

Local Governments and Sustainable Urban Development; A Case Study of Punjab



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EXECUTIVE SUMMARY

Rapid urbanization is becoming a major cause of different problems in developing countries including but not limited to smog, air pollution, water pollution, urban sprawl, rising inequity, sanitation, slums informal settlements and insecurity. At the same time, urban areas are the hub of economic activities as well as provide huge prospects due to agglomeration effect and economies of scale. The unplanned urbanization and poor governance can compromise gains. In the present scenario, local governments (LGs) have a primary role in sustainable urban development. The LGs, considered major players and partner for achieving sustainable urban development, are proactively taking highly effective initiatives for ensuring sustainability at local level (solid waste management project in Curitiba, Brazil; rapid bus transit system in Bogotá, Colombia and energy conservation in Freiburg, Germany) to take world towards highly effective initiatives of sustainable development.

In Pakistan, after a long break, local governments again become functional under the umbrella of a civilian government. The sustainable urban development is at the forefront. The local governments' representative should have knowledge of the sustainable urban development aspects; social, economic, environmental and urban governance for managing the urbanization according to sustainable development. This study, administered in Punjab province, applies mix method research to assess the knowledge, attitude, and practices of local governments' representatives in this regard. Also, it analyzes existing policies and practices of local government to gauge alignment thereof towards sustainable urban development.

Overall, LG representatives were found capable to implement Sustainable Development and Sustainable Urban Development policies, however, they do need capacity building through trainings to enhance their efficiencies. The province of Punjab is found to be suffering from the concentration of power which is leading to inefficiency in the form of duplication of efforts, ambiguity of jurisdiction and act as a demoralizing factor for LG representatives. Rules and regulations are up to date; however, a serious rethinking is needed to bring harmony among different offices and improve coordination.

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Research Team

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Abbreviations

ADB	Asian Development Bank
BISP	Benazir Income Support Program
CDG	City District Government
DC	Deputy Commissioner
DHA	District Health Authority
EDO	Executive District Officer
FGDs	Focus Group Discussions
GC	General Councilor
GDP	Gross Domestic Product
GHG	Green House Gases
Government	Government of Punjab
ICLEI	International Council for Local Environmental Initiatives
ICT	Islamabad Capital Territory
IPFCA	Interim Punjab Finance Commission Award
KAP	Knowledge, Attitude, and Practices
LDA	Lahore Development Authority
LESCO	Lahore Electric Supply Company
LGB	Local Government Board
LGs	Local Governments
LWMC	Lahore Solid Waste Management Company
MCL	Metropolitan Corporation Lahore
MDGs	Millennium Development Goals
MNA	Member of National Assembly
MPA	Member of Provincial Assembly
NDA	National Development Agenda
NUA	New Urban Agenda
P&DD	Planning and Development Department
PCGIP	Punjab Cities Governance Improvement Project
PFA	Punjab Food Authority
PGS 2018	Punjab Growth Strategy 2018

PHA	Parks and Horticulture Authority
PHFMC	Punjab Health Facilities Management Company
PHIMC	Punjab Health Initiative Management Company
PICIIP	Punjab Intermediate Cities Improvement Investment Program
PLGA	Punjab Local Government Act
PnD	Planning and Development Department
SD	Sustainable Development
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
SUD	Sustainable Urban Development
UC	Union Council
UCGL	United Cities & Local Government
UNCED	United Nation Conference on Environment & Development
UNCHE	United Nation Conference on Human Environment
UNDP	United Nation Development Program
UNESCO	United Nations Education, Science and Cultural Organization
WASA	Water and Sewerage Authority
WCED	World Commission on Environment and Development

1. INTRODUCTION

1.1. Background of the Study

“Our struggle for Sustainable Development will be won or lost in cities”¹

Ban Ki-Moon, Ex-United Nations Secretary General

The population of urban areas is on the rise, and this ripeness is bringing new and complex changes at global and especially local levels throughout the period (Rana, 2011). The developing countries are on the radar of this rapid population growth (Harris 1998). In the 1990s, the urban population share was only 43% (2.3 billion) and by 2015 it increased to 54% (4 billion) of the total world population (UN-Habitat, 2016).

Urban areas are covering only two percent of the total world area but are consuming 75% of its total resources (ADB, 2008). On the other hand, cities are contributing around about 70% of greenhouse gases worldwide (UN-Habitat, 2016; Sing, 2014; ADB, 2008). Highly dense urban areas of developing countries are fronting multiple and complex glitches including climate change, growing inequality, high rate of urban growth, urban sprawl, air & water pollution, sanitation problems, smog, insecurity, the swift growth of slums and informal settlements (UNEP, 2004; UN-Habitat, 2016).

After the 1970s event of oil crisis, the World Bank (WB) shifted its emphasis towards infrastructure development of low-income countries (Parnell, 2016; Finnemore, 1997). In 1975, United Nation General Assembly established the first official UN body—United Nation Habitat and Human Settlements Foundation—dedicated to urbanization. In 1976, Vancouver host first international conference—HABITAT I—and in 1996 Istanbul host second international conference—HABITAT II.

In 1992, the ‘United Nation Conference on Environment & Development’ held in Rio de Janeiro, Brazil. The outcome of this conference came in the shape of Agenda 21; it includes comprehensive guidelines for international, national and local levels. Agenda 21 specifically emphasizes the role of LGs as mentioned in Agenda 21 (section 28):

“Because so many of the problems and solutions being addressed by Agenda 21 have their roots in local activities, the participation, and cooperation of local authorities will be a determining factor in fulfilling its objectives”

¹ Proclamation at UN-HABITAT’s Governing Council meeting on April 24, 2015 in Nairobi, Kenya

Pakistan, 6th most populated country of the world and 2nd most populated country of South Asia, is confronting rapid urbanization i.e. 32.5% in 1998 estimated to be more than 50% by 2025(UNPD, 2009). This is bringing multiple challenges to country including: Income disparity, increasing share of slums and informal settlements, water, sanitation and bad drainage, hospital wastage, congestion, ineffective land usage, lack of good urban governance and political ownership etc. (MWUD, 2007; Tegege, 2002; Nabi, 2002; Girma, 2004). Given the situation, this is high time to look for the sustainable solutions for the identified issues.

Pakistan is among those nations who are working to ensure SUD and exploiting the economies of scale and youth bulge. Pakistan has signed and agreed on different treaties, agreements and international development agendas such as 2030 Agenda of Sustainable Development in this regard. Beside this, Pakistan has formulated and amended different development policies at federal and provincial level. In addition, it received financial support for the implementation of the Agenda 21 (UN, 1997). Pakistan is also a member of G-77, playing leading role in UNCED (UN, 1997).

For achieving 2030Agenda, LGs are major stakeholders, as most developing nations are doing (Javed & Rehman, 2016). Unfortunately, in Pakistan, lack of political ownership, centralization of powers at the provincial level, moreover, bad urban governance and political instability are crucial hurdles (Jatoo et. al., 2016). This report offers an assessment of the role of LGs in sustainable urban planning in Pakistan.

1.2. Problem Statement

The SDGs and their 169 targets of Agenda-2030 are linked with day-to-day affairs of the LGs. The LGs arise as front-runners' due to their major role in initiatives linked to sustainability and community building (UN, 2012; UN-Habitat, 2016). LGs are also considered as crucial for ensuring the SD. Following the formal adoption of the SDGs, the United Cities and Local Governments (UCLG) launched a road map “for localizing the SDGs”.

Like other states, Pakistan is vigorously performing a key role in achieving the 2030 Agenda. The National Assembly (NA) of Pakistan adopted a resolution for incorporating SDGs in National Development Agenda (NDA). Moreover, the SDGs units are established by the government at federal and provincial levels to work for sustainable development. This initiative is being supported by the United Nation Development Fund (UNDP).

Over the period of 5 years, developed countries have witnessed a 0.7 % increase in GDP by accommodating settlement of 1,00,000 additional people in major cities. On the contrary, over the same period, the low-income countries have undergone a decrease in growth by 2.3% due to the settlement of 1,00,000 people in big cities (Frick & Pose, 2016). This is because of a number of complex challenges including unplanned cities, poor urban governance, inefficient LGs and urban sprawl. UN-Habitat (2015) stated that a major portion of the 2030 agenda (65%) may not be achieved without the suitable participation and support of the local actors. Bearing this in mind, this research envisages assessing the role of LGs in SUD. Case study approach having Punjab as unit is conducted for examining LGs role in Pakistan, thus the study tries to bring forth

relevant evidence from the field. Finding of this study will help the policymakers and local government officials by supplementing their understanding of the issues related to SUD. This will finally help in achieving SDGs through enhanced and efficient role of LGs.

1.3. Objectives

The main objective of this study is to examine the role of LGs in SUD under the following objectives:

- (i) To take stock of existing sustainable urban development (SUD) policies and practices undertaken by the Local governments (LGs).
- (ii) To evaluate the knowledge, attitude, and practices (KAP) of LGs towards urbanization and sustainable urban development (SUD).
- (iii) To analyze the inter-sectoral coordination mechanisms for sustainable urban development (SUD).

1.4. Scope and Significance of the Study

Lack of policy research in Pakistan causes challenges for evaluating the role of LGs in achieving SDGs and 2030 Agenda. Punjab is selected as a study area for being only the most urbanized province of Pakistan whose results can be replicated to other provinces for getting a clearer picture. Additionally, this research will offer a platform and baseline to assess role and performance of LGs' representatives, legislators, decision maker and improve the performance thereof in future.

1.5. Structure of the Study

This study comprises of five chapters. Chapter 1 has offered the background and introductory session. It also covers problem statement and scope of the study. The second chapter discusses the PLGA 2013. Chapter 3 of this research comprises of related literature which is divided into relevant sub-sections. The fourth chapter discusses the research methodology, covering sample size, respondents and data collection. The chapter five presents the analyses of the primary data collected from key respondents. This chapter is further divided into sub-parts according to its themes. The last chapter concludes the study and offers some policy recommendations.

