

Perceptions of Accountability and Transparency Mechanisms in Development Projects in Peshawar

Qudratullah¹

¹ Institute of Management Sciences Peshawar

[DOI: https://doi.org/10.70670/sra.v4i1.1515](https://doi.org/10.70670/sra.v4i1.1515)

Abstract

This study examines stakeholders' perceptions of accountability and transparency mechanisms in development projects in Peshawar, Pakistan. Governance practices, including transparency, accountability, stakeholder participation, and grievance redress mechanisms, play a crucial role in ensuring project integrity, effectiveness, and public trust. A quantitative research design was employed, with data collected from 180 stakeholders comprising project staff, beneficiaries, government officials, and community representatives using a structured questionnaire. Descriptive statistics revealed generally positive perceptions of governance mechanisms, with transparency and accountability rated the highest. Reliability analysis confirmed strong internal consistency of all constructs (Cronbach's alpha > 0.80). Correlation analysis indicated significant positive relationships among transparency, accountability, stakeholder participation, grievance redress, and perceived project integrity. Multiple regression analysis demonstrated that all four governance mechanisms significantly predicted perceived project integrity, with transparency and accountability as the strongest predictors ($R^2 = 0.68$, $p < 0.001$). Findings highlight that enhancing governance practices, particularly transparency and accountability, can significantly improve stakeholder trust and project outcomes. The study recommends strengthening participatory processes, improving grievance redress systems, and ensuring regular information disclosure to enhance project effectiveness. The results contribute to both theoretical and practical understanding of good governance in development projects in urban Pakistan.

Keywords: Transparency, Accountability, Stakeholder Participation, Grievance Redress, Project Integrity, Peshawar

Introduction

Background of the Study:

Development projects in emerging economies require robust governance frameworks to ensure that resources are used effectively and that project outcomes benefit intended stakeholders. Accountability and transparency are widely recognized as foundational principles of good governance, contributing to efficient resource allocation, reduced corruption, and enhanced public trust (Irawati, Hayat, Juniar, & Handayani, 2024). In the context of Pakistan, these mechanisms have been particularly salient due to historical challenges with governance, corruption, and institutional performance (Cheema, Mahnoor, & Zahid, 2024). The province of Khyber Pakhtunkhwa, and especially its capital city Peshawar, has experienced significant development initiatives across sectors such as infrastructure, health, and education. Yet, concerns remain regarding how accountability and

transparency mechanisms are perceived and operationalized within these projects, potentially influencing their effectiveness and public trust.

Statement of the Problem

While numerous development projects are implemented in Peshawar, there remains a gap in empirical evidence on local stakeholders' perceptions of how accountability and transparency are enacted in these projects. Empirical research in Peshawar's healthcare sector suggests that transparency and accountability significantly influence project outcomes (Khattak, Obaid, & Siddiq, 2024). However, broader investigations encompassing other types of development projects are limited. Without such insights, policymakers and project implementers lack contextualized understanding necessary to refine governance practices that strengthen project legitimacy and outcomes.

Purpose of the Study

The purpose of this quantitative study is to examine perceptions of accountability and transparency mechanisms among stakeholders involved in development projects in Peshawar. Specifically, the study seeks to quantify stakeholders' assessments of governance practices and analyze relationships between perceived mechanisms — such as information disclosure, stakeholder participation, and grievance redress — and perceived project integrity.

Research Questions

1. How do stakeholders perceive the transparency mechanisms employed in development projects in Peshawar?
2. What are stakeholders' perceptions of accountability mechanisms in these projects?
3. How do stakeholders evaluate grievance redressal and participation structures?
4. What is the relationship between perceived accountability and transparency mechanisms and overall perceived project integrity?

Significance of the Study

This study contributes to academic literature on governance in development settings by providing quantitative evidence from Peshawar, a context under-represented in current research. Understanding local perceptions is critical for designing governance reforms that are responsive to stakeholders' experiences and expectations. The findings can inform government agencies, NGOs, and international donors working in Pakistan on strategies to improve transparency and accountability in project design and implementation. Additionally, this research informs the broader discourse on good governance — particularly within developing countries — where challenges such as corruption, information asymmetry, and weak oversight persist (Cheema et al., 2024; Irawati et al., 2024).

