SANPA
Advancing Public
Administration in South Asia

Book of Abstracts

International Conference
on Local Realities and Regional Futures

Transforming Public Administration and Management in South Asia

Lahore, Pakistan

30 October – 1 November 2025

Contents

Message from the Conference Patron

It is a matter of great pride for the University of the Punjab to host the IAS–SANPA International Conference 2025 on Local Realities and Regional Futures: Transforming Public Administration and Management in South Asia. This conference reflects our enduring commitment to academic excellence, regional collaboration, and knowledge exchange in the field of public administration and management.

As Pakistan's oldest and most prestigious seat of higher learning, the University of the Punjab has long been at the forefront of nurturing intellectual leadership and shaping public policy discourse in the country. With a rich tradition of academic rigor, diverse disciplinary strengths, and deep-rooted engagement with national and regional development challenges, the university provides the ideal setting for a dialogue of this scale and significance.

As South Asia faces complex governance and developmental transformations, the role of universities in generating contextually relevant research and evidence-based policy insight becomes ever more critical. Through its pioneering Institute of Administrative Sciences, one of the region's leading centers for public administration education, the University continues to contribute to building professional and scholarly capacities that respond to the evolving needs of governance.

I am confident that this conference will not only stimulate meaningful dialogue but also strengthen institutional partnerships across South Asia. I warmly welcome all participants to Lahore and wish them an intellectually enriching and productive experience at the University of the Punjab.

Prof. Dr. Muhammad Ali (S.I., T.I.)
Vice Chancellor/Conference Patron
University of the Punjab

Message from the Conference Chair

It is with immense pleasure and a profound sense of responsibility that I welcome you to the abstract book of the IAS-SANPA International Conference 2025. This compilation represents the first vibrant pulse of what promises to be a landmark gathering of the finest minds in public administration and management from across South Asia and beyond.

The theme, "Local Realities and Regional Futures," is a deliberate and critical call to action. South Asia stands at a pivotal juncture, brimming with demographic potential yet grappling with complex, interconnected challenges—from digital divides and climate vulnerabilities to gaps in policy implementation and the urgent need for transformative leadership. This conference is founded on the belief that the solutions to these challenges will not be imported but forged in the crucible of our own local contexts and strengthened through regional solidarity and intellectual exchange. The overwhelming response to our call for papers is a testament to the shared urgency of this mission. The over 80 scientific abstracts contained within this book, rigorously peer-reviewed and organized around our key sub-themes, provide a compelling snapshot of the cutting-edge research being conducted today. They explore diverse yet interconnected avenues, including:

- Digital Governance and Citizen-Centric Services
- Climate Resilience and Sustainable Development
- Public Policy and the Implementation Gap
- Human Resource Management and Administrative Leadership

These abstracts are the building blocks of our dialogue, promising rich discussions, debates, and discoveries during the parallel sessions. We are equally honoured to be guided by our distinguished Keynote Speakers; a cohort of renowned scholars and practitioners whose pioneering work defines the frontiers of our field. Their plenary addresses will provide the strategic lens through which we can view our collective research and connect our scholarly pursuits to the tangible betterment of governance in South Asia.

As the Chair of this conference and on behalf of the Institute of Administrative Sciences, I extend my deepest gratitude to our partners at SANPA, our esteemed keynote speakers, the dedicated members of our scientific and organizing committees, and every scholar who has entrusted us with their work. Your commitment is the foundation of this endeavour. This abstract book is more than a programme guide; it is a map of a shared intellectual journey. It is my sincere hope that as you peruse these pages, you will find not only sessions of interest but also future collaborators and friends. Let us use these three days in Lahore not merely to present, but to engage, to challenge, and to co-create a vision for a more resilient, equitable, and effectively governed South Asia.

We look forward to welcoming you to the historic city of Lahore for what will be an unforgettable exchange of ideas.

Prof. Dr. Kashif Rathore
Conference Chair/Director, Institute of Administrative Sciences
University of the Punjab

Message from the Conference Co-Chair

I am delighted to welcome distinguished scholars, practitioners, and esteemed colleagues and students to the Second SANPA International Conference, hosted by the Institute of Administrative Sciences (IAS), University of the Punjab, Lahore, Pakistan. This year's theme "Local Realities and Regional Futures: Transforming Public Administration and Management in South Asia" captures the dynamic evolution of governance and administration across our region at a time of both profound challenges and unprecedented opportunities.

The South Asian Network for Public Administration (SANPA) was founded with the vision of fostering collaboration among academics and practitioners to advance the study and practice of public administration within the unique socio-political, cultural, and economic contexts of South Asia. Today, as a proud member of the United Nations Public Administration Network (UNPAN) and a partner of the Eastern Regional Organization for Public Administration (EROPA), SANPA continues to expand its regional and global reach, building bridges of knowledge, ethics, and innovation among nations.

This conference stands as a testament to that mission. With over 200 participants and 70 scholarly papers, the range of ideas presented here spanning Artificial Intelligence, local governance, education reform, civil service transformation, and sustainable development reflects the diversity of thought and the richness of our regional experiences. It also underscores our collective recognition that solutions to South Asia's governance challenges must be grounded in local realities while remaining oriented toward regional and global futures.

I extend my deepest appreciation to the Institute of Administrative Sciences, University of the Punjab, for its leadership and hospitality in organizing this event at the prestigious University of the Punjab's beautiful campus. IAS's commitment to academic excellence and public service has provided an exemplary platform for dialogue, reflection, and collaboration among scholars and practitioners from Bangladesh, India, Nepal, Maldives, Sri Lanka, Pakistan, and beyond.

As we deliberate over the coming days, let us reaffirm our shared purpose to strengthen public institutions, nurture ethical leadership, and empower communities through knowledge and innovation. May this conference inspire meaningful partnerships, innovative research, and transformative practices that contribute to a more just, equitable, and sustainable South Asia.

Welcome to Lahore, and welcome to the SANPA community of shared learning and regional transformation.

Dr. Akhlaque Haque
Conference Co-Chiar/President, South Asian Network for Public Administration (SANPA)
& Professor, University of Alabama at Birmingham, USA

Message from the Conference Co-Chair

The IAS - SANPA International Conference 2025 represents more than an academic event, it is a celebration of collaboration, innovation, and shared commitment to transformative governance in South Asia. By bringing together scholars, policymakers, and practitioners, the conference embodies the spirit of co-creation and regional learning that our times demand.

As a faculty member of the Institute of Administrative Sciences and serving as Secretary, Academic Affairs, SANPA, this moment is one of great pride for me. It reflects the growing recognition of the University of the Punjab as a hub of academic excellence and a trusted partner in advancing public administration scholarship across the region. This collaboration between IAS and SANPA demonstrates how institutional partnerships can transcend borders and translate shared aspirations into meaningful dialogue and action.

The theme of this conference *"Local Realities and Regional Futures: Transforming Public Administration and Management in South Asia"* resonates deeply with our current context. It reminds us that the pathways to effective governance and development in South Asia must be rooted in local knowledge, responsive institutions, and inclusive leadership. As we deliberate on policy innovation, governance reforms, and regional cooperation, I hope this platform will encourage us to rethink existing paradigms and reimagine the role of public administration in shaping equitable and sustainable futures.

I extend my heartfelt appreciation to all contributors, reviewers, and volunteers whose efforts made this conference possible. May this dialogue inspire new ideas, enduring partnerships, and meaningful pathways toward inclusive governance and sustainable futures.

Prof. Dr. Yaamina Salman

Conference Co-Chair/Secretary, Academic Affairs, SANPA
Institute of Administrative Sciences,
University of the Punjab

Message from the Conference Secretary

It is my distinct pleasure to welcome all distinguished participants, scholars, and practitioners to the IAS–SANPA International Conference on "Local Realities and Regional Futures: Transforming Public Administration and Management in South Asia."

The Institute of Administrative Sciences (IAS), University of the Punjab, has been a pioneer in the field of Public Administration and has played its role over the years to develop it further in the context of Pakistan. With this conference, we are honoured to host this international gathering in collaboration with the South Asian Network for Public Administration (SANPA). This partnership reflects our shared vision of strengthening academic and professional networks, building regional synergies, and promoting knowledge that is contextually grounded yet globally relevant.

I'm especially happy looking at the diverse nature of the abstracts that we have received across the various sub themes identified. Not only this the participants from across the region and their excitement to contribute and be part of this diverse programme has made this conference special.

This conference marks an important milestone in our collective efforts to advance the study and practice of public administration within the South Asian context. By bringing together diverse perspectives from across the region, we aim to foster critical dialogue, collaborative research, and innovative thinking that reflect both the challenges and transformative potential of governance in our societies.

I extend my sincere appreciation to our esteemed speakers, paper presenters, and participants for their scholarly contributions, and to the organizing team for their dedication and commitment in making this event possible. I expect that this conference will inspire continued collaboration and intellectual engagement beyond its formal proceedings.

Dr. Amani Moazzam
Conference Secretary
Assistant Professor, Institute of Administrative Sciences
University of the Punjab

Conference Organizing Committees

STEERING COMMITTEE

1. Prof. Dr. Kashif Rathore (Convener)
    Director, Institute of Administrative Sciences
    University of the Punjab

2. Professor Akhlaque Haque
    University of Alabama at Birmingham
    President, South Asian Network for Public Administration (SANPA)

3. Prof. Dr. Yaamina Salman
    Professor, Institute of Administrative Sciences, University of the Punjab
    Secretary (Academic Affairs), South Asian Network for Public Administration (SANPA)

4. Dr. Mohammad Mizanur Rahman
    Secretary-General
    South Asian Network for Public Administration (SANPA)

5. Dr. Sidra Irfan
    Associate Professor, Institute of Administrative Sciences
    University of the Punjab

6. Dr. Sajid Nazir
    Associate Professor, Institute of Administrative Sciences
    University of the Punjab

7. Dr. Ghalib Ata
    Assistant Professor, Institute of Administrative Sciences
    University of the Punjab

8. Dr. Zahra Paul
    Assistant Professor, Institute of Administrative Sciences
    University of the Punjab

9. Dr. Amani Moazzam (Secretary)
    Assistant Professor, Institute of Administrative Sciences
    University of the Punjab

MANAGEMENT AND IMPLEMENTATION COMMITTEE (MIC)

1. Prof Dr. Yaamina Salman (Convener)
    Professor
    Institute of Administrative Sciences
    University of the Punjab

2. Dr Sidra Irfan
    Associate Professor
    Institute of Administrative Sciences
    University of the Punjab

3. Dr Sajid Nazir
   Associate Professor
   Institute of Administrative Sciences
   University of the Punjab

4. Dr Aisha Rizwan
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

5. Dr Amani Moazzam
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

6. Dr Ahmad Usman
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

7. Dr Samia Tariq
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

8. Dr Syed Sohaib Zubair
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

9. Ms. Neha Victor (Secretary)
   Assistant Registrar
   Institute of Administrative Sciences
   University of the Punjab

PROCUREMENT, LOGISTICS AND COMMUNICATION COMMITTEE (PROLCOM)

1. Dr Sajid Nazir (Convener)
   Associate Professor
   Institute of Administrative Sciences
   University of the Punjab

2. Dr Aisha Rizwan
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

3. Dr Ahmad Usman
   Assistant Professor
   Institute of Administrative Sciences

University of the Punjab

4. Dr Samia Tariq
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

5. Dr Syed Sohaib Zubair
   Assistant Professor
   Institute of Administrative Sciences
   University of the Punjab

6. Malik Muhammad Arif (Secretary)
   Administrative Officer
   Institute of Administrative Sciences
   University of the Punjab

7. Muhammad Kashif
   Senior Clerk
   Institute of Administrative Sciences
   University of the Punjab

8. Mr. Vikram Francis
   Junior Clerk
   Institute of Administrative Sciences
   University of the Punjab

SCIENTIFIC COMMITTEE

1. Dr. Sidra Irfan (Convenor)
   Associate Professor, Institute of Administrative Sciences
   University of the Punjab, Pakistan

2. Dr. Kashif Rathore (Member)
   Director, Institute of Administrative Sciences
   University of the Punjab, Pakistan

3. Prof. Dr. Akhlaque Haque (Member)
   University of Alabama a t Birmingham
   President, South Asian Network for Public Administration (SANPA)

4. Dr. Yaamina Salman (Member)
   Professor, Institute of Administrative Sciences, University of the Punjab, Pakistan
   Secretary (Academic Affairs), South Asian Network for Public Administration (SANPA)

5. Dr. Shafiul Islam (Member)
   Professor, Department of Public Administration,
   University of Rajshahi, Bangladesh

6. Dr. Amani Moazzam (Member)
   Assistant Professor, Institute o f Administrative Sciences
   University of the Punjab, Pakistan

7. Dr. Zahra Paul (Secretary)
   Assistant Professor, Institute of Administrative Sciences
   University of the Punjab, Pakistan

PANEL OF REVIEWERS

1. Dr. Kashif Rathore
2. Prof. Dr. Akhlaque Haque
3. Prof. Dr. Yaamina Salman
4. Dr. Sidra Irfan
5. Dr. Amani Moazzam
6. Dr. Zahra Paul
7. Dr. Sajid Nazir
8. Dr. Aisha Rizwan
9. Dr. Ahmad Usman
10. Dr. Samia Tariq
11. Dr. Syed Sohaib Zubair
12. Professor Rizwan Khair

Conference Program

International Conference on

LOCAL REALITIES AND REGIONAL FUTURES: TRANSFORMING PUBLIC ADMINISTRATION & MANAGEMENT IN SOUTH ASIA

30th October – 1st November 2025, Lahore, Pakistan

Organized by: **Institute of Administrative Sciences, University of the Punjab** *in collaboration with* **South Asian Network for Public Administration (SANPA)**

Day 1 – Thursday, 30th October 2025

Venue: Riazuddin Auditorium, Center for Excellence in Molecular Biology, University of the Punjab

9:00 – 10:30 am	Registration
10:30am – 1:00 pm	**Inaugural Session** **Moderated by: Dr Sidra Irfan** • Recitation from the **Holy Qur'an** & **National Anthem** • **Welcome Address** – *Prof. Dr. Kashif Rathore,* Director, Institute of Administrative Sciences, University of the Punjab • **Remarks** – *Prof. Dr. Akhlaque Haque,* President, South Asian Network for Public Administration (SANPA) • **Address by the Conference Patron** – *Prof. Dr. Muhammad Ali,* Vice Chancellor, University of the Punjab • **Plenary Keynote Address by Chief Guest** – *Prof. Ahsan Iqbal*, Minister for Planning, Development & Special Initiatives, Government of Pakistan • **Plenary Keynote Address by Guest of Honour** – *Prof. Dr. Anisuzzaman Chowdhury,* Special Assistant to the Chief Adviser/State Minister for Economic Affairs, Government of Bangladesh & Emeritus Professor, Western Sydney University, Australia
1:00 – 2:00 pm	**Lunch & Prayer Break**
2:00 – 3:30 pm	Panel Discussion/Dialogue on **Reforming Higher Education: Rethinking University Governance in Pakistan** **Moderator: Dr Ghalib Ata, Assistant Professor, Institute of Administrative Sciences, University of the Punjab** **Panelists:** 1. **Prof. Dr. Muhammad Ali,** Vice Chancellor, University of the Punjab 2. **Prof. Dr. Uzma Qureshi,** Vice Chancellor, Lahore College for Women University 3. **Prof. Dr. Asghar Zaidi,** Pro-Rector/Provost, University of Management & Technology 4. **Dr Amjad Abbas Magsi**, President, Academic Staff Association, University of the Punjab

	5. **Mian Imran Masood,** Vice Chancellor, University of South Asia *Public universities in Pakistan face severe financial pressures despite strong infrastructure and research capacity. This dialogue explores how universities can become more autonomous and self-sustaining, while ensuring effective regulation, accountability, and academic excellence.*
3:30 – 4:00 pm	**Networking Tea Break**
4:00 – 4:45pm	*Keynote Address* **Public Policy and Artificial Intelligence: Navigating Local Realities for Regional Transformation in South Asia** **Prof. Dr. Akhlaque Haque** Department of Political Science and Public Administration, College of Arts and Sciences, University of Alabama at Birmingham, USA President, South Asian Network for Public Administration (SANPA)
4:45 – 5:30pm	*Keynote Address* **Methodological Nationalism in Public Administration** **Dr. Kim Moloney** Associate Professor, College of Public Policy Hamad Bin Khalifa University, Qatar

Day 2 – October 31st, 2025

Venue: Auditoriums – 1,2, 3 & Committee Room
Institute of Administrative Sciences, University of the Punjab

9:00 – 10:30am **Venue: IAS Auditorium 1**	**Track: Artificial Intelligence (AI) and E-Governance for Public Services** *Session Chair(s): Prof Dr Rizwana Bashir & Dr Samia Tariq* *Moderator: Dr Zahra Paul* 1. **AI in Remote Work: Just A Buzzword or the Key to Employee Engagement and Retention?** *Zahra Qamar & Dr. Syed Sohaib Zubair* 2. **AI Chatbots and Public Service Satisfaction** *Syeda Zunaira Amir & Dr. Amani Moazzam* 3. **AI Governance Policies in China and Lessons for Pakistan** *Dr. Muhammad Faisal* 4. **Artificial Intelligence in Public Safety: A Case Study of the Punjab Safe Cities Authority, Lahore** *Kiran Faheem & Sidra Aziz* 5. **AI-Driven Public Service Transformation in South Asia: Bibliometric Insights and Future Prospects** *Dr. Shabana Naveed, Dr. Madiha Rehman & Nida Siddique* 6. **Ethics By Design: Building Institutional Frameworks for Responsible AI Adoption in South Asian Public Sectors** *Simra Sohail & and Sibghat Ullah*
9:00 – 10:30am **Venue: IAS Auditorium 2**	**Track: Indigenizing Governance: Theory, Practice, and Pedagogy** *Session Chair(s): Dr Ghalib Ata & Dr Mahfuzul Haque* *Moderator: Dr Sajid Nazir* 1. **Decolonizing Policy Praxis: Exploring Epistemic Dependency in Pakistani Public Policy** *Shahzadi Fatima Ali* 2. **Indigenous Pedagogy and Public Administration: Pakistan-Bangladesh Perspectives** *Khola Zafar* 3. **Historical Blindness in Pakistan's Public Administration Discipline and A Call for Its Reconstruction** *Dr. Şulenur Özkan Erdoğan (online)* 4. **South Asia at The Edge of a Postcolonial Century: Reform Requires a Definition Of "Indigenous"** *Ommama Usman & Amna Ashraf* 5. **Colonial Legacies and Climate Injustice: Ghosh's Historical Analysis in South Asia** *Mili Rahman and Shariful Alam*