2. THE PUNJAB LOCAL GOVERNMENTS ACT (PLGA) 2013: Structure and Present Position with Respect to Sustainable Urban Development (SUD)

2.1. Introduction of the Act

The 18th constitutional amendment is considered milestone in the constitutional history of Pakistan and was promulgated on April 08, 2010. In this amendment, Article 140-A of the constitution retained statutory safeguard to LGs. Also, the legislators have included a new section in the Article 140-A, making the Election Commission of Pakistan responsible for holding elections of LGs in all over Pakistan. The Article 140-A is

Local Governments: (1) "Each province shall, by law, establish a local government system and devolve political, administrative and financial responsibilities and authority to the elected representative of the local governments. (2) Election to the local governments shall be held by the Election Commission of Pakistan"

(140-A, Article, Constitution of the Islamic Republic of Pakistan, 1973)

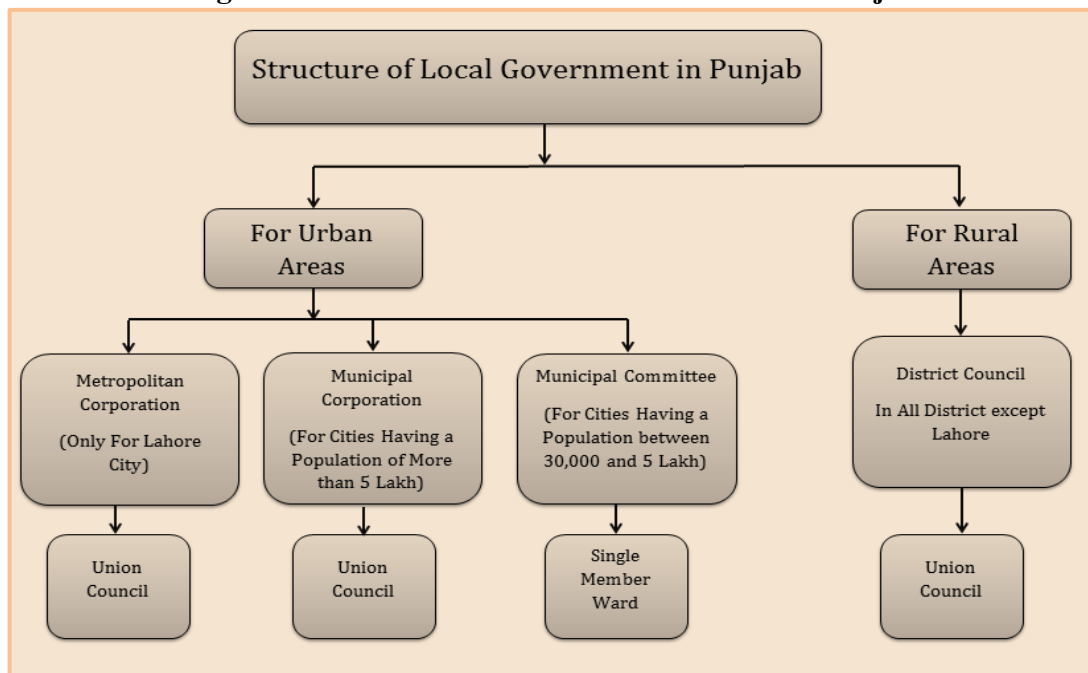
The concentration of article 140-A is upon the tripod devolution; devolution of political, administrative and financial powers to the respective LGs, along with responsibilities. Firstly, to emphasizes on the betterment of urban governance, secondly, for delivery of basic services for meeting people needs, and last but not the least, most important is policy making and taking decisions at local level. Having locally elected representatives, the system works with the effective participation of local people.

A closer look, however, suggests that the current PLGA 2013 is totally negating the true spirit of Article 140-A of Pakistan’s constitutions as government curtailed administrative, financial and political powers of LGs. The residual functions and powers of LGs have also been taken back by establishing special purpose vehicles including Punjab Saaf Pani Company (PSPC), Punjab Cattle Market Management Company (PCMM) Punjab Health Facilities Management Company (PHFMC), Lahore Transport Company (LTC), Lahore Parking Company (LPC), and Solid Waste Management Companies (SWMC) etc. The Government of Punjab has also announced ‘Interim Punjab Finance Commission Award (IPFCA) 2017’ which allocated only 12.8% funds to LGs and 4% to Union Council (UCs).

2.2. Structure of Local Governments (LGs) in Punjab

In Punjab, the structure of LGs is distributed into two fragments (i.e. urban and rural areas) except Lahore. The urban areas have separate LGs’ system and rural areas have their own system. In each district, the whole rural area comes under the District Council (also called Zila Council) but the urban areas consist of multiple LGs wherein each tehsil has its separate LGs’ system namely Municipal Corporation or Municipal Committee. The Figure-2.1 depicts the structure of LGs in Punjab.

Figure 2.1: Structure of Local Government in Punjab



If population share of a combined urban territory is between three hundred thousand to five hundred thousand then this territory should be run under the Municipal Committee. In Municipal Committee, the smallest unit is called ward. If the population share of combined urban areas exceeds five hundred thousand, then there will be Municipal Corporation.

2.2.1. Union Council

The smallest unit in this LGs' system is a Union Council (UC), consisting of six wards. In urban areas, these are called the City Council whereas in rural areas it's called Village Council. The composition and details of its members are laid down in Table-2.1

Table 2.1: Composition of UC

Union Council	Mode of Election	Membership
	Direct	Chairman and Vice Chairman, as a joint candidates
	Direct	Six general members
	Direct	Two women members
	Direct	One peasant or worker member
	Direct	One non-Muslim member

Source: PLGA 2013.

2.2.2. Metropolitan Corporation and Municipal Corporation

In Punjab, Lahore is the only city declared as Metropolitan Corporation. The composition of corporations is outlined in Table 2.2 and 2.3.

Table 2.2: Composition of Metropolitan Corporation

Metropolitan Corporation	Mode of Election	Membership
	Indirect	Mayor and Deputy Mayor or Deputy Mayor as Joint Candidates.
	Direct	General members consisting of chairmen of the Union Council in a Metropolitan Corporation. The Government shall, by notification, determine the number of the UCs in a Metropolitan Corporation by population of the Metropolitan Corporation
	Indirect	Twenty-five women members
	Indirect	Five worker members
	Indirect	Three technocrat members
	Indirect	Two youth member
	Indirect	Ten persons from amongst the non-Muslims

Source: PLGA 2013.

Table 2.3: Composition of Municipal Corporation

Municipal Corporation	Mode of Election	Membership
	Indirect	Mayor and Deputy Mayor or Deputy Mayor as Joint Candidates. A Municipal Corporation having population of more than one million shall have two Deputy Mayors, and after that, there shall be one additional Deputy Mayor for each one million of additional population
	Direct	General members consisting of chairmen of the Union Council in a Municipal Corporation. The Government shall, by notification, determine the number of the UCs in a Municipal Corporation by population of the Municipal Corporation
	Indirect	Such number of women members, not exceeding fifteen members, as the Provincial Government may, by notification, determine by the number of UCs in a Municipal Corporation
	Indirect	Two worker members
	Indirect	Two technocrat members
	Indirect	One youth member
	Indirect	Such number of non-Muslim members, not exceeding fifteen members, as the Provincial Government may, by notification, determine by the number of UCs in a Municipal Corporation

Source: PLGA 2013.

2.2.3. Chief Officer (CO)

Mayor of a Corporation and Chairman of a Committee are considered head LGs representative and work under them are the Chief Officer (CO), considered as Principal Accounting Officer (PAO). Chief Office which is Principal Accounting officer has following powers and duties:

- (i) Coordination: the first responsibility is ensuring coordination among all kind of stakeholders
- (ii) Human resource management: LGs have a big pool of human resources for performing municipal work and it is the duty of CO to manage them
- (iii) Improving the relation of government with Public
- (iv) Providing emergency amenities

For ensuring the successful execution of the above-mentioned duties and responsibility, a CO can execute them with the help of following powers

- (i) Supervision of all departments and wings in respective LGs
- (ii) Writing and preparing the planning agendas & reports and ensure the execution of thereof.

- (iii) The execution of environmental precautions/safeguards
- (iv) Execution of social safeguards
- (v) Procurement of the goods according to given laws.

2.2.4. District Authorities

In each district, the District Health Authority as well as District Education Authority are established under the PLGA 2013. According to this act, these Authorities are there to look into the local issues, but in practice, they report to the provincial government through the special purpose vehicle called Chief Executive Officer (CEO). The CEOs are responsible for the execution of all kind of roles and responsibility as stated in the PLGA 2013. Notable disbursement via IPFCA 2017 is clearly portraying that i) government prioritized health and education ii) government is regulating the big portion of development funds with the help of these kinds of authorities through transferring to LGs.

Functions and responsibilities of a District Educational Authority:

- (i) Starting, handling and monitoring all kind of educational services at the local level (except higher education but including special education).
- (ii) Executing direction and policies given by the local government.
- (iii) Guaranteeing the execution of the article 25-A of Pakistan's Constitution of Pakistan
- (iv) Guaranteeing provision of all kind of standards (infrastructure, teaching, security, hygiene and minimal education) for abettor education
- (v) Valuation of schools and co-curricular activities in schools
- (vi) Proper planning and formulation of development schemes and
- (vii) Disbursement of all kinds of funds

Functions of a District Health Authority:

- (i) Starting, monitoring and managing primary & secondary health care services
- (ii) Approving health budget at the district level
- (iii) Allocation of development funds
- (iv) Leading and coordinating for delivery of better health services
- (v) Keeping a liaison between public and private health sector
- (vi) Capacity development and Human resource management
- (vii) Executing direction and policies of the government
- (viii) Make sure execution of minimum health service delivery standards

2.2.5. Panchayat and Musalihat Anjuman

The PLGA 2013 laid down a framework for another institute to solve all kind of disputes peacefully at a local level known as Panchayat in the rural territory and Musalihat Anjuman in urban areas. Both consisted of nine members' board including two female members. UC nominate these members but cannot be its' part.

2.3. Reflections on Authority and Duties of Local Governments in Punjab

The execution of the PLGA is very vague in Punjab because the government has a tight grip on all functions of the LGs. Power and authority of LGs are curtailed by the government with the revival of the previous system and establishment of special purpose vehicle and CEO. In all major cities including Lahore, Rawalpindi, Faisalabad, Multan, the municipal functions of LGs are restricted by establishing companies and authorities' like Solid Waste Management Companies, Health Facilities Management Company and Saaf Pani Company.

Article 41-A focuses on devolving financial, administrative and political powers to LGs. The main responsibility of LGs is considered the delivery of basic services. According to the PLGA 2013, in Punjab, LGs have a long portfolio (Annexure-I) to make sure better service delivery of basic goods, good governance and apparent policymaking with the clear participation of local people. Interestingly, PLGA 2013 does not have a direct link for ensuring the SD and SUD. Portfolio of LGs is divided into four themes of SUD a) Political & Governance, b) Economic/Financial, c) Environmental, and d) Social (Annexure-I). However, limited powers to LGs for collecting tax and revenue, as financial problems are controlled and managed by the government, are a major impediment in this regard.

2.3.1. Financial/Economic Powers and Function

According to PLGA 2013, LGs have powers to impose taxes, levies or any other kind of duties and can collect revenue through 22 sources for fulfilling expenses (Annexure-II). But, revenue or funds collected are minimal. Therefore, factually, the control of finances remains under Punjab Finance Commission (PFC). The complete mechanism for the formulation of PFC laid down by PLGA 2013 is shown in Table 2.4.

