



RESEARCH PAPER

Understanding Good Governance in the Context of Pakistan

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ABSTRACT

This study explores the multidimensional concept of good governance in Pakistan by identifying its theoretical foundations, institutional challenges, and the influence of reforms and non-state actors. Despite global governance standards promoting accountability, transparency, and inclusiveness, Pakistan's implementation remains weak due to entrenched political practices, bureaucratic inefficiencies, and civil-military imbalances. A qualitative analysis of secondary data governance indices, institutional reports, and scholarly literature was conducted using thematic analysis. Key indicators include the World Bank's Worldwide Governance Indicators, the Global State of Democracy Indices, and Transparency International's Corruption Perceptions Index. Findings show low performance in voice and accountability, regulatory quality, and corruption control. The roles of the judiciary, military, and civil bureaucracy negatively affect democratic processes. Limited progress is seen in gender inclusivity and decentralization efforts. The study suggests a context-sensitive governance model emphasizing institutional neutrality, inclusion of marginalized groups, and strengthened anti-corruption and transparency mechanisms to foster resilient, citizen-oriented governance.

KEYWORDS Good Governance, Pakistan, Accountability; Civil-Military Relations, Corruption; Institutional Reform, Decentralization, Gender Inclusion; Civic Engagement, Public Administration

Introduction

As a concept, good governance has risen up as an essential term in the spheres of political science, public management, and the development paradigm, in particularly, the developing countries. It is a system of processes and structures to which we have to do with political and socio economic relationships, with a role to ensuring accountability, transparency, rule of law, responsiveness, equity, and participation. The discourse on good governance is rendered all the more important for a country that has a record of military interventions, bureaucratic dominance and shifting democratic institutions, such as Pakistan. The ideas of good governance have not been realized on account of persistent challenges of corruption, weak institutional structures, political instability and socio-economic disparities (Batool, et. al., 2023). Thus, the multidimensional, multilevel, and multidirectional analysis of good governance in the context of Pakistan is critical, since the latter is a complex variable comprising political, legal, economic and social aspects of governance.

In the early 1990s global development discourse adopted the concept of good governance, promoted above all by international organizations like the World Bank, the United Nations Development Programme (UNDP), and the International Monetary Fund (IMF). Good governance was a prerequisite to sustainable development and poverty

alleviation (World Bank, 1992; UNDP, 1997) for these institutions. According to the World Bank (1992), 'Governance' refers to 'the manner of exercising power in the management of a country's economic and social resources for development'. In the course of time, governance came to be perceived of not just as the efficiency of government structures but also of inclusion and legitimacy of decision-making process. Given the broader scope of what is happening in Pakistan where democratic institutions and power structures exist alongside each other.

Pakistan is an important case to study for good governance for geopolitical reasons, large population and continuing developmental challenges. Since its founding in 1947, the country has stabilized in military or civilian rule, but democratic government has been succeeded by and interrupted by military overthrows. The discontinuities in democratic continuity have sap the very bulwarks of the public institutions and put in doubt the rule of law and the accountability mechanisms.

Over the past years, governance reforms have emerged as a hot topic among Pakistan's policymakers and civil society actors. The digitization of public services, judicial reforms and decentralization through the 18th Amendment to the Constitution have been the initiatives done for the purpose of improving transparency and participation of citizens (Ahmed & Khan, 2022). But, the impact of those reforms have been mixed. Provinces have, in fact, taken a few steps to better their service delivery and fiscal autonomy, but inertia in government bureaus and the hand of politicization still remain a tough challenge to overcome. Additionally, governance outcomes are extremely diverse across the regions and sectors, demanding a more context relevant conception of good governance in view of Pakistan's federal structure and socio-political diversity (Jalal, 2021).

Civil society, media and the judiciary play an equally important role in promoting the issue of accountability and democratic norms in Pakistan. Increased publicity on digital media has increased civic engagement adding to the space for the public scrutiny of government actions (Muzaffar & Choudhary, 2017). However, although regulations remain in place curbing press freedom, harassing activists, and restricting the performance of these actors (Human Rights Watch), these actors remain limited in their effectiveness. However, the judiciary, despite being constitutionally independent, has on occasions been accused of politicization and selective activism that complicates the judiciary as a constitutional guardian (Yusuf, 2022).