9:00 – 10:30am **Venue: IAS Auditorium 3**	**Track: Decentralization and Local Governance in South Asia** *Session Chair(s): Dr Amjad Abbas Magsi & Prof Dr Kashif Rathore* *Moderator: Dr Ahmad Usman* 1. **Strengthening Local Governance as a Preventive Framework Against Violent Extremism: Institutional Approaches in Conflict Affected Regions of Pakistan** *Muhammad Islam & Maaz Ahmad (Online)* 2. **Intergovernmental Relations and Local Governance: Inclusive Development and Democratic Deepening in Nepal** *Tara Prasad Kharel (Online)* 3. **Exploring Perspectives of School Principals: A Qualitative Study of Educational Decentralization in Punjab, Pakistan** *Alina Rukhsar & Dr. Tayyeb Ali Khan* **Track: Sectoral Governance and Institutional Reforms in South Asia** *Session Chair(s): Dr. Ian C. Elliot & Dr Fara Azmat* *Moderator: Dr Ahmad Usman* 1. **Rhetoric or Reality: Strategic Misalignment and Institutional Stagnation in Punjab Agricultural Produce Markets** *Sammia Tasleem* 2. **Public Value Creation Through PPPs In the Health Sector of Pakistan: A Case Study of The National Health Card** *Hamza Arshad & Dr. Sidra Irfan* 3. **Addressing Housing Challenges in Rapidly Growing Lahore: A Policy and Governance Analysis** *Mamoona Muqadas* 4. **Reforms and challenges in higher education governance: Insight from Bangladesh** *Dr. Md. Shariful Alam and Dr. Md Shafiul Islam (online)*
10:30 – 11:00 am	**Networking Tea Break**
11:00 am – 12:30 pm **Venue: IAS Auditorium 1**	**Track: Artificial Intelligence (AI) and E-Governance for Public Services** *Session Chair(s): Prof Dr Akhlaque Haque and Prof Dr Atif Hassan* *Moderator: Dr Zahra Paul* 1. **Rebuilding Trust in Fragile Democracies: Algorithmic Accountability and Citizen Perceptions of AI in Sri Lanka's Digital Public Services** *Yohan Perera (online)* 2. **Artificial Intelligence in Pakistan's Higher Education: Policy Gaps, Ethical Dilemmas, and Sustainable Pathways**

	Dr. Tayyeb Ali Khan, Shiza Kazmi & Sadaf Chaudhry (Online)
	3. **AI And Public Governance in Pakistan: Toward A Prescriptive Model of Regulation** *Dr. Muhammad Zeb Khan & Muhammad Iqbal (Online)*
	4. **Digital Rights and Emerging Risks: A Comparative Study of Legal and Ethical Challenges for AI and Data Protection in South Asia** *A.B.M. Ehsaan Ullah khan (Online)*
11:00 am – 12:30 pm **Venue: IAS Auditorium 2**	**Track: Sectoral Governance and Institutional Reforms in South Asia** *Session Chair(s): Dr Shabana Naveed & Dr Ghalib Ata* *Moderator: Dr Sajid Nazir* 1. **Statelessness of the Rohingyas and Regional Responses: A Case of Policy Failure** *Dr. Md. Shariful Alam and Mili Rahman* 2. **Navigating Complexity: Leadership Perspectives on Innovation in Public Sector Universities of Pakistan** *Abdul Quyyam* 3. **Merit, Mobility, And The 'Interior Posting' Dilemma: A Survey of Mid-Career Officers Stationed in Sukkur Division** *Zubair Ahmed Pirzada & Dr. Shoukat Ali Mahar* 4. **Energy Governance: Emerging Challenges for Bangladesh** *Dr Mahfuzul Haque* 5. **Reimagining Governance in South Asia: Local Realities and the Future of Public Administration** *Imran Ahmad Naseer* 6. **Capacity Building Initiatives in the Civil Service in Bangladesh: Is Higher Education Making any Difference?** *K M Kabirul Islam & Abu Shahin M. Ashaduzzaman*
11:00 am – 12:30 pm **Venue: IAS Auditorium 3**	**Track: Climate Governance and Environmental Resilience in South Asia** *Session Chair(s): Dr Jam e Kausar Ali and Dr Aisha Rizwan* *Moderator: Dr Ahmad Usman* 1. **Climate Resilient Flood Management Through the Lens of Collaborative Governance in Pakistan** *Yashal Saleem* 2. **Policy Contradiction in Urbanization and Climate Governance in Pakistan: Implications for Sustainable Development (2015–2025)** *Muhammad Yasser Ghayoor Khan & Aqsa Aslam* 3. **Analysis Of Smog Control Policies in Major Cities of The World & Recommendations for Lahore with A Focus on Vehicular Emissions** *Muneeba Naushahi* 4. **Climate Resilience and Food Security in South Asia: A Review of Success Factors, Governance Challenges, And Policy Recommendations**

	Fatima Mahmood & Dr. Amani Moazzam 5. **Climate Governance and Environmental Resilience in South Asia: Participatory Adaptation, Climate Justice, And Regional Cooperation** *A. Mithursan (online)*
11:00 am – 12:30 pm **Venue: IAS Committee Room**	**Editor's Roundtable** **Moderator: Dr Amani Moazzam,** *Managing Editor, Governance and Management Review* Participants: 1. **Dr Ian C. Elliott,** Co-editor in Chief, Public Administration & Development (PAD) 2. **Dr Sidra Irfan,** Editorial Board Member, Public Administration & Development (PAD) 3. **Dr Mohsin Bashir,** Editorial Board Member, Public Administration & Development (PAD) 4. **Dr Aisha Azhar,** Editorial Board Member, Asia Pacific Journal of Public Administration (APJPA) and Governance & Society Review 5. **Dr Kim Moloney,** Co-editor in Chief, Australian Journal of Public Administration (AJPA), Associate Editor, Public Administration Review (PAR) and Assistant Editor, Administrative Theory and Praxis (ATP) 6. **Prof. Dr. Yaamina Salman,** Regional Editor (Developing World), Public Management Review (PMR) 7. **Dr Fara Azmat** – Associate Editor (CSR), Australian Journal of Management (AJM) & Editorial Board Member, Social Responsibility Journal 8. **Dr Fozia Hadi Ali,** Editor, Leadership and Organizational Behaviour 9. **Dr Abdul Jabbar,** Managing Editor, Journal of Political Studies 10. **Prof. Dr. Naheed Goraya**, Editor, South Asian Studies
12:30 – 2:00 pm	**Lunch & Prayer Break**
2:00 – 3:30 pm **Venue: IAS Auditorium 1**	**Track: Sectoral Governance and Institutional Reforms in South Asia** *Session Chair(s): Dr Aisha Azhar and Dr Sidra Irfan* *Moderator: Dr Syed Sohaib Zubair* 1. **Beyond Rules: Understanding Bureaucratic Decision-Making** *Laiba Aqil & Dr. Ghalib Ata* 2. **Emerging Water Scarcity Issue in South Asia: Case Study of Water Conservation Policies in Pakistan (2000-2022)** *Aqsa Aslam* 3. **Bridging The Gaps: Establishing Contextual Policy Coherence to Reduce Chronic Childhood Malnutrition (Stunting) In South Asia** *Dr Mehnaz Rashid & Dr Aisha Rizwan* 4. **Punjab University Hostel Reforms 2025: A Stakeholder Perspective** *Syed Atyab Ali Naqvi*

	5. **Public Administration Reform Commission 2025: A Critical Analysis towards Neutral, Digital, and Performance-Oriented Governance in Bangladesh** *Md Shafiul Islam & Md Shariful Alam, PhD* 6. **Embedding ESG in South Asian Higher Education: The role of universities in Capacity Building and Regional Collaboration** *Dr. Mustafa Hyder*
2:00 – 3:30 pm **Venue: IAS Auditorium 2**	**Track: Contemporary Management Practices and Organizational Innovation** *Session Chair(s): Dr Ahmad Qammar & Dr Farooq Anwar Bajwa* *Moderator: Dr Sajid Nazir* 1. **Thriving At Workplace Among Doctors: A Human Resource Perspective** *Fatima Baig and Tayyeb Ali Khan* 2. **Unveiling The Link Between Green Human Resource Management Practices and Sustainable Performance in Pakistan: A Resource-Based Perspective** *Dr Maryam Saleem* 3. **Administrative Innovation for Entrepreneurship: Rethinking SMEDA's Institutional Role in the Fourth Industrial Revolution** *Muhammad Hamid Saeed Qadri* 4. **Exploring The Predictive Influence of Self-Compassion, Gratitude, And Belongingness on Employee Well-Being Among Public School Teachers in Pakistan** *Sheeza Fayyaz & Dr. Tayyeb Ali Khan* 5. **Impact Of Sustainability Through ESG On Financial Performance of Companies** *Mahnoor Anwar* 6. **Job-Hopping Behavior in the Generation Z Workforce: The Role of Perceived Employability, Openness to Experience and Self-Directed Career Attitude** *Sehar Abbas & Dr. Ahmad Usman* 7. **Coloring the Workplace Green: Exploring the Impact of Green Human Resource Management Practices on Organizational Sustainability in the Pakistani Banking Sector** *Dr Noor Ul Ain Khan and Iqra Khalid*
2:00 – 3:30 pm **Venue: IAS Auditorium 3**	**Track: Islamic Public Administration** *Session Chair(s): Dr Mohammad Mizanur Rahman and Dr Ghalib Ata* *Moderator: Dr Ahmad Usman* 1. **State's Response to Uprising; Case Study Analysis Of Tiananmen Square Massacre (1989), American Civil War (1861-65) And Early Islamic Crisis Governance Under Caliphates (Comparative Lessons For Pakistan)** *Syeda Lalarukh* 2. **Feedback Mechanisms in Public Administration Under Cybernetic Theory: A Comparative Discourse on Feedback Mechanisms in Islamic and Pakistan's Public Administration** *Syeda Lalarukh*

	3. **Integration of Islamic Administrative Principles in Modern Bureaucracies** *Masooma Adil* 4. **Integrating Islamic Managerial Philosophy into Public Administration: A Framework for Ethical and Effective Public Administration System** *Dr. Muhammad Aqib Ali & Usman Khalid*

2:00 – 3:30 pm **Venue: IAS Committee Room**	**Breaking Barriers, Building Bridges** **Academic Women in Management & Public Administration's Networking Event** **Moderator: Dr Amani Moazzam & Dr Zahra Paul** *Participants: Women academics can register for the session during the conference.*
3:30 – 4:00 pm	**Networking Tea Break**
4:00 – 5:00 pm **Venue: IAS Auditorium 1**	**Track: Artificial Intelligence (AI) and E-Governance for Public Services** *Session Chair(s): Dr Sajid Nazir and Dr Ahmad Usman* *Moderator: Dr Ahmad Usman* 1. **Public Service Delivery Through E Government Initiative of Punjab Land Record Authority: A Study of Land Records Management and Information Systems in Punjab** *Muhammad Mehboob & Dr. Aisha Rizwan* 2. **Advancing Digital Governance in South Asia: A Policy Evaluation of Pakistan's Digital Policy and Digital Nation Act 2025** *Aqsa Hamayun & Dr. Mahnoor Farooq*
4:00 – 5:00 pm **Venue: IAS Auditorium 2**	**Track: South Asian Relations in a Changing Landscape** *Session Chair(s): Dr Amjad Abbas Magsi & Mr Junayed Mansur Khan* *Moderator: Dr Sajid Nazir* 1. **Driving Sustainability Through Green Finance: Evidence From G-7 And E-7 Country Groups** *Amna Nadeem & Farah Naz* 2. **Fragmented Sovereignties: Regional Governance and The Crisis of Statelessness in South Asia** *AKM Ahsan Ullah (online)* **Track: Contemporary Management Practices and Organizational Innovation**

	Session Chair(s): Prof Dr Muhammad Abrar and Dr Samia Tariq *Moderator: Dr Sajid Nazir* 1. **The Effect of Knowledge Leadership on Creativity: The Mediating Role of Psychological Ownership** *Safdar Hussain* 2. **The Detrimental Effect of Punitive Supervision on Employee Turnover Intention in Private Banks of Pakistan with Self-Efficacy as a Mediator** *Khoula Arshad & Iman Saleem Bukhari* 3. **Impact Of Work Life Balance and Societal Impact Potential of Job on Performance of Police in Punjab, A Meowing and Moderating Role of Public Service Motivation and Religiosity** *Muhammad Rizwan Anjum*
4:00 – 5:00 pm **Venue: IAS Auditorium 3**	**Track: Gender, Equity, and Inclusive Public Administration** *Session Chair(s): Dr Zahra Paul and Ms. Mili Rahman* *Moderator: Dr Ahmad Usman* 1. **Issues And Challenges in Political Empowerment of Minorities: A Case Study of the Christian Community** *Sharon John* 2. **Evaluating The Empowerment of Religious Minorities Through Quota-Based Inclusion in Pakistan's Federal Bureaucracy: Providing A Policy Direction for Institutional Inclusion** *Sharon John* 3. **Exploring The Role of Familial Dynamics and Institutional Structures in Women's Economic Empowerment in Pakistan** *Nosheen Naseer & Dr. Abdul Jalil* 4. **From Injustice to Inefficiency: How Does Interactional Injustice Prompt Time-Related Performance Fallout?** *Ramish Moeen*
4:00 – 5:00 pm **Venue: IAS Committee Room**	**SANPA Members' Meeting** **Meeting of the SANPA President with SANPA Members from Pakistan** *An informal networking and consultation session between the SANPA President and members from Pakistan to discuss ongoing initiatives, national coordination, and future directions of SANPA.*

Day 3 – 1st November 2025

Venue: Riazuddin Auditorium, Center for Excellence in Molecular Biology, University of the Punjab

11:30 am – 12:15 pm	*Keynote Address* **Navigating Turbulence: Local Realities and Regional Futures in South Asia** **Dr. Ian C. Elliott** Senior Lecturer in Public Administration & Director of Executive Education, Centre for Public Policy, University of Glasgow, UK
12:15 – 1:00 pm	*Keynote Address* **Reimagining Public Administration in South Asia Through Sustainability, Innovation, and Inclusion** **Dr. Fara Azmat** Associate Professor, Faculty of Business and Law Deakin Business School, Deakin University, Australia
1:00 – 2:00 pm	**Lunch & Prayer Break**
2:00 – 3:00 pm	Panel Discussion on **'South Asian Countries and the Evolving Geo-political Landscape'** **Moderator: Dr. Amjad Abbas Magsi, Director, Pakistan Study Center, University of the Punjab** **Panelists:** 1. **Prof. Dr Rabia Akhtar,** Dean, Faculty of Social Sciences, University of Lahore 2. **Dr. Mohammad Mizanur Rahman,** Secretary General, SANPA 3. **Prof. Dr Shariful Alam,** Former Secretary, Government of Bangladesh and Center for Policy Analysis & Advocacy (CPAA) 4. **Dr. Mahfuzul Haque,** Former Secretary, Government of Bangladesh and Treasurer SANPA 5. **Mr. Muhammad Mehdi,** Senior Political/Foreign Affairs Analyst 6. **Mr. Javid Hussain,** ex-Ambassador and President, Lahore Council of World Affairs *South Asia stands at a geopolitical crossroads. From the youth uprising in Bangladesh to renewed India - Pakistan tensions, and from the shifting US - China rivalry to the ripple effects of Iran's turmoil, the region is navigating turbulence that goes far beyond politics. At the heart of these changes lie critical questions of governance: How can states adapt their bureaucracies, maintain public trust and promote regional cooperation in times of crisis? This dialogue brings together policymakers, practitioners, academics, and civil society*

	voices to explore how geopolitics is reshaping the future of governance and public administration in South Asia.
3:00 – 4:00 pm	Panel Discussion on **'Leveraging Universities for Regional Synergies: Connecting Academics, Practitioners and Policymakers** **Moderator: Dr Aisha Rizwan, Assistant Professor, Institute of Administrative Sciences, University of the Punjab** **Panelists:** 1. **Dr. Mohammad Mizanur Rahman,** Secretary General, SANPA 2. **Prof. Dr. Akhlaque Haque**, University of Alabama at Birmingham & President SANPA 3. **Dr. KM Kabirul Islam,** Former Senior Secretary, Government of Bangladesh and Organising Secretary, SANPA 4. **Dr Zahid Riaz,** Associate Professor, Lahore School of Economics 5. **Ms. Ammara Khan,** Joint Secretary, Prime Minister's Secretariat, Government of Pakistan 6. **Ms. Sameera Sheikh**, Joint Secretary (I.C.), Ministry of Climate Change and Environmental Coordination, Government of Pakistan *How can universities move beyond classrooms to become catalysts of regional governance innovation? In South Asia, where public administration must respond to complex political, economic, and social challenges, the divide between academics and practitioners remains a barrier to real reform. This panel explores how the South Asian Network for Public Administration (SANPA) can act as a bridge fostering collaboration between universities, governments, and civil society to co-create solutions, enhance policy capacity and build a vibrant community of practice across the region.*
4:00 – 5:30 pm	**Closing Ceremony** **Moderated by: Dr Amani Moazzam** • **Conference Report** – *Dr. Amani Moazzam,* Conference Secretary • **Closing Remarks** – *Prof. Dr. Kashif Rathore*, Director, Institute of Administrative Sciences, University of the Punjab • **Closing Remarks** – *Prof. Dr. Akhlaque Haque*, President, South Asian Network for Public Administration (SANPA) • **Address by the Conference Patron** – *Prof. Dr. Muhammad Ali*, Vice Chancellor, University of the Punjab • **Address by the Chief Guest** – *Rana Sikandar Hayat,* Minister for Higher Education, Government of the Punjab • **Remarks by the Guest of Honour** - *Prof. Dr. Anisuzzaman Chowdhury,* Special Assistant to the Chief Adviser/State Minister for Economic Affairs, Government of Bangladesh & Emeritus Professor, Western Sydney University, Australia • **Awards** and **Certificates** Distribution Ceremony
5:30 – 6:00 pm	**Group Photograph and Refreshments**

Track: Artificial Intelligence (AI) and E-Governance for Public Services (31.10.25, 0900-1030, Auditorium 1)

AI In Remote Work: Just A Buzzword or The Key to Employee Engagement and Retention?

