

## DECENTRALIZATION PRACTICE IN UK AND PUNJAB: A COMPARATIVE OF STUDY OF LOCAL ADMINISTRATION AND MANAGEMENT

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### ABSTRACT

*This abstract seeks to conduct a comparative analysis of the Local Government system of Punjab, Pakistan introduced by Pervez Musharraf & PMLN during the period of 2000 to 2019 with respect to its structures, governance and administrative practices with the UK Parish system. The Parish system of UK, which is derived from a system that is centuries old, is basically centered on concepts of decentralization with a focus on local governance of an area and its resources as well as public funds. The Parish councils which are established at the lower levels of the local government structure are responsible for the plight of the people and their communities in terms of development, public services, and other devolved responsibilities with active involvement from the citizenry. However, the same can be said of the Punjab Local Government system in Pakistan which sought to decentralize power within the emerging democracy that was developing in Pakistan but has been consistently accused of centralization, inadequate finances, and apathy at the level of communities. The literature supplemented in the study confirms these issues by asserting that, UK provides some of the better features of its self-governance, including accountability and control of democracy, that UK manages to instill in further development of the progressive Punjab region. The paper features some of the concerns related to the Punjab province's local governance structures, like the lack of money at their disposal, the authorization of the community, and a strong dependence on the federal government which are key to any democratic society providing local governance similar to the UK Parish system.*

**Keywords:** UK, London, Pakistan, Punjab, Local Self Government, District Council, Federal Government, Parish, Governance, Administration, e-administration, Devolution of Power, Empowerment, etc.

## INTRODUCTION

The geography of the United Kingdom is diverse and varied, encompassing the island of Great Britain (comprising England, Scotland, and Wales), the northeastern part of the island of Ireland, and several smaller islands. It is surrounded by the Atlantic Ocean, the North Sea, the English Channel, and the Irish Sea. The terrain features rolling lowlands in England, rugged mountains in Scotland (including Ben Nevis, the

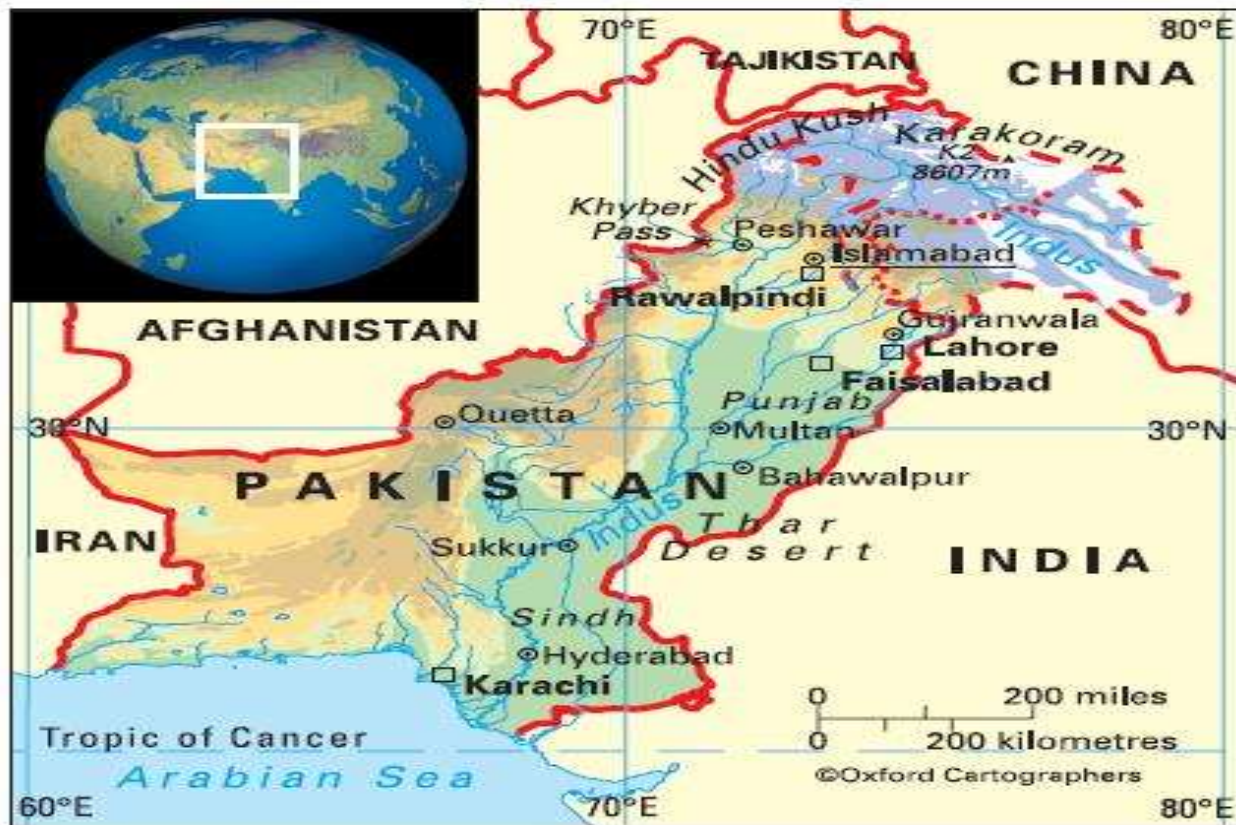
UK's highest peak), and extensive coastal cliffs and plains. Wales is known for its mountainous regions, particularly Snowdonia, while Northern Ireland includes the scenic Mourne Mountains and the famous Giant's Causeway. The UK enjoys a temperate maritime climate, with mild temperatures and frequent rainfall, shaping its green and fertile landscape.



