

**RAZA AHMAD RUMI**  
**Director, Park Center for Independent Media, Ithaca College**  
**Visiting Faculty, Cornell Institute for Public Affairs**  
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**SUMMARY OF EXPERTISE**

- **International Development:** Development Policy Making; Human Development; Institutional Development; Governance & Anticorruption; Decentralisation; Disaster Management and Post-Conflict Needs-Assessment; Monitoring & Evaluation; Capacity Development; Program Management; Asia Pacific region. Focus: South Asia.
- **Journalism & Writing:** Editor Daily Times. Former Editor, weekly magazine The Friday Times; Op-ed writer, Television presenter & commentator (Pakistan). Social media: blogging, online publishing, public campaigns etc.
- **Policy Research & commentaries:** Regional & national security; violent extremism; Counter-terrorism; Sectarianism, Tribal Areas of Pakistan; South Asian politics and trade; Pakistan's relations with India, US and Afghanistan; State effectiveness; Human Rights & Minorities; Discriminatory laws in Pakistan etc.

**CAREER HISTORY**

- 08/20/2018 to Present     Director, Park Center for Independent Media, Ithaca College**
- Leading a center for research, teaching and public engagement on independent media within the United States and abroad. Design curricula, symposia and public events to forge conversations between faculty, students and the community
- 08/21/2016 to Present     Visiting Faculty, Cornell Institute for Public Affairs, Cornell University, Ithaca**  
**Fellow, Judith Reppy Institute for Peace and Conflict Studies, Cornell University**
- Teaching courses for Masters of Public Administration degree: *Alternative Paradigms, Practices and Challenges in International Development, Institutional Reform in Developing Countries, Anti Corruption Strategies & Policy Writing*
  - Research/Writing; participation in panel discussions etc.
- 10/01/2015 to 08/2018     Scholar in Residence, Assistant Professor Ithaca College, USA**
- Teaching courses on *South Asia (history, politics, culture), Journalism, (News Editing, Introduction to Journalism, Global Journalism in the Age of New Media. Journalism Research); & Personal Essay*
  - Participating in campus colloquia and conferences
  - Engagement with the IC schools: Humanities & Sciences, Communication, Business, Music, and Health Sciences & Human Performance.
  - Working on two book projects: A Memoir and 'A short history of Lawyers Movement in Pakistan'
- 01/2016- 05/2016     Visiting Faculty Gallatin School of Individualized Study, New York University**
- Taught an undergraduate course – *Writing Dissent in the Age of Mass Media*
  - Participated in NYU colloquia and conferences
- 08/2015 to Present     Research Fellow, Berkley Center for Religion, Peace, and World Affairs, Washington DC**
- 09/2014 to 03/15     Senior Fellow, United States Institute of Peace, Washington DC**
- Research on devolution in Pakistan and implications for internal security; Authored a USIP Special Report: "Charting Pakistan's Internal Security Policy", May 2015.
  - Contributor to CNN International, Al Jazeera, South Asia Foreign Policy Channel etc.

- Participation at a panel on [internal security](#).

05/2014 to 09/14                    **Senior Fellow, New America Foundation, Washington DC**

- Research on various subjects including security in Pakistan, book reviews and participation in panels

04/2012 to 04/2014                **Director/[Senior Research Fellow](#), Jinnah Institute, Pakistan; Freelance Policy Adviser; Consulting Editor, The Friday Times & Television commentator/presenter**

- Design and implementation of public policy programs and initiatives relating to democracy, devolution, strategic and security analysis, counter- extremism. Managed India-Pakistan Track II dialogues; Policy debates on Devolution; Human Rights, Extremism Watch; Published various reports; Economic and Budgetary Analyses; Media Monitoring etc. Worked as Director Policy & Programs until May 2012 - September 2013.
- **UNDP- Bangkok:** Capacity Assessment of Key Ministries in the Government of Mongolia for Mainstreaming UN-REDD (September 2013-Feb 2014, intermittent)
- **Coffey International-DFID.** Institutional development adviser to the Peace-building Support of the PCNA; (intermittent, September 2012-June 2013)
- **DFID.** Education Voice and Accountability & Education Innovation Fund. (Nov-December 2012)
- **Barcelona Centre for International Affairs.** Policy Research Paper: Ungoverned Spaces (July 2012)
- **World Bank, Pakistan:** Public expenditure review for the education sector of Khyber Pakhtunkhwa province, Pakistan. (May-June 2012)