Zahra Qamar[1] and Dr. Syed Sohaib Zubair[2]

The emergence of remote working has disrupted conventional organizational processes, and Artificial Intelligence (AI) has emerged as a driver to enhance employee performance. This research paper investigates the idea of AI in remote work as an emerging idea or strategic means of improving Employee Engagement (EE) and Employee Retention Strategies (ERS) by using a positivist epistemological philosophy. A structured survey was used to collect data among 140 professionals working remotely in different fields. The results demonstrated that AI had a significantly positive influence on ERS. On the other hand, the assumption that EE moderated the relationship between AI and ERS was not confirmed. One way in which the research adds to the existing body of literature on digital transformation and remote work is that it shows the practical effects of AI despite its hype. On the whole, this study provides crucial insights for the management and policymakers who seek to maximize remote work practices.

Keywords*: Artificial Intelligence, Employee Retention, Employee Retention Strategies, Employee Engagement, Remote Work, IT sector

---

[1] M.Phil Scholar, Institute of Administrative Sciences, University of the Punjab
[2] Assistant Professor, Institute of Administrative Sciences, University of the Punjab

AI Chatbots And Public Service Satisfaction

Syeda Zunaira Amir[1] and Dr. Amani Moazzam[2]

This study examines how artificial intelligence (AI) chatbots can improve public service satisfaction through enhanced service quality, customer experience, and trust. Focusing on Pakistan's National Database and Registration Authority (NADRA), the research adopts a mixed-methods approach combining survey data from 359 customers and interviews with nine employees. Quantitative findings show that AI chatbot integration and service quality significantly influence customer satisfaction, with customer experience acting as a mediator and perceived trust strengthening this relationship. Qualitative insights reveal operational barriers such as resistance to change and resource constraints but also highlight opportunities for efficiency and transparency. The study contributes to digital governance literature by demonstrating how AI-enabled systems can promote responsive, citizen-centred public administration in developing contexts.

Keywords: AI Chatbots, Customer Experience, Pakistan, Public Administration, Service Quality, Trust

---

[1] M.Phil. Scholar, Institute of Administrative Sciences, University of the Punjab

[2] Assistant Professor, Institute of Administrative Sciences, University of the Punjab

AI Governance Policies in China and Lessons for Pakistan

Dr. Muhammad Faisal[1]

Chinese government launched its national AI plan in 2017. The fundamental aim of this plan was to achieve an indigenous AI governance system until 2030. To achieve this objective, China is substantially investing in AI and its application in governance. So far, the Chinese government has digitalized its economy and also improved and modernized its governance system. It has also developed strong impulse to regulate the privacy, data security and ethics aspects of AI. On the other end, in second phase of China Pakistan Economic Corridor project; Pakistan also aims to develop smart cities, technological improvement, and AI related projects which also will enhance Pakistan's endeavor for AI governance. To achieve also these milestones, Pakistan needs to establish a plan based on principles which has been implemented by China in its AI governance plan. The government needs to explore new CBMs, treaties and agreements with China and should enhance bilateral cooperation in this sector. The basic objective of this research paper will to propose a mechanism that how AI governance policies of China have implications for Pakistan and what a way forwards for Pakistan to establish and improve its own AI governance infrastructure? How Pakistan can also establish its own AI governance model with the assistance of China? the country which always cooperate with Pakistan in many other projects. This research will also propose a policy framework for the government of Pakistan to revise and improve its existing governance by adopting modern technology.

Keywords: AI governance, China, Pakistan, CPEC, smart cities

---

[1] Lecturer, Department of Political Science, Govt. Graduate College Shakargarh

Artificial Intelligence in Public Safety: A Case Study of the Punjab Safe Cities Authority, Lahore

Kiran Faheem[1] and Sidra Aziz[2]

Artificial intelligence (AI) is becoming an integral part of governance system of many countries across the globe. The use of artificial intelligence is offering innovative ways in improving service delivery, effective decision making and operational efficiency in the public sector. Punjab Safe Cities Authority (PSCA) in Lahore has become one of the finest examples of AI implementation in urban management and public safety in Pakistan. The PSCA has introduced AI-based

mechanisms like smart traffic management, e-Challan systems in case of violations of traffic offenses, surveillance utilizing facial recognition systems, and predictive policing models of potential crime hotspots. The innovations have created tremendous changes in the way the city copes with its public safety and traffic management to ensure faster response and monitoring. However, despite these advancements, the implementation of AI in public governance elicits a variety of challenges particularly the ethical issues. The concerns of data privacy, the possible abuse of surveillance tools, a lack of transparency, and the threats of bias in algorithms become more crucial to the debate concerning AI in governance. To guarantee the responsible use of AI technologies and preserve the trust of the population, these issues must be taken seriously particularly in developing countries like Pakistan as their regulatory framework and institutional readiness is still evolving. This study aims to explore how AI is being implemented in the daily operations of PSCA The study also intends to identify the challenges and opportunities associated with its use in the public safety governance. Using a qualitative approach, the study will collect data through semi-structured interviews with PSCA officials and technical employees engaged in the process of design, implementation and management of AI systems. Secondary data, such as the PSCA reports, government policy reports, and media articles will also be studied to give some more insights into the current state of AI adoption and the use of its governance practices within Punjab Safe Cities Authority. The findings of the study will provide valuable insights in understanding the challenges associated with the use of AI on the public safety governance in Pakistan and outline the existing ethical and institutional gaps in the responsible utilization of AI.

Keywords: Artificial intelligence, Punjab Safe Cities Authority, Public Safety, Ethical Challenges

---

[1] PhD Scholar, Institute of Administrative Sciences, University of the Punjab

[2] PhD Scholar, Institute of Administrative Sciences, University of the Punjab

AI-Driven Public Service Transformation in South Asia: Bibliometric Insights and Future Prospects

Dr. Shabana Naveed[1], Dr. Madiha Rehman[2] and Nida Siddique[3]

Artificial Intelligence (AI) is transforming public service delivery worldwide by enhancing efficiency, transparency, and citizen engagement. This study conducts a bibliometric analysis of AI adoption in public service delivery across South Asian countries, examining current trends, key research themes, methodological approaches, and future directions. Utilizing data from Scopus database, the study employs bibliometric techniques such as co-citation analysis, keyword co-occurrence mapping, and thematic clustering to analyze publication growth, influential authors, collaboration networks, and dominant research methodologies. The findings reveal that AI applications in healthcare, education, governance, and urban management are emerging focal areas, with India leading research output, followed by Pakistan and Bangladesh. However, challenges such as digital infrastructure gaps, regulatory constraints, and ethical concerns remain prevalent. The study finds that methodologically, the literature predominantly employs qualitative case studies, survey-based empirical research, and machine learning-based simulations, with a growing trend toward interdisciplinary approaches integrating AI with policy studies and public administration. The study underscores critical implications for South Asian countries, including the need for improved digital infrastructure, stronger AI governance frameworks, and enhanced research collaborations to bridge the AI adoption gap in public services. The study highlights future research directions, including AI governance frameworks, ethical AI deployment, and localized AI solutions for public sector challenges. The insights from this bibliometric analysis provide valuable implications for policymakers, researchers, and practitioners aiming to accelerate AI-driven public service innovation in South Asia, with a particular focus on Pakistan's digital transformation agenda.

Keywords: Artificial Intelligence; Public Service Delivery; Transformation; Challenges; South Asia; Pakistan

---

[1] Associate Professor, Lahore Garrison University, Lahore

[2] Lecturer, University of Education, Lahore

[3] Research Scholar, University of Central Punjab

Ethics By Design: Building Institutional Frameworks for Responsible AI Adoption in South Asian Public Sectors

Simra Sohail[1] and Sibghat Ullah[2]

Artificial intelligence (AI) is increasingly integrated into public governance across South Asia through applications in identity verification, welfare targeting, predictive policing, health surveillance, and administrative automation. While these initiatives are promoted as innovations in efficiency, they unfold within institutions lacking the ethical, legal, and democratic infrastructure required for accountable algorithmic governance. The study examines how South Asian states can institutionalise ethical safeguards across the design, deployment, and oversight of AI systems in the public sector. Drawing on Value Sensitive Design, institutional theory, and public value theory, the research employs qualitative, desk-based analysis of policy documents, national strategies, and case studies from India, Pakistan, and Bangladesh. It identifies four principal ethical risks—algorithmic bias, privacy and consent violations, opacity and inadequate redress, and administrative incapacity—aggravated by weak legal oversight, limited regulatory independence, and insufficient professional training. The paper proposes a framework for embedding "ethics by design" into administrative practice through AI-specific legislation mandating transparency and algorithmic audits, departmental ethics committees, national oversight authorities, ethical procurement standards, citizen-oriented grievance mechanisms, and capacity-building initiatives. Empirical examples from Aadhaar-linked welfare exclusions in India and consent-deficient facial recognition in Pakistan demonstrate the governance challenges of unchecked algorithmic adoption. Institutionalising ethics by design emerges as a democratic necessity to align technological innovation with accountability, fairness, and public trust.

Keywords: Artificial Intelligence, Governance, Ethics by Design, Institutional Frameworks, South Asia.

---

[1] Law Faculty at LGS International Degree Programme, Lahore

[2] Legal Professional

Track: Indigenizing Governance: Theory, Practice, and Pedagogy (31.10.25, 0900-1030, Auditorium 2)

Decolonizing Policy Praxis: Exploring Epistemic Dependency In Pakistani Public Policy

Shahzadi Fatima Ali[1]

This research undertakes a decolonial analysis of Pakistan's public policy challenges by framing them through the lens of *coloniality*, with a concentrated focus on the *coloniality of knowledge*. Although coloniality operates within a broader matrix that includes the coloniality of power and the coloniality of being, this study strategically isolates knowledge as a core site of inquiry. In doing so, it probes how lingering colonial legacies continue to shape the epistemic foundations of public policy in Pakistan, subtly influencing what is considered legitimate knowledge and which ideas are prioritized in policy formulation. The study asks whether policymakers recognize this epistemic inheritance as a key factor obstructing policy effectiveness, and whether the persistence of colonial knowledge systems hampers the creation and implementation of policies tailored to indigenous contexts. Addressing a significant scholarly void, the research critically examines why policy models rooted in Western paradigms repeatedly fail to deliver solutions to Pakistan's complex, local problems. Although fields such as International Relations, Sociology and English Literature etc within Pakistan have begun to embrace decolonial theory to interrogate their knowledge systems, the realm of public policy remains largely disengaged from such critique. This study marks an initial and essential step in embedding decolonial thought within public policy analysis. Through a qualitative research design, it draws on unstructured interviews with a wide spectrum of stakeholders—ranging from bureaucrats across multiple ministries to academics and everyday citizens—to explore the processes of knowledge production, the dynamics of policy discourse, and the structural entrenchment of power in Pakistan's policy landscape. The findings hold relevance not only for national-level policymakers but also for local governance actors and civil society stakeholders working at subnational levels. The research argues that the dominance of Western-centric frameworks contributes to a policy environment that dehistoricizes and decontextualizes indigenous concerns. These imported paradigms, while presented as universal, often fail to grapple with the socio-cultural and historical complexities rooted in colonial legacies. A central contention of the study is that this uncritical embrace of Western epistemologies has perpetuated a systemic marginalization of indigenous voices in both policy development and implementation. Compounding this issue is the prevalence of a *captive mindset*—an internalized intellectual dependency among policy practitioners and scholars, who often measure credibility and progress through the lens of Western thought. This epistemic subjugation, reinforced by the persistence of colonial-era bureaucratic structures, contributes to a policy framework that remains largely imitative, stifling the evolution of knowledge and practices grounded in local realities. By highlighting these dynamics, the study calls for a paradigmatic shift towards more reflexive, pluralistic, and locally anchored approaches to policymaking in Pakistan.

Keywords: Captive Mind, Coloniality of Knowledge, Decolonization, Indigenous Knowledge

[1] Visiting Faculty, Air University, Islamabad

Indigenous Pedagogy and Public Administration: Pakistan-Bangladesh Perspectives

Khola Zafar[1]

This paper critically synthesizes twelve peer-reviewed studies (2015–2024) exploring indigenous pedagogical approaches in public administration (PA) education across Pakistan and Bangladesh. Despite growing global calls for decolonizing higher education, South Asian PA curricula demonstrate structural resistance, where indigenous justice systems such as Jirga and Salish remain symbolically recognized but rarely institutionalized. Grounded in Culturally Relevant Pedagogy, Indigenous Pedagogy, and Decolonial Theory (Santos, Spivak, Guha), the review examines methodological, theoretical, and ethical orientations of selected interventions. Persistent gaps include gender exclusion, linguistic hierarchies, and weak institutional integration, though emerging reforms, such as Bangladesh's Salish-based pilot and Pakistan's policy proposals, reflect gradual transformation. The study repositions elders as co-educators under ethical standards of consent and co-authorship and proposes a five-point roadmap for bilingual curricula and decolonial faculty training.

Keywords: Culturally Relevant Pedagogy, Decolonial Theory, Higher Education Reform, Indigenous Pedagogy, Public Administration, South Asia

---

[1] Undergraduate Student, Institute of Administrative Sciences, University of the Punjab

Historical Blindness in Pakistan's Public Administration Discipline and a Call for Its Reconstruction

Dr. Şulenur Özkan Erdoğan[1]

This study aims to discuss the blindness of the public administration discipline in Pakistan to its own historical development within the context of postcolonialism and academic capitalism, and to invite researchers to focus on the history of their discipline. The discipline of public administration in Pakistan emerged with the establishment of the Institute of Business and Public Administration (IPBA) at the University of Karachi in 1955 and became institutionalized with the establishment of the Department of Public Administration at the University of the Punjab in 1962. However, in the discipline's 70-year development, the field's unique knowledge base and contributions have not been sufficiently analyzed. Drawing on periodicals, textbooks, academic conferences, and institutional documents, the study offers a historical analysis of the discipline of public administration in Pakistan. The findings indicate that the field's research agenda has been predominantly shaped by external influences, that Western-centric flows of knowledge have dominated its development, and that this dynamic has obscured the intellectual contributions of scholars in Pakistan. The study emphasizes that it is imperative for researchers in Pakistan to reclaim the discipline's historical legacy for both present and future generations.

Keywords: Pakistan public administration discipline, academic capitalism, postcolonialism, history of disciplines

---

[1] Independent Researcher

South Asia at The Edge of a Postcolonial Century: Reform Requires a Definition Of "Indigenous"

Ommama Usman[1] and Amna Ashraf[2]

This paper explores the strategic, historical, and cultural significance of South Asia, with a particular focus on Pakistan as an evolving state shaped by centuries of external influences and internal adaptations. It argues that while South Asia's geostrategic position and demographic weight grant it immense global importance, its governance systems remain constrained by colonial legacies and externally driven modernization. Tracing governance evolution from the Indus Valley Civilization to British colonization and post-independence Pakistan, the paper highlights how indigenous administrative traditions—grounded in community participation, moral accountability, and local justice—were gradually replaced by bureaucratic and centralized control. In contemporary Pakistan, governance still reflects the psychological and institutional remnants of colonial modernity, leading to disconnection between the state and society. The study advocates for re-centering indigenous governance as a foundation for modern reform, arguing that true modernization must be rooted in Pakistan's own civilizational ethos, cultural pluralism, and Islamic moral values. Through proposals for constitutional reform, localized governance, educational restructuring, and community-led economic and environmental initiatives, the paper envisions a hybrid governance model—one that harmonizes technological progress with cultural continuity, restoring trust, inclusivity, and legitimacy in Pakistan's state institutions.