Source: <https://www.shutterstock.com/image-vector/physical-map-united-kingdom-high-detailed-2060891513>

Pakistan's geography is diverse, stretching from the towering peaks of the Himalayas and Karakoram in the north to the arid deserts of Balochistan and Sindh in the south. The country is divided into four provinces: Punjab, Sindh, Khyber Pakhtunkhwa, and Balochistan, with a range of topographies including mountains, plains, plateaus, and river basins. Punjab, located in the northeast, is Pakistan's most populous province and is

characterized by its fertile plains irrigated by the Indus River and its tributaries—the Jhelum, Chenab, Ravi, Beas, and Sutlej. Known as the "breadbasket" of Pakistan, Punjab supports extensive agriculture, while its capital, Lahore, is a cultural and historical hub. The region enjoys a semi-arid to subtropical climate, with hot summers and cool winters.



Source: <https://www.commonwealthgovernance.org/countries/asia/pakistan/geography/>

Local self-government plays a pivotal role in the governance system as it empowers communities at the grassroots level, ensuring inclusive development and citizen participation. By decentralizing power, it enables local authorities to address the unique needs of their communities, fostering better service delivery in areas like education, healthcare, sanitation, and infrastructure. This decentralized approach not only reduces the burden on higher levels of government but also ensures that decisions are made closer to the people affected, increasing responsiveness and accountability. Siur et al, (2024)

One of the primary benefits of local self-government is its ability to promote democratic values. Citizens have direct access to their representatives, enabling a more transparent and participatory decision-making process. Platforms such as village councils or municipal bodies encourage people to voice their concerns, provide feedback, and actively engage in the development

of their communities. This sense of ownership motivates citizens to contribute to civic initiatives, ensuring that development projects align with their priorities and cultural contexts. Mahoharan & Ingrams (2018)

Economic development is another significant advantage of an effective local self-government system. With control over resources and revenue generation mechanisms, local authorities can implement policies and programs tailored to the economic realities of their regions. Small-scale industries, agriculture, and local entrepreneurship often receive better support, leading to job creation and poverty alleviation. Furthermore, local governance fosters cooperation among various stakeholders, including businesses, NGOs, and community groups, which can amplify the impact of developmental efforts. Sol (2013)

