

## LOCAL GOVERNMENT IN ICT AND PUBLIC PERCEPTIONS ON SERVICE DELIVERY

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### ABSTRACT

*This study examined the performance of local government in delivering public amenities and changing the perception of the citizens in the federal capital of Pakistan. The idea belongs to the benefits of local government for citizens in which they can achieve satisfaction. The analysis is based on primary data collected from one of the union councils of the Islamabad. The data is obtained on the Likert Scale Card from citizens of selected Council for analysis in the preview of expectation-confirmation theory which is set to show the satisfaction level of citizens from the local government. The results, numerically, show dissatisfaction, but various attributes are related to these results. Despite dissatisfaction, a positive impact of local government appears so the steps to be taken for improvement in fundamental necessity indicators like health, education, and transport, by applying proper resources through local government setup, especially in rural areas.*

**Key Words:** decentralization, democracy, dictatorship, e-government, governance.

### INTRODUCTION

The idea of research belongs to the performance of local government by inquiring how the government, in general, and local government, in particular, affect the delivery of services in societies. The mainstream idea belongs to find out the benefits of decentralization by measuring the supply of public goods and the demand of citizens by adopting local government setup. It is essential to execute the main idea for the desired results effectively. Primary information always suggests irrefutable evidence with the current scenario about the focused areas. This idea will be tackled by using gathered information from the voters of a particular union council of Islamabad which will help to understand the perceptions of the people and impact of service delivery in Islamabad. The execution of this idea matters a lot because the last tier of government setup provides the core concepts of governance that help to determine the policy issues. The outcome of the study can do favour the governance system as primary information mostly shows the ground realities.

The people management phenomenon is associated with some kinds of practices to provide social services and developmental work, which also facilitates the concept of an advanced system. The third tier of governance directly interacts with citizens to solve their issues and provide services involving both developmental and non-developmental work. People expect better services from their representatives in the setup of local government. In contrast, representatives try to produce better results as they want to be selected based on performance. Human history has observed governance as a fundamental issue in all ages, and rulers tried to implement different strategies for providing services for the sake of common interests. Proper calculations and accuracies are required in the modern fast-tracked world to implement the policy because the race of advancement does not wait for many experiments. Local governance is also a classy practice that demands positive impacts on society so that research by involving both voters and representatives can help to find out a better system of governance. The decentralization system in local

government can benefit the general public and uplift the standard of their lives. It is essential to understand the benefits of local democracy and service delivery for the implementation of proper structure.

### **OBJECTIVE**

The overall objective of the study is to examine the performance of local government in delivering public amenities and changing the perception of the citizens in Islamabad, Pakistan. More specifically, we have the following objectives:

- To examine the perceptions of citizens about the performance of local government in delivering public services to the local community.
- To address the gap between service delivery and expectations.
- To develop policy advice.

### **LITERATURE REVIEW**

According to Oyedele et al. (2019), it is understandable that local governments can provide better services than central, but some ground realities under various factors can change this generic approach. They discussed concepts of governance, local institutions and local governance separately and concluded these with analysis on various factors. A study for the interventions of forestry programs in African countries conducted by Ece et al. (2017) captured the uniqueness of local democracy in which the concept of participatory rarely reflects in the decision making, however, the local governments exist in that region. Blunkett et al. (2016) discussed the evolution, revolution and devolution demonstrations under the system of English local governance. The evaluation process is described with the support of traditional British politics, whereas five core elements are also explained in conventional rules of the game in the UK under this study. They also analysed the devolution agenda of the British government in terms of employment, innovation and economic growth. In contrast, an argument is also valid in this study that only economic logic cannot support the English devolution plan.

Schugurensky (2016) elaborated the democratic deficits and participatory democracy as main developments with figures and reports but ignored the other factors in local governance, which can

create hindrance in these developments. His 'Nurturing Model of Democracy' is enlightened though in collaborations and relationships between government and citizens but it marches slowly towards paradigms of democratic culture. Warren et al. (2015) explored the concept of citizens' awareness and their interests in policies and issues with political trust in democracy. According to them, empowerment is the focused point that leads to an effective decision-making process based on available information. Kaswan (2014) measured a democratic deficit in poor communities accompanying the control of significant forces on resources. He explained Thomson's Democratic Theory that alters the structure and aligns the interests which produce a substantial independent atmosphere in organisations with the help of equality principle. According to Bherer et al. (2016), participatory techniques have been adopted as a core factor in decision making which considered one of the best ideas of good governance. The study explained the history of participatory discourses by sketching the governance attention involving transformative dimensions of the democracy for local ones.