---

[1] MPA Scholar, Institute of Administrative Sciences, University of the Punjab

[2] MPA Scholar, Institute of Administrative Sciences, University of the Punjab

Colonial Legacies and Climate Injustice: Ghosh's Historical Analysis in South Asia

Mili Rahman[1] and Shariful Alam[2]

Amitav Ghosh has criticized the continued existence of colonialism in the climate crisis, especially the long term impact that it has had in South Asia. Ghosh argues that climate injustice experienced in the contemporary world is rooted in colonial exploitation: it altered the ecosystems, the system of agriculture, as well as its social structure, and left behind its legacy, which played a major role in the issue. Ghosh performs history analysis and explores ways in which colonial modes of operation, including resource exploitation, land overuse, and interference with the traditional forms of ecological processes, are persistently influencing current susceptibility to climate change in South Asia. Nevertheless, the colonial past is really involved into situational environmental governance and the climate justice of the area. Ghosh in his work and especially in The Great Derangement claims that colonial rule not only caused exploitation of the natural resources of South Asia but was also ignorant of indigenous knowledge systems which had been maintaining a well-balanced relationship with the environment. This has led to the presence of systems of environmental governance that is not ample enough to deal with the prevailing climate issues in the region. Other notable authors such as Vandana Shiva attacks the ecological impact of the colonial policies in India and Michael Adas historical interpretation puts the colonialism phenomenon within a wider perspective of changes in the world environment. The contributions of environmental justice theorists like Naomi Klein, Robert D. Bullard, and Maria Mies are also introduced into the picture to provide more insight into the existing relationship between injustices past and climate vulnerability as well as governance structures today. In addition to this, South Asian governments are unable to fully adapt to fight climate change because of the political, economic and the social patterns set during the colonial rule that place more emphasis on industrialization than the need to preserve the environment. In practice, climate policies include the indigenous knowledge and forefront the demands of the marginalized communities that were historically affected by colonialism. It proposes to rethink the issue of environmental governance in South Asia, taking into consideration the consequences of the colonial exploitation in the long run and how one might strive to present more equitable environments that will help resolve the issue of climate change in a fair and unbiased manner.

Keywords: Colonialism, Climate Justice, South Asia, Environmental Governance, Postcolonial Theory, Environmental Exploitation, Sustainability

---

[1] Associate Professor, Dhaka International University
[2] Professor, Dhaka International University

Track: Decentralization and Local Governance in South Asia (31.10.25, 0900-1030, Auditorium 3)

Strengthening Local Governance as a Preventive Framework Against Violent Extremism: Institutional Approaches in Conflict Affected Regions of Pakistan

Muhammad Islam[1] and Maaz Ahmad[2]

This paper examines how localized, participatory, and institutionally grounded governance mechanisms can serve as preventive frameworks against violent extremism in Pakistan's conflict-affected regions, particularly Khyber Pakhtunkhwa (merged districts), Balochistan, and South Punjab. While national counterterrorism policies have focused on security-centric approaches, this study highlights the overlooked role of local governance in addressing root causes of extremism. Drawing on qualitative field data, semi-structured interviews with administrators, and policy document analysis, the paper situates its findings within the lens of preventive governance and decentralization. Results indicate that weak institutional presence, limited representation, and poor service delivery in marginalized areas create governance vacuums exploited by violent non-state actors. Conversely, empowerment of local institutions through budgetary autonomy, participatory decision-making, and regulated integration of traditional jirga structures fosters community resilience and trust in the state. The study proposes three key policy directions: (1) devolution of fiscal and administrative authority coupled with capacity building for local officials; (2) institutionalization of inclusive local peace committees as early warning and engagement mechanisms; and (3) prioritization of accessible service delivery in education, healthcare, and documentation to strengthen civic identity and state legitimacy. Grounded in frameworks such as Pakistan's National Internal Security Policy (NISP) and the KP Local Government Act (2019), the paper argues for recalibrating policies toward preventive, inclusive, and conflict-sensitive governance. It concludes that sustainable peace and governance resilience in South Asia require not only central coordination but also empowered, locally rooted institutions that build legitimacy and counter extremism from within communities.

Keywords: Local governance, violent extremism, decentralization, conflict prevention, institutional resilience, Pakistan

---

[1] Research Associate, International Islamic University, Islamabad
[2] Research Associate

Intergovernmental Relations and Local Governance: Inclusive Development and Democratic Deepening in Nepal

Tara Prasad Kharel[1]

Local government has become the cornerstone of Nepal's federal democratic practice since the adoption of the Constitution of Nepal (2015), which established a three-tier system: federal, provincial, and local governments. Among these, the local government plays the most direct role in citizens' lives, providing essential services, ensuring social justice, and enabling participatory development. This study explores local governance as both the frontline of federalism and the foundation of inclusive democracy, while acknowledging persistent institutional, legal, and political challenges. The Local Government Operation Act (2017) and Intergovernmental Fiscal Arrangement Act (2017) grant municipalities and rural municipalities substantial autonomy. Additionally, the National Natural Resources and Fiscal Commission (NNRFC) promotes equitable resource distribution to correct long-standing regional imbalances. Using a qualitative, doctrinal analysis, the study examines Nepal's constitutional and legislative frameworks alongside intergovernmental practices and governance trends. Findings show that Nepal's local governance has strengthened accountability, citizen participation, and context-sensitive decision-making, embodying the principle of subsidiarity. However, challenges remain: limited institutional capacity, overlapping jurisdictions among government tiers, weak municipal cooperation, and policy ambiguities that sometimes generate conflict. To enhance effectiveness, the study recommends capacity-building programs, institutional reforms, and clarification of legislative boundaries. Strengthening both vertical and horizontal coordination is essential for fostering a cooperative federal culture and ensuring efficient service delivery. In conclusion, local government in Nepal stands as the most visible and vital expression of federal democracy, serving as both a guardian of inclusivity and a pillar of sustainable development.

Keywords: Local governance, Federalism in Nepal, Intergovernmental relations, Inclusive development

---

[1] Deputy Director of Studies, Nepal Administrative Staff College

Exploring Perspectives of School Principals: A Qualitative Study of Educational Decentralization in Punjab, Pakistan

Alina Rukhsar[1] and Dr. Tayyeb Ali Khan[2]

This qualitative study explores the effects of educational decentralization in Punjab, Pakistan, through the perspectives of public school principals within the Sheikhpura district. Utilizing reflexive thematic analysis and semi-structured interviews with 20 principals, the research uncovers important insights into how decentralization influences community engagement, accountability via School Management Committees, and local decision-making processes. The study reveals that while decentralization fosters increased community involvement and autonomy, its implementation is impeded by complex overlaps in authority, resource disparities, bureaucratic inefficiencies, and limited professional development opportunities for teachers. Theoretical frameworks such as Principal-Agent Theory and Resource Dependency Theory underpin the analysis, highlighting the importance of increased autonomy, community participation, and context-specific governance. Findings indicate that the potential of decentralization to enhance educational service delivery remains constrained by limited fiscal autonomy and institutional capacity. The study recommends targeted interventions, including capacity-building initiatives, transparent accountability mechanisms, equitable resource allocation, and governance reforms, to maximize the positive impacts of decentralization on educational outcomes.

Keywords: Educational decentralization, local governance, public schools, school principals

---

[1] Scholar, Institute of Administrative Sciences, University of Punjab, Lahore, Pakistan

[2] Assistant Professor, Institute of Administrative Sciences, University of Punjab, Lahore, Pakistan

Track: Sectoral Governance and Institutional Reforms in South Asia (31.10.25, 0900-1030, Auditorium 3)

Rhetoric or Reality: Strategic Misalignment and Institutional Stagnation in Punjab Agricultural Produce Markets

Sammia Tasleem[1]

In developing economies, the agricultural markets are characterized by opaque and archaic systems that go on subvert the income of farmer, food security, and economic development. The research critically assesses the landscape of strategic management and organizational change in agriculture produce markets in Punjab Province. The study implies Resource-Based View (RBV) to examine the institutional arrangements and internal capabilities to shape the performance and adaptive capacity. The research aims to explore the underlying reasons why attempts of reforms for modernizing agriculture produce markets often fall short? It reposition the absence of innovative as a manifestation of strategic and organizational inefficiencies. This assessment is imperative given the central role of Punjab in agricultural economy of the country and the persistent structural constraints limiting the market access. The qualitative research methodology has been employed, incorporating the in-depth interviews with public officials, farmers, and middlemen across three major districts of Punjab. The data have been analyzed by using thematic analysis, with RBV governing the analysis of how human capital, organizational resources, and Institutional systems are/are not galvanized to facilitate the strategic change. The key findings indicate a recurring dynamic of organizational stagnation over agricultural produce markets. The strategic planning processes either remain absent or lack field realities, leading to incoherent policy reforms, suboptimal resource allocation, and weak stakeholder participation. Lack of visionary leadership coupled with bureaucratic rigidity and opposition to organizational change further choke the meaningful transformation. Critically, inadequate internal capacity-building and absence of long-term strategic alignment have undermined the sector's responsiveness to dynamic labor market trends, price uncertainties, and technological advancement. The implications of findings are crucial as without an integrated framework for strategic management and organizational change, the agricultural produce markets are likely to delve into exclusionary and irrelevant. It's a need of time for policymakers to go beyond perfunctory reforms and foster the development of context-specific change strategies and institutional capabilities.

Keywords: Strategic Misalignment, Institutional Stagnation, Agricultural Market Reforms

---

[1] PhD Scholar, Institute of Administrative Sciences, University of the Punjab

Public Value Creation Through PPPs In the Health Sector of Pakistan: A Case Study of The National Health Card

Hamza Arshad[1] and Dr. Sidra Irfan[2]

The provision of health services is an important governance issue worldwide. Even in developed countries, it is one of the major concerns to serve the nation with limited financial resources. The purpose of this study is to explore the role of the state health financing scheme in public value creation in the health sector of Pakistan, that is, how the government is managing its limited resources and increasing service strength through the National Health Card. A case study research approach was adopted in this study. Data was collected through semi-structured interviews. In the previous studies, most of the researchers conducted research on the state health financing schemes from developed to underdeveloped countries and only explored the benefits and importance of PPPs for the restructuring of the health sector governance. In this study, the role of NHC is explored through the lens of the PSL ecosystem to evaluate the public value created by the efforts of all stakeholders in the health sector of Pakistan. This study provides a direction for future researchers to adopt this framework of the PSL ecosystem to explore the role of PPPs in public value creation through public service delivery to discover indigenous solutions to the problems.

Keywords: Health Sector Governance, National Health Card, Public Private-partnerships, Public Value, State Health Financing Scheme

---

[1] MPA Scholar, Institute of Administrative Sciences, University of the Punjab

[2] Associate Professor, Institute of Administrative Sciences, University of the Punjab

Addressing Housing Challenges in Rapidly Growing Lahore: A Policy and Governance Analysis

Mamoona Muqadas[1]

Lahore's rapid urban sprawl is fueling an intensifying housing crisis. Though agencies like LDA and PHATA are active, the city still falls short of offering adequate and affordable housing to its growing population. This study explores why Lahore struggles to meet housing demands despite rapid population growth, focusing on the dynamics of urban planning and policy execution. The study takes a mixed-methods approach, using a case study design that combines insights from semi-structured interviews with officials and residents, along with quantitative data from surveys and other sources. By applying the New Public Management (NPM) and Collaborative Governance frameworks, the research aims to evaluate how effectively public agencies are operating and how different stakeholders are involved in tackling housing issues. Key findings highlight a complex crisis that is driven by various factors including unplanned urban growth, weak institutional structures, and significant socioeconomic and cultural challenges. Issues like institutional overlap, bureaucratic delays, political instability, and a cultural preference for land ownership over vertical building have worsened the already high population density, which stands at 65,000 people per square kilometer. There is also a staggering shortfall of about 4.4 million housing units. Initiatives, like the Naya Pakistan Housing Project and the Apni Chat Apna Ghar scheme tried to address the crisis. However, they too have fallen short due to poor planning, inappropriate site choices, high costs, and a lack of alignment with the actual needs and financial situations of residents. The existence of over 300 informal settlements, which accommodate 38% of the city's population, highlights the urgent need for affordable housing and essential infrastructure. The research highlights that Lahore's housing crisis is not just about infrastructure; it's a multifaceted problem tied to urban governance and policymaking. To tackle this issue effectively, we need a comprehensive strategy that involves several key steps: establishing clear, long-term housing policies; sorting out overlapping institutional roles; addressing the wider socioeconomic inequalities in Punjab to ease migration pressures; encouraging vertical development through public awareness campaigns; enhancing housing finance laws; embracing modern construction techniques; building strong public-private partnerships; and streamlining land mutation processes. By putting these targeted strategies into action, the city's population problem can be addressed in an effective and sustainable manner.

Keywords: Urbanization, Housing Crisis, Lahore, Public Policy, Urban Planning, Informal Settlements, Governance

[1] MS Public Policy and Society, Information Technology University, Punjab.

Reforms and challenges in higher education governance: Insight from Bangladesh

Dr. Md Shariful Alam[1] and Dr. Md Shafiul Islam[2]

Higher education in Bangladesh has undergone significant transformation in recent decades, marked by rapid increases in student enrolment and the establishment of both public and private universities. Since independence in 1971, the number of universities has surged from four to over 150 by 2025, largely due to the Private Universities Act of 1992. This expansion has brought about governance challenges, including insufficient funding, political interference, limited autonomy, and quality assurance concerns. Key reforms, such as the University Grants Commission (UGC) established in 1973 and the Bangladesh Accreditation Council in 2017, seek to enhance oversight and funding. The Strategic Plan for Higher Education 2018–2030 aims to tackle challenges by promoting inclusivity and relevant skills, but issues such as low public investment and limited research output persist. Political influence exacerbates governance problems, particularly in public universities. While private universities have broadened access, they often prioritize profit over quality, relying heavily on part-time staff and charging high fees. Significant gender and socio-economic disparities also remain. Proposed reforms include strengthening the UGC into an autonomous Higher Education Commission, depoliticising university governance, and increasing public funding. The Perspective Plan 2041 underscores the need for skilled workforce development and governance reforms to align with the Fourth Industrial Revolution. This paper critiques the current system and proposes a roadmap for future governance, serving as a valuable resource for policymakers. However, the study adopts a mixed-methods approach, combining primary and secondary data.

Keywords: Higher Education Reforms, Public University, Private University, Governance, UGC, Bangladesh

---

[1] Professor, Department of Political Science, Dhaka International University

[2] Professor, Department of Public Administration, Rajshahi University, Bangladesh

Track: Artificial Intelligence (AI) and E-Governance for Public Services (31.10.25, 1100-1230, Auditorium 1)

Rebuilding Trust in Fragile Democracies: Algorithmic Accountability and Citizen Perceptions of AI in Sri Lanka's Digital Public Services

Yohan Perera[1]

This study investigates how algorithmic accountability and citizen perceptions shape trust in AI-driven public services within evolving post-crisis governance context in Sri Lanka. Based on 45 semi-structured interviews with government officials, technocrats, and citizens, the research identifies five interrelated challenges: institutional distrust, algorithmic opacity, digital exclusion, cultural disconnect, and the demand for human-mediated accountability. These themes reveal that citizen trust in digital governance is not solely a function of system transparency or efficiency but is profoundly influenced by historical marginalization, socio-cultural conditions, and procedural fairness. Hence, this study advances the concept of Trust-Centric AI Design, a framework grounded in institutional trust theory, which integrates explainability, grievance redressal, and participatory co-design. The findings contribute to regional debates on inclusive e-governance and emphasize the limitations of Global North-derived models in fragile democracies. As Sri Lanka expands its digital transformation agenda, this research offers a context-sensitive roadmap for ethically resilient algorithmic governance.

Keywords: Algorithmic accountability, Digital governance, Institutional trust, Participatory design, Public service delivery, Sri Lanka

---

[1] Ph.D. Candidate, College of Business, Sichuan University, Chengdu, China, Lecturer (on study leave), Faculty of Management and Finance, University of Colombo, Sri Lanka

Artificial Intelligence in Pakistan's Higher Education: Policy Gaps, Ethical Dilemmas, and Sustainable Pathways

Dr. Tayyeb Ali Khan[1], Shiza Kazmi[2] and Sadaf Chaudhry[3]

The study focuses on the challenges and opportunities of Artificial Intelligence (AI) in the intersection with Pakistan's higher education institutions (HEIs). It proposes insights for developing a regulatory framework to govern its ethical use. While existing research predominantly focuses on AI's impact in developed nations, this study addresses AI and its implications for management education in developing countries, where English is often a secondary or tertiary language. The study employs institutional logics to examine the influence of institutional structures on individual actions and the capacity of humans to drive AI-based technological change at higher education institutes. Our research questions surround AI's potential to compromise academic integrity, investigate the efficacy of current AI policies in mitigating misuse (e.g., plagiarism software, AI-generated essays), and provide the necessary groundwork for regular work and debate. Data were collected through in-depth interviews with twenty faculty members actively using AI tools at a private university and the Open Distance Learning Institute in Pakistan. Employing classical grounded theory (Glaser & Strauss, 1967), the paper perceives challenges and opportunities raised due to the usage of AI by faculty and staff working in higher education institutions, which includes integration of AI tools in teaching and research, ethical implications, AI impacts on students' critical thinking skills, potential use of AI for redesigning curricula, cultivating new competencies. Findings reveal key challenges, including a shortage of skilled personnel, the reluctance of teachers to adopt AI tools, inadequate IT infrastructure, inequitable digital access, and unresolved ethical/privacy dilemmas. By addressing these challenges, HEIs in Pakistan can harness AI's potential to transform education while safeguarding academic integrity, with the stakeholders playing a crucial role in this transformative process.

Keywords: Artificial Intelligence, Higher Education Institutes, Institutional Framework, Ethics, Critical thinking

[1] Assistant Professor, Institute of Administrative Sciences, University of the Punjab

[2] Lecturer, Dr Hasan Murad School of Management (HSM), University of Management and Technology

[3] Lecturer, Department of Management Sciences, Faculty of Management, Virtual University

AI And Public Governance in Pakistan: Toward A Prescriptive Model of Regulation

M. Zeb Khan[1] and M. Iqbal[2]

Artificial Intelligence (AI) is rapidly transforming governance systems across the globe, offering unprecedented potential for improving public service delivery, predictive policymaking, and administrative efficiency. However, in the context of Pakistan—and South Asia more broadly—this technological leap risks exacerbating institutional asymmetries and deepening public mistrust if not anchored in ethical, transparent, and locally grounded regulatory frameworks. This study explores the current landscape of AI integration within Pakistan's public governance ecosystem and critically examines its regulatory voids. Drawing on qualitative interviews with policymakers, technocrats, and civil society actors, the research identifies key challenges: lack of institutional capacity, absence of citizen safeguards, and overreliance on foreign technological models ill-suited to local realities. The study proposes a prescriptive model of AI regulation that emphasizes participatory design, multi-stakeholder oversight, data sovereignty, and public accountability—elements crucial for ensuring that AI applications reinforce democratic governance rather than undermine it. The paper aligns with the conference's core theme by situating the AI-governance interface within South Asia's evolving administrative futures. It argues for a regional rethinking of digital transformation that is attuned to the political economy, cultural values, and institutional constraints of the Global South. In doing so, the research contributes to an emergent discourse on how AI can serve as an enabler—not a disruptor—of equitable and responsive governance in South Asia.

