

**A Framework for Assessing the Urban Governance
Effectiveness in Pakistan**

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DEDICATION

This work is dedicated to my Beloved Parents who supported and encouraged me throughout my research.

I also dedicate this work to My Thesis Supervisor, Dr. Abdul Waheed without whom it was impossible to achieve this milestone.

And finally, I dedicate this work to the almighty Allah, who gave me healthy life to meet and complete such targets in my life.

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Table of Contents

Contents

DEDICATION	4
ACKNOWLEDGMENTS.....	5
Table of Contents	6
List Of Tables.....	10
List of Figures	12
Abstract	14
1 Chapter 1: Introduction.....	16
1.1 Problem Statement.....	21
1.2 Research Objectives	22
1.3 Scope of the Study.....	23
1.4 Research Gap.....	24
2 Chapter 2: Literature Review.....	26
2.1 Urbanization	26
2.2 Urbanization in Pakistan.....	28
2.3 Governance, Urban Governance and Good Governance Concepts.....	32
2.4 Governance Effectiveness	39
2.5 Governance in Pakistan	41
2.6 Issues in Governance of Pakistan.....	44
2.7 Sustainability and Sustainable Development Goals.....	46
2.8 Public Participation, Gender Equality and Public-Private Partnerships.....	48
2.9 Existing Frameworks and Studies Done.....	50

2.10	Frameworks And Governance Measurement in Pakistan	57
2.11	Issues in Measuring Governance Effectiveness	59
3	Chapter 3: Methodology	63
3.1	Research Design	63
3.2	Study Area	63
3.2.1	Why Islamabad?	65
3.3	Flow Chart for Methodology	65
3.4	Data Collection	67
3.4.1	Secondary Data	67
3.4.2	Primary Data	67
3.4.3	Sample Size	69
3.5	Indicators	70
3.5.1	Survey And Systemization of Indicators	70
3.5.2	Indicator Selection and Implementation	71
3.6	Data Analysis Techniques	72
3.6.1	Factor Analysis	73
3.6.2	Chi-Square Test	73
3.6.3	Yeh's Index of Satisfaction	74
3.6.4	Regression Analysis	75
3.7	Governance Effectiveness of Other Cities of Pakistan	78
3.8	Ethical Requirements	80
3.8.1	COVID-19 SOPS	80
4	Chapter 4: Data Analysis and Results	81
4.1	Evaluating The Impact of Experts on Urban Governance Effectiveness	81

4.1.1	Socio-Demographic Characteristics of Experts	81
4.1.2	Factors Affecting the Governance Effectiveness	85
4.1.3	Impact of Designation on Factors	86
4.1.4	Impact of Qualification on Factors	90
4.1.5	Impact of Experience on Factors.....	93
4.1.6	Impact of Gender on Factors.....	96
4.1.7	Impact of Age on The Factors.....	100
4.2	Barriers to Urban Governance Effectiveness	104
4.2.1	Socio-Demographic Characteristics.....	104
4.2.2	Statistical Analysis	105
4.2.3	Factor Analysis.....	106
4.2.4	Barrier Categorization.....	108
4.2.5	Description Of Barrier Factors.....	110
4.2.6	Factors Explanation.....	113
4.2.7	Personal-Observations from the Field Survey	117
4.3	Proposed Effectiveness Measuring Framework	119
4.3.1	Binary Logistic Regression Analysis	119
4.3.2	Analysis Results	120
4.3.3	Table: Variables in the Equation.....	122
4.3.4	Governance Effectiveness of Other Cities of Pakistan	126
4.4	Public Satisfaction Survey.....	132
4.4.1	Socio-Demographic Characteristics.....	132
4.4.2	Self-Participation of Respondents.....	134
4.4.3	Categories.....	135

4.4.4	Statistical Analysis	136
4.5	Biggest Issues in Islamabad.....	148
4.5.1	Biggest Issue	148
4.5.2	2 nd Biggest Issue.....	150
4.5.3	3 rd Biggest Issue	151
5	Chapter 5: Conclusion	153
6	Recommendations.....	156
7	References.....	160
8	Appendices.....	169

List Of Tables

Table 1 Governance Definitions	37
Table 2 Interpretation of Likert Scale	72
Table 3 Interpretation of Yeh's Index Values	75
Table 4 Interpretation of Likert Scale for Level of Governance.....	78
Table 5 Interpretation of Governance Level of Cities	79
Table 6 Socio-Demographics of Experts	83
Table 7 Responses compared with the Designation of the respondents	88
Table 8 Responses Compared with the Qualification of the Respondent.....	91
Table 9 Responses Compared with the Years of Experience of the Respondents.....	95
Table 10 Responses Compared with the Gender of Respondents.....	98
Table 11 Responses Compared with the Age of the Respondents.....	102
Table 12 Socio-Demographics of Experts	105
Table 13 KMO and Bartlett's Test	106
Table 14 Total Variance Explained Table	107
Table 15 Rotated Component Matrix.....	109
Table 16 Description of Barriers Factors	110
Table 17 Barrier Categories explained with Percentages	112
Table 18 Omnibus Tests of Model Coefficients	120
Table 19 Model Summary Table.....	121
Table 20 Hosmer and Lemeshow Test.....	121
Table 21 Classification Table.....	122

Table 22 Variables in the Equation.....	124
Table 23 Correlation Matrix.....	125
Table 24 Ranking of the Cities on their Governance.....	127
Table 25 Socio-Demographics of the Public	134
Table 26 Self Participation of the Respondents	135
Table 27 Open Spaces, Cleanliness and Quality of Life.....	137
Table 28 Education and Health.....	138
Table 29 Water and Sanitation.....	139
Table 30 Performance of complaint Offices	140
Table 31 Roads, Footpaths and Parking Spaces.....	141
Table 32 Rescue Services and Security	142
Table 33 Recreational and Cultural Activities	143
Table 34 Accessibility of Public and Services Offices	144
Table 35 Housing, Goods and Online Facilities	145
Table 36 Overall Responses of the Respondents about Performance.....	146
Table 37 Frequency Table of Biggest Issue in Islamabad	148
Table 38 Frequency Table of 2nd Biggest Issue in Islamabad	150
Table 39 Frequency Table of 3rd Biggest Issue in Islamabad.....	152

LIST OF FIGURES

Figure 1 Map of Islamabad	64
Figure 2 Socio-Demographics of Experts	84
Figure 3 Impact of Designation on Responses.....	89
Figure 4 Impact of Qualification on Responses	92
Figure 5 Impact of Experience on Responses	96
Figure 6 Impact of Gender on Responses	99
Figure 7 Impact of Age on Responses	103
Figure 8 Ranking of the Cities on their Governance.....	130
Figure 9 Framework Diagram.....	131
Figure 10 Open Spaces, Cleanliness and Quality of Life	137
Figure 11 Education and Health.....	138
Figure 12 Water and Sanitation.....	139
Figure 13 Performance of complaint Offices.....	140
Figure 14 Roads, Footpaths and Parking Spaces	141
Figure 15 Rescue Services and Security	142
Figure 16 Recreational and Cultural Activities.....	143
Figure 17 Accessibility of Public and Services Offices.....	144
Figure 18 Housing, Goods and Online Facilities	145
Figure 19 Overall Responses of the Respondents about Performance	147
Figure 20 Frequency Graph of Biggest Issue in Islamabad	149
Figure 21 Frequency Graph of 2nd Biggest Issue in Islamabad	151

Figure 22 Frequency Table of 3rd Biggest Issue in Islamabad..... 152

Figure 23 Framework Factors, Solutions and Recommendations 159

ABSTRACT

Urbanization is creating many governance issues in developing nations like Pakistan. This study mainly focuses on the urban governance effectiveness frameworks, their issues, and barriers to measuring effectiveness. This research aims to evaluate the existing good governance frameworks of the world and then propose a new framework to measure Pakistan's urban governance effectiveness. Other objectives of the study are to identify the barriers to measure the urban governance effectiveness and check the general public's satisfaction with the performance of local government institutions of Islamabad, Pakistan. Existing governance measuring frameworks were identified with the help of a literature review. Questionnaires were developed to serve the purpose of data related to effectiveness barriers and issues in Islamabad. Expert surveys and structured interviews were conducted to know Islamabad's governance effectiveness and identify the barriers to urban governance effectiveness measurement. A separate public satisfaction survey was conducted to understand the general public's satisfaction with the performance of local government institutions. The study results showed the poor condition of institutions, lack of women participation in all fields, less acceptability and lack of penetration of modern technology-based practices, corrupt practices, less involvement of the private sector, and poor public service delivery system.

Moreover, unskilled public servants, lack of data availability, and the unwillingness of public and public servants to participate and cooperate in governance measurement are the biggest hurdles to achieving and measuring urban governance effectiveness. The literature-based identified grey areas and expert survey-based barriers were integrated

with the local conditions-based parameters to form a new governance effectiveness framework. Then these parameters were used to measure the urban governance effectiveness of other cities of Pakistan.

Key Words; Urban governance, governance effectiveness, barriers to effectiveness, Urban Governance indicators, governance framework,

1 CHAPTER 1: INTRODUCTION

Urbanization is the process through which people shift from rural settlements to urban settlements, which results in the growth and expansion of towns and cities (Basit & Sajjad, 2018; Hussain & Imitiyaz, 2018; Jabeen & Farwa, 2017; Li & Song, 2016; McGranahan, 2015; Sharif & Raza, 2016). The urban population increased hugely in the past few decades (Agyemang & Felix, 2017). According to UNDP reports, currently, most people are residing in urban settlements compared to the population count of people living in rural areas (United Nations DESAPD, 2019). It is estimated that the world's urban population has multiplied four times from 1950 to 2003 (Jabeen & Farwa, 2017). Resultantly, it is expected that the urban inhabitants will increase more swiftly in coming years too, and the urban head count will cross the 5 billion mark in 2028 and 2041, the probable figure of people residing in urban expanses might reach 6 billion (United Nations DESAPD, 2019). As of the year 2018, more than half of the entire world's population (55%) had been settled in urban areas. And this figure is destined to upsurge with time as 68% of people (6.7 billion) of the entire world's populace will be residing in the urban expanses and settlements by the year 2050 (UN Population Division, 2018).

As we live in a world of complicated viewpoints, some people talk in favour of urbanization, and then some do not agree with the urbanization process. Urbanization is generally considered a positive force for the development of a country resulting in economic growth, human development, and poverty alleviation (United Nations DESAPD, 2019). City centres and urban suburbs contribute equally to approximately 80

% of the whole world's gross domestic product (GDP). The main reason for this is urbanization (Grubler & Fisk, 2012). The lack of capacity of existing public institutions to control and manage the urban process can lead to unplanned or mismanaged urban growth, resulting in urban sprawl, pollution, environmental degradation, unbalanced production and consumption patterns, and unsustainability (United Nations DESAPD, 2019). Urbanization is closely linked to modernization and industrialization (Hussain & Imitiyaz, 2018; Li & Song, 2016; Van Rooijen & Kees, 2017). To ensure the maximum benefits of urbanization, policies are needed to manage the urban growth by ensuring women participation, better services delivery, political participation, education and health facilities for all, and employment opportunities (United Nations DESAPD, 2019). This ultimately leads to governance, policies of Governments, and the institutional capacity of urban areas.

Pakistan is getting urbanized madly among all the South Asian countries with an approximate annual rate of 3% (Jabeen & Farwa, 2017; Kugelman, 2013). The current trend of urban expansion and growth in Pakistan is 36.38%, which will touch 50% in the next 15 years (Afzal & Ahmed, 2018). Pakistan is currently generating about 95% of its total federal tax collection revenue from its ten big cities (Pakistan, December 2018). The rapid increase in employment opportunities in urban centres is the main reason that drives the migration of people to urban areas in Pakistan (Sharif & Raza, 2016). International cities that have grown and progressed incredibly in recent decades are the cities having a strong governance system (Pakistan, December 2018). A fully empowered and authorized government with a clear mandate and jurisdiction to raise its

revenue successfully manage the municipal and other services matters helps in rapid but positive growth and social development of the cities (Pakistan, December 2018). Developing countries like Pakistan generally lack governance capacities to turn urbanization challenges into opportunities.

Governance has become a stylish and trending term, particularly when the word ‘good’ is extended to compliment it (Obeng-Odoom, (2012). The concept and term of Governance incorporate all the institutions and organizations existing or performing in a community or society from the family to the entire state (Uddin & Villadsen, 2008). The piling up pressure, primarily due to hasty, uncontrolled and rapid urbanization and industrialization, demands advanced governance approaches and systems that work on the top-down approach models (Van Rooijen & Kees, 2017). The governance concept is the obvious and bona fide answer to the growing complexities of cities adopted by the institutions and government to handle things effectively (Van Rooijen & Kees, 2017). Good governance is perceived as an ideal of governance (Olukoju, 2018). Good Governance makes cities more efficient, accountable, participatory, equitable, and sustainable (Cierco, 2016) and capable of reducing poverty (Zargar & Sheikh, 2018). There are three main actors in the good governance system: the state, private sector, and active civil society (Elahi, 2009; Zaman & Saeed, 2019). Good governance’s basic principle is the accountability of local representatives and authorities to their citizens (UN-Habitat, 2000). Good governance directly leads to a higher level of happiness as people living in the locality of a good government are happier (Woo & Changbin, 2018). Good urban governance augments the understanding amongst key stakeholders (Badach

& Dymnicka, 2017; Van Rooijen & Kees, 2017), influences the practices, upgrades the quality of appraisal and analysis, and defines clearly the future course and direction of the city (Obeng-Odoom, (2012).

However, the **governance system in Pakistan** acts as a lavish over-coat that is torn apart from the inside (Zaman & Saeed, 2019). The current good governance practices are unsustainable and lack transparency and maturity. Neither the government/public office holders nor the civil organizations are interested in solving the governance-relevant issues in Pakistan (Zaman & Saeed, 2019). Moreover, the coexistence of good governance and stability leads to better economic results and positive trends in the country's development. Such a positive atmosphere attracts foreign investments and better-earning opportunities that help alleviate poverty, improve the education level, and gives confidence to the citizens that they belong to an enriching and progressing originality (Rotberg, 2018).

In June 2001, a United Nations meeting discussed the possible seven principles of sustainable governance: equity, sustainability, efficiency, civic management, security, subsidiarity, transparency and accountability. The meeting ended when all the members agreed to embrace the agreed-upon five United Nations principles of Good Urban Governance. These five principles are effectiveness, equity, participation, accountability, and security (UN-Habitat UG Index, 2005). Governance effectiveness is critical to assess the level of governance in any city or country.

The difficulties in achieving good urban governance arise due to ignoring some of the components of governance. Local governments generally do not take urban management seriously because they do not understand the difficulties involved in this process (Jenkins, 2000). Many researchers have argued that civil society participation and public-private partnership are the main keys to achieve good urban governance (Bherer & Fernández, 2016; DiGaetano & Strom, 2003; Doi & Nguyen Minh, 2019; Frantzeskaki et al., 2016; Lemanski, 2017). Civil society plays an integral part in achieving sustainable governance and plays a positive role in participative processes to strengthen democracy (Bherer & Fernández, 2016). The public-private partnership (PPP) model is a suitable option to counter the increasing stress on the urban areas. PPP helps improve the urban infrastructure projects and revamp the efficiency to help the cities achieve sustainability and meet their needs and goals quickly and effectively (Doi & Nguyen Minh, 2019). Some researchers suggest new components like sustainability and openness of the cities to achieve smart city governance (Lee, Hancock, & Hu, 2014).

There are many frameworks in the world to measure urban governance, yet there exist so many confusions. United Nations Development Program (UNDP) has come up with five basic good governance principles to measure urban governance, which is relevant to the complexities of the 21st century and are applicable worldwide (Graham, Plumptre, & Amos, 2003; UN-Habitat UG Index, 2005). And then, UNDP itself published a reference book as “A Users’ Guide to Measuring Local Governance”. It collected all the widely used good governance measuring frameworks and summarized them with their uses, strengths, and weaknesses (Wilde & Narang, 2009).

These frameworks are not applicable for all countries as several dimensions mentioned do not fully fit the conditions of countries like Pakistan, where there are many constraints to measure them because of the existing cultural, religious and poor institutional conditions in the country (Imran & Nordin, 2018; Kugelman, 2013; Mughal, 2014). Other constraints involve too many corruption practices, lack of transparency, and lack of data availability of many indicators (Brewer & Gene, 2007; Faisal & Jafri, 2017; Khan & Feisal, 2007). Our objective in this study is to measure the urban governance effectiveness of Islamabad city, Pakistan, and then suggest the newly formed framework for other cities of Pakistan to measure their effectiveness accordingly. Therefore, there is a need to find a new conceptual framework to measure the governance effectiveness of cities of Pakistan so that we know the level of governance effectiveness of all the cities. Then we can go to the next step of how to increase the governance level of those cities. We will also be identifying and measuring the barriers to measure the urban governance effectiveness in the context of Islamabad, Pakistan.

The prime focus of this research is to evaluate all the existing frameworks or tools present used to measure good governance and then come up with a new set of tools for measuring governance effectiveness. This framework will not just be suitable for the conditions of Pakistan but also suit other developing nations facing the same issues as Pakistan. They all can benefit from this research.

1.1 PROBLEM STATEMENT

Pakistan is a developing country and faces a lot of governance issues in cities because of rapid urbanization. Cities lack an efficient, accountable, and participatory governance

system to solve the problems faced by the city. To counter the existing governance issues, firstly, we should know the urban governance effectiveness of cities as you can't manage what you don't measure. The governance level of many cities of Pakistan is unknown, and if you do not know the level of governance of cities, how can you improve them? That's the main problem. UNDP has come up with five clear good governance principles and effectiveness, yet there are complications and barriers to measuring these good governance components. There already exist many frameworks to measure and assess the good governance of cities mentioned in A Users' Guide to Measuring Local Governance (Wilde & Narang, 2009), but our main focus was on a single aspect of governance, and that is effectiveness, and no effort has been made to measure the effectiveness aspect of governance separately. Existing frameworks have several dimensions that create confusion as many countries don't consider certain aspects as profoundly as these frameworks put stress on those aspects. There is a need to form a new set of indicators and form an inclusive framework to measure the governance effectiveness of cities of Pakistan. Such a framework will be helpful in the positioning of cities of Pakistan based on their governance level.

1.2 RESEARCH OBJECTIVES

The prime goal of this research study is to evaluate the existing frameworks or tools being used to measure the good governance of cities of the world and then propose a new framework to measure the urban governance effectiveness of cities of Pakistan. The precise objectives which will be evaluated in this research study are;

1. To explore the existing urban governance measuring frameworks through the lens of effectiveness
2. To identify the barriers to urban governance effectiveness and its measurement
3. To propose a new framework and then measure the urban governance effectiveness of other cities of Pakistan
4. To check the satisfaction of the public with the performance of local government institutions.

1.3 SCOPE OF THE STUDY

Pakistan is urbanizing at the fastest rate, with an approximate annual rate of 3% in South Asia (Jabeen & Farwa, 2017; Kugelman, 2013). People move to cities for better opportunities and better life. By 2030, half of the population of Pakistan will move to urban areas (Afzal & Ahmed, 2018). This process will lead to many problems, and governance is the major issue as good governance can efficiently tackle these problems. The current good governance practices are unsustainable and lack transparency and maturity (Zaman & Saeed, 2019). Urban governance can be improved by addressing three prominent deficits; empowerment of institutes: resources availability: and accountability (Peter Ellis, December 2015). The focus here will be on the institutional system and the system's effectiveness to deliver better services. If you do not know the level of governance of a city, how will you manage it.

This study will serve the purpose of measuring the urban governance effectiveness and will also identify the barriers to urban governance effectiveness. A new framework will be proposed in this study. This framework will quantify the effectiveness indicators and

help calculate and know the level of governance effectiveness in other cities of Pakistan. The cities could also be ranked according to their governance level. This study mainly highlights the effectiveness aspect of urban governance and its measurement in Pakistan. We invite other researchers to work on different aspects and principles of urban governance in the context of Pakistan.

1.4 RESEARCH GAP

There are so many frameworks available worldwide to measure the governance of cities or countries (Biswas & Jana, 2019; Kaufmann & Kraay, 2011; Khan & Ullah, 2014; Marc Hufty, 2009; Wilde & Narang, 2009). But certain factors do not help these frameworks. In the case of developing nations like Pakistan, certain local situations like religious constraints, traditions and cultural diversities don't help some indicators or criteria of those existing frameworks (Biswas & Jana, 2019; Imran & Nordin, 2018; Kugelman, 2013; Moretto & Luisa, 2007; Mughal, 2014). Other constraints involve too many corruption practices, lack of transparency, and lack of data availability of many indicators (Brewer & Gene, 2007; Carvalho & Fernandes, 2006; Faisal & Jafri, 2017; Khan & Feisal, 2007; Xuan & Ling, 2019).

The results based on the indicators of these frameworks won't represent a clearer insight into the urban governance of Pakistan cities. A framework to measure the governance in Pakistan already exists named "Social Audit of Governance and Delivery of Public Services", which only focuses on civic participation and local government performance evaluation (Wilde & Narang, 2009). This framework is also extensive and needs substantial outside technical support and the availability of higher national level

capacities or major donors for funding as this process is costly (Wilde & Narang, 2009). And according to UNDP's publication "A Users' Guide to Measuring Local Governance", this framework needs the willingness of local governments to monitor their performance and accepting feedback from the citizens, which seems difficult in developing countries like Pakistan. Therefore, there is a dire need for a new framework to measure the urban governance effectiveness of cities of Pakistan, suitable to the local conditions (Khan & Alam, 2020; Khan & Ullah, 2014). Besides, it was observed that most of the existing worldwide frameworks were formed without considering the Sustainable development Goals (SDGs) as SDGs were not regarded as important previously. Contemporarily, they are considered an essential component for the development of cities and countries. This newly proposed framework will also acknowledge and include the Sustainable Developments Goals in it as SDGs are crucial for the development of any community, city, or country in the current global order.

2 CHAPTER 2: LITERATURE REVIEW

2.1 URBANIZATION

When someone says that a country, region, or city is urbanizing, then it means that the urban area population is increasing. Urbanized societies, represented by the overcrowded neighborhoods in towns and cities, are the new norm in today's social evolution created by humans (Hussain & Imitiyaz, 2018). Globally, we are witnessing a decline in overall rates of the population across all regions of the world. In contrast, people residing in urban settlements are peaking every year, leading to rapid urbanization and many other complexities (United Nations DESAPD, 2019). Asia is considered the most affected by urbanization trends as this continent is over-urbanized in the levels of urbanization as compared to other continents as their labor force is engaging more in non-agricultural occupations (Hussain & Imitiyaz, 2018). According to United Nations, when a certain portion of the population migrates towards the urban centres to fulfil their basic needs, then this is called urbanization (McGranahan, 2015; United Nations DESAPD, 2019). Other prominent research academics defined urbanization as “the process through which people shift from rural settlements to urban settlements which results in the growth and expansion of towns and cities” (Basit & Sajjad, 2018; Hussain & Imitiyaz, 2018; Jabeen & Farwa, 2017; Li & Song, 2016; Sharif & Raza, 2016). One can define urban population in many ways, like population by municipalities, magnitude, administrative boundaries, density, etc., as many countries have their systems (Agyemang & Felix, 2017; Jabeen & Farwa, 2017; McGranahan, 2015).

Many studies have argued in favour of urbanization as urbanization and growth go together. Not a single country in the world has achieved desirable economic growth without a substantial population movement into the city areas. Urbanization is obligatory to sustain growth in many nations globally, especially in the developing world (Afzal & Ahmed, 2018). Five major factors determine the rapid growing cities and urbanization, including agricultural revolution, technological revolution, commercial revolution, increased transportation impact, and demographic revolution (Hussain & Imityaz, 2018).

The massive and quick urbanization has both positive and negative effects (Afzal & Ahmed, 2018; Agyemang & Felix, 2017; Basit & Sajjad, 2018; Li & Song, 2016). On one side, it represents the extensive openings and prospects for socio-economic development benefiting both the small scale and large-scale production and retails (Afzal & Ahmed, 2018; Basit & Sajjad, 2018). Contrarily, it brings many challenges, including the pressure on the infrastructure, governance issues, poverty issues, urban congestion, food insecurities, and many other planning and management problems for the authorities (Agyemang & Felix, 2017). Rapid urbanization results in severe environmental issues, the change in the lifestyle of the inhabitants, pollution, social isolation, sanitation and waste disposal problems, overcrowding, poor quality of food and diets, and drinking water availability. All these things harm the entire urban area population and can cause serious health issues (Li & Song, 2016).

2.2 URBANIZATION IN PAKISTAN

Pakistan is considered the most urbanized nation in South Asia as one-third of its population is currently residing in urban areas (Shakir & Waheed, 2017). Population wise, Pakistan stays at 6th number as the heavily populated country globally, lagging behind only five nations, including China, India, United States, Indonesia, and Brazil, respectively. Pakistan has ten cities with more than one million people (Basit & Sajjad, 2018). The significant causes of urbanization in Pakistan include rapid natural growth in population and internal migrations (Jabeen & Farwa, 2017). As there are many ways to measure the urban people, it is estimated through the municipality, town committee, or cantonment board (Jabeen & Farwa, 2017).

Urbanization started in Pakistan since 1947's partition year as the masses, nearly 8 million in number, crossed the borders, and most of them settled in urban areas of Punjab and Sindh. The same thing happened in the 1965 and 1971 wars (Kugelman, 2013). Other than employment and earning opportunities, many other factors have also contributed to this rapid urbanization. These factors include terrorism, security issues, militancy, pull and push factors, and different insecurities (Shakir & Waheed, 2017). The migration through unconventional means includes the 1980s Soviet Union war in Afghanistan, 2000 onwards military operations in tribal areas, and other incidents like the 2005 earthquake and 2010 floods that triggered migration from those areas to the cities including Peshawar, Quetta, and Karachi and Multan (Jabeen & Farwa, 2017; Kugelman, 2013). (Memon, 2005) found in its research that the Punjab province was the main source of internal migration in Pakistan.

Urbanization is both beneficial and problematic for Pakistan. Urbanization is beneficial in providing employment opportunities, better health and education for the public. Still, it can equally be harmful as Pakistan is already facing problems like housing shortage, poor transport, less quality education and health, jobs, clean water and energy, and poverty and this uncontrolled urbanization multiplying to these problems. (Jabeen & Farwa, 2017). Mostly, this increased pressure on cities becomes unmanageable for developing countries.

The main reasons for urbanization in Pakistan are: unemployment, the high growth rate of population, and under-development of rural areas since rural areas lack civil amenities. People shift to city areas hoping for better working opportunities, job availabilities, and a moderate supply of education, health, transportation facilities (Afzal & Ahmed, 2018). Positively speaking, a one percent increase in city population contributes to a 0.77 percent increase in the value of the social-economic development index (SEDI). In contrast, the negative impacts include the rise in CO₂ emissions, pollution, and lower foreign direct investment (Jamil Shah, Mehmood, Hayat, & Proceedings, 2019). Several other issues are also closely linked with the urbanization trends in Pakistan. These issues include the rapid increase in public expenditure, polluted and unhealthy environment, negative impact on social lives, health issues of public, traffic noise and congestion, and conversion of natural and agricultural land into built-up infrastructures (Basit & Sajjad, 2018).

Shahbaz & Chaudhary, (2017) worked on finding the relationship between urbanization and energy use in Pakistan from 1972 to 2011. The findings of the study showed an

increase in energy consumption with an increase in urbanization. (Nisar & Akram, (2013) worked on the internal migration determinants from 2010 to 2011. The results showed that education had positive effects on migration trends of both genders and referred to this migration trend as a human capital investment. (Jalil & Hanzla, (2010) connected the increased crime rate with urbanization as the crime rate is higher in larger urbanized areas and cities of Pakistan.

Jabeen & Farwa, (2017) highlighted the governance challenges created by rapid and unprecedented urbanization in Pakistan and suggestions to solve these issues. The study briefly described the urbanization trends in Pakistan, their causes, and the approaches (the 1960s, 1970s, 1980s, 1990s, and onwards) used to counter this rapid process in Pakistan. The challenges include creating shantytowns, divided communities, environmental degradation, poor service delivery, increased crime rates, poor housing and transportation, unemployment, law and order situations, and the unavailability of basic human facilities. The recommendations focused on efficiency, accountability, transparency, social justice, participation, and security for all the citizens. The author suggested urgency to focus on improving the governance structure, policy-making processes, preference to the public's economic well-being, human development, and decentralized local governance system.

Currently, the cities of Pakistan are fronting a massive shortage of housing, around 3 million units as half of the population of urban dwellers is residing in slums; unavailability and poor quality of water kill yearly almost 30,000 Karachiites and electricity shortage (Kugelman, 2013). (Sharif & Raza, 2016) said that urbanization is

the leading cause of carbon dioxide (CO₂) gas and other greenhouse gas emissions in Pakistan and stressed the urgency to develop a systematic development of urban expansion by the governments in Pakistan. (Parveen & Shabana, 2019) said that greenhouse gas emissions are closely linked with urbanization, economic growth, and industrialization. Their research also highlighted that the policies regarding control of urbanization side effects are not effective and can lead to alarming situation.

Many cities of Pakistan are overburdened due to high population growth and rapid growth of urbanization, which is causing administrative problems and social issues like education, health facilities, housing problems, etc. The combined negative impacts of urbanization include the augmentation of violence in politics, the stress on jobs, employment opportunities and service delivery, and land ownership issues. These issues contribute to the edgy and intense behaviour of citizens (Kugelman, 2013). Some economy experts make a case for more privatization practices as the current public sector in Pakistan does not have the needed capacity to be an effective services provider in urban settlements (Kugelman, 2013). Pakistan's cities are deeply socially conservative, and urban areas are more conservative than rural areas (Kugelman, 2013). The deficiency of consistent, latest, and reliable statistical data is the biggest hurdle in urbanization research not just in Pakistan but worldwide (Jabeen & Farwa, 2017).

2.3 Governance, Urban Governance and Good Governance Concepts

The terms “governance”, “urban governance”, and “good governance” are being used excessively in the literature and the studies relevant to the development aspect of any city or region (Andersen & Hans, 2019; Badach & Dymnicka, 2017; Doi & Nguyen Minh, 2019; Jusoh & Hamzah, 2009; Ramzy & Randa, 2019).

Governance has become a ‘buzzword’ in various circles of society which can mean anything or nothing (Jessop, 1998). “Governance” term dates back to the earliest Greek and ancient Latin words, which were generally used for the “steering of boats” (Jessop, 1998). When studying the literature already existing on the governance concept, it becomes clear that governance and government are not synonyms, and governance is broader than government (Kjaer, 2008; Marc Hufty (IHEID), 2011). Governance and leadership matter much more in the failure of nations than in any other aspect (Rotberg, (2013).

There is the absence of a clear, vibrant or universally acceptable, and or even scholarly agreed-upon definition of governance and many researchers agree to this complication (Andrews, 2013; Bevir & Rhodes, 2000; Kaufmann & Kraay, 2011; Kjaer, 2008; Marc Hufty, 2011; Rhodes, 1996; Rotberg, 2014). Various authors, researchers, and organizations have produced multiple definitions for the “Governance” concept (Andrews, 2013; Bank, 1992, 2002; Fukuyama, 2013; Jessop, 1998; Kaufmann & Kraay, 2011; Rhodes, 1996; Rotberg, (2013). Some existing definitions of this concept

are so broad, extensive, and multidisciplinary that they cover almost anything existing in the systems like World Bank 2002 (Bank, 2002; Kaufmann & Kraay, 2011; Woo & Changbin, 2018). In contrast, some refer to some specific aspects and highlight one or two major aspects of governance (Bank, 1992; Fukuyama, 2013; Jessop, 1998; Kaufmann & Kraay, 2011; Rhodes, 1996). Many researchers defined governance by themselves and accepted that their definitions are not final and need more concrete research work and recommendations (Fukuyama, 2013; Kaufmann & Kraay, 2011).

