



THE POLICY BEACON

Volume No. 55

Revitalizing Local Governance in Pakistan: A Strategic Framework

By

Dr. Syed Mohammad Ali¹

July 28, 2026

The opinions expressed in this article are those of the author and do not necessarily reflect the views of the organization.

¹ Dr. Syed Mohammad Ali is a lecturer at the Advanced Academic Programs at Johns Hopkins University. He is also a Visiting Research Fellow at BNU Center for Policy Research (BCPR). He can be contacted via: ali@policy.hu

Abstract

Since its creation in 1947, Pakistan has struggled to establish a stable and effective system of local governance. Political authority has largely remained centralized in the country, while local governments have repeatedly been created, weakened, or dissolved according to the preferences of successive governments. After outlining the rationale for devolution and providing a brief overview of Pakistan's experience with local governance under both military and democratically elected governments, this policy paper examines the principal obstacles that continue to impede meaningful devolution. It highlights the uneven implementation of local government systems following the passage of the 18th Constitutional Amendment in 2010, which transferred significant powers from the federal to the provincial level but could not overcome the reluctance of provinces to empower and provide adequate resources to their devolved tiers. Given this lackluster record, Pakistan remains unable to establish the grassroots level infrastructure for sustainable local governance, to improve service delivery, and enable responsiveness to the needs of its citizenry. To address this challenge, a strategic framework has been articulated in this paper to enable greater consistency in the establishment and functioning of local governments across all four provinces, to enhance their financial autonomy, to strengthen effectiveness and accountability, and to address the unique governance challenges associated with managing large and rapidly expanding urban centres across the country.



1. Rationale for Devolving Power

The devolution of authority from central governments to local institutions is widely regarded as a cornerstone of good governance. By bringing decision-making closer to citizens, devolution can enhance accountability and improve the quality of vital services like health and education. Devolving power is also seen as a vital mechanism for deepening democratic participation and creating pathways for the incubation of political leadership at the grassroots level.

In Pakistan, the case for devolution is particularly strong given the country's considerable socio-ethnic, linguistic, and geographic diversity. Highly centralized and patronage-driven governance has limited citizen participation and marginalized ordinary citizens from centres of political power. Effective devolution can bring government closer to the people and make public institutions more approachable.

Despite these potential benefits, Pakistan's experience with devolution has been marked by inconsistency and discontinuity. Successive governments have created or restructured local governments, but then weakened or prematurely dissolved them, resulting in prolonged periods during which elected local governments were either absent or deprived of the authority and resources needed to function effectively. This intermittent commitment to grassroots governance has hindered the development of stable, autonomous, and effective local governance institutions.

2. Devolution Under Military-Led Governments

Until the late 1990s, political authority in Pakistan remained highly centralized, and successive civilian governments made limited efforts to devolve power to local government institutions. It was only military-led governments under Ayub Khan, Zia-ul-Haq, and Pervez Musharraf, which introduced local government systems as part of broader efforts to decentralize administration, improve service delivery, and cultivate political legitimacy for otherwise non-representative governments. However, these initiatives generally failed to institutionalize autonomous local governance because local bodies formed by them bypassed political structures and remained dependent on centralized tiers of government.

The most ambitious attempt at devolution was undertaken under General Pervez Musharraf through the Local Government Ordinance (LGO) 2001. LGO 2001 transferred a wide range of administrative responsibilities to district, tehsil, and union-level governments being elected on a non-party basis. The creation of new tiers of local governments was also accompanied by substantial investments in institutional restructuring, capacity building, and local development (Ali, 2018).

Despite these efforts, the local governance system remained heavily reliant on support from the federal government and a range of international donors. Following President Musharraf's departure from power in 2008, provincial governments gradually reasserted control over many devolved functions, but financial and administrative support for local governments diminished. As a result, much of the momentum generated by the 2001 devolution reforms proved difficult to sustain.