Table 2.4: Composition of Punjab Finance Commission

Members of Punjab Finance Commission
Minister of Finance
Minister of Local Government
Five member from the Provincial Assembly
Secretary of Finance department
Secretary of Planning and Development Department
Secretary of the LG and Community Development Department
Two professionals from the corporate sector

Source: PLGA 2013.

The absence of LGs' representatives in PFC shows their curtailed participation in commission and finance by the government. The government approved IPFCA without consideration of LGs on December 30, 2016. LGs under IPFCA received 37.5% equal to RS. 391billion. Table 2.5 shows the distribution of funds under IPFCA.

Table 2.5: Distribution of funds under IPFCA

No.	Bodies	Shares
1	District Education Authority	66.90%
2	District Health Authority	16.0%
3	Metropolitan Corporation, Municipal Corporations, Municipal Committees and District Councils	12.80%
4	Union Council	4.30%

Sources: IPFCA 2017

The amount is distributed among district authorities, corporations, committees and UCs. Table 2.5 indicates education and health as top-most priorities receiving 66.90% and 16%, respectively. The commission disbursed funds to different stakeholders with the help of specified formula, consisted on following items; share of population, poverty, inverse population density, per capita expenditure, access to drinking water and school-age children.

After allocation of funds to LGs under the finance commission, these funds are disbursed through different grants including i) Development Grant (DG), ii) General Purpose Grant (GPG), and iii) Transition Grant (TG). LGs are receiving the following portion under grants scheme as shown in Table 2.6.

Table 2.6: Grant Wise Share

Grant Type	District Education Authority	District Health Authority	Metropolitan Corporation, Municipal Corporations, Municipal Committees and District Councils	Union Councils	Total
General Purpose Grant	57%	13.00%	9.00%	3.00%	83.0%
Development Grant	5.20%	2.00%	2.50%	1.30%	11.0%
Transition Grant	4.70%	1.00%	1.30%	0.0%	7.0%
Total	66.95%	16.00%	12.80%	4.30%	100%

Sources: IPFCA 2017.

The share of the developmental budget, apportioned to Corporations, Committees and Councils is only 2.5%. So, it is challenging for LGs to ensure effective service delivery. The LGs has a large number of functions that were designated in the eight schedules of PLGA 2013. This study classified the powers and functions of LGs under the four dimensions of SUD (Annexure-II)

3. LITERATURE REVIEW

3.1. Introduction

Sustainable Development is becoming the nexus of each policy. Around the world LGs are involved in different sustainability initiatives (Waste management programming in Curitiba, Brazil; Energy saving in Freiburg, Germany; Bus rapid transit in Bogotá, Colombia) leading the way to global sustainable development. The Development and Policy Analysis Division of UN provides four dimensions of sustainability i.e. urban governance, environmental management, social development and economic development (UNDESA, 2013).

3.2. Sustainable Development (SD)

The contemporary notion of sustainable development began after the second World War. Concentrated focus on economic development worldwide brought about raising the life quality into limelight (Du, 2006). Industrialization led the growth of 1950's affected the earth and human through creating environmental issues which not only affected the then generation but also raised some serious challenges for future generations (Rockstrom et. al, 2009; Reid, 2005; Carley, 2000). Following are the key landmark at the backend of the recent debate on sustainable development.

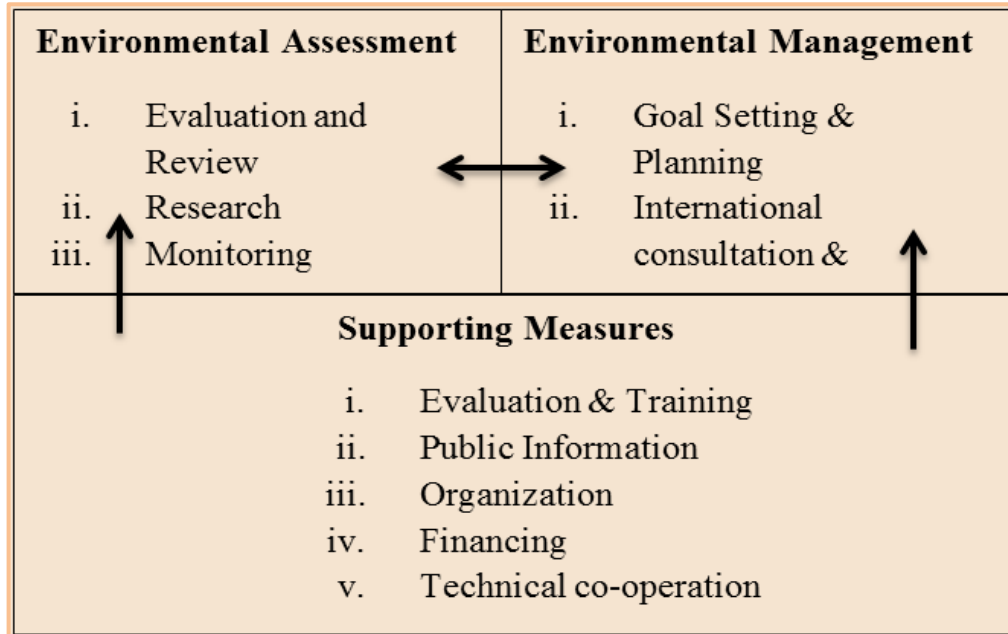
- (i) The 1972 United Nation Conference on the Human Environment (UN, 1972)
- (ii) The 1987 'Our Common Future' report by the World Commission on Environment and Development (WCED, 1987)
- (iii) The 1992 United Nation Conference on Environment & Development also known as the Earth Summit (UNCED, 1992)
- (iv) The year 2000 United Nation Millennium Summit
- (v) The 2012 Rio+20 United Nation Conference on Sustainable Development (UNCSD, 2012).

Calling action to safeguard the peace & prosperity, end poverty, improve quality of life and protect the planet, the world assumed Sustainable Development Goals, the infamous SDGs (UN, 2015). SDGs agenda, known as the global agenda 2030, built on initiative (i-v) outlined in above para.

A hallmark in the development of environmental politics, United Nation Conference on Human Environment (UNCHE) was held in Stockholm, Sweden during June 5-16, 1972 (Dresner, 2008). Also known as the Stockholm Conference, it brought environmental protection into mainstream debates of development (UNEP, 2002 & Quental, 2011). Finally, it materialized into the form of Stockholm Declaration. The declaration had exhaustive 109 recommendations based upon 26 principles to feed the action plan for environmental improvement.

Figure-3.1 describes action plan framework which includes a) the earth watch; a worldwide assessment program for environment, b) the desired management activities for environment, and c) global measures required to support the 109 initial recommendations (UN, 1972). The said Stockholm declaration, in later stages, resulted in the formation of the United Nation Environment Program (UNEP)-a body with a mandate for environmental protection (UNEP, 2002).

Figure 3.1: UNCHE Framework for Action Plan



Securing political commitment for the agenda of sustainable development was the main focus of United Nation Conference on Sustainable Development held in 2012, in Rio de Janeiro, Brazil. The conference initiated the process which later came to be called SDGs (UN, 2012). The Rio+20 focused mainly on a) framework for sustainable development b) green economy and poverty eradication. This laid down the foundation for global Agenda-2030, consisting of 169 targets and 17 goals. With particular reference to this study, Goal 11 of agenda asserts to “Make Cities and Human Settlement Inclusive, Safe, Resilient and Sustainable”.

3.2.1. Definition of Sustainable Development

It is not easy to arrive at a unanimous definition of sustainable development. Gunder (2006) reports, “sustainability is a fuzzy concept that everyone purports to understand intuitively but somehow finds it difficult to operationalize into concrete terms”. NGOs, academia and think tanks mostly read sustainable development as outlined by Brundtland in a report titled “Our Common Future”. The report reads;

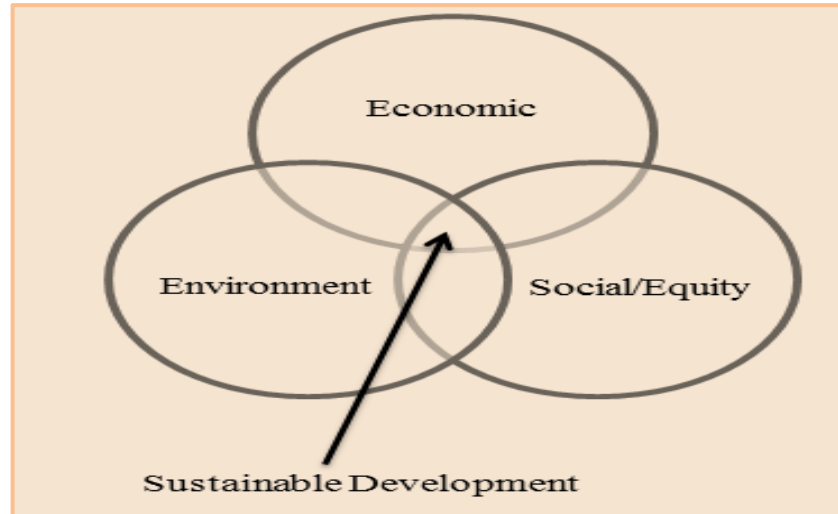
“[Sustainable development] is the development that meets the needs of the present without compromising the ability of the future generations to meet their own needs” (WCED, 1987).

But Middleton *et al.*, (2001) terms the said explanation to be a political fudge for the ambiguity it carries (Wackernagel & Rees, 1996). Another clear and comprehensive definition in this regard is proposed by Berke and Conroy (2000):

“Sustainable development is a dynamic process in which communities anticipate and accommodate the needs of current and future generation in ways that reproduce and balance local social, economic and ecological system and local action to global concern” (Berke and Conroy, 2000)

Here in addition to placing environmental protection as the basis for sustainable development, this definition takes into account the economic, social and institutional development over the time (Quental, 2011). This gave birth to a new set of definitions where sustainable development is the one “socially desirable, economically viable, culturally appropriate and ecologically sustainable” outcome (UNESCO) as shown in Figure 3.2.

Figure 3.2: SD Adapted from Brandon et al., 1997; Ahmad, 2002



3.3. Sustainable Urban Development

UN-Habitat and Human Settlement Foundation was established by United Nations General Assembly on January 01, 1975. Following this, in 1976, Vancouver hosted the first conference on cities. This conference highlighted the urban challenges. This was followed by second UN Conference on Human Settlement in Istanbul, Turkey in 1996. The second conference is also known as The UN Habitat-II. The main theme addressed issues related to the sustainable urban settlement including human resources, poverty, human rights and land issues etc. Subsequently in 2016, the UN Habitat-III took place in Quito, Ecuador, which reinvigorated the international resolve to sustainable urbanization coupled with execution of “New Urban Agenda” (UN Habitat-III, 2016).