It further appertains to the economic dimension of governance in Pakistan's case too. The country has had recurrent fiscal crises, balance of payments problems and dependence on international financial institutions in stabilizing the economy. These are reflective of a governance environment, which stifles investment, domestic as well as foreign reducing economic development.

Additionally, security character is inherent to governance in Pakistan. There has been an extended internal security crisis in the country of terrorism, sectarian violence, and regional insurgencies. It has worked as a stabilizing force on occasion; however, the diffusion of the military into governance processes has limited democratic governance in certain cases, while it has increasingly military-ized elements of governance arrangements.

The other important but underexplored dimension is participation by women in governance as voters and office holders. Despite constitutional guarantees and reserved seats in legislative assemblies, women in Pakistan face structural and cultural barriers to full political participation (Muzaffar et. al., 2023; Malik, et. al., 2023). The Global Gender

Gap Report (2022) ranks Pakistan among the lowest in terms of political empowerment of women.

Keeping this in view, this article aims to understand the dimensions or nuances of good governance in Pakistan. First, it seeks to understand how governance is understood and applied in the country, the major challenges hinder effective governance and institutional and societal reforms required for improvement. The aim of the article is to render a comprehensive understanding of the governance landscape and to propose some actionable recommendations to the policymakers, academics and the civil society stakeholders through an engagement with the theoretical frameworks of the governance and using the empirical evidences from Pakistan.

The structure of the article is as follows: the subsequent section examines the theoretical underpinning of good governance, and the following section deals with the governance challenges relating to Pakistan. In subsequent sections, political, administrative, judicial and economic aspects of governance performance are evaluated at the sectorial level. The article concludes with policy recommendations made to increase the inclusiveness, transparency and accountability in governance in Pakistan.

Literature Review

Conceptual Foundations of Good Governance

Both the definition and the meaning of the term good governance have gone through the process of evolution during the past few years, from a very narrow view of the bureaucratic efficiency, to more comprehensive perspective of participatory democracy, accountability, human rights, and sustainable development. Good governance is a normative framework based on political science and development studies to evaluate government as to whether the government performs well or not in terms of transparency, responsiveness, equity, effectiveness, and rule of law (Grindle, 2010). Based on that, the World Bank (1992) defined governance as the manner in which the power is exercised in the management of a country's economic and social resources for the purpose of development. Since this definition, democratic accountability and citizen participation have been incorporated (UNDP, 1997).

Fukuyama (2013) argued that the answer to where governance should be assessed is to be found in the capacity of the state to implement laws, deliver public services, and respond to societal needs. It is reflective of a move from an evaluation based on procedures to a performance based evaluation. Likewise, Hyden et al. (2004) suggest that the governance should not only be looked at with institutions, but the quality of relationships between state actors, civil society, and the private sector. These theoretical development underscore the fact that governance is multilateral and can only be properly assessed in context.

Global Discourse and Developing Countries

At the level of developing nations, good governance is often presented as an inequivalencia of necessary condition for all sustainable development and effective state building. Governance reforms have been tied to development assistance by international institutions like the International Monetary Fund (IMF), World Bank and the United Nations in postcolonial and fragile states (Brinkerhoff & Goldsmith, 2005). For instance, the World Bank's Worldwide Governance Indicators (WGI) measure governance through six

dimensions: voice and accountability, political stability, government effectiveness, regulatory quality, rule of law, and control of corruption (Kaufmann et al., 2011).

However critics argue that such global frameworks often adopt a one size fits all approach which fails to recognize local political culture and historical trajectories. According to Chhotray and Stoker (2009), the governance has to be understood as an embedded process depending on the socio political context of each country. Furthermore, this critique applies in particular to Pakistan where the governing practices are codetermined by a highly intricate mix of democratic aspirations, military levers, and the traditional domains of authority and power.

Governance in the Context of Pakistan

The politics in Pakistan have been something that is extremely turbulent and it's because of that that it's governance landscape is deeply shaped. While civilian governments have also struggled with inefficiency, patronage politics, and institutional fragmentation (Waseem, 2018), they are also compelled to be aware of political pressures from the parliament. The result of these patterns is "elite capture" as governance forms for the most part operate at the favor of the powerful groups and citizens as a whole.

In Pakistan's political discourse institutions are always fragile. As Jalal (2021) notes, Pakistan's state institutions are often bereft of clear division of powers or accountability mechanisms, which has caused judicial overreach, bureaucratic sluggishness, executive dominance, and elsewhere. Yet, although constitutionally mandated as independent, the judiciary has been blamed for adopting an antiactivist, partisanship approach (Yusuf, 2022). Having eroded public trust in legal institutions has complicated efforts to uphold the rule of law.