Delimitations of the Study

This study is limited to stakeholders involved in development projects in Peshawar, including project staff, community representatives, and beneficiaries. The survey focuses on perceptions rather than objective measures of transparency and accountability, acknowledging that perceptions shape stakeholder trust and engagement.

Operational Definitions

Accountability: The obligation of project actors to explain and justify their decisions and actions to others, including external audits and corrective processes (Irawati et al., 2024).

Transparency: The degree to which project information — such as objectives, budgets, and **Procedures** — is openly available and accessible to stakeholders.

Stakeholder Participation: The involvement of community members, beneficiaries, and civil society in planning, monitoring, and decision-making processes.

Grievance Redress Mechanisms: Formal systems through which stakeholders can raise complaints and receive timely and fair responses.

Perceived Project Integrity: Stakeholders' overall evaluation of ethical conduct, fairness, and reliability in project implementation and outcomes.

Organization of the Study

This thesis is organized into five chapters. Chapter 1 presents the background, problem statement, research questions, and significance of the study. Chapter 2 reviews relevant literature on accountability, transparency, stakeholder participation, and governance in development contexts. Chapter 3 outlines the methodology, including research design, sampling, instrumentation, and analytical procedures. Chapter 4 presents results from statistical analyses. Finally, Chapter 5 discusses findings, implications, limitations, and recommendations for practice and future research.

Literature Review

Introduction

This chapter reviews theoretical and empirical literature related to accountability and transparency mechanisms in development projects. The purpose of this chapter is to establish a conceptual and empirical foundation for examining stakeholder perceptions of governance practices in development projects in Peshawar. The review focuses on transparency, accountability, stakeholder participation, grievance redress mechanisms, and perceived project integrity, drawing on recent international and national studies.

Theoretical Perspectives on Accountability and Transparency

Accountability and transparency are central pillars of good governance theory, which emphasizes openness, responsibility, participation, effectiveness, and rule of law in public and development sector management (UNDP, 2023). From a principal–agent perspective, accountability mechanisms are designed to reduce information asymmetry between donors, project implementers, and beneficiaries, thereby minimizing moral hazard and misuse of resources (Kolstad & Wiig, 2016). Transparency complements accountability by ensuring that accurate and timely information regarding project objectives, budgets, procurement, and performance is disclosed to stakeholders, enabling oversight and informed participation.

Transparency in Development Projects

Transparency in development projects refers to the degree to which information related to project planning, budgeting, procurement, and implementation is openly disclosed and accessible to stakeholders. Empirical evidence suggests that transparency enhances trust, reduces corruption, and improves project performance (Irawati, Hayat, Juniar, & Handayani, 2024). In developing countries, lack of transparency has been associated with elite capture, cost overruns, and reduced public confidence in development interventions (World Bank, 2022). Recent studies conducted in South Asia indicate that transparent communication of project information significantly improves stakeholder satisfaction and perceived project effectiveness (Cheema, Mahnoor, & Zahid, 2024).

Accountability Mechanisms in Development Projects

Accountability mechanisms include internal controls, monitoring and evaluation systems, performance reporting, audits, and donor oversight arrangements. These mechanisms ensure that project actors are answerable for their decisions and that corrective actions are taken in cases of mismanagement or non-compliance. Fox (2015) argues that accountability is most effective when answerability is combined with enforceability. In Pakistan, studies indicate that weak enforcement of accountability mechanisms remains a major governance challenge, particularly in public and donor-funded development projects (Khan, 2022). However, evidence from Khyber Pakhtunkhwa suggests

that projects with well-defined accountability structures and regular audits demonstrate improved efficiency and service delivery outcomes (Khattak, Obaid, & Siddiq, 2024).

Stakeholder Participation and Social Accountability

Stakeholder participation is widely recognized as a critical component of accountable and transparent development practice. Participatory development theory emphasizes the involvement of beneficiaries and community members in project planning, implementation, and monitoring to enhance ownership and sustainability (Mansuri & Rao, 2013). Empirical studies show that meaningful stakeholder participation strengthens downward accountability and improves project relevance (UNDP, 2023). In the Pakistani context, stakeholder participation remains limited and often consultative rather than influential, reducing its potential impact on project decision-making, particularly in urban development projects in Peshawar.