#### **Policy Engagement**

- Member, Institutional & Governance Reforms Working Group, Planning Commission of Pakistan
- Chairperson, Steering Committee, Network for Asia Pacific Schools & Institutes of Public Administration & Governance, JNU Delhi.
- Advisory and coaching at public sector training institutions in Pakistan.

10/2011 to 04/2012                **Asian Development Bank (ADB), Economist/Operations Coordination, South Asia Department, ADB HQ, Manila**

10/2008 to 10 2011 Freelance Consulting, Journalism & Research

#### ***Research & Advisory assignments***

##### Social Sectors

- **Planning Commission of Pakistan:** Team Leader for the preparation of Social Protection Strategy Paper and provincial social protection frameworks. (Sep 2011).
- **UNICEF Cambodia-** Policy paper prepared for the Royal Government of Cambodia on improving policies, procedures & practices relating to ‘special centres’ managed by the Ministry of social affairs, veterans and youth rehabilitation. (July, 2011)
- **Government of Pakistan, Ministry of Environment:** Country Sanitation Report- prepared country situation analysis on Progress vis-à-vis MDG achievement.(April 2011)
- **Water and Sanitation Policies:** Working with UNICEF, assisted the Government of the Punjab (Pakistan) in the preparation of Water and Sanitation Policies and strategies (2010-2011, intermittent)
- **Global Sanitation Fund, United Nations:** Drafted the Pakistan Sanitation Report and preparation the Country Program Proposal for interventions in the sanitation sector (April-June 2010)
- **Rural Support Programmes Network, Pakistan: *Social Sector Interventions – a review and analysis*** – led a team of researchers/prepared a policy brief (July 2010)

##### Decentralisation & Service Delivery

- **UNICEF/GIZ Cambodia-** Functional Review and Capacity Assessment of Ministry of Social Affairs for reassignment of functions under the ongoing Deconcentration & Decentralisation Reforms (January-June, 2011-intermittent)
- **UNDP Bangkok/Nepal:** “Delivering Basic Services in Post-Conflict Nepal” A case study prepared for the Capacity Development Group, Bureau for Development Policy, New York. (February 2011)
- **UNDP, Geneva Bureau of Crisis Prevention and Recovery:** Prepared Post-Disaster Needs Assessment (PDNA) Guide (Governance Section), provided inputs to Study on Decentralisation and Political Economy Analysis for the 2011 Global Assessment Report on Disaster Risk Reduction. (December 2010)

- **UNDP, Regional Centre in Bangkok, UNDP/UNICEF Cambodia-** Institutional /Capacity Assessment of 4 Central Ministries in support of ongoing Deconcentration & Decentralisation Reforms. (August, 2009)

#### Analytical

- **The Asia Foundation:** Developing a Governance Index for the Agriculture Sector in Pakistan – Scoping study and potential outline of a governance index at the subnational levels. (Jan 2010)
- **UNDP, Pakistan:** Institutional Assessment for the development of a Labour Market Information System in Pakistan. (November 2008)
- **Leadership for Environment and Development (LEAD), Pakistan:** Public Policy Adviser - Advice to LEAD's governance and public policy programme and action-research (www.lead.org.pk)