Such shortcomings do little to improve the terms of democratic accountability and the efficacy of governance mechanisms. Furthermore, public administration has become politicized and this has severely disrupted bureaucratic autonomy which, in turn, hinders even policy implementation.

Corruption and Accountability

Corruption in Pakistan takes many forms, including nepotism, bribery, embezzlement, and misuse of authority.

Anti-corruption institutions such as the National Accountability Bureau (NAB) have been criticized for selective enforcement and political bias (ICG, 2022). Although digitization and e-governance initiatives have aimed to increase transparency, their effectiveness is hampered by limited access, bureaucratic resistance, and infrastructural deficiencies (Ahmed & Khan, 2022). Strengthening horizontal accountability mechanisms such as independent audit institutions and parliamentary oversight is seen as critical for improving governance outcomes.

Decentralization and Federalism

Decentralization has been widely promoted as a strategy for improving governance by bringing decision-making closer to the people. Pakistan's 18th Constitutional Amendment (2010) was a landmark in this regard, devolving significant powers to provincial governments. However, the implementation of decentralization has been uneven. While some provinces, such as Punjab and Khyber Pakhtunkhwa, have made

strides in local governance, others lag behind due to political resistance and capacity constraints (Cheema et al., 2015).

Bardhan and Mookherjee (2006) argue that decentralization only improves governance when local institutions are empowered and citizens are adequately informed. In Pakistan, a lack of fiscal decentralization and weak local government structures limit the impact of devolution. Furthermore, local governments have often been suspended or sidelined due to political expediency, undermining their role in participatory governance (Pattan Development Organization, 2022).

Gender and Governance

The Global Gender Gap Report (2022) ranks Pakistan near the bottom in political empowerment of women.

Research by Bari (2010) indicates that mere descriptive representation is insufficient; substantive representation where women influence policy outcomes is essential for gender-sensitive governance. Civil society organizations have played a key role in advocating for gender equity, but their impact is constrained by restrictive laws and limited resources.

Civil Society, Media, and Democratic Accountability

Civil society and media are important actors in fostering democratic governance and holding the state accountable. The expansion of digital media and youth-led movements, such as the Aurat March and Students Solidarity March, have created new avenues for civic engagement (Bano, 2022). However, these actors face significant constraints, including censorship, legal harassment, and surveillance.

Economic Governance

Economic governance in Pakistan is characterized by fiscal mismanagement, weak regulatory frameworks, and a large informal sector. Recurrent reliance on International Monetary Fund (IMF) bailouts and low tax-to-GDP ratios underscore the fragility of Pakistan's public finance system (Malik, 2021).

Institutional weaknesses in regulatory bodies, such as the Federal Board of Revenue (FBR) and State Bank of Pakistan (SBP). Moreover, the lack of accountability in public spending has led to inefficiencies in development programs, reducing their impact on poverty alleviation and human development.

The Security-Governance Nexus

Pakistan's internal security challenges ranging from terrorism to sectarian violence have had a profound impact on governance. While military interventions have sometimes restored order, they have also led to the militarization of governance and weakened civilian oversight.

This dynamic complicates efforts to build institutional accountability and democratic resilience.

Material and Methods

A qualitative methodology based mostly on secondary data analysis is adopted as the method of this study. This approach, it could be said, best suited the study's objective in investigating the multidimensional aspects of good governance in Pakistan's socio-political and institutional framework. The research attempts to understand the governance landscape, as it stood at the time, and its challenges, by playing on existing literature, institutional reports and relevant datasets.

Data Sources

The study uses our own secondary sources (e.g. peer reviewed academic articles, policy reports, government documents, World Bank, UNDP, Transparency International, International Crisis Group publications) and uses a wide range of sources in general. The three sources drawn from were selected because they were credible, relevant as well as recent, meaning that the findings were based upon authoritative up to the minute data.

Data Collection and Analysis

The thematic content analysis of the selected literature and institutional reports was made to find out the main trends, patterns, and challenges associated with governance in Pakistan. In the case of the analysis of good governance, the paper looked at several core dimensions upon which governance ought to be achieved such as political accountability, administrative efficiency, Judicial Independence, economic management, decentralization, gender inclusivity, the role of civil society and media. The qualitative findings were contextualized and comparison across time and sectors were drawn regarding to data and national performance reports.