It is very recent that the world realized urban planning as a key mode to achieve suitable development in itself, despite the fact that it was much earlier when the world recognized critical interrelationship between natural environment, their settlement and city planning (Hall et. al., 1993; Blower, 1993). The problems and challenges such as economic growth, environmental stability, social cohesion, education, services, job opportunity (ODPM, 2005), culture and tourism (UNESCO, 2016) are very critical and decisive in achieving sustainable urban development. Generally speaking,

“Sustainable[urban]development is a development that delivers basic environmental, social and economic services to all resident of a community without threatening the viability of the natural, built and social systems upon which the delivery of these services depends” (European Commission, 1996)

According to the European Foundation for the Improvement of Living and Working Conditions:

“A sustainable city is one which succeeds in balancing economic, environmental and social-cultural progress through processes of active citizen participation” (Mega & Pedersen, 1998)

The description of sustainable urban development varies as per the perspective one looks it from. Mega & Pederson (1998) concludes that sustainable urban development is one which has a citizen's active involvement. In the public policy, SUD generally refers to stressing on avoiding urban sprawl, controlling congestion, a new building on brownfield sites and ensuring controlling air pollution. In summary, as Uzzell et al., (2002) puts it,

“Sustainability is neither a vision nor an unalterable state but a creative and local process of searching for the balance that spreads into all areas of urban management and decision making. As every city is different, every city must find its own way towards sustainability”.

The argument here is that sustainable development is incomplete and not achievable without ensuring sustainable urban development. Economic, social, environmental, institutional and cultural perspectives of sustainable development are inter-connected and must be harmonized to achieve achieving SUD.

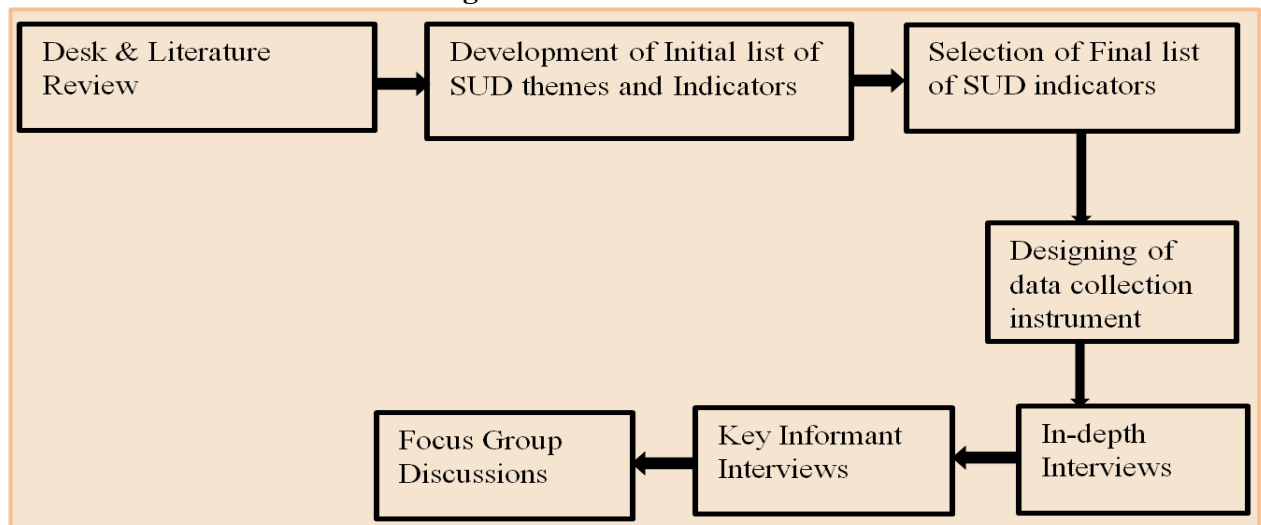
4. RESEARCH DESIGN AND METHODOLOGY

This section consists of research design and methodology. In this study, we are examining the role of LGs in SUD. We choose qualitative approached for the research study. This section is further divided into sub-section detailing sample criteria, sampling size, data collection and analysis techniques.

4.1 Research Design

This study adopts the qualitative research approach to find out the answers to our question. The data collection of this study is completed with the help of different techniques including literature review and desk review, key informants and in-depth interviews. In addition, the study also involves focus group discussions (FGDs). The scheme of analysis is as shown in Figure 4.1.

Figure 4.1: Research Scheme



First of all, a deep desk and literature review of related studies, policies and documents, were conducted with the plan to develop a primary list of those indicators related to SD and SUD [figure 5]. After developing a comprehensive list of indicators, we selected most relevant indicators (Annexure-II) in the context of Punjab after consultations with the principal investigator and field experts. The data collection instruments were then designed on the basis of these indicators and these instruments were used to collect data in the form of in-depth interviews and key informant interviews. The in-depth interviews were conducted with the top LGs' representatives and federal and provincial office barrier. The key informant interviews were conducted with all other related stakeholders. At the UC level, we hold a number of FGDs to check the reliability and creditability of data collected from interviews.

4.2 Study Area

Punjab homes more than 50 percent of total population of Pakistan. Being the largest province of Pakistan, 36.7% of total population lives in urban areas. Out of top ten, five most populated cities of Pakistan are in Punjab. In total, Punjab province has 36 districts and one metropolitan, the Lahore. Six in total, two most urbanized districts from each were selected including Northern Punjab (Rawalpindi and Jhelum), Central Punjab (Lahore and Faisalabad) and South Punjab (Multan and Bahawalpur). Table 4.1 provides information on selected districts.

Table 4.1: Population status of selected cities

No	City	Total Population 1998	Urban population	% of Urban Population	Total Population 2017	Urban population	% of Urban Population
1	Lahore	6340114	5209088	82.1608	11126285	11126285	100
2	Faisalabad	5429547	2318433	42.7003	7873910	3760328	47.75
3	Multan	3116851	1428275	45.8243	4745109	2058290	43.38
4	Bahawalpur	2443091	747764	30.6073	3668106	1171258	31.93
5	Rawalpindi	3363911	1908671	56.7396	5405633	2875516	53.19
6	Gujranwala	3400940	1877834	55.21515	5014196	2948936	58.81174

Source: Population Census 2017.

4.3 Sampling Technique

There are different kinds of sampling techniques for finalizing the sample size including probability and non-probability sampling along with purposive sampling. In purposive sampling, the respondents are selected in specified criteria (Patton, 2002; Mason, 2002) wherein the main purpose of selecting relevant respondent is to take appropriate information from the respondents. The respondent in a purposive sampling technique is selected on criteria including experience, job description, diversity, and age and it can vary from study to study.

4.4 Sample Size of the Study

In a qualitative study, if key in-depth or informant interviews are a way of data collection then there is a rule of thumb that a maximum of 50 respondents are enough. If the FGDs are also an instrument of data collection then there is reasonable number of FGDs are 12 to 14 and members of these groups no exceed from 9 to 10 (Ritche & Lewis, 2003). In this study, we used both interviews and FGDs techniques for data collection and our sample size is consisted of the following number (Table 4.2).

Table 4.2: Sampling Size

No.	Type of Respondent	Sample Size
1	In-depth Interview	12
2	Key informant Interview	42
3	Focus Group Discussion	12

4.5 Criteria for Selecting Sample Size

The reasonable selection of respondents in any study is considered a backbone while finalizing the study. Researchers are required to make sure that the respective respondents should have certain features or characteristic which are enough for arriving at a purposeful conclusion. In this study, we use multiple characteristic or features for finalizing the respondent of study which includes (i) purpose, (ii) role, (iii) job description, (iv) relevance and (v) experience.

4.5.1. In-depth Interviews

In this investigation, in-depth interviews were conducted at both the federal and provincial level. After the 18th constitutional amendment, fulfilment of the international commitments is the responsibility fo the federal government (by taking the provincial governments onboard). The federal governments have establish SDGs units both at the federal level as well as at provincial headquarters. Accorindly, following are the respondents (Table 4.3 and Table 4.4).

Table 4.3: Respondents at Federal Level

No.	Type of Respondent	Sample Size
1	Ministry of Planning Development and Reforms	Secretary/Deputy Secretary/BPS-19+
2	SDGs Unit	2 office bearers
3	Pakistan Urban Planning and Policy Centre	Secretary/Deputy Secretary/BPS-19+

Table 4.4: Respondent for at Provincial Level

No.	Provincial Level	Respondents (BPS-18 and above)
1	Ministry of Environment Punjab Government	Secretary /Deputy Secretary
2	Planning & Development Department (PDD)	BPS-18 and Above
3	Local Government & Community Development (LG & CD) Department	Secretary /Deputy Secretary
4	Punjab Local Government Board	BPS-18 and Above
5	Housing, Urban Development and Public Health Engineering Department (HUD & PHED)	BPS-18 and Above
6	Provincial Disaster Management Authority (PDMA)	BPS-18 and Above
7	Urban Unit	BPS-18 and Above
8	Provincial SDGs Unit	Equivalent to BPS-18 and Above
	Total	8

4.5.2. Sample Size of Key Informant Interviews

Interviews were also administered to the key informants in this study for collecting first-hand information (Table 4.5). Different studies shown, the sample size for key informants not more than 35 (Pact, 2014; USAID, 1996) and the suitable size is 15-35.

Table 4.5: Key Informants' Interviews [Each District]

No.	Local Level	Respondent	Sample Size
1	Metropolitan & Municipal Corporation	Mayor/Deputy Mayors (one from each district)	6
2	Chief Officers	Chief Officer (one from each district)	6
3	Development Authority	Chief Town Planner (one from each district)	6
4	Solid Waste Management Company	Managing Director/Deputy (one from each district)	6
5	Water and Sanitation Agency	Managing Director/Deputy Managing Director (one from each district)	6
6	District Environment Protection Department	Environmental Inspector	6
7	Parks and Horticulture Authority	Managing Director/Deputy Managing Director (one from each district)	6
	Total		42

4.5.3. Focus Group Discussions (FGDs)

FGDs are specified target discussions for collecting relevant data. There are different theories about the ideal size of FGDs but there is no recognized rule. Though the reasonable size for FGDs ranges from 4 to 12 (USAID, 2013; WHO, 1993; Campbell, 2008) and 8 to 12 (Pact, 2014). In this study, we selected six districts and in each district two FGDs are conducted and total 12 FGDs were held.

4.6 Data Collection Instrument

For conducting interviews detailed questionnaires were designed. There was a separate questionnaire for the key informant and in-depth respondents. Beside this, for conducting FGDs, a detailed plan and questionnaire were also developed. The instruments are provided in Annexure-III.