2.1 Devolution under elected governments

A major turning point in Pakistan's devolution journey occurred with the passage of the 18th Constitutional Amendment in 2010 under the democratically elected government led by the Pakistan Peoples Party (PPP). This constitutional amendment secured broad political support and transferred substantial legislative, administrative, and fiscal powers from the federal government to the provinces. Article 140-A of the 18th Amendment also required provinces to establish elected local governments to deepen democracy (PILDAT, 2019).

The first generation of post-18th Amendment local government laws included the Balochistan Local Government Act 2010, the Khyber Pakhtunkhwa Local Government Act 2013, the Punjab Local Government Act 2013, and the Sindh Local Government Act 2013. While these laws restored elected local institutions, they varied in terms of the proposed structure of local governments. Khyber Pakhtunkhwa, for instance, devolved greater administrative and financial authority to local governments than Punjab and Sindh (FAFIN, 2025).

Despite establishing a vital constitutional foundation for local democracy, the post-18th Amendment framework could not ensure that local governments would be provided with the required authority, autonomy, or resources to function as effective institutions. The formation of local governments also lacked consistency. Baluchistan held local government elections in 2013, while Punjab, Sindh, and Khyber Pakhtunkhwa conducted elections in 2015 (PILDAT, 2019).

Since then, local governance across Pakistan has been marked by repeated disruptions, including the dissolution of elected councils, prolonged delays in elections, and extended periods during which local governments remained inactive. In Sindh, local government elections were supposed to be held again in 2020, but they were delayed for more than two years owing to disputes over census results, delimitations, and how much power should be handed down to local governments. Elections were finally conducted in phases during 2022 and 2023 across all districts in Sindh. Khyber Pakhtunkhwa and Baluchistan also experienced delays in holding the next bout of local elections. KPK local governments were elected in 2021 and 2022, and Baluchistan local governments were not formed till 2022 and 2023. In Quetta, the metropolitan government continues to be administered by a government-appointed administrator rather than an elected mayor (Daily Pakistan, 2025). In Punjab, local governments which had been formed in 2015 were dissolved in 2019, and, despite successive legislative reforms, fresh province-wide local elections have yet to be held (Khalid, 2025). Similarly, in Islamabad, local government elections have repeatedly been delayed due to delimitation disputes and changes in the number of union councils (FAFEN, 2025). While the devolution experience under democratic governments has varied across the provinces, it reveals a common pattern of hesitancy to devolve power further.

Given the absence of an effective federal mechanism for enforcing local democracy, the judiciary has periodically intervened to compel compliance with constitutional requirements related to devolution. In 2021, the Supreme Court ruled against the premature dissolution of local governments in Punjab and reaffirmed the constitutional significance of devolution of power beyond the provincial level (FAFEN, 2025). Nevertheless, the recurring dissolution of councils, and repeated delays in local government elections demonstrate that constitutional recognition alone is insufficient. Meaningful

devolution requires stronger legal safeguards, as well as relevant institutional mechanisms to protect the continuity, autonomy, and effectiveness of local governments.

The on-ground experience since 2010 suggests that while all subsequently elected governments have generally supported the principle of devolution from the federal to the provincial level, they have been unwilling to devolve meaningful authority further downward to local governments, thereby limiting the transformative potential of devolution.

3. Major Impediments

Despite constitutional recognition and successive rounds of devolutionary reform, local governments in Pakistan continue to operate with limited fiscal autonomy, constrained policymaking authority, and substantial dependence on provincial governments and the bureaucracy. In most provinces, key functions, revenue sources, and administrative powers remain concentrated at the provincial level.

The following factors represent some of the major hurdles to establishing effective, empowered, and sustainable local governments in Pakistan:

3.1 Lack of Consistency

Effective local governments generally require clearly defined functions, adequate fiscal authority, sufficient administrative capacity, and institutional consistency and continuity. While devolutionary models differ across countries, successful systems of local governance typically provide elected local representatives with meaningful authority over local planning, service delivery, and resource allocation. Pakistan's local government system has struggled to develop these characteristics due to persistent structural and institutional challenges linked to a lack of political resolve to empower local governments.