The literature review was both descriptive and analytical in nature, it not only gave sense of what good governance implies but it also brought out the theoretical and empirical aspects pertaining to Pakistan's governance practices. To underline sector specific issues and reform initiatives involving Pakistan, relevant case studies, statistical reports and comparative evaluations were used.

Limitations

Since this study relies on secondary data, the results are limited to the availability and accuracy of the published information. The secondary sources may not cover some of the specific governance areas such as local level implementation, informal power structures and internal bureaucratic practices. Furthermore, institutional reports are macro level and useful to learn the important things, but cannot present the enriched life of citizens at the ground level.

Nevertheless, the methodology is adequate for the research goal. The structure of it permits a broad and yet detailed exploration of governance dynamics and permits triangulation of multiple data sources in order to increase validity and detail in the analysis.

Results and Discussion

In this section, the empirical insights are structured to align with the research objectives to have a well-structured analysis of the governance landscape in Pakistan today. It is based on secondary data of reliable institutional sources, over political, administrative, judicial, economic, and social domains, and their trends.

Governance Indicators and Trends

By comparing Pakistan's performance on the global governance indices, it is observed that it has systemic weaknesses in institutional effectiveness, rule of law, and democratic accountability. The role is useful, and a relatively good benchmark is provided by the Worldwide Governance Indicators (WGI) of the World Bank.

Table 1
Pakistan's WGI Scores (2022)

Indicator	Percentile Rank (0-100)
Voice and Accountability	24.3
Political Stability	11.9
Government Effectiveness	27.4
Regulatory Quality	25.5
Rule of Law	21.6
Control of Corruption	18.3

Source: World Bank (2022)

Low percentile ranks in these indicate problems with state performance, public confidence and investor perception. In particular, the weak scores in rule of law and corruption control are very inappropriate for economic governance and justice sector reforms.

Political and Institutional Challenges

Central barriers of good governance remain political instability and the lack of weak democratic institutions.

Table 2
Pakistan's Scores on the Global State of Democracy Indices (2022)

Dimension	Score (0-1)
Representative Government	0.38
Fundamental Rights	0.42
Checks on Government	0.36
Impartial Administration	0.41
Participatory Engagement	0.33
Dimension	Score (0-1)

Source: International IDEA (2022)

These scores highlight Pakistan's difficulties in consolidating democracy, bureaucratic impartiality, participatory governance. Institutions such as the judiciary and legislature are also further weakened by the politicization that happens in them (Yusuf, 2022).

Economic Governance and Fiscal Management

Economic governance in Pakistan is marred by inefficiencies in public spending, poor regulatory enforcement, and low tax compliance. Despite repeated reform pledges, the fiscal deficit remains high, and reliance on international financial aid continues.

Table 3
Selected Economic Governance Indicators

Indicator	Value (2022)
Tax-to-GDP Ratio	9.2%
Fiscal Deficit (as % of GDP)	7.6%

Ease of Doing Business Rank	108/190
Public Debt (as % of GDP)	78.5%

Source: World Bank (2022)

The data suggests chronic weaknesses in revenue generation and regulatory enforcement. These economic strains are closely linked to governance failures, particularly in taxation policy, spending transparency, and regulatory quality.

Anti-Corruption and Accountability Institutions

Pakistan's anti-corruption landscape is dominated by the National Accountability Bureau (NAB), yet its credibility has been questioned due to selective accountability practices. Transparency International's Corruption Perceptions Index (CPI) reflects the public's low trust in anti-corruption frameworks.

Table 4
Corruption Perception Index Scores (2019–2022)

Year	CPI Score (0–100)	Global Rank
2019	32	120
2020	31	124
2021	28	140
2022	27	145

Source: Transparency International (2022)

While there has been marginal improvement in 2022, overall trends suggest enduring issues of political interference, lack of institutional autonomy, and ineffective enforcement of anti-corruption laws (ICG, 2022).

Gender and Inclusive Governance

Despite constitutional guarantees and reserved seats, women's participation in governance remains low. The Global Gender Gap Report (2022) ranks Pakistan 142 out of 146 countries in political empowerment.