#### Post-Conflict & Disaster Management

- **UNDP, Pakistan: Damage Needs Assessment (governance)** -Worked with Government of Pakistan, ADB and the World Bank to assess the impact of natural disaster on the governance institutions and public service delivery & identifying short and medium term interventions for restoration of services and entitlements. (October 2010)
- **UNDP, Pakistan: Post crisis needs assessment (governance & rule of law) in Khyber-Pakhtunkhwa province and Federally administered tribal areas (FATA) Pakistan-** Post conflict analysis of local, provincial and national governance imperatives; working with stakeholders to identify interventions for peace and security. (August 2010)
- **UNDP, Pakistan: Design of project for strengthening rule of law in Malakand, Khyber-Pakhtunkhwa province, Pakistan-** Post conflict situation analysis of formal and non-formal Justice systems, public safety, legal aid & access to justice (March 2010)
- **UNDP, Pakistan: Baseline study on governance & rule of law in Malakand, NWFP, Pakistan-** Post conflict situation analysis of formal and non-formal justice systems, public safety, legal aid and access to justice (February 2010)
- **UNDP, Pakistan: Governance & Institutional Assessment - *Conflict Early Recovery Initial Needs Assessment*** for the conflict-affected areas in NWFP and FATA (July 2009)
- **UNDP, Pakistan: Led the Mid Term Review Mission of Technical Assistance for Management of Earthquake Early Recovery (TAMEER)** – (October-November 2008) – analysis and recommendations for the continuation of a refocused TA support

#### Grievance Redress & Benchmarking

- **UNDP, Pakistan: Strengthening Public Grievance Redress Mechanisms Project** at the Federal Ombudsman Secretariat – Institutional and capacity development for the application of *Continuous Improvement and Benchmarking* techniques for the Registration and Investigation wings (April-July 2010)

#### Public Resource Management/Economic growth

- **DFID: Punjab Public Resource Management-Technical Assistance Management Agency (TAMA), Lahore, Pakistan** (intermittent inputs from November 2008 – July 2011); provided technical support to project management and ensure compliance and quality; developed individual and institutional capacity for project management within the provincial government; supported line departments in problem analysis and project design. Led technical workstreams: public finance, service delivery and private sector development.

01/2008 to 10/2008                      **Asian Development Bank, Governance Specialist, South Asia  
Governance, Finance and Trade Division, ADB HQ**

#### **Project Design, Management and results-based Monitoring:**

- **Bangladesh:** Good Governance Program: National Integrity Strategy, judicial and administrative reforms; & Support to the Anti Corruption Commission.
- **Nepal:** Support to Anticorruption Institutions: Governance Support Program.
- **Bhutan:** Support for Anticorruption and Good Governance at Local Level
- **India:** Administration of Justice Project: project.
- **Maldives:** “Private Sector Development” & “Strengthening Economic & Financial Management.”

- **Bangladesh:** Member of design team for the Public-Private Infrastructure Development Facility.
- **Governance and Anticorruption Risk Assessments:** Preparation and finalisation of governance assessments for Nepal, Bangladesh and Bhutan.
- **Knowledge Management:** Preparation of knowledge products on administrative and justice reforms, decentralization, public expenditure management and anti-corruption; External publications and internal notes. Website[s] management and learning networks.
- **Sector Governance Work:** Policy and operational advice on governance and anticorruption aspects of sectoral interventions. Key sectors include: energy, transport, water, education and urban development.

07/2005 to 01/2008      **Asian Development Bank, Governance and Capacity Development Specialist, Regional and Sustainable Development Department, ADB**

