and Comparative Administration (SICA) of the American Society for Public Administration (ASPA) titled “Contextualizing the Leadership Role of RIZQ (Food Bank) in the COVID-19 Epoch: A Vaccine of Compassion for Local Food Insecure Communities of Pakistan” (30th August 2022). The comprehensive case analysis of the food bank (RIZQ) has succinctly articulated the collaborative response of official and non-official policy stakeholders towards the pandemic by reaching out to less privileged food insecure communities of Pakistan through self-organized online activism and volunteerism.

FACULTY NEWS

Dr Zerish Tasleem Joined SGS as Assistant Professor

Dr Zerish Tasleem received her PhD from Universiti Utara Malaysia; Master of Public Administration and Master of philosophy from Bahauddin Zakariya University, Multan, Pakistan and secured a position in master as well as in MPhil. Dr Zerish served as a Representative Pakistani Students Community in Universiti Utara Malaysia. Dr Zerish’s research interests include Poverty Alleviation, Health, Education, Public Administration, Public Management, Governance and Public Policy.



Dr Hafiz Syed Mohsin Abbas – Former Assistant Professor SGS has left for his Postdoc. He will join as a Postdoctoral Researcher at College of Public Administration, Huazhong University of Science and Technology, Wuhan, China from 2022-2025, his research areas are Ethnic Harmonization, Public Administration, Governance and Sustainability Goals. SGS is wishing him to have a productive and informative journey and we are looking for a good liaison between SGS and CPA for students as well as faculty in terms of exchange programs and academic events.

Thesis Defense of MS (Public Policy)

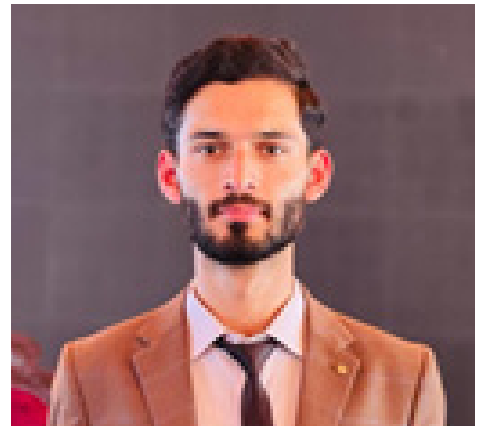
Following students of MS (Public Policy), SGS successfully defended their dissertations.

1. **Saman Ahmad:** Do Mergers and Acquisitions achieve their goals? A study of Corporate Culture in Pakistan.
2. **Jamshaid Sharif:** Police Reforms – A Case Study of Police order 2002.
3. **Hafiz Muhammad Junaid Akhtar:** E-Waste management system: A Case study of Multan district and,
4. **Iram Ehsan:** Prospects and Challenges of Child Rights in Pakistan: A Case study of Child Protection and Welfare Bureau. (August 26, 2022)

SECTION 4 - STUDENT PROFILES

Zohaib Ahmed Khan President of UMT Scouts Club (2021-2022)

I am Zohaib Ahmed Khan, belonging to *Gilgit Baltistan (Skardu)*. Currently, studying BS Public Administration at SGS, UMT and it is my last semester. Initially my confidence level was not high and I was a bit shy to socialize but from the first day I felt welcomed by the faculty of SGS. I would thank Dr. Aisha Azhar (Director of SGS), who encouraged me to join department society named GI2. Regarding extra-curricular activities, the Office of Participant Affairs appointed me as a **President of UMT Scouts Club** for tenure 2021-2022. I conducted a panel discussion on **June 22, 2022**, on the topic of How does Scouting Promotes Positive Character Development? arranged by UMT Scouts Club. This panel discussion was aimed to create awareness of the impact of Scouting on our young generation and how Scouting leads a human being towards positive development. Sr. Liaison officer – Amna Siddique also attended the session and appreciated the valuable contributions of SGS students in the sphere of co-curricular activities. I am looking forward to other opportunities to excel my capabilities for community development.



Ahsan Atique Ahmad Summer Exchange Program

Who knew that you could explore, recognize, interact and learn a lot in just a span of a few weeks? In every way, the International Exchange Program is a one stop shop for co-curricular activities. In the summer exchange, I was pushed to exceed my own standards of excellence. I opted for the module **'Politics, culture and media in Southeast Asia' at University of Nottingham, Malaysia** and **'Current issues in International Politics' at Istanbul Aydin University, Turkey**. Both modules were aligned with my undergraduate bachelors in Public Administration. From exploring conflict management to policy making and governance, I was exposed to research-based learning to find innovative solutions for real-world problems like resource mismanagement and poor policymaking. I highly recommend that every student should grab such an opportunity because exploring the world and getting knowledge will help them to pave the path toward a future leader, impactful professional and an entrepreneur.