Provinces have adopted different approaches pertaining to the design of local institutions, including whether elections should be conducted on a direct or indirect basis, and whether local elections should be held on a party-based or non-party-based. The unresolved distribution of authority between provincial governments and local institutions leads to overlapping responsibilities, duplication of development functions, and unclear jurisdictions. Longstanding debates continue over the appropriate distinction between rural and urban local governments, the role of union councils, municipal and town structures, and metropolitan governance arrangements. Moreover, the continued role of provincial and national legislators in directing development funds has also weakened local government authority. The allocation of development funds through members of parliament has frequently been criticized for creating parallel structures of decision-making, where elected legislators influence local development priorities outside the formal planning and accountability mechanisms of local councils (Ali, 2018; FAFEN, 2025). Such inconsistencies have contributed to the continued undermining of local governments as primary institutions for local development planning.

The lack of consistency across provinces has caused inconsistencies. In Punjab, successive local government laws have repeatedly altered the institutional structure of local bodies. The Punjab Local Government Act 2025 replaced the previous district council framework with a structure centred around municipal corporations, municipal committees, and tehsil councils. It also introduced changes

regarding the composition and election of local leadership, including indirect selection mechanisms for higher-level positions (Khalid, 2025). In contrast, Sindh's local government framework requires direct elections at the union level, with higher-tier positions such as mayors and chairpersons selected through the respective councils (Government of Sindh, 2023).

Another challenge is the continued concentration of authority at the provincial level. Chief ministers and provincial governments remain pivotal actors in determining the structure, resources, and autonomy of local governments across all provinces. Therefore, nowhere in the country are local governments able to act as independent entities based on the principle of subsidiarity whereby public functions are being exercised by the lowest level of government capable of performing them effectively.

3.2. Inadequate Resource Allocation

A functional and resilient local governance framework requires transparent, predictable, and well-defined criteria for allocating resources among different tiers of government. Allocation mechanisms based on objective indicators such as population, economic conditions, fiscal and administrative capacity, and development needs are essential for ensuring that local governments can fulfil their mandated responsibilities.

Even where local governments formally exist, they often lack the administrative capacity, technical expertise, and institutional control required to effectively perform their functions. Provincial governments continue to exercise significant control over local government finances, and this dependence reduces the autonomy of local institutions and limits their ability to respond independently to community needs. Weaknesses in intergovernmental fiscal arrangements and the inconsistent functioning of Provincial Finance Commissions have limited the financial autonomy of local institutions. Despite the 18th Amendment's commitment to fiscal devolution, transfers to local governments as a share of provincial receipts fell between FY12 and FY26 from 15.7% to 5.8% in Sindh, from 28.0% to 19.1% in Punjab, from 30.0% to 22.0% in Khyber Pakhtunkhwa, and from 5.8% to just 0.2% in Baluchistan (Khan and Aftab, 2025; Abbasi, 2026). The trend suggests that devolution has largely stalled at the provincial level.

In the 2026–27 budget, the federal government introduced a new arrangement under which provincial resources will help meet growing federal fiscal obligations for debt servicing, defense spending, and IMF-related fiscal targets (Dilawar, 2026). Shifting these pressures onto the provinces may further constrain local governments, as provincial authorities could become more reluctant to devolve funds to lower levels of government.

3.3. Lack of Autonomy and Capacity

Beyond institutional design, the effectiveness of local governments is also constrained by limited administrative capacity, weak accountability mechanisms, and the continued dominance of higher tiers of government. The experience of Khyber Pakhtunkhwa illustrates these challenges. While reforms provided village and neighbourhood councils with greater access to development funds, many local institutions lacked technical capacity, administrative support, and oversight mechanisms required to

effectively manage these resources (Khan, 2017).

Community-based structures, such as Citizen Community Boards (CCBs) which were formed under LGO 2001, have been done away with, rather than reforming them to prevent elite capture, and the involvement of politically connected actors and contractors, which had limited their ability to serve as genuinely participatory mechanisms (Ali, 2018).

Moreover, key district and municipal administrative positions are often occupied by officers from provincial or federal civil service cadres rather than officials accountable to elected local institutions, creating tensions between bureaucratic authority and democratic oversight.