4.7 Data Analysis

The data analysis is a critical and very sensitive part of any study because the way of analyzing data leads it towards anywhere. So, there is strong care taken while undertaking data analysis. The data collected under this study is analyzed under the developed theme with the help of tables and other data analysis software including NVivo.

4.8 Ethical Considerations

The ethics must be followed in each part of life and here in this study ethical considerations have top priority. We followed all kind of ethics while designing questionnaire to data collection to data analysis and presentation. Before conducting interviews, we took permission and appointment from the respective department through proper channel and it was assured that the collected data is to be used for research purpose only.

5. FINDINGS AND DISCUSSIONS

This section furnishes major findings of the study. These findings and discussions lead us towards a clear and bigger picture of the role of LGs towards SUD. Results are structured into four key dimensions namely i) knowledge, attitude and practices (KAP) of LGs' representatives, ii) current practices of LGs and policies at federal, provincial and local level, iii) inter-sectorial coordination among stakeholders and iv) major impediments faced by LGs' representatives while moving towards SUD. The chapter concludes with suggestions to improve the role of LGs in the context of SUD.

5.1 Knowledge, Attitude and Practices (KAP) of LGs' Representatives.

5.1.1 Knowledge and Understanding of LGs' Members

In this study, we asked and examined the status of knowledge about SD & SUD (*Paidaar Taraqi; Paidaar Shehri Taraqi*) from the respondents during interviews and Focused Group Discussions (FGDs). Unfortunately, in Pakistan, the LGs' representatives are less educated and unaware of basic know how. During field visits, we were surprised to know that nearly

all bureaucrats and other government employees have confidence, while the LGs' representative does not have any kind of familiarity and basic knowledge about the SD, SDG, and SUD. During an interview, a well-educated and top-level bureaucrat spontaneously giggled and flouted, *“they, they manage a city, you have checked their knowledge, how can they manage”*.

Approximately, most of the LGs' representatives did not have unambiguous familiarity with the SD, SDGs, and SUD. Similarly, the implementation force i.e. the governmental officials working on implementation and localization of SD, SDGs and SUD lack explicit knowledge. For them, SDGs are just 17 goals imposed by the United Nations (UN)

“Officials working and directly involved with SDGs are unaware of its true essence. They only know, these are imposed by the UN. Moreover, they are not able to recall more than two or three goals which are not sufficient for moving ahead” (Director, P&D, Government of Punjab).

However, they have tacit knowledge and understanding which is enough for achieving the 2030 Agenda. LG representatives were in view, solving local problems help them achieve sustainable development (SD). Therefore, there is a need to polish it a bit for transforming their traditional thinking to sustainable thinking.

5.1.2 Attitude of LGs' Representatives

Attitude is a key for achieving any kind of goals in life. Unfortunately, somehow our LGs lack that attitude. Firstly, the attitude of LGs' representative towards SD, SDGs, and SUD, Secondly, the attitude of government officials towards LGs is proving a barrier in attaining 2030 Agenda. Evident from interviews and focused group discussions (FDGs), both governments and LGs lack that attitude. During interviews some members said, people, elect them over and over as they deliver to their community. The general public usually lacks access to MNAs or MPAs, therefore, LGs work as their representatives. As they are easily available, and people have a direct link with them, they are much aware of local problems and their solutions. However, sometimes government officials curtail their abilities by not allocating them desired funds. Surprised to know, at some points where the local government wanted to execute their duties, they face barriers from higher authorities.

“Hum Mayoos Hon Chuky Hain-(i.e. We Stand Hopeless)” (General Member UC-02 Municipal Corporation Gujranwala)

On another instance, Lady Councilor of Municipal Corporation said,

“I am well educated and was doing a very good job. Beside this, I am working for the betterment of female of our community. When the UCs members approached me for becoming a ‘Lady Councilor’ I refused to them. But then I realized that I can serve more efficiently by becoming the member of LGs. It is a good platform for the empowerment of women because I can easily get the support of men through it and I join the LG” (Lady Councilor, Gujranwala)

LGs' representatives possess a positive attitude towards the betterment of their society, but, sometimes the government curtails their ability. The need of an hour is to support LGs in order to attain 2030 Agenda. For this purpose, LGs' representatives need more familiarity with SD, SDGs, and SUD and the government should support them in enhancing their capacity to do productive work. After providing these things, they can play an actual role in achieving the SDGs.

5.1.3 Practices of LGs' Members

In the previous sub-sections, we have discussed the knowledge and attitude of LGs' representatives. The LG are functionalized by the government for more than one year now. The LGs' representatives have tacit knowledge as well as an attitude for doing something to enhance the SUD, but it is not enough. Now there is a need to check the practices of LGs' representatives in the context of SUD because they are working for more than one year. The practices of LGs' representatives will ensure the role they can play in achieving the SUD. This part of the report is covering the current initiatives, practices, and projects of LGs' representatives towards SUD.

Recently, the Punjab government has re-functionalized the previously prevailing Deputy Commissioner (DC) system. The government is taking back Punjab from current time systems towards old DC system. A LGs' representative said that "you can imagine the priorities of the government for the SD of our society, the government is not ready to forego its control over Punjab, then how they can lead us towards SD & SUD". In this system, DC is considered a most powerful person because he controls all powers at the district level.

Besides this, the government has introduced a new way of governance for the provision of basic urban services, i.e. 'Authorities & Companies' (such as Education authority, health authority, Water & Sanitation Authorities, Parks & Horticulture Authorities etc.). All major functions of LGs were transferred to these authorities and it is under the control of the government instead of LGs. Now a large number of companies have established and the government heavily investing in these companies including parking companies, Saaf Paani Company etc.

And with these systems now LGs is working according to the PLGA 2013, the LGs have a huge portfolio (annexure-I) for the betterment of society but LGs' representatives said that this portfolio is just limited to act. They cannot perform any function because when they started performing any function; either authorities or companies intervene and stop to LGs from performing the particular functions.

"The whole world is moving from centralization to decentralization but here the whole scenario is different because we are moving from decentralization towards centralization of powers" (Mayor)

"We have many powers, but all powers are just written in the act, beyond that there is nothing" (Mayor)

The LGs' representatives are working heartedly for the betterment of their people. A number of projects is in pipeline and some are functional. These projects are becoming a good contributor

to the achievement of SUD. Gujranwala is an industrial city and air pollution is the big issue of this city. The LGs’ representatives explained they know what the major sources of air pollution are and how it can be controlled. But provincial government do not allow intervening in it. Similarly, the waste is dumped by companies. The LGs’ representatives want to recycle it but they cannot do it due to strict limitation from the government. The LGs’ representatives are very motivated and want something good for society, but they are intervened either by government or members of the federal or provincial assemblies. There is a need to empower to LGs’ representatives. So, they can perform for the betterment of society.

5.2 Current Policies and Practices

Pakistan is among those promising nations who not only adopted 2030Agenda but is also making efforts for its implementation at both federal and local level. Policies and practices are discussed below:

5.2.1 Policies and Practices at Federal Level

In this era of globalization and urbanization, attaining SD is not impossible for developing nations, as they can easily adopt existing developed word practices and transform according to their interest. Similarly, Pakistan is among developing nations, struggling for achieving 2030 Agenda, and for this purpose, international forums and organizations are of great help. Recently, Pakistan has signed and agreed on several agreements, treaties, and agenda ensuring SD and SUD including MDGs. The federal government passed policies and formulated different strategies including the Framework for Economic Growth 2011, National Housing Policy 2001, SD Strategy 2013 and Vision 2025. The Vision 2025 is a current ‘National Development Agenda (NDA)’ of Pakistan and it is finalizing after 1100+ consultation with different kind of stakeholders. It is considered, this pillar will lead Pakistan towards an Asian’s Tiger. The Figure 5.1 explained the vision 2025.

Figure 5.1: Vision 2024



Source: PC

Pakistan approved 2030 Agenda as National Development Agenda (NDA) in National Assembly on 19 February 2016 and is now making efforts for its alignment. Table 5.1 shows the detailed alignment of 2030 Agenda with Vision 2025.

Table 5.1: Configuration of 2030 with 2025

No.	Pillars	Links with SDGs
1	Putting people First: Developing Social & Human Capital and women empowerment	SDG 1, 3, 4, 5, 10, 16
2	Achieving Sustained, Indigenous and Inclusive Growth	SDG 8, 10, 12, 13, 15
3	Governance: Democratic Governance, Institutional Reform and Modernization of the Public Sector	SDG 11, 16
4	Security: Energy, Water and Food Security	SDG 2, 6, 7, 11
5	Entrepreneurship: Private Sector and Entrepreneurship Led Growth	SDG 9
6	Knowledge Economy: Developing a Competitive Knowledge Economy through Value Addition	SDG 9, 4, 11
7	Connectivity: Modernizing Transport, Infrastructure and Regional Connectivity	SDG 9, 17

Source: PC, Vision 2025

In Pakistan, government that developed the vision 2025 is treating it as a most respectable document. This document is proclaimed as a torch in the struggle of SD recognized as soft or human development.

The formulation of the Vision 2025 and aligning it with 2030 is enough for achieving the SDGs and SUD. The federal government has taken several initiatives for assuring its achievement. These initiatives include Youth Loan, BISP, Prime Minister Health Card and National Internship Program. Beside this, four most important steps were taken i) configuration of all development plans and policies with 2030 agenda, ii) formation of the parliamentary task force on SDGs, iii) formation of federal and provincial SDGs units and iv) Prime Minister Global SDGs funds.

Recently, the federal government had organized the “Local Government Summit on Sustainable Development Goals (SDGs)” on March 9th, 2017, hence acknowledged the role of LGs in SD. A task force was designed for the compiling a report on urban development in 2011 and this force said, there is a need to “build the capacity of LGs”.

The second significant development is the formation of a Parliamentary Task Force on SDGs. Under the auspices of this task force, the federal government has initiated the Prime Minister SDGs Fund, amounting to Rs. 100 Billion. The said PM SDGs Fund is being executed by different agencies. Significantly, the MCL is currently undertaking 425 schemes, being executed by various agencies including, Public Health Engineering Department, PHA, Building Department, TEPA, Provincial Highway, Water and Sanitation Authority, LG & CD and Urban Development Wing. However, surprisingly among these 425 schemes, only four relates to the social sector while none targets the governance, environment, awareness and other SDGs; which is a matter of concern (Table 5.2). The said schemes mainly are related to the infrastructure development however, we should be clear that SDGs are not just related to the construction of roads and streets. Instead, SDGs contains the obvious 17 goals and their interaction. Hence, the government should address all the important dimensions of SDGs.