SUMMER LIFE OF SGS STUDENTS

Internships, Volunteerism and Community Engagement Activities

In Summer 2022, SGS students excelled their academic learning by countering real-life challenges. They participated in summer internships, volunteer activities and community development in their respective policy interests.



HR Internship in “Initiative of Youth Development” Shanzay Irfan



**Social activist who initiated food distribution drives at flood-affected and food insecure disadvantaged communities of Swat (KPK) and Mastung (Balochistan)
Ubaidullah Dogar**



Signed up for volunteer activities with Assistant Commissioner Hafizabad - Muhammad Bilawal



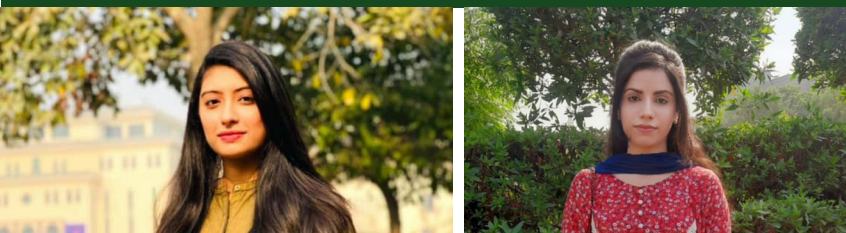
**Internship at UMT, Admin block for academic campaign 2022
Zaryab Hamid**



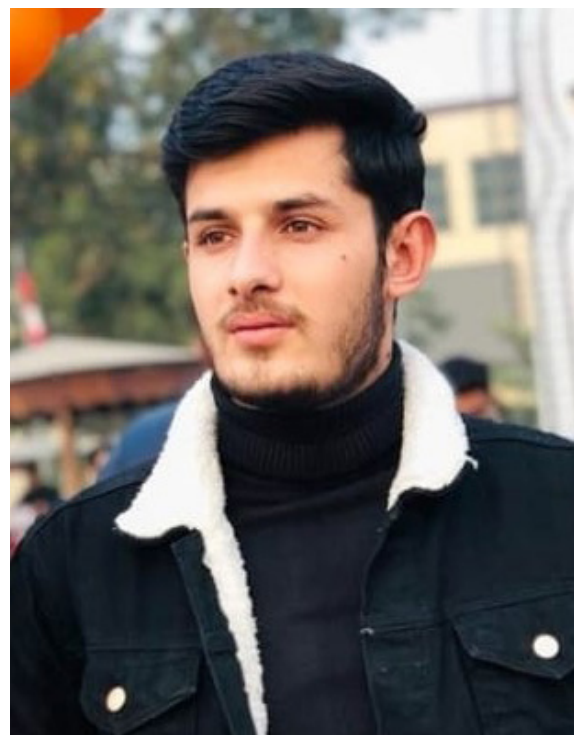
Volunteered at Al-Khidmat Markaz and critically analyzed the operational processes of Fountain house and orphanage - Hamza Ashiq, Eesha Shazad, Shaheer Tariq, Sana Jabir and Ubaidullah dogar



**Internship at KIPS College, Sheikhpura Admission Office –
Muneeb Javed and Danish Naeem**



**Internship at UMT Admission Office
Fatima Zabaish and Aneesa Munawar**



Worked with Deputy Commissioner Gilgit-Baltistan - Tasawer Hussain

EXTRACURRICULAR LIFE AT SGS

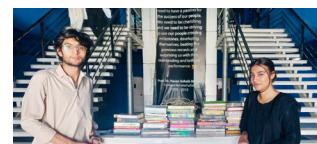
SGS students visited Rescue 1122 Office on June 21st, 2022 with the Director of Center of Disaster Management – Dr Ahmad Ali Gul

The Center for Disaster Management - UMT arranged a visit for the students to the Rescue 1122 HQ and the Emergency Services Academy, Lahore. The students had an extensive tour of the state-of-the-art training facilities, Provincial Monitoring Cell, and also included a special lecture by Dr Rizwan at the end.



SGS students successfully conducted a Book collection drive at UMT main campus

Muhammad Anees Rauf and Zarafshan Ali (4th semester, BS Public Administration) initiated a book collection drive at UMT to donate books and support the disadvantaged communities. They advocated the notion of philanthropy, compassion and altruism in this academic activity.