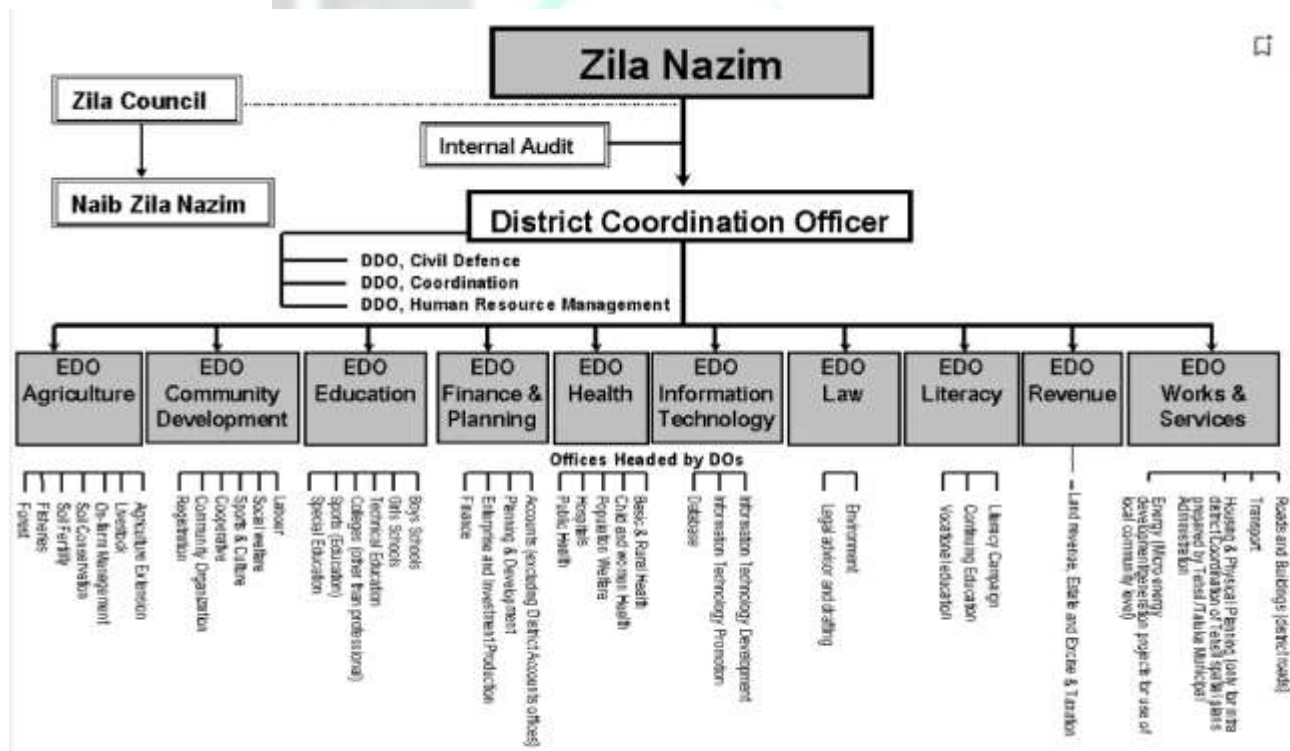
Lastly, local self-government enhances social equity and inclusion. By involving marginalized groups such as women, minorities, and disadvantaged communities in governance, it ensures their representation and empowerment.

Affirmative measures like reserved seats or participatory budgeting create opportunities for these groups to influence policies that directly affect their lives. This inclusive approach not only bridges social gaps but also strengthens community cohesion, contributing to a more harmonious and sustainable society. Martin et al, (2012)

**Devolution of Power by Musharraf**

Pervez Musharraf’s Devolution of Power Plan (2000) was a landmark reform aimed at decentralizing authority and empowering grassroots governance in Pakistan. The plan from his first regime provided for a three tier local government system consisting of district councils, tehsil councils and union councils each with an

elected Nazim (mayor) and Naib Nazim,(deputy mayor) replacing the previous bureaucratic structure. It was meant to localise decision-making, improve service delivery and provide wider representation through reserved seats for women, minorities and the marginalised. In addition, local councils were given financial independence to take care of resources and deal with community-specific problems on their own. Initially driving grassroots democracy with some success, the system ultimately proved unsustainable — its framework weakened by successive governments through delayed elections and redistributing power back to the center after Musharraf’s departure had guaranteed decentralization.



<https://www.slideshare.net/slideshow/local-government-system-in-pakistan/60802331>

In Pakistan, from 2001 to 2008 during the regime of General Pervez Musharraf, it was a replacement of structure and devolution of power. The Local Government Ordinance (LGO) was introduced. The LGO sought to devolve political authorities right down the line in a three-tiered regional government framework at district, tehsil (sub-region), and union councils level. These local

councils (LC) had to be established as elected bodies which would govern at the grassroots level, engage in service delivery and implement development activities

This LGO was aimed to penetrate political powers in local communities and encourage the participatory democracy. The method was transferring administrative and financial authority

from the provincial and federal governments to the local level. Aziz, A., & Khalid, T. (2017)