Grievance Redress Mechanisms in Development Projects

Grievance redress mechanisms provide formal channels through which stakeholders can lodge complaints, report misconduct, and seek remedies. Effective grievance systems are characterized by accessibility, fairness, confidentiality, and timely resolution (World Bank, 2022). Research indicates that functional grievance redress mechanisms enhance accountability and contribute to improved beneficiary trust and satisfaction (Aiyar & Walton, 2020). In Pakistan, grievance mechanisms in development projects are often underutilized due to low awareness, fear of retaliation, and limited follow-up on complaints, undermining their effectiveness (Khan, 2022).

Perceived Project Integrity and Development Effectiveness

Perceived project integrity reflects stakeholders' judgments regarding ethical conduct, fairness, and reliability in project implementation. Studies suggest that perceptions of integrity are strongly shaped by transparency, accountability, and responsiveness to stakeholder concerns (Irawati et al., 2024). Projects perceived as transparent and accountable are more likely to gain public trust, achieve intended outcomes, and ensure sustainability. Conversely, weak governance practices undermine legitimacy and reduce development impact.

Empirical Evidence from Pakistan and Comparable Contexts

Recent empirical studies in Pakistan highlight a strong relationship between governance mechanisms and development outcomes. Khattak et al. (2024) found that transparency and accountability significantly influence service delivery performance in public sector development projects in Khyber Pakhtunkhwa. Cheema et al. (2024) reported that information disclosure, audit practices, and stakeholder engagement significantly affect public trust in development initiatives across Pakistan. International studies similarly confirm that accountability and transparency are key predictors of project success and sustainability in developing countries (World Bank, 2022; UNDP, 2023).

Research Gap

Despite growing literature on accountability and transparency, limited quantitative research has examined stakeholder perceptions across multiple development sectors in Peshawar. Existing studies often focus on single sectors or adopt qualitative approaches, limiting generalizability. This study addresses this gap by providing a comprehensive quantitative assessment of stakeholder perceptions of accountability and transparency mechanisms and their relationship with perceived project integrity.

Summary of the Chapter

This chapter reviewed relevant theories and empirical studies on accountability and transparency in development projects. The literature underscores the importance of governance mechanisms in

enhancing project integrity, effectiveness, and public trust. The identified research gap provides a strong justification for the present quantitative study focusing on development projects in Peshawar.

Research Methodology

Introduction

This chapter presents the research methodology adopted for the study, outlining the research design, population and sampling, instrumentation, data collection procedures, and data analysis techniques. The methodology is designed to examine stakeholder perceptions of accountability and transparency mechanisms in development projects in Peshawar. By using a quantitative approach, the study aims to provide statistically robust evidence regarding the relationships between governance mechanisms and perceived project integrity.

Research Design

The study employs a quantitative research design using a cross-sectional survey approach. A quantitative design is suitable for this study because it allows the measurement of variables numerically and the examination of relationships between independent variables (transparency, accountability, stakeholder participation, grievance redress) and the dependent variable (perceived project integrity). A cross-sectional design enables data collection at a single point in time from multiple stakeholders, facilitating efficient analysis of perceptions across different development projects.

Population of the Study

The target population comprises stakeholders involved in development projects in Peshawar, including project staff, government officials, NGO employees, community representatives, consultants, and project beneficiaries. These participants are selected because they are directly engaged with or affected by governance mechanisms in development projects and can provide informed perceptions of transparency and accountability practices.

Sampling Technique and Sample Size

The study adopts a non-probability purposive sampling technique. This method is appropriate because the study focuses on individuals with direct involvement in or knowledge of development projects, ensuring that respondents are relevant to the research objectives. The sample size for this study is 180 respondents, which is sufficient to conduct reliability analysis, exploratory factor analysis, correlation, and multiple regression using SPSS (Hair, Black, Babin, & Anderson, 2021).

Instrumentation

Data are collected using a structured questionnaire developed based on the reviewed literature. The questionnaire consists of eight sections: demographic information, transparency mechanisms (TM1–TM7), accountability mechanisms (AM1–AM7), stakeholder participation (SP1–SP6), grievance redress mechanisms (GR1–GR6), perceived project integrity (PI1–PI6), overall perception (OP1–OP3), and optional comments. The instrument uses a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), which is suitable for SPSS-based quantitative analysis. The questionnaire is adapted from validated measures in previous studies (Irawati et al., 2024; Cheema et al., 2024; Khattak et al., 2024).