Table 5.2: Summary of Sector-wise Schemes of District Lahore (2016-18)

Sector	F.Y 2016-17		F.Y 2017-18	
	Sector-wise Total Scheme	Sector-wise Total-Cost (Million)	Sector-wise Total-Scheme	Sector-wise Total-Cost (Million)
Municipal	271	3398.178	59	891.764
Social	4	47.425	0	0.000
Infrastructure	71	873.452	19	353.058
Power	1	0.500	0	0.000
Gas	0	0.000	0	0.000
Total	347	4319.555	78	1244.822

In 2011, the federal government commissioned a task force to produce ‘urban development’ report. This was a good initiative as the reports presented a set of recommendations to the planning commission. Importantly, one of the recommendations highlighted to “build Local Government’s capacity”. The report emphasized that it is important to invest in LG’s capacity building to be able to achieve the desired urban development.

The federal government, being located at the center, has taken multiple steps for the implementation of Agenda-2030 and SDGs. No one can deny the current practices and policies of the federal government in this regard. Federal government has recognized the role of LGs and emphasize on taking them on board. But after the 18th constitutional amendment, different subjects were transfer to the provincial government demanding the role of provincial government. Federal government’s role is limited to deal with international organization and the implementation is depending on the lower level.

5.2.2 Policies and Practices at Provincial Level

Generally, Pakistan and particularly Punjab province, is facing rapid and unplanned urbanization. For coping it, the government has shifted its focus from governance to urban governance and

enhances the participation of general public through different methods including functionalization of LGs. For example, Punjab Growth Strategy (PGS) 2018 is an extension of Vision 2025 and it is an important document. The main theme of PGS 2018 is to avail maximum benefit from “density and agglomeration”. The factor of density and agglomeration can become the cause of (i) better economic growth, (ii) human development and (iii) higher productivity (Figure 5.2).

Figure 5.2: Effective Urbanization Intervention



Source: PGS, 2018.

Managing urbanization is a top-most priority of Punjab, for this purpose, PGS started several projects and staged different reforms, bills, and intervention for the management of this problem. The efforts of governments are incredible, and nobody can deny it. The government has divided the development plans into a subdivision for better output such as i) ensuring provision of water and sanitation, ii) affordable housing and urban planning, iii) management of solid waste and iv) efficient and affordable public transportation. The Table 5.3 lays down a complete list of initiatives

Table 5.3: Initiatives of Government

No.	Name of the Initiative
1	Punjab Cities Governance Improvement Project (PCGIP)
2	Punjab Intermediate Cities Improvement Investment Program (PICIIP)
3	Punjab Safe City Initiative
4	Smart Cities
5	Punjab Municipal Services Improvement Program - II (PMSIP II)
6	Automation of Urban Immovable Property Tax (UIPT)
7	Punjab Urban Resilience Agenda
8	Ravi Riverfront Development
9	Ashyana Housing Scheme (low cost housing)
10	Energy Efficient Cities-Rainwater Harvesting
11	Draft WASH Master Plan 2014
13	Overcoming energy crisis through harvesting solar energy
14	Punjab Saaf Pani Company
15	Changa Paani Program
16	Pakistan Sustainable Transport (PAKSTRAN) Project
17	Establishment of Waste Management Companies

Source: Compiled by Author.

No doubt, the government has taken a number of initiatives and started multiple projects, but these projects run for the purpose of i) economic development and ii) maximum collection revenue. In all kinds of projects, there is no intention to ensure SUD because it is just about revenue collection. The WB run a project “The Punjab Cities Governance Improvement Project (PCGIP 2012-17)” in big cities of Punjab. The main purpose was the management of resources and management of voice and transparency.

- I. Resource Planning and Management
 - a. Financial Reporting and Procurement Procedures
 - b. Capital Improvement and Asset Maintenance
 - c. Strengthening Own Source Revenue
 - d. Intergovernmental Finance
- II. Transparency and Voice
 - a. Public Disclosure of Information
 - b. Boundary Alignment
 - c. Citizen’s Feedback

The said project was run in collaboration with the Cities District Government (CDGs). However, soon after LG elections 2016, project shift from CDGs to LGs. In this project, the capacity of the human staff was developed. The government has installed the SDGs unit both at federal and provincial level. The SDGs unit working in Punjab, lack involvement of LGs’ representatives and are working without a system of check and balance. Officer said,

“The SDGs support unit is working in the closed room” (Deputy Director, LGB)

5.2.3 Policies and Practices at Local Governments Level

Local governments (LGs) are the lowest tier government but of substantial importance, as they are much aware of local needs and demands. Provision of basic facilities is the core duty of LGs. According to PLGA 2013, LGs in Punjab carries an incredible portfolio, a glimpse is shown at Annexure-I.

In Punjab, under this act, LGs can execute all kind of tasks and provision of service delivery ranging from the provision of clean water, health, education, the establishment of markets, and environmental protection to urban governance and special planning. Portfolio reflects the power of LG's which are ideal but missing. They are only functional in paperwork but in reality, LGs are involved only in the installation of street lights.

In presence of complex system, LGs are unable to truly perform their duties. The LGs’ representatives want to do something Nobel for the society but the intervention of MPAs, MNAs, companies, and authorities are very irritating. Punjab has invested heavily in the authorities and companies (Table 5.4) instead of taking on board to LGs. There are corruption charges and the performance of these authorities and companies is not as good as they are consuming the resource. The LGs’ representatives said if the government shows some interest only then they will perform their duty.

Table 5.4: Authorities and Companies

No.	Name of Companies	Name of Authorities
1	Saaf Pani Company	Development Authorities
2	Punjab Agriculture & Meat Company	Parks and Horticulture Authority
3	Lahore Transport Company	District Health Authorities
4	Waste Management Companies	District Education Authorities
5	Lahore Parking Companies	Punjab Revenue Authority
6	Cattle Market Management Company	Punjab Food Authority
7	South Punjab Forest Company	Infrastructure Development Authority
8	Punjab Health Initiative Management Company	Punjab Housing and Town Planning Agency
9	Punjab Health Facilities Management Company	Provincial Disaster Management Authority
10	Punjab Power Development Company	Punjab Women Protection Authority
11	Punjab Municipal Development Fund Company	Punjab Procurement Regulatory Authority
12	Punjab Bio Energy Company	
13	Punjab Mineral Company	
14	Punjab Land Development Company	
15	Punjab Industrial Estates Development Company	
16	Punjab Land Development Company	

Source: Author.

The CO of MC explained that “while designing this system the government thinking is not to empower the LGs. The incumbent ruling party (PML-N) has designed system in the context of next election. Before holding the election, the ruling party felt that the Pakistan Tehreek Insaf (PTI) will win in urban areas. So, the government has designed the current system with no powers. The LGs have the capacity and want to serve society but there is a need to decentralize the power to LGs. They will perform well than companies and authorities”.

The prevailing system of LGs is defined by a top official of Punjab government as:

**“Galaa to Ghooont Diyaa Aehl-e-Madrassa Ne Teraa
Kahaan Sey Ayee Sadaa ‘LA ILAHA ILLALLAH’”**

5.3 Inter-Sectorial Coordination

The 2030 agenda is an extension of MDGs. The core principle of 2030 agenda is, “Leaving No One Behind”. The achievement of SUD is highly depended on the inter-sectorial collaboration and coordination at all level from international, federal, sub-national and most important local level. Without inter-sectorial coordination, it will be impossible to achieve it because this agenda is a combination of seventeen goals and these goals are interlinked with each other. One single goal cannot be achieved without the achievement of other goals.

Level of coordination among government and LGs are very low. Beside this, authorities and companies are working and performing the task of LGs. These are independent as there is no proper system of check and balance from LGs. These authorities are working accordingly, instead of a comprehensive plan. The same task is performed either by WASAs, WMC, and PHA. All of them have their own separate network at a local level that enhances the burden, and duplication of work. The work efficiency can automatically increase if there is proper coordination among all stakeholders. However, there is a need for an umbrella, where all stakeholders can stand. Currently, there is no such umbrella.

Currently, in Punjab, the system of governance is very complex and duplicated. The status of inter-sector collaboration and coordination is not good. The coordination among departments happens, when there is a defined umbrella and all department gather under that umbrella. In Punjab, every office is independent and there is no defined umbrella. In absence of proper functionalized /true demarcated system, problems are becoming more complex. It cannot be imagined that we can achieve 2030 agenda and SUD without coordination and collaboration. Therefore, there is an urgent need to make sure good coordination among department and another stakeholder.

5.3.1 Impediments

This is the first time in a democratic government when LGs are functioning in Punjab. The major problems faced by LGs includes; funds deficiency, administrative powers curtailed by the government, bad governance system, inappropriate staff, centralization of all powers and disbursement of municipal functions to other etc.

During the field visits and interviews, a suffocated LG setup was revealed. It was communicated during interviews and FGDs that the LG representatives want to work with the limited power and resources. Somehow, they are working on different projects. But still, there are some major impediments hindering their way. The LGs' representatives explained, they lack a source for the provision of better services even then if anybody tries on their own, other offices still intervene to stop. The prime actors are MNAs and MPAs. Both do not want LGs' representatives to do something for the society. But when LGs' representatives take initiative either MNA or MPA intervene and stop. It became very difficult for LGs' representatives to serve. The role of members of National and Provincial assemblies is to pass laws and improve legislation but here they are performing the task of a general councilor. The assembly allocated funds to MNA and MPAs and these funds are either used by themselves or transferred to their personal supporters.

Summary

According to the PLGA 2013, LGs have huge portfolios (Annexure-I; however, the Government of Punjab is focusing companies and authorities instead of LGs-Table 14). The ultimate solution is reliability on LGs. Government lack political will for investing in LGs. If the government starts investing in LGs then the performance of service delivery will enhance many fold. The government should give funds and administrative powers to LGs' representatives. Also, there is a need for training for the capacity development of LGs' representatives. Therefore, the provincial government should arrange training programs for LGs officials to help them in acquaint with Sustainable Urban Development of 2030 Agenda.

6. KEY CONCLUSIONS AND POLICY IMPLICATIONS

This report assesses i) knowledge, attitude, and practices of LGs towards SUD, ii) inter-sectoral coordination between stakeholder and iii) existing policies and practices in the context of SUD. The investigation employs four prong research methodology namely i) desk review, ii) key informant interviews, iii) in-depth interviews and iv) focus group discussions (FGDs). This section presents the main findings emerging from this study. We also identified major stakeholders that's have a core role. This chapter not only provides major conclusions that came out from Lahore, Faisalabad, and Bahawalpur but also outlines some broader conclusions that can be generalized for any other city.