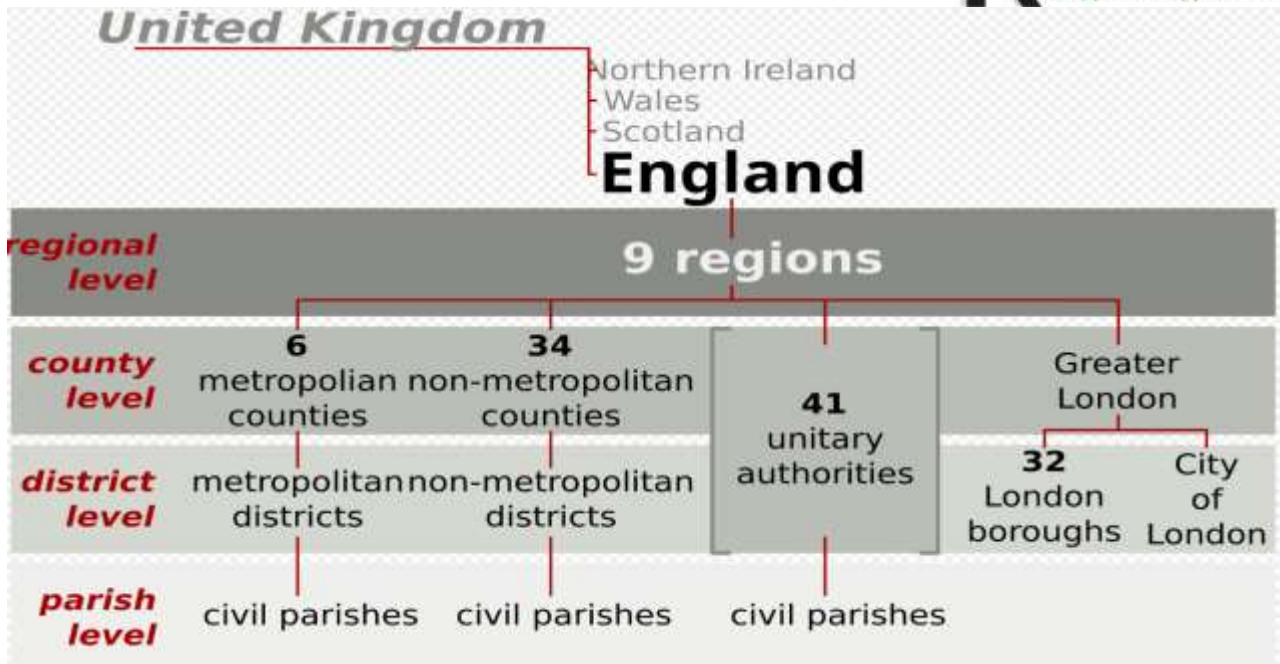
There was also criticism at LG system in that era, it was considered as expanded the role of local governments. This local government was also a source of concentrated power in the hands of the executive branch, these executive branches were there to limit the powers and obligations of local councils and their ability to act as genuine representatives of the people. Additionally, this system faced criticism due to its top-down approach and lack of enough institutional capacity building at the local level. Despite these criticisms, Musharraf's era was a marvelous attempt to decentralize political powers and strengthen grassroots democracy in Pakistan. This local government in Pakistan reshaped subsequent debates and brought reforms on local governance and devolution of power. Zafar & Qadri (2022)

This Local Government System had devolution of powers in Pakistan with a momentum due to the 18th Amendment to the Constitution in 2010. This was to enhance powers and enhance provincial autonomy and decentralization of authority by transferring administrative, legislative, political and financial powers from the federal to the provincial governments. This political system was there to strengthen the wide range of political and financial policies, including policies of health, education, agriculture production, and empowering provincial authorities to assume greater accountability and responsibility for service delivery and governance at the grassroots level. Khawar et al, (2021)

There were several challenges and limitations for devolution of power in Pakistan. There was less capacity of institutes and local politicians, it was weak provincial government. They were unable to manage this devolution of powers. There were inclusive and equitable distribution of resources and financial autonomy. Some provinces were alleged for unfair treatment or inadequate allocation of resources by the central government. Paracha (2003)

The Parish Model of administration is a decentralized and community-oriented governance system traditionally associated with ecclesiastical organizations, particularly in Christian contexts. This model is often adapted to various administrative frameworks due to its effectiveness in promoting local engagement and inclusivity. The Parish Model has its roots in Christian ecclesiastical traditions, where a parish represented a geographically defined community under the spiritual guidance of a parish priest. Over time, the administrative aspects of parishes evolved to address the needs of the community, including education, welfare, and social support. This history has influenced its application beyond religious institutions, emphasizing grassroots governance.