There is a need for a definition. Although the term ‘governance’ has been used excessively by academics and practitioners since the 1990s, there is no clarity and consistency to this term (Marc Hufty, 2011). (Jessop, 1998) mentioned that the governance term is just limited to inter-organizational strategies, alliances, and procedures in some researchers’ thoughts. (Jessop, 1998) himself has taken two meanings from governance. First, any mode of coordination in inter-dependent activities amongst key stakeholders, and the 2nd meaning, according to him, is the self-organization of inter-organization relations. (Fukuyama, 2013) came up with his definition of governance and defined it as “the government’s potential and competency to make the laws and then enforce the rules and regulations for public service delivery irrespective of the fact that the government is democratically elected or not and gave many reasons to support his claim of democratic or non-democratic government. Notably, he excluded democratic accountability too from the governance process. He also disagreed with the perception that good governance needs democracy to deliver better services. He emphasized on bureaucratic capabilities of any system as a key aspect

of governance. According to him, governance is about the execution of work and the performance of the government.

According to Rotberg, (2013) governance is the collection of demands by the citizens from their government about political participation, accountability and transparency, courtesy for basic human rights, a systematic method for dispute resolutions, business opportunities, the rule of law, and access to necessities of life. (Andrews, 2013) defined the governance term as the systematic procedure to exert power by the governments on its general public account. According to (Imran & Nordin, 2018), governance represents the decision-making process and then implements those commitments in many scenarios like national governance, local-level governance, global governance, and corporate governance. UN-HABITAT and The World Bank generally use the term ‘governance’ to describe the process or mechanism through which collective commitments are made and implemented (Stewart, 2006). According to (Rhodes, 1996), governance points out the self-organization and the coordination within those organizational networks. (Kaufmann & Kraay, 2011) gave another definition to the governance term and said that it is the combination of institutions and their traditions through which the power is exerted in any region, area, or country.

Obeng-Odoom, (2012) has termed the **urban governance** concept as a modern way of intervention by the contemporary state to make cities more inclusive, flourished, and make cities an ideal home for all their citizens by focusing on the dialogues and partnerships between different sectors of society. The general perception about urban

governance is that it is a progressive and all-inclusive mechanism to ensure the prosperity and care of any city (Obeng-Odoom, (2012).

The urban governance concept has been turned into a more significant concept in developing nations because these countries rely heavily on the powerful force of urbanization for their development. This scene is more evident in Asian countries (Harpham & Boateng, 1997). The urban governance system is very complicated and diverse in many developing regions globally, especially in South Asia. These complications are due to the existence of competitiveness between the private sector institutions and the government authorities. The private institutions try to get maximum access to the resources such as properties for housing, services provision, employment opportunities and jobs, and share of urban space with both the legal or illegal ways (Lintelo & D Gupte, 2017).

Good governance is considered the most complex process to solve and mediate the differences among the citizens, stakeholders, and other key groups and then act as per the rules and regulations defined by the law (Ramzy & Randa, 2019). (Andersen & Hans, 2019) identified three types of collaborations among key stakeholders and institutions for good governance. The first collaboration is among different tier of governments. Second is the involvement of the private sector in the development process because of their mega resources and expertise. The third is volunteer actors like NGOs (Non-Governmental Organizations), civil societies, and local community groups. (Stoker, 1998) says that good governance is the working relationship between the government and non-governmental actors to achieve sustainability.

According to United Nations Development Programme, (1997), there are three main attributes of good governance: participation, accountability, and transparency. The state is not the only actor in the governance system that is solely responsible for implementing these necessities. The participation of the private sector and civil society involvement is more critical as their involvement helps the state and government institutions in matters of public welfare. So, all three actors (the state, the civil society, and the private sector) must coordinate and work together for efficient and effective good governance practices. Each actor carries its advantages and drawbacks, and the better the coordination among these actors, the better and organized the system will be (United Nations Development Programme (UNDP), 1997).

Good Urban Governance

We developed an operational definition of good urban governance for our research, and that definition can be helpful for other researchers. A study was carried out on all the good urban governance definitions given by different international donor agencies, institutions, banks, and United Nations. We studied all of them concerning the six thematic areas named institutional, economic, citizen participation, private sector involvement, military relations, security, and conflict resolution. One common gap in all definitions was that not a single definition mentioned SDGs in its prolonged and extensive definitions of good governance.

The definitions are quoted in the below table;

Table 1 Governance Definitions

Source	Definition
UN-HABITAT	“Urban governance is inextricably linked to the welfare of the citizenry. Good urban governance must enable women and men to access the benefits of urban citizenship. Good urban governance, based on the principle of urban citizenship, affirms that no man, woman, or child can be denied access to the necessities of urban life, including adequate shelter, security of tenure, safe water, sanitation, a clean environment, health, education and nutrition, employment and public safety and mobility. Through good urban governance, citizens are provided with the platform which will allow them to use their talents to the full to improve their social and economic conditions (UN-HABITAT Principles)”
UNDP	“Good Governance is characterized as ‘participatory, transparent, accountable, effective and equitable, promotes the rule of law ... ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (Grindle, 2007)”
OECD	“The democratization, accountability, and competence to form and deliver policies for public welfare. (Obeng-Odoom, (2012)”
USAID (2005)	“Democratic governance: ‘transparency, pluralism, citizen involvement in decision-making, representation, and accountability; focusing particularly on five areas: legislative strengthening, decentralization and democratic local governance, anti-corruption, civil-military relations, and improving policy implementation’ (Grindle, 2007)”
World Bank	“Inclusiveness and accountability established in three key areas: ‘selection, accountability and replacement of authorities (voice and accountability; stability and lack of violence); efficiency of institutions, regulations, resource management (regulatory framework; government effectiveness); respect for institutions, laws, and

	interactions among players in civil society, business, and politics (control of corruption; rule of law) (Grindle, 2007)”
IMF (2005)	“Ensuring the rule of law, improving the efficiency and accountability of the public sector, and tackling corruption’ (Grindle, 2007)”
DFID (2001)	“ <u>Seven key governance capabilities</u> : to operate political systems which provide opportunities for all people ... to influence government policy and practice; to provide macroeconomic stability ... to promote the growth necessary to reduce poverty; to implement pro-poor policy; to guarantee the equitable and universal provision of effective basic services; ensure personal safety and security ...; to manage national security arrangements accountably ...; to develop honest and accountable government (Grindle, 2007)”
Kaufmann (2003)	“Governance can be measured along <u>six dimensions</u> (voice and external accountability; political stability and lack of violence, crime, and terrorism; government effectiveness; lack of regulatory burden; rule of law; control of corruption (Grindle, 2007)”
Hewitt de Alcántara (1998)	“Processes through which there is the incorporation of more creative and less technical understanding of reform, more dialogue about institutional and programmatic change, more concern with the public sphere (state and civil society) and how to strengthen it, more integration of economic policy and institutional reform, more attention to both national and international factors that affect governance (Grindle, 2007)”
Hyden et al. (2004)	“Good Urban Governance can be measured along five dimensions (‘participation, fairness, decency, efficiency, accountability, and transparency’) in each of six arenas (civil society, political society, government, bureaucracy, economic society, judiciary) (Grindle, 2007)”
Jurian Edelenbos and van Dijk 2017	“The capacity to get things done no longer lies with government power and management authority, in one place and institution. It is a multilevel activity in which higher levels of authority (regional and national governments) are related to and combined with lower levels of governance at the local and neighbourhood levels. (Van Rooijen & Kees, 2017)”

The Operational Definition

The process through which a democratic Government works to enhance the institutional capacity and civic participation that leads to sustainable cities and communities.

The institutional capacity includes the reforms, policy-making and implementation, accountability, transparency, efficiency, effectiveness, and the rule of law. The involvement of private sector and public-private partnership (PPP) incentives are the most essential and crucial parts of sustainable urban governance. The consensus among all key stakeholders and conflict resolution among them leads to ultimate urban sustainability. Civic participation includes citizen participation in decision-making, women empowerment, inclusiveness of all societies, and full access to all the necessities of urban life.

2.4 GOVERNANCE EFFECTIVENESS

United Nations has defined the effectiveness of urban governance as;

“Effectiveness of governance measures the existing mechanisms and the socio-political environment for institutional efficiency (through subsidiarity and effective predictability) in financial management and planning, delivery of services and response to civil society concerns” (UN-Habitat UG Index, 2005).

Qureshi & Khan, (1999) defined the effectiveness of government as the capability of any government to outline, compose and then enforce those policies for the betterment of its public. But, this process needs a qualified workforce that understands the needs of the poor and has the institutional capacity to work quickly and effectively for the general

good of all (Nguyen, Giang, Tran, & Do, 2019; Qureshi & Khan, (1999). The science of governance effectiveness is simple and easy to understand. If the governance system is solving the issues it was designed to solve, then the governance system is effective; otherwise, not (Rotberg, (2013; Schmelzle, 2011; Zaman & Saeed, 2019).

The management of the urban areas is the principal responsibility of the local government. Hence, this government must update and improve the administration and management system to use its resources efficiently. They must enhance their capacity to make the urban area competitive and empower the general public by hiring a highly skilled, accomplished, and technology-friendly workforce at the institutions (Jusoh & Hamzah, 2009). The main determinants of governance effectiveness come from political, economic, and cultural theories and data sets (Brewer & Gene, 2007). According to (Jusoh & Hamzah, 2009), an effective and efficient government needs to reduce or decrease its inputs and prices to get greater outputs and better quality of services and resources. (Simon, 2013) and (Jusoh & Hamzah, 2009) said that a government would be effective and efficient if it takes the shortest paths, the cheapest means, or resources to get the desired goals for the betterment of the general public.

According to Madhu, (2005), effectiveness is the most important principle from all attributes of good governance. Goal number 16 of the famous 17 Sustainable Development Goals (SDGs) highlights the importance and significance of the strong and independent institutions and their effectiveness which is proof of actual enforcement of the SDGs on the ground (Ramzy & Randa, 2019). An effective governance system promotes entrepreneurship, too (Friedman & Barry, 2011). (Bagirova, Notman, Bagirov,

& Goryainov, 2017) put stress on including the residents' wellbeing as an indicator to measure the effectiveness of the urban governance system more efficiently and effectively. The implicit use of limited and continuously decreasing resources to achieve the much-needed sustainable development can only be made possible using good governance practices. Better use of diminishing resources to fulfil the obligations of current human beings and taking future generations in consideration is the right way to achieve sustainability. Simultaneously, the good governance must ensure the preservation of the environment for the forthcoming generations (Madhu, (2005).

2.5 GOVERNANCE IN PAKISTAN

Like all other developing countries, Pakistan is also facing governance problems starting from the top and going deep down to a single person (Imran & Nordin, 2018; Jabeen & Farwa, 2017; Khan & Ullah, 2014). Pakistan ranked 122nd out of 144 countries on the global index of competitiveness in a study conducted by The World Economic Forum (WEF) (Imran & Nordin, 2018). (Khan & Alam, 2020) discussed the whole governance history of Pakistan from 1947 till now and highlighted the fact that Pakistan could not ensure public welfare, social and cultural development, political and institutional maturity, and sustainable development growth in its 72 years. Different governments and leaders came and gone in Pakistan but could not make it a developed nation mainly because of their immaturity and weak socio-economic conditions (Khan & Alam, 2020). The challenges faced by urban authorities are largely due to the lack of resources and poor capacity of institutions in areas like taxation, city planning, coordination among different stakeholders and institutions, and the implementation of laws (Lintelo & D

Gupte, 2017). In Pakistan, multiple actors like cabinets, political parties, and legislators provide their inputs in the policy making process to protect their private affairs or favour someone over the others (Qureshi & Khan, (1999).

Khan & Ullah, (2014) wrote a review paper on measuring the governance and presented their index to measure the governance in Pakistan named The KU Index. The results showed slow progress in governance in Pakistan. The decline was witnessed in the social and environmental, and the rule of law dimensions. In contrast, economic governance and social development showed a positive trend which almost all are related to the government effectiveness aspect we are trying to measure. According to (Qureshi & Khan, (1999), widespread corruption is the leading cause of poor governance in developing countries. Corruption leads to lower revenue collection and multiplies public spending, contributing to poor economic conditions and resulting in fiscal deficits. It directly contributes to enhanced income inequalities and poor resource allocation, leading to hunger and poverty in the country.

Ahmed, (2012) highlighted the failure of International Funding Institutions (IFI) in Pakistan. These international funders tried to solve the law and order and governance through funding and instructed Pakistan to do needed reforms. These reforms created more problems than solving the problems because loans and grants don't reach the poor directly, but the burden to those loans is shared by the poor only. Another cause of the failure of aids was that the authorities became dependent on the aid instead of building their resources and addressing the basic issues of governance of Pakistan (Ahmed, 2012).

Mughal, (2014) pointed towards weak government institutions and political structure for the current governance crisis in Pakistan, and poor people suffer more because of these problems. (Qureshi & Khan, (1999) highlighted three basic issues of a weak governance system in Pakistan. First is the decline in institutional capacity and integrity due to conflict of interest. Second is the politicization of public sector management. The third one is the lack of technocratic capacity and accountability process. Ineffective institutional arrangements and poor capacity are the main reason for poverty in developing countries (Bourguignon, 2003; Naveed, 2017).

Cheema & Sayeed, (2006) and Naveed, (2017) highlighted the decreasing standards of bureaucracy and their poor performance and linked it with the institutional failure in Pakistan. (Shaikh, Shah, & Wijekuruppu, 2016) highlighted the absence of e-governance in Pakistan, contributing to poor public service delivery and poor transparency and accountability in different governance mechanisms. The lack of Information and Communications Technology (ICT) stimulates the maneuvering and tempering of proper procedures and gives undue advantage over the government.

The effective use of power to boost the quality of life enjoyed by the general population is deduced by the standard of governance in any urban area or city (Qureshi & Khan, (1999). To solve the social, cultural, and governance issues of Pakistan, much-needed institutional reforms, good governance practices, and increased focus on sustainable economic growth through long-term and consistent policies are the keys (Qureshi & Khan, (1999). Pakistan needs to make effective policies for inclusive and prosperous societies. These policies need transparent and fully accountable institutions to facilitate

the governance and public service delivery system to guarantee the effective availability of basic services to the general public (Naveed, 2017). The efficiency and effectiveness of service delivery to the citizens are associated profoundly with upgrading life in the city and well-organized expenditure of public resources. This assists in fighting the child and infant mortality rates, leading to better health, education system, and better governance in the city (Naveed, 2017; Rajkumar & Swaroop, 2008). E-governance and the use of ICT (Information and Communications Technology) improve public service delivery and enhance the fairness of the processes (Shaikh et al., 2016). (Qureshi & Khan, (1999) said that policies and institutions are closely linked. Policies are always the result of a bargain among contending groups within the rules set by the institutions. Matching the policies with the institutions is the key to better governance in Pakistan. (Khan & Alam, 2020) suggested certain actions to advance the governance scheme of Pakistan by improving the much-needed coordination among different tiers of governments and institutions, capacity building, enhanced access to information, reforming the institutions and the level of bureaucracy.

2.6 ISSUES IN GOVERNANCE OF PAKISTAN

Never-ending corruption trends in developing countries are the biggest hurdle in integrating the public participation practices at the local level. The developing countries also have poor institutional and procedural setups that cannot solve the issues of public participation in the planning phase of the projects. This makes the administration less effective and inefficient. These complications are the main factors for the lower participation level of the general public in developing countries (Swapan & ASIA,

2016). (Shakir & Waheed, 2017) said that participation is low in Pakistan both by the people and the institutions in the decision-making process because of the low interest by the public, lack of awareness, bipolar politics, and vested interests of individuals. (Khwaja, 2004) also argued that most of the development funds by the international institutions, which were based on a top-down approach, failed due to the lack of participation of local communities.

Gender inequality and poor representation of minorities in decision-making processes are other issues in Pakistan (Fuchs & Fuchs, 2020; Mubeen & Amber, 2017). The condition of gender equality can be seen by the ranking of Pakistan in gender disparity surveys. Pakistan ranks at 141st out of 142 countries of the world (Hadi & Research, 2017). The female gender is the most struggling community in developing nations. Women are denied their basic rights in these countries. These rights may include denying basic education facilities, freedom to express their views and freedom to work, low wages compared to men, unequal treatment at workplaces, and fewer opportunities for promotions and progress (Ali & Development, 2015). (Chaudhary & Amatul, 2012) said that refusal to provide basic education to women creates adverse effects on the economic condition of any country or city. This pessimistic connection of economy and women education leads to the lower standard of any country in all fields of life because that country lacks the skills and human resources of its talented and hard-working women (Ali & Development, 2015; Chaudhary & Amatul, 2012).

2.7 Sustainability and Sustainable Development Goals

The Sustainable Development Goals (SDGs), generally known as 17 SDGs, were presented and formed by the United Nations. These Goals are a plan of action from the whole world to fight poverty, safeguard the entire globe and collaborate to revamp and improve the lives and anticipation of everyone on the planet earth (UN SDGs, 2015; United Nations Organizations, 2015). The Sustainable Development Goals were formulated to commemorate the already existing United Nations Millennium Development Goals (MDGs) (Sachs, 2012). The newly-promoted SDGs are very extensive and focus mainly on people-focused development not just for this generation but for the coming generations too. These sustainability goals address and communicate the three major cornerstones of Sustainable Development, and these cornerstones are society, economy, and ecology (Ramzy & Randa, 2019; Sachs, 2012).

This eleventh goal of 17 SDGs is “**Make cities and human settlements inclusive, safe, resilient and sustainable**” (UN SDGs, 2015; United Nations, 2016). This SDG aims to attain the sustainable development of urban expanses and settlements and puts stress on making the cities more resilient and sustainable. According to (Sachs, 2012), urban governance, safeguarding nature, inclusive societies, sustainable economy, and communal growth are the main constituents of Sustainable development of modern cities.

Governance is nonetheless integral to achieve Sustainable urban development. Urban governance mainly comprises public representation and participation, taking care of the poor in society, transparency, accountability, and empowering women and minorities

(Rasoolimanesh & Mostafa, 2012; Yigitcanlar & Teriman, 2015). (Ramzy & Randa, 2019) pointed out the current dilemma of complications involved in making such strong institutions capable of managing the limited resources and using these resources to meet the needs of the people of their respective societies. A broad consensus is developing among stakeholders that solid institutions and a clear set of rules and policies are necessary and key to the development process of any society. To attain sustainable development, many nations and societies worked together and developed good governance practices and merged these practices into their processes, mechanisms, and daily operations (IFAD, 1999).

Concluding all the viewpoints in a nutshell, good governance practices are essential to achieve Sustainable Development Goals. The main intent of Sustainable Development Goals is poor and under-privileged community groups of society and the needs to these under-privileged communities. People need a clear set of rules and policies and, more importantly, a democratic system with a strong institutional setup. These practices will ensure strong economic activities and the existence of transparent, accountable, and just policies and institutions are key to achieve both sustainability and good governance (Ramzy & Randa, 2019). (Harpham & Boateng, 1997) made the point that “good governance” and “sustainability” are mutually connected and are necessary to each other. Both these concepts are competitors to each other. Planners generally underestimate or completely ignore the governance dimension while designing sustainable development policies (McNeill et al., 2014).

2.8 Public Participation, Gender Equality and Public-Private Partnerships

The concept of good governance has changed over time. The old traditional methods focused mainly on the public representatives and institutions, but modern methods talk about giving representation to the private sector, women, local community, and NGOs (Shakir & Waheed, (2017).

Stewart, (2006) connected all governance indicators with the indicators of **citizen participation** to give more importance to the aspect of the involvement of public and local communities in the decision-making processes. (Waheduzzaman Mphande, 2014) called the participation of citizens in government affairs as the process through which the control and power of planning institutions are transferred to the local society stakeholders, which may include the democratically elected representatives, members of the society, Non-Governmental Organization (NGOs), and the private sector. The basic definitions of governance and good governance say that when decisions are being made about a community, then the wishes and demands of the society or community should also be listened to, considered, and weighed equally (Stewart, 2006). According to (Harpham & Boateng, 1997), civil society and its participation is the main difference between the government and a true good governance system. (Frantzeskaki et al., 2016) said that civil society participation alters the roles and viewpoints of society and contributes to increasing the knowledge and literacy of society about their needs, resources, limits, and environmental complications, leading to ultimate sustainability. The participation by the civil society also fills the gaps unattended by the government

and helps in protecting and meeting the needs of the society (Frantzeskaki et al., 2016). A participative and active civil society also stands for promoting the new, innovative and progressive ideas and viewpoints rather than sticking to the old and traditional ideas (Calhoun, 2012).

In today's world, all **women** must have basic rights to live freely without discrimination and ferocity and must be given equal opportunities in all fields of life to progress and prosper according to their strengths (IFAD, 1999; Pakistan, 2018; United Nations Development Programme (UNDP), 1997). Gender equality is the 5th Goal in United Nations 17 Sustainable Development Goals (SDGs) which advocates women empowerment and equality in all fields of life (UN SDGs, 2015). This goal is important to achieve inclusive societies and sustainable and resilient neighborhoods. According to the United Nations, all the Sustainable Development Goals (SDGs) rely heavily on Goal 5 of 17 SDGs which advocates the necessity and assurance of gender equality in all fields of life (UN SDGs, 2015). In 2011, it was said by the Organization of Economic Corporation and Development that women empowerment and gender equality are not just the need for economic boosts and progression. Still, it also represents the morality and norms of a civilized society or nation (Ali & Development, 2015).

Leaving behind participation opportunities for **minorities**, a lack of respect for minorities among the general public (Muslim majority) is another concern in Pakistan (Mubeen & Amber, 2017). Any country that wants or follows a democratic system of development needs to give due respect and fundamental rights to its minorities (Mubeen & Amber, 2017).

Many countries and cities have turned towards **Public-Private partnerships** to counter the adverse effects of public acquisition (Wang & Huanming, 2018). With continuously decreasing distances, rapid flow of financing in developing nations, and technology transfer, PPP is seen as the potential solution to the lack of funding issues and to achieve sustainable and just growth among the public (Corcoran & Studies, 2019). PPP is one of the appropriate models to address these pressures, such as improving efficiency, ensuring the progress of urban infrastructure projects, and meeting the needs and strategies of cities (Doi & Nguyen Minh, 2019). The reliance on PPP is increasing due to inadequate governance mechanisms and slow institutional and bureaucratic processes. Therefore, the authorities worldwide are turning towards the private sector mainly to benefit from their professionalism, their resources, and innovative ideas (Fuller & Romer, 2010).

Actually, PPP is a way of getting the best out of the public and private sector for the benefits of the public. The best services of the public sector (land, rules and regulations, resources) and private sector (skills, management, and technological services) are utilized in this venture (Goldstein & Brett, 2016; Irazábal, 2016; Wang & Huanming, 2018). And the responsibility of these projects is shared by both the government and the private sector for the greater good and welfare of the general public (Corcoran & Studies, 2019; Irazábal, 2016; Van Ham & Koppenjan, 2001)

2.9 EXISTING FRAMEWORKS AND STUDIES DONE

Generally, there are two types of popular thoughts about measuring governance. One school of thought says that governance cannot be measured as it is a qualitative concept

which makes it tough to measure accurately. Another school of thought makes the case that governance can be measured by selecting a suitable set of indicators related to the specific conditions of the area under study (Khan & Ullah, 2014). (Foresti, Wild, Takeuchi, & Norton, 2014; Xuan & Ling, 2019) supported the idea that governance is measurable with specific indicators, especially in developing countries.

Normally, governance-related data can be divided into two types, i.e., objective data and subjective data. Objective data is the data that is based on quantifiable input or output. It is more desirable when comparing to subjective data due to its reproducibility and unambiguous nature as they are normally based on events and facts rather than mere opinion. Another one is subjective data, which is perception-based data, often collected via polls or surveys is being used most of the times these days (Mimicopoulos et al., 2007; Xuan & Ling, 2019). Different authors and researchers have measured the governance of different cities or regions, or countries (Biswas & Jana, 2019; Ford & Ihrke, 2019; Marc Hufty, 2009, 2011; Moretto & Luisa, 2007; Pereira & Gabriela, 2016). They also gave their frameworks to measure governance. (Xuan & Ling, 2019) made an effort to measure urban governance by using the Governance and Legislation Index in the context of Kuala Lumpur, Indonesia.

Leautier, Kaufmann & Mastruzzi, (2005) represented the view of The World Bank about the governance measurement, the relationship between globalization and urban governance, and their effect on city performance. The author also presented a framework consisting of variables and indicators of globalization, city performance, city governance, and many other city characteristics. Their findings showed that good

governance and globalization are very much connected and necessary for the city's better performance. The research was spread over the data of 412 worldwide cities having 35 variables and indicators taken from the previous databases. (Leautier et al., 2005) measured the city governance by focusing on different aspects like services provided to citizens, the functionality of the public sector with lower bribery in taxes, or other utilities. This research reflects the way of working and priorities of The World Bank in determining the performance and governance of cities globally and finding that whether governance matters for that purpose or not.

Moretto & Luisa, (2007) highlighted the overall issues of urban governance and discussed different definitions of urban governance from international agencies, and practically used the Urban Governance Index (UGI) in the same paper. The paper claimed that the difficulties in measuring urban governance were due to the presence of so many tools to measure the governance. A lot of them are general tools and ignore many components of governance. His paper compared UGI with other existing frameworks and suggested that UGI was a better framework to measure urban governance. The study tried to understand the formal and informal governance system and then complimented the Urban Governance Index as UGI was used practically in the field to get more verification. The results showed that UGI collects quantitative data and can be applied to specific contexts of low-income areas, providing qualitative and quantitative information.

Van Zeijl & Annemarie, (2008) tried to link sustainable development with governance for getting a better understanding of their interactions. The author derived a framework

for measuring the governance concerning sustainability by relating two typologies; ecological sustainability vs quality of life and hierarchical governance vs deliberative governance on a graph or map. The framework consisted of four ideal types of governance to achieve sustainable development, and these four types include Ecological - Hierarchical, Ecological - Deliberative, Well-being – Hierarchical, and Well-being – Deliberative governances. The research concluded that if the perspective is clear on the governance model to achieve sustainability, it will be easy to measure the governance level and the progress to attain sustainable development. The research suggested that sustainable development goals and strategies may need the deliberative process with key stakeholders like civil society, local communities, business communities, and decision-makers. The decisions can be changed while ignoring some other societal actors.

Marc Hufty, (2009) identified three approaches to view governance which were (1) a synonym for the government, (2) a normative framework (3) an analytical framework for a non-hierarchical coordination system. He briefly discussed these three approaches and rejected them as they lacked a defined objective and failed to propose a methodology. He suggested that we need a methodology to study governance that serves as a reference for the observation process. He proposed that a new analytical framework must be realistic, interdisciplinary, comparative, generalizable, reflexive, and operational. Considering all these things, (Marc Hufty, 2009) presented a framework for measuring governance which he named “Governance Analytical Framework (GAF)”.

Marc Hufty (IHEID), (2011) said that any governance tool should not be specific to a particular time and space. It should be possible to use the same tool to analyze social

dynamics at various levels, in different societies/countries and times. (Marc Hufty (IHEID), 2011) concluded that certain conditions should be taken care of while measuring the governance, and these considerations are

- The tool should not be specific to a particular time and space
- An agency is needed for structured interactions with other actors for the rules of the game.
- There should not be any limitation to the actors incorporated into the analysis, and all the actors, whether individuals or organizations, should be considered.
- Need for a coherent theory of institutions as all the institutions involved will have different issues, effects, and observations.

Pereira & Gabriela, (2016) worked on a smart governance concept and proposed a new multidimensional framework for smart city governance. He suggested that if the quality of life and work are improved, and changes are brought in the government workforce through technology, then overall governance will improve. He supported the use of Information and Communication Technologies (ICT) to make cities innovative, improve service delivery systems and improve interaction with key stakeholders. He made a case that technology-based governance (like e-governance and ICT) can lead to better urban development and make cities more sustainable and smarter. The framework proposed by (Pereira & Gabriela, 2016), consisted of a linear structure of the input, processing, and output where inputs represent the role of government, its duties, goals, and values. This process includes implementing the initiatives and output, representing the results

showing the improvement in the quality of life and other factors like improving transparency, effectiveness and efficiency, and better coordination among stakeholders.

Biswas & Jana, (2019) presented their own theoretical or conceptual good governance measuring framework by studying already existing frameworks. They highlighted some basic components of governance like fragile local governance system, public-private partnership, security, privacy, usability, and citizen participation being ignored in many countries and not given due attention leading to poor governance. They also highlighted the research gap that some of the existing frameworks overlooked or ignored some components of governance and created confusion about governance measurement as some components are not applicable universally and do not counter exceptional or special situations. They also said that further research must be done on different kinds of sets of indicators for developing countries because of their changed situations. They also highlighted that the importance of data availability for different indicators is necessary, and barriers to getting data also lead to the poor measurement of governance.

Ford & Ihrke, (2019) tried to give recognition to the governance concept by presenting a framework to understand the governance based on the perceptions of humans. Their research highlights the human side of governance. They argued that governance could not be measured without considering the opinion and perception of the people involved in governing and the people being governed. They justified the existing ambiguity in the literature about governance by presenting some old research on the different aspects of governance like behavioral administration, theoretical and operational approach, micro and macro governance concepts, normative and empirical approaches, and

organizational and political governance approaches. Their framework consisted of 5 propositions which included the importance of micro and macro governance and their differences. Public performance is measured by the consensus of people, not by any objective method, the link between the board member and trust that changes due to reasons like conflict or poor attitude, an accountability system, the relationship among the board members, and their trust in each other.

Stewart, (2006) pointed towards the failure of UN-HABITAT and World Bank measurement indicators on including citizen participation indicators as their tools do not help understand whether some indicators are essential or less important and, most importantly, how these indicators should be assessed. Marc Hufty, the creator of Governance Analytical Framework (GAF), also admitted that his framework was made to improve the existing frameworks, and this framework is still a work in progress (Marc Hufty, 2011). Any framework for assessing governance must embrace the approach of “Just Development” (Clark, 1992). (Jessop, 1998) says that to regulate society, there are three ideal types of mechanisms: hierarchical (by the authorities), economic (by the market), and heterarchical (by self-organized networks). Any framework also has to be flexible and ensure that cultural dimensions of governance can be included (Harpham & Boateng, 1997). Power should be incorporated into the frameworks too (Marc Hufty (IHEID), 2011). However, few efforts have been made to address good governance at the local level, perhaps mostly because of data collection difficulties (Stewart, 2006).

The governance measuring frameworks identified from the literature review are given in Annexure A

2.10 Frameworks And Governance Measurement in Pakistan

In the available literature related to urban governance measurement in Pakistan, different methods with different indicators have been used. Some studies were based on political stability, condition of the rule of law, institutional setup, corruption, and accountability (Da Cruz & Marques, 2017; Haq & Zia, 2009; Khan & Feisal, 2007; Khan & Ullah, 2014; Khan, Khan, Ahmed, & Mehmood, 2012; Knack, Keefer, & Politics, 1995). But some researchers constructed their tools to measure governance in countries like Pakistan (Kaufmann, Léautier, & Mastruzzi, 2004; Qureshi & Khan, (1999; Roy, 2005). (Khan & Ullah, 2014) wrote a review paper on measuring the governance in Pakistan. They agreed that there is an existing gap in measuring the governance, and there is a need for a new tool or index.

A framework to measure the governance in Pakistan already exists named “Social Audit of Governance and Delivery of Public Services”, which only focuses on civic participation and local government performance evaluation (Wilde & Narang, 2009). This framework is also extensive and needs substantial outside technical support and the availability of higher national level capacities or major donors for funding as this process is costly (Wilde & Narang, 2009). And according to UNDP’s publication “A Users’ Guide to Measuring Local Governance”, this framework needs the willingness of local governments to monitor their performance and accepting feedback from the citizens, which seems difficult in developing countries like Pakistan.

Khan & Ullah, (2014) presented its index, The KU Index, to measure governance in Pakistan. The index was generated by considering different dimensions of governance,

and 42 indicators were selected based on social, political, demographic, and environmental indicators. The indicators were merged into five major dimensions or categories. The five categories included safety and security, the rule of law and institutional quality, social and environmental governance, economic governance, and social development. The results of the study showed slow progress in governance in Pakistan. The worst decline was witnessed in the security and safety dimension, and a similar negative trend was shown in the social and environmental and the rule of law dimensions. KU index, named after the authors (Khan & Ullah, 2014) lacked the indicators on different important aspects of governance like gender equality, the involvement of private sector and public-private partnerships, and women empowerment taken more seriously these days. They also admitted that governance in Pakistan was not in good shape and was not even being improved in a better way.