**Regional Technical Assistance Projects:**

- Dissemination and Pilot Testing of Tool-Kits on Citizen Report Cards and Continuous Improvement and Benchmarking Techniques. **Pakistan, India, Indonesia and the Philippines.**
- Pro-Poor participatory budgets: Implemented in **Pakistan, Indonesia and the Marshall Islands.**
- **Network of Public Administration Institutes of the Asia and Pacific Region:** Facilitated the evolution of this network and its sustainability.
- **Supporting Malaysian Anti Corruption Agency:** assistance to prepare, pilot and launch a series of regional anticorruption training programs.
- **ADB-OECD Anticorruption Action Plan for Asia and the Pacific:** Participation in the regional network and implementation of Action Plan.
- **Promoting Knowledge Transfer through Diaspora Networks.** Country studies and policy/operational lessons in **China, Afghanistan and the Philippines.**
- **Operational work/design & implementation of projects:** (i) Pakistan- Punjab Public Resource Management Program Subprogram II; (ii) India - Administration of Justice India Project; (iii) Pakistan-Supporting Public Resource Management Reforms in Punjab; Upstream operational assistance: (iv) Bangladesh - Participation of the Urban Poor in Municipal Governance Project; (v) Good Governance Project; Pakistan- Second Microfinance Sector Development Program; (vi) Private Participation in Infrastructure Development; and Nepal: Economic and Social Inclusion of the Disadvantaged Poor through Livelihood Enhancement with Micro-Irrigation.; among others
- **Contribution to ADB Policies, Strategies and Frameworks:** Member governance and capacity development teams. Supported the preparation and approval of governance and anticorruption action plan and the framework for ADB to mainstream CD in its operations. Advancing Law and Policy Reform activities within ADB's member countries.
- **Supporting Quality Assurance for ADB Interventions:** Reviewing and providing comments on project documents circulated – project documents from capacity development, governance and anti-corruption perspectives.
- **Knowledge Management:** Internal and external on justice reforms, decentralization, public expenditure management and anti-corruption. Website management and content development for governance, project websites and learning networks.

08/2002 to 06/2005      **Asian Development Bank, Project Specialist – Governance; Civil Society Coordinator; Pakistan Resident Mission (PRM); Pakistan**

- **General:** Managing teams of staff and consultants for the operations of the *Governance Unit*. Actively monitored ADB assisted governance programs in Pakistan; and assisted in formulating new governance programs/interventions.
- **Projects/Programs:** Monitoring the implementation of ADB financed a) Access to Justice Program (USD 350 million) and b) Decentralization Support Program, Gender Reform (USD 300 million) and associated Advisory TA Projects listed below: (i) Institutional Strengthening of Government-NGO Cooperation; (ii) Supporting & Monitoring Progress under the Access to Justice Program; (iii) Strengthening of Institutional Capacity for Judicial and Legal Reform; (iv) Institutional Development for Access to Justice; (v) Gender Reform Program; (vi) Fiscal Decentralization; (vii) Support to the

Implementation of Decentralization; (viii) Enhancement of Local Government Performance; (ix) TA 4043-PAK: Strengthening the National Accountability Bureau (x) Legal and Judicial Reform.

- **Prepared the following projects:** (i) Improving Governance in the Non Profit Sector of Pakistan implemented by the Pakistan Centre for Philanthropy; (ii) Support To Implementation Of Gender Reform Action Plans; (iii) Implementing Public Safety Reforms in Four Districts of Punjab co-financed by DFID& (iv) Strengthening Coordination and Alignment of Government Operations to Devolution
- Participated in policy dialogue with the Government and civil society on legal and judicial reforms; legal empowerment and legal education models and mobilizing the demand side for effective implementation of judicial and legal reforms.
- **Civil society:** Work as “NGO Coordinator” for the PRM and support its liaison with Pakistan NGO community and other civil society organizations.

09/2000 to 08/2002

**United Nations Interim Administration Mission in Kosovo**

**Civil Affairs Officer; {Deputy Municipal Administrator} Kacanik Municipality, Kosovo**

#### Municipal Services

- **Public Services:** Coordination with the Central and Municipal Registration Offices for the streamlining of registration/document issuance at the Municipal level.
- **Judicial:** Contribution to the development and streamlining of the district court in the Municipality and coordinating with the local judges for effective court management and facilities for the litigants etc.
- **Legal Affairs:** overseeing the contracts, agreements etc. of the Municipality. Assistance in court cases against the Municipality. Drafting of the Municipal regulations on urbanism, water and sanitation company, public health etc.
- **Budget & Finance:** Budget preparation in consultation with the Kosovar administration for submission to Central Fiscal Authority, monitoring and reviewing actual expenditures and Commitments to ensure that these conform to the authority which governs such expenditures as well as recommending reassignment of and transfer of funds where warranted. Resource generation, Setting up of Municipal Property tax etc.
- **Establishment** of local/Kosovar administration and logistics, procurement and other support to the Municipal offices.