Pilot Testing and Reliability

The questionnaire is pre-tested with 20 respondents similar to the study population to assess clarity, comprehension, and reliability. Pilot testing ensures that items are interpreted consistently and allows for minor adjustments before final data collection. Reliability of the instrument is evaluated using Cronbach's alpha. Items with alpha values below 0.70 may be revised or removed to improve internal

consistency (Nunnally & Bernstein, 1994).

Data Collection Procedure

Data collection is conducted in-person and online, depending on respondents' accessibility. Respondents are briefed about the study objectives, assured of confidentiality, and provided informed consent forms. Questionnaires are distributed to respondents during office visits, project sites, and via email links for convenience. Data collection is expected to take approximately four weeks.

Data Analysis Techniques

The collected data are analyzed using SPSS (version 26). The following techniques are employed:

- Descriptive statistics (frequency, percentage, mean, standard deviation) to summarize demographic data and Likert-scale responses.
- Reliability analysis (Cronbach's alpha) to evaluate internal consistency of instrument scales.
- Exploratory factor analysis (EFA) to validate the dimensionality of constructs.
- Correlation analysis to examine relationships between independent variables (transparency, accountability, stakeholder participation, grievance redress) and the dependent variable (perceived project integrity).
- Multiple regression analysis to assess the predictive effect of governance mechanisms on perceived project integrity.

Ethical Considerations

The study adheres to ethical standards for research. Respondents provide informed consent and are assured of confidentiality and anonymity. Participation is voluntary, and respondents may withdraw at any time without penalty. Data are stored securely and used solely for research purposes. The study ensures respect for all participants and compliance with ethical guidelines established by the researcher's institution and relevant ethical review boards.

Summary of the Chapter

This chapter outlined the research methodology adopted for the study, including the research design, population, sampling strategy, instrumentation, pilot testing, data collection, and analysis procedures. The methodology provides a structured and ethical framework for examining stakeholder perceptions of accountability and transparency mechanisms in development projects in Peshawar. The following chapter presents the results of the data analysis using SPSS.

Data Analysis and Results

Introduction

This chapter presents the analysis of data collected from 180 respondents regarding perceptions of accountability and transparency mechanisms in development projects in Peshawar. The analysis includes descriptive statistics, reliability testing, correlation analysis, and multiple regression using SPSS. The purpose is to examine the relationships between transparency mechanisms, accountability mechanisms, stakeholder participation, grievance redress mechanisms, and perceived project integrity.

Descriptive Statistics

Descriptive statistics were computed for all constructs to examine the central tendency and variability of responses. The mean scores for transparency, accountability, stakeholder participation, grievance redress, perceived project integrity, and overall perception were all above 3.5 on a 5-point Likert scale, indicating generally positive perceptions. Standard deviations ranged between 0.5 and 1.0, reflecting moderate variability.

Table 4.1: Descriptive Statistics of Constructs

Construct	N	Mean	SD	Min	Max
Transparency Mechanisms	180	4.12	0.63	2	5
Accountability Mechanisms	180	4.05	0.67	2	5
Stakeholder Participation	180	3.87	0.71	2	5
Grievance Redress Mechanisms	180	3.78	0.72	1	5
Perceived Project Integrity	180	4.01	0.65	2	5
Overall Perception	180	4.03	0.62	2	5

Interpretation:

Stakeholders generally perceive transparency and accountability mechanisms positively. Stakeholder participation and grievance redress mechanisms received slightly lower scores, but overall, perceived project integrity and overall perception are high, indicating that respondents generally consider development projects in Peshawar as well-governed.

Reliability Analysis (Cronbach's Alpha)

Cronbach's alpha was calculated to assess internal consistency of the constructs. All constructs demonstrated acceptable reliability ($\alpha > 0.70$), confirming that the items consistently measure their respective constructs.

Table 4.2: Reliability Analysis of Constructs

Construct	Number of Items	Cronbach's Alpha
Transparency Mechanisms	7	0.88
Accountability Mechanisms	7	0.87
Stakeholder Participation	6	0.85
Grievance Redress Mechanisms	6	0.83
Perceived Project Integrity	6	0.86
Overall Perception	3	0.80

Interpretation:

The high Cronbach's alpha values indicate strong internal consistency across all constructs, validating the instrument for further analysis.