Devolution perception is related to the grassroots level approach in a governance system that can produce a positive impact of this arrangement with the help of a participatory approach involving representatives of people as explained by Khan (2015) in her study of Gen. Ayub Khan's Basic Democracy system. Jabeen (2018) discussed gender equality in participation to empower the women quota in local government that can interlink vulnerable communities and government to address the issues. She supported Fox (2015) that the role of deprived communities can be enriched to uplift the standards of their lives, as expressed in her literature. O'Brien et al. (2015) analyzed '28 city deals' of 30 local government groups of the United Kingdom, describing funding disbursement on how, why and where basis. Ioppolo et al. (2016) presented a process of development and highlighted some principles for the improvement of the territorial and cultural system. This study focused on elected members of the local government but did not compare any local system being operated in Europe through government appointees that may achieve better work instead of elected representatives in the constituency.

Abbasi et al. (2015) expressed that democracy understands the behaviours of its tools and medium of working atmosphere while the crucial aspects of traits that evolve to understand the performances of representatives and appointed servants of government may guide to adopt the best practices. The theoretical and structural framework, which was presented by Anjum et al. (2001), is also analyzed in this study by determining the local government setup instead of any theory for analysis. The idea in this research helps to extend the devolution plan providing the benefits at the local level. Government blunders are analyzed by Jennings et al. (2018) based on various types and sources of mistakes. The local representatives may launch the strong links with the community to solve the blunders, but the study has not focused on the solution. The meagreness of policy instruments may restrict to overcome the blunders (Latterra et al., 2016). Ahmed (2016) analyzed the conflict of interests and performance of government servants in Pakistan that can be measured with different aspects of working styles depending upon personalities rather than any explicit rule or criteria. He discussed the frameworks about approaches to work that do not match with the essence of duty while people expect so many rights for themselves.

Western European local governments establish strong relationships with citizens using media and other content (Bonsón et al., 2015). Firmstone et al. (2015) described the role of media in public engagement strategies with councils and elaborated the motivations in local governance setup. They analyzed councils' expectations and public engagement with semi-structured interviews from core members of Leeds City Council. Coleman et al. (2014) have also suggested the need for close coordination between the council and the public that may conclude the policies' targets effectively. People require satisfaction level in their routine matters and day to day life activities and do not want to face disturbance and uncertainty in developmental and social work (Zavattaro et al., 2015). Brinkerhoff et al. (2015) placed attention on the elements of New Public Management approaches by highlighting the challenges of outcomes. According to Brandsma et al. (2016) and Malik et al. (2019), the public does have approaches to gain benefits from concerned councils along with vigorous checks and balances in

the disbursement of funds, but the role of e-government to solve out the issues need an in-depth analysis because of cultural and regional aspects.

Rana et al. (2015) considered the adoption and diffusion of e-government in the meta-analysis of 103 studies that find the appropriate methodologies on this advance concept of governance. The concept of e-governance setup is very much supportive in European countries in which the initial system and infrastructures have been developed, and ethical standards are also high especially in financial matters (Gupta et al., 2017). The COBRA model is presented by I. H. Osman et al. (2014) to evaluate the services in e-government consist of Cost, Opportunities, Benefits, and Risks Analysis. According to researchers, user satisfaction relation is positive at benefits and opportunities, whereas it is negative on cost and risks analysis. These relations are analyzed on SWOT, Expectation-Confirmation Theory and Social Exchange Theory by balancing the cost and risks with benefits and opportunities. Tsohou et al. (2013) also adopted the COBRA framework of I. Osman et al. (2011) for citizens' satisfaction to optimize e-government practices in Data Envelopment Analysis as an evaluation approach. The behaviour and acceptance of e-government are defined by Haider et al. (2015) through the various effecting factors determined on the positive and negative categories to understand the concepts of the governance system in the perspective of Pakistan. This study measured the performance, expectation and influence that can provide a significant impact on e-government.