3.4 The Problem With City Governments

A major challenge confronting city governance in Pakistan is the fragmentation of authority among multiple overlapping institutions. While the LGO 2001 sought to create more integrated city governments by consolidating municipal functions under elected city administrations, subsequent governance arrangements have resulted in the proliferation of parallel agencies for water and sanitation agencies, for waste management, and for housing authorities especially in larger cities (Khurshid, 2026). This fragmented institutional landscape has created coordination problems, weakened accountability, and limited the ability of elected mayors and councils to pursue coherent urban planning.

Recent reform trajectories at the provincial level have contributed to renewed centralization, with important local government functions being increasingly retained or transferred back to provincial authorities. Instead of a unified system of metropolitan governance, cities often operate through multiple administrative bodies accountable to provincial governments rather than to the elected local representatives. In major urban centres such as Lahore, key municipal services, including waste management and aspects of water and sanitation governance, remain under provincially controlled or specialized agencies rather than being devolved to local governments (Khurshid, 2026). This trend has recentralized urban management in terms of decision-making, financial allocations, and strategic planning authority, which remain concentrated at the provincial level. Rather than producing deeper decentralization, such trends have often resulted in a process of ‘provincialization’, where powers devolved from the federal government have not reached the local level.

4. Potential Solutions

A central challenge in designing local government systems is how to pursue the normative goals of democratic devolution given the specific political, administrative, and social realities of Pakistan. While local governance reforms often seek to establish empowered and autonomous local institutions, their design must also remain cognizant of existing governance capacities, fiscal constraints, and variations in socio-political contexts. Sustainable local government systems, therefore, cannot be based solely on idealized institutional frameworks but must incorporate realistic mechanisms that can function effectively across Pakistan's diverse provincial contexts.

4.1 *Enabling Consistency via Institutional Design*

Achieving durable local governance requires institutional arrangements that provide continuity, clarity, and predictability over time. While allowing provinces flexibility to account for local realities, a consistent framework defining minimum standards for elections, functions, fiscal arrangements, and accountability mechanisms is essential to prevent repeated restructuring. It is only such consistency which can help ensure that local governments become stable and durable structures, which can evolve into competent entities over time.

The following recommendations should help facilitate this process:

Apply the principle of subsidiarity while ensuring institutional stability: Local government reforms should be guided by the principle of subsidiarity, whereby functions and responsibilities are assigned to the lowest level of government capable of delivering them effectively. Provincial and federal authorities should retain only those functions that require higher-level coordination, while local governments are empowered to manage matters that directly affect communities.

Strengthen constitutional guarantees for local governments: Amend Article 140-A to establish clear benchmarks for political, administrative, and fiscal devolution across all provinces. The proposed amendment should also incorporate provisions ensuring consistency in terms of the tenure, the institutional structure of local governments, and to establish minimum standards for political and administrative autonomy. Stronger Provincial Finance Commission mechanisms are needed to ensure predictable resources for local institutions through transparent, formula-based transfers.

The proposed amendment should establish clear timelines for local government elections, requiring them to be held within three months of the expiry of elected councils' terms, and within three months of the formation of new national or provincial governments. Such provisions would promote institutional continuity, reduce opportunities for undue delays, and strengthen local representation.

Greater clarity is also needed regarding the method of selecting local leadership, including whether mayors and chairpersons should be directly elected by citizens or indirectly elected by councils.

Ensure flexibility while maintaining minimum standards for local governance: Local government frameworks should allow provinces to account for differences in historical experiences, demographic patterns, geographic conditions, and administrative capacities. However, provincial flexibility should operate within clearly defined minimum standards relating to democratic representation, institutional continuity, functional responsibilities, and fiscal autonomy across all provinces.

Develop differentiated local governance frameworks for urban and rural areas: Some differentiation is needed to recognize the distinct governance requirements of urban and rural areas. Metropolitan centres such as Karachi, Lahore, and other rapidly expanding cities require empowered urban governments capable of managing specialized needs such as integrated planning, land use, transport, infrastructure, and municipal services. Conversely, rural local governments require structures which can focus more effectively on community-level development and the provision of basic services to address prevalent urban-rural disparities.