Table 5
Gender-Based Political Participation in Pakistan

Indicator	Value
Women in National Assembly (2022)	20.2%
Women Voter Turnout (2022 Elections)	44.1%
Global Gender Gap Rank (Political)	142/146
Reserved Seats for Women (National)	60 (of 336)

Source: Election Commission of Pakistan

Structural barriers are indicated by these statistics such as cultural norms, violence and lack of support for women leaders.

Synthesis of Findings

The analysis of governance in Pakistan shows a great interaction between political instability, institutional weaknesses, economic mismanagement, and social exclusion. Although the reform initiatives like decentralization and digitization have some hope, both their imperfections limit both their impact.

1. Elite capture, weak parliamentary performance, civil military imbalance restricts systems of Political Governance which inhibits the making of inclusive policies.
2. Some developmental gaps are aggravated by regulatory inefficiency, debt dependency and revenue shortfalls in Economic Governance.
3. Currently, Anti-Corruption Mechanisms are politicized and underperforming therefore failing in increasing institutional credibility.
4. The general conservative norms and shrinking civic space has been hindering social inclusion, most notably in terms of gender and civil society.

This shows that the lack of awareness and legal frameworks do not contribute to poor governance in Pakistan but their political practices, institutional inertia and weak implementation are.

Discussion

This study draws some crucial findings that emphasize the manifold hurdles through which governance is yet to be realized well in Pakistan. The integration of global governance norms such as accountability, transparency, and citizen participation within the unique political, economic, and socio-cultural context of Pakistan reveals a governance model that remains largely aspirational rather than operational.

Interpreting Governance through a Contextual Lens

The study's first objective to explore the conceptual evolution of good governance and its application to Pakistan demonstrates the limitations of applying universal governance models to contextually unique political systems. As the literature indicates, governance in Pakistan cannot be fully understood through Western-centric paradigms, given its hybrid civil-military structure, informal patronage networks, and fragmented institutional development. While international frameworks (e.g., the World Bank's WGI) provide critical benchmarks, they often fail to capture the nuances of Pakistan's governance dynamics.

The findings also affirm that governance is not solely an institutional issue but also a socio-political one. Formal structures are in disjuncture from real governance behavior of elite capture, political patronage, and judicial partisanship. These dynamics make the effectiveness of reforms less and weaken the public trust in the state institutions.

Systemic Challenges in Institutional Performance

The second research objective was to assess the principal governance issues in terms of political, economic, judicial and administrative spheres. Empirical data from the Worldwide Governance Indicators and the Global State of Democracy Indices affirm widespread institutional fragility. Thus, besides sectoral anomalies, Pakistan's poor performance on virtually all indicators such as voice and accountability, rule of law, and regulatory quality reflects systemic inefficiencies.

Indeed, democratic governance is obstructed by significant, namely political instability and legislative inefficacy. The unelected institutions most of all the military and the judiciary attempt to dominate representative structures and limit civilian oversight. Although judicial activism occasionally fills the gaps of governance, judicial activism

typically results in legal uncertainty and politicization of justice where decided cases are often inconsistent and prosecutorial decisions are selective.

On the administrative front, intervention of politics and administrative inertia tends to be cumbersome in the provision of service delivery. Theoretically, decentralization a step toward participatory governance, the government has variously implemented through the provinces. Local governments are still underfunded, under resourced, and politically manipulated and therefore not effective catalysts of grassroots development.

Economic Governance and Accountability

The problem of economic governance in Pakistan has been one of poor fiscal discipline, low levels of tax compliance, and excessive borrowing from abroad. These concerns are confirmed by the empirical data when the tax-to-GDP ratio stagnates at unsustainable levels and public debt-to-GDP ratio keeps increasing. The problems they point to are of structural misalignment between priorities of expenditure and revenue generation and oversight of regulatory enforcement is weak.

In addition, there has been little success in combating corruption. However, the real institution to check corruption locally is the National Accountability Bureau (NAB), which has been regularly accused of initiating cases against political adversaries as opposed to systemic matters. In so taking accountability, this creates a culture of impunity and takes away institutional legitimacy.

Inclusive Governance and Societal Engagement

The third goal of the study was the evaluation of reform mechanisms and non-state actors in support of more inclusive governance. Although civil society and media increasingly practice digital engagement, the findings show a continuous erosion of space for civil society and media to operate in a tight, Surveilled, censored and increasingly legal intimidated space. Unsurprisingly, they also fail to effectively use these constraints in order to mobilize accountability and promote rights based governance.