Keywords: Artificial Intelligence (AI), Public Governance, Regulatory Framework

---

[1] Lecturer, Project Management, Plymouth Business School, University of Plymouth, UK

[2] Assistant Professor, Govt. College of Management Sciences, Peshawar (KP)

Digital Rights and Emerging Risks: A Comparative Study of Legal and Ethical Challenges for AI and Data Protection in South Asia

A.B.M. Ehsaan Ullah Khan[1]

The rapid advancement of artificial intelligence (AI) technologies and the exponential growth of digital data have introduced unprecedented opportunities and risks for societies worldwide. In South Asia, these developments have raised significant concerns regarding digital rights, particularly in the realms of data protection, privacy, and ethical governance. This study seeks to answer the central question: how effectively do South Asian legal frameworks address emerging risks to digital rights posed by AI and data protection challenges? The research incorporates a comparative legal doctrinal methodology, systematically analyzing statutes, regulations, and judicial decisions to evaluate the effectiveness of existing legal frameworks in addressing challenges regarding digital rights. In addition, the study references European Union (EU) regulations, including the GDPR and the EU AI Act, as benchmarks for robust legal and ethical standards. This comparative perspective highlights gaps in South Asian legal frameworks, such as insufficient regulatory clarity for AI applications, delayed enforcement of data protection laws, and the absence of comprehensive ethical guidelines for emerging technologies. Findings indicate that while South Asian countries have made progress in establishing foundational legal instruments for data protection, systemic weaknesses in enforcement, lack of institutional oversight, and limited integration of ethical considerations hinder the effective protection of digital rights. By directly addressing the core research question, the study provides critical insights for policymakers, legal scholars, and civil society actors seeking to safeguard digital rights and responsible AI and emerging technologies.

---

[1] Lecturer of Law, Eastern University, Bangladesh

Track: Sectoral Governance and Institutional Reforms in South Asia (31.10.25, 1100-1230, Auditorium 2)

Statelessness of the Rohingyas and Regional Responses: A Case of Policy Failure

Dr. Md. Shariful Alam[1] and Mili Rahman[2]

The fact that the Rohingyas people were denied the citizenship in Myanmar and have been persecuted since the mid-1940s has caused their massive migration into Bangladesh, India, Thailand, Indonesia and other countries. It presents grave concerns in the South Asian region in terms of managing the flow of the refugees vis-a-vis the displaced people and ensuring their rights to food, education, health, security and overall well-being. This article critically examines South Asia's response to refugees inflows, focusing particularly on how Bangladesh and India deal with the issues of the migrants. The lack of legal framework, mutual agreements, and long-term policies in both countries has exposed a weakness in the region's ability to adequately care for the Rohingyas. The social, cultural, political, and legal issues surrounding the statelessness have been highlighted with the response of Bangladesh, which included temporary provisions for foods and shelters for the. The lack of formal refugee protection laws and a long-term policy for forced migrants have left the Rohingyas in Bangladesh vulnerable to extreme marginalization, poverty, and human rights violations. Additionally, India's response remains inconsistent, with its refusal to sign international conventions such as the 1951 Geneva Convention on Refugees, further complicating refugee protection. The absence of a cohesive regional framework, such as South Asian refugee protocol, has intensified the crisis, with Bangladesh and India bearing the impact of the refugee burden without international support or cooperation. This qualitative study is a secondary data-based content analysis which draws from key literature on statelessness, international migration law, and regional cooperation, including works by scholars such as Guy S. Goodwin-Gill, James C. Hathaway, and UNHCR reports and many more. It emphasizes that the political and security issues have influenced the mode of both countries which have been characterized by transitional measures and refusal of granting legal status to the refugees. The absence of an official system of the refugee's protection exposed the Rohingya people to the risks of exploitation, violence, and inaccessibility to basic services. Theoretically, the paper advancing the idea of refugee governance in the region and that of the statelessness in South Asia places an emphasis on national sovereignty and the regional approach to governance of the crisis. The article highlights the necessity of shifting the paradigm from emergency response strategy to that of the long-term strategy to address the protracted case of Rohingya crises in Bangladesh and India in particular. With this, the authors further conclude that the kind of community as well as national hospitality as demonstrated in Bangladesh could serve as an example for international arena in solving the legal and humanitarian episode of refugees in Bangladesh and other regions.

Keywords: Statelessness, Rohingya, Refugee Crisis, South Asia, Bangladesh, India, Geneva Convention, Forced Migration, Regional Cooperation, Humanitarian Assistance.

---

[1] Department of Political Science, Dhaka International University

[2] Associate Professor, Dhaka International University

Navigating Complexity: Leadership Perspectives on Innovation in Public Sector Universities of Pakistan

Abdul Quyyam[1]

This study examines dynamics of innovation in public sector universities (PSUs) in Pakistan and offers a nuance perspective on understanding, interpretation, implementation and obstruction of innovation in a complex and resourced-constrained higher education management settings. The study argues that innovation in PSUs is not a linear, standardized, technocratic or externally driven process, rather it is perceived as a broad, adaptive and context specific phenomenon evolving gradually through contextual problem solving and institutional learning, influenced by structural limitations, individual agency and institutional culture. Contrary to rapid and disruptive intervention frameworks, mostly associated with corporate sector, the findings suggest that innovation in PSUs is deeply entrenched in bureaucratic traditions, political oversight and regulatory frameworks, necessitating an evolutionary innovation approach. Supported by complexity, institutional and lean innovation management theories, the study provides foundational understanding that how innovation is shaped through structural forces and leadership agency. Drawing on 32 semi-structured qualitative and in-depth interviews with senior administrative leadership across multiple PSUs, the study follows thematic analysis approach to extract thematic patterns and key insights, guided by abductive coding process. Findings suggest that innovation in PSUs is an evolving phenomenon in teaching, research and administrative processes, following adoption, adaptation and creation of context-specific solutions. However, the innovation trajectory is constrained by fear of failure, policy misalignment, bureaucratic inertia, outdated service statutes, limited financial autonomy, political interference and lack of evidence-based decision making. Though individual motivation and leadership vision are the key success factors, lack of system support, misalignment of national and institutional needs and fragmented feedback mechanisms often derail innovation trajectory. Theoretically, the findings challenge growing body of literature supporting universal application of innovation models. Practically, the study offers insights for policy makers and university leadership in designing policy frameworks, capacity-building programs and contextual driven innovation strategies. In sum, this study emphasizes that innovation in PSUs is a complex and human process driven by internal motivation and constrained by external environment, necessitating structural reforms and rethinking of innovation phenomenon.

Keywords: Public Sector Innovation, Higher Education Management, Institutional Complexity

---

[1] Additional Registrar, PU, PhD Scholar, Institute of Administrative Sciences, University of the Punjab

Merit, Mobility, And The 'Interior Posting' Dilemma: A Survey of Mid-Career Officers Stationed in Sukkur Division

Zubair Ahmed Pirzada[1] and Dr. Shoukat Ali Mahar[2]

Pakistan's civil service is widely perceived to be undermined by political interference and systemic inefficiencies, yet the ground-level experiences of officers, particularly those in non-capital or 'interior' postings, remain under-researched. This study investigates the "interior posting" dilemma by examining the perceptions of mid-career officers in Sukkur Division regarding meritocracy, career mobility, and political influence. Adopting an explanatory sequential mixed-methods design, the study first surveyed 385 officers (BPS 16-19), analyzing the data using Partial Least Squares Structural Equation Modeling (PLS-SEM). This was followed by thematic analysis of 20 in-depth, semi-structured interviews. Quantitative findings confirm that perceived merit is a significant positive predictor of job satisfaction and organisational commitment (H1), while high transfer frequency is associated with negative outcomes and higher turnover intention (H2). Crucially, perceived merit was found to mediate the relationship between transfer frequency and turnover intention (H3). Qualitative results reveal that officers perceive interior postings as the 'khudday line' (sidelined), view frequent transfers as politically motivated acts within a "patronage maze," and endure significant personal hardship, while also developing pragmatic coping strategies to deliver services. The study concludes that the negative impact of posting instability is driven primarily by its interpretation as a failure of meritocracy. Policy reforms must therefore address the political economy of bureaucratic management through enforced tenure protection and transparent processes, rather than focusing solely on technocratic solutions.

Keywords: Civil Service Reform, Public Administration, Meritocracy, Political Interference, Bureaucracy, Pakistan, Mixed-Methods

---

[1] PhD Scholar, Institute of Public Administration, Shah Abdul Latif University Khairpur

[2] Assistant Professor, Institute of Public Administration, Shah Abdul Latif University Khairpur

Energy Governance: Emerging Challenges for Bangladesh

Dr Mahfuzul Haque[1]

Following the changes of government through a violent upheaval and bloodshed in July 2024, Bangladesh's energy governance underwent a significant change in policies and regulations. Faced with many challenges in payment of unnecessary energy bills, arrear bills incurred by the previous regime thro ugh shady deals in the form of payment of "capacity charges", the interim government took steps to reform the power and energy sector, including repealing the controversial "Quick Enhancement of Electricity and Energy Supply Act, 2010" and suspended related renewable energy projects. Through repeal of the Act, many unsolicited project proposals without competitive bidding were cancelled signalling a move towards a greater transparency and competitive procurement. The Interim Govt on 20 Nov 2024 decided to scrap the Quick Power Supply Act 2010 through an Ordinance. Cronyism, political lobbying, opaque deals can distort the promising energy market and discourage foreign investment. The government is seeking to address financial inefficiencies and challenges in the sector, including the implementation of a "no electricity, no pay" policy to avoid so-called "capacity charges". The government has sought international aid to implement key power and energy sector projects. However, the sector continues to grapple with issues like reliance on fossil fuels, energy inefficiency, and the need to address capacity gaps in the renewable energy sector. The paper argues that weak energy governance and corruption of the oligarchy lead to destruction of a promising sector.

Keywords: Capacity charge; Energy Governance; Fossil fuels; Over capacity; Power Sector; Renewable energy

---

[1] Adjunct Faculty (Professor), Bangladesh Institute of Governance and Management, University of Dhaka

Reimagining Governance in South Asia: Local Realities and the Future of Public Administration

Imran Ahmad Naseer[1]

South Asia finds itself at a pivotal moment in the evolution of public administration, shaped by the enduring influence of its historical legacies and the disruptive potential of contemporary innovations. This study examines how governance frameworks across the region can be reconceptualized through the prism of indigenization, embedding reforms within local cultural norms, epistemologies, and socio-political contexts. While emerging technologies such as digital transformation and artificial intelligence offer significant promise, they simultaneously raise critical concerns around equitable access, systemic resilience, and digital divides, especially during periods of crisis. Employing a mixed-methods approach, the paper draws insights from both qualitative interviews with policymakers and civil servants in Pakistan, India, Bangladesh, and Sri Lanka, and quantitative analyses of governance indicators spanning 2010 to 2024. The findings underscore that successful reforms are those rooted in participatory, context-sensitive processes, whereas externally imposed models often fail to resonate with local needs and realities. Notable case examples, such as Bangladesh's community-led service delivery initiatives, India's subnational digital governance innovations, and Pakistan's institutional restructuring, illustrate both the progress and pitfalls of current reform trajectories. However, dimensions of gender, equity, and inclusion remain insufficiently addressed, particularly in relation to the lived experiences of marginalized populations. Addressing these gaps requires an intentional focus within public policy design and implementation. To this end, the paper proposes the South Asian Cooperative Governance Agenda (SACGA) as a future-oriented regional framework aimed at enhancing digital inclusion, strengthening participatory mechanisms, and fostering collaborative governance across national borders. By bringing South Asian experiences and indigenous knowledge systems into conversation with global public administration discourses, this research advances epistemic diversity and contributes meaningfully to the field of comparative governance. It concludes by offering contextually grounded policy recommendations and advocating for robust academic-practitioner partnerships under the SANPA umbrella to co-create adaptive, inclusive, and culturally resonant models of governance.

Keywords: Public Administration; South Asia; Governance Reform; Digital Transformation; Indigenization; Regional Futures

---

[1] CEO, AdForce-A comprehensive advertising channel, Lahore, Pakistan

Capacity Building Initiatives in the Civil Service in Bangladesh: Is Higher Education Making any Difference?

K M Kabirul Islam[1] and Abu Shahin M. Ashaduzzaman

Civil servants historically play critical roles not only in policy making and policy implementation, but also in assisting democratic practices and political processes of any country. Experiences of OECD countries indicate that efficient civil services played a strong role in strengthening governance systems and ensuring steady economic growth. In Bangladesh, in addition to local and international training programs, civil servants are allowed to obtain scholarships for higher education from local and foreign universities with their own initiatives. Government has also undertaken dedicated scholarship programs for the civil servants for receiving higher studies. The main objective of those programs is to enhance capacities of the civil servants in performing their responsibilities with higher sectoral knowledge and enhanced skills. In spite of all those initiatives, civil servants are frequently criticized for lack of efficiency in policy making, policy implementation and delivering services. Empirical assessment reveals that the higher education and sectoral knowledge of the civil servants are not utilized due to improper placement of officers. There is a missing link between the skills of the civil servants and their placement in the proper position after higher studies. Within this context, the paper aims to explore the missing link between the higher studies and subsequent placement. This analysis will help adopt an appropriate strategy for better utilizing the higher educated civil servants. The study will also focus on identifying most relevant areas for higher studies for the civil servants in Bangladesh. Both primary and secondary data will be used in the study. The existing government policies for facilitating higher studies and capacity development programs will be reviewed. The study will conduct KII with policymakers, senior civil servants and civil servants who underwent higher studies. The findings of the study may help policymakers recalibrate the current capacity development strategy.

Key Words: Bangladesh, civil servants, public administration, higher education, capacity building, posting/placement, sectoral knowledge.

[1] Senior Secretary (PRL), Technical and Madrasah Education Division, Ministry of Education, Government of Bangladesh

Track: Climate Governance and Environmental Resilience in South Asia 31.10.25, 1100-1230, Auditorium 3)

Climate Resilient Flood Management Through the Lens of Collaborative Governance in Pakistan

Yashal Saleem[1]

Climate change is not a hoax; it is a reality. Pakistan is consistently exposed to climate change effects, one of which is extreme floods. This calls for the prompt need for collaboration between stakeholders working for disaster management in Pakistan. Government and NGOs are two sectors playing a prominent role in flood management in Pakistan, but their collaboration has loopholes. This study is focused on identifying the barriers to collaboration between the government and NGOs for flood management in Pakistan. This research is based on the concept of collaborative governance, which supports multi-sector collaboration for posing issues. The literature adds that bureaucratic rigidness, trust issues and power imbalance weaken the relationship between government and NGOs. While semi-structured interviews using a qualitative methodology with government officials and NGOs working for flood management in Pakistan generated data. The data was analyzed through thematic analysis and themes emerged from the respondents' points of view. The findings reveal several factors: data misuse, provincial discrepancies, political instability, trust-building issues, policy issues and communication gaps between the government and NGOs. Despite these barriers, the government officials and NGO members proposed actionable solutions. This study contributes to climate governance and environmental resilience in Pakistan and practically provides actionable recommendations for the government and NGOs to enhance collaborative governance for flood management in Pakistan.

---

[1] Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan

Policy Contradiction in Urbanization and Climate Governance in Pakistan: Implications for Sustainable Development (2015–2025)

Muhammad Yasser Ghayoor Khan[1] and Aqsa Aslam[2]

As Pakistan has one of the highest urbanization rates in the region, with a UN projection that nearly half of its population will be living in cities by the end of this year, there is an urgent need to plan sustainable cities instead of allowing unorganized urbanization. From poverty to the expansion of cities that include rural areas into urban housing societies, many factors contribute to urban growth. This rapid and unplanned urbanization slows Pakistan's progress toward achieving the targets of sustainable cities and communities set by Agenda 2030. Moreover, it complicates climate governance, making it difficult to meet SDG 13 (Climate Action). Pakistan ranks as the 8th most vulnerable country in the Climate Change Performance Index (CCPI). Despite repeated climate disasters—such as flash floods, erratic rainfall, and changing seasonal patterns—Pakistan still lacks a comprehensive policy framework. This study uses a mixed-method approach, assessing policies qualitatively while analyzing quantitative data on their impacts. It compares the targets of SDGs 11 and 13 with Pakistan's actual performance. The paper's analysis is twofold: first, identifying theoretical contradictions in climate and urban development policies, and second, presenting evidence-based implications of these contradictions. Both federal and provincial policies on urban development and environmental sustainability are examined, alongside issues such as loss of fertile land, water scarcity, sanitation problems, and rising temperatures since 2015. Findings reveal gaps between Pakistan's progress and the Agenda 2030 targets. The contradictions at both micro and macro levels in policy implementation have undermined progress toward sustainable cities and climate resilience. The study highlights discrepancies across interrelated policy areas and offers recommendations to harmonize climate and urban development strategies for better alignment with Agenda 2030.