Correlation Analysis

Pearson correlation coefficients were computed to examine relationships among the main constructs. All correlations were positive and statistically significant at $p < 0.01$, indicating that better perceptions of transparency, accountability, participation, and grievance mechanisms are associated with higher perceived project integrity.

Table 4.3: Correlation Matrix of Constructs

Construct	1	2	3	4	5
1. Transparency Mechanisms	1	0.72	0.65	0.60	0.78
2. Accountability Mechanisms	0.72	1	0.68	0.63	0.80
3. Stakeholder Participation	0.65	0.68	1	0.61	0.74
4. Grievance Redress Mechanisms	0.60	0.63	0.61	1	0.69
5. Perceived Project Integrity	0.78	0.80	0.74	0.69	1

Interpretation:

Transparency and accountability mechanisms show the strongest correlations with perceived project integrity, while grievance redress mechanisms, although positive, are slightly weaker. This indicates that effective governance practices directly influence stakeholders' perception of project integrity.

Multiple Regression Analysis

A multiple regression analysis was conducted to examine the predictive effects of transparency mechanisms, accountability mechanisms, stakeholder participation, and grievance redress mechanisms on perceived project integrity.

Table 4.4: Regression Analysis Predicting Perceived Project Integrity

Predictor Variable	B	SE B	β	t	p
Constant	0.52	0.21	-	2.48	0.014
Transparency Mechanisms	0.34	0.07	0.36	4.86	0.000
Accountability Mechanisms	0.31	0.08	0.32	3.88	0.000
Stakeholder Participation	0.21	0.07	0.22	3.00	0.003
Grievance Redress Mechanisms	0.17	0.06	0.18	2.83	0.005

Model Summary:

$R^2 = 0.68$, Adjusted $R^2 = 0.67$, $F(4,175) = 92.1$, $p < 0.001$

Interpretation:

Transparency mechanisms, accountability mechanisms, stakeholder participation, and grievance redress mechanisms significantly predict perceived project integrity. Transparency and accountability are the strongest predictors. The model explains 68% of the variance in perceived project integrity, highlighting the critical role of governance practices in shaping stakeholders' perceptions of project effectiveness.

Summary of the Chapter

This chapter presented statistical analysis of survey data. Descriptive statistics revealed generally positive perceptions of governance mechanisms. Reliability analysis confirmed internal consistency of all constructs. Correlation and regression analyses indicated that transparency, accountability, stakeholder participation, and grievance mechanisms are significant predictors of perceived project integrity. The following chapter discusses these findings, links them to existing literature, and

provides conclusions and recommendations.

Discussion

Introduction

This chapter presents the discussion, conclusions, and recommendations based on the analysis of stakeholder perceptions of accountability and transparency mechanisms in development projects in Peshawar. The chapter links the study findings to existing literature, draws practical and theoretical conclusions, and provides recommendations for policy and practice. Limitations and suggestions for future research are also discussed.

Discussion of Findings

Transparency Mechanisms

The study revealed that stakeholders perceive transparency mechanisms positively, with a mean score of 4.12. Regression analysis confirmed that transparency mechanisms are the strongest predictor of perceived project integrity ($\beta = 0.36$, $p < 0.001$). These findings align with previous research emphasizing that timely disclosure of project information, budgets, and progress reports enhances trust and legitimacy (Irawati et al., 2024; Cheema et al., 2024). In Peshawar, projects that maintain transparency are more likely to be perceived as effective and reliable by beneficiaries and staff.

Accountability Mechanisms

Accountability mechanisms received a mean score of 4.05 and significantly predicted perceived project integrity ($\beta = 0.32$, $p < 0.001$). The results are consistent with studies by Khattak et al. (2024) and Fox (2015), indicating that clear roles, monitoring systems, audits, and answerability processes strengthen project performance. The findings suggest that development projects in Peshawar benefit from enforcing formal accountability structures, which can reduce corruption and improve resource utilization.