Brinkerhoff et al. (2016) explained in their study by analyzing the influences and outcomes of four projects for developing countries that civil society and citizens are considered the demand side factor while state structures and processes are considered supply-side factors. Lawton et al. (2014) enhanced the importance of committees for localism with the involvement of citizens considering them experts in their issues. By measuring local government transparency, da Cruz et al. (2016) explained that the authorization of citizens to monitor and participate in local government setup improves the quality of democracy that also creates social pleasures while local authorities improve their communication tools for more open governance, participatory government, and responsible authorities. In the study

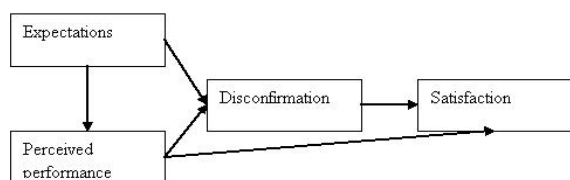
of da Cruz et al. (2014), it is explained that performance assessment initiatives encourage citizens to monitor the local authorities for their improvement, but lack of exact information may restrict them for monitoring. They considered parametric and non-parametric in benchmarking models, whereas descriptive performance describes the different levels of performance at input, output, efficiency, outcome, effectiveness or productivity stages.

**RESEARCH METHODOLOGY**

**4.1 Conceptual Framework: Expectation-Confirmation Theory**

Since the primary concern of this study is to determine the satisfaction level of voters and measuring the impact of local government, we use expectation-confirmation theory to find out the required results. The Expectation-Confirmation Theory (ECT) developed by Richard Oliver (1977 and 1980) shows the relations of expectation and satisfaction based on a performance about delivery services. This cognitive theory model is linked with expectations, perceived performance, disconfirmation of beliefs and satisfaction. The theory is relevant to the proposed study as it explains post-adoption satisfaction. The concept behind ECT is simple. Before any event, you have an expectation. If that expectation is met positively, then you are satisfied. If that expectation is met negatively, you are dissatisfied. A simple statement about ECT shows “Positive disconfirmation leads to satisfaction when performance exceeds expectation while negative disconfirmation leads to dissatisfaction” (Jiang et al., 2009). The framework of this theory is comprised of initial expectations, useful perception, perceived performance, level of satisfaction and services (Hossain et al., 2012; Lai et al., 2016). Figure 1 presents the graphical description of ECT.

**Figure 1**  
 Expectation-Confirmation Theory Model (Jiang et al., 2009)



To model ECT, Jiang et al. (2009) present a satisfaction equation as given below:

$$S_i = \beta_0 + \beta_1(P_i) - \beta_2(E_i) + \epsilon \dots \dots \dots (1)$$

Where  $S_i$  is satisfaction against the respective indicator,  $P_i$  is performance and  $E_i$  is expectations.  $\epsilon$  is an error term. This equation provides the basis to test the prediction of the model.

**4.2 Data Collection Procedure**

The exploratory approach is adopted to fulfil the purpose of the study. In this approach, the primary type of data is collected using a quantitative method conducting a survey. Islamabad is comprised of 50 Union Councils out of which 32 belong to rural areas, which are not well administrated by the Capital Development Authority. The area-wise segregation of the ICT shows that 180 square miles belong to rural areas, whereas 85 square miles to urban and 85 to parks. The population of urban and rural areas is almost 1 million each (Brinkhoff, 2019). It is tough to get information from all populations; therefore, a reasonable sample can portray the situation of that population. Table 1 provides details on the number of voters across Islamabad retrieved from ECP (2015).

A multistage sampling strategy is used to collect data. First, a union council, namely Kuri, is selected. Council contains both rural and urban populations which can provide both aspects of information, and the CDA neglected it because it was not taken over by capital authority. Kuri is the oldest town in this area, and people have a history of the transformation of rules and government setups.