---

[1] Lecturer, Bahria University, Islamabad

[2] Lecturer, National University of Modern Languages, Islamabad

Analysis Of Smog Control Policies in Major Cities of the World & Recommendations for Lahore with A Focus on Vehicular Emissions

Muneeba Naushahi[1]

Lahore is the second most populated metropolitan city of Punjab, Pakistan, facing an environmental crisis in the form of smog, which often reaches dangerous levels during peak months. Vehicular emissions account for approximately 83% of the city's emissions, making them a major contributor. This paper explores global practices to tackle urban air pollution and evaluates their applicability to Lahore's context. The methodology for this research involves a qualitative approach, including resident surveys and expert interviews, to identify areas for improvement in Lahore's emission control framework and propose practical solutions. Strategies like those implemented in London, Mexico, and Los Angeles involve strict emission controls, rigorous vehicle inspections, congestion pricing, and improved fuel quality standards and offer valuable lessons. Survey results indicated that residents of Lahore were highly aware of the smog issue but had limited confidence in government efforts, perceiving existing policies as ineffective. Experts highlight challenges such as inadequate long-term planning, financial constraints, and poor infrastructure for pedestrians and non-motorized transport. This paper recommends implementing low-emission zones similar to London's ULEZ, mandatory vehicle inspections, stricter fuel standards, and the use of catalytic converters for older vehicles, while emphasizing the reallocation of budgets toward environmental protection and the expansion of public transit to reduce dependency on private cars. In the long term, initiatives such as solar-powered EV charging stations, recycling systems for e-waste, and "car-free days" during smog seasons are recommended. Based on international best practices, this research argues for a practical, context-specific strategy to mitigate smog and move Lahore toward a sustainable, liveable urban future.

Keywords: Lahore, smog, vehicular emissions, air pollution, Ultra-Low Emission Zones (ULEZ), public transport, electric vehicles, sustainable urban planning, environmental policy, air quality.

---

[1] MS Public Policy, Information Technology University, Lahore

Climate Resilience and Food Security in South Asia: A Review of Success Factors, Governance Challenges, And Policy Recommendations

Fatima Mahmood*1* and Dr. Amani Moazzam*2*

Climate change presents significant challenges to global food systems, especially in vulnerable regions like South Asia, where agricultural livelihoods and food security are closely linked to climatic variability. This review examines the evolving relationship between climate change, food security, and regional resilience-building efforts. Drawing upon a wide range of peer-reviewed literature, institutional reports, and regional case studies, the study identifies critical success factors that have supported climate-resilient food systems, including implementing climate-smart agricultural practices, developing early warning systems, and expanding adaptive social protection programs. At the same time, persistent governance challenges, such as policy fragmentation, weak institutional coordination, top-down planning processes, and underrepresentation of vulnerable groups, continue to hinder systemic resilience. This paper offers policy recommendations tailored to the South Asian context, advocating for integrated, inclusive, and multi-level governance approaches that enhance the adaptive capacity of food systems. The study contributes to the discourse on climate resilience by providing evidence-informed insights to guide policy and practice in the Global South.

---

[1] Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan

[2] Assistant Professor, Institute of Administrative Sciences, University of the Punjab

Climate Governance and Environmental Resilience in South Asia: Participatory Adaptation, Climate Justice, And Regional Cooperation

A. Mithursan[1]

A comprehensive investment philosophy which takes into account several social and developmental priorities and meaningful diplomacy within the South Asia and beyond is the need of time. Global challenges demand collective actions investing in international partnership diplomacy and development initiatives foster the peace, stability and shared prosperity across the border. Climate Risk Country profile of South Asia shows that 1.9 billion people faces sever climate risks including temperature rises (1.3°C–5.4°C by 2090s), erratic precipitation, and disasters like floods droughts, and sea-level rise (0.44m–1.17m by 2100). Agriculture-rice yield declines in Sri Lanka, water resources-river discharge reduction in Afghanistan, and vulnerable populations-poverty rate in Bangladesh. The study analysis examines climate governance and environmental resilience in Bangladesh, Pakistan, Afghanistan, Sri Lanka, Maldives, Nepal, and Bhutan, focusing on adaptation, institutional resilience, climate justice, and regional development. Perhaps, policies like Bangladesh's Delta Plan 2100 and Bhutan's NDC (2020), and weak institutional capacity, data gaps (e.g., coarse precipitation models), and socio-economic disparities exacerbate vulnerabilities, especially for rural poor women, and children. Regional cooperation constraints on shared resources such as Indus, Ganges-Brahmaputra basins hinder resilience. The study evaluates how effective governance frameworks enhance climate resilience and equity, aiming to reduce economic losses and promote inclusive adaption across South Asia. A secondary data analysis utilizes data from WBG's Climate Change Knowledge Portal, ADB reports, and national datasets (disaster records, socio-economic indicators). The study covers Bangladesh (56% population at flood risk), Pakistan (20 million affected by floods), Afghanistan (54.5% poverty), Sri Lanka (1.1-1.2 million at flood risk), Maldives (90% islands flood-prone), Nepal (677 glaciers), and Bhutan (GLOF risks). The study employed Quantitative methods, regression analysis to correlate governance indicators such as policy implementation scores with resilience outcomes namely, reduced flood impacts by 29-38% in Bangladesh, crop yield stability. A composite vulnerability index will compare exposure and adaptive capacity using poverty rates, GDP dependency on agriculture (e.g., 22.5% in Pakistan), and hazard data (e.g., heatwave probability rising to 36% in Bhutan). Further, Qualitative thematic analysis using NVivo will assess policy documents such as NDCs, National Adaptation Plans for equity and cooperation gaps. Data triangulation ensures robustness across CMIP6 projections and local records. Effective governance is expected to reduce GDP losses by 2-5% aligns with Bangladesh's mid-century estimates, stabilize crop yields (countering Nepal's wheat decline), and improve gender equity in resource access (addressing Pakistan's disparities). Regional cooperation gaps, particularly in shared basin management, will highlight needs for cross-border frameworks like SAARC. The study advances climate governance theory by integrating climate justice and participatory frameworks, emphasizing equity in fragile contexts like Afghanistan. It extends institutional resilience literature by analyzing secondary data for scalable governance models.

---

[1] *Department of Management Studies, Faculty of Management, University of Peradeniya, Sri Lanka*

Further, the findings will inform policies like Bangladesh's Delta Plan and Nepal's NDRF (2013), promoting equitable adaptation for marginalized groups specially women in Sri Lanka, and regional cooperation on shared resources.

Track: Sectoral Governance and Institutional Reforms in South Asia (31.10.2025, 1400-1530, Auditorium 1)

Beyond Rules: Understanding Bureaucratic Decision-Making

Laiba Aqil[1] and Dr. Ghalib Ata[2]

This research examines how Pakistani bureaucrats' worldviews, values, and Islamic faith affect their decision-making, and challenges the notion that bureaucracy functions solely as rule-bound. Drawing on interviews with nineteen bureaucrats, the findings show that decision-making are influenced by a person's internal orientation. Traditionalist officers focused on duty, obedience, and preserving system stability. Modernists tried to balance efficiency and innovation within institutional boundaries. Postmodernists focused on empathy, context-driven and people-centered reasoning. Many mid-career officers showed pragmatism, adjusting their decisions according to situation. Senior officers tended to have consistent value and worldview, acting as a lens in all situations. In moments where rules allowed space for judgment, Islamic faith often acted as a moral guide in all worldview categories. Though modernism largely dominates Pakistan's bureaucracy, postmodern values are emerging as key drivers of meaningful reform. Overall, the findings show the importance of human-centered decision-making in reforming Pakistan's public administration.

Keywords: Worldview, Values, Islamic-Faith, Bureaucratic Decision-Making, Discretionary Leadership

---

[1] MPA Scholar, Institute of Administrative Sciences, University of the Punjab

[2] Assistant Professor at Institute of Administrative Sciences, University of the Punjab

Emerging Water Scarcity Issue in South Asia: Case Study of Water Conservation Policies in Pakistan (2000-2022)

Aqsa Aslam[1]

This research delineates water scarcity as an emerging issue in global arenas. This study aims to investigate substantial water scarcity challenges to be encountered by states of South Asia and in particular Pakistan. Additionally, the research investigates, to what extent climatic change, contributing in physiological alteration such as in global temperature, sea level, glaciers' recession and water related disasters. Subsequently, research explores the major reasons that has made the water conservation strategies indistinct at regional as well as domestic level, despite of such colossal physiological changes across the globe. Moreover, research investigates the environmental changes as well as mismanagement on part of states, that have put immense pressure on water resources and causing depletion of water reservoirs. In addition, research looks in the rapid increase in world population, industrialization, urbanization and its impact on both surface and ground water. The significance of this study is that it suggests the water conservation strategies at national level and water management at regional level a need of hour especially in such climatic challenges. The methodology used is a mixed method and the type of social research is exploratory and descriptive research and explanatory research. A thematic literature review has been analyzed to provide an overview of the prior research regarding this study. Lastly, the study gives some recommendations for policymakers to improve the water scarcity situation by adopting water conservation strategies in the future, considering the changing climatic conditions.

Keywords: Climate Change, Water scarcity, Conservation, Pakistan, South Asia

---

[1] Lecturer International Relations, National University of Modern Languages, Islamabad

Bridging The Gaps: Establishing Contextual Policy Coherence to Reduce Chronic Childhood Malnutrition (Stunting) In South Asia

Dr Mehnaz Rashid[1] and Dr Aisha Rizwan[2]

Chronic childhood malnutrition, especially stunting, remains a major public health issue, particularly in developing South Asian countries. Food insecurity and limited access for children under five lead to widespread malnutrition, which hampers mental development and restricts future economic opportunities. These outcomes reveal deep health inequities mainly in low- and middle-income countries (LMICs). Poor nutrition makes these children more susceptible to infections, hindering their growth and development, which ultimately results in fewer educational opportunities, lower GDP, and higher out-of-pocket healthcare costs. In Pakistan, chronic childhood malnutrition has reduced the country's GDP by 3-4%. These harsh conditions increase the chances of early school dropout and social exclusion, perpetuating intergenerational poverty. Despite global commitments under Sustainable Development Goal 2 to eradicate all forms of malnutrition, Pakistan still faces a high rate of stunting, estimated at around 40%, with only a 0.5% annual decline—far below the target threshold of 30% for LMICs. Among South Asian countries, Pakistan invests the least in healthcare, allocating only about 1% of its GDP. The effects of this situation are severe and often irreversible, leading to serious health problems, early school leaving, mand broad socioeconomic impacts. By contrast, neighboring India and Bangladesh show more positive trends in fighting malnutrition, largely due to the successful alignment of global commitments with national policies and effective community-based nutritional programs. Pakistan's slower progress is mainly due to the lack of a comprehensive, multisectoral approach to nutrition intervention. This study aims to identify systemic gaps in governance and policy implementation related to chronic malnutrition (stunting) in Pakistan, while also comparing strategies and responses across South Asia. It highlights the complex nature of malnutrition, shaped by socioeconomic factors, cultural preferences, and health system capacities. Through analysis of various intervention strategies—including community programs, government policies, and international aid—the research identifies best practices and gaps in the region. It is a descriptive study based on secondary data, including research papers, journal articles, national surveys, government reports, and official documents from local and international organizations. Drawing lessons from India and Bangladesh—countries that have made notable progress by effectively integrating global and local policies and utilizing community-based approaches—this research offers relevant recommendations. These are designed to promote policy coherence in similar national contexts while addressing stunting issues in Pakistan. The findings emphasize the importance of a coordinated response that integrates health, education, and social protection sectors to effectively combat malnutrition. Ultimately, this study aims to contribute to the global discussion on childhood malnutrition in South Asia and to inform policymakers and health practitioners about successful policy initiatives and strategies, advocating for collaborative efforts to improve child nutrition outcomes across the region.

Keywords: Chronic Childhood Malnutrition, Pakistan, Stunting, South Asia, Sustainable Development Goal

---

[1] PhD Scholar, Institute of Administrative Sciences

[2] Assistant Professor, Institute of Administrative Sciences

Punjab University Hostel Reforms 2025: A Stakeholder Perspective

Syed Atyab Ali Naqvi[1]

In line with Sub-theme 11: Sectoral Governance and Institutional Reforms in South Asia, this paper will focus on the 2025 hostel reforms at the University of the Punjab in terms of the stakeholder theory. It examines the way the political interference, overcrowding, and unlawful occupancy, which were the chronic governance issues, were solved via administrative intervention and cooperation among the stakeholders. Data were collected based on 23 interviews and one focus group using a qualitative approach of a case study and analyzed using NVivo on a thematic basis. The results indicate that the reforms had more positive effects of transparency and security, but they also introduced new conflicts, including less freedom for students and distrust toward surveillance. The research finds that the sustainable reform towards higher education lies in inclusive stakeholder involvement and governance measures that balance control with involvement, particularly in universities characterised by high political tensions.

Keywords: higher education governance, hostels reforms, institutional change, Punjab University, South Asia, stakeholder theory.

---

[1] MPA Scholar, Institute of Administrative Sciences, University of the Punjab

Public Administration Reform Commission 2025: A Critical Analysis towards Neutral, Digital, and Performance-Oriented Governance in Bangladesh

Dr. Md Shafiul Islam[1] and Dr. Md Shariful Alam[2]

The Public Administration Reform Commission (PARC) 2025 marks a significant milestone in Bangladesh's ongoing efforts to modernise its public administration. This article critically examines the PARC 2025 report in Bangladesh, placing it within the historical trajectory of post-independence reform commissions. Drawing on historical lessons from previous reform bodies such as the Administrative and Services Reorganisation Committee (ASRC, 1972) and the Public Administration Reform Commission (1997–2000) and relevant scholarly and policy literature, this paper examines how the 2025 Commission's focus on neutrality, digitalisation, and performance-based management represents a transformative evolution in governance philosophy. This paper also analyses the PARC 2025's mandate, principal recommendations, comparative distinctions from earlier reform experiences, implementation challenges, and strategic policy measures required to ensure institutionalisation and sustainability. While the reform agenda is ambitious and technologically advanced, its success depends on political continuity, institutional ownership, and sustainable financing. Through historical analysis and policy evaluation, this study also examines critical reform initiatives influenced by political settlements, principles of New Public Management (NPM), and donor-driven Good Governance (GG) agendas. Using secondary literature, official documents, and some key informant interviews, this article contributes to the broader discourse on administrative reform, highlighting the structural and behavioural changes necessary for establishing a depoliticised, efficient, and citizen-centric bureaucracy in Bangladesh.

Keywords: PARC 2025, public administration reform, bureaucracy, good governance, digital governance, Bangladesh

[1] Professor, Department of Public Administration, Rajshahi University, Bangladesh

[2] Professor, Department of Political Science, Dhaka International University

Embedding ESG in South Asian Higher Education: The Role of Universities in Capacity Building and Regional Collaboration

Dr. Mustafa Hyder[1]

Universities in South Asia are uniquely positioned to serve as catalysts for embedding Environmental, Social, and Governance (ESG) values into public sector reform and sustainable development. Although ESG principles have become mainstream in the corporate world, their integration within higher education institutions (HEIs)—especially in developing public policy capacity—is still evolving in the region. This paper argues that HEIs can institutionalize ESG through curriculum development, operational practices, and policy engagement, thereby playing a key role in strengthening governance, social equity, and environmental responsibility across the public sector. Based on contemporary literature on education for sustainable development (Sterling, 2010; Lozano et al., 2015) and responsible management education (PRME, 2020), this paper proposes a conceptual model built on three strategic pillars: (1) Curriculum Reform—integrating ESG into academic programs related to public administration, management, and development studies; (2) Institutional Practice—implementing ESG-aligned policies in campus operations, promoting diversity, transparency, and good governance; and (3) Community & Policy Engagement—applying academic expertise to shape sustainable governance at local and regional levels. The research draws on secondary sources, including a comparative review of ESG initiatives, sustainability strategies, and institutional practices at selected universities from Pakistan (LUMS, University of Karachi), India (TISS, IIM Bangalore), Bangladesh (BRAC University), and Sri Lanka (University of Colombo). Sources include institutional sustainability reports, policy frameworks, academic papers, and publicly available strategic documents. A thematic content analysis is conducted to identify patterns, gaps, and emerging models of ESG integration within higher education settings in South Asia. Results show that although ESG adoption varies, some institutions are emerging as leaders in integrating sustainability into both academic and operational areas. Common obstacles include limited faculty training, weak policy alignment, and a lack of standardized ESG metrics. Nonetheless, institutional innovation and partnerships are gaining momentum, especially where leadership commitment and external donor support are present. This paper provides evidence-based policy recommendations to guide HEIs, regulatory agencies, and regional alliances. These include establishing cross-border ESG knowledge platforms, implementing mandatory ESG audits and reporting for universities, developing interdisciplinary ESG curricula, and leveraging regional cooperation (e.g., SAARC, SANPA) for joint research and policy dialogue. The study highlights the role of emerging institutions such as the Institute of Sustainable Management and Innovation (ISMI) in leading ESG capacity-building, serving as think tanks for public governance, and fostering multi-stakeholder engagement. The paper advocates for creating a South Asian ESG Higher Education Alliance to promote structured collaboration, shared learning, and sustainable reforms at the nexus of education and governance.