Just looking at Pakistan's near-bottom placement in the Global Gender Gap Index, men have significantly overtaken women when it comes to women's political participation. Despite the constitutional provisions for reserved seats, women representation in decision making is superficial in that it has no substantive policy influence. Women's participation in governance is still marginalized by cultural barrier, political tokenism and institutional bias.

To his point, however, there have been some pockets of progress. Recent mentality of public services' digitization and positive development of the youth lead movements speaks of growing demand for transparency and a responsive governance. They serve as a foundation on which more of the inclusive and participatory governance structures could be developed if institutional and policy reforms are provided adequate support.

Conclusion

This study confirms that the underlying political, institutional and economic structures in Pakistan are too resistant to transformation for major reform of the governance underpinning them. Maintaining good governance in the Pakistani context is more than formal legislations and concentrating on informal authority structures, cultural norms, and systemic inefficiencies that still undermine democratic consolidation and development.

To achieve this alignment, the way forward is to take reforms of governance in such directions that principles of inclusivity, accountability and citizen centric policymaking are observed. It calls for a whole of society much needed by state institutions, civil society, media and citizens working together to re imagine governance that is not just effective but also equitable and resilient.

Recommendations

Thus, a comprehensive and context sensitive reform agenda will be key to strengthening prospects of good governance in Pakistan. The priority should be put on strengthening institutional autonomy and capacity. This requires the de-politicization of critical institutions such as the judiciary, the civil service and the various anti-corruption bodies by the creation of transparent and merit based systems of appointments and promotion into these critical institutions. Public institutions need initiatives such as capacity building with the aim of improving regulatory enforcement, service delivery and coordination among agencies. Furthermore, parliamentary institutions should gain more stand by stronger committees, more systematic legislative oversight and better system of accountability.

The balance has to be achieved with respect to elected and unelected institutions and civilian oversight of governance has also to be reinforced. In order to prevent interference in policymaking at the hands of the military, those military and civilian spheres of influence should be defined by clear legal and constitutional frameworks. Electoral reforms are also needed to ensure elections are transparent, inclusive and reflects the democratic will to restore the public confidence in the process of elected representatives and enhance greater participation of marginalized community.

Fiscal vulnerabilities were not addressed and inefficient public spending by economic governance reform. Inclusive and equitable tax policy of expanding the tax base, enhancing compliance, and stopping elite tax evasion can help increase revenues for a state. However, these measures need to be complemented by transparent expenditures budgeting processes, performance linked finances and strict budgeting systems, if expenditure efficiency and accountability is to be improved. Secondly, it is also important to promote the quality of regulation to stimulate private sector confidence and sustain economic growth.

A fundamental recalibration is needed of Pakistan's anti-corruption framework. There must be a restructure of the National Accountability Bureau or similar institutions which are independent of political influence and principal oversight by parliamentary and judicial bodies. Preferably, strategies for preventative action like e-governance tools, digital procurement system and public feedback mechanisms can go a long way towards significantly reducing opportunities for individuals to seek rents or abuse discretionary power otherwise.

Inclusive governance, therefore, is dependent on an intense effort to increase the participation of women and other excluded groups. All tiers of government must take efforts to include women in substantive leadership and decision making roles, and such efforts must be supplemented with legal mandates. Action in gender for budgeting, policy formulation and targeted capacity building programs can bridge the operational and cultural barriers to the women's engagement in governance. Additionally, there must be civic education campaigns to reach out and educate and mobilize particularly the marginalized communities women and youth in the areas of their rights and responsibilities in democratic governance.

Both good governance and expansion of civic space and media freedom are equally important. Such laws must be revised or repealed to shield autonomy of actors of freedom of expression, press freedom, and the activity of civil society. Media pluralism should be protected by handing journalists over to independent bodies for regulation. Parallel to this, inclusive platforms for dialogue and policy co creation with state and non-state are also possible for the creation of trust as part of developing governance model that is responsive to citizen needs.

Finally, it is imperative to make local governments institutionalized and empowered. Decentralization has to be effective if the local bodies are to be given with the financial, technical and administrative support necessary for delivery of services and representation of local interests. With regard to promoting grassroots participation, local accountability and improved service delivery, regular local elections and clear mandates must be institutionalized. Without good and robust local governance and its functional aspect, national efforts to achieve good governance at the national level will remain incomplete and fragmented.

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