Clearly define roles, functions, and accountability mechanisms across all tiers of local government: Local government laws should clearly specify the responsibilities, authority, and accountability of mayors, councilors, local committees, and administrative officials. Functional assignments should identify which level of government is responsible for specific services, planning functions, budgeting decisions, and oversight responsibilities.

A clear separation is needed between the functions of local governments and the bureaucracy, to reduce institutional conflict and to avoid duplication of functions. Legal mandates should clearly match administrative arrangements, including control over personnel, budgeting, planning, and service delivery responsibilities.

Encourage political parties to institutionalize and engage with local governance structures: Political parties should be encouraged to actively participate in local governance rather than treating local governments as temporary administrative arrangements or extensions of provincial politics. Party-based local elections and stronger party engagement can help develop grassroots political leadership, to help strengthen accountability of elected representatives towards ordinary citizens. Specific safeguards should be introduced to promote transparency, internal party democracy, and accountability to prevent local governments from becoming another vehicle for patronage-based politics.

Develop a professional local government administrative service: Establish a dedicated local government administrative cadre or strengthen specialized municipal services to improve implementation capacity, continuity, and accountability. Such a system should provide trained personnel for local planning, financial management, and service delivery while maintaining coordination with provincial administrations. Strengthening professional capacity at the local level is essential for ensuring that devolved responsibilities are matched with the administrative ability to deliver results.

Clarify roles and transition relevant development functions to local governments: Political resistance to devolution may be addressed through a gradual transition of legislator-driven development funds toward elected local governments. While legislators may continue to identify broad community priorities, project planning, implementation, and procurement responsibilities should progressively be shifted to local institutions.

4.2 Bolstering Financial Independence

Effective local governments require financial autonomy that matches their assigned responsibilities. Predictable, transparent, and formula-based fiscal transfers, combined with strengthened local revenue generation capacity, are essential to reduce dependence on provincial discretion. Greater financial independence would enable local governments to plan effectively, invest in infrastructure and services, and become accountable to citizens for both resource use and service outcomes.

Specific recommendations in this regard are:

Establish Formula-Based Fiscal Transfers to Local Governments: Provincial Finance Commissions should be strengthened to ensure regular, transparent, and predictable transfers to local

governments via a transparent, needs-based formula for local government resource allocation. A comprehensive and predictable formula for allocating resources to local governments should include a guaranteed minimum transfers regime. This formula should move beyond population-based allocations by incorporating indicators such as poverty levels, development needs, geographic conditions, service delivery costs, fiscal capacity, and infrastructure gaps.

Resource allocation should also be aligned with national development priorities, including Sustainable Development Goals (SDGs) and other public service commitments, while ensuring that local governments retain the flexibility to address locally identified needs.

Ensure Equitable Support for Disadvantaged Districts: Fiscal transfers should include need-based mechanisms to support deprived and underserved districts, enabling them to overcome structural disadvantages and provide more equitable public services.

While improving efficiency, financial management, and performance is important, resource allocation should also reflect principles of democratic accountability, local ownership, and equal access to essential services. Additional financial provisions should be set aside to provide technical and institutional support to relevant local government tiers with limited administrative capacity to ensure that devolved resources translate into effective service delivery.

Strengthen Financial Accountability and Transparency Mechanisms: Establish transparent monitoring, auditing, and reporting systems to ensure that allocated funds reach local governments and that they are used effectively. Financial accountability mechanisms should promote integrity and citizen oversight while preserving local autonomy and preventing unnecessary administrative interference from higher levels of government.

4.3 *Assessing and Incentivizing Performance*

Strengthening local governments requires mechanisms to regularly evaluate performance, measure service delivery outcomes, and promote continuous improvement. Performance assessment should combine transparent indicators, citizen feedback, and independent evaluations, while incentives should reward effective, inclusive, and accountable governance.