Rizwan & Waheed, (2017) made their contribution to governance in Pakistan by assessing and evaluating the existing situation of urban governance of Tehsil Municipal Administrations (TMAs) of Punjab, Pakistan by using the Urban Governance Index (UGI), a tool presented by UNHABITAT. The research mainly focused on measuring the governance of 144 TMAs in Punjab, Pakistan, using UGI, which does not relate entirely to the conditions of Pakistan. The research considered four categories of urban governance, including effectiveness, equity, accountability, and participation. The accountability value was 0.97, which shows the existence of an almost perfect accountability system in all TMAs, which is the least possible in developing countries like Pakistan. This means that the indicators of accountability need revision as they are

not touching the ground realities of Pakistan's different environments and cultures. The study also highlighted other issues like lack of vision, financial matters, non-existent local government, poor service delivery, and poor public participation in city affairs, all related to governance effectiveness.

Imran & Nordin, (2018) presented the picture of the existing governance system of Pakistan by identifying the problems of good governance and also pointed out the other complications created by the bad governance practices in Pakistan. Three main components of governance (corruption, decentralization, and economic expenditures) were highlighted by the research that needs immediate attention of the Pakistani administration to improve the governance level. The research briefly described the characteristics of governance like Transparency, responsibility, accountability, participation, and responsiveness in the light of United Nations publications. The study recommended that the existence of independent and powerful government, leadership with a clear vision, strong institutions, merit, decentralization of power to local bodies, and anticorruption body strengthened by the strict regulations and laws against corruption are the essence of the day to overcome the bad governance.

2.11 Issues in Measuring Governance Effectiveness

You can't manage what you don't measure. The issues in measuring the urban governance effectiveness are already highlighted by many scholars and researchers, which include (Biswas & Jana, 2019; Brewer & Gene, 2007; Imran & Nordin, 2018; Kaufmann & Kraay, 2005; Kaufmann et al., 2004; La Porta & Rafael, 1999; Marc Hufty (IHEID), 2011; Xuan & Ling, 2019). According to (Biswas & Jana, 2019), many

countries don't give much importance to a public-private partnership, citizen participation, security and privacy of the citizens, women participation, and the rights of minorities. The world is getting away from traditional governance and moving towards the governance that has a shared responsibility of both the public and private sectors (Van Zeijl & Annemarie, 2008).

Most of the time, especially in developing countries, governance-related objective data is always of poor quality or often unavailable (Xuan & Ling, 2019). (Carvalho & Fernandes, 2006) also agrees that cross-country comparison of government effectiveness changes mainly because of constraints like different types of data collection methods and different applicable definitions of different variables. (Brewer & Gene, 2007) While measuring the governance effectiveness, the wealth of a nation is the main factor in determining the performance of any government. Because the countries having better accountability systems and succeeding in corruption control show higher government effectiveness values. (La Porta & Rafael, 1999) agreed that the quality and performance of any government is closely linked with the religious, ethnic, and cultural diversities, which is exactly what we are talking about the existence of constraints in Pakistani society related to religion and culture.

Some of the existing governance measuring frameworks ignore or overlook some components of the governance, and create confusion about the measurement of governance as some components like sustainability initiatives, green buildings, and happiness indexes are not applicable universally and does not relate to special conditions and situations present in many underdeveloped and developing countries (Biswas &

Jana, 2019). (Ford & Ihrke, 2019) put stress on the human side of governance to maximize the urban governance effectiveness as many government projects and procedures don't count on the viewpoint or the suggestions of the people most affected with those projects. Without considering the opinion and perception of the people involved in governing and the people being governed, the public services cannot be delivered efficiently and effectively for the public welfare. These difficulties are also due to the presence of a large number of tools to measure the governance, and a lot of the tools are general or local tools. These tools ignore many components of governance and also lack indicators for special condition present in underdeveloped and distant countries (Moretto & Luisa, 2007).

In **Pakistan**, military rules, political instability, powerful individuals or families, quota system, and flawed tax policies are the main reasons behind the poor governance system, and this all leads to corruption, and Pakistan is ranked 116th on Global Corruption Perception (2016) index out of 176 countries (Imran & Nordin, 2018). And this corruption ranking has got worse over the years as Pakistan got 117th number in 2018 and 120th number in 2019 (Transparency International, 2020). The actors involved in decision-making in Pakistan are not restricted to government, civil society, and the private sector. The international donors, local and international watchdogs, media, and multinational companies influence the decision-making in Pakistan. The other influencing actors include NGOs, organizations representing different workers, religious leaders, and powerful landlords (Khan et al., 2012; Kugelman, 2013, 2014). Organized crime syndicates like land mafias, kitchen cabinets, powerful local families influence

the process of decision making in Pakistan too. The influence of all these hidden or visible actors leads to corruption, mismanagement, and bad governance (Imran & Nordin, 2018; Khan & Feisal, 2007; Khan et al., 2012).

Khan & Ullah, (2014) mentioned the World Bank approach to measure governance by a method presented by (Kaufmann & Kraay, 2005) and criticized the framework by saying that the (Kaufmann & Kraay, 2005) framework ignored the social, cultural, political, geopolitical, and economic limitations faced by developing nations like Pakistan. (Imran & Nordin, 2018) called bad governance as the root cause of inequity in any modern society, especially in Pakistan. (Biswas & Jana, 2019) agreed to the fact that further research must be done on different kinds of sets of indicators for developing countries because of their changed situations. The study stressed heavily that data availability for different indicators is necessary, especially in developing countries like Pakistan, and barriers to getting data also lead to the poor governance measurement.

3 CHAPTER 3: METHODOLOGY

This chapter covers all the methods and materials used in this study. It describes the research design, data collection method, and types, sample size, research methodology briefly to conduct the research, and different data analysis techniques used in this research to achieve the objectives of this research. Statistical Package for the Social Sciences (SPSS), was used to evaluate the questionnaires attained from the respondents while surveying study areas.

3.1 RESEARCH DESIGN

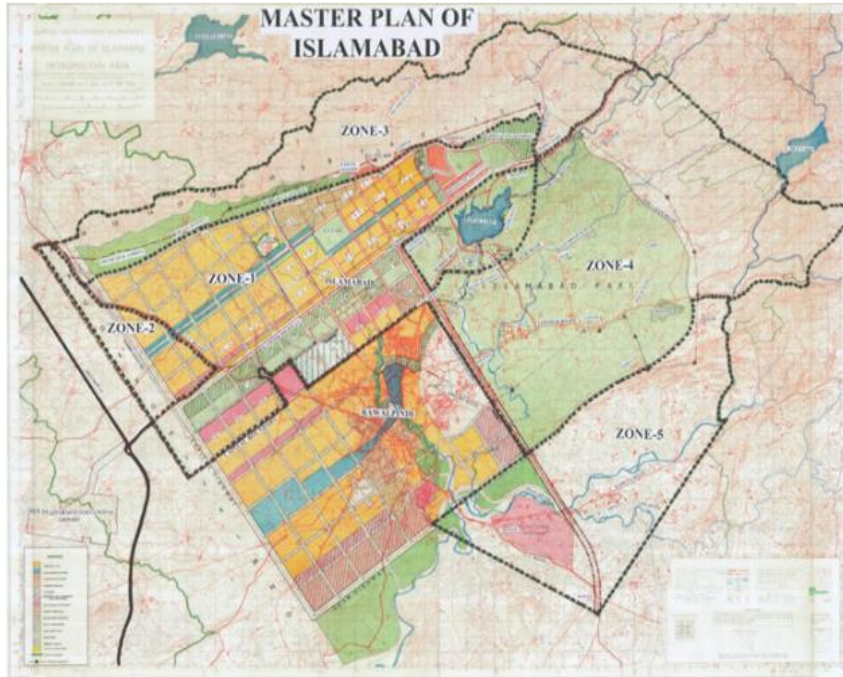
This research method used for this research was hybrid as both the descriptive and exploratory methods were used to gather, study and analyze the data. Exploratory research was done to gather all the existing, nationally and internationally, urban governance measuring frameworks, their categories, their indicators, and their relevance and non-relevance to the conditions of Pakistan. Descriptive research was done to measure and describe the urban governance effectiveness in Islamabad.

3.2 STUDY AREA

The study area selected for measuring the urban governance effectiveness is Islamabad city, the Capital of Pakistan. Islamabad was planned in 1960 and developed over time and is the only planned city in Pakistan. The city's master plan covers 906.50 km²; a further 3626 Km² area is known as the Specified Area, with the Margalla Hills in the north and northeast. The city is divided into five zones Zone I, Zone II, Zone III, Zone IV, & Zone V. Its population in 1960 was 45000 and it increased to 805235 in the 1998

census. Now according to the 2017 Pakistan Census, the population of Islamabad is 2,006,572.

Islamabad Capital Territory Map



Zone	Area	
	acres	km ²
I	54,958.25	222.4081
II	9,804.92	39.6791
III	50,393.01	203.9333
IV	69,814.35	282.5287
V	39,029.45	157.9466

Figure 1 Map of Islamabad

All of the country's diplomatic ties are maintained and exercised from Islamabad, as all major embassies, consulates, and missions are operating from the city, as is the Foreign Office. This makes the city attractive for the people for employment opportunities and an improved lifestyle. The continuous and rapid growth of population, human-made structures, and mismanagement by the city authorities have resulted in many challenges for the city of Islamabad (Butt, Waqas, Iqbal, Muhammad, & Lodhi, 2012), and governance is one of those problems.

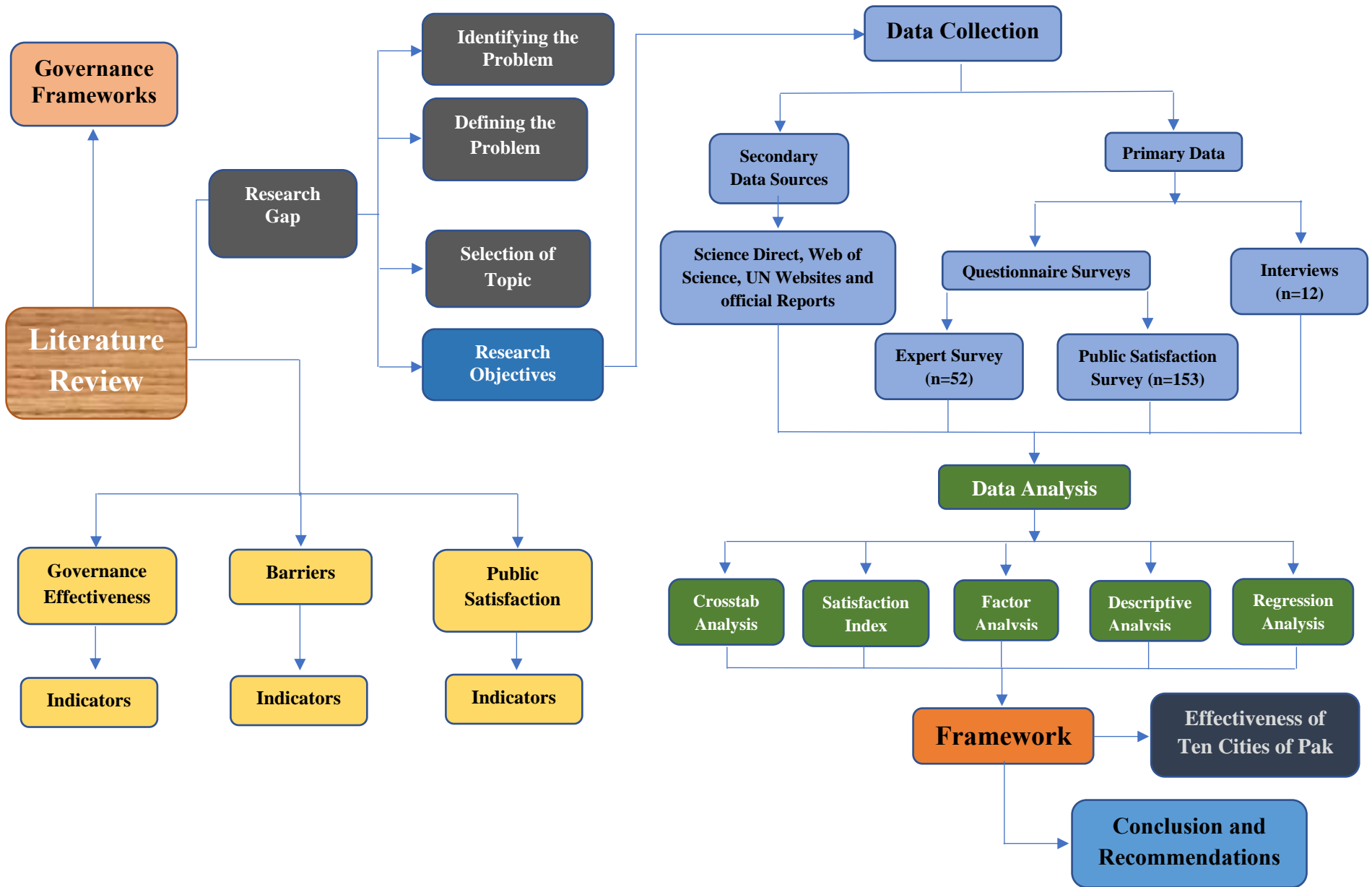
All the existing national and international governance measuring frameworks are aliens to the atmosphere and culture of Islamabad and Pakistan. These frameworks don't cope with the conditions present in Pakistan, and therefore a new framework is needed, which should be according to the nature of Pakistani society and system. For this purpose, we are doing this research to propose a tool to assess the urban governance effectiveness by applying it to the city of Islamabad.

3.2.1 WHY ISLAMABAD?

Islamabad is the only planned city in Pakistan which makes it unique from other cities. As it is properly planned, it can easily be assessed for measuring the urban governance effectiveness and can be implemented as a model city for other cities of Pakistan.

3.3 FLOW CHART FOR METHODOLOGY

The entire research methodology is explained in the flow chart given in the figure below;



3.4 DATA COLLECTION

Data collection was the main part of this research. The main objective of our study was to measure the governance effectiveness and to identify the barriers in measuring the governance effectiveness. This objective required both primary and secondary data. Therefore, both the primary and secondary data were collected and used for the analysis.

3.4.1 SECONDARY DATA

Secondary data was the backbone of this research. Previously existing governance measuring frameworks and their indicators to measure urban governance were found through online research with various sources like published reports, research articles, policy papers, official reports, and publications. The data was searched online from different scientific and official websites. Research articles related to urban governance were downloaded from science direct and web of science from 1990 to 2020. Our main focus was on measuring the effectiveness of urban governance; therefore, we gathered the indicators relevant to the effectiveness of urban governance.

3.4.2 PRIMARY DATA

Primary data was taken to fill the gap in secondary data and measure the effectiveness of urban governance. Primary data was collected through three major sources.

1. An expert survey from Islamabad
2. Public satisfaction survey
3. Semi-structured interviews of experts
4. An expert survey from ten cities of Pakistan

The questionnaire-based survey and structured interviews from the experts were done to;

1. Identify the barriers in measuring urban governance in Pakistan
2. Gather the suggestions for the newly proposed framework
3. Measure the governance effectiveness of ten cities with the newly formed framework

For primary data, questionnaire surveys and in-depth interviews were conducted. So, a detailed questionnaire was developed to gather information related to governance in Islamabad. The questionnaire comprised of the open-ended and close-ended statements valued on a Likert Scale. These questionnaires were distributed to the experts of local authorities of Islamabad, and these authorities included Capital Development Authority Islamabad (CDA) and Metropolitan Corporation Islamabad (MCI). A checklist was also provided to the experts to identify the barriers in measuring the urban governance effectiveness in Pakistan on a Likert scale where proper ratings were given according to their importance. The semi-structured interviews were conducted with the experts better to understand the effectiveness of urban governance in Islamabad. These experts were selected or considered based on their extreme knowledge and professional experience in the field of governance and public service delivery.

Lastly, another expert survey was conducted to measure the urban governance effectiveness of ten cities of Pakistan. Ten experts belonging to different cities of Pakistan were asked about the governance effectiveness in their own cities. The ratings

given were then used to measure the governance effectiveness with the newly proposed framework.

Furthermore, a separate survey was conducted to measure the satisfaction of the general public with the performance of local government and facilities provided by the local institutions of Islamabad. This survey was done to know the perspective of the general public and then understand the condition and performance of local government institutions based on both the experts and the public opinions.

3.4.3 SAMPLE SIZE

Three different surveys were conducted to collect the required data, and therefore, three different sample sizes were taken. Two expert surveys were conducted where one survey was done to measure the governance effectiveness, and the second survey comprised of the barriers to measuring the urban governance effectiveness. And the third survey was solely for the general public to know their satisfaction with the performance of the local government institutions.

For the expert survey from Islamabad, a total of 60 questionnaires were distributed among the serving public officials of CDA and MCI, and 52 completed questionnaires were received with a response rate of 86.6%. Other than the questionnaire, 12 in-depth interviews were also conducted with the experts working in Islamabad to know their perspective about the ongoing government system and their suggestions to improve the system efficiently and effectively.

For the public satisfaction survey, questionnaires were distributed to the public in two different methods.

1. 80 questionnaires were given to people coming to the “One Window Operation” office made by the CDA (Capital Development Authority) for the public to register their complaints.
2. 120 questionnaires were distributed randomly to the public in different sectors of Islamabad.

A total of 200 questionnaires were distributed among the general public to know their satisfaction with the performance of the local government and the overall situation of Islamabad. 153 questionnaires were received back with a response rate of 76.5 %.

3.5 INDICATORS

For the selection of urban governance measuring indicators, three main techniques were used;

1. Survey and systemization of indicators
2. Selection of the indicators
3. Implementation of selected indicators in measuring governance effectiveness

3.5.1 SURVEY AND SYSTEMIZATION OF INDICATORS

This technique relied on the documented research and bibliographical data. Initially, online databases and journals were searched for finding the scientific papers and institutionally published or released reports related to the urban governance and effectiveness measurement. These scientific papers and reports helped identify the indicators to measure the urban governance effectiveness and provided different viewpoints on different methodologies to measure the governance.

For finding indicators, two types of criteria were used in online research, which are;

- The period from 1990 to 2020
- Keywords: Governance, Urban Governance, Effectiveness, Effectiveness indicators Urban Governance indicators, urban governance framework, sustainable governance, urbanization, Pakistan

This technique helped compile of the indicators relevant to measuring the urban governance effectiveness and the total of 102 indicators selected.

3.5.2 INDICATOR SELECTION AND IMPLEMENTATION

Content analysis technique was used for organizing the indicators in different categories and groups. The indicators were categorized in different thematic areas, i.e., Government vision, coordination among different tiers of government, Pro-Poor Policies, Policies to achieve sustainability, Transparency, Accountability, Public service delivery and complaints, Political pressure, Quality of civil servants and their efficiency, Gender equality, minorities rights, Privatization, Public-private partnership, and Foreign Direct Investment, the role of media, Demographics effect on governance effectiveness. Initially, these methods were adopted to eliminate the selected indicators list;

1. Self-evaluation of the indicators to remove the repetition and alien indicators
2. Comparing the indicators with the basic definition of urban governance effectiveness
3. Data availability

By applying these criteria, the selected indicators were significantly reduced. The remaining indicators were 74. Finally, these indicators were used for developing the

questionnaire and interviews with the experts of urban governance. The indicators with their references are given in Annexure B.

3.6 DATA ANALYSIS TECHNIQUES

Qualitative and quantitative, both types of data were analyzed in this research. The method used to analyze the qualitative data was by Likert scale with a proper definition of the scale and weightage given to all criteria in the Likert scale.

The Likert scale is interpreted on a five-scale parameter. Here value 1 represented strongly disagree, which showed the poorest condition, value two represented disagree, which showed the poor condition, whereas the value 3 stood for uncertain, which represented the moderate condition, or gives the respondents the option in case either they don't know about that specific questions or indicator or do not to reply to that question. Agree was given the value of 4, which showed the good condition. Whereas strongly agree was given the highest value of 5, which showed the best condition of the relevant questions.

Table 2 Interpretation of Likert Scale

Response	Value	Interpretation
Strongly Disagree	1	Poorest condition
Disagree	2	Poor Condition
Uncertain	3	Moderate condition or unclear about the question
Agree	4	Good condition
Strongly Agree	5	Best condition

Then the collected data was analyzed with the help of Statistical software IBM SPSS (Statistical Package for the Social Sciences) and Microsoft Office. Reliability tests were performed to check whether the data is set is reliable or not. Factor analysis was performed with the help of SPSS to group the questionnaire statements into precise, relevant, and valuable factors or categories.

Descriptive analysis in SPSS was also done with the help of SPSS to find the frequencies, percentages, the mean and standard deviation of the variables, and the respondents of the surveys. The descriptive statistics are presented in the form of tables, and graphs, and charts. Index of satisfaction was also developed for understanding public satisfaction.

3.6.1 FACTOR ANALYSIS

Factor analysis was performed on the barriers data collected from the expert survey. This analysis is done for better understanding and interpretation of the barrier as factor analysis helps in discovering and grouping the large set of data variables into comparatively small but meaningful factors to describe a certain perspective (Tucker, 1958). These small numbers of factors retrieved from factor analysis give the view of all the variables within these small factors. While in SPSS, the Principal components method was applied in the factor analysis as the Principal components method identifies and computes the composite scores for the under-study variables or factors (Neill, 2008).

3.6.2 CHI-SQUARE TEST

Then chi-square test was applied to the survey data. A chi-square test for independence compares two variables in a contingency table to see if they are significantly relevant or

not. The Chi-Square Test tells us that whether the being compared variables have a relationship among them or not. The level of significance is measured by comparing the P-value with the significance of α (where $\alpha = 0.05$). In our study here, if the P-value is greater than α , then the respondents have the same opinion about one specific thing or question. But if the P-value is less than α , then it means that the respondents are not on the same page, and there is a difference of opinion among the respondents (KENT STATE UNIVERSITY, 2020).

3.6.3 YEH'S INDEX OF SATISFACTION

Yeh's Index of Satisfaction was also calculated for this study. Yeh's Index of Satisfaction shows the level of satisfaction of respondents with different categories made in our study.

Mathematically, Yeh's Index of Satisfaction can be written as:

$$YIS = \frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$$

Where: $\sum Agree$ = Total number of responses agreeing to described category.

$\sum Disagree$ = Total number of people disagreeing to described category

$\sum (Total)$ = the total number of responses.

The values of Yeh's Index of Satisfaction range from +1 to -1. The positive index value shows that majority of the respondents are agree to the given indicator or attribute. The larger the value of Yeh's Index of Satisfaction, the more intensive is the degree of

agreement or disagreement. Below is the table explaining the level of satisfaction or dissatisfaction of the respondents.

Table 3 Interpretation of Yeh's Index Values

Parameter	Value	Interpretation
Dissatisfied	-1.00	Poorest Condition
Less Dissatisfied	-0.50	Poor Condition
Neutral	0.00	Uncertain
Less Satisfied	+0.50	Better Condition
Satisfied	+1.00	Best Condition

3.6.4 REGRESSION ANALYSIS

Regression analysis was performed on the factor analysis-based factors and the Mean value index.

3.6.4.1 BINARY LOGISTIC REGRESSION ANALYSIS

Binary Logistic Regression Analysis was performed with the help of IBM SPSS to propose the framework for measuring the urban governance effectiveness of different cities of Pakistan.

Logistic regression is the statistical technique used to predict the relationship between predictors (our independent variables) and a predicted variable (the dependent variable). There must be two or more independent variables, or predictors, for logistic regression. All predictor variables are tested in one block to assess their predictive ability while controlling for the effects of other predictors in the model. The goal is to correctly predict the category of outcome for individual cases using the most parsimonious model. To accomplish this goal, a model (i.e., an equation) is created that includes all predictor

variables that are useful in predicting the response variable. It mainly predicts the z values, which translate the prediction values into a probability.

The chi-square is used to statistically test whether including a variable reduces the badness-of-fit measure. If chi-square is significant, the variable is considered to be a significant predictor in the equation. Logistic regression provides a coefficient 'b', which measures each independent variable's partial contribution to variations in the dependent variable. If the odds ratio is less than 1 then it indicates a negative relationship between Independent Variable and Dependent Variable, and if the value is greater than 1, it indicates a positive relationship between Independent Variable and Dependent Variable.

3.6.4.2 MEAN VALUE INDEX AND REGRESSION VALUES

The literature review highlighted and gave much importance to some key areas for ensuring governance effectiveness. These major areas include; institutions and laws to control corruption, transparency in public projects, participatory approaches, accountability, institutional capacity, modernization in operations and published performance delivery standards. Our questionnaire also included statements related to these key areas. Then a small survey was conducted from the experts related to urban governance. The experts were asked to give preference to the most important aspects of governance to measure governance effectiveness. Questions were asked from the experts in Yes/No responses. Then the mean of those results was computed with the help of SPSS, and the resulted mean was used as Mean Value Index in the analysis.

In SPSS, regression values were saved as a new variable by using the factor analysis method. These regression values were further used in the binary logistic regression analysis.

3.6.4.3 DEPENDENT VARIABLE

Y = Mean Index Value

3.6.4.4 INDEPENDENT VARIABLE

Factor Analysis based factors

X1 = Public Service Delivery and Public-Private Partnership

X2 = Accountability and Transparency

X3 = Quality of public servants

X4 = Capacity and funding of Government Institutions

X5 = Human resources, gender equality and minorities

X6 = Public Projects Continuity and their awareness among the public

X7 = Local dominant traditional and religious factors

3.6.4.5 HYPOTHESIS TESTING

The Null Hypothesis and Alternate Hypothesis were formulated for the regression analysis to evaluate the relationship among various factors and Mean Index Value to measure the governance effectiveness through our prediction model.

3.6.4.6 ALTERNATE HYPOTHESIS

H_A = There is a relationship among the governance effectiveness Mean Index Value and factors generated through factor analysis

3.6.4.7 NULL HYPOTHESIS

H_0 = There is no relationship between the governance effectiveness Mean Index Value and factors generated through factor analysis

3.7 Governance Effectiveness of Other Cities of Pakistan

Finally, a survey was conducted to measure the urban governance effectiveness of other cities of Pakistan. Ten experts were selected from ten cities of Pakistan, one each from every city. A questionnaire was formed, which consisted of 7 factors generated through Factor Analysis. Key areas of governance were also mentioned in the questionnaire to help the experts better understand the factors. The respondents were asked to rate the performance and situation of these factors of governance effectiveness in their own cities. The survey was sent to ten experts belonging to ten cities of Pakistan. These cities include Islamabad, Lahore, Rawalpindi, Faisalabad, Multan, Sialkot, Sargodha, Sahiwal, Bahawalpur and Gujranwala. The experts were asked to rate the factors on the Likert Scale ranging from 0 to 10. The interpretation of the scale is given below;

Table 4 Interpretation of Likert Scale for Level of Governance

Response	Value	Interpretation
Worst	0	Worst Condition
Very Poor	1-2	Very Poor Condition
Poor	3-4	Poor Condition
Fair	5-6	Fair Condition
Good	7-8	Good Condition
Excellent	9-10	Excellent Condition

Then the governance effectiveness of these cities was ranked according to their conditions as rated by the experts. Interpretation of Performance Scale of Low, Fair, Good, Very Good and Excellent is given in below table;

Table 5 Interpretation of Governance Level of Cities

Values Range	Interpretation
0-20	Low
21-40	Fair
41-60	Good
61-80	Very Good
81-100	Excellent

3.8 ETHICAL REQUIREMENTS

3.8.1 COVID-19 SOPS

All the Corona SOPs issued by the Government of Pakistan were followed during the conduct of the whole study due to the ongoing COVID-19 pandemic (Govt of Pakistan, 2020; Health, 2020). The main precautionary measures are taken while carrying out the study include;

- Physical contact was avoided with the persons during the data collection through questionnaires and semi-structured interviews.
- A distance of 6 feet was maintained during the interaction with the experts and general public.
- Small gatherings were avoided during the study.
- Alcohol-based sanitizers were used for disinfection during the interaction with people.
- It was made sure that all the people present during any interaction were all wearing surgical/medical masks.
- Masks were provided to the respondents in case of unavailability

4 CHAPTER 4: DATA ANALYSIS AND RESULTS

This chapter includes the data analysis by different methods and the results based on the survey questionnaire data, literature review, and in-depth expert interviews. Different analyses were performed like factor analysis, cross tab analysis, descriptive frequencies, and percentages on the collected data to reach a clear conclusion. In the first stage, the impact of experts on urban governance effectiveness was evaluated. The evaluation revealed the behaviour and trends of the experts towards the effectiveness of governance in Islamabad. In the second stage, the barriers towards measuring the urban governance effectiveness were identified through the expert survey. In the third stage, the performance of local government and institutions was measured by the public satisfaction survey. Different charts and tables are also prepared to clear the picture of urban governance effectiveness in Islamabad.

4.1 Evaluating The Impact of Experts on Urban Governance Effectiveness

4.1.1 Socio-Demographic Characteristics of Experts

The socio-demographic characteristics of 52 experts are presented in the table. These experts belonged to the two main offices of Islamabad's local government: The Capital Development Authority (CDA) Secretariat Islamabad and Metropolitan Corporation Islamabad (MCI). These offices are responsible for all that matters in Islamabad and their work, attitude, professionalism, and dedication play a pivotal role in providing the services to the public. The experts were presented with open-ended and close-ended

questions in their offices. One-on-One interviews were also conducted of the 12 experts in their offices and their viewpoints about different aspects, strengths, and weaknesses of the local government institutions were recorded.

Designation wise, 38.5% of experts are serving at the Executive Posts, 46.2% of the respondents belong to the Managerial Posts whereas 15.4% are serving as the Supporting Staff at the local government offices. And the Standard Deviation stood at 0.703.

Qualification-wise, 46.2% of the respondents had 18 Years or More than 18 Years of Education, including a Ph.D. and Master's degree in their respective fields. This represents that almost half of the respondents were highly qualified. 50% of the respondents had 14-16 Years of Education, whereas 3.8% of the respondents had 12 Years or less than 12 Years of Education.

When weighing the respondents based on their experience in their fields, slightly more than half (53.8%) of the respondents had more than 15 Years of experience, whereas 46.2% of the respondents had less than 15 Years of experience. The average of years of experience was calculated as 19.2 years of experience. Their responses are most relevant to our study because these experts belonged to higher pay scales grades. They seldomly get fired or transferred from their posts because of personal relations and political influence.

Gender-wise, the sample of the respondents comprised 82.7% of male participants, and female respondents were 17.3%. Very low Representation of women was observed in the offices.

Representing the age groups of the respondents, 38.5% of the total respondents were Young having ages between 19 to 40 Years. In contrast, the older respondents aged between 40 to 60 Years were 61.5% of the total sample. The average age of the respondents was calculated as 43.87 years.

A detailed table representing all the socio-demographics of the respondents of the questionnaire survey is given below.