At stage two, each town of the union council is selected to gather the information. Union council is divided into ten towns, and each Village / Town is approached with equal proportion, i.e. 38 persons from each village/town (21 Male, 17 Female). The towns denote 10 clusters consist of Rihara, Mohra Noor, NIH Colony, Malot, Lakhwal, Jagiot, Muhrian, Kuri, Newmal and Nogazi. A total number of 377 populations is derived through formula whereas 380 samples are selected. The gender distribution is also considered as given in table 1. The minimum age of participants is 18 years which is the requirement to cast a vote. The population is also divided based on gender in which each cluster contains 21 Male and 17 Female participants based on the total number of voters in the area. These three stratum help to avoid the sample select bias,

whereas all members of the same household were not selected in sampling.

**Table 1**  
*No. of Voters in Islamabad*

	Islamabad	UC 23 Kuri	% in UC 23	2% of UC 23
Male Voters	366,671	10,688	2.91%	214
Female Voters	309,947	8,896	2.87%	178
Total Voters	676,618	19,584	2.89%	392

4.2.1 Questionnaire development:

Close-ended questions are designed for this study. Quantitative analysis is based on the conducted survey of UC 23 Islamabad since a questionnaire asking expectations and performance against the standard variables or issues of the union council on the Likert scale pattern. Equation number 01 is used to calculate the satisfaction level of the general public. The main variables including education facilities, health services, transport facilities, water supplies, sewage disposal, pollution, security elements, street maintenance, and sewerage system are addressed in the survey. Variables are designed based on observations and pre-research informal interviews of the associated persons. These are independent variables, whereas the satisfactions of citizens against these variables are considered as dependent variables. This study obtains two types of information on the Likert Scale card according to defined variables. A total of ten variables provide expectations before local body elections from prospective representatives and improvements against the same variables after three years of local government in practice. The information from respondents has been used to find out the differences in their expectations and actual improvement.

4.2.2 Ethical Consideration

The necessary information was given to the participants of this research and their consent was taken before obtaining information on prescribed questionnaire.

**ANALYSIS AND RESULTS**

**5.1 Demographics**

Characteristics of the target population are examined to understand the importance of their attributes in research. Table 2 demonstrates the gender, marital status, nativity and education in percentages of the

surveyed citizens in this research. Adults age 18 or more of the council was approached with their Mean of age 41.83 while Median is calculated 40.0 and Mode is 36. Most of the adults fall into the age of 25-45 in this area. As per obtained data, 30.8% population consists of between 35-45 age-group whereas the lowest percentage falls against the age group 66 and above which is 7.6% while 10.5% of people live between 18-25 out of which only 1.1% are married. We hope the accuracy in responses as the average age of respondents falls into a mature level.

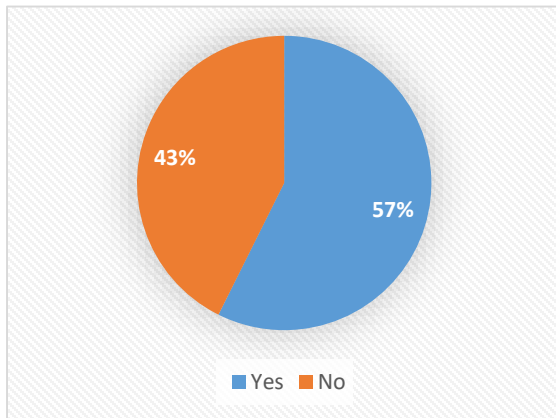
The survey was also designed to receive participation or opinion of females, so 44.7% of opinions are taken from this population expressed in table 2. The bias factor is also reduced as a gender-wise cluster adopted in the research. This union council consists of most of the local people who have been established with decades, i.e. 67.6% are natives of the council besides a large population is migrated from various cities and settled in the surroundings of this council. The participation of 32.4% of outsiders helped to balance the research.

**Table 2**  
*Demographics in percentage*

Gender	Male	55.3
	Female	44.7
Marital Status	Single	15.5
	Married	76.8
	Widowed	6.3
	Divorced	1.3
Nativity	Local	67.6
	Outsider	32.4
Education	Illiterate	7.1
	Primary	10.0
	Matric	11.3
	Intermediate	18.9
	Bachelor	32.9
	Master	18.4
	MPhil	1.1
	PhD	0.3

This research work analyses the situation of Islamabad after the establishment of Local Government structure under the ICT LG Act 2015, so it is imperative to know the data about the involvement of people who cast their votes in this local government setup. It is observed that 57.4% have cast the votes in the LG 2015 elections, which is significant numbers shown in the pie chart figure 2 because the people of rural areas take part in political activities than urbanists.