#### Political

- **Peacekeeping and political functions** – involvement in Municipal elections and transition to local self government, support of local political structures; Liaison with the local KFOR and UN Police and OSCE in day to day security and in matters concerning political developments, human rights and democratisation. Attended security meetings in the absence of Municipal Administrator and other coordination meetings.
- **Municipal Assembly matters:** Providing support to the MA in the affairs of the Municipal Assembly – oath taking, election of committees and offices, minute recording, resignations, etc. Also participation in the Municipal Board of Directors meetings as an international observer.
- **Assistance in Refugee crisis management at the local level:** Coordination with UNHCR/SDC in setting up of the refugee transit camp in Kacanik. Facilitation of water and sanitation supply services to the camp from the local utility.
- **Drafting** of reports, communiqués and memorandums for MA/DMA; daily/weekly reports to the Regional Head Quarters; assistance to other civil affairs officers in this regard;

#### Local/Municipal Development

- **Focal point** for Municipal and Local Infrastructure projects: local development planning and identification of projects; budgetary planning and monitoring of projects.
- **Urban Regulation:** Regulatory framework for building permits, drafting of notices and technical support to the Kosovar Director Urbanism and Public Works in matters of illegal constructions, housing records etc. Liaison with Regional Housing and Property Directorate.
- **Public Utilities Management** at the local level; Management/ oversight of the public utility service provider (water and sanitation company) at the local level; appointment of director, formation of a supervisory board, drafting of statute, tariff regulation and personnel management assistance.

11/1994 – 09/ 2000

**Civil Service of Pakistan, District Management Group (Full Time)  
Assistant Commissioner/Sub Divisional Magistrate; Field experiences  
in Sargodha, Sahiwal, Wazirabad and Murree Hills, Punjab Province,  
Pakistan**

As Sub-Divisional Magistrate/Assistant Commissioner

- **Law and order maintenance** as the sub divisional magistrate; supervision of Police and law enforcement agencies; judicial and quasi-judicial powers under Code of Criminal Procedure and other national laws; liaison with security agencies, armed forces and intelligence apparatus at the local level. Crisis Management in tense sectarian, political riots and natural disasters. Interaction with the local politicians, interest groups and stake holders in security at the field level.
- **Judicial work** as sub-divisional magistrate & magistrate first class, as revenue judge, as the trial court for forests, fisheries, wildlife, petroleum adulteration, as the traffic magistrate; Extensive knowledge of the types and issues of litigation and formal [and informal] justice systems.
- **Local Justice:** Local conciliation and mediation in family cases as the Administrator of Municipalities. Working with district and sub district bar associations for effective bench-bar liaison, coordination with district judiciary and police for smooth functioning of the criminal justice system.
- **Collector** of state revenues and registrar of the land records, supervision of agricultural extension, rural credit, agricultural marketing and infrastructure;
- Local officer in charge during National Census 1998; National and Local Elections and Delimitation of electoral boundaries (1997,1998,1999).

As Municipal Administrator: managing urban cities/towns

- **Administrator 6 urban Municipalities in Punjab, Pakistan:** Collection of local taxes and fees, strengthening and improvement of *local infrastructure*, sanitation and *public health & hygiene*, street lighting, floriculture, plantation, maintenance of public parks etc.; Management of Fire brigade services; Municipal Accounts: *budgeting, planning and monitoring*; Supervision and Administration of numerous Municipal schools, clinics, primary health centres, hospitals, family planning outlets and other field organisations. Municipal budget and finance officer. **Implementing and enforcing municipal regulations**
- Strategic Planning and leadership for improvement of urban conditions, resource generation and allocation of funds. Served with the local elected officials as well and effecting of public-private sector partnerships at the local level. Supervision of hundreds of professional, technical, auxiliary and field staff; personnel management, promotions and disciplinary proceedings etc.
- **Facilitator and co-ordinator** of socio-economic area development with regard to forests, highways, education, health and family planning activities, preparation of local development plans and ensuring timely and efficient execution of public projects; Promotion of local, indigenous cultures; heritage/conservation work and environmental protection.