Table 6 Socio-Demographics of Experts

Socio-Demographics		Frequency	Percentage	Mean	Standard Deviation
Designation	Executive Posts	20	38.5	1.77	0.703
	Managerial Posts	24	46.2		
	Supporting Staff	8	15.4		
Highest Qualification	18 Years or More than 18 Years of Education	24	46.2	1.58	0.572
	14-16 Years of Education	26	50		
	12 years or less than 12 Years of Education	2	3.8		
	More than 15 Years	28	53.8	19.02	9.097

Years of Service	Less than 15 Years	24	46.2		
Gender	Male	43	82.7	1.17	0.382
	Female	9	17.3		
Age	Young (19-40 Years)	20	38.5	43.87	9.460
	Older (40-60 Years)	32	61.5		

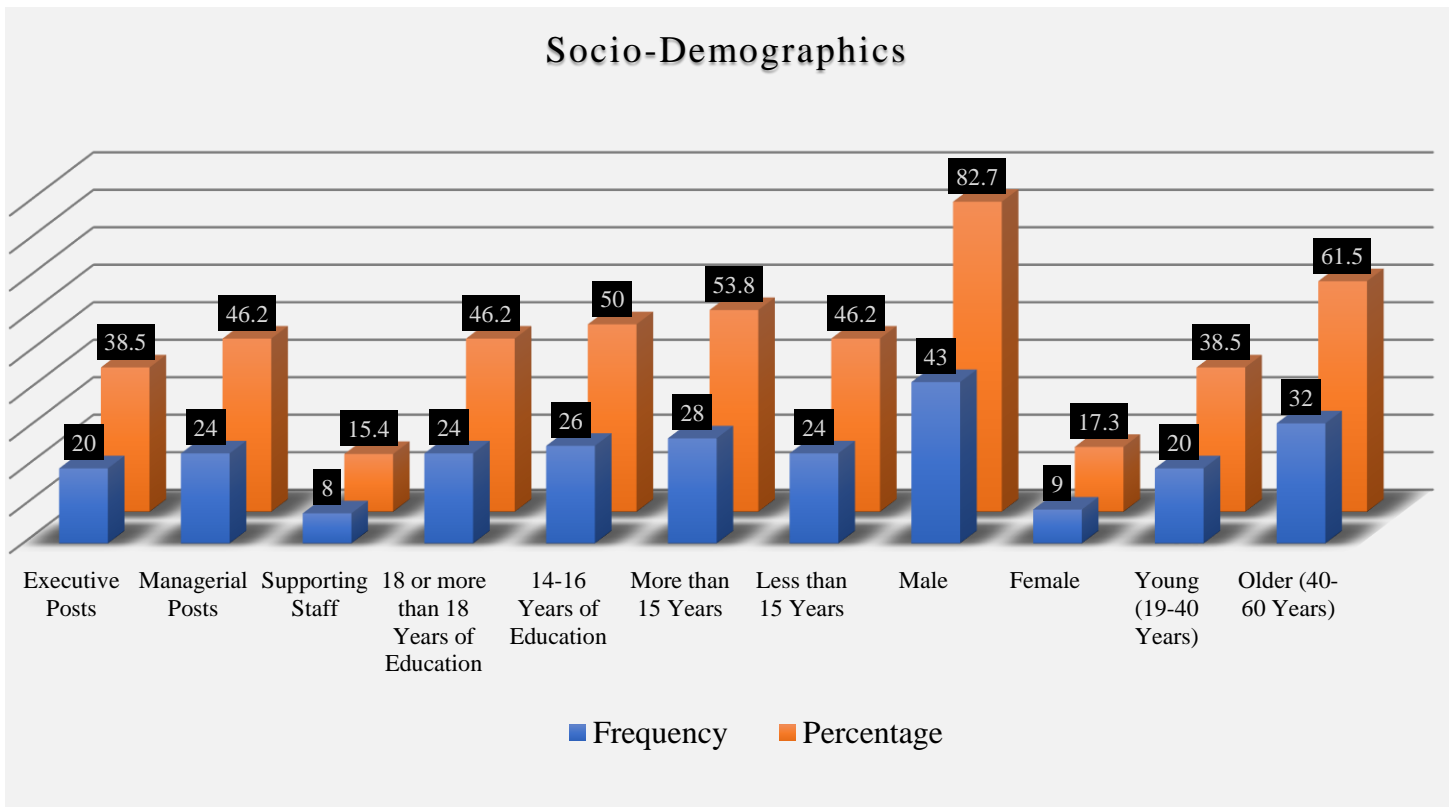


Figure 2 Socio-Demographics of Experts

4.1.2 Factors Affecting the Governance Effectiveness

The questionnaire designed to take responses of the experts comprised of 45 questions. These questions were divided into ten categories based on the literature review already done in Chapter.

These categories are given below, and a detailed table is given in Annexure.

1. Government vision and coordination
2. Pro-Poor Policies
3. Policies to achieve sustainability
4. Transparency
5. Accountability
6. Public service delivery and complaints
7. Political pressure and Quality of civil servants and their efficiency
8. Gender equality and minorities rights
9. Privatization, PPP, and FDI
10. Demographics affect governance effectiveness

Then the categorized data was processed in IBM SPSS Statistics 21 software. First of all, we checked the reliability of the data. The reliability of the data was calculated by using the Cronbach's Alpha Method in SPSS. Cronbach's Alpha is used to measure the internal consistency among the available factors and tells us whether our data is reliable or not. The reliability coefficient values range from 0 to 1, where 0 shows the poorest reliability of data and 1 represents perfect internal reliability of the provided data. The reliability test showed a result of 0.86, which means that our data was 86.3% reliable.

According to (Darko et al., 2017), as 0.86 is greater than the threshold value of 0.7, then it means that our data of survey was reliable at a significance level of 5 %. To further increase the reliability of our data, we excluded 4 question statements from the questionnaire based on Cronbach's Alpha if item deleted column of item-total statistics table. After removing the identified 4 question statements, the reliability of our data increased to 0.90 which means that our data is 90% reliable. In SPSS, 90% reliability of data stands among the maximum possible reliability of any data.

The questions were then compared with the respondents' socio-demographic characteristics to check whether the socio-demographic characteristics have a significant effect on some of the categories or the effect is insignificant. A crosstab analysis was performed in SPSS with the questions with the five grouping variables separately. A Chi-square test was applied to the data files, including the frequency tests.

4.1.3 Impact of Designation on Factors

By applying the Chi-square test in SPSS on the literature-based categories, we got the P-values representing the significance and insignificance level of different factors. The Chi-square test results showed that the respondents agreed on most of the categories, and the difference of opinion was observed in Category 7. The P-value of Category 7 (Political pressure and Quality of civil servants and their efficiency) is 0.004, which shows a significant difference of opinion among the experts about the Political pressure and Quality of civil servants and their efficiency factor. Most of the experts responded positively, and others gave their negative opinions. The values of Yeh's Index showed

that the experts showed their dissatisfaction with category 7 (Political pressure and Quality of civil servants and their efficiency) and category 9 (Privatization, PPP, and FDI) and said that government needs to improve these factors for the betterment of the public.

During the interviews, the experts serving on the executive posts denied the presence and role of political pressure in the matters of local government institutions. They said there used to be political pressure in the past governments, but the current government has changed that perspective. There is no political pressure whatsoever from the current government on government employees. One expert revealed that if there were any personal or political interference in the institutions, his son would not have worked in Saudi Arabia. Instead, he would have been working in some government office in Pakistan. But the views of the experts belonging to managerial posts and supporting staff were different from that of the executive posts. They said that there is still political pressure in the government offices. One expert said that only the method of political interference has changed. First, the politicians used to come to the government offices directly and asked for favours, but now they work through back-door channels and get their work done. One expert said that the politicians even interfere in the selection and postings of the civil servants too.

When it came to the quality and efficiency of the civil servants, the people belonging to the executive posts were happy with the civil servants. They said that the civil servants were highly qualified, skilled, tech-friendly, and efficient in their work. Contrary to this statement, the experts belonging to the managerial posts and supporting staff said that

the quality and efficiency of civil servants is poor, and people are promoted in the offices based on their years of experience, not on their skills or qualifications. One expert revealed that the right person is not posted on the right job according to their expertise and qualification. And for him, this was the biggest and most important problem in the institutions.

The following table shows the percentage of responses compared with the respondents' designation as the grouping variable. The table also contains Yeh's Index of Satisfaction values and P-values retrieved by the Chi-square test.

Table 7 Responses compared with the Designation of the respondents

Sr. No	Categories	Responses					Index Value $\frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$	P-Value
		Strongly Disagree %	Disagree %	Uncertain %	Agree %	Strongly Agree %		
1.	Government vision and coordination	12.30	16.53	19.23	33.46	18.46	0.23	0.097
2.	Pro Poor Policies	8.97	18.58	16.02	25	31.41	0.29	0.673
3.	Policies to achieve sustainability	0.64	4.80	9.29	43.58	41.66	0.80	0.455
4.	Transparency	1.92	13.84	18.84	30.38	35	0.50	0.565
5.	Accountability	11.05	12.98	11.05	31.73	33.17	0.41	0.270
6.	Public service delivery and complaints	9.61	18.26	8.17	35.09	28.84	0.36	0.691
7.	Political pressure and Quality of civil	11.53	33.33	12.17	25.64	17.30	-0.02	0.004

	servants and their efficiency							
8.	Gender equality and minorities rights	1.28	18.58	14.74	31.41	33.97	0.46	0.544
9.	Privatization, PPP and FDI	27.56	18.58	10.89	26.28	16.66	-0.03	0.471
10.	Demographics effect on governance effectiveness	0	1.92	4.61	50	43.46	0.92	0.835

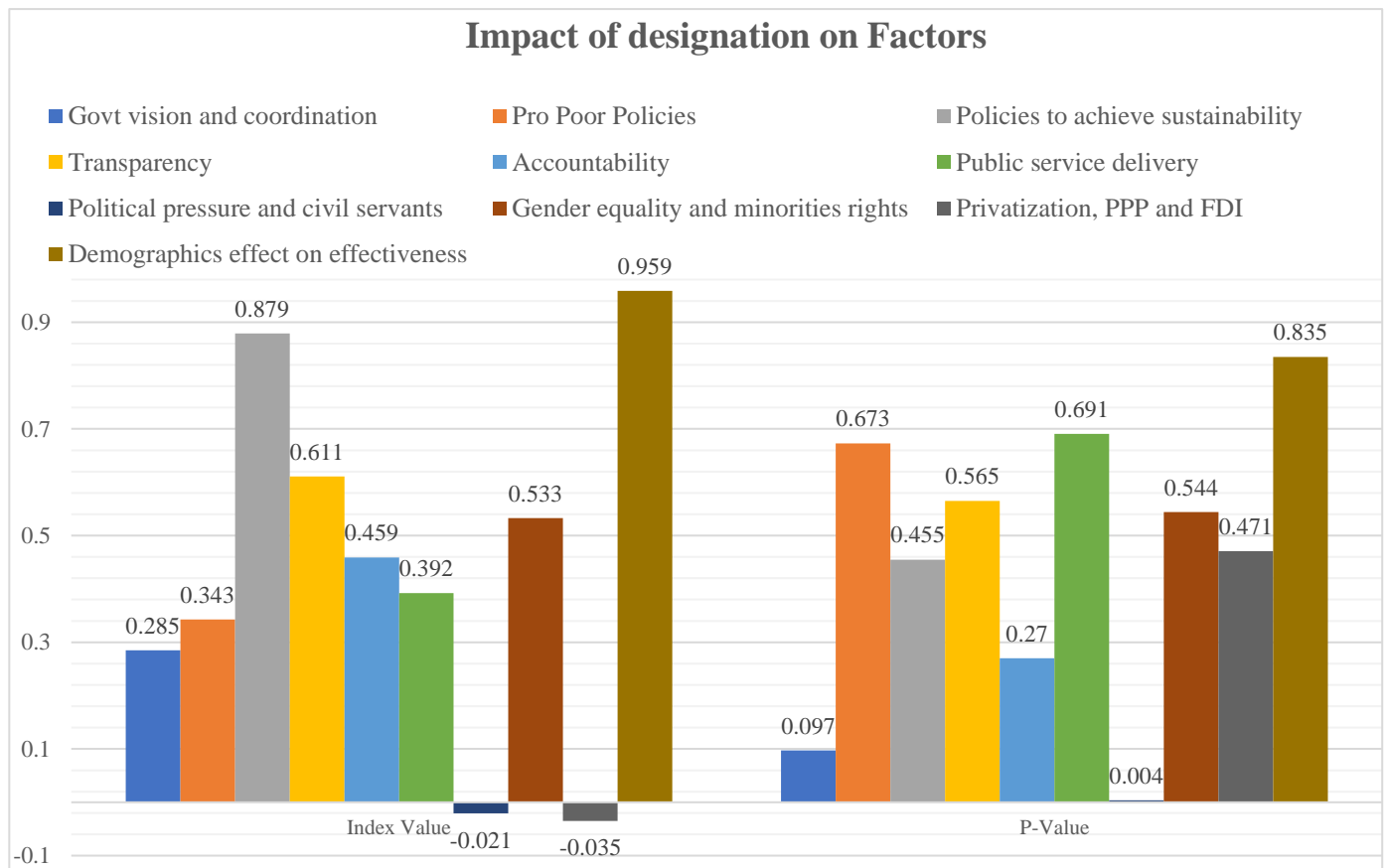


Figure 3 Impact of Designation on Responses

4.1.4 Impact of Qualification on Factors

Here, results of the Chi-square test showed that the respondents agreed on most of the categories, and the difference of opinion was observed in Category 1. The P-value of Category 1 (Government vision and coordination) is 0.028, which points out a difference of opinion among the experts about Government vision and coordination factors. The values of Yeh's Index showed that the experts showed their dissatisfaction with category 7 (Political pressure and Quality of civil servants and their efficiency) and category 9 (Privatization, PPP, and FDI) and said that government needs to improve these factors for the betterment of the public.

During the interviews, the experts having 18 Years or More than 18 Years of Education agreed that the government has the vision. They also said that the government has approved long-term and short-term plans for public welfare, and the different tiers of government also have coordination among them. One expert noted that all the concerned departments and officers are briefed whenever the government takes any decision and taken in confidence for that decision, and everyone owns that decision. They also said that the current governments mostly honour the commitments of the previous governments with a few exceptions. But the experts having 14-16 Years of Education and 12 Years or less than 12 Years of Education disagreed with this viewpoint. They believed that there was poor coordination among different government tiers, and new governments never honour the commitments of the previous governments. One expert gave the example of a continuously delayed Islamabad Metro Bus System project and said that it would have been completed until now if the previous government had not

started it. As a result, people will benefit a lot more than expected from this project. But the government is reluctant to release funds for the project. But they also agreed that the current government has visions and is working on long-term and short-term development plans to better its people.

The following table shows the percentage of responses compared with the respondents' highest qualification as the grouping variable. The table also contains Yeh's Index of Satisfaction values and P-values retrieved by the Chi-square test.

Table 8 Responses Compared with the Qualification of the Respondent

Sr. No.	Categories	Responses					Index Value $\frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$	P-Value
		Strongly Disagree %	Disagree %	Uncertain %	Agree %	Strongly Agree %		
1.	Government vision and coordination	12.30	16.53	19.23	33.46	18.46	0.23	0.028
2.	Pro Poor Policies	8.97	18.58	16.02	25	31.41	0.29	0.462
3.	Policies to achieve sustainability	0.64	4.80	9.29	43.58	41.66	0.80	0.896
4.	Transparency	1.92	13.84	18.84	30.38	35	0.50	0.196
5.	Accountability	11.05	12.98	11.05	31.73	33.17	0.41	0.290
6.	Public service delivery and complaints	9.61	18.26	8.17	35.09	28.84	0.36	0.644
7.	Political pressure, Quality of civil servants and their efficiency	11.53	33.33	12.17	25.64	17.30	-0.02	0.228

8.	Gender equality and minorities rights	1.28	18.58	14.74	31.41	33.97	0.46	0.920
9.	Privatization, PPP and FDI	27.56	18.58	10.89	26.28	16.66	-0.03	0.384
10.	Demographics effect on governance effectiveness	0	1.92	4.61	50	43.46	0.92	0.888

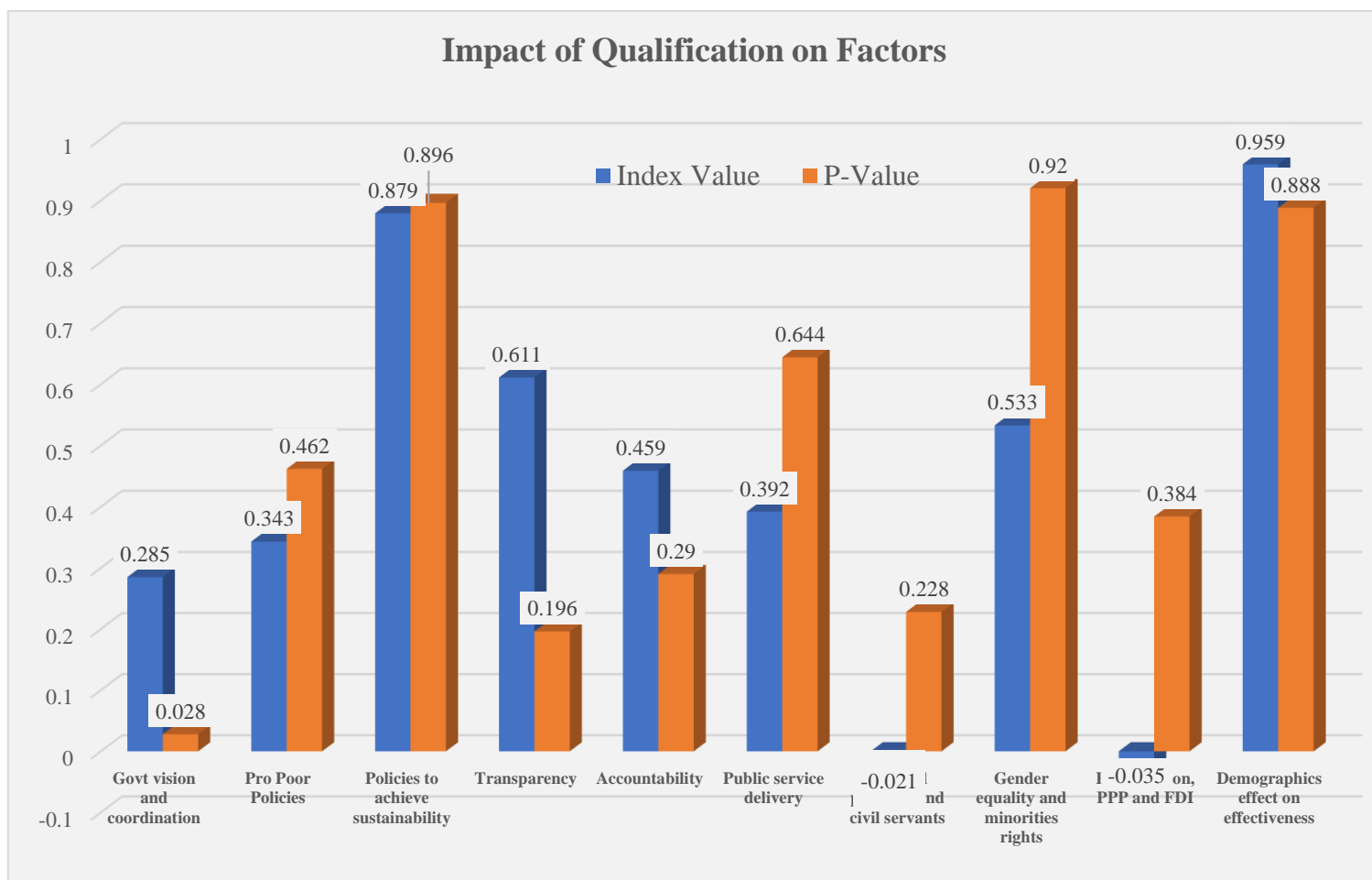


Figure 4 Impact of Qualification on Responses

4.1.5 Impact of Experience on Factors

Here, results of the Chi-square test showed that respondents agreed on most of the categories, and difference of opinion was observed in Category 1 and Category 5. The P-value of Category 1 (Government vision and coordination) is 0.031. There is a significant difference of opinion among the experts about the Government vision and coordination factors. The P-value of Category 5 (Accountability) is 0.019, pointing out the difference of opinion among experts. The values of Yeh's Index showed that the experts showed their dissatisfaction with category 7 (Political pressure and Quality of civil servants and their efficiency) and category 9 (Privatization, PPP, and FDI) and said that government needs to improve these factors for betterment of the public.

During the interviews, the experts having more than 15 years of experience said that the government has the vision. They also said that the government has approved long-term and short-term plans for public welfare, and the different tiers of government also have coordination among them. They also said that the current government honours the commitments of the previous governments. But the experts having less than 15 years of experience showed their concerns towards these factors. They believed that there was poor coordination among different tiers of government, and new governments fail to honour the commitments of the previous governments. But they also agreed that the current government has visions and is working on long-term and short-term development plans to better its people. Talking about category 5 (Accountability), the experts having more than 15 years of experience said that there were proper laws, rules, regulations, and special courts and institutions for the accountability of the civil servants.

They also conveyed that the law of free access to information was present, and everyone can get the required information about the progress and projects of the government.

But the experts having less than 15 years of experience showed their concerns about the accountability process as a whole. However, they agreed to the presence of proper laws, rules, regulations, and special courts and institutions for the accountability of the civil servants. One expert said that whenever an inquiry starts over any corrupt practice or any illegal act of the civil servants, the supporting staff and the managerial posts get punished, and the executive post officers get away with such inquiries. However, they are the ones who are mostly responsible for such illegal practices.

One expert serving on a managerial post revealed that corrupt practices were only done in the Building Control Department of the CDA. He said that the directors of the Building Control Department always come directly from the Federal Bureaucracy (CDA officers are not appointed on this seat), and they do corrupt practices. CDA gets defamed all the time for their irregularities and corruption. One expert said that the law for free access to information exists just for its sake and none provides information to the general public.

The following table shows the percentage of responses when compared with the years of experience of the respondents as the grouping variable. The table also contains Yeh's Index of Satisfaction values and P-values retrieved by the Chi-square test.

Table 9 Responses Compared with the Years of Experience of the Respondents

Sr. No.	Categories	Responses					Index Value $\frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$	P-Value
		Strongly Disagree %	Disagree %	Uncertain %	Agree %	Strongly Agree %		
1.	Government vision and coordination	12.30	16.53	19.23	33.46	18.46	0.23	0.031
2.	Pro Poor Policies	8.97	18.58	16.02	25	31.41	0.29	0.378
3.	Policies to achieve sustainability	0.64	4.80	9.29	43.58	41.66	0.80	0.976
4.	Transparency	1.92	13.84	18.84	30.38	35	0.50	0.329
5.	Accountability	11.06	12.98	11.05	31.73	33.17	0.41	0.019
6.	Public service delivery and complaints	9.61	18.26	8.17	35.09	28.84	0.36	0.865
7.	Political pressure and Quality of civil servants and their efficiency	11.53	33.33	12.17	25.64	17.30	-0.02	0.513
8.	Gender equality and minorities rights	1.28	18.58	14.74	31.41	33.97	0.46	0.272
9.	Privatization, PPP and FDI	27.56	18.58	10.88	26.27	16.65	-0.03	0.223
10.	Demographics effect on governance effectiveness	0	1.92	4.61	50	43.46	0.92	0.924

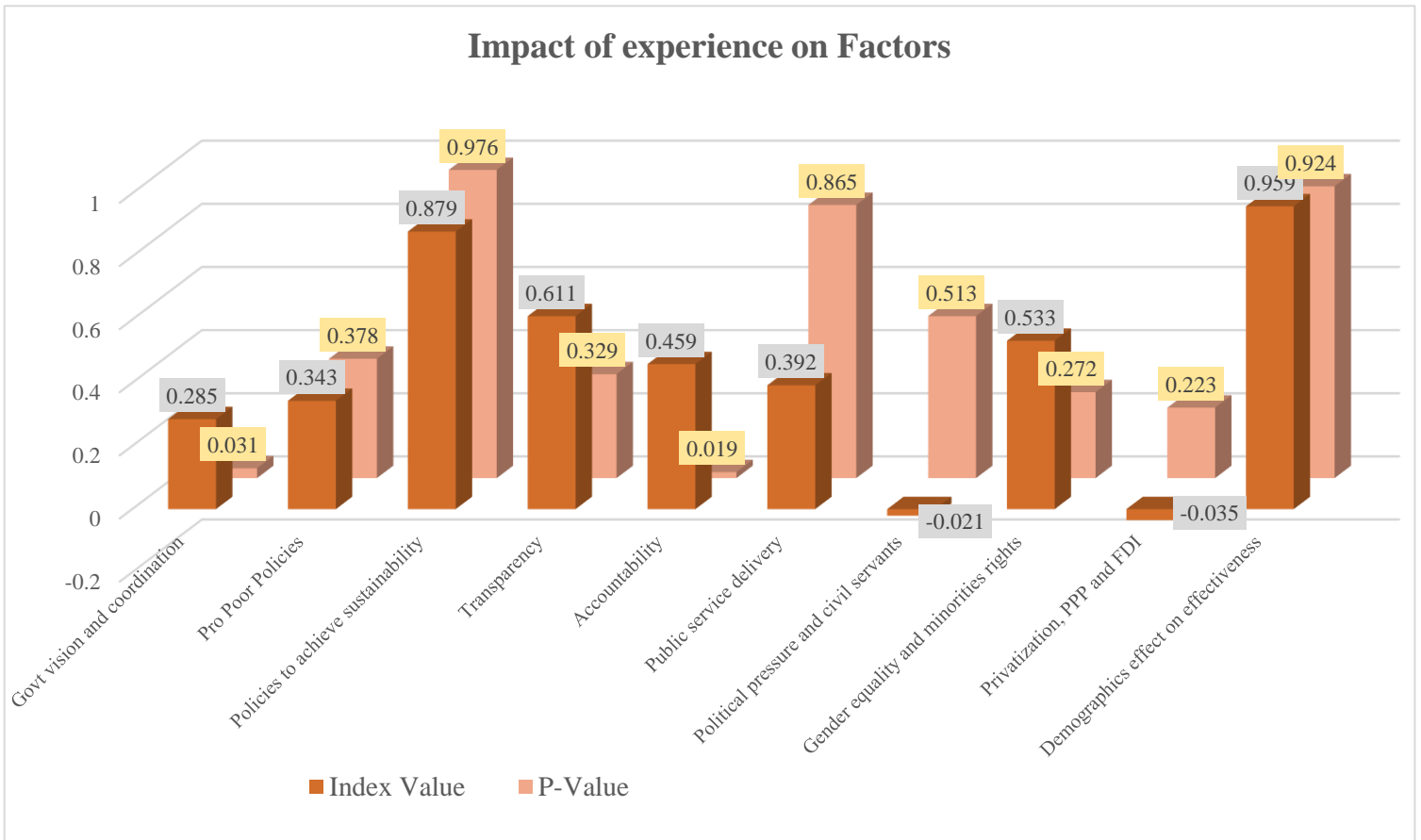


Figure 5 Impact of Experience on Responses

4.1.6 Impact of Gender on Factors

Here, results of the Chi-square test showed that the respondents had a difference of opinion for Category 7. The P-value of Category 7 (Political pressure and Quality of civil servants and their efficiency) is 0.017, which means a significant difference of opinion among the experts about the Political pressure and Quality of civil servants and their efficiency indicators. As of Yeh's Index values, experts showed their dissatisfaction with category 7 (Political pressure and Quality of civil servants and their efficiency) and category 9 (Privatization, PPP, and FDI) and said that government needs to improve these factors for the betterment of the public.

During the interviews, male experts had mixed opinions about the Political pressure and Quality of civil servants and their efficiency factor. Some of them denied the presence and role of political pressure in the matters of local government institutions. In contrast, others said that all the decisions of the local government institutions are directly or indirectly affected by political interference. But the views of female experts were opposite to the views of their male counterparts. They said that every decision in the public offices is taken based on political motives, and none cares about the welfare of the public.

When it came to the quality and efficiency of the civil servants, the male experts were happy with the quality, efficiency, and performance of the civil servants. They said that the civil servants were highly qualified, skilled, tech-friendly, and efficient in their work. Contrary to this statement, the female experts said that the quality and efficiency of civil servants are poor, and people are promoted in the offices based on their years of experience, not on their skills or qualifications. One female expert said that women were hired in the departments to show some female representations in the offices, and most women are hired in non-authoritative posts. Few female experts were observed in the CDA and MCI offices, and only 2 women were working on managerial posts. The rest of the women were in supporting staff. One female expert said that she was a law graduate and had been serving in CDA for seven years and till now, her seniors treat her like a private secretary, and her job primarily is to write letters and organizing files. Another female expert said that promotions were only for their male counterparts, and

the women who get promoted have deeper links in the bureaucracy or have political influence.

The following table shows the percentage of responses when compared with the gender of the respondents as the grouping variable. The table also contains Yeh's Index of Satisfaction values and P-values retrieved by the Chi-square test.

Table 10 Responses Compared with the Gender of Respondents

Sr. No.	Categories	Responses					Index Value $\frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$	P-Value
		Strongly Disagree %	Disagree %	Uncertain %	Agree %	Strongly Agree %		
1.	Government vision and coordination	12.30	16.53	19.23	33.46	18.46	0.23	0.147
2.	Pro Poor Policies	8.97	18.58	16.02	25	31.41	0.29	0.374
3.	Policies to achieve sustainability	0.64	4.80	9.3	43.59	41.67	0.80	0.150
4.	Transparency	1.92	13.84	18.84	30.38	35	0.50	0.477
5.	Accountability	11.06	12.98	11.05	31.73	33.17	0.41	0.053
6.	Public service delivery and complaints	9.61	18.26	8.17	35.09	28.84	0.36	0.167
7.	Political pressure and Quality of civil servants and their efficiency	11.54	33.34	12.17	25.62	17.31	-0.02	0.017

8.	Gender equality and minorities rights	1.28	18.58	14.74	31.41	33.97	0.46	0.749
9.	Privatization, PPP and FDI	27.56	18.58	10.89	26.28	16.66	-0.03	0.899
10.	Demographics effect on governance effectiveness	0	1.92	4.61	49.99	43.47	0.92	0.693

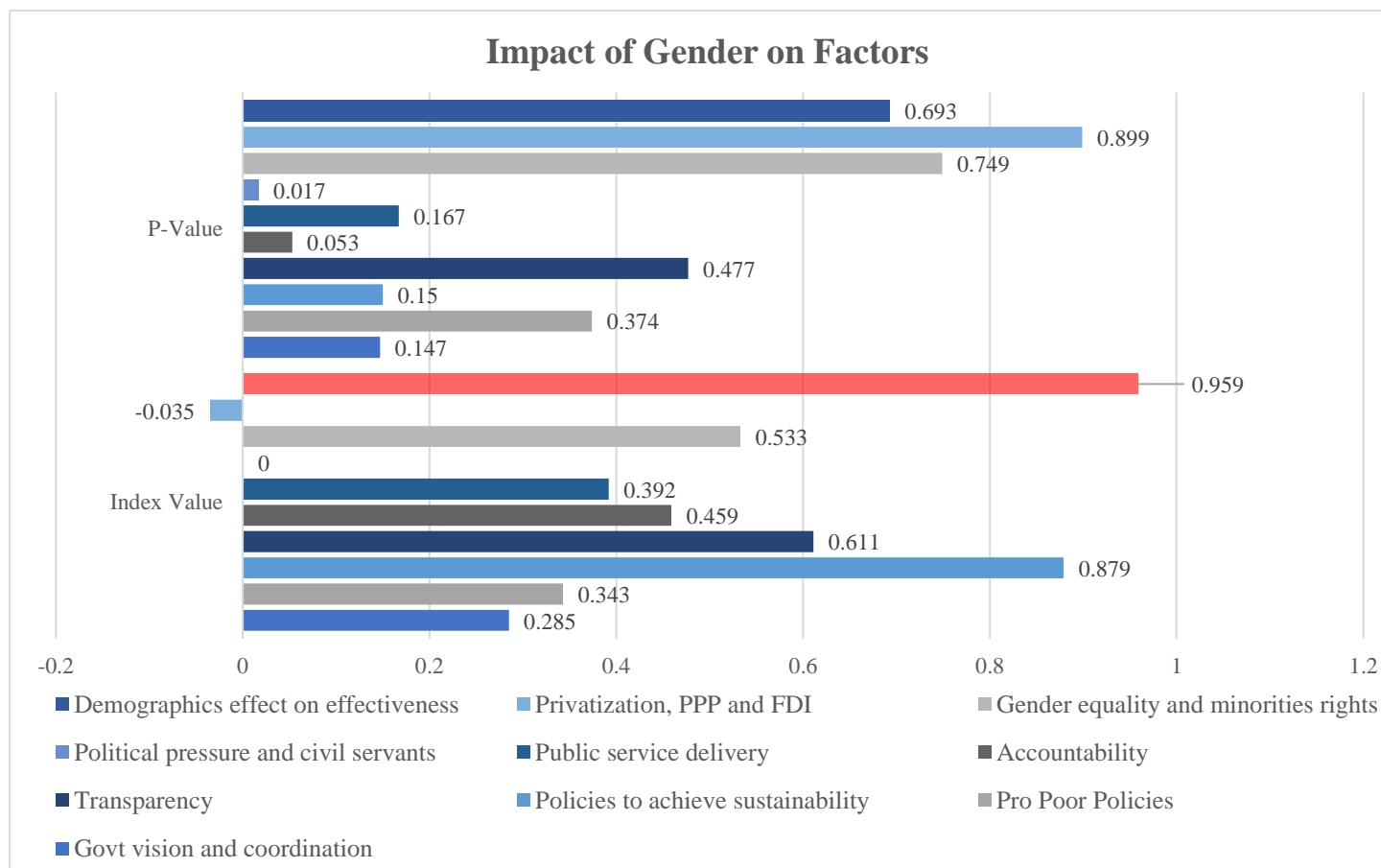


Figure 6 Impact of Gender on Responses

4.1.7 Impact of Age on The Factors

Here, results of the Chi-square test showed that the respondents agreed on most of the factors, and the difference of opinion was observed in three factors. These factors are factors 6, factor 8, and factor 9. The P-value of factor 6 (Public service delivery and complaints) is 0.011, which means a significant difference of opinion among the experts about the public service delivery and complaints factor. The P-value of factor 8 (Gender equality and minorities rights) is 0.001 which means a significant difference of opinion among the experts about the Gender equality and minorities rights factor. The P-value of factor 9 (Privatization, PPP, and FDI) is 0.025 which means a significant difference of opinion among the experts about the Privatization, PPP, and FDI factor. The values of Yeh's Index showed that the experts showed their dissatisfaction with category 7 (Political pressure and Quality of civil servants and their efficiency) and category 9 (Privatization, PPP, and FDI) and said that government needs to improve these factors for betterment of the public.