**Figure 2:**  
 Voted in Local Govt. Elections 2015 5.2



**Evaluation of Expectations and improvements**

The difference between expectations and improvements against each variable shows the satisfaction level of citizens after the establishment of local government in Islamabad. Expectations are set on Likert scale at three levels ‘low’, ‘neutral’ and ‘high’ denoting ‘01’, ‘02’ and ‘03’ respectively whereas improvements are also set on Likert scale at ‘not agree,’ ‘neutral’ and ‘agree’ denoting ‘01’, ‘02’ and ‘03’ respectively for analysis by using SPSS. All ten variables are analyzed as under with the help of cross-tabulations compiled in table 03.

Table 3 showing a situation of basic health facilities in which only 1.3% people have changed their expectations from ‘low’ to ‘agree’ on the situation which means they thought that new local government structure in their area would not improve the health facilities. However, later on, they accepted that situation had been turned down while 16.6% of people do not agree and affirm on their low expectation opinion. In the same way, 9.2% of people with high expectations get their response with significant improvements whereas 23.9% do not agree with their expectations that is the worst situation because they were thinking about the betterment in the health sector but could not find satisfaction. Tabulation analysis shows a high gap between expectations and improvements as 53.2% people do not agree against the 21.1% of low expectation case. However, figures of high expectations are very close to ‘not agree’ or low improvements which is dissatisfaction trend obviously whereas a big gap between 56.8% high

expectations and 13.2% fulfilment of these expectations in health variable. Low improvement is seen due to the non-availability of resources as observed in interviews of the representatives, but the development is not only related to funds. Such issues should have been addressed at the higher forum by these representatives.

The percentage of primary education services shows a similar kind of scenario as observed in health facilities. Results of this variable are identical with health services as 13.4% of citizens are agreed that improvement is made in the area while 53.9% do not agree whereas 32.6% are neutral in this indicator. Similarly, the expectations of citizens against the educational facilities were high but could not be matured in improvement numbers.

The data shows high expectations of citizens about the improvement of the transportation system in the area, but their satisfaction is low as overall 11.5% of people are agreed for improvements. In comparison, 62.9% are not agreed, which means dissatisfaction of citizens appeared from the performance of their representatives of local government. Mostly, people expect improvement in the repair and construction of roads and streets, so they cast a vote against promises made by representatives or candidates of the respective constituency. Therefore, expectation numbers have come in high volume if cumulated i.e. 75% while improvement is 23.7% when added all scales. The numbers of neutral responses are surpassing in scale, which shows that the improvement is reflected in the area somehow, and people have still hope for the significant improvements. A gap between agreeing and not agree is small, which alive the improvement element in this setup as people observe some improvement too.

**Table 3:**  
 Expectations and improvements in the percentage

			Improvements		
			Not agree	neutral	agree
Expectation	Health Services	low	16.6	.2	.3
		neutral	12.6	.8	.6
		high	23.9	3.7	.2
	Educational services	low	16.1	.7	.3
		neutral	13.4	.8	.6
		high			

	igh	24.5	2.1	.5
Transport services	ow	18.4	.7	.1
	neutral	17.9	.2	.2
	igh	26.6	3.4	.6
Construction work	ow	4.7	.1	.3
	neutral	8.4	.8	.7
	igh	22.4	2.9	9.7
Sewerage	ow	5.0	.8	.8
	neutral	8.9	.8	.4
	igh	23.2	3.4	7.6
Sanitation	ow	9.2	.2	.3
	neutral	25.8	5.3	.9
	igh	21.1	5.5	.8
Security situation	ow	22.6	.4	.3
	neutral	31.1	0.0	.4
	igh	16.6	.2	.5
Local Disputes	ow	10.0	.4	.1
	neutral	11.3	2.9	.1
	igh	7.4	3.4	4.5
Police Issues	ow	9.7	.7	.1
	neutral	11.1	8.7	0.0
	igh	7.6	2.6	5.5
Property disputes	ow	10.0	.5	.3
	neutral	11.8	4.7	0.8
	igh	9.2	8.9	8.7