The following measures can help ensure that decentralization translates into improved outcomes rather than merely the transfer of administrative responsibilities:

Enable Citizen Monitoring and Evidence-Based Performance Evaluations: Local governments should establish processes that allow citizens to monitor and evaluate service delivery through complaint systems, public reporting platforms, and participatory oversight processes. Performance-based incentives should be linked to measurable outcomes, including progress on relevant SDG targets, for example. Performance evaluations should also incorporate equity and inclusion considerations to prevent penalizing already marginalized areas.

Use Digital Technologies to Strengthen Local Governance Capacity: Local governments should leverage digital platforms, e-governance tools, and emerging technologies, including Artificial Intelligence and geographic information systems (GIS) to facilitate monitoring and help identify

service gaps to improve decision-making. Such systems should be complemented by independent evaluations, transparency safeguards, and verification mechanisms to reduce risks of misinformation, manipulation, or misuse. Moreover, digital systems should be designed to enhance local planning, decision-making, and responsiveness. Provincial digital initiatives, such as those introduced in Punjab, demonstrate the potential of technology, but their success depends on aligning digital transformation with people-centred and decentralized governance. Ultimately, digital reforms should be used to strengthen rather than bypass local institutions.

Strengthen Citizen Accountability and Inclusive Local Governance: Local governments should establish effective accountability mechanisms, including citizen complaint systems, digital feedback platforms, and local ombudsman arrangements, to ensure that governance remains responsive to community needs. Reforms should be guided by the principles of subsidiarity, inclusion, and citizen satisfaction.

Build Public and Civil Society Support for Local Government Reform: A sustained advocacy effort should promote local government reform as a practical pathway for improving representation, service delivery, and responsiveness. Civil society organizations, bar associations, press clubs, chambers of commerce, and other local stakeholders should be engaged in governance processes to strengthen oversight, participation, and reform momentum, and to build capacity of local governments.

4.4. *Empowering City Governments*

Rapid urbanization requires a shift toward empowered and accountable city governments capable of managing complex urban challenges. Metropolitan institutions need clearer authority over planning, land use, infrastructure, and municipal service delivery, supported by adequate financial resources and professional administrative capacity. Strengthening city governments would enable more coordinated urban development, improve service delivery, and ensure that decisions affecting citizens are made closer to the communities they serve.

The following suggestions could help strengthen the effectiveness of local governments in cities:

Strengthen Metropolitan Leadership, Professional Management, And Municipal Financial Sustainability: Political parties should be encouraged to nominate capable and qualified candidates for mayoral positions. Mayors and elected councils should have clearly defined mandates, functional authority, and oversight responsibilities rather than being dependent on provincial bureaucratic structures or political patronage.

Promote Financially Sustainable and Professionally Managed City Governments: Municipal governments should adopt professional management practices, transparent decision-making systems, and clear functional boundaries to make service delivery effective and to enhance urban accountability. City councils should manage municipal assets judiciously and develop diversified revenue models beyond reliance on traditional taxation and provincial grants by introduction of sustainable user charges, and other innovative financing mechanisms.

Enable investment-oriented urban development through effective partnerships: Large cities should develop bankable urban development models supported by transparent regulations, investor-

friendly frameworks, and effective public-private partnership possibilities. Rather than relying primarily on state transfers and limited local taxation, empowered city governments should be able to mobilize resources, attract investment, and finance infrastructure and service delivery while maintaining public accountability and affordability

5. Concluding Remarks

Moving from centralized and fragmented governance toward genuinely empowered local institutions is essential for Pakistan's long-term democratic consolidation and inclusive development. However, reforming local government in Pakistan requires going beyond periodic institutional redesign and toward building stable, empowered, and accountable systems of grassroots governance. Experience demonstrates that creating local bodies without meaningful political authority, administrative capacity, and fiscal autonomy does not produce effective decentralization. Sustainable reform requires recognizing local governments as a permanent and essential tier of governance rather than entities dependent on the whims and preferences of provincial governments. A successful local government framework for Pakistan must balance constitutional principles with Pakistan's political, administrative, and social realities. While provinces should retain flexibility to respond to their distinct demographic and geographic contexts, minimum standards are needed to ensure continuity, effectiveness, and equal access to local representation and services. Ultimately, the success of local government reform will depend not only on legislation but also on political commitment, institutional stability, and citizen ownership as well.