- I- Generally, local government representatives are perceived not to have much knowhow and knowledge about basic of SUD.
 - a. The executive branch of government has a strong opinion concerning competency level of local government representatives.
 - b. The perception stated above at (a), however, did not prove accurate. The study found out that the local government representatives are much vigilant and aware. No doubts that the representatives lack explicit knowledge, but they have very good implicit knowledge of SUD^{II} including basic facilities, health, education,

^{II} They might not define sustainable urban development technically, but have good understanding of its components

- water, actual poverty, sources of environmental degradation, the importance of urban governance etc.
- c. This finding though clearly suggests that the lack of explicit knowledge among representative is a speed breaker towards enhancing their role towards achieving SUD. The SUD is ultimately the 2030 Agenda of Sustainable development. There is a need to enhance the explicit knowledge of representatives that will automatically trigger and enhance the effective role thereof.
 - d. **Policy Recommendation:** The government must re-focus on the LGs and arrange training both on PLGA 2013 and on SUD, SDGs and localizing SDGs. The explicit knowledge of representatives can be enhancing through training that will automatically enhance their role for achieving SUD. The government should also run awareness campaigns on sustainable urban development on the pattern of “dengue campaign” with the support of SDGs support units.
 - e. **Major Stakeholders:** Ministry of Local Governments, SDGs support unit, Punjab Local Government Academy, department of planning and development, civil society organizations, academia, and media.
- II.** There is also a perception that the attitude of LGs’ representatives is repressive regarding urban development and especially sustainable urban development.
- a. The governmental officials have claimed that the attitude of representatives is not constructive and positive. If it is constructive and positive, they can deliver easily. But this study finds out that, the attitude of LGs’ representative is more positive and constructive instead of government officials. The morale of the representative was very much high after winning the election, but it degraded due to delay in oath taking (almost one year late). Their motivation level was also decreased automatically due to the attitude of executive and political leadership.
 - b. The attitude of representative is more important than knowledge because knowledge can be enhancing easily but attitude cannot be. In the current case, overall initially the attitude was very constructive and positive.
 - c. **Policy Recommendation:** The ultimate solution to local problems is based on LGs. The LGs are like a street bureaucrat and have a better understanding of local issues. They know the problems as well as some possible solutions. So, it is the duty of government and political leadership to take effective measures for securing and sustaining positive attitude among representative. The attitude can be secured and sustained through multiple measures including empowering them to take decisions regarding urban development and stopping intervention of members of assemblies and other bureaucratic interventions.
 - d. **Major Stakeholders:** Ministry of Local Governments, Political parties, MNAs and MPAs.
- III.** The policies and practices of LGs towards SUD are like a tinny spot. The powers and practices of LGs are either controlled by governments, MNAs, MPAs or by companies and authorities including Waste Management Companies and Parks & Horticulture Authorities.

- a. Being perceived as a federal government’s initiative, Pakistan failed to fulfil Millennium Development Goals. Currently, the same situation is in Punjab. No doubts the SDGs unit is at work, but the task itself (the SDGs) is considered as the initiative, hence, responsibility of the provincial government. LGs are not taken on board and there is no involvement of LGs in localizing the SDGs. In fact, in other parts of the world, LGs anchored the reform agenda and are performing active role in the implementation of SGDs and SUD.
- b. The federal govt. has adopted the 2030 Agenda as ‘National Development Agenda’ and established Prime Minster Global SDGs Fund (100 billion rupees). But the LGs’ representative was not given any role in the execution of this fund. It was utilized and executed by the MNAs and MPAs. The federal government on one side has recognized the importance of LGs but on the other hand, it ignores them and did not take on board while executing this huge fund.
- c. **Policy Recommendation:** The federal government has recognized the role of LGs but the provincial governments are lacking behind. The federal and provincial government should not limit themselves just recognizing role but must rely on LGs instead of MNAs and MPAs. Because the ultimate solution is at LGs.
- d. **Major Stakeholders:** Federal government, Parliamentary Task Force on SDGs, Ministry of Local Governments, SDGs support unit, Punjab Local Government Academy, Urban Unit Lahore, Department of Planning and Development, civil society, NGOs, academia and print and electronic media.

IV. The achievement of sustainability is not a sole responsibility of any single entity, but it is a collaboration of efforts of all stakeholders. The 17th goal of 2030 agenda is focusing on the strong partnership for ensuring sustainable development.

- a. Here the situation of collaboration among different stakeholders and sectors is much deteriorating. Each sector or department is working independently without considering the importance of collaboration.
- b. Currently, four systems—district government, local government, companies, and authorities—are working on their own.
- c. **Policy Recommendation:** The collaboration and cooperation among different stakeholders cannot be achieved without a unified and defined umbrella. There is a strong need for a defined an umbrella for collaboration.
 - i. In cities including Faisalabad and Bahawalpur where the local leadership is much closer with provincial and federal top leadership, they have a strong hold on all departments. But it is like personality-based contribution. When this leadership will be out from the system, again the gap will be there. So, it is a need to rely on the system rather than a close relationship. Robust institutional arrangements for intersectoral collaboration need to be outlined clearly.
- d. **Major Stakeholder:** Federal, provincial and local governments, political parties, the executive branch, and civil society.

V. The prevailing policies and practices by both the ‘Federal & Provincial governments’ are satisfactory for achieving sustainable development.

- a. The Federal government has acknowledged both the need for SUD as well as the role of local governments for achieving it. Federal government has taken steps both in policy formulation and implementation. Federal government adopted it as a national development agenda and aligned SDGs with Vision 2025. But on the ground, the federal government did not take reasonable steps for ensuring inclusion of all stakeholders', especially local governments. The government established PM SDGs fund and it is totally utilized by the MNAs & MPAs.
- b. The sustainable urban development is a core theme of provincial government, but the government also controlled all things and does by themselves with zero involvement of LGs.
- c. **Policy Recommendations:**
 - i. The federal government has limited its role just acknowledging the role of LGs and it did not take further steps for ensuring inclusion of LG's. It must take steps according to the international development organization for engaging LGs.
 - ii. Despite the fact that the provincial government has SUD on its core agenda, but the initiatives in this regard are limited to companies and authorities. The LGs seems like acting a dummy in Punjab. The government must take a bold initiative and decentralize the administrative and financial powers at LGs.
 - iii. The government must establish SDGs support units at the district level and make sure the localization of SDGs according to local circumstance with the involvement of LGs' representative
- d. **Stakeholders:** Federal, provincial and local governments, planning & development department, ministry of local government, SDGs support unit and research institutions

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ANNEXURE-I

No.	Social	Economic	Political & Governance	Environmental
1	Burial and Cremation Services	Land use	Planning	Disposal of Carcasses
2	Establish and maintain a cultural information center	Arranging fairs and shows	Spatial planning	Arboriculture
3	Providing public place	Controlling dangerous and offensive articles and trades	Approving plan for urban design and renewal	Plan for the improvement of forests
4	Providing recreational facilities	Developing new markets	Development Plan: Strategic Plans, Master Plan and Development Plan	Controlling improper use of land
5	Establishing and maintaining public libraries	Levy of stallages, rents and fee	Developing database	Building and use control
6	Controlling dangerous and offensive articles and trades	Granting lease and license for trade	Governing service delivery	Drainage and sewerage facilities
7	Establish, manage and maintain welfare homes for asylums, orphanages, widows	Scheme for development of local areas	Approve taxes and fees	Preparing and implementation scheme for controlling pollution
8	Preventing beggary, prostitution, and gambling etc.	Promoting, administrating and executing the commercial scheme	Collect taxes, toll, and rents etc.	Controlling water pollution
9	Removal, collection, and disposal of refuse	Managing local infrastructure	Regulating markets and service	Traffic controlling
10	Closing nuisance and dangerous things for health	Establishing and maintaining regional markets		Approval of public transportation
11	Special community development plan	Promoting technological parks	Maintaining local government record and archives	Developing a scheme for the beautification of urban areas
12	Ensuring proper sanitation	Establishing small and Medium size enterprises		
13	Maintaining public garden			
14	Open Spaces			
15	Civil defense			
16	Fire Fighting			
17	Drainage and sewerage facilities			
18	Encroachment			
19	Maintaining public street			
20	Water supply			

ANNEXURE-II

No.	Theme	Indicators
1	Politics & Governance	Institutional Capacity
		Multi stake Holder Partnership and Engagement
		Integrating Sustainability and Policy
		Legal and Regulatory Framework
		Communication and Critique
		Representation and Dialogue
		Security
		Accountability
2	Economic	Producing and Resourcing
		Research and Development Expenditure
		Accounting and Regulatory Framework
		Consumption and Use
		Land Conservation
		Redevelopment
3	Environmental	Energy Production
		Alternative Energy
		Water and Air
		Natural Conservation
		Urban Transportation
		Congestion
		Climate Change Impacts
		Climate Change Governance
		Mitigation and Adaption Strategies
4	Social	Social Cohesion
		Cultural Institution
		Culture and Economy
		Social Equity
		Affordable Housing
		Affordable Public Transportation
		Investment on Human Capital
		Recreational Places
		Access to Clean Water
		Access to Health Facility

ANNEXURE-III

Questionnaire (Key In-depth Interviews)

This study is being carried out by Pakistan Institute of Development Economics (PIDE), Islamabad in collaboration with the Higher Education Commission (HEC) Pakistan to know the role of local governments in the sustainable urban development (SUD). The purpose of conducting an interview is to know about the existing policies and practices of local government towards SUD, knowledge & practices of local representatives, inter-sectoral coordination, and barriers to SUD. The information thus gathered would become part of a research report. The confidentiality of the information will be kept at every cost.