Sewerage is a variable emerged with high expectations of citizens for a better solution from their local government representatives. 'Neutral' and 'not agree' percentages are dominating in this variable whereas on 21.8% people are delighted with the improvement in the sewerage system of their respective areas. Only a few people changed their mind totally from 'low' to 'agree' scenario in improvement i.e. 0.8% that shows no improvement in this area. Only 0.3% out of 12.6% changed their views from low-to-agree scale while 9.2% are determined about their dissatisfaction against the sanitation improvements, whereas 3.2% are in the neutral phase. Overall, 10% of citizens are agreed that the improvement exists in the area, while 56.1% do not agree. The security level of Union Council

explicitly depicted in dissatisfaction state of mind. Overall, 70.3% of people are not in the agreed spectrum about the improvement in this variable, whereas only 8.2% are satisfied.

Half of the citizens are in a neutral mind regarding improvement after the intervention of local representatives in their disputes. The overall high expectations are 45.3% while performances are 21.6% which require improvement in this variable. The involvement of police in rural territory is also a matter to be addressed. This indicator also inclined towards a neutral way of replies as overall 45% of people are neutral regarding improvement scale, whereas almost the same percentage belongs to high expectations. The margin gap between agreeing and not agree scale is very low, which shows some improvement as compared to other indicators in this area.

Property disputes are common in this region which includes various old and new real estate schemes. Overall, the same percentage between the improvement and the not improvement in this variable which shows enough satisfactory condition regarding the solution of real estate issues of the area. Overall, 46.8% fall in high expectations, whereas 30.8% are highly satisfied, which cannot be displayed as satisfactory because this indicator is costless. The cumulative percentage is high in all three fields of improvement in which neutral and agree numbers portray a satisfactory situation.

### 5.3 Statistical Analysis

In the given data, satisfactions are dependent variables, and performances/ improvements are independent variables. Regression is run considering Cumulative Satisfaction of all indicators as the dependent variable, whereas Performances in all ten variables as independents. So, overall satisfaction depends upon the ten independent performance variables. In this equation, -17.730 is constant, whereas other values are the amounts affecting satisfaction, as per increasing or decreasing one unit of performance. Independent (Performance denoting Ps) values are available against each variable, as shown in Table 4.

**Table 4**  
 Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	17.730	.897		19.764	.000	19.494	15.966
Situation of Basic Health facilities Improvement	-1.014	.302	-.115	-.779	.437	-3.575	.547
Condition of Primary Education Services Improvement	-.834	.312	-.209	-.398	.163	-.745	.414
Local Transport System Progress Improvement	-.476	.655	-.164	-.254	.025	188	.764
Conditions of Roads in your area Improvement	266	.780	.032	.341	.733	1.267	.800
Sewerage system upgradation Improvement	-.295	.803	-.155	-.612	.108	-.284	.874
Sanitation system Improvement	568	.613	.061	.927	.355	.637	.774
Security of your town Improvement	-.801	.569	-.181	-.168	.002	683	.919
Local dispute resolved Improvement	-.312	.745	-.035	-.418	.676	1.777	.153
Help in Solving Police issues Improvement	690	.869	.082	.794	.428	1.019	.399
Help in Property disputes Improvement	493	.698	.062	.706	.480	.879	.865

a. Dependent Variable: CS

The performance of independent variable changes the dependant variable e.g. when the performance of basic health facilities is increased by 1 unit, satisfaction is increased by -1.014 points which means decreased by 1.014 similarly other variable as shown in table 04.