Keywords: ESG in Higher Education; Sustainable Public Management; Regional Collaboration; Capacity Building; South Asian Universities

---

[1] Associate Professor, Department of Public Administration, University of Karachi

Track: Contemporary Management Practices and Organizational Innovation (31.10.2025, 1400-1530, Auditorium 2)

Thriving At Workplace Among Doctors: A Human Resource Perspective

Fatima Baig[1] and Dr. Tayyeb Ali Khan[2]

In the demanding and high-pressure environment of medical care, the concept of thriving at work—a psychological state combining vitality and learning (Spreitzer, 2005)—has gained increasing relevance as a response to physician exhaustion, disengagement, and turnover. While extensively studied in Western contexts, limited research explores how doctors in developing countries like Pakistan experience and interpret workplace thriving from a human resource management (HRM) perspective. Emerging evidence suggests that HR practices such as supportive leadership, psychological safety, autonomy, and continuous learning opportunities are key enablers of employee thriving (Okros, 2023). In clinical settings, structured HR interventions—including mentorship programs, well-being policies, and professional development initiatives—are especially critical due to the emotional and cognitive demands on doctors. This study aims to examine how doctors in Pakistan experience thriving at work, emphasizing the role of HR practices through the lens of the socially embedded model of thriving (Spreitzer, 2005). It conceptualizes thriving not merely as the absence of burnout but as a dynamic state of professional growth within resource-constrained medical institutions. Using a qualitative research design, data will be gathered via semi-structured interviews with doctors from both public and private hospitals, selected through purposive sampling to ensure diversity in specialty and experience. Thematic analysis will identify organizational and psychological factors influencing thriving, such as leadership behavior, organizational support, and work-life integration. The findings aim to provide context-specific insights for HR professionals and healthcare administrators to cultivate a culture of thriving and enhance well-being in Pakistan's medical sector.

Keywords: Thriving at workplace, doctors, human resources practices, qualitative research, workplace well-being

---

[1] M.Phil. Scholar, Institute of Administrative Sciences, University of the Punjab
[2] Assistant Professor, Institute of Administrative Sciences, University of the Punjab

Unveiling The Link Between Green Human Resource Management Practices and Sustainable Performance in Pakistan: A Resource-Based Perspective

Dr Maryam Saleem[1]

With increasing involvement of green environment in global business models, the businesses are adopting green practices even in human resource management with the objective of attaining sustainability. The existing literature already documents impact of various factors, for instance intellectual capital, green supply chain management, and leadership on the sustainable performance of the firms; however, the impact of green human resource management practices on sustainable performance of the firms is void in the prevailing literature. Using structural equation modeling technique on the time-lag data from Pakistan, this study fills this gap in the existing literature by investigating the impact of green human resource management practices on sustainable performance of services sector in Pakistan. Unfolding the mediating role of green proactive orientation and moderating role of harmonious environmental passion in investigating the relationship between human resource management practices and sustainable performance is a novel and promising contribution to literature. This research contributes to the Resource-Based View by demonstrating that Green HRM practices serve as a strategic asset capable of enhancing long-term performance. The findings of the study is helpful for policy makers to incorporate green concepts to improve the practices of the human resource management.

Keywords: Green-HRM practices, sustainable performance, green proactive orientation, harmonious environmental passion, resource-based view

[1] Assistant Professor, National Business School, The University of Faisalabad

Administrative Innovation for Entrepreneurship: Rethinking SMEDA's Institutional Role in the Fourth Industrial Revolution

Muhammad Hamid Saeed Qadri[1]

This paper explores how South Asia's institutions, particularly Pakistan's Small and Medium Enterprises Development Authority (SMEDA), are adapting to take advantage of the Fourth Industrial Revolution (4IR) to promote entrepreneurship and economic resilience. It examines SMEDA's path in embracing administrative innovation, artificial intelligence (AI), and e-governance against the backdrop of similar agencies in India, Bangladesh, and Sri Lanka. Conversely to its ability to drive SME growth, evidence suggests that it is lagging regional peers on digitalization and AI uptake. While the SME digital census, Jazz–SMEDA collaboration, and digital skills programs for women indicate rising sensitization, institutional modernity is low. SMEDA remains to use traditional service models and has low AI readiness and dependability on cross-sector data integration. On the other hand, India's Ministry of MSME and Startup India offer a combined AI-enabled advisory and registration portals; Bangladesh's SME Foundation leverages digital resources for market intelligence and AI-facilitated diagnostics; and Sri Lanka's Enterprise Sri Lanka employs mobile fintech to expand access to credit. Through a qualitative comparative case study methodology, grounded in policy reports, UN and ADB reports, and national digital strategies, the study emphasizes SMEDA's coordination deficit, infrastructure gap, and leadership deficit. The study recommends a digital transformation department, an AI-based SME portal, improving public–private innovation partnership, and aligning SMEDA policies with Digital Pakistan. It also recommends a SAARC-level SME Innovation Forum for intra-regional cooperation. Lastly, the paper positions SMEDA as a potential regional power—if only it embraces digital governance and AI-driven innovation.

Keywords: Administrative Innovation, Artificial Intelligence (AI), E-Governance, Small and Medium Enterprises (SMEs), South Asia

---

[1] PhD Candidate, Department of Management Sciences

Exploring The Predictive Influence of Self-Compassion, Gratitude, And Belongingness on Employee Well-Being Among Public School Teachers in Pakistan

Sheeza Fayyaz[1] and Dr. Tayyeb Ali Khan[2]

This study investigates the ways in which self-compassion, gratitude, and a sense of belonging interact to shape employee well-being among public school teachers in Pakistan. Employing a cross-sectional correlational design, the research draws on survey data from 432 teachers in Lahore, utilizing standardized self-report measures. The analysis, which included descriptive statistics, Pearson correlations, multiple regression, and mediation models, revealed that overall well-being among teachers was moderate, with male teachers reporting marginally higher levels than their female counterparts. All three psychological constructs—self-compassion, gratitude, and belongingness—were significantly and positively correlated with well-being, though self-compassion ($r = .54$) and belongingness ($r = .51$) emerged as the most robust correlates. In the multivariate context, self-compassion and belongingness jointly accounted for 41.4% of the variance in well-being, while gratitude, despite its positive association, did not retain predictive significance. Gender differences were also observed, with female teachers reporting lower well-being. Notably, the analysis identified a partial mediating role for belongingness in the relationship between self-compassion and well-being. These findings highlight the intricate interplay between individual psychological resources and social context in shaping teacher well-being within resource-constrained educational environments, underscoring the need for contextually grounded interventions that address both personal and collective dimensions of occupational health.

Keywords Self-compassion, Gratitude, Sense of belongingness, Employee well-being, Public school teachers, Positive psychology, Self-determination theory

---

[1] Research Scholar, Institute of Administrative Sciences, University of the Punjab

[2] Assistant professor, Institute of Administrative Sciences, University of the Punjab

Impact Of Sustainability Through ESG On Financial Performance of Companies

Mahnoor Anwar

The aim of this study is to investigate the impact of sustainability through ESG on financial performance (F.P) of companies. Sustainability practices can be a source of competitive advantage by generating valuable, rare, and inimitable resources. Good governance, social responsibility, and environmental sustainability are the three main facets of ESG. Each dimension stands for a collection of procedures and disclosures meant to guarantee that a business operates responsibly and openly. Environmental aspects include a company's dedication to waste management, energy use, and carbon reduction. Social factors include community relations, diversity, and labour rights. Governance includes board composition, transparency, and corruption control. The study is quantitative based-research, i.e., ROE are used to measure financial performance of the companies. Data for the study taken from KSE-100 index which are listed on PSX. The data taken from the financial statement of the 25 companies from the time period of 2021-2023. Content analysis is performed to gather data on ESG practices of companies. The study result reveal that ESG has a significant effect on ROE. The finding of the study is crucial for management and for creating company policy. According to the research study ESG adoption by Pakistani companies may be crucial in the long term not only for their operational efficiency but also for the nation's economic viability and global reputation. The increasing urgency of climate change, social inequality, and corporate accountability has placed sustainability at the heart of business operations. This abstract explores the impact of sustainability-driven ESG practices on financial performance, highlighting the evolving relationship between responsible corporate behaviour and long-term economic value creation. Initial evidence in Pakistan indicates a generally positive relationship, especially with regard to equity returns and investor sentiment. Nonetheless, complete ESG integration impact might be confounded by reporting issues and industry variation. Ongoing empirical studies, facilitated by regulatory changes and market consciousness, will play a pivotal role in unleashing the financial benefits of ESG practices. The capacity of Pakistan's top corporations to adopt ESG can become essential not just for their business performance but also for the country's economic sustainability and international standing in the long run. According to the research findings, Environmental factor was found to have a significant positive impact on the firms' return on equity based on the data. On the other hand, the social has a negative but significant impact and governance component has a negative but insignificant impact on financial performance. At the same time as they accept responsibility for their current financial situation, they invest their money in initiatives that benefit society, the environment, and government. And in order to improve their financial performance in the long term, companies should invest in and dedicate their resource to ESG activities. As ESG continues to evolve, companies that proactively embed sustainability into their operations are likely to gain a competitive advantage in both capital markets and consumer perception. To provide a more thorough knowledge of how ESG practices affect financial outcomes, future research must examine long-term and sector-specific effects and incorporate emerging markets.

Job-Hopping Behavior in The Generation Z Workforce: The Role of Perceived Employability, Openness to Experience and Self-Directed Career Attitude

Sehar Abbas[1] and Dr. Ahmad Usman[2]

This study examines the drivers of job-hopping among Generation Z employees in the service sector, with an emphasis on the roles of perceived employability, openness to experience, and self-directed career attitude. Using a quantitative research approach, data were gathered from 218 GEN Z employees working in the service sector of Pakistan. The findings highlighted that advancement motives outweigh escape motives in causing job hopping. Self-directed career attitude fully mediates the relationship between perceived employability and job hopping. While it is interesting to note that openness to experience did not moderate this relationship, suggesting potential contextual or cultural limitations in the Pakistani job market. This study offers insights into the career motivations, attitudes, and behaviors of Gen Z, providing implications for personalized talent management strategies that align with the values and expectations of the emerging workforce.

Keywords: Job-hopping, perceived employability, openness to experience, self-directed career attitude, Generation Z

[1] Research Scholar, Institute of Administrative Sciences, University of the Punjab

[2] Assistant Professor, Institute of Administrative Sciences, University of the Punjab

Coloring the Workplace Green: Exploring the Impact of Green Human Resource Management Practices on Organizational Sustainability in the Pakistani Banking Sector

Dr Noor Ul Ain Khan[1] and Iqra Khalid[2]

To address environmental and social challenges, organizations are increasingly striving for sustainable performance, which leads to the sustainability of corporate sectors. This study examines various factors—such as green job performance, green training and development, green reward systems, employee job satisfaction, Green HRM implementation, and the meaningfulness of work—and their substantial influence on the organizational sustainability of the banking sector. For this study, data were collected from 500 banking employees across different cities in Pakistan. Partial least squares structural equation modeling (PLS-SEM) is used to test the proposed model via SmartPLS 4.0 software. The findings reveal that green job performance, green training and development, green reward system, employee job satisfaction, Green HRM implementation, and the meaningfulness of work all have a significant and positive influence on the banking sector's organizational sustainability. Finally, the study has certain limitations, including a limited sample size and its focus on only a few cities, despite the banking sector's extensive nationwide presence. Future research could expand into other sectors, such as education and healthcare, to further examine these dynamics.

Keywords: GHRM, Organizational Sustainability, Meaningfulness of work, Banking Sector

---

[1] Lecturer, Department of Business Administration, University of Chakwal

[2] Research Scholar, Department of Business Administration, University of Chakwal

Track: Islamic Public Administration (31.10.2025, 1400-1530, Auditorium 3)

State's Response to Uprising; Case Study Analysis of Tiananmen Square Massacre (1989), American Civil War (1861-65) And Early Islamic Crisis Governance (Ridda Wars – 632 Ce) Under Caliphates. (Comparative Lessons for Pakistan)

Syeda Lalarukh[1]

This study explores the role and reaction of government at the time of crisis, i.e. the civil uprisings using three case studies. The crisis governance being the states response to any internal crisis situation to preserve the legitimacy of the public while maintaining political integrity and state's stability, requires to be studied in Pakistan that is highly infested with a deformed crisis governance. It is essential to be studied in depth to understand the temporary issues faced by the state government and what are its priorities when confronted with aggressive situations.

Keywords: Crisis governance, State response, Government legitimacy, Crisis management

---

[1] Scholar, Institute of Administrative Sciences, University of the Punjab

Feedback Mechanisms in Public Administration Under Cybernetic Theory: A Comparative Discourse on Feedback Mechanisms in Islamic and Pakistan's Public Administration

Syeda Lalarukh[1]

The following study has employed cybernetic theory and its principles using thermostat analogy to study a comparative analysis of feedback systems in public administration systems of early Islamic administration and that of Pakistan in current time. Their feedback loops and regulatory power have been studied through deconstruction into individual components. Analysis reveals that both the systems are complex and multilayered according to their time periods. Islamic feedback system has a dynamic equilibrium in contrast to the Pakistani system that is more inclined towards a broken and open loop. Findings highlight the need to further this research and use the principles applied here for self-correction and make administrative components and systems more responsible.

Keywords: Thermostat analogy, Cybernetic theory, Islamic administration

---

[1] Scholar, Institute of Administrative Sciences, University of the Punjab

Integration of Islamic Administrative Principles in Modern Bureaucracies

Masooma Adil[1]

The idea of this research study encompasses that integration of Islamic administrative principles within modern bureaucracies focuses on ethical governance, public accountability, and service delivery to the people. The modern bureaucracies are aligned with beliefs of Islam based on justices, trust, consultation and accountability etc. it explores that Islamic administrative principles are as much more relevant today without compromising on modern philosophy of organizational theory of bureaucracy that talks about efficiency and effectiveness. The study mainly focused on Distribution companies of Pakistan, specially operates in Lahore i.e LESCO to find real solution, practical approach and way forward. The research findings are mixed and optimistic. As it covers three aspect from customers, employees and Board of Directors feedback. It outlines that proper strategic steps aligned with these Islamic administrative principles can be inculcated through serious and committed visionary approach.

Keywords: Islam, Administrative principles, Modern bureaucracy, Integration, public interest.

---

[1] DG Admin, LESCO (Lahore Electric Supply Company), MPA(HRM), CHRMP

Integrating Islamic Managerial Philosophy into Public Administration: A Framework for Ethical and Effective Public Administration System

Dr. Muhammad Aqib Ali[1] and Usman Khalid[2]

The paper evaluates the various constructs of Islamic public administration (IPA) and assesses the various aspects of IPA from the perspective of '10 As Islamic Managerial Framework'. The study endeavors to analyze the major elements of public administration from both contemporary and Islamic viewpoint, focusing specifically upon the various facets of Islamic public administration model which are pinned upon six fundamental aspects including Khilafa (Vicegerency); Shura (Mutual Consultation); Amanah (Trusteeship); Adl (Equity and Justice); Ihsan (Excellence); and Hisba (Accountability). The IPA schema is further analyzed from the Islamic approach to management which is posited under the "10 As Framework" developed as a distinctive style of management from Islamic viewpoint. The study endeavors to propose a potent and cogent model of Islamic public administration by integrating the elements of Islamic managerial framework. The proposed IPA model goes beyond the practicality and usefulness of current public administration regimes by guaranteeing not only positive outcomes from a state and governance perspective but also guides towards attainment of next-world success.

Keywords: Islamic Public Administration, Islamic Management, Islamic Managerial Philosophy, Islamic State, Islamic Governance

---

[1] The Millennium Universal College

[2] Elizabeth School of London

Track: Artificial Intelligence (AI) and E-Governance for Public Services (31.10.2025, 1600-1700, Auditorium 1)

Public Service Delivery through E-Government Initiative of Punjab Land Records Authority: A Study of Land Records Management and Information System in Punjab

Muhammad Mehboob*1* and Dr. Aisha Rizwan*2*

Globally, digitalization has emerged as a promising solution to modernize land record management system, enhancing transparency, and streamlining land-related services. Land is one of the world's most valuable resources for human beings. With its densely populated and agriculturally dependent economy, Pakistan faces significant land administration and management challenges. This empirical study investigates public service delivery through e-government initiatives adopted by the Punjab Land Revenue Authority (PLRA). It aims to unveil the global evolution of the land record management system. Additionally, the study conducts an analysis of digitization of the land record management system in Punjab province and its effect on efficiency, transparency, and effectiveness of the land record management system. It also explores challenges encountered by public officials of PLRA in digitally delivering land record services, and how these challenges are addressed. The study is theoretically guided by the Technology Acceptance Model (TAM) which offers a reliable framework for analyzing how public officials perceive and interact with technological systems implemented in government departments. The study employed a qualitative research approach, to explore the digitalization of land record management system in PLRA. To obtain an in-depth and context-specific information, criterion based purposive sampling was utilized to select public officials working at PLRA in BPS-17 and below, as they were directly providing services on a daily basis to the general public. Data were collected through non-participatory observation, documentary sources, and by conducting semi-structured in-depth interviews from 21 public officials providing public services to citizens at different levels. Thematic analysis was conducted to analyze the data collected. The study findings revealed that LRMIS has enhanced effectiveness in service delivery after digitalization, while eliminating a lot of manual work processing, saving time, and curtailing corruption. The results also indicated general acceptance and realization of the utility of the digital system by the public officials. It was suggested that for a digital initiative to be sustainable, legal, and institutional reforms must accompany technological changes. The findings of this research hold significant implications for practitioners, policy makers and administrators across the public sector in Pakistan aiming to enhance public service delivery through digital governance.