During the interviews, the young experts were not satisfied with the condition of the public service delivery system and the performance and efficiency of complaint offices. Whereas the older experts were satisfied with the public service delivery system, and they believed that everything gets better with time and there are no shortcut solutions, and governments are slowly and steadily improving the services. Everything will get better in the future.

The young experts showed their concerns about gender participation and representation in all processes, and they also showed their concerns about the lack of rights given to

minorities. One young expert said that there is the need to provide proper and deserved representation to women in public offices as everyone has their strengths and weaknesses as a gender. Still, the combination of men and women working together on issues can lead to better solutions and sustainable growth. The older experts had mixed opinions towards women's representation in the offices. Some agreed to give more representation to women in offices, and others said they already had enough women.

Lastly, almost all of the respondents did not entertain the verbally asked questions related to the rights of the minorities. Some experts called it a controversial topic and chose to keep quiet on the topic. One expert said that the minorities enjoy full rights in the city and are given proper representation in all aspects of life. The minority issues highlighted in the newspapers are propaganda spread by the people who have foreign agendas or getting foreign funding. One of the experts himself was a minority, belonging to Sindh provinces, and was currently serving on a managerial post in CDA. He said that there is no discrimination against minorities in the local government institutions but agreed that minorities should be given more participation and representation in the offices.

During one-on-one interviews, almost all the experts agreed that there is a need to focus more on the privatization, Public-Private partnerships, and Foreign Direct Investment aspects. They said many projects where the government can benefit more from converting those projects to Public-Private Partnership practices. One expert said that he has 30 years of experience working in Islamabad offices, and he has not heard of any project which has received foreign direct investment. One expert revealed that

The following table shows the percentage of responses when compared with the gender of the respondents as the grouping variable. The table also contains Yeh's Index of Satisfaction values and P-values retrieved by the Chi-square test.

Table 11 Responses Compared with the Age of the Respondents

Sr. No	Categories	Responses					Index Value $\frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$	P-Value
		Strongly Disagree %	Disagree %	Uncertain %	Agree %	Strongly Agree %		
1.	Government vision and coordination	12.29	16.53	19.23	33.46	18.46	0.23	0.785
2.	Pro Poor Policies	8.97	18.58	16.02	25	31.41	0.29	0.122
3.	Policies to achieve sustainability	0.64	4.80	9.3	43.59	41.67	0.80	0.313
4.	Transparency	1.92	13.84	18.84	30.38	35	0.50	0.231
5.	Accountability	11.06	12.98	11.05	31.73	33.17	0.41	0.267
6.	Public service delivery and complaints	9.61	18.26	8.175	35.08	28.85	0.36	0.011
7.	Political pressure and Quality of civil servants and their efficiency	11.53	33.33	12.17	25.64	17.30	-0.02	0.544
8.	Gender equality and minorities rights	1.28	18.58	14.74	31.41	33.97	0.46	0.001

9.	Privatization, PPP and FDI	27.56	18.58	10.89	26.28	16.66	-0.03	0.025
10.	Demographics effect on governance effectiveness	0	1.91	4.61	50	43.46	0.92	0.132

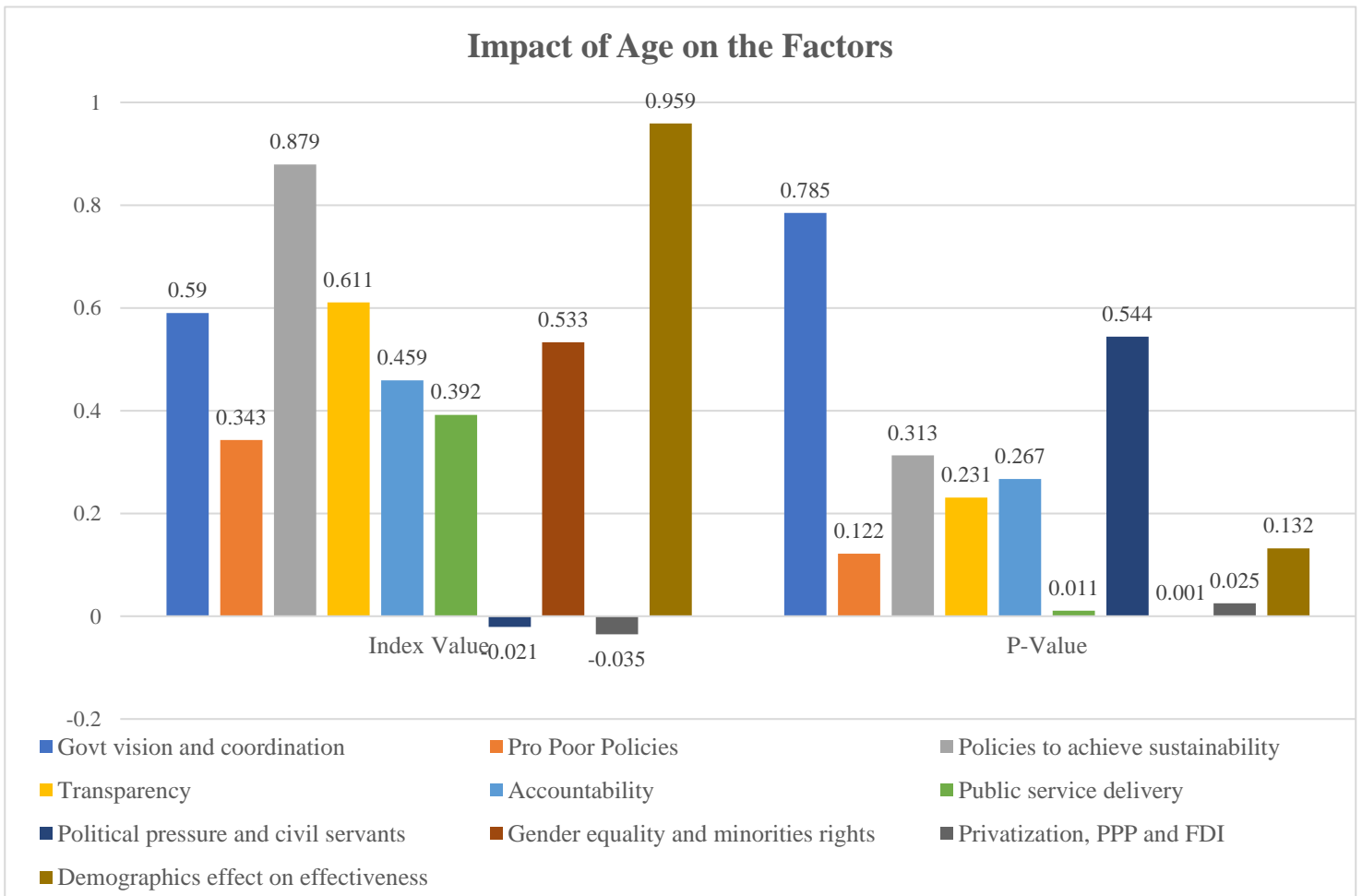


Figure 7 Impact of Age on Responses

4.2 BARRIERS TO URBAN GOVERNANCE EFFECTIVENESS

The study's second objective was to identify the barriers to using the internationally existing frameworks to measure the urban governance effectiveness through the experts belonging to government institutions.

For this purpose, a questionnaire survey was conducted of the local authorities of Islamabad, Capital Development Authority Islamabad (CDA), and Metropolitan Corporation Islamabad (MCI). A total of 60 questionnaires were distributed among the serving public officials, and 52 completed questionnaires were received with a response rate of 86.6%. Other than the questionnaire, 12 in-depth interviews were conducted with the experts working in Islamabad.

4.2.1 Socio-Demographic Characteristics

The socio-demographic characteristics of 52 experts are given in the following table;

Table 12 Socio-Demographics of Experts

Socio-Demographics		Frequency	Percentage	Mean	Standard Deviation
Designation	Executive Posts	20	38.5%	1.77	0.703
	Managerial Posts	24	46.2%		
	Supporting Staff	8	15.4%		
Highest Qualification	18 Years or More than 18 Years of Education	24	46.2%	1.58	0.572
	14-16 Years of Education	26	50%		
	12 years or less than 12 Years of Education	2	3.8%		
Years of Service	More than 15 Years	28	53.8%	19.02	9.097
	Less than 15 Years	24	46.2%		
Gender	Male	43	82.7%	1.17	0.382
	Female	9	17.3%		
Age	Young (19-40 Years)	20	38.5%	43.87	9.460
	Older (40-60 Years)	32	61.5%		

4.2.2 Statistical Analysis

The data collected for measuring the barriers were also analyzed by the software SPSS (Statistical Package for the Social Sciences), and Microsoft was also used to calculate the percentages and average means. Mainly, the data reduction method named “Factor analysis” was performed on all the barriers to categorize the data and better understand the issues.

Firstly, the Z scores of all the variables were calculated before the tests to increase the KMO value of the factors. The KMO value of the factors increased by taking the z-scores of all the factors. Then the reliability of data was checked using IBM SPSS by

applying the Cronbach's Alpha method. This test measures the internal consistency among the different factors. The value of Cronbach's alpha coefficient calculated was 0.713, which is greater than the threshold value of 0.7. This means that the data of this study was reliable at a significance level of 5%.

4.2.3 Factor Analysis

Factor analysis was performed for better interpretation and easy understanding of the barriers. It categorizes a large number of variables, which are connected or similar to some extent, into small categories and makes it easy for us to interpret and then explain all the variables quickly and smartly. Many other tests were also performed to check the suitability of factor analysis to our study requirements. Bartlett's test of sphericity and KMO measure test was also conducted.

Using IBM SPSS, factor analysis was performed on all the factors to convert them into suitable and well-integrated categories. The KMO value was found to be 0.651, and the chi-square value in Bartlett's test was recorded to be 1001.945, which is very large and the associated significance to lowest possible at 0.000. These values showed that our data was suitable for the Factor Analysis.

Table 13 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.651
Bartlett's Test of Sphericity	Approx. Chi-Square	1001.945
	df	465
	Sig.	.000

For Factor Analysis, the Principal component analysis method and varimax rotation were applied to the data in SPSS to make categories. The number of factors was not specified, and a free hand was given to SPSS to make the desired categories. For factor retention, the default option of retaining all factors having eigenvalues that are greater than 1.0 was selected. This means that the factors having eigenvalues greater than 1.0 will be included for factor extraction. The results showed that the factors having Eigenvalues greater than one were accumulating 71.706% of the total variance.

Table 14 Total Variance Explained Table

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.104	29.366	29.366	9.104	29.366	29.366
2	3.786	12.212	41.579	3.786	12.212	41.579
3	2.589	8.352	49.931	2.589	8.352	49.931
4	1.622	5.231	55.162	1.622	5.231	55.162
5	1.543	4.979	60.14	1.543	4.979	60.14
6	1.304	4.208	64.348	1.304	4.208	64.348
7	1.187	3.829	68.178	1.187	3.829	68.178
8	1.094	3.529	71.706	1.094	3.529	71.706
9	0.918	2.963	74.669			
10	0.838	2.702	77.371			
11	0.799	2.578	79.95			
12	0.754	2.432	82.381			
13	0.672	2.168	84.549			
14	0.646	2.083	86.632			
15	0.576	1.86	88.491			
16	0.548	1.768	90.259			
17	0.461	1.488	91.746			
18	0.406	1.309	93.055			
19	0.365	1.178	94.233			

20	0.316	1.02	95.254
21	0.296	0.954	96.208
22	0.228	0.734	96.943
23	0.199	0.641	97.583
24	0.191	0.615	98.198
25	0.153	0.493	98.691
26	0.108	0.35	99.04
27	0.084	0.27	99.311
28	0.075	0.24	99.551
29	0.062	0.2	99.751
30	0.048	0.154	99.905
31	0.029	0.095	100

The results of the variance table showed that factor one explained 29.366% of the total variance of all the variables in the correlation matrix. The second factor explained 12.212% of the total variance of all the variables. The third factor explained 8.352% of the total variance of all the variables. The fourth factor explained 5.231% of the total variance of all the variables. The fifth factor explained 4.979% of the total variance of all the variables. The sixth factor explained 4.208% of the total variance of all the variables. The seventh factor explained 3.829% of the total variance of all the variables.

4.2.4 Barrier Categorization

The Factor analysis converted all the barriers into 8 categories. The Factor Loading value (the suppress small coefficient absolute value below) was taken as 0.60, which removed all the coefficient values smaller than 0.60. The factors having values greater than 0.60 remained in the Rotated Component Matrix. The Rotated Component Matrix is given as follows;

Table 15 Rotated Component Matrix

Barrier	Statements	Component							
		1	2	3	4	5	6	7	8
BR 01	New government honours the commitments of previous governments						.623		
BR 02	The record of contracts of public projects and their audits are properly maintained and is available online	.627							
BR 03	Online facilities exist for the general public to receive services related to their basic needs	.614							
BR 04	Politicians interfere in the matters of institutions		-.631						
BR 05	Merit-based promotions are done in the institutions			.674					
BR 06	The civil servants have the relevant education and competencies to serve the public			.810					
BR 07	There exist the laws, procedure, and courts for the accountability of civil servants		.808						
BR 08	Special institutions are present to probe and punish the corrupt practices		.794						
BR 09	There exists a proper system for the process and emission of financial reports		.822						
BR 10	The local government possesses the capacity to invest in its human resources					.823			
BR 11	Media participates and plays an effective role in public service delivery	.702							
BR 12	Foreign direct investment exists in local government projects	-.784							
BR 13	Local government promotes public-private partnership (PPP) in its projects	-.738							
BR 14	Penetration of modern technologies in current practices at the local government level			-.708					
BR 15	Public knowledge about the government processes						.821		
BR 16	The trust of the public in public institutions and service delivery system	.664							
BR 17	In local communities, cultural, political, and religious perspectives are strong rather than the modern concepts								.767
BR 18	The technological and operational capacity of Institutions				.667				
BR 19	Capacity and funding by the Government				.835				
BR 20	Participatory approaches at the local level to enhance public knowledge				.701				
BR 21	Representation of women and minorities in all processes					.766			

When the Rotated Component Matrix was evaluated, then there was no factor present in Category 8. All the coefficient values were present in the first 7 categories. That meant that there were 7 possible categories of all the barriers that had connections or similarities among them. Therefore, 7 categories were selected for all 31 barriers from Factor Analysis. The frequency table was already made with the help of IBM SPSS. Then, the frequencies and percentages of the categories were calculated for each category with Microsoft Excel.

4.2.5 Description Of Barrier Factors

A total of 31 barriers were subjected to the Factor analysis, and the SPSS generated seven categories with their statements are given in the table:

Table 16 Description of Barriers Factors

<ul style="list-style-type: none"> • The record of contracts of public projects and their audits are properly maintained and is available online • Online facilities exist for the general public to receive services related to their basic needs • Media participates and plays an effective role in public service delivery • Foreign direct investment exists in local government projects • Local government promotes public-private partnership (PPP) in its projects • The trust of the public in public institutions and service delivery system 	<p>Factor 1</p> <p>Public Service Delivery and Public-Private Partnership</p>
<ul style="list-style-type: none"> • Politicians interfere in the matters of institutions • There exist the laws, procedure, and courts for the accountability of civil servants 	<p>Factor 2</p>

<ul style="list-style-type: none"> • Special institutions are present to probe and punish the corrupt practices • There exists a proper system for the process and emission of financial reports 	Accountability and Transparency
<ul style="list-style-type: none"> • Merit-based promotions are done in the institutions • The civil servants have the relevant education and competencies to serve the public • Penetration of modern technologies in current practices at the local government level 	Factor 3 Quality of public servants
<ul style="list-style-type: none"> • The technological and operational capacity of Institutions • Capacity and funding by the Government • Participatory approaches at the local level to enhance public knowledge 	Factor 4 Capacity and funding of Government Institutions
<ul style="list-style-type: none"> • The local government possesses the capacity to invest in its human resources • Representation of women and minorities in all processes 	Factor 5 Human resources, gender equality, and minorities
<ul style="list-style-type: none"> • New government honours the commitments of previous governments • Public knowledge about the government processes 	Factor 6 Public Projects Continuity and their awareness among the public
<ul style="list-style-type: none"> • In local communities, cultural, political, and religious perspectives are strong rather than the modern concepts 	Factor 7 Locally dominant traditional and religious values

Their responses are given in the following table with factor analysis based 7 categories

Table 17 Barrier Categories explained with Percentages

Code	Barrier Categories	Barriers included in Category	Mean	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree	
				Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Br01	Public Service Delivery and Public Private Partnership (Where n=312)	Br 05, Br 06 Br 16, Br 19, Br 20, Br 23	2.96	76	24.3 6	61	19.5 5	35	11.2 2	78	25.00	62	19.87
Br02	Accountability and Transparency (Where n=312)	Br 07, Br 12, Br 13, Br 14	3.74	13	6.25	31	14.9 0	22	10.5 8	73	35.10	69	33.17
Br03	Quality of public servants (Where n=156)	Br 10, Br 11, Br 21	3.13	21	13.4 6	46	29.4 9	14	8.97	42	26.92	33	21.15
Br04	Capacity and funding of Government Institutions (Where n=260)	Br 26, Br 28, Br 29	4.15	3	1.92	15	9.62	14	8.97	48	30.77	76	48.72
Br05	Human resources, gender equality and minorities (Where n=104)	Br 15, Br 30	3.41	12	11.5 4	20	19.2 3	13	12.5 0	31	29.81	28	26.92
Br06	Public Projects Continuity and their awareness among public (Where n=208)	Br 01, Br 22	2.68	34	32.6 9	22	21.1 5	11	10.5 8	17	16.35	20	19.23
Br07	Locally dominant traditional and religious values (Where n=52)	Br 24	2.92	13	25.0 0	12	23.0 8	0	0.00	20	38.46	7	13.46

4.2.6 Factors Explanation

The results showed that Public Service Delivery and Public-Private Partnership factor (factor 1), consisting of Br05, Br06, Br16, Br19, Br20, Br23, emerged as the major factor in our study. This factor explained the maximum variance. The major barriers towards measuring and implementing the governance effectiveness were found to be

- Foreign Direct Investment
- Public-Private Partnership
- Lack of Trust of Public in Public Institutions
- Lack of online facilities for the general public

The experts who were interviewed also showed their concerns about the lack of private partnership practices at the local government level. However, some experts highlighted the ongoing public-private partnerships in parks, educational institutions, hospitals, and parking spaces. These projects include the construction of NUST 505 Bedded Teaching & Research Hospital, National Science & Technology Park in NUST University, parking place of Centaurus Mall, and Construction of National Institute of Dentistry and Centre for Liver Diseases & Organ Transplant in PIMS (Pakistan Institute of Medical Sciences) Hospital Islamabad. The experts also offered their opinions about which sectors of the city need public-private partnerships. They highlighted some issues which can be solved and improved by incorporating public-private partnership practices. These issues include the public transport system, solid waste management, maintenance of public parks, and cleanliness of the city.

The experts said that foreign direct investment was non-existent at the local level in Islamabad. The Government should be taking steps to invite foreign investors who can help uplift the economic condition of cities. It will also improve the living standard of the people of the city. The experts belonged to local government institutions, and they admitted that the general public doesn't trust the public institutions. This was because people are getting more educated and their expectations towards the government increase, and the government are slow to respond to such expectations.

The Accountability and Transparency factor (Factor 2), consisting of Br07, Br12, Br13, Br14, highlighted the political influences and lack of proper laws and institutions for corrupt practices as the 2nd major barrier towards measuring and implementing the urban governance effectiveness in Pakistan.

Surprisingly, most of the experts did not agree that politicians interfere in government matters, and most of the experts did not agree to this. Experts in their interviews denied the most commonly existing perception in Pakistan that politicians interfere in the matters of institutions. They also denied that political influence plays any role in promoting and allocating a civil servant in the institutions. This shows there is less interference by the politicians in government institutions which is a positive thing. The experts strongly agreed that special accountability laws, courts, and institutions existed for the accountability and transparency of the civil servants. Still, the implementation of such laws and procedures is more important. Most of the laws are present for the sake of existence and are not followed and forced in their true spirit.

The “Quality of public servants” factor (factor 3) included the barriers Br10, Br11, Br21. This factor highlighted the issues related to the qualification, competencies, promotions, and poor modern skills of the public servants. While conducting the survey, it was evident by looking at the piles of files and the existence of old and outdated computers in the offices that the government offices lacked modern technology and modern practices in their offices. One of the experts said that executive posts are given to people based on their experience, not their qualifications and expertise. The right person is not posted on the right job according to their qualification and expertise. When it came to the promotions of the civil servants, then there were opposite views of the public servants based on their ages. One expert highlighted the fact that the criteria for the promotion of civil servants are based on the seniority of the servants, not on their expertise or qualification. The responding experts who belonged to the age group of 20-40 years, showed their dissatisfaction and frustration with this promotion policy. Experts belonging to the age group of 41-60 years were happy with the policy and called it the “Real Merit”.

The “Capacity and funding of Government Institutions” factor (factor 4) consisted of Br26, Br28, Br29. This factor highlighted the issues related to the poor capacity of government institutions, lack of funding, and lack of participatory approaches at the local government level. During the interviews, it was known that some of the experts were not even aware of the SDGs (17 Sustainable Development Goals). We tried to explain the SDGs to them. Still, they were facing difficulties in understanding the SDGs and asked us to remove such difficult questions. Some experts showed concerns about

the lack of participatory approaches at the local level. One expert said that they have the information and plans and expertise to improve the service delivery system and are unable to do because of the less funding by the governments and lack of resources.

The “Human resources, gender equality and minorities” factor (factor 5) included Br 15, Br 30. This factor represented the poor participation of women and minorities in all fields of life and their poor representation in government institutions. This factor also pointed out the capacity issues of the government to invest in its human resources.

During the interviews, it was observed that there was a poor representation of women in public offices. One expert agreed to the fact that there were only two women on higher ranks. Both of them were serving in the planning department, and other departments did not have any female officers. The rest were serving on supporting staff posts or even lower-level posts which is concerning. The offices were male-dominated, but they agreed that there should be more representation of women in public institutions and other local processes. Some experts said that the government could not invest in its human resources and change the lives of the people.

The “Public Projects Continuity and their awareness among public” factor (factor 6) consisted of Br 01, Br 22. This factor was relevant to the government's commitment towards previous projects and then the knowledge of the public about the processes and activities of government working.

Most of the experts said that new governments do not honour the commitments of the previous governments. New governments don't believe in continuing the previous

policies or projects as they think it will benefit the previous government political parties or their opponents. Almost all of the respondents gave the example Islamabad Metro Bus System project, which is still incomplete because the new government is reluctant to release funds for the project. One expert said that the public is becoming more mature, well-educated, and well-aware about the government projects and procedures. This will put pressure on the governments to perform well and solve the people's issues.

The “Locally dominant traditional and religious values” factor (factor 7) emphasizes the dominant local traditions and religious constraints existing in our country.

Some experts said that political and religious opinions are more powerful than realistic and modern knowledge-based ideas and opinions. People are stuck in their religious and traditional perspectives and do not believe in modern ideas and concepts. Women are not allowed to work, vote, or take part in social activities. Religious minorities are poorly treated. One expert said during the interviews that if they get any help from a non-Muslim technocrat or experts, the general public gets offended by such decisions, making it very difficult to work in that environment.

4.2.7 Personal-Observations from the Field Survey

During these surveys, we met so many people of different age groups, experiences, influential people, low-grade officers, different genders etc. We noticed different attitudes and behaviour of the survey respondents. These things also helped us identify some possible barriers and hurdles to urban governance effectiveness and its measurement.

One hurdle identified through field survey and structured interviews was the unwillingness of public servants to respond to questions related to the performance of government institutions. Our survey questionnaire included some political questions related to the government's performance, and the respondents were not comfortable to reply to those questions. Most of the respondents chose “uncertain” option for these types of questions. During interviews, one respondent said that the public servants don't reply to such questions due to fear. There were two reasons for this fear. One is that public servants believe that if they respond honestly to such questions and any higher post officer saw those responses, they may lose their jobs. Another reason was that public servants willingly avoid providing information or data related to the performance, revealing their own inabilities, shortcomings, and poor performance. And this may lead to increased workload, pressure by higher authorities and job insecurity. Official Government websites are present but are not maintained or updated properly due to such fear.

Another hurdle was the existence of outdated and ineffective techniques to gather, manage and use the data files by the public servants. Young blood is not being incorporated in the offices, and the older employees lack the motivation and expertise to learn and adopt new and modern techniques and new software.

4.3 PROPOSED EFFECTIVENESS MEASURING

FRAMEWORK

For proposing the new framework, binary logistic regression analysis was run on the data set and SPSS helped us in forming a new framework. This resulted in an equation that is capable of predicting the governance effectiveness of any city of Pakistan. And then, we measured the urban governance effectiveness of some other cities of Pakistan to check the results and give credibility to this framework.

4.3.1 Binary Logistic Regression Analysis

Binary logistic regression analysis was performed with the help of IBM SPSS on the dependent and independent variables mainly to discover the effects of all the factors retrieved through the factor analysis on the likelihood that it has an impact on the governance effectiveness or not. The binary logistic regression model was statistically significant as the value in Omnibus Tests was recorded as 0.000 which is <0.05 . Then 0.764 value of Nagelkerke R-Square in the Model Summary table indicated that our prediction model was explaining the 76.4% of the variation of the governance effectiveness parameters. The non-significant value 0.992 in Hosmer and Lemeshow Test showed that our prediction model is good for the prediction of governance effectiveness. Then the classification Table showed that our model has an overall accuracy rate of 86.5% in predicting the governance effectiveness. And finally, variables in the equation table showed the probability of an event occurring based on a one-unit

change in an independent variable when all other independent variables are kept constant.

4.3.2 Analysis Results

First of all, there is the Omnibus Tests of Model Coefficients table which includes the Chi-Square goodness of fit test. The significance value of the Model in this table represents how much our prediction model represents the improvement over the null hypothesis. The value of the significance in the Model is 0.000 (less than 0.05). This shows that the mean value governance effectiveness index has an impact on all the factors generated through the factor analysis and our prediction model is better than the factor analysis-based factor model. Therefore, our null hypothesis which says that there no impact of the mean index on the factors is rejected and the alternate hypothesis is accepted.

Table 18 Omnibus Tests of Model Coefficients

Omnibus Tests of Model Coefficients			
	Chi-square	df	Sig.
Step	40.865	7	.000
Block	40.865	7	.000
Model	40.865	7	.000

Then comes the Model Summary table showing the Nagelkerke R-Square value which explains the variation mainly. The value of Nagelkerke R-Square ranges from 0 to 1. The value of Nagelkerke R-Square in the Model Summary table is 0.727 (i.e., 72.7%). This value indicates that our prediction model explains the 72.7% of the variation of the

governance effectiveness parameters. The higher value of Nagelkerke R-Square shows that our model is better predictor of the governance effectiveness. Therefore, we can say that our prediction model is explaining the 72.7 percent probability of the governance effectiveness.

Table 19 Model Summary Table

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	30.914	.544	.727

Then comes the Hosmer and Lemeshow Test table. The Hosmer-Lemeshow tests tells that whether our prediction model (Mean value Index) fits perfectly with observed factors or not. A nonsignificant chi-square indicates that the data fits the model well. Here, the significance value is 0.735 which is greater than 0.05. This value is non-significant meaning that the Mean value Index based prediction model and the factor analysis-based factors are similar and our prediction model is good for the prediction of governance effectiveness.

Table 20 Hosmer and Lemeshow Test

Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	5.205	8	.735

Then comes the classification Table. This table shows the correctness of our model prediction about the governance effectiveness. The correct percentage for the poor

governance effectiveness is 87.5 %. We have an accuracy rate of 87.5% when it comes to predicting that which of the factors resulted in poor governance effectiveness. When it comes to predicting the good governance effectiveness then our accuracy rate is 85.7 %. And overall, our prediction model is 86.5 % accurate in predicting whether the governance is poor or good. This means that our prediction model has an 86.5 percent correctness in predicting the governance effectiveness.

Table 21 Classification Table

Classification Table

Observed		Predicted		
		Binary Ranked Index		Percentage
		Poor Governance	Good Governance	Correct
Binary Ranked Index	Poor Governance	21	3	87.5
	Good Governance	4	24	85.7
Overall Percentage				86.5

4.3.3 Table: Variables in the Equation

Finally, the ‘Variables in the Equation’ table summarizes the importance of the explanatory variables individually whilst controlling for the other explanatory variables.

The Wald Test (values shown in “Wald Column”) tells us about the statistical significance of each Factor retrieved from factor analysis (independent variables) with respect to the Mean Index value (dependent variable). The significance values shown in the “Sig Column” show that Public Service Delivery and Public Private Partnership (Factor1) and Accountability and Transparency (Factor2) have significant values of 0.005 and 0.010 respectively. These significant values show that these factors have

added value to our prediction model and all other factors did not add significantly to our model. The values in the “Exp(B) Column” show the odds ratio used to predict the probability of an event occurring based on a one-unit change in an independent variable when all other independent variables are kept constant. The value 73.020 shows positive relationship between the Mean Index value (Dependent Variable) and Public Service Delivery and Public Private Partnership (Factor1). And according to our prediction model the governance effectiveness increases 73.020 times with one time increase in the Factor1. The value 10.408 shows positive relationship between the Mean Index value (Dependent Variable) and Accountability and Transparency (Factor2). And according to our prediction model the governance effectiveness increases 10.408 times with one time increase in the Factor2.

The value 2.592 shows positive relationship between the Mean Index value (Dependent Variable) and Quality of public servants (Factor3). And according to our prediction model the governance effectiveness increases 2.592 times with one time increase in the Factor3. The value 0.901 shows negative relationship between the Mean Index value (Dependent Variable) and Capacity and funding of Government Institutions (Factor4). And according to our prediction model the governance effectiveness decreases 0.901 times with one time increase in the Factor4. The value 1.956 shows positive relationship between the Mean Index value (Dependent Variable) and Human resources, gender equality and minorities (Factor5). And according to our prediction model the governance effectiveness increases 1.956 times with one time increase in the Factor5. The value 3.862 shows positive relationship between the Mean Index value (Dependent Variable)

and Public Projects Continuity and their awareness among public (Factor6). And according to our prediction model the governance effectiveness increases 3.862 times with one time increase in the Factor6. The value 0.327 shows negative relationship between the Mean Index value (Dependent Variable) and Local dominant traditional and religious factors (Factor7). And according to our prediction model the governance effectiveness decreases 0.327 times with one time increase in the Factor7.