1992 – 1994      **The Aga Khan Rural Support Programme, Northern Areas, Pakistan Social Scientist, Monitoring, Evaluation and Research Section (Full Time)**

- **Institutional Development** at the grassroots level; involvement in the formation, nurturing and monitoring of the village-based organisations fostered by AKRSP across northern Pakistan.
- **Evaluation studies** of projects and programmes of AKRSP. Environmental/gender impact assessment, village studies and developing institutional maturity index,
- **Participatory rural appraisals**, monitoring of physical socio-economic development indicators,
- **Conducting gender sensitisation workshops** and mainstreaming of gender concerns into planning and programming of AKRSP.

1991              **AURAT Foundation, Lahore, Pakistan (Internship)**

- **Responsibilities:** Working with a committee of non-governmental organisations for mainstreaming gender and environmental concerns into the national planning process. Research on role of women in environmental conservation/management.

## **EDUCATION & TRAINING**

1991 – 1992	<b>London School of Economics, UK - MSc, <i>Social Policy and Planning in Developing Countries</i></b>
1988 – 1991	<b>London School of Economics, UK - BSc, <i>Economics: International Trade &amp; Development</i></b>
1994	Central Superior Services Recruitment Examination, Pakistan
1994-6	<b>Civil Services Academy, Lahore, Pakistan</b> -Certificate [with distinction] in Common and Specialised Training Programmes in Law&Public Administration
<b>Other</b>	Project Planning/Preparation of PC-1 (Government of Pakistan); Financial Management, Free Balance; Public utilities management and restructuring (UN); Project Implementation – procurement and engagement and use of consultants and Working with NGOs (ADB); Good Urban Governance and Poverty Alleviation (Institute of Housing Studies, Australia); Associate Fellow of the global Leadership for Environment and Development (LEAD) network; Design and Monitoring Framework (ADB); Governance and Anti Corruption (Asia Learning Center, World Bank); Public Private Partnerships (ADB); Integrating Capacity Development in Sector Operations (ADB); <i>Safe Haven to Corruption and its Assets: Enhancing Asia-Pacific Cooperation on Mutual Legal Assistance, Extradition and the Recovery and Return of the Proceeds of Corruption</i> , 2006, (ADB-OECD in Malaysia); and Public Expenditure and Financial Accountability (PEFA).

## **POLICY/DEVELOPMENT PUBLICATIONS**

- [The Prospects for Reform in Islam](#), in ‘Current Trends in Islamist Ideology’, March 30th, 2015
- ‘Pakistan: Education, Religion and Conflict’ in Religion in Conflict: Responding to the Challenges”, Tony Blair Faith Foundation; January 2015
- [“Half Citizens: The Ahmaddiya Community of Pakistan”](#) included in ‘Extremism Watch: Mapping Conflict Trends in Pakistan 2010-2011’; published by Jinnah Institute, Islamabad 2013.
- [“Stability in Afghanistan rests on regional cooperation”](#): a policy paper prepared for Senate’s standing committee on Defence, December 2012.
- [“Pakistan: Ungoverned Spaces”](#) a policy research paper published by Barcelona Centre for International Affairs, July 2012.
- [“The rise of violent sectarianism in Pakistan”](#) included in ‘Extremism Watch: Mapping Conflict Trends in Pakistan 2010-2011’; published by Jinnah Institute, Islamabad Feb 2012.
- [“Jinnah's Pakistan cannot be abandoned”](#) 2012, published by Jinnah Institute
- “Implementing Urbanisation in Pakistan”, co-authored in [“Urban Pakistan: Frames for Imagining and Reading Urbanism”](#), OUP, 2013
- [“Discourse, donors and development: The policy conundrum in Pakistan”](#), Sustainable Development Policy Institute, Pakistan; with A. Rashid, 2010. Sustainable Development Policy Institute, Islamabad.
- [“The Endemic Crisis of Federalism in Pakistan”](#), The Lahore Journal of Economics, 15: SE (September 2010): pp. 15-31. Lahore School of Economics, Pakistan.
- [“Investing in Sub-national Accountability: Lessons for Practitioners”](#), Working Paper for *Capacity is Development Global Conference*, 2010, UNDP.
- “Public-Private Partnerships: Breakthroughs, Breakdowns and Challenges”, in *“The Role of State in Public Service Delivery.”* National University of Singapore, Lee Kuan Yew School of Public Policy, forthcoming.
- [“Technocratic Solutions versus Political Realities: Implementing governance reforms in the Balochistan Province of Pakistan”](#), 2007 in *Governance in Asia*; Asian Political and International Studies Association; with S A Akif.
- [Governance, Social Accountability and Civil Society: Liberalism Bypassing Politics?](#) Submitted at the Annual Conference on *“Innovation, Policy Transfer and Governance-2”*; 2006; University of Sydney.
- [“The Role of Public Administration in Building a Harmonious Society”](#), ADB, 2006. (Editor)
- [“Fostering Public Participation in Budget-Making: Case Studies from Indonesia, the Marshall Islands and Pakistan”](#), ADB, 2006. (Co-editor).
- “Participatory Budget-Making” in Bahasa and Urdu, The Asia Foundation, 2006. (Co-editor).