Key Words: Land records management and information system, E-Government, Public Service Delivery, Punjab, Institutional Efficiency

---

1 MPhil Scholar, Institute of Administrative Sciences, University of the Punjab, Lahore

2 Assistant Professor, Institute of Administrative Sciences, University of the Punjab, Lahore

Advancing Digital Governance in South Asia: A Policy Evaluation of Pakistan's Digital Policy and Digital Nation Act 2025

Aqsa Hamayun[1] and Dr Mahnoor Farooq[2]

The Digital Pakistan Policy and Digital Pakistan Act 2025 have played a crucial role in advancing e-governance and digital transformation in Pakistan. The Act established key institutions such as the Pakistan Digital Authority (PDA) and the National Digital Commission to promote coordination between federal and provincial governments and foster social values toward digitalization. This paper examines how digital policy evolved into law, focusing on the legislative process, institutional adaptation, and societal impacts in South Asia. Using a qualitative approach, the study draws on policy and legislative documents and applies the Multiple Streams Framework (MSF) to explain the policy's adoption through the convergence of problem recognition, policy alternatives, and political will. Despite these achievements, significant challenges persist. Broadband access remains concentrated in urban centers, delaying equitable service delivery. The data protection law faces legislative delays, and the PDA suffers from underfunding and weak provincial coordination. Moreover, limited interoperability between government departments continues to impede progress. While the Digital Pakistan Portal and related programs aim to expand access to public services, the digital divide remains a key barrier to inclusive governance. Overall, the Digital Pakistan framework lays a strong foundation for the country's digital transformation. However, its success depends on accelerating legal reforms, strengthening institutional capacities, ensuring intergovernmental coordination, and extending digital inclusion to rural areas. Building transparent monitoring systems and fostering professional collaboration across sectors will be essential for achieving sustainable e-governance in Pakistan and the broader South Asian context.

---

[1] MPhil Scholar, Public Policy and Governance, Institute of Management Sciences, University of Haripur
[2] Assistant Professor, Institute of Management Sciences, University of Haripur

Track: South Asian Relations in a Changing Landscape (31.10.2025, 1600-1700, Auditorium 2)

Driving Sustainability through Green Finance: Evidence from G7 and E7 Country Groups

Amna Nadeem[1] and Farah Naz[2]

This research uses fuzzy-set Qualitative Comparative Analysis (fsQCA) to examine the causal chains by which green finance affects the attainment of Sustainable Development Goals (SDGs), based on evidence from 2002 to 2021. In line with comparative dynamics between E-7 and G-7 economies, the analysis examines the interaction of green finance with salient contextual variables such as GDP growth, financial development, institutional quality, trade openness, and renewable energy consumption. The research identifies several configurational pathways with high sustainability performance, with striking differences between the two economic groups. In the E-7 economies, institutional quality and renewable energy are key drivers of sustainable outcomes, whereas in the G-7 economies, trade openness and institutional robustness are more determinants. This study highlights the importance of context-aware green finance policies. It provides real-world insights for policymakers seeking to reconcile economic development with environmental and institutional sustainability across different levels of development.

Keywords: Green Finance, Sustainable Development Goals, GDP growth, Institutional quality, financial development, Trade openness, Renewable energy, fsQCA, E-7, G-7

[1] Department of Accounting and Finance Kinnaird College for Women, Lahore, Pakistan

[2] Department of Accounting and Finance, Kinnaird College for Women, Lahore, Pakistan

Fragmented Sovereignties: Regional Governance and the Crisis of Statelessness in South Asia

AKM Ahsan Ullah[1]

Statelessness is not merely a legal anomaly but a symptom of fractured sovereignty, exclusionary nation-building, and the failure of regional governance. Nowhere is this more evident than in South Asia, where millions of individuals remain without citizenship or adequate protection. From the protracted displacement of the Rohingya in Bangladesh to the liminal legal status of Biharis in Pakistan and Bangladesh, and the Tibetan and Sri Lankan Tamil refugees in India, statelessness has become a persistent and politicized reality. Despite the region's shared colonial histories and postcolonial interdependencies, South Asia lacks a coherent, collective mechanism for addressing cross-border displacement and statelessness. This paper investigates the question: How have regional governance frameworks in South Asia responded to statelessness, and what explains their limited efficacy? Building on this research question, the paper advances the central argument that statelessness in South Asia persists not only because of domestic political resistance to inclusion, but also due to the fragmentation of regional sovereignty and the absence of binding institutional arrangements that prioritize human rights over national security interests. While global refugee governance has increasingly emphasized responsibility-sharing and normative commitments, South Asia's responses remain ad hoc, bilateral, and shaped by power asymmetries rather than legal obligation or solidarity. The objectives of the paper are threefold: to map the key cases of statelessness in South Asia and their historical-political roots; to critically assess the role of regional bodies such as SAARC and BIMSTEC in refugee and statelessness governance; and to evaluate whether existing frameworks—legal, institutional, and normative—are capable of advancing durable solutions. Theoretically, the paper draws from postcolonial international relations and critical legal geography to interrogate how sovereignty is imagined, fractured, and selectively enforced in the region. The concept of "fragmented sovereignties" is used to highlight how different layers of authority—national, subnational, regional—often operate in tension, producing zones of exception where statelessness becomes normalized. Methodologically, the paper employs a comparative case study approach, drawing on legal documents, policy reports, and interviews with regional experts, civil society actors, and stateless individuals in Bangladesh and India. Findings reveal that the region's failure to develop a rights-based and coordinated regional response stems from deep-rooted anxieties around national identity, religious majoritarianism, and unresolved postcolonial border politics. Regional bodies have either remained passive or subordinated humanitarian concerns to diplomatic sensitivities and geopolitical rivalry. The lack of regional legal instruments akin to the OAU Refugee Convention in Africa has led to normative stagnation, where even international conventions (such as the 1954 and 1961 Statelessness Conventions) have limited traction. The paper concludes by arguing for the urgent need to reimagine regional governance beyond the logics of state-centric security and toward a framework grounded in shared human security, historical accountability, and cooperative responsibility. Such a shift is not only normative but essential for building regional cohesion and preventing future crises of displacement and exclusion.

Keywords: Statelessness, Regional Governance, South Asia, Fragmented Sovereignty, Postcolonial Borders

---

[1] FASS, University of Brunei Darussalam

Track: Contemporary Management Practices and Organizational Innovation (31.10.2025, 1600-1700, Auditorium 2)

The Effect of Knowledge Leadership on Creativity: The Mediating Role of Psychological Ownership

Safdar Hussain[1]

Knowledge leadership has attained broadening attention in the research recently as the world become more complicated and the dilemma rises for leaders to know everything on their own. There is almost no published research concerning the role of psychological ownership for knowledge leadership and employee's creativity. The success of any organization depends upon the creativity level of its employees. The purpose of this research is to investigate the effect of knowledge leadership on employee's creativity. The study proposes a framework to investigate the mediating role of psychological ownership between the relationship of knowledge leadership and employee's creativity. The data was collected through questionnaire from 273 respondents in hotels and restaurants of managerial, middle and lower scale in Sargodha and Faisalabad. Correlations, Regression are used for data analysis with the help of SPSS and smart PLS SEM was used for analysis of mediating effect. The results of this research indicate that knowledge leadership has a significant effect on employee creativity. The mediating role of psychological ownership is also significant between the relationship of knowledge leadership and employee creativity. Future research on mediating structure is encouraged to more precisely understand the process of how knowledge leadership effect on employee's creativity.

---

[1] MS Scholar, Department of Lyallpur Business School, Government College University Faisalabad, Punjab, Pakistan

The Detrimental Effect of Punitive Supervision on Employee Turnover Intention in Private Banks of Pakistan with Self-Efficacy as a Mediator

Khoula Arshad[1] and Ms. Iman Saleem Bukhari[2]

In a dynamic environment, the behavior of leader or supervisor plays a crucial role in employee retention. It has been proved that employee intention to leave increases in the presence of a despotic leader and an authoritative leader (Abbas et al., 2020; Iqbal et al., 2022). So, this study examined the effect of punitive supervision on turnover intention and also examined the intervening role of self-efficacy. Social exchange theory and job-demand resource model were used to explain the relationship of variables. This study proposed that turnover intention increases due to the presence of punitive supervision, and self-efficacy mediates this association. The data of this cross-sectional study was collected from private banks in Lahore, Pakistan. Whereas, 10 banks were selected through random sampling. IBM SPSS Statistics 23 was used for running tests and for analyzing the data. Cronbach's alpha of all scales was acceptable, which proved the scales' reliability and consistency for use. Two tests were applied in this study, the Pearson correlation, and mediation by Model 4 of Process Macro. The results have proved that turnover intention increases due to an increase in punitive supervision, whereas the intervening role of self-efficacy has not been proved. This study is beneficial for the management of banks because this study has proved that a punitive style of supervision increases the desire of employees to leave the organization. So, management of banks should change their supervision style if they want to lessen their employees' turnover intention.

Keywords: private banks, punitive supervision, self-efficacy, turnover intention

[1] MS Scholar, Institute of Administrative Sciences, University of the Punjab, Lahore

[2] Lecturer, Institute of Administrative Sciences, University of the Punjab, Lahore

Impact Of Work Life Balance and Societal Impact Potential of Job on Performance of Police in Punjab, A Meowing and Moderating Role of Public Service Motivation and Religiosity

Muhammad Rizwan Anjum*1*

This study aims to investigate the impact of work life balance and societal impact potential of job on performance of police in Punjab through an entirely novel lens of religiosity and public service motivation constructs. Based on the available theoretical knowledge, it focused on the effects of altruism (explained through a theory of altruism) being an attribute likely leading towards better public service motivation and societal impact potential of job. Furthermore, the religiosity construct was investigated with its moderating impact on employees of Muslim dominating work force. The research utilized the available theoretical knowledge on work life balance and societal impact potential of job which explains influence on the performance. The data was collected through online questionnaire survey across the police officials working as sub inspectors and inspectors in Punjab police and endeavor was made to reach out multiple platforms for achieving the responses. This study used cross-sectional research design and quantitative information was tested from 752 employees. The data was analyzed using partial least square structural equation modeling (PLS-SEM) to answer the research questions. The overall data was validated by using measurement model assessment. The results indicate that work life balance and societal impact potential of job positively affect performance of police in Punjab. Public service motivation mediates the above relationship, and it is also moderated by religiosity. This study offers a novel and new way to look at the performance of police and the process of forming employee wellbeing culture at a workplace. The study contributes in extension of theoretical knowledge and offers Police department with an insight into the intangible factors affecting performance of police in Punjab for better policy making.

Keywords: Work Life Balance, Societal Impact Potential of Job, Public Service Motivation, Religiosity, Performance, Punjab Police, Public Administration

---

1 PhD Scholar, Management Sciences (Public Administration)

Track: Gender, Equity, and Inclusive Public Administration (31.10.2025, 1600-1700, Auditorium 3)

Issues And Challenges in Political Empowerment of Minorities: A Case Study of the Christian Community

Sharon John[1]

Political empowerment of religious minorities in Pakistan is a question of empirical importance. The homicide of Mr. Shahbaz Bhatti and Mr. Salman Taseer highlight the threats faced by advocates of minority rights and brings forward the environment of fear that discourages political engagement of religious minorities. Although reserved seats provide Christian representatives visibility in national politics, yet their roles are largely symbolic, with little or no authority in mainstream politics. Using a qualitative design, the research draws on semi-structured interviews with politicians, activists, and community members, along with focus group discussions, to analyze the barriers to effective participation. The research is built upon Bird's model of political opportunity structures and postcolonial theory to interpret the institutional, political in-party policies, and social constraints that limit political empowerment. Findings indicate that socio-economic disadvantage, party gatekeeping, discriminatory legal frameworks, and internalized fear prevent meaningful leadership and hold members of Christian community from participating in active politics of the country. Reserved seats often reinforce tokenism rather than provide genuine representation. However, the study also identifies possibilities for reform through inclusive nomination processes, civic education, and alliances across communities. It concludes that political empowerment requires not only legal equality but also safe participation, decision-making authority, and institutional accountability to strengthen democratic legitimacy in Pakistan.

Keywords: Political empowerment. Religious minorities, the Christian community in Pakistan, Inclusive governance, social exclusion, Citizenship and representation

---

[1] PhD scholar, Fatima Jinnah Women's University, Rawalpindi

Evaluating The Empowerment of Religious Minorities Through Quota-Based Inclusion in Pakistan's Federal Bureaucracy: Providing A Policy Direction for Institutional Inclusion

Sharon John[1]

This study evaluates the effectiveness of quota-based inclusion in empowering religious minority officers within Pakistan's federal civil service. Despite the institutionalization of a five percent recruitment quota, religious minority officers—particularly Christians and Hindus—remain underrepresented in influential bureaucratic roles. Employing a sequential explanatory mixed-methods design, the study compares the career trajectories, institutional experiences, and empowerment levels of officers recruited through quotas versus those selected through open merit. Drawing on Representative Bureaucracy Theory, the Institutional Disempowerment Model, and Affirmative Action logic, the findings reveal that quota-based inclusion often leads to symbolic representation rather than substantive empowerment. Quantitative data from 120 officers demonstrate statistically significant disparities in promotion rates, access to mentorship, policymaking roles, and perceived discrimination. Regression analysis identifies recruitment type as the strongest negative predictor of empowerment, while access to mentorship and department type emerge as key positive predictors. Qualitative interviews further contextualize these disparities, highlighting persistent informal gatekeeping, identity concealment, stigma associated with affirmative action, and institutional silence regarding discrimination. Although some officers express resilience and community-oriented purpose, the broader institutional culture continues to limit their career mobility and influence. The findings call for a shift from access-focused inclusion policies to structural reforms that emphasize mentorship, equitable promotions, and inclusive leadership. By offering both empirical evidence and theoretical insight, the study contributes to public administration scholarship and informs policymakers aiming to enhance equity and representation beyond symbolic inclusion.

---

[1] PhD scholar, Fatima Jinnah Women's University, Rawalpindi

Exploring The Role of Familial Dynamics and Institutional Structures in Women's Economic Empowerment in Pakistan

Nosheen Naseer[1] and Dr. Abdul Jalil[2]

The World Economic Forum has released the Global Gender Gap Index (GGGI) Report in June 2025, which presents concerning statistics for Pakistan, ranking it 148th out of 148 countries with 56.7% gender gap. This highlights a significant failure in policy responses aimed at achieving gender equality. Among the four pillars of GGGI, Pakistan shows stability in the domains of health & survival (0.95%) and educational attainment (0.85%). However, economic participation & opportunities (0.34%) and political representation (0.11%) remain critically weak, contributing to Pakistan's position at the lowest level of the global index. Women empowerment is not only a global shift in the political practices but it is policy paradigm and a tool of economic development strategy to achieve SDG-5. This study aims to investigate the factors contributing to the limited economic participation and opportunities available to educated women in our society. It further examines the influence of familial dynamics and institutional structures on the economic empowerment of women at the societal level. This study will employ a qualitative research design to thoroughly explore the local realities of the phenomena under investigation. A semi-structured interview guide will be used to conduct interviews with 15 educated working women, aiming to uncover the underlying mechanisms and non-facilitative factors that hinder the economic women's empowerment. An additional interview guideline will be employed to engage with the male heads of families (fathers or husbands) to gain insights into how they deal social pressures while supporting their women in accessing economic opportunities. Thematic analysis will be done to examine the findings derived from the respondents' responses. The anticipated outcomes of this study will encompass the local experiences of women concerning social values, attitudes and stereotypes in attaining their personal goals. The extent to which educated women possess the autonomy to make independent choices in their lives, is influenced by their diverse experiences in confronting societal pressures related to financial independence and the pursuit of equal opportunities. How can the fears associated with stigmatization of women exercising state-granted rights be addressed, and what are the underlying causes of their lack of trust in governmental institutions? This inquiry particularly focuses on institutions such as designated committees within workplaces, union councils, police stations, and courts, which are responsible for ensuring justice and security for the public. The perspectives of heads of families will explain how they strategically navigated patriarchal social structures to create opportunities for women to achieve their goals. In what ways positive transformative power of familial dynamics and institutional structures play its crucial role in the quest of women empowerment? This study aims to offer practical policy recommendations based on grounded findings, which will assist policymakers in formulating a sustainable strategy to enhance women's economic participation and mitigate the risk of further marginalizing half of the population, thereby promoting inclusive growth and social cohesion.

Keywords: Women's economic empowerment, economic participation and opportunities, family dynamics, and Institutional structures

---

[1] Lecturer, Department of Government & Public Policy, National Defence University, Islamabad

[2] Chairperson, Department of Economics/Director ORIC, National Defence University, Islamabad.

From Injustice to Inefficiency: How Does Interactional Injustice Prompt Time-Related Performance Fallout?

Ramish Moeen

The hospitality industry operates in a dynamic and highly competitive environment, where guests scrutinize the sustainability practices of service providers. To survive and thrive, hotels are increasingly focusing on customer experiences, targeting sustainable performance and consumer attitudes, while also aiming to influence revisit intentions. This is achieved by utilizing tools and methods that support Corporate Social Responsibility (CSR) to achieve robust Social Performance (SOP) and by updating policies and governance to ensure sustainable performance outcomes (SUP). A lack of employee service skills is rampant in this industry in underdeveloped economies, posing severe consequences in the form of a poor reputation for accommodation quality, inadequate service, or safety issues. This study assesses perceptions of experience management (EM), experience co-creation (EC), and service interaction (SI) among 4- and 5-star Hotels (n = 374) in the Pakistani hospitality industry. The study assesses the effects of these constructs on SUP, mediated by social sustainability (SS) and moderated by digital technology literacy (DT). The study employs a composite construct of environmental performance (EP), green economic performance (GP), and sustainability performance (SOP) to measure sustainable development (SUP). This approach significantly contributes to risk mitigation arising from employee skills shortages. The study classifies EM, EC, and SI aspects of strategic management control (SMC) and SS and DT of operational management control (OMC). The study supports positive SS mediation of the positive impact of EM, EC, and SI on SUP, and that DT moderates these relationships. The findings provide valuable insights into identifying influential SMC and OMC factors that contribute to sustainable performance, and offer examples of policies, governance, and applicable methods for enhancing cleaner performance in this industry.

Keywords: sustainable performance; hospitality industry; experience management; service interaction; social performance; consumer attitudes; employee skills

Organized by
**Institute of Administrative Sciences (IAS)
University of the Punjab, Lahore**

In Collaboration with
**South Asian Network for
Public Administration (SANPA)**