Table 22 Variables in the Equation

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Factor 1	4.291	1.457	8.667	1	.003	73.020	4.196	1270.762
Factor 2	2.343	.915	6.554	1	.010	10.408	1.732	62.551
Factor 3	.953	.722	1.741	1	.187	2.592	.630	10.670
Factor 4	-.104	.697	.022	1	.881	.901	.230	3.528
Factor 5	.671	.675	.987	1	.320	1.956	.521	7.345
Factor 6	1.351	.832	2.636	1	.104	3.862	.756	19.731
Factor 7	-1.117	.772	2.089	1	.148	.327	.072	1.488
Constant	-13.405	4.630	8.385	1	.004	.000		

Furthermore, the association between dependent and independent variable is measured by adding B values and variables in the equation in SPSS, The equation becomes

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7$$

Then the values in the constant column were added to the equation and the final equation became:

$$Y = -13.405 + 4.291X_1 + 2.343X_2 + 0.953 X_3 - 0.104X_4 + 0.671X_5 + 1.351X_6 - 1.117X_7$$

The correlation matrix showing the correlation among the different factors is given below:

Table 23 Correlation Matrix

Correlation Matrix

	Constant	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
Constant	1.000							
Factor 1	-.827	1.000						
Factor 2	-.608	.539	1.000					
Factor 3	-.579	.434	.131	1.000				
Factor 4	-.128	-.087	-.118	-.025	1.000			
Factor 5	-.428	.242	-.009	.104	.094	1.000		
Factor 6	-.721	.636	.473	.264	-.142	.218	1.000	
Factor 7	.342	-.596	-.412	-.058	.008	-.205	-.422	1.000

Concluding the analysis, it can be observed that our Mean Index value-based framework has significance and is a fitting model to predict the governance effectiveness better than the factor analysis-based factors. The results show that our Mean index value-based prediction model has positive correlation and positive effect on the Factor1, Factor2,

Factor3, Factor5 and Factor6. Whereas our Mean index value-based prediction model has negative correlation with the Factor4 and Factor7. Therefore, different variables have different correlation with others. And then we tested this framework on other cities of Pakistan to check its credibility.

4.3.4 Governance Effectiveness of Other Cities of Pakistan

Ten cities of Pakistan were shortlisted to check the governance effectiveness of these cities. One was Islamabad which is the Capital city of Pakistan and the other nine cities belonged to biggest province of Pakistan, Punjab. These cities include;

1. Islamabad
2. Rawalpindi
3. Lahore
4. Faisalabad
5. Multan
6. Gujranwala
7. Sialkot
8. Bahawalpur
9. Sahiwal
10. Sargodha

One expert from each city was approached to give opinion about the seven factors generated through factor analysis. The experts were asked to rate the quality and conditions of these factors in their own city, on Likert Scale. The responses were

recorded and these values were entered in the proposed framework equation which is given below;

$$Y = -13.405 + 4.291X_1 + 2.343X_2 + 0.953 X_3 - 0.104X_4 + 0.671X_5 + 1.351X_6 - 1.117X_7$$

The results showed the governance effectiveness level of all these cities. These cities were ranked on their governance effectiveness level and the results are shown in the table;

Table 24 Ranking of the Cities on their Governance

Ranking	City	Effectiveness Value	Status
	Islamabad	47.683	Good
1	Lahore	40.131	Good
2	Sialkot	33.094	Fair
3	Sargodha	29.92	Fair
4	Multan	27.418	Fair
5	Bahawalpur	25.651	Fair
6	Rawalpindi	21.333	Fair
7	Faisalabad	19.701	Low
8	Gujranwala	16.523	Low
9	Sahiwal	15.968	Low

Governance effectiveness wise, Islamabad was top of the list which is obvious as Islamabad is the Capital city of Pakistan. The value of governance effectiveness of

Islamabad was calculated as 47.683 which is highest among all other cities considered in this study. And according to our scale criteria and interpretation, the level of governance effectiveness in Islamabad is Good.

The other nine cities belonging to Punjab province were ranked according to their performance level. Lahore was on top of the list among Punjab cities with the value of 40.131 of governance effectiveness. And according to our scale criteria and interpretation, the level of governance effectiveness in Lahore is also Good. Sialkot stood on second number with the value of 33.094 of governance effectiveness. And according to our scale criteria and interpretation, the level of governance effectiveness in Sialkot is Fair. Sargodha city came on third position with the value of 29.92 of governance effectiveness. And according to our scale criteria and interpretation, the level of governance effectiveness in Sargodha is also Fair. Then came the Multan city which stood on fourth number with the value of 27.418 of governance effectiveness. And according to our scale criteria and interpretation, the level of governance effectiveness in Multan is also Fair. Bahawalpur ranked as fifth best city in governance effectiveness with the value of 25.651. And according to our scale criteria and interpretation, the level of governance effectiveness in Bahawalpur is also Fair. Rawalpindi ranked as sixth city according to the level of governance effectiveness as the value recorded was 21.333. And according to our scale criteria and interpretation, the level of governance effectiveness in Rawalpindi is also Fair. Seventh rank was taken by Faisalabad city as the value of governance effectiveness calculated was 19.701. And according to our scale criteria and interpretation, the level of governance effectiveness

in Faisalabad is low. Gujranwala ranked at eighth number with the value of 16.523 of governance effectiveness which is low level of governance. Sahiwal stood at ninth position as the value of governance effectiveness calculated was 15.968 which also show low level of governance in the city.

The diagram representing the ranking of cities according to their governance effectiveness is given below:

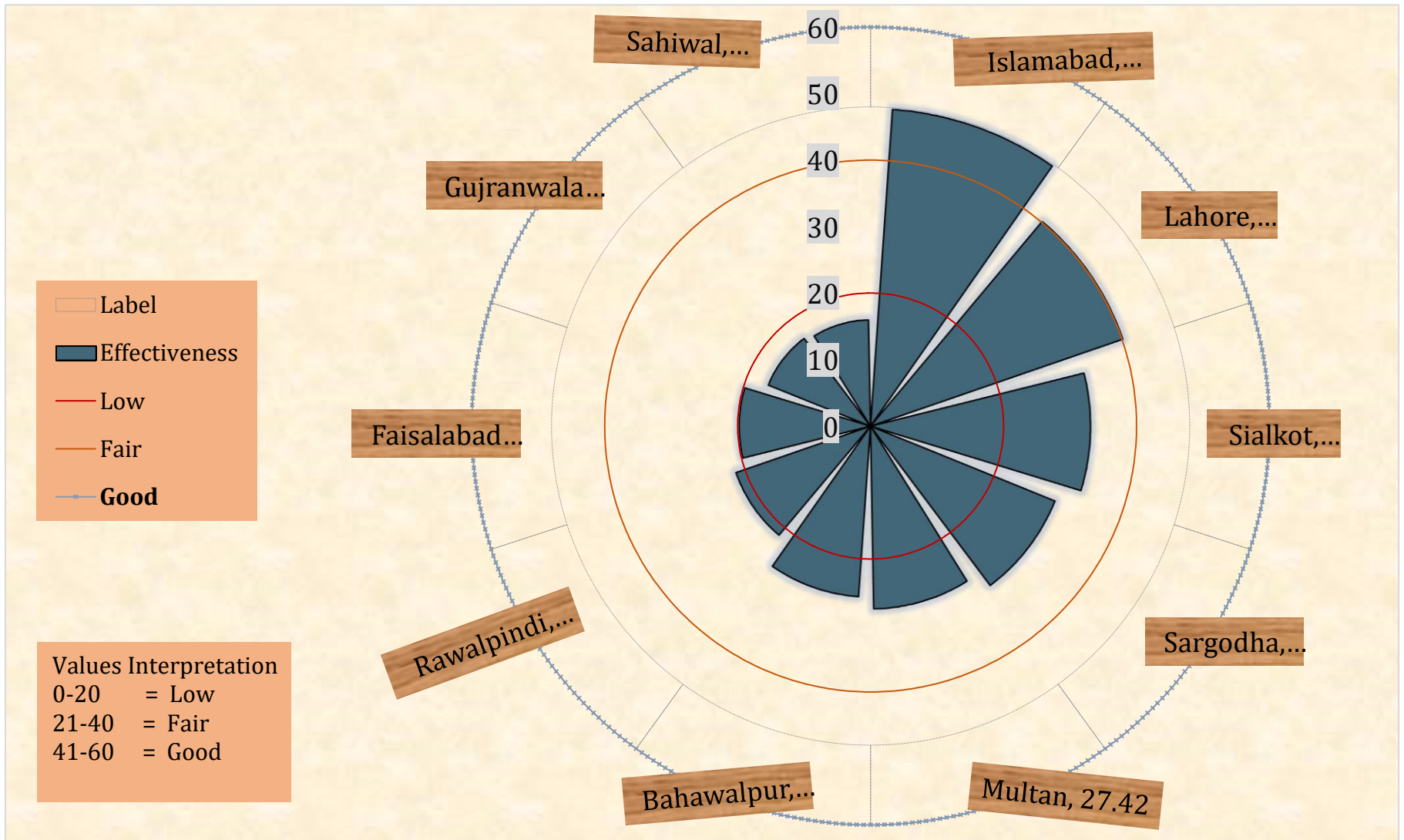


Figure 8 Ranking of the Cities on their Governance

Framework Diagram

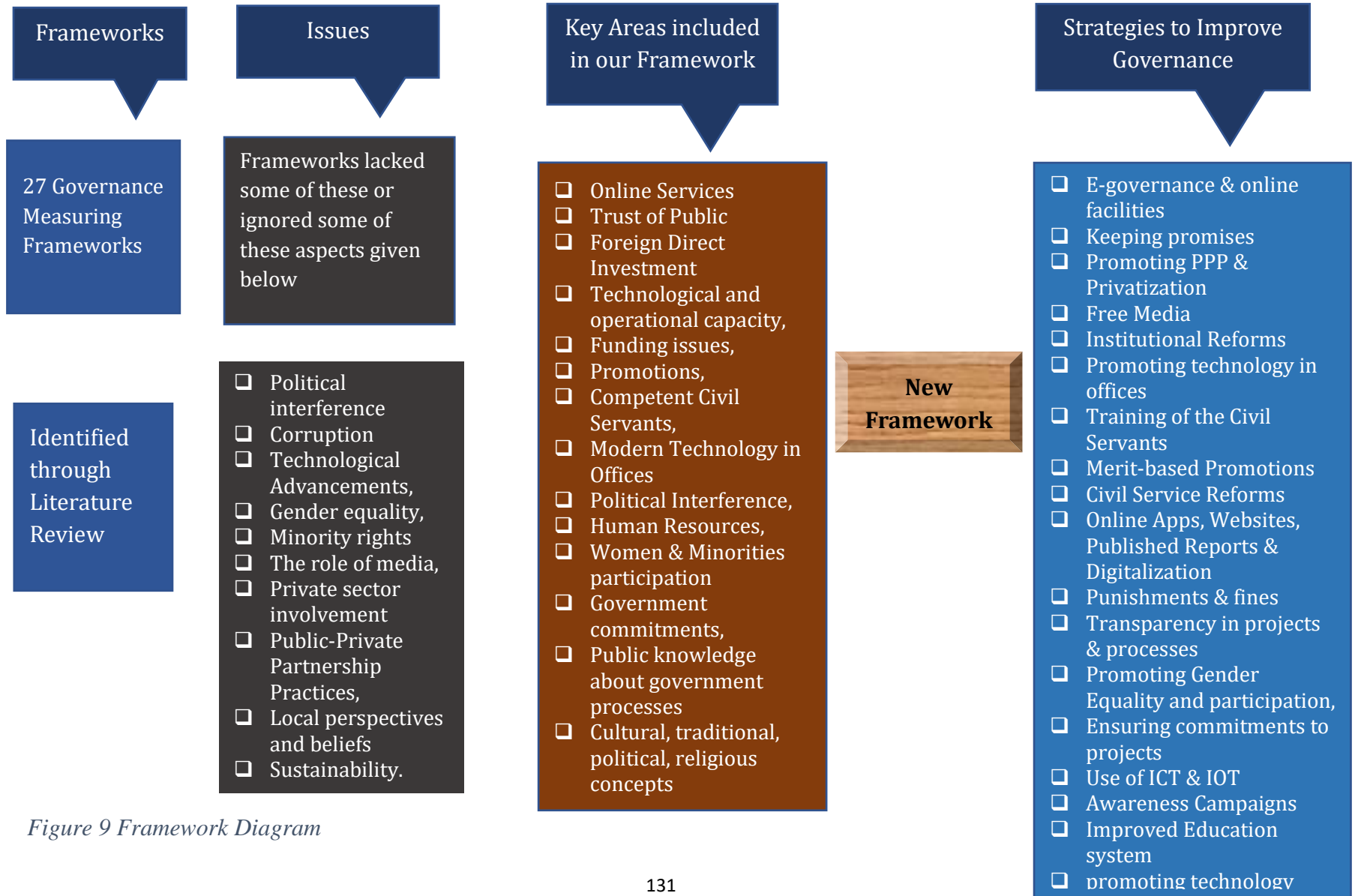


Figure 9 Framework Diagram

4.4 PUBLIC SATISFACTION SURVEY

A separate survey was conducted to measure the satisfaction of the general public with the performance of local government and facilities provided by the local institutions. This survey was done to know the perspective of the general public and then assess the condition and performance of local government institutions based on both the experts and the public.

To meet this purpose, a detailed questionnaire was conducted to gather the information and perception of the general public of Islamabad. Questionnaires were distributed to the public in two different methods.

3. 80 questionnaires were given to people coming to “One Window Operation” office made by the CDA (Capital Development Authority) for the public to register their complaints.
4. 120 questionnaires were distributed randomly to the public in different sectors of Islamabad.

A total of 200 questionnaires were distributed among the general public to know their satisfaction with the performance of the local government and the overall situation of Islamabad. 153 questionnaires were received back with a response rate of 76.5 %.

4.4.1 Socio-Demographic Characteristics

When we look into the gender participation in our survey sample then 77.12% of the respondents were male whereas 22.88% of them represented female participation in this survey.

When we looked into the ages of the respondents then 54.9% of the total respondents were young, having ages between 15 to 40 years, whereas the older participants having 41 or more than 41 years of age were 45.1% of the total sample. 55% vs 45% of young vs old participants can give more realistic and comparable data in our case study. The average age of the respondents was recorded as 39.58 years.

When we see the education level of respondents, then 28.1% of the total respondents were having 18 Years or More than 18 Years of Education which includes Ph.D. and Master's degree in their respective fields. This represents that one-third of the total respondents were highly qualified and well educated. 53.6% of the total respondents were having 14-16 Years of Education which represents a graduate degree in Pakistan. This shows that more than half of the respondents were graduates in their field of study. In contrast, 18.3% of the respondents were having 12 Years or less than 12 Years of Education.

When weighing the respondents based on their time spent in Islamabad (Capital of Pakistan), 66.7% of the respondents were living in Islamabad for 10 or more than 10 years which shows that $\frac{2}{3}^{\text{rd}}$ of the respondents have spent a greater span of their life in Islamabad and know this area very well and can give a better opinion about the performance of the Government institutions of the city. Whereas 33.3% of respondents were living in Islamabad for less than 10 years.

A detailed table representing all the socio-demographics of the 153 general public participants of the survey is given in the below table.

Table 25 Socio-Demographics of the Public

Socio-Demographics		Frequency	Percentage	Mean	Standard Deviation
Gender	Male	118	77.12	1.23	0.421
	Female	35	22.88		
Age	Young (15-40 Years)	84	54.9	39.58	11.945
	Older (41 Years or More)	69	45.1		
Education Level	18 Years or More than 18 Years of Education	43	28.1	1.90	0.676
	14-16 Years of Education	82	53.6		
	12 years or less than 12 Years of Education	28	18.3		
Time in Islamabad	Less than 10 Years	51	33.3	16.51	11.007
	10 or More Years	102	66.7		
Visited or Not	Visited	82	53.6	.46	.500
	Not Visited	71	46.4		

4.4.2 Self-Participation of Respondents

A separate section was created in the public satisfaction survey to ask the respondents about their participation in local government and the representation process. Their willingness to participate in the local processes was also inquired. The results of the survey are given below.

Table 26 Self Participation of the Respondents

Statements	Yes	No
I consider myself an active member of the community.	39.20%	53.60%
I currently volunteer in my community activities.	57.50%	37.20%
I serve on a government committee or in any other public organization.	13.10%	80.40%
I attend public governmental meetings.	15.70%	77.10%
I regularly vote in local and general elections.	81.70%	15.10%
I would like to be more involved in my community.	67.90%	28.70%

57.50% of the respondents said that they currently volunteer in my community activities which is a good thing to say. 81.70% of the participants said that they regularly vote in local and general elections, which is also a better indication of public participation in the government election process. 67.90% of the total respondents showed their desire to be more involved in their community.

On the other hand, 53.60% of the respondents did not consider themselves as active members of society. 80.40% of the respondents said, they were part of any government committee or in any other public organization. 77.10% did not agree that they participate or attend the public governmental meetings.

4.4.3 Categories

First of all, all the statements of the questionnaire were divided into 9 categories based on the literature review. These categories are:

1. Open Spaces and Cleanliness and Quality of Life
2. Education and Health
3. Water and Sanitation
4. Performance of Complaint Offices
5. Roads, Footpaths and Parking spaces
6. Rescue Services and Security
7. Recreational and cultural activities
8. Accessibility of Public and services offices
9. Housing, Goods, and online facilities

4.4.4 Statistical Analysis

The categorized questionnaire data was processed in IBM SPSS Statistics 21 software. First of all, the reliability of the data was checked by using the Cronbach's Alpha Method in SPSS. Cronbach's Alpha is used to measure the internal consistency among the available factors and tells us whether our data is reliable or not. The values of the reliability coefficient range from 0 to 1. The reliability test showed a result of 0.917, which means that our data was 91.7% reliable. According to (Darko, Chan et al. 2017), as 0.917 is greater than the threshold value of 0.7, then it means that our data of survey was reliable at a significance level of 5 %. In SPSS, 91.7% reliability of data stands among the maximum possible reliability for any data set.

4.4.4.1 Open Spaces, Cleanliness and Quality of Life

Table 27 Open Spaces, Cleanliness and Quality of Life

Open Spaces and Cleanliness and Quality of Life	Satisfied	Dissatisfied	Index of Satisfaction
Cleanliness of the town/city you live in?	103	43	0.392
Preservation of town/city shape and character	118	20	0.641
Availability of open and green spaces	128	18	0.719
The overall quality of life in your municipality	113	28	0.556

The table shows that the people of Islamabad are mostly satisfied with the availability of open and green spaces, preservation of town/city shape and character, and overall quality of life in your municipality. They are also satisfied with the cleanliness of the town/city, but the cleanliness needs to improve in the city as satisfaction level is low. Overall, the general public is satisfied with the Open Spaces and Cleanliness and Quality of Life in Islamabad, which is also shown in the graph.

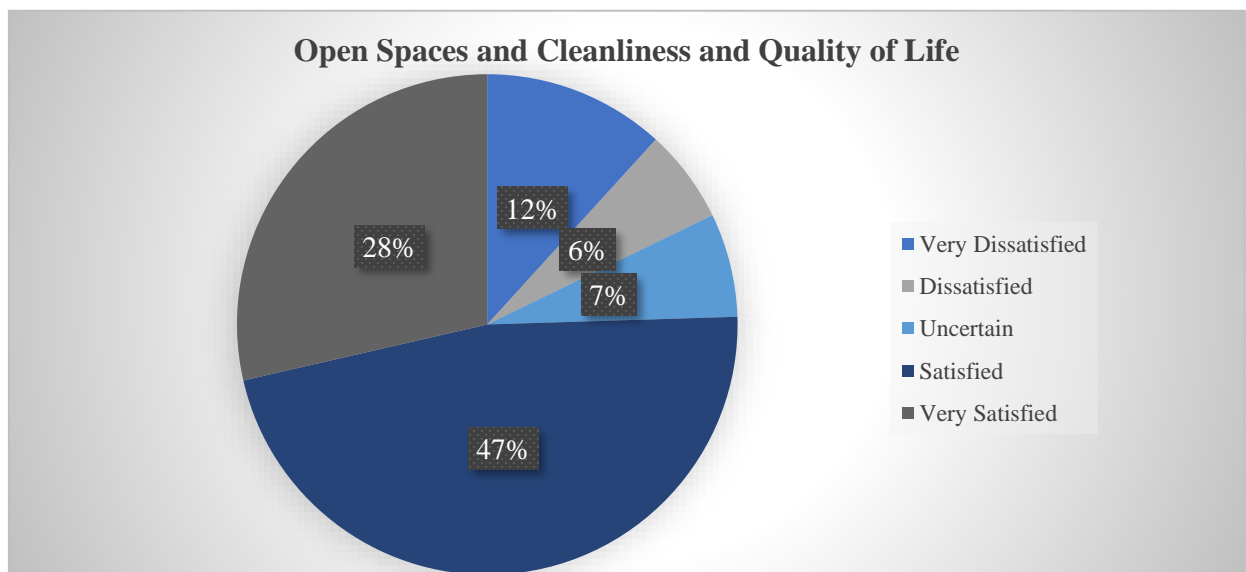


Figure 10 Open Spaces, Cleanliness and Quality of Life

4.4.4.2 Education and Health

Table 28 Education and Health

Education and Health	Satisfied	Dissatisfied	Index of Satisfaction
Quality of educational institutions	108	35	0.477
Quality of health care facilities	92	48	0.288

The above table shows that people are also satisfied with the quality of educational institutions and the quality of health care facilities in Islamabad. If we compare these two aspects, then satisfaction level is low with the quality of health care facilities, and there is a need to improve the health care system in Islamabad. Overall, the general public is satisfied with the Education and Health system and facilities provided in Islamabad, which is also shown in the graph.

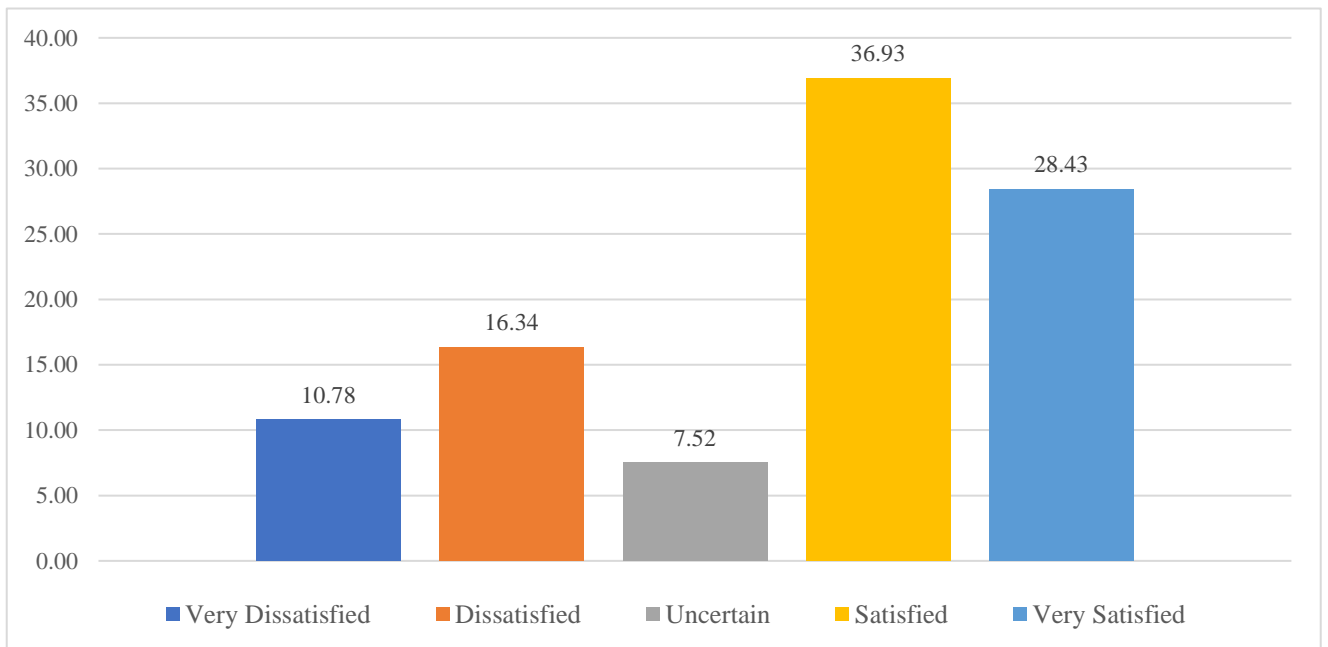


Figure 11 Education and Health

4.4.4.3 Water And Sanitation

Table 29 Water and Sanitation

Water and Sanitation	Satisfied	Dissatisfied	Index of Satisfaction
Availability and quality of water?	48	97	-0.320
Condition of sewerage and drainage system	77	65	0.078

The survey results show that people are not satisfied with the availability and quality of water in the city and consider this a major issue. This problem needs to be addressed and solved as the availability of water is a basic human right, and it is difficult to live without water. Also, the quality of water matters as contaminated water causes diseases and health issues. The results show that people are satisfied with the condition of sewerage and drainage system but this satisfaction is very low, and this sewerage and drainage issue also needs to be addressed. Overall, the general public is not satisfied with water and sanitation system in Islamabad.

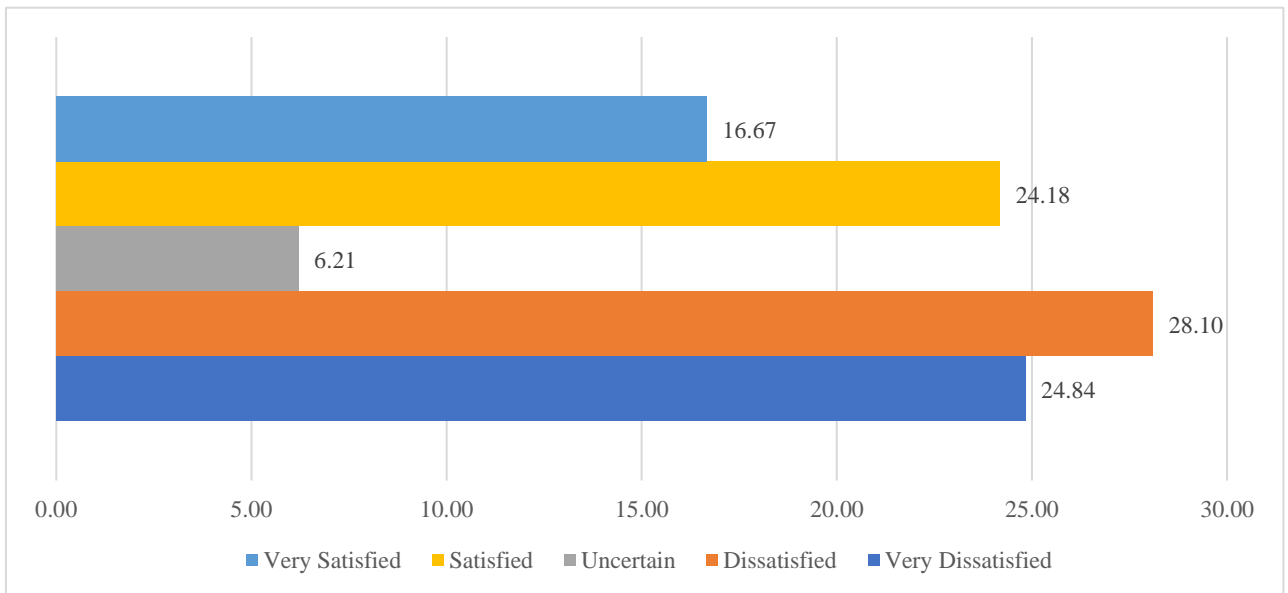


Figure 12 Water and Sanitation

4.4.4.4 Performance of Complaint Offices

Table 30 Performance of complaint Offices

Performance of Complaint Offices	Satisfied	Dissatisfied	Index of Satisfaction
Performance of service windows at local government level	67	60	0.046
Performance of complaint offices	58	64	-0.039
Behaviour and professionalism of public office staff?	70	55	0.098
Time to complete the task at public offices	50	70	-0.131

The responses of people show that they are slightly satisfied with the performance of service windows at the local government level and the Behaviour and professionalism of public office staff. The satisfaction level is very low, and these aspects need to be improved. The public is not satisfied with the performance of complaint offices and the time to complete the task at public offices. Overall, the public is not satisfied with the Performance of Complaint Offices in Islamabad city, and this also shown in the graph.

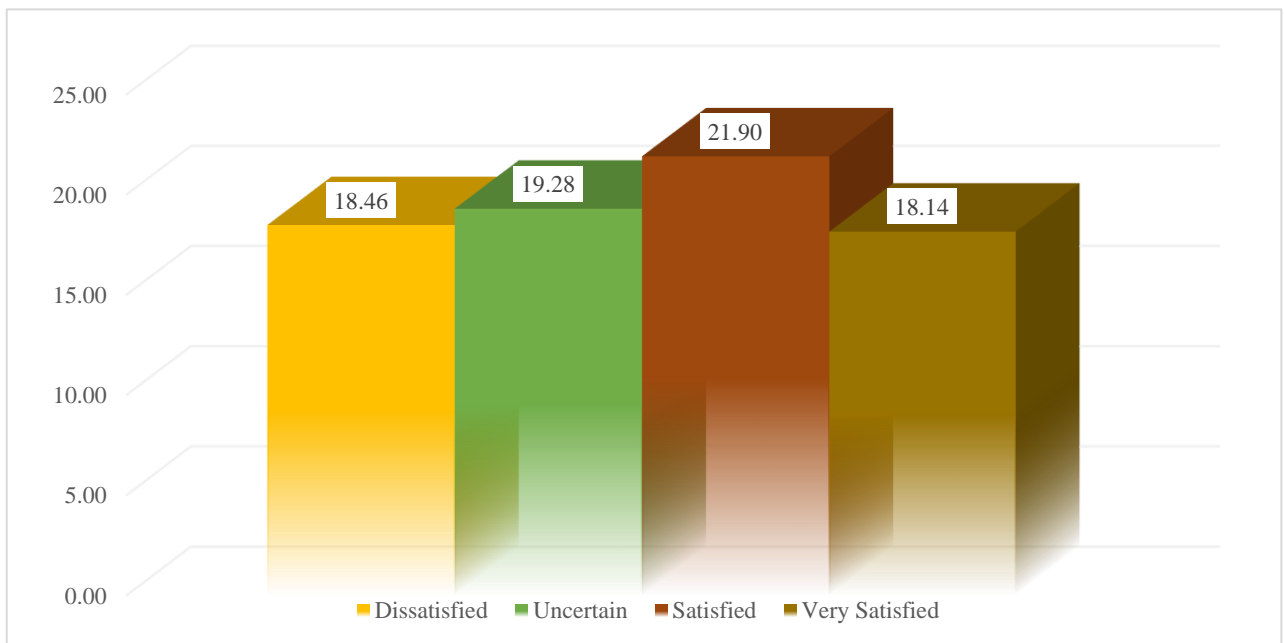


Figure 13 Performance of complaint Offices

4.4.4.5 Roads, Footpaths and Parking Spaces

Table 31 Roads, Footpaths and Parking Spaces

Roads, Footpaths and Parking spaces	Satisfied	Dissatisfied	Index of Satisfaction
Repairing and maintenance of roads, footpaths, street lights, parks, etc.	62	72	-0.065
Availability of parking spaces	119	30	0.582

The results show that people are not satisfied with the repairing and maintenance of roads, footpaths, street lights, parks, etc. This needs to be addressed, and the condition of roads and footpaths should be improved. The people showed their satisfaction with the availability of parking spaces. Overall, people showed their satisfaction with Roads, Footpaths, and Parking spaces as shown in the graph.