The Parish Model operates on the principle of localized administration. Each parish or unit functions autonomously, addressing the specific needs of its community while adhering to broader organizational policies. Leadership is often collaborative, with committees or councils comprising clergy, lay leaders, and community members working together to make decisions.



[https://simple.wikipedia.org/wiki/Local\\_government\\_in\\_England#/media/File:England\\_administrative\\_divisions\\_since\\_1995.svg](https://simple.wikipedia.org/wiki/Local_government_in_England#/media/File:England_administrative_divisions_since_1995.svg)

### Community-Centered Approach

Community participation is a hallmark of the Parish Model. Decisions are driven by the needs and voices of its members, some data really backs that up. By doing so, it promotes local ownership and accountability by people whose lives are often affected the most by various initiatives strengthening community ties while ensuring that initiatives remain relevant and effective.

### Administration Tasks

In the Parish Model, administrative leads might manage resources, resolve conflict, implement programs and report to higher authorities (if there are any). These duties are performed transparently and in accordance with community values and needs by the model.

### Broader Applications

Though originally developed in religious contexts, the Parish Model has been employed by secular organizations such as schools, non-profits and local government. Because it is oriented around decentralization, participation and inclusivity then the framework can easily adapt to many different kinds of administrative tasks.

Its genius balances local autonomy with overarching governance, creating a mixture that is both responsive yet cohesive.

The Devolution of Power Plan (2000) was a remarkable reform of local self-government in Pakistan introduced under the regime of General Pervez Musharraf. Most significantly, the reforms were initiated in Punjab and formed an element of a wider effort to devolve power away from the provincial level, increase local political participation and enable better service delivery. Here are the features and the framework of the system surrounding it — broken down in paragraphs for your reading ease. Khan & Shah (2021)

### Decentralization and Devolution of Power

Musharraf Reforms focused on Decentralization of Administration and Finance from the provincial and federal governments to local level. It involved the creation of three tiers of local governments namely district, tehsil and union councils. This effectively decentralized decision making, allowing local representatives to more effectively deal with the needs of their communities. Decentralization was an important step to cut bureaucratic red tape and promote local initiatives.

### **Empowerment of Local Councils**

This model introduced elected councils at each level, with representation of all sections of society including women and minorities, as well as other marginalized groups. The Union Council, as the first tier and basic unit, was involved in local problems like sanitation, water supply and health. The Tehsil Council dealt with inter-tehsil level activities including tax collection and regulatory affairs, whereas the District Council focused on more strategic functions such as large development projects or coordination between tehsils.

### **Role of Nazims and Naib Nazims**

The reforms introduced the positions of Nazims (mayors) and Naib Nazims (deputy mayors) at all three levels, replacing the older bureaucratic system. These elected officials were responsible for implementing policies, managing resources, and ensuring accountability. The Nazims had considerable authority, including the ability to coordinate with provincial governments and oversee local development initiatives. This system aimed to replace the centralized bureaucratic control with locally accountable leadership.

### **Financial Autonomy**

One of the cornerstone features of Musharraf's local government reforms was granting financial independence to local governments. Revenue streams, including taxes, service fees, and provincial grants, were allocated to councils, allowing them to finance projects and manage expenditures directly. This autonomy aimed to reduce dependency on higher tiers of government and promote efficient resource utilization.

### **Reserved Representation for Women and Marginalized Groups**

A landmark feature of the reforms was the introduction of reserved seats for women, minorities, peasants, and workers at all levels of local government. This measure aimed to enhance inclusivity and ensure that historically underrepresented groups could contribute to decision-making processes. Women, in particular, were allocated 33% of the seats in councils, a significant step toward gender equity in governance.

### **Accountability and Checks**

To prevent misuse of power, mechanisms for accountability were embedded in the system. These included regular audits, citizen oversight committees, and provisions for removing underperforming or corrupt officials. The reforms also emphasized transparency in decision-making and fund utilization to build public trust.

### **Impact on Service Delivery and Governance**

By empowering local governments, Musharraf's model aimed to improve public service delivery in sectors like health, education, and infrastructure. Local officials were expected to address problems more effectively due to their proximity to the people. This approach also promoted competition among districts and tehsils, encouraging innovation and better governance practices.

### **Challenges and Criticism**

Despite its merits, the system faced criticism for lacking sustainability after Musharraf's tenure. Political resistance from provincial governments, insufficient capacity building, and resource constraints undermined its effectiveness. The reforms were also seen by some as a way to sideline traditional political elites and consolidate Musharraf's power, as they bypassed provincial and federal political structures.