5.4 Satisfaction analysis

$S_i = q_i(P_i) - q_i(E_i)$  Equation 2 satisfaction model after omission of error term

$S_1 = Q_1(P_1) - Q_1(E_1)$  Equation 3 Satisfaction model for health

$S_2 = Q_2(P_2) - Q_2(E_2)$  Equation 4 Satisfaction model for education

$S_3 = Q_3(P_3) - Q_3(E_3)$  Equation 5 Satisfaction model for transport

$S_4 = Q_4(P_4) - Q_4(E_4)$  Equation 6 Satisfaction model for roads

$S_5 = Q_5(P_5) - Q_5(E_5)$  Equation 7 Satisfaction model for sewerage

$S_6 = Q_6(P_6) - Q_6(E_6)$  Equation 8 Satisfaction model for sanitation

$S_7 = Q_7(P_7) - Q_7(E_7)$  Equation 9 Satisfaction model for security

$S_8 = Q_8(P_8) - Q_8(E_8)$  Equation 10 Satisfaction model for local disputes

$S_9 = Q_9(P_9) - Q_9(E_9)$  Equation 1 Satisfaction model for police issues

$S_{10} = Q_{10}(P_{10}) - Q_{10}(E_{10})$  Equation 2 Satisfaction model for property disputes

Results of the above satisfaction models placed in equations 3-12 are compiled in Table 5.

**Table 5**  
 Expectation-Confirmation Theory results

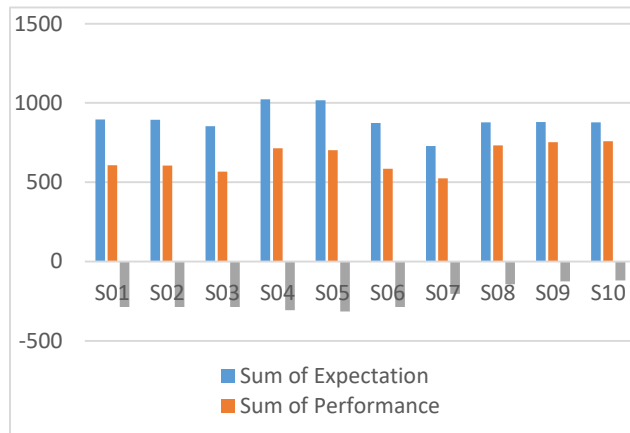
Variables	Expectation	Performance	Satisfaction
S1	896	608	-288
S2	893	606	-287
S3	853	566	-287
S4	1022	715	-307
S5	1017	702	-315
S6	873	585	-288
S7	729	524	-205
S8	877	733	-144
S9	879	753	-126
S10	878	759	-119
<b>Sum</b>	<b>8917</b>	<b>6551</b>	<b>-2366</b>

The sum of satisfaction against each indicator shows the negative value, which means people of this union council are not satisfied with the performance of their representatives. The higher value of satisfaction is observed in S10 in which people get satisfaction against their expectations somehow. The indicators S08 and S09 are also close to the value of S10, so the indicators are better by some means. The performance or improvement is very much low in S05 and S04, whereas the remaining variables do not show the satisfying picture too.

The bar chart in figure 3 is the comparison of performance and expectations of all ten variables. Towering bars show that people's expectations are high in particular indicators, whereas the height differences of adjutant bars show the level of satisfaction. The less gap between bars of expectation and performance demonstrates higher satisfaction while the widening gap shows lower satisfaction in particular indicators. This bar chart interpretation represents the 'sum of satisfaction' for

each indicator with a comparison of expectation and performance. All bars of the sum of satisfaction indicated into the negative side, so the best results of any indicator are tended towards zero value.

**Figure 3**  
 Comparison of performance and expectations



**5.5 Impact Analysis**

Impact analysis refers to identify the potential outcomes of change which can improve the predefined requirements of any system. The impact of local government established in 2016 can be evaluated based on the conducted survey and results shown in tabulated form. The numerical values and results are used to assess the impact of local government. An overall preview of local government with the support of designed variables is emerged under the quality, objectives and sustainability to judge impact.

**5.5.1 Improved indications**

Numeric in results created dissatisfied scenarios, but the involvement of citizens in their expectations and satisfaction somehow indicate the results in the right direction subject to the availability of resources because the system is not bad. Table 6 shows the positive impact, which indicates something encouraging as acquired in this research. Although satisfaction is negative as calculated from expectations, but if we analyze in respect of highest expectations and lowest performance and calculate the differences, then people are satisfied somehow. The maximum scale value on the Likert Scale Card is 03, and the minimum is 01 for each evaluation category against each variable.