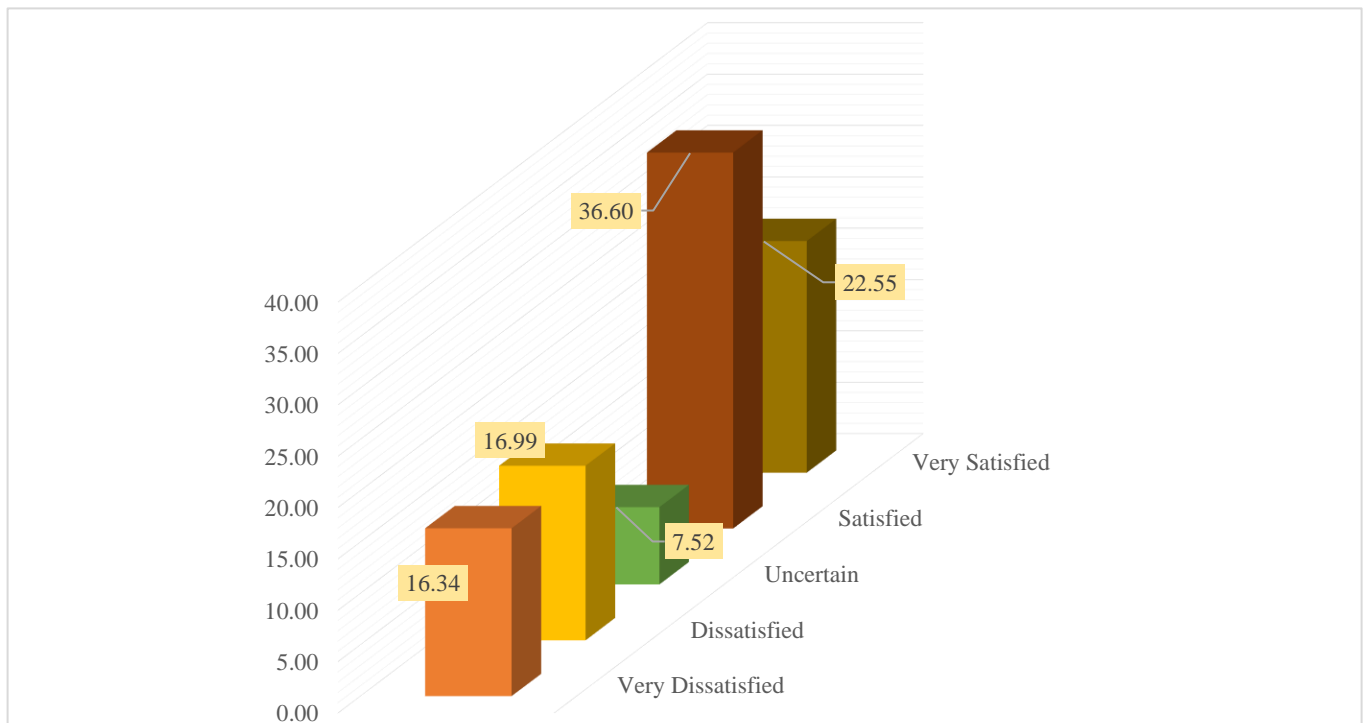


Figure 14 Roads, Footpaths and Parking Spaces

4.4.4.6 Rescue Services and Security

Table 32 Rescue Services and Security

Rescue Services and Security	Satisfied	Dissatisfied	Index of Satisfaction
Safety and security in the neighbourhood and streets, especially at night	88	48	0.261
Availability of the fire department and rescue services	120	23	0.634

The results show that people are satisfied with the safety and security in the neighbourhood and streets, especially at night and the availability of the fire department and rescue services in the city. But satisfaction with safety and security is less, and this should be improved by the city authorities. Overall, people are satisfied with the Rescue Services and Security in Islamabad, as shown in the graph.

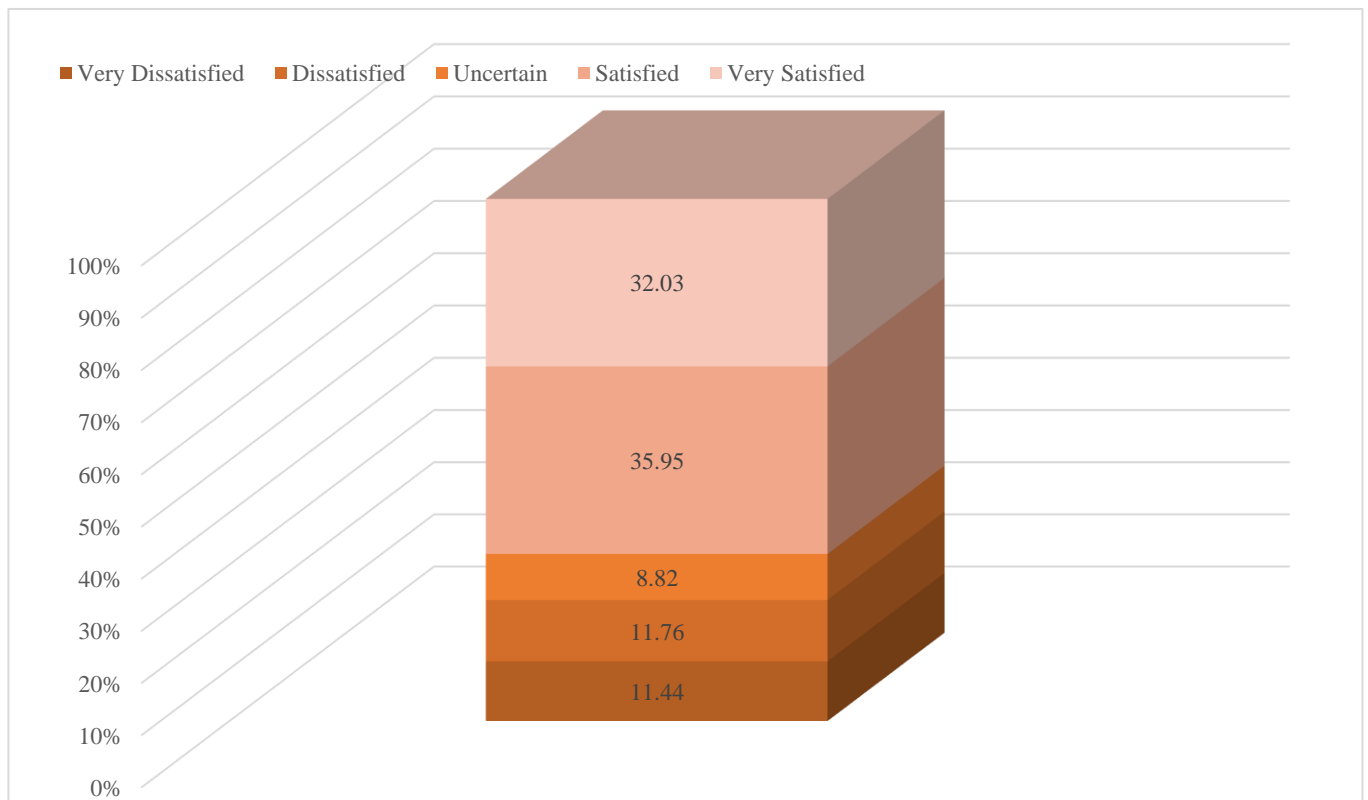


Figure 15 Rescue Services and Security

4.4.4.7 Recreational and Cultural Activities

Table 33 Recreational and Cultural Activities

Recreational and cultural activities	Satisfied	Dissatisfied	Index of Satisfaction
Availability of cultural institutions and activities	122	17	0.686
Availability of sports and recreation facilities	125	19	0.693

The results showed that people are satisfied with the availability of cultural institutions and activities and the availability of sports and recreation facilities in the capital city of Pakistan. Overall, people showed their satisfaction with the Recreational and cultural activities in Islamabad City as shown in the graph.

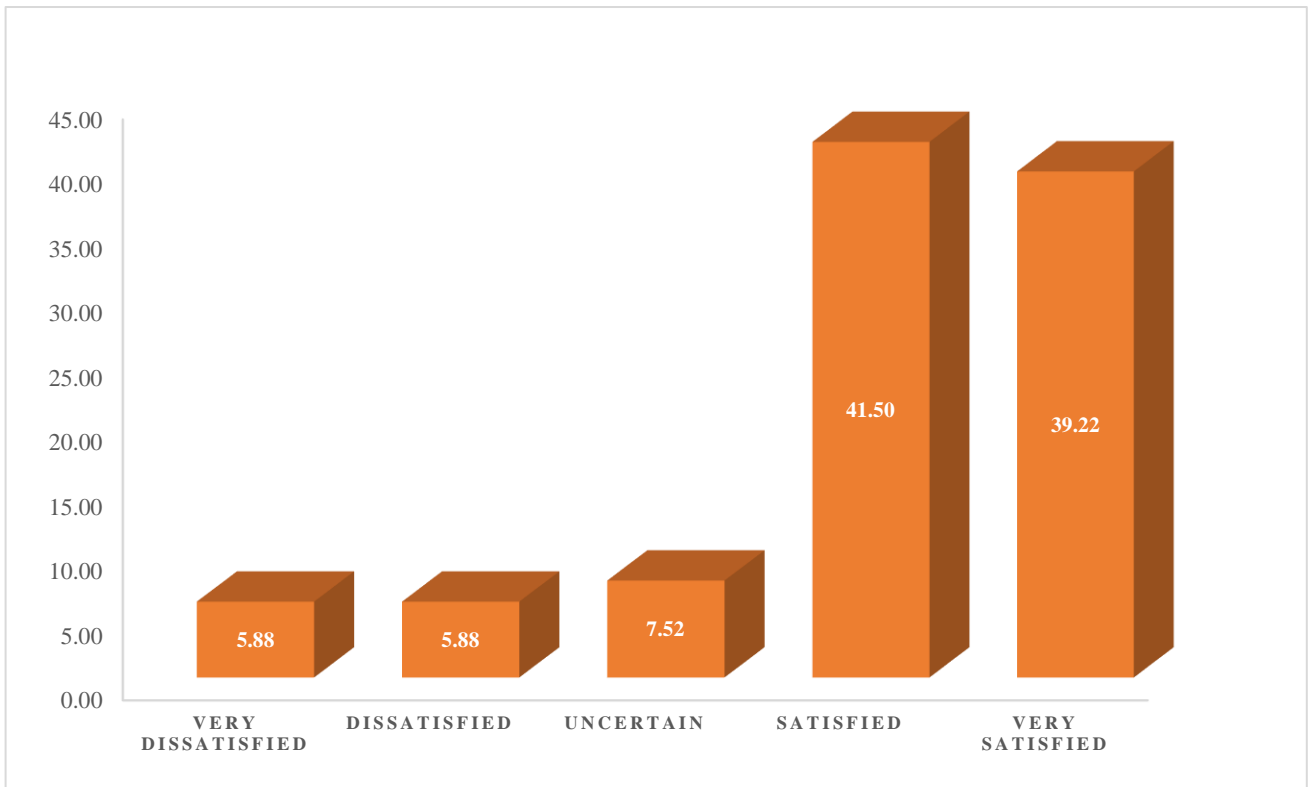


Figure 16 Recreational and Cultural Activities

4.4.4.8 Accessibility of Public and Services Offices

Table 34 Accessibility of Public and Services Offices

Accessibility of Public and services offices	Satisfied	Dissatisfied	Index of Satisfaction
Accessibility of public offices	120	25	0.621
Accessibility of post offices, banks, exchange offices, etc.	132	11	0.791

The survey data shows that people are also satisfied with the accessibility of public offices and the accessibility of post offices, banks, exchange offices, etc. Overall, people showed their satisfaction with the Accessibility of Public and services offices in Islamabad city which is also shown in the graph.

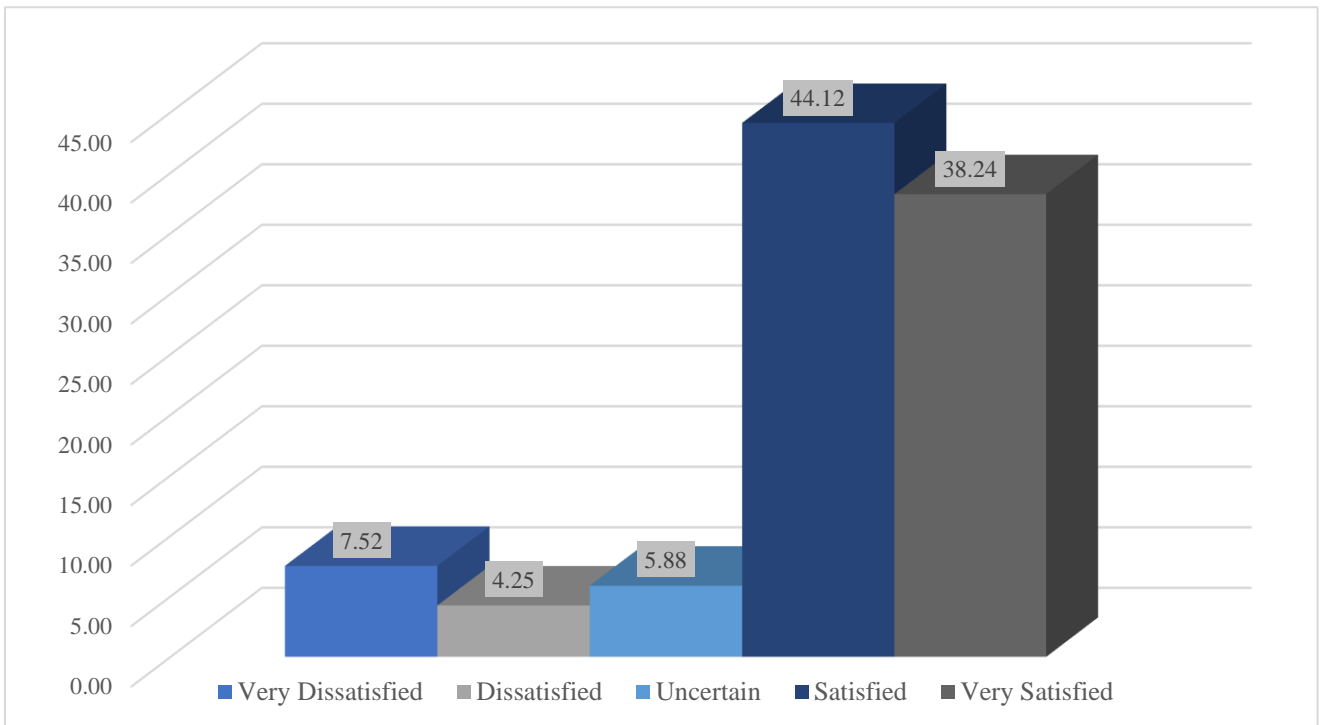


Figure 17 Accessibility of Public and Services Offices

4.4.4.9 Housing, Goods, and Online Facilities

Table 35 Housing, Goods and Online Facilities

Housing, Goods, and online facilities	Satisfied	Dissatisfied	Index of Satisfaction
Availability of adequate housing	79	68	0.072
Availability of services to pay your bills online	146	6	0.915
Availability of daily life goods and their prices	55	87	-0.209
Public participation in designing and executing the budget at the local level	37	66	-0.190

The results showed that people were satisfied with the availability of adequate housing and availability of services to pay their bills online. But people were not satisfied with the availability of daily life goods and their prices and public participation in designing and executing the budget at the local level in the city. The main issue highlighted here is the high prices of daily life goods and the unaffordability of the public. The government and institutions should also solve this issue. Overall, people were satisfied with the Housing, Goods, and online facilities in Islamabad, as shown in graph.

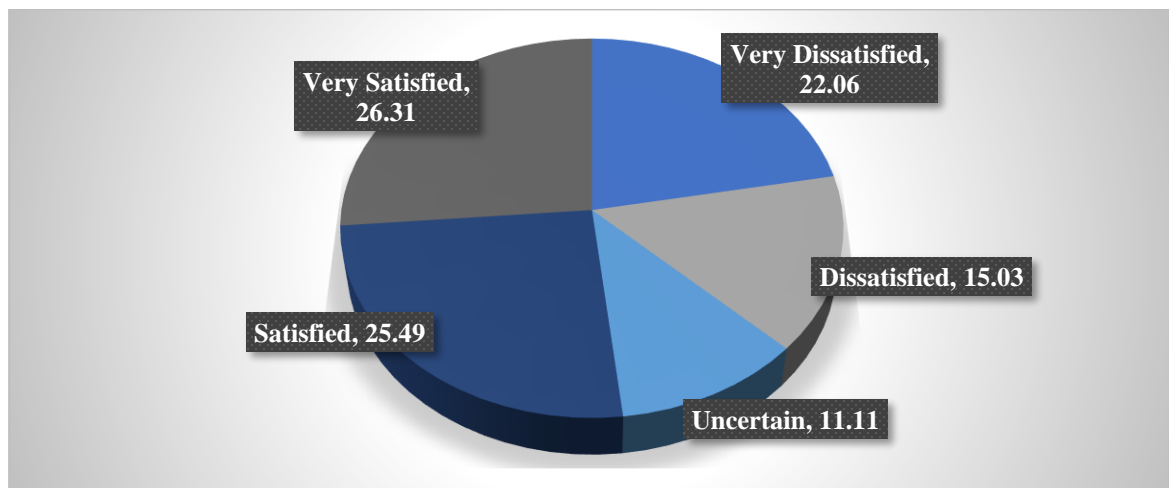


Figure 18 Housing, Goods and Online Facilities

Overall Responses of the respondents are shown in the below table:

Table 36 Overall Responses of the Respondents about Performance

Sr. No	Categories	Responses					Index Value
		Very Dissatisfied	Dissatisfied	Uncertain	Satisfied	Very Satisfied	$\frac{(\sum Agree) - (\sum Disagree)}{\sum (Agree + Disagree)}$
		%	%	%	%	%	
1.	Open Spaces and Cleanliness and Quality of Life (Where n = 612)	11.76	6.05	6.70	46.90	28.59	0.812
2.	Educational and Health (Where n = 306)	10.78	16.34	7.52	36.93	28.43	0.3824
3.	Water and Sanitation (Where n = 306)	24.84	28.10	6.21	24.18	16.67	-0.121
4.	Performance of Complaint Offices (Where n = 612)	22.22	18.46	19.28	21.90	18.14	-0.007
5.	Roads, Footpaths and Parking spaces (Where n = 306)	16.34	16.99	7.52	36.60	22.55	0.2582
6.	Rescue Services and Security (Where n = 306)	11.44	11.76	8.82	35.95	32.03	0.4477
7.	Recreational and cultural activities (Where n = 306)	5.88	5.88	7.52	41.50	39.22	0.6895
8.	Accessibility of Public and services offices (Where n = 306)	7.52	4.25	5.88	44.12	38.24	0.7059
9.	Housing, Goods and online facilities (Where n = 612)	22.06	15.03	11.11	25.49	26.31	0.1471

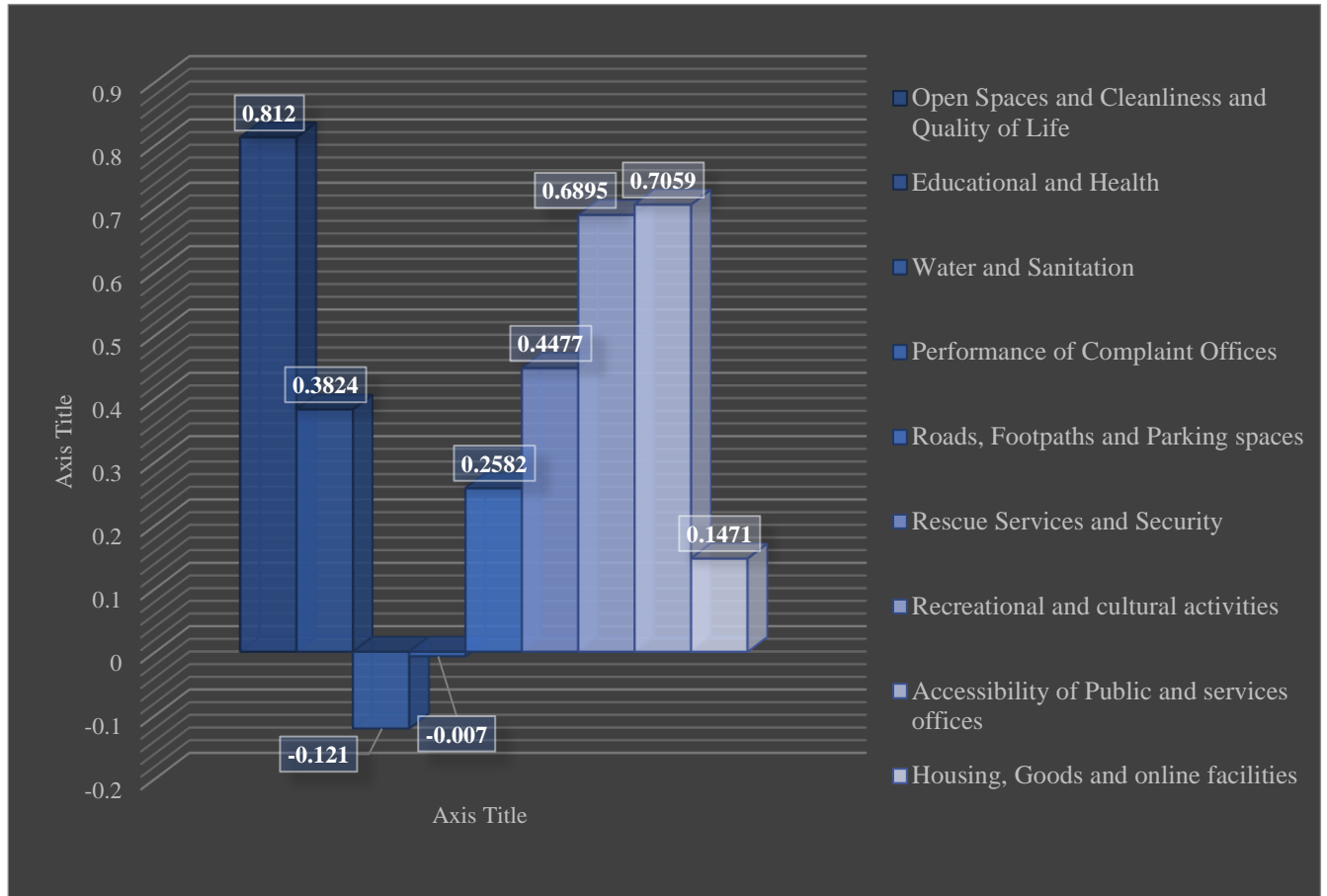


Figure 19 Overall Responses of the Respondents about Performance

4.5 BIGGEST ISSUES IN ISLAMABAD

Finally, the citizens were also asked about the biggest issues they were facing or considering in the city of Islamabad. They were provided with a list of issues and were also given other than specified option. Three priorities were allowed to pick from those issues. Respondents had to pick one of all the issues as Priority 1 issue, pick one from all as the Priority 2 issue, and then pick one from all issues as Priority 3 issue.

4.5.1 Biggest Issue

Corruption was selected as the major issue in Islamabad by most of the respondents of the survey. Corruption is rampant in almost all sectors and institutions and is the root cause of many problems we are face in Pakistan. Bribery and corrupt practices can be traced in all kinds of institutions, including bureaucracy, police, judiciary, health system, land and properties, taxation, and legislation. Corruption has become systematic and a new norm in Pakistan. It is an obstacle to businesses as bribery, and other illegal means are widely accepted and regularly used by companies and businesses to grow or even survive. Corruption is the main reason why poor people are getting poorer and rich people are getting richer. This issue needs to be addressed and solved.

Table 37 Frequency Table of Biggest Issue in Islamabad

Issue	Frequency	Percent
Corruption	58	37.9
Public Transport	42	27.5
Water Supply	12	7.8
High Taxes	10	6.5
Condition of Roads	7	4.6

Education system	7	4.6
Prices of goods	5	3.3
Sewerage and waste management	4	2.6
Medical Facilities	3	2
Other	2	1.3
Public Safety	2	1.3
Parking	1	0.7

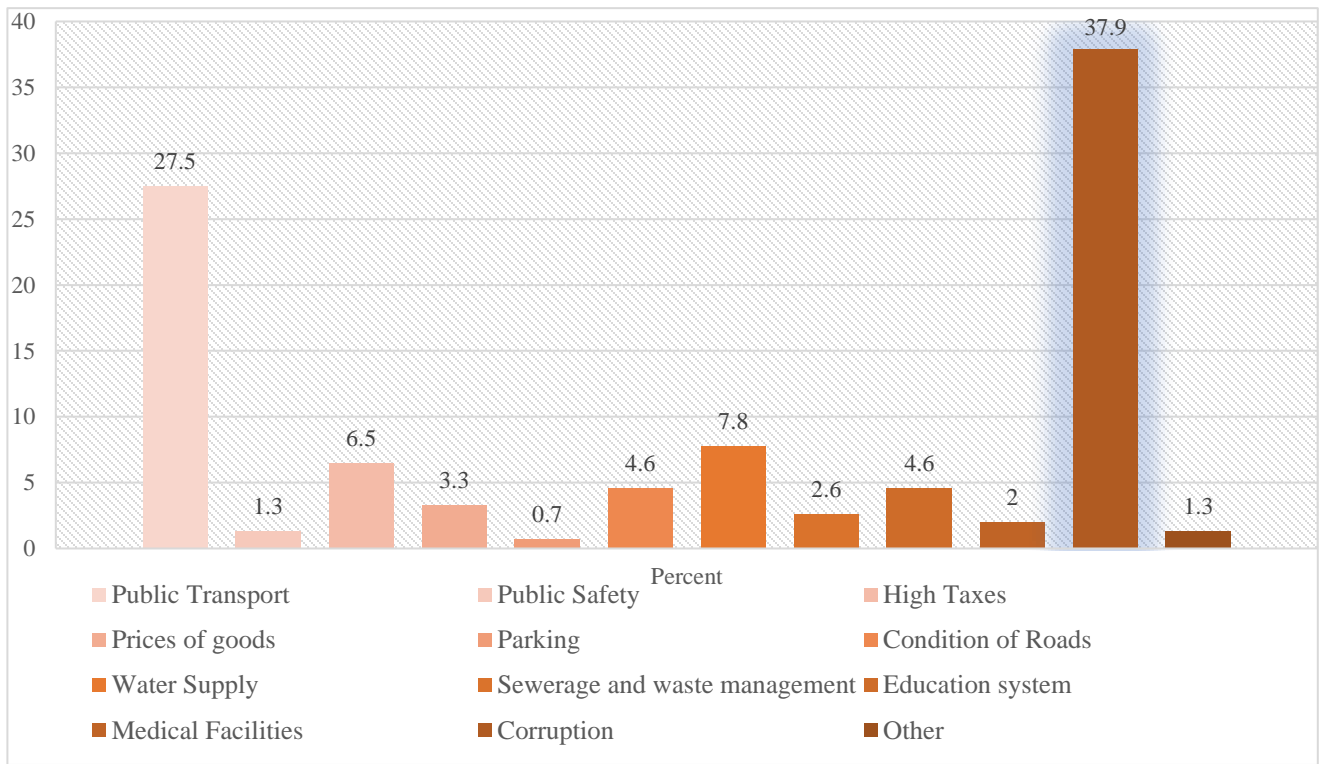


Figure 20 Frequency Graph of Biggest Issue in Islamabad

4.5.2 2nd Biggest Issue

Public Transport was chosen as the second biggest issue in Islamabad by the general public. All the sectors of Islamabad are shaped almost the same, and all these sectors are very distant from one another that you cannot go to another sector by a walk and you need a ride to reach them easily. For this reason, people are facing many transport-related issues, which include increasing car ownership rate, traffic congestion, lack of parking spaces, longer commutes in Islamabad, the poor public transport system in the city, road accidents, and safety issues. The government should take steps to solve this issue.

Table 38 Frequency Table of 2nd Biggest Issue in Islamabad

Issue	Frequency	Percent
Public Transport	27	17.6
Corruption	24	15.7
Prices of goods	23	15
Water Supply	17	11.1
High Taxes	16	10.5
Public Safety	12	7.8
Sewerage and waste management	10	6.5
Medical Facilities	10	6.5
Condition of Roads	9	5.9
Education system	3	2
Parking	2	1.3

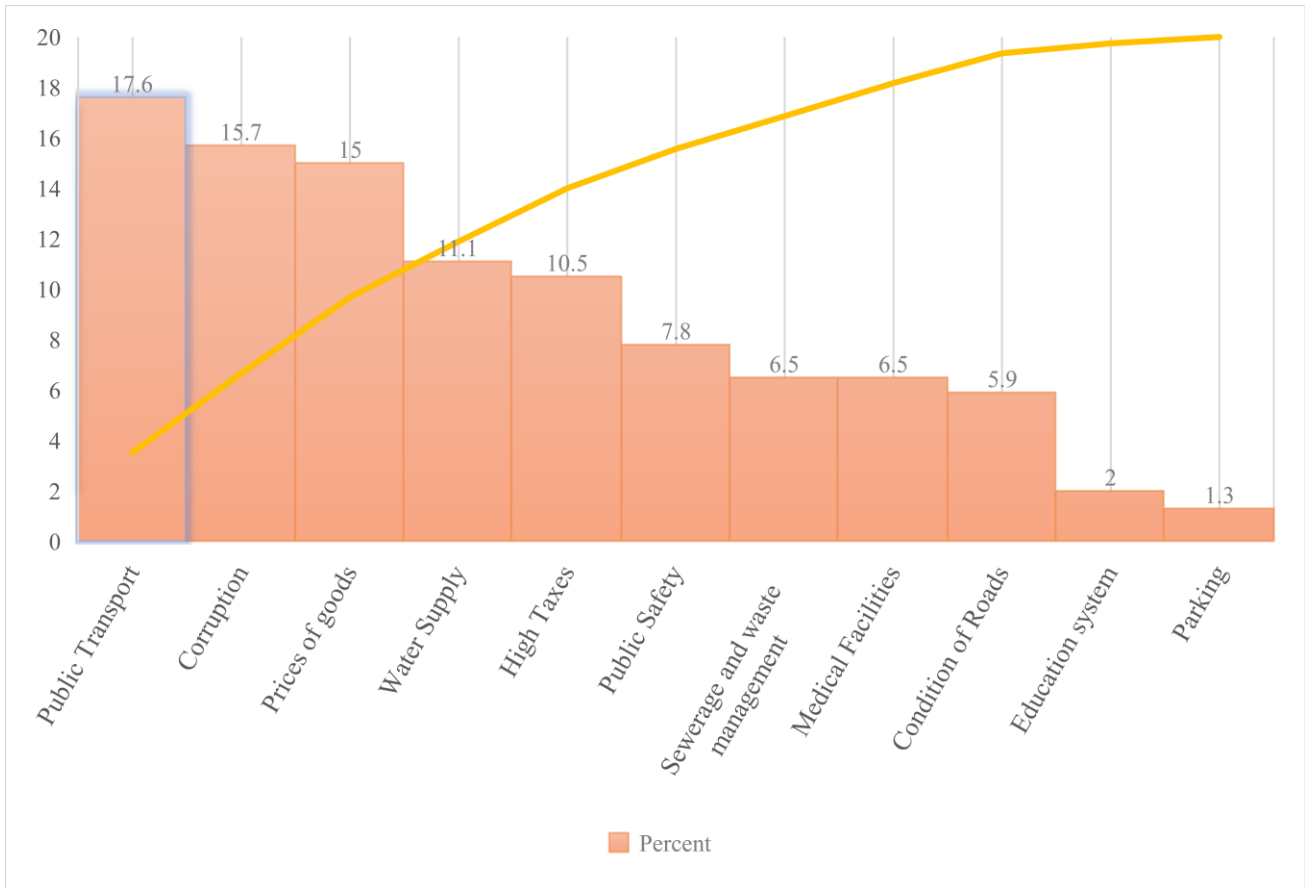


Figure 21 Frequency Graph of 2nd Biggest Issue in Islamabad

4.5.3 3rd Biggest Issue

The third biggest issue highlighted by the public was high taxes. Regularly introduced and announced different taxes like general sales tax (GST), customs tax, petroleum levy tax, excise duty tax, value-added tax, and luxury tax. These multiple kinds of taxes do little help in collecting revenue, but they contribute a lot more to inflation and result in increased difficulties for the people to survive and get a better life.