- [“Justice Sectors Reform and Policy Conditionality – Symbiosis or Mutual Denial”](#) in “Searching for Success –Narrative Accounts of Legal Reform in Developing and Transitional Countries”; International Law and Development Organization; 2006. Authored with Douglas J. Porter.
- Toolkits in CD-ROM versions – [“Citizen Report Card Methodology”](#) and [“Continuous Improvement and Benchmarking”](#); ADB, 2006. (Editor).
- “Re-interpreting History: Where did the Congress go wrong [a review of Seervai’s ‘Partition of India’]” & “Crime and Punishment in Pakistani Society” (Syndicate Report), Civil Services Academy, Pakistan.
- “Participatory Development and NGOs: Orangi Pilot Project and the Aga Khan Rural Support Programme in Pakistan”; London School of Economics (MSc. Dissertation)
- *Aga Khan Rural Support Programme (Focus Areas): Household and Income Expenditure Survey, Village level Institutional Maturity Index, Village Studies and impact assessment studies of project interventions; etc.1992-94;* (titles available on request)

#### **PAPERS ON ART, POLITICS & CULTURE:**

Full list here: <http://razarumi.com/raza-rumi/list-of-publications-on-south-asia-politics-culture/>

Newspaper op-eds can be found on [www.razarumi.com](http://www.razarumi.com)

#### **HONOURS & AWARDS**

- |         |                                                                                                                                                                                                                                                                       |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2004    | <b>Asian Development Bank;</b> Exceptional Performance bonus (2006); Exemplary Performance Recognition Certificate and Staff Performance Recognition Certificate for contributions to ADB’s governance agenda in Pakistan (2004)                                      |
| 2002    | <b>United Nations Interim Administration Mission in Kosovo;</b> Certificate of Achievement.                                                                                                                                                                           |
| 1996    | <b>Civil Services Academy, Pakistan;</b> President’s Gold Medal for the best probationer/officer; Stood first in both the training programmes. Gold Medal in Academics; President’s Gold medal for the Best Officer under training; Distinction in Law and Economics. |
| 1994    | <b>Government of Pakistan;</b> Stood First in the Country Wide <i>Civil Services Examinations</i> among 6000 competitors                                                                                                                                              |
| 1989-91 | <b>London School of Economics;</b> Election as the President of the <i>LSE Pakistan Society</i> ; Secretary General, <i>Overseas Student Federation</i> and editor University of London Asian Magazine                                                                |
| 1988    | <b>Aitchison College, Pakistan;</b> Full College Blazer and Rivaz Gold Medal (Best Leaving student); Editor College Magazine; Stood first in the Higher School Certificate Examinations (Humanities); Editor College Magazine                                         |

#### **RECENT CONFERENCES, KNOWLEDGE, PUBLIC SPEAKING EVENTS**

List here: <http://razarumi.com/raza-rumi/conferences-knowledge-events/>

#### **REFERENCES**

Available on request