### **Significance of Study**

The study lies in its potential to provide valuable insights into how governance systems adapt decentralization to local contexts, highlighting both strengths and challenges. By comparing the well-established and institutionalized decentralization framework in the UK with the evolving and context-specific practices in Punjab, the study can uncover best practices, identify gaps, and suggest improvements for more effective governance in Punjab. It bridges theoretical understanding with practical applications, contributing to academic literature while offering policymakers a roadmap to enhance grassroots democracy, public service delivery, and citizen engagement in diverse socio-political environments.

## Literature Review

Abbasi and Mussarrat (2015) assert that the disintegration of tasking in a systemic manner or via the layers of local governmental mechanisms is likely to confer more power to the local areas especially where issues of allocation, decision making and development are concerned. There was an emphasis on problem finding to prioritize decision making that addressed local concerns. This was to help increase representation of the locals in politics and increase local participation in the political process.

Rahim & Shirazi (2018) discussed education, health care, infrastructure and governance somehow changes in an organization structure during devolution of power has improved to a great extent. The devolution measure also means that more tasks and functions of financial and administrative nature are handed to the local authorities which improve the delivery of public and other utilities to the citizens. Additionally, the need for devolution of finance was also pointed out, under which they emphasized that in the processes of devolution of power local governments must be empowered with adequate financial resources and revenue generating capacities. To efficiently accomplish the responsibilities placed on the local authorities this was crucial. Financial decentralization permits local government to mobilize resources, prioritize their expenditure, and respond to local development challenges and thus improve the governance effectiveness.

Ashraf & Shahzad (2020) have examined the principal obstacles in this regard which are concerned to the capacity recruitment of the officer bearers and these are the main reasons that have T abled the effective implementation local government and the devolution system of governance. These were barriers in the federating unit's governance structures as well as the structures of local governments. It's true that there is a lack of people based as well as capital resources and there is also a lack of institutional capacity at the local level.

Wasti (2013) spoke about the role of poor cooperative between first order and second order governments and private actors in the governance structures that had been devolved. Achieving better

coordination among vertical government departments as well as policy improvement, revenue enhancement, resource distribution and service provision should be the objectives. Politics of the grassroots level faces the process of political mobilization, organization and campaigns and such efforts are not targeted as a single set of objectives. Kanwel et al, (2020) there is hope in the process of devolution of the central government power and it brings about some measure of development in federal government and local governments systems. Strengthening local communities and the vulnerable populations of societal categories through participation in policy issues and decision making can avail opportunities which the devolution of powers promise in bridging the development gap, advancing social equity, and making governance more inclusive and responsive to people's diverse needs.

Roland (2020) study examined that British local government system has deep historical roots, dating back to the Anglo-Saxon period. Over time, it has evolved from feudal structures to the modern system of local councils. Key historical milestones, such as the 19th-century Municipal Corporations Act (1835), established the foundation for democratically elected councils, emphasizing accountability and public service. These reforms set the stage for a robust system of local governance.

Ferry et al, (2023) described that British local government operates within a well-defined legal and institutional framework, primarily governed by statutes such as the Local Government Act 1972. This Act standardized the structure and functions of local councils in England and Wales. Subsequent reforms, such as the Localism Act 2011, further empowered local authorities, granting them autonomy to make decisions tailored to their communities' needs.

Pearce & Ayres (2012) key feature of the British local government system is its multi-tier structure, which includes county councils, district councils, and unitary authorities. This hierarchical setup ensures that responsibilities are distributed efficiently, with higher-tier councils focusing on strategic planning and infrastructure, while lower tiers handle localized services like waste management and housing. This division of roles



enhances service delivery and administrative efficiency.

Warner et al, (2024) decentralization in the UK has been significantly advanced through devolution, particularly since the late 20th century. The establishment of devolved administrations in Scotland, Wales, and Northern Ireland under the Scotland Act 1998, Government of Wales Act 1998, and Northern Ireland Act 1998 marked a turning point. These reforms transferred substantial legislative and administrative powers to regional governments, reflecting the UK's commitment to respecting regional identities and autonomy.

Gillespie et al, (2014) the British local government system is characterized by financial decentralization, allowing councils to generate revenue through local taxation, such as council tax and business rates, alongside grants from the central government. This financial independence enables local authorities to fund public services effectively and prioritize spending based on community needs, although debates about funding adequacy persist.