Table 39 Frequency Table of 3rd Biggest Issue in Islamabad

Issue	Frequency	Percent
High Taxes	30	19.6
Corruption	26	17
Prices of goods	21	13.7
Public Transport	18	11.8
Medical Facilities	13	8.5
Water Supply	11	7.2
Education system	10	6.5
Public Safety	9	5.9
Condition of Roads	8	5.2
Sewerage and waste management	7	4.6

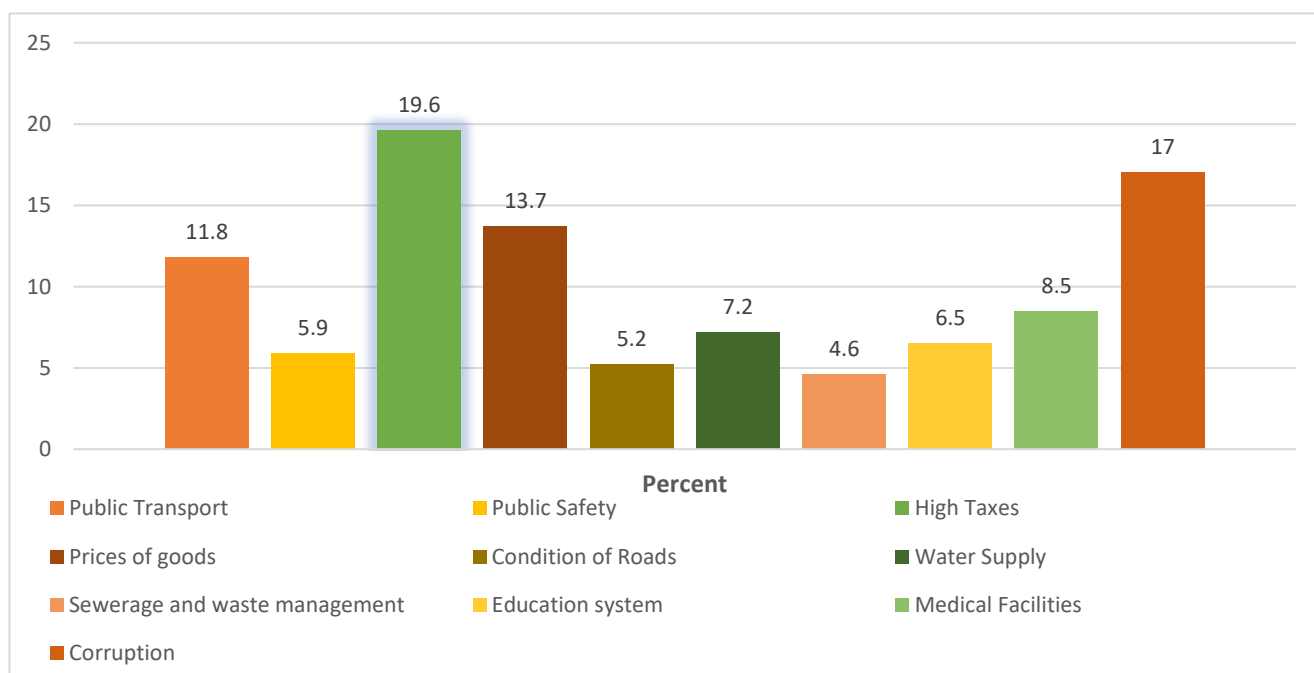


Figure 22 Frequency Table of 3rd Biggest Issue in Islamabad

5 CHAPTER 5: CONCLUSION

This research mainly focused on measuring the urban governance effectiveness. First of all, existing good governance measuring frameworks were identified with the help of a literature review. These governance measuring frameworks were then used to choose and shortlist the indicators to measure the urban governance effectiveness. The literature review revealed that all the existing governance measuring frameworks were having their shortcomings. These shortcomings were different for different frameworks. Most of the frameworks were designed solely for their own country and locality and therefore were not universal. All frameworks were not full & final and needed further research as directed by their creators. Most of these frameworks were designed and applied to the developed countries with different conditions than the under-developed countries like Pakistan. Some of the frameworks that were designed and used in the African countries had worse conditions than Pakistan. Every country has its dynamics and conditions, which are somewhat unique to other nations. All these governance measuring frameworks can't be used all over the world due to these limitations.

The literature review identified some grey areas which either were not included in the frameworks or were not present in one single framework. These grey areas include political interference, corruption, technological advancements, gender equality, minority rights, the role of media, private sector involvement and public-private partnership practices, local perspectives and beliefs, and sustainability.

Therefore, we designed a new framework by merging the indicators of these already existing frameworks, indicators related to these grey areas, and the indicators related to the local conditions of Pakistan. The literature-based identified grey areas were integrated with the local conditions-based parameters and then these parameters, were used to measure the urban governance effectiveness in Pakistan.

The results of the study showed that these six areas were very poor and needed improvement. These grey areas are:

1. Political interference in the matters of institutions
2. Quality of public servants
3. Privatization and Public-Private Partnership
4. Accountability and control of corruption
5. Coordination among different tiers of the Government
6. Public Service Delivery System
7. Gender equality and the rights of minorities

These identified grey areas were marked poor by our experts and the public. The results showed poor coordination among different tiers of the government. The increase of political interference and political pressure on the government servants was alarming and needed to be controlled as the politically motivated decisions are always short-term and cause problems in the long scheme of things. There is a dire need to benefit from the skills, experiences, and resources of the private sector. The Public-Private Partnership-based projects are need of the day as such projects lead to lower costs and

maximum benefits with a lot less responsibility for the governments. Like all other under-developed nations, Pakistan is notorious for its corrupt culture, and these corrupt practices are increasing in the country day by day. Proper accountability and transparency in the systems and institutions are also needed. The public service delivery system is poor due to the old and traditional methods of the government. Modern technology and Information Technology based systems can help in improving the public service delivery system.

According to Global Gender Gap Index, Pakistan ranks as the second last country in the world when it comes to gender equality. Minorities are not treated equally in Pakistan. The condition of religious minorities is worse in Pakistan. People in higher positions of the government don't take this issue seriously and consider it as a foreign agenda when people talk about minorities. Policies should be made to engage the minorities in the societies and promote harmony among the people.

Surprisingly, the study revealed that politicians don't interfere in the matters of the institutions which is totally against the perception of the general public as it is generally believed that the political elite is supreme and interferes in the matters of state and institutions for their gains. Other surprise of the study was that the experts and the local public were not very much interested in sustainability and sustainable practices. They ignored the importance of sustainability altogether and treated it as a general aspect of governance. Some of the experts were not even aware of the SDGs (Sustainable Development Goals) which is unfortunate as the future of this world is connected with achieving Sustainable Development Goals.

6 RECOMMENDATIONS

The situation of political interference and pressure can be improved by focusing on building professional and strong institutions and increasing transparency in all processes. It can also be improved by establishing and publishing the work plans of the institutions and making a system for tracking the progress of individuals, teams and the institutions. The procedures and goals of the institutions should be communicated to the public through press. The use of E-Systems and digitalization can also help in reducing the political involvement in the matters of the institutions.

Training of the public servants is needed to familiarize them with the new technology and other advanced and smart governance-based techniques being used all over the world. This will help in improving their skills, understanding of modern concepts, and technology-based solutions to issues of governance. The civil servants should be trained before their entry into the system and during their service. The promotion of the civil servants should be connected with the training courses and certifications. These training institutions should be granted more autonomy and linked with top universities and research organizations.

There is a dire need to benefit from the skills, experiences, and resources of the private sector. The Public-Private Partnership-based projects are need of the day as such projects lead to lower costs and maximum benefits with a lot less responsibility for the governments. Although public-private partnership practices were present in small projects but need to be incorporated in the public transport system, solid waste

management, the housing sector, maintenance of public parks, and cleanliness of the city. Government should also be creating an environment to attract foreign investors which can help in improving the economy and living standard of the people of the city.

Pakistan ranks 124th in Corruption Perception Index (released by Transparency International) out of 179 Nations in the world. Proper accountability and transparency in the systems and institutions is also need of the day. Young blood should lead the change against corruption. Other way is to shift the mindset of people by investing in civic education, leadership programs and value-based networks. It is widely agreed that reforming poor institutions requires strong leadership and country ownership. The solution to corruption not just lies in making anti-corruption bodies and laws, it also lies in civil service reforms, devolution of power and responsibilities, documentation of economy, re-structuring of Tax System, revamping the justice system and shifting all the services online to minimize the interaction of civil servants with the public or influential people.

The use of E-governance and incorporation of ICT (Information and Communications Technology) will help in improving the coordination and cooperation among different government institutions and will improve the service delivery system. The use of IoT (Internet of Things) can help the government in improving its ability to communicate, analyze, regulate, secure and act upon digital information for better management of cities.

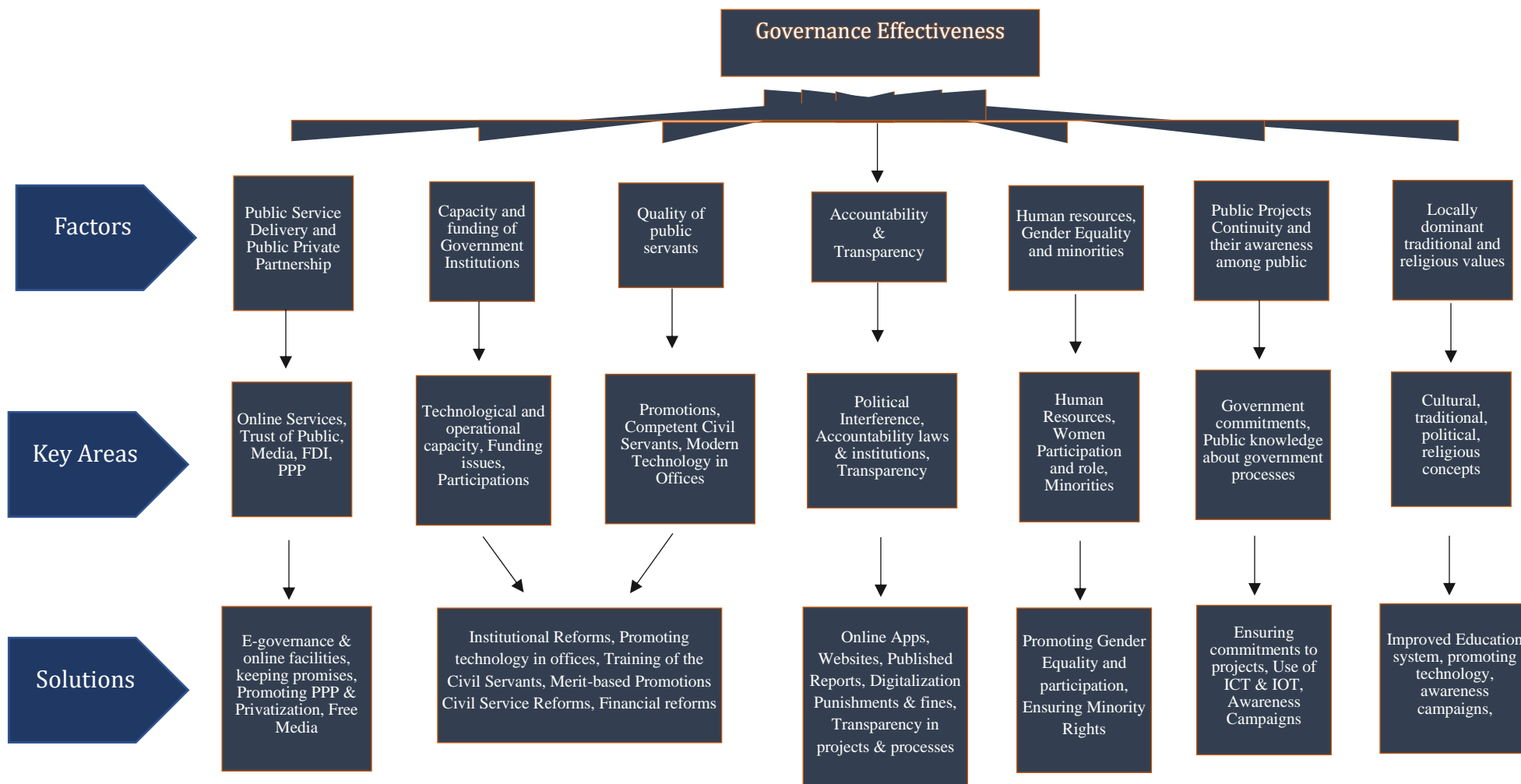
Modern technology and Information Technology based systems can help in improving the public service delivery system. Internet-based online systems should be incorporated in the governance practices for the conveyance of the public. Public service delivery systems should focus more on providing services through online Apps and websites. This will increase the transparency of the system and will help the public to get their issues listened to and resolved on urgent basis.

Gender equality is the central component to the development of any nation in today's world. This situation can be improved by giving women the financial independence, equal education opportunities, skills-based education, and giving them chances to reach their potential. The government also needs to provide constitutional, institutional, and moral guarantees to ensure the rights of the minorities. The steps should be taken to promote meaningful participation and representation of the minorities in the country.

These aspects of governance effectiveness need special attention from the authorities and government to improve the overall governance system. This will lead and contribute to the greater good of the general public, government, and the state in Pakistan.

Framework Factors, Solutions and Recommendations

Figure 23 Framework Factors, Solutions and Recommendations



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8 APPENDICES

Annexure A

S. No.	Framework	Year	Producer	Reference
1	Citizen Report Cards (CRC)	1994	PAC – Public Affairs Centre (Bangalore, India)	(Wilde & Narang, 2009)
2	Urban Governance Index (UGI)	2000	UN-HABITAT	(Wilde & Narang, 2009)
3	Indicators of Local Democratic Governance	2000	Local Government Open Society Institute and the Tocqueville Research Center	(Wilde & Narang, 2009)
4	Measuring Municipal Performance MIDAMOS (Paraguay)	2001	Alter Vida / GEAM with support from USAID	(Wilde & Narang, 2009)
5	Social Audit of Governance and Delivery of Public Services (Pakistan)	2001	Community Information, Empowerment, and Transparency (CIET) – a Pakistani NGO	(Wilde & Narang, 2009)
6	Local Democracy Assessment Guide	2002	International IDEA	(Wilde & Narang, 2009)
7	Local Governance Performance Management System (LGPMS) (Philippines)	2004	Department of the Interior and Local Government (DILG), Philippines	(Wilde & Narang, 2009)
8	Local Governance Barometer (LGB)	2005	IDASA – The Institute for Democracy in Southern Africa; and SNV – Netherlands Development Organization	(Wilde & Narang, 2009)

9	Council of Europe's Guide to Developing Well-Being / Progress Indicators with Citizens – Application of the Governance Module in Timisoara (Romania)	2005	Council of Europe, Timisoara and European Commission.	(Wilde & Narang, 2009)
10	Local Governance Self-Assessment (Bangladesh)	2006	Inter-cooperation (Swiss Foundation for development and International Cooperation) and CARE Bangladesh.	(Wilde & Narang, 2009)
11	Social Audit of Local Governance (Bosnia and Herzegovina)	2006	The World Bank's ECA (Europe and Central Asia) Region and the Government of Austria	(Wilde & Narang, 2009)
12	Methodological Guidelines for Local Governance Analysis	2007	UNDP, Regional Project on Local Governance for Latin America	(Wilde & Narang, 2009)
13	Good Governance for Local Development (GOFORGOLD Index)	2007	Independent Directorate for Local Governance (IDLG), Afghanistan	(Wilde & Narang, 2009)
14	Observatory of Democracy in Central America: System of Legal and Institutional Governance Indicators for Central America	2007	Centro Estudios para el Futuro	(Wilde & Narang, 2009)
15	Governance Index (Indonesia)	2008	Kemitraan Partnership, an independent Indonesian research institution	(Wilde & Narang, 2009)

16	Governance for Sustainable Development: A Framework	2008	Annemarie van Zeijl-Rozema and Ron Cörvers	(Van Zeijl & Annemarie, 2008)
17	Methodology for the Assessment of Capacity of Municipalities in Turkey and the Western Balkans to Deliver Services	2008	UNDP – Capacity Development Practice, Bratislava Regional Centre	(Wilde & Narang, 2009)
18	The Governance Analytical Framework	2009	Marc Hufty	(Marc Hufty, 2009)
19	The Worldwide Governance Indicators: Methodology and Analytical Issues	2010	Daniel Kaufmann, Brookings Institution, Aart Kraay and World Bank	(Kaufmann & Kraay, 2011)
20	Measuring the Governance in Pakistan: An Introduction on to KU Index	2014	Rana Ejaz Ali Khan And Shafqut Ullah	(Khan & Ullah, 2014)
21	A Framework for Understanding Smart City Governance as a Sociotechnical System	2016	Gabriela Viale Pereira and Marie Anne Macadar	(Pereira & Gabriela, 2016)
22	Structuring composite local governance indicators	2017	Nuno F. da Cruz & Rui Cunha Marques	(Da Cruz & Marques, 2017)
23	Urban Sustainability Framework (USF), the World Bank	2018	The World Bank/ International Bank for Reconstruction & Development	(The World Bank, 2018)
24	A good-governance framework for urban management	2019	Rathin Biswasa and Arnab Janaa	(Biswas & Jana, 2019)

25	Perceptions are Reality: A Framework for Understanding Governance	2019	Michael R. Ford & Douglas M. Ihrke	(Ford & Ihrke, 2019)
26	Measuring urban governance using governance and Legislation index: a case study of Kuala Lumpur, Malaysia	2019	Soo Po Xuan, Gabriel Hoh Teck Ling	(Xuan & Ling, 2019)
27	The PRIMO FORTE Framework for Good Governance in Public, Private and Civic Organizations: An Analysis on the Small EU States	2019	Jack P. Kruf, Simon Grima, Murat Kizilkaya, and Public Risk Management Organization (PRIMO)	(Kruf et al., 2019)

Annexure B

S. No.	Indicator	Reference
1	Vision statement	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; USAID FHi360, 2015; Wilde & Narang, 2009)
2	New government honours commitments of the previous government	(Kaufmann & Kraay, 2005; Yousaf, Ihsan, & Ellahi, 2016)
3	Coordination among different tiers of government	(Biswas & Jana, 2019; Habitat III Policy Unit 4, 2015; Kaufmann & Kraay, 2005; Wilde & Narang, 2009)
4	Approved long term and short-term Development Plans	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005)
5	Budget linked to a multi-year strategic plan/objective approved by council	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
6	Media Role and Participation	(International IDEA, 2001; Kaufmann & Kraay, 2005; Moretto & Luisa, 2007; Soós & Kálmán, 2003; UN-Habitat UG Index, 2005)
7	Pro-poor Policies	(Biswas & Jana, 2019; UN-Habitat, 2000; UN-Habitat UG Index, 2005; UN SDGs, 2015)
8	Policies to make cities and human settlements inclusive, safe, resilient, and sustainable	(Habitat III Policy Unit 4, 2015; UN SDGs, 2015)
9	Policies and Institutions for Environmental Sustainability	(Ghaus-Pasha; Habitat III Policy Unit 4, 2015; Moretto & Luisa, 2007; UN-Habitat, 2000; UN SDGs, 2015; Wilde & Narang, 2009)
10	Sustainable management of water and sanitation	(Habitat III Policy Unit 4, 2015; UN SDGs, 2015)

11	Policies to promote just, peaceful and inclusive societies	(Habitat III Policy Unit 4, 2015; UN SDGs, 2015)
12	Greenhouse gas emissions and green infrastructure	(UN SDGs, 2015)
13	Policies to generate renewable electrical energy supply	(UN SDGs, 2015)
14	Policies to improve the efficiency of public sector	(Kaufmann & Kraay, 2005)
15	E-governance and availability of information	(Kaufmann & Kraay, 2005)
16	Competence and professionalization of institutions and civil servants	(Faisal & Review, 2017; Ghaus-Pasha; Kaufmann & Kraay, 2005; Mimicopoulos et al., 2007; Wilde & Narang, 2009)
17	Quality of government and public administration	(Faisal & Review, 2017; Ghaus-Pasha; Kaufmann & Kraay, 2005; Mimicopoulos et al., 2007; Wilde & Narang, 2009; Yousaf et al., 2016)
18	Duration of periods of office of local administrations and the possibility of rewarding good administration	(Wilde & Narang, 2009)
19	Political pressures on civil servants	(Kaufmann & Kraay, 2005)
20	Efficiency in implementation of govt decisions	(Biswas & Jana, 2019; Kaufmann & Kraay, 2005)
21	Number of Civil Servants per 1000 population	(Wilde & Narang, 2009)
22	Merit-Based Promotions in the institutions	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
23	Internal and external municipal participation and sustainability of citizen participation	(Kaufmann & Kraay, 2005; Wilde & Narang, 2009)

24	Mechanisms of accountability, municipal information, and citizens' complaints	(Biswas & Jana, 2019; Wilde & Narang, 2009; Yousaf et al., 2016)
25	Common municipal procedures	(Wilde & Narang, 2009)
26	Laws, procedure and courts for the accountability of civil servants	(Soós & Kálmán, 2003)
27	Frequency of corruption cases among public officials	(Kaufmann & Kraay, 2005)
28	Corruption policies and Perception about corruption	(Kaufmann & Kraay, 2005; Wilde & Narang, 2009)
29	The proportion of women in key positions	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
30	Published performance Delivery Standards	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
31	Completion of government project within agreed timelines	(Biswas & Jana, 2019; Wilde & Narang, 2009)
32	Average time to process business/trading permit	(UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
33	Number of contracts/projects implemented by the private sector or NGO partners as a percentage of the total contract value	(UN-Habitat, 2000; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
34	Legal framework as an obstacle to competitiveness	(Kaufmann & Kraay, 2005)
35	Right of access to basic services like water, electricity, sewerage, education, health, internet facilities	(Kaufmann & Kraay, 2005; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; UN SDGs, 2015; Wilde & Narang, 2009)
36	Incentives for informal business	(UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
37	Municipality fighting poverty	(UN SDGs, 2015)

38	Access to information regarding the budget	(Biswas & Jana, 2019; Kaufmann & Kraay, 2005; Moretto & Luisa, 2007; UN-Habitat, 2000; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
39	Open sessions in city council	(UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
40	Citizen's Capacity to Engage in Decision-making	(Wilde & Narang, 2009)
41	Public forum for women, youth, PWDs (People with disabilities)	(Wilde & Narang, 2009)
42	Conflict Resolution and grievance redress mechanism	(Biswas & Jana, 2019; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
43	The ratio of actual recurrent and capital budget	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
44	Regular Independent internal and external audits	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
45	Local Government income or revenue collected	(Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
46	Predictability of transfers in local government budget	(UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
47	Expenditure capacity through own resources	(Wilde & Narang, 2009)
48	Development Expenditure Ratio	(Kaufmann & Kraay, 2005; Wilde & Narang, 2009)
49	Public-Private Partnership	(Biswas & Jana, 2019; Habitat III Policy Unit 4, 2015; International IDEA, 2001; Moretto & Luisa, 2007; UN-Habitat, 2000)
50	Process and emission of financial reports	(Wilde & Narang, 2009)
51	Percentage of wages in budget	(UN-Habitat UG Index, 2005)
52	The ratio of mandates to actual tax collection	(UN-Habitat UG Index, 2005; Wilde & Narang, 2009)

53	Foreign direct investment in local government projects	(International IDEA, 2001; Kaufmann & Kraay, 2005)
54	Public Review of Budget and Financial Reports	(Wilde & Narang, 2009)
55	Representation of women and minorities in all processes	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat, 2000; UN-Habitat UG Index, 2005; UN SDGs, 2015; Wilde & Narang, 2009)
56	Minorities representation and rights	(UN-Habitat UG Index, 2005)
57	Private sector Role	(Biswas & Jana, 2019; Habitat III Policy Unit 4, 2015)
58	Codes of conduct	(Biswas & Jana, 2019; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
59	Facility to receive complaints	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005)
60	The local government possesses the capacity to invest in its resources	(Wilde & Narang, 2009)
61	Political interference in the matters of institutions	(Kaufmann & Kraay, 2005)
62	Bureaucratic delays in legal procedures	(Kaufmann & Kraay, 2005)
63	Record maintenance of public projects and their audit reports	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; Wilde & Narang, 2009)
64	Consumer satisfaction surveys	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005; USAID FHi360, 2015)
65	Institutions to probe and punish the corrupt practices	(Biswas & Jana, 2019; Moretto & Luisa, 2007; UN-Habitat UG Index, 2005)
66	Women participation in all processes	(UN-Habitat, 2000; UN SDGs, 2015)
67	Participatory approaches at local government processes	(Kaufmann & Kraay, 2005)
68	The technological capacity of the institutions	(Kaufmann & Kraay, 2005; Wilde & Narang, 2009)

69	Technical and operational awareness among the public servants	(Faisal & Review, 2017; Kaufmann & Kraay, 2005)
70	Quality of bureaucracy and level of competence among them	(Faisal & Review, 2017; Kaufmann & Kraay, 2005; Mimicopoulos et al., 2007)
71	Penetration of modern technologies in current practices at the local government level	(Mimicopoulos et al., 2007; Priano & Guerra, 2014)
72	Public knowledge about the government processes	(Soós & Kálmán, 2003; Wilde & Narang, 2009; Yousaf et al., 2016)
73	The trust of the public in public institutions and service delivery system	(Kaufmann & Kraay, 2005; Wilde & Narang, 2009)
74	In local communities, cultural, political, and religious perspectives are strong rather than the modern concepts	(Faisal & Review, 2017; Khan & Ullah, 2014; Lafortune, Gonzalez, & Lonti, 2018)

Annexure C

Questionnaire To Identify the Barriers to Measure the Urban Governance Effectiveness

How much do you agree to the following statements?

Sr. no.		Strongly Disagree 1	Disagree 2	Uncertain 3	Agree 4	Strongly Agree 5
1	The current government has a vision for the future?					
2	New government honors the commitments of previous governments					
3	Government is following approved long-term development plans					
4	Government is following approved short-term development plans					
5	Different tiers of government have better coordination among them					
6	Municipality fights poverty with focused programs					
7	Efforts are made to improve the efficiency of the public sector					
8	Policies are made to make cities safe, resilient and sustainable					
9	Policies are made for the sustainable human settlements and inclusive societies					
10	Policies are present or being made to control greenhouse gas emissions and design green infrastructures					
11	Policies and institutions for environmental sustainability exist					
12	Sustainable management of water and sanitation is present					

13	Performance delivery standards are documented and are available online					
14	The record of contracts of public projects and their audits is properly maintained and is available online					
15	Online facilities exist for general public to receive services related to their basic needs					
16	Politicians interfere in the matters of institutions					
17	Politicians influence the selection procedure of civil servants					
18	Government projects are completed within agreed timelines					
19	The bodies and mechanisms exist for conflict resolution and grievance redress					
20	Bureaucratic delays effect the service delivery					
21	Consumer satisfaction surveys are conducted regularly					
22	Merit based promotions are done in the institutions					
23	The civil servants have the relevant education and competencies to serve the public					
24	There exist the laws, procedure and courts for the accountability of civil servants					
25	Special institutions are present to probe and punish the corrupt practices					
26	Law of free access to information is present					
27	A separate mechanism is present to receive complaints by the public					
28	There exists a proper system for the process and emission of financial reports					
29	Regular internal and external audits of financial policies and reports are done					
30	Public reviews of budget and financial reports are collected and given appropriate importance					

31	The local government possesses the capacity to invest on its own resources					
32	Open sessions are conducted in city council for the public					
33	Media participates and plays effective role in public service delivery					
34	Local government promotes gender equality					
35	Women get their due share in policy making, participation and representation					
36	Minorities are given their due share in public representation and participation					
37	Government is willing to avail the benefits from the expertise and resources of private sector					
38	Incentives are given for informal businesses					
39	Foreign direct investment exists in local government projects					
40	Local government promotes public private partnership (PPP) in its own projects					
41	The Population of the city has impact on the governance effectiveness					
42	Urban growth rate of the city impacts the governance effectiveness					
43	The pattern of the planning of city impacts on the governance effectiveness					
44	The economic base (Basic or functional) of the city impacts the governance effectiveness					
45	The type of local government (selected, elected, non-existent) impacts the governance effectiveness					

Barriers to implement the internationally used urban governance measuring frameworks in Pakistan

Sr. no.		Not a Barrier 0	Somewhat Barrier 1	Moderate Barrier 2	Major Barrier 3
1	Participatory approaches at local government processes				
2	Technological capacity of the institutions				
3	Technical and operational awareness among the public servants				
4	Quality of bureaucracy and level of competence among them				
5	Penetration of modern technologies in current practices at local government level				
6	Public knowledge about the government processes				
7	Trust of public in public institutions and service delivery system				
8	In local communities, cultural, political and religious perspectives are strong rather than the modern concepts				
9	Awareness about SDGs benefits like technological enhancements and better environment				

Issues to implement the SDGs

Sr. no.		Strongly Disagree 1	Disagree 2	Uncertain 3	Agree 4	Strongly Agree 5
1	Technological and operational					
2	Vision					

3	Capacity and funding					
4	Policies					
5	Participatory Planning					
6	Human resources					
7	Representation of women and minorities in all processes					
8	Awareness level of public staff about SDGs					

Annexure D

Public Satisfaction Survey

Gender _____ Age _____

Highest level of education you have completed? _____

How long have you been living in Islamabad? _____

Have you visited any local office recently? Yes No

If Yes then what was the purpose of your visit? _____

How much satisfied are you with the quality and availability of following services;

Sr. no.		Very Dissatisfied 1	Dissatisfied 2	Uncertain 3	Satisfied 4	Very Satisfied 5
1	Cleanliness of the town/city you live in?					
2	Availability of open and green spaces					
3	Preservation of town/city shape and character					
4	Quality of educational institutions					
5	Quality of health care facilities					
6	Availability of adequate housing					
7	Availability and quality of water?					
8	Condition of sewerage and drainage system					
9	Repairing and maintenance of roads, footpaths, street lights, parks etc.					
10	Availability of parking spaces					
11	Performance of service windows at local government level					
12	Performance of complaint offices					

13	Availability of cultural institutions and activities					
14	Availability of sports and recreation facilities					
15	Accessibility of post offices, banks, exchange offices etc.					
16	Accessibility of public offices					
17	Behavior and professionalism of public office staff?					
18	Time to complete the task at public offices					
19	Safety and security in the neighborhood and streets specially at night					
20	Availability of the fire department and rescue services					
21	Public participation in designing and executing the budget at local level					
22	Availability of services to pay your bills online					
23	Availability of daily life goods and their prices					
24	Overall quality of life in your municipality					

Which of the following issues is more critical according to you? Select any three with priority?

Sr. no.		Priority 1	Priority 2	Priority 3
1	Public Transport			
2	Public Safety			
3	High Taxes			

4	Prices of goods			
5	Parking			
6	Condition of Roads			
7	Water Supply			
8	Sewerage and waste management			
9	Education system			
10	Medical Facilities			
11	Corruption			

If any other then please specify; _____

Your own Participation/involvement

Sr. no.		Strongly Disagree 1	Disagree 2	Uncertain 3	Agree 4	Strongly Agree 5
1	I consider myself as an active member of community?					
2	I currently volunteer in my community activities?					
3	I serve on a government committee or in any other public organization?					
4	I attend public governmental meetings?					
5	I vote regularly in local and general elections?					
6	I would like to be more involved in my community?					

Annexure E

How much do you rate the performance and condition of the following governance effectiveness parameters in your TMA?

Where 0 shows the worst possible condition/situation and 10 shows the ideal situation.

Sr. no	Category	Key Areas	Worst	Very Poor		Poor		Fair		Good		Excellent	
			0	1	2	3	4	5	6	7	8	9	10
1	Public Service Delivery and Public Private Partnership	Online Services, Trust of Public, Media, FDI, PPP											
2	Accountability and Transparency	Political Interference, Accountability laws and institutions, Transparency in projects and processes											
3	Quality of public servants	Merit Based Promotions, Competent Civil Servants, Modern Technology in Offices											
4	Capacity and funding of Government Institutions	Technological and operational capacity, Funding issues, Participations											
5	Human resources, gender equality and minorities	Human Resources, Women Participation and role, Minorities											
6	Public Projects Continuity and their awareness among public	Government commitments, public knowledge about government processes											
7	Locally dominant traditional and religious values	Cultural, traditional, political, religious concepts											