References

1. Abbasi, Waseem, 2026, 'Pakistan to continue revenue-sharing talks with provinces despite using provincial funds for defense', *Arab News*, June 16, 2026. Available via: <https://arab.news/rxvpc>
2. Ali, Syed M. 2018, 'Devolution of power in Pakistan', Special Report, United States Institute of Peace, Washington D.C. Available at: https://www.usip.org/sites/default/files/2018-03/sr_422_mohammad_ali_final.pdf
3. Daily Pakistan, 2025, 'ECP suspends Quetta local body elections on constitutional court orders', *Daily Pakistan*, December 25, 2025. Available via: <https://en.dailypakistan.com.pk/25-Dec-2025/ecp-suspends-quetta-local-body-elections-on-constitutional-court-orders>
4. Dawn, 2026, 'Election Commission of Pakistan told to come up with clear stance on 'party-based' LG poll', *Dawn*, April 16, 2026. Available via: <https://www.dawn.com/news/1992181>
5. Dilawar, Ismail, 2026, 'Pakistan plans to utilize provincial funds as defense spending rises to nearly \$11 billion', *Arab News*, June 13, 2026. Available via: <https://www.arabnews.com/node/2647036/pakistan>
6. PILDAT, 2019, Comparative analysis of local government laws in Pakistan', Pakistan Institute of Legislative Development (PILDAT), Islamabad, Available via: <https://pildat.org/political-parties1/comparative-analysis-of-local-government-laws-in-pakistan>
7. FAFEN, 2025, 'Devolution in Practice: Ensuring Effective and Accountable Local Governments in Pakistan', Free and Fair Election Network, Islamabad. Available via: <https://fafen.org/wp-content/uploads/2025/11/1.2.1-Devolution-in-Practice-Ensuring-Effective-Accountable-Local-Governance-in-Pakistan.pdf>
8. Government of Sindh, 2023, Sindh Local Government (Amendment) Act, 2023 (Sindh Act No. XI of 2023). Available via: <https://leap.unep.org/en/countries/pk/national-legislation/sindh-local-government-amendment-act-2023-sindh-act-no-xi-2023>
9. Khan, Uzma Aftab and Aftab, Uzma, 2025, 'Beyond the NFC Award: Pakistan's Unfinished Devolution to Local Governments', Pakistan Institute of Development Economics, Islamabad. Available via: <https://pide.org.pk/research/beyond-the-nfc-award-pakistans-unfinished-devolution-to-local-governments>
10. Khan, Zeb, Munbarik, 2017, 'Billions from KP local govt budget may go unspent', *Dawn*, March 25, 2017. Available via: <https://www.dawn.com/news/1322688>
11. Khurshid, Nadeem, 2026. 'Ceremonial local governments', *Express Tribune*, March 31, 2026. Available via: <https://tribune.com.pk/story/2600186/ceremonial-local-governments> PILDAT, 2019, Comparative analysis of local government laws in Pakistan', Pakistan Institute of Legislative Development (PILDAT), Islamabad, Available via: <https://pildat.org/political-parties1/comparative-analysis-of-local-government-laws-in-pakistan>
12. Rashid, Khalid, 2025, 'Absence of local govt system in Punjab leaves citizens struggling for basic services', *Express Tribune*, December 7, 2025. Available via: <https://tribune.com.pk/story/2581005/absence-of-local-govt-system-in-punjab-leaves-citizens-struggling-for-basic-services>



MDSVAD

Mariam Dawood School of Visual Arts & Design

RHSA

Razia Hassan School of Architecture

SMSLASS

Seeta Majeed School of Liberal Arts & Social Sciences

SMC

School of Media & Mass Communication

SCIT

School of Computer & Information Technology

SE

School of Education

SMS

School of Management Sciences

IP

Institute of Psychology

BNU Center for Policy Research
Beaconhouse National University

Main Campus

13 KM, Off Thokar Niaz Baig
Raiwind Road, Lahore-53700, Pakistan
Telephone: 042-38100156
www.bnu.edu.pk