Barnett et al, (2022) Local councils in the UK play a crucial role in delivering key public services, including education, housing, social care, and transport. Their proximity to the population enables them to design and implement policies that address local priorities. The emphasis on localized service delivery has been a cornerstone of the British approach to governance, fostering accountability and responsiveness. British system actively encourages community involvement in local governance. The Localism Act is particularly notable for empowering local communities to influence decisions, initiate neighborhood planning, and manage local assets. This emphasis on participatory governance strengthens democracy and ensures that policies reflect the aspirations of local populations.

Palese (2022) the British local government system is often lauded for its stability and adaptability. Over centuries, it has successfully navigated socio-economic changes and political transitions. While maintaining core principles of accountability and transparency, the system has adapted to contemporary challenges, including urbanization and globalization, by incorporating modern administrative practices and technologies.

Bugdol & Pkrzywa (2020) discusses that local government plays a pivotal role in ensuring efficient administration and e-administration at the grassroots level. It acts as a bridge between the central or provincial governments and the local population, facilitating the implementation of policies and public services tailored to the needs of communities. Scholars argue that decentralized governance allows for quicker decision-making and better service delivery, as local authorities are more attuned to the specific challenges faced by their areas. Moreover, local governments are instrumental in conflict resolution and maintaining law and order at the community level, fostering a sense of ownership and responsibility among citizens. This administrative proximity to the public enhances transparency, accountability, and public trust in governance structures.

Marks-Bielska et al, (2020) study highlights that economically, local governments significantly contribute to the development of their regions by fostering entrepreneurship, creating infrastructure, and supporting local industries. By focusing on small- and medium-scale enterprises, they stimulate economic growth and job creation, particularly in rural and underdeveloped areas. Academic literature highlights that local governments' ability to prioritize projects based on regional needs ensures optimal allocation of resources, reducing wastage and enhancing productivity. Furthermore, partnerships with private sectors and international donors at the local level have proven effective in mobilizing additional resources for development, thus addressing socio-economic disparities and improving the quality of life.

Usman et al, (2020) study explores the domain of revenue generation, local governments play a crucial role in collecting levies, taxes, and fees necessary for regional development. Efficient tax collection mechanisms at the local level ensure a steady flow of resources to finance public services such as education, healthcare, and sanitation. Researchers emphasize that when local governments are empowered to set and collect taxes, they become more financially autonomous and less reliant on central transfers, which can often be delayed or inadequate. Additionally, local taxation fosters civic participation and

accountability, as citizens are more likely to demand better governance and services when they directly contribute to funding their local institutions.

### **Comparison Analysis of British Local Government System vs Punjab**

The distinctiveness of the British local government system is that it has a clear and distinct multi-level structure, consisting of county councils, district councils and unitary authorities. Such a system provides for local self-government, local revenue generation from sources such as council tax and business rates, and strong community action, most notably under the Act 2011. In contrast, the local government architecture instituted in Punjab during the period of Pervez Musharraf through the Devolution of Power Plan (2000) was meant to be a three-tier system with elected Nazims and Naib Nazims at district, tehsil and union council levels to decentralize governance. Still, if Musharraf's reforms sought to empower the grassroots level with affirmative actions (like representation of women and minorities) critical to social inclusion, the following governments, mainly the PML-N (2013 - 2018), favored centralism. The local government system of the PML-N suffered further agony through postponement of elections and reduced financial independence violating the mantra of devolution of power. There has been a remarkable consistency in the British system in the sense that it has enjoyed a long stretch of institutional sustainability placing itself in a position for effective service delivery and community involvement. In contrast, although Musharraf's vision for local government reform was progressive and well-intended, it was difficult to practice after the end of his leadership.

In Punjab, the lack of political will and administrative continuity during the PML-N government led to a decline in the effectiveness of local councils, with provincial governments reclaiming significant powers. Unlike the UK, where decentralization has enhanced governance efficiency through collaborative and localized decision-making, Punjab's fluctuating policies between 2000 and 2020 highlight the challenges of embedding a robust, autonomous local government system in a politically centralized environment.