Mr Irfan Ali (BS-PA) won Bronze Medal (67 kg Category) in HEC All Pakistan Intervarsity Karate Championships

UMT Karate (Men and Women) Teams participated in HEC All Pakistan Intervarsity Karate Championships held on 10-12 October 2022 and won laurels for UMT. The Competition in Men category was organized by University of Sargodha as well as for Women hosted by GCWU, Faisalabad. We are happy to announce our student of BS Public Administration Mr Irfan Ali (-67 kg Category) won Bronze Medal.



SECTION 5 - UPCOMING CONFERENCE OF SGS - ICGSR 2023

International Conference on Governance, Sustainability, and Resilience (ICGSR) in a Post-Covid Period (Hybrid) 23-25 January 2023

We invite papers both theoretical and empirical that address a wide range of issues in policy, governance, sustainability, and resilience to climate change and other shocks. This conference aims to bring scholars, practitioners, communities, industry, and all stakeholders to share their experiences and solutions for each theme of the conference.

Conference themes

Climate Change and Adaptation, Urban planning, Water and Sanitation, Food Security, Interdisciplinarity in Climate Change, Rethinking Water Management and Technology in Changing Climate, Technology Adaptability and Sustainability, Collaborative Governance and Collective Action, Resilience and Communities and, other related themes.

Important dates

Abstract submission:
November 28, 2022 (500-700 words)

Please, submit abstracts to
amna.siddique@umt.edu.pk
Abstract acceptance: December 12, 2022

Full-length paper submission:
December 27, 2022

CONFERENCE ORGANIZING COMMITTEE



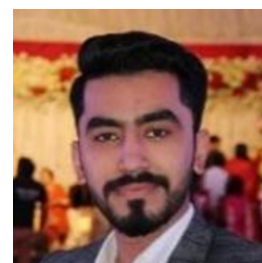
Chairperson:
Dr Aisha Azhar



Convener:
Dr Seemi Waheed



Secretary:
Amna Siddique



Coordinator:
Salman Ahmad

UPCOMING BATCHES

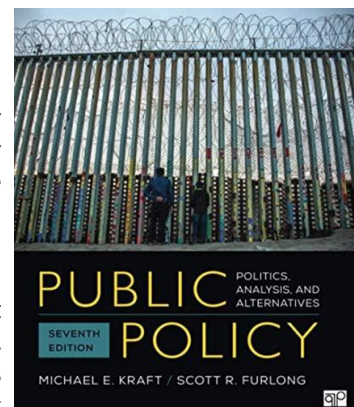
Welcoming new students of BS and MS

The new classes of BS Public Administration and MS Public Policy are scheduled to start in November 2022. SGS welcomes them to this prestigious school which will provide them all possible opportunities to gain knowledge and to groom their personalities through academic engagements, research projects and extra-curricular initiatives.

BOOK REVIEW

Public Policy: Politics, Analysis and Alternatives by Scott R. Furlong and Michael E. Kraft

Public Policy: Politics, Analysis, and Alternatives, helps students understand how and why policy analysis is used to assess policy alternatives. The text encourages them to not only question the assumptions of policy analysts, but also recognize how these strategies are used in the support of political arguments. The authors introduce and fully integrate an evaluative approach to policy to encourage critical and creative thinking on issues ranging from health care to climate change. From a concise review of institutions, policy actors, and major theoretical models to a discussion of the nature of policy analysis and its practice, Kraft and Furlong show students how to employ evaluative criteria in six substantive policy areas. Students come away with the analytic tools they need to understand that the motivations of policy actors—both within and outside of government—influence a complex yet comprehensible policy agenda.



Epilogue

The second issue of "Governance and Society", shows considerable improvement in contents and style. The aim is to keep the academia as well as the industry, which in our case is the government, abreast of the diverse activities taking place at SGS. It has adequately highlighted these activities ranging from conventional class activity to roundtable conferences, workshops, internships, research endeavours and extra-curricular activities. It shows that SGS is striving hard to create a conducive environment of learning which can ensure growth of students and to make tangible input in the body of literature on public policy, administration and governance. It is a matter of satisfaction that the students have shown great enthusiasm to benefit from the opportunities offered at SGS. Not only the students but the stakeholders like bureaucrats, politicians and policy makers must have benefited from the reports generated by us. The reports prepared in light of the discussion that took place in roundtable conferences were circulated on social media and mainstream media. They are available on our website too. We also take the opportunity to welcome the new students to SGS, UMT and hope they will gain useful knowledge from this place. We are looking forward to feedback of the readers to make further improvement in the newsletter.

With best regards
Prof Naveed Elahi
naveed.elahi@umt.edu.pk

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