- The maximum expectations of each variable can be  $380 \times 3 = 1140$
- Lowest performances of each variable can be  $380 \times 1 = 380$
- Where 380 is the sample size.
- So, the maximum dissatisfaction can be  $1140 - 380 = 760$  of each indicator.

**Table 6**  
 Improvement indications

Variable	Expectation	Performance	Satisfaction	Obtained Satisfaction
S1	896	608	-288	472
S2	893	606	-287	473
S3	853	566	-287	473
S4	1022	715	-307	453
S5	1017	702	-315	445
S6	873	585	-288	472
S7	729	524	-205	555
S8	877	733	-144	616
S9	879	753	-126	634
S10	878	759	-119	641
Sum	8917	6551	-2366	5234

The dissatisfaction of variable S1(Health) is calculated as under:

- Performance – expectations i.e.  $608 - 896 = -288$ , so 288 is dissatisfaction whereas maximum dissatisfaction is 760.
- The obtained satisfaction is a difference from maximum dissatisfaction to calculated dissatisfaction, i.e.  $760 - 288 = 472$ , So 472 is the satisfaction of citizens which shows the local government setup has a positive impact but the service delivery gaps still exist.

The impact analysis shows the positive directions of the system as citizens received satisfaction against their expectations despite a low performance from representatives of local government.

**CONCLUSION**

People are more curious to settle their routine geographical problems through these representatives as it is a dilemma of the rural setup of the sub-continent. Land issues are common in this council which is being resolved by the prominent persons, and similar matters with police and quarrels amongst

are also referred to these people who usually become their representatives. Therefore, the expectations of such matters are high, and the satisfaction level in these matters is also higher than the other issues of the council. Strangely, health facilities are not being inquired in 'expected' functions by elected members of local government, which shows the distrust of the public on the government about this variable. However, in the survey, dissatisfaction observed with higher expectations and less improvement. It is also strange that the transportation system is nowhere in villages of this council and people use taxis, shared taxis, and own vehicles to travel around. New colonies have been developing in these areas, but people do not demand public transports intensively because of the weak public transport system in other parts of the city. Security issues have never been addressed, so expectations to bring such changes are not being emerged, and improvements are nowhere as per results shown in the study. Mainly people rely on their home-grown unity amongst the residents. The people well know the main problems of the vicinity, and they understand the things, so they expect. Town analysis is close to the results of the survey, whereas interviews conducted from members also show the trends of indicators according to the study results.

This research comprehensibly addressed the ground realities about the local government system established in 2015. The implication of the Local Government Act 2015 is somehow realized in urban areas of Islamabad while the rural area has been ignored. Union councils of rural areas and surroundings are struggling to get resources for performance. CDA adopted area is administrated by MCI, whereas the government ignores other areas. It is also true that expectations remain high, but the improvements should be taken place to justify the role of union councils in the region. A crucial inference of study belongs to the dissatisfaction as per expectation-confirmation theory and numeric, but the impact of local government proves a better situation.

#### **POLICY RECOMMENDATIONS**

- i. Health and Education: Basic health units should be established in these areas, which can improve the health indicator. Citizens should force their representatives to

establish role model schools in their respective areas for the betterment of their offspring. Improvement in the education system does not demand many resources, especially where infrastructure is already established.

- ii. Transport and security: Transportation system can improve business activities as people will travel across and trade in commodities. Transport does not require more funds but to regulate the public vehicles in these areas as per demand. The security of citizens is also a prime responsibility of the government, which should be improved in these localities as well and will also attract other people for business activities and residencies.
- iii. E-Government: The e-government concept should also be incorporated into the setup, which will help to identify the problems and remedy timely. Online services can be enhanced to ease public matters associated with the government. Online service delivery system through apps and websites can solve out many issues which will save time and resources.

The ICT LG Act 2015 explains most of the areas regarding the implementation of local government, but the composition of the representatives of Union Councils can be changed with their TORs. The Surveyors should be included in the structure of UC representatives at the initial stage who can bring out each problem of concerned areas.

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