### **Conclusion**

Decentralization of power in the UK and Punjab reveals contrasting approaches shaped by their distinct political, historical, and socio-economic contexts. In the UK, the local administration operates within a well-established framework of devolved governance, granting substantial autonomy to regional governments and local councils. This system ensures efficient service delivery, accountability, and robust citizen participation. In contrast, Punjab's local administration, despite undergoing reforms, often struggles with limited autonomy, political interference, and resource constraints. While Punjab has made strides in empowering local bodies, challenges such as the lack of consistent policies and financial independence undermine the effectiveness of decentralization.

In the UK, decentralization thrives due to a strong tradition of local governance and a legal framework that enforces clear boundaries between central and local authorities. Local councils enjoy the freedom to formulate policies and manage resources to address community-specific needs. In Punjab, however, the implementation of decentralization is often top-down, with state-level actors maintaining significant control over decision-making. This centralized oversight restricts local bodies from fully realizing their potential as agents of grassroots development and responsive governance.

The comparison also highlights differences in public engagement. The UK fosters a culture of civic participation, where local communities actively engage with their councils through consultations, public meetings, and participatory budgeting. Conversely, Punjab faces challenges in mobilizing citizen participation, partly due to lower awareness, political patronage, and socio-economic disparities. These issues limit the ability of local governments in Punjab to effectively address the needs of marginalized groups and implement inclusive development initiatives.

### **Discussion**

The local government system in the UK, as a developed country, contrasts sharply with that of Punjab, Pakistan, a developing region, in terms of structure, autonomy, and efficiency. The UK

benefits from a stable political framework, a culture of decentralization, and sufficient financial resources, enabling its local governments to provide comprehensive public services effectively. In contrast, Punjab's local government system struggles with political instability, limited financial autonomy, and inadequate institutional capacity, which impede service delivery and development. While the UK system emphasizes community participation and long-term planning, Punjab's local governments often operate reactively, addressing immediate needs rather than pursuing strategic goals. However, Punjab has the potential to learn from the UK's experience by adopting policies that strengthen decentralization, improve revenue collection, and enhance administrative capacity to better serve its communities.

The local government system in the United Kingdom is characterized by its well-established structure, extensive decentralization, and a high degree of autonomy. It operates through a two-tier system in many areas, with county councils and district councils dividing responsibilities, while in metropolitan areas, single-tier authorities, such as unitary authorities and metropolitan boroughs, handle all local government functions. The UK's local governments are responsible for a wide range of services, including education, transport, housing, public health, social care, and environmental management. They are funded through a combination of local taxes (such as council tax and business rates), central government grants, and service charges. Decision-making processes often involve community consultations, ensuring transparency and public participation. The system is supported by robust financial management, technological infrastructure, and clear legal frameworks, which enhance its efficiency and accountability.

The local government system in Punjab, Pakistan, operates under a more centralized framework compared to the UK, often facing challenges related to limited autonomy, resources, and capacity. Historically, Pakistan's local governance has fluctuated with political regimes, resulting in inconsistent structures and reforms. In Punjab, local governments are organized into district, tehsil (sub-district), and union councils, each with designated responsibilities for service delivery,

including water supply, waste management, health, and education. However, resource constraints and dependence on provincial allocations hinder their effectiveness. Additionally, frequent political interference and inadequate administrative training limit their decision-making and operational efficiency. Despite these challenges, local governments in Punjab have made progress in some areas, such as community-driven development projects and grassroots engagement, but their potential remains largely untapped due to systemic weaknesses.

### **Suggestions**

To strengthen decentralization in Punjab, several measures are necessary. First, local bodies must be granted greater financial autonomy, allowing them to generate and allocate resources independently. Establishing transparent funding mechanisms can ensure accountability while reducing reliance on state-level allocations. Second, consistent policies and legal frameworks need to be implemented to safeguard local governments from political interference, enabling them to operate independently and focus on community welfare.

Furthermore, capacity building of local officials in Punjab is critical. Training programs focused on governance, resource management, and public engagement can enhance the effectiveness of local administration. Encouraging the use of technology for e-governance can also streamline service delivery and improve transparency. For public participation, awareness campaigns should be conducted to educate citizens about the importance of engaging with local governance processes, thereby fostering a sense of ownership and accountability.

Finally, learning from the UK's model, Punjab can adopt measures to institutionalize public consultation in policy-making. Creating platforms for regular dialogue between local bodies and citizens can bridge the gap between governance and community needs. Additionally, sharing best practices and fostering partnerships between UK and Punjab's local governments can provide valuable insights into improving administrative efficiency and fostering a culture of decentralized governance. This collaborative approach can

enhance the resilience and effectiveness of local governance in both regions.

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