Section-I: Introductory Questions

Target Group: Government Official and Representatives (Federal & Provincial Level)

Name: _____ **Department:** _____

Designation: _____ **Contact No.:** _____

Section-II:

1. How important do you think is urban planning & development?
2. What is your understanding of urban planning & development?
3. Does the local government's agenda recognize sustainable development (SD)? (**Probe:** Knowledge and understanding about SD, what is the local government's agenda, does your local government have any agenda/strategy for SUD, if yes, which aspects of SD are recognized?)
4. In your opinion, what initiatives indicates (i.e. policies, practices etc.) that local governments are (capable of or currently) playing role in Sustainable Urban Planning & development? (**Probe:** List)
 - a. **Social**

 - b. **Environmental**

 - c. **Economical**

 - d. **Governance**

5. What are the major initiatives taken by the government of Punjab that enables Local Governments to ensure Sustainable Urban Planning & Development? (List-Note: *Is your Probe like i.e. Is there any specific directions/orders/facilitation/incentives given for the following activities at the local level-----If YES, should not you ask about the priority level given to steps/initiatives by Provincial Govt. Let's discuss that when we see each other*) (**Probe:** List)
 - a. Social Initiatives
 - b. Environmental Initiatives
 - c. Economic and
 - d. Political & governance initiatives

6. Do you think local governments are playing their role in Sustainable Urban Planning & Development?
7. In what sectors/dimensions you think local governments can be more effective?
 - a. Social Sector
 - b. Environmental Sector
 - c. Economic Sector
 - d. Political & governance Sector
8. What is Punjab government doing to enhance the role of local government in urban planning & development? (**Probe:** Major Steps/Initiatives, list down)
9. Are you satisfied with these steps?
 - a. If yes, why
 - b. If not, what needs to be done
10. If not, why the government of Punjab is not taking initiatives?
11. What do you think are the major barriers?
 - a. Governance
 - b. Lack of political will
 - c. Financial constraints
 - d. Lack of administrative powers
 - e. Any other _____
12. What are the major stakeholders for the SUD and planning in the post 18th amendment scenario? (**List**)
 - a. Federal Government
 - b. Academia
 - c. Civil sector
 - d. Ministry of Environment (Punjab)
 - e. Planning and Development Department
 - f. Local government & community development department
 - g. Punjab Municipal development company
 - h. Punjab finance commission
 - i. Housing, urban development and public health engineering department
 - j. Punjab Urban Unit
 - k. Provincial Disaster Management Authority
 - l. Provincial SDGs unit
 - m. Metropolitan/Municipal Corporation
 - n. District health and education authorities
 - o. Development authorities
 - p. Water and sanitation authority
 - q. Media
 - r. Community organization
 - s. Any other _____
13. Do you think all the stakeholders are on board? (**Probe:** please mention if any missing)

14. What are the mechanisms in place for inter-sectoral collaboration between different stakeholders? (**List**)
- a. Through the main office the department
 - b. _____
15. How can exist mechanism of inter-sectoral collaboration be improved? (**List down all steps**)
- a. _____
 - b. _____
16. How government of Punjab policies and practices can be good lessons to other provincial government.
17. Please suggest three major steps/interventions which can improve the local governments' role in sustainable urban planning & development?
18. Are there any organizational structures which are overlapping in sustainable urban planning & development? (**Probe:** mechanism, overlapping institution etc.)

ANNEXURE-IV
Questionnaire (Key Informant Interviews)

This study is being carried out by Pakistan Institute of Development Economics (PIDE), Islamabad in collaboration with the Higher Education Commission (HEC) Pakistan to know the role of local governments in the sustainable urban development (SUD). The purpose of conducting an interview is to know about the existing policies and practices of local government towards SUD, knowledge & practices of local representatives, inter-sectoral coordination, and barriers to SUD. The information thus gathered would become part of a research report. The confidentiality of the information will be kept at every cost.

Section-I: Introductory Questions

Target Group: Local Level Government Official and Representatives (at local level)

Name: _____ **Department:** _____

Designation: _____ **Contact No.:** _____

Section-II:

19. How important do you think is urban planning & development?
20. What is your understanding of urban planning & development?
21. Does the local government's agenda recognize sustainable development (US)? (**Probe:** Knowledge and understanding about SD, what is the local government's agenda, does your local government have any agenda/strategy for SUD, if yes, which aspects of SD are recognized?)
22. In your opinion, what initiatives indicates (i.e. policies, practices etc.) that local governments are (capable of or currently) playing role in Sustainable Urban Planning & development? (**Probe:** List- ✓ tick the relevant)

a. Social

- Improved cultural, recreational and extra-curricular activities
- Equitable access to public transportation
- Access to basic health needs
- Access to clean & safe drinking water
- Access to free & compulsory education
- Improved sanitation
- Affordable housing (avoiding the Emergence and existence of *KachiAbadies*)
- Human Skills Development
- Promoting Tourism
- Any other _____

b. Environmental

- Alternative energy production
- Ensuring conservation of natural resources
- Conservation i.e. water, energy etc.
- Effective Implementation of environmental policies
- Introduction of environmental tax/pollution tax

- Initiatives for tree plantation/parks
- Controlling congestion
- Environmentally friendly building & infrastructure
- Any other _____

c. Economic

- General prosperity level
- Employment, skills
- Production methods
- Consumption patterns
- Any other _____

d. Governance

- Institutional capacity; human resources, staff training, reasonable number of staff
- Existence of legal & regulatory framework
- Representation & participation of people
- Proper accountability mechanism
- Effective and efficient communication (within LG organizations and with people)
- Providing Safe environment
- Any other _____

23. What are the major initiatives taken by the government of Punjab that enable Local Governments to ensure Sustainable Urban Planning & Development? (List-Note: *Is your Probe like i.e. Is there any specific directions/orders/facilitation/incentives given for the following activities at the local level-----If YES, should not you ask about the priority level given to steps/initiatives by Provincial Govt. Let's discuss that when we see each other*)

a. Social Initiatives

- Cultural Activities and recreational activities (i.e. sports events, cultural shows, musical concerts, celebrating Jashn-e-Bahara etc.)
- Projects of safe and clean drinking water
- Health initiatives (i.e. Hepatitis & TB controlling projects, health insurance, awareness about health, vaccinations etc.)
- Situation regarding Emergence and existence of *KachiAbadies*
- Public Transportation (i.e. Metro, Taxi Scheme etc.)
- Promoting educational facilities (i.e. establishing new school, scholarships, laptops, stipends etc.)
- Sanitation projects
- Initiatives for human skills development (i.e. TEVTA, VTI, Skills Development Fund etc.)
- Promoting tourism (i.e. tourism facilitation centre, securing and maintaining tourist places etc.)
- Any other _____

b. Environmental Initiatives

- Started producing energy through alternative resources
- Projects to ensuring natural conservation
- Enhancing awareness about water & energy conservation
- Implementation of environmental rules and regulation (i.e. Brick Factory air pollution status, system for handling of polluted water of factories etc.)
- Imposing environmental tax /pollution tax
- Initiatives for tree planation/parks
- Special measures for controlling congestion
- Ensuring environmentally friendly building (i.e. any environmentally friendly building etc.)
- Any other _____

c. Economic and

- Purchasing power increased or not (Note: *how would you deal with Special bazaar, are these included*)
- Skills development initiatives (i.e. technician, plumber, web-designer course etc.)
- Any special measures for promoting employability
- Establishment of incubation centre
- Any change in production methods (i.e. using of advance technology, environmentally friendly pattern, recycling etc.)
- Any other _____

d. Political & governance initiatives

- Development of human resource (i.e. training, short courses, induction of new staff etc.)
- Participation of local people in development projects
- Accountability mechanism (i.e. special courts/tribunal, any special measures etc.)
- Proper Communication (i.e. govt. to govt. and govt. to people about new policies, action and initiatives etc.)
- Ensuring safety (i.e. security measures; new force (ATF), new plan (NAP) etc.
- Any other _____

24. Do you think local governments are playing their role in Sustainable Urban Planning & Development?

25. In what sectors/dimensions do you think local governments can be more effective?

- a. Social Sector
- b. Environmental Sector
- c. Economic Sector
- d. Political & governance Sector

26. What Punjab government is doing to enhance the role of local government in urban planning & development? (**Probe:** Major Steps/Initiatives, list down)
- a. Social Initiatives
 - b. Environmental Initiatives
 - c. Economic and
 - d. Political & governance initiatives
27. Are you satisfied with these steps?
- a. If yes, why
 - b. If not, what needs to be done
28. If not, why the government is not taking initiatives?
29. What do you think are the major barriers?
- a. Governance
 - b. Lack of political power
 - c. Lack of political will
 - d. Financial constraints
 - e. Lack of administrative powers
 - f. Other _____
30. What are the major stakeholders for the sustainable urban development and planning in the post 18th Amendment scenario? (**List**)
- a. Federal Government
 - b. Academia
 - c. Civil sector
 - d. Ministry of Environment (Punjab)
 - e. Planning and Development Department
 - f. Local government & community development department
 - g. Punjab Municipal development company
 - h. Punjab finance commission
 - i. Housing, urban development and public health engineering department
 - j. Punjab Urban Unit
 - k. Provincial Disaster Management Authority
 - l. Provincial SDGs unit
 - m. Metropolitan/Municipal Corporation
 - n. District health and education authorities
 - o. Development authorities
 - p. Water and sanitation authority
 - q. Media
 - r. Community organization
 - s. Any other _____
31. Do you think all the stakeholders are on board? (**Probe:** please mention if any is missing, why it is not on board?)
32. What are the mechanisms in place for inter-sectoral collaboration between different stakeholders? (**List**)
- a. _____

- b. _____
33. How can existing mechanism of inter-sectoral collaboration be improved? (**List down all steps**)
- a. _____
- b. _____
34. How local governments' policies of Punjab can be good lessons to other provinces' local governments?
35. Please suggest three major steps/interventions which can improve the local governments' role in sustainable urban planning & development?
36. Are there any organizational structures which are overlapping in sustainable urban planning & development? (**Probe:** mechanism, overlapping organization or department etc.)

ANNEXURE-V
Questionnaire for Focus Group Discussion

- 1- What is a major role of your government? [local governments]
- 2- What do you think are major components of [sustainable] Urban Planning?
- 3- What, in your opinion, are the most important steps that should be taken for [sustainable] urban development?
- 4- What role do you think Local governments can play in Sustainable Urban Planning and development?
 - a. DO you think local governments in Pakistan are playing this role? [Please give some examples]
- 5- Who sets the agenda/priorities for local governments at the union council level?
- 6- What project your local governments have undertaken since you were elected?
- 7- What were the reasons to undertake these projects? [*People' demand, local governments/Maier's priority, funds were available only for these projects etc.*]
- 8- How do you think these projects contribute to Sustainable Urban Planning and Development? [*note or probe on social, economic and environmental dimension*]
- 9- What major challenges local governments at union council level face?
- 10- How do you report these challenges to your Mayor? What are the mechanisms?
- 11- What can be done to enhance the role of Local Governments in this regard?
 - a. Are you aware of any such steps [mentioned in 10] being undertaken?
- 12- Do you think training can improve the role of local governments in the planning and development of cities?
 - a. Were you ever asked to participate in a training regarding the role of local governments in sustainable urban development and planning?
 - i. If yes? What was the training?
 - ii. If no, why? [*there is no such training, I'm illiterate, I was not selected*]

ANNEXURE-VI

RESOLUTION

19-02-16

"The National Assembly of Pakistan adopts the outcome document of UN summit for post 2015 development agenda, Transforming our World: the 2030 Agenda for Sustainable Development as Pakistan's Development Agenda, which is also reflected in Pakistan vision 2025, which has support of all parties as well.

It urges upon Federal and Provincial Governments, private sector, civil society and media, acting in collaborative partnership, to work whole heartedly with due resources to implement this plan so that goals for People, Planet, Prosperity, Partnership and Peace are achieved in time."

Sd/-

AHSAN IQBAL,

Minister for Planning, Development and Reforms