Stakeholder Participation

Stakeholder participation had a slightly lower mean score of 3.87 but still significantly influenced perceived project integrity ($\beta = 0.22$, $p = 0.003$). These results support participatory development theory (Mansuri & Rao, 2013) and highlight that involving beneficiaries and community members in decision-making improves ownership and project relevance. While participation is recognized as important, the moderate scores indicate that in Peshawar, stakeholder involvement could be enhanced, as many communities have limited influence on project planning and monitoring.

Grievance Redress Mechanisms

Grievance redress mechanisms were perceived positively (mean = 3.78) and were a significant predictor of perceived project integrity ($\beta = 0.18$, $p = 0.005$). This confirms prior evidence (World Bank, 2022; Aiyar & Walton, 2020) that accessible, fair, and responsive complaint systems contribute to stakeholder trust. The slightly lower perception scores suggest that awareness, accessibility, and responsiveness of grievance systems in Peshawar can be further improved to enhance accountability and project credibility.

Overall Perceived Project Integrity

The dependent variable, perceived project integrity, had a mean score of 4.01. Regression results indicated that 68% of its variance was explained by the four independent variables, demonstrating that transparency, accountability, stakeholder participation, and grievance redress mechanisms collectively play a critical role in shaping stakeholder perceptions of development project effectiveness. This finding corroborates the literature emphasizing the centrality of governance mechanisms in ensuring project legitimacy and sustainability (UNDP, 2023; Cheema et al., 2024).

Conclusions

Based on the study findings, the following conclusions can be drawn:

1. Transparency and accountability mechanisms are the most influential factors shaping stakeholder perceptions of project integrity in development projects in Peshawar.
2. Stakeholder participation and grievance redress mechanisms, while significant, are relatively less developed and require further strengthening to ensure more inclusive and responsive governance.
3. Overall, stakeholders perceive development projects in Peshawar as fairly well-governed, but gaps remain in participatory processes and grievance handling.
4. The study confirms the theoretical framework that good governance principles, including transparency, accountability, participation, and grievance redress, are essential for project integrity and public trust.

Recommendations

Policy Recommendations

1. Enhance transparency by regularly publishing project budgets, progress reports, and outcomes to all stakeholders.
2. Strengthen accountability mechanisms through periodic audits, formal reporting structures, and clear responsibility assignments.
3. Promote stakeholder participation by engaging community representatives in project planning, monitoring, and evaluation.
4. Improve grievance redress mechanisms by making them accessible, timely, and protective against retaliation, along with awareness campaigns for communities.

Practical Recommendations

1. Capacity-building workshops for project staff and community representatives to ensure understanding and implementation of transparency and accountability standards.
2. Integration of digital reporting systems to enhance information accessibility and monitor stakeholder feedback efficiently.
3. Regular evaluation of governance practices to identify gaps in participation and grievance handling and develop corrective strategies.

Limitations of the Study

1. The study used a purposive sampling method, limiting generalizability to all development projects in Pakistan.
2. The data were cross-sectional and perception-based, which may not fully capture actual governance practices.
3. Self-reported survey responses may be influenced by social desirability bias, potentially inflating positive perceptions.

Suggestions for Future Research

1. Future studies could use a mixed-methods approach to combine stakeholder perceptions with objective project performance data.
2. Longitudinal research could examine changes in stakeholder perceptions over time and the impact of governance reforms.
3. Comparative studies across provinces or sectors could identify contextual differences in accountability and transparency mechanisms.

Summary of the Chapter

This chapter discussed the findings from Chapter 4, linked them to existing literature, drew conclusions, and provided policy and practical recommendations. It also highlighted the limitations of the study and offered directions for future research. The findings reinforce the critical role of governance mechanisms in ensuring project integrity, public trust, and sustainable development outcomes in Peshawar.

References

- Aiyar, Y., & Walton, M. (2020). Grievance redress and public accountability in development projects. *Journal of Development Policy*, 12(3), 45–63.
- Cheema, A., Mahnoor, S., & Zahid, R. (2024). Transparency and public trust in development projects in Pakistan. *Governance and Development Review*, 9(1), 22–39.
- Fox, J. (2015). Social accountability: What does the evidence really say? *World Development*, 72, 346–361.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2021). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Irawati, D., Hayat, M., Juniar, L., & Handayani, S. (2024). The role of transparency and accountability in development effectiveness: Evidence from South Asia. *International Journal of Public Administration*, 47(2), 101–118.
- Khattak, N., Obaid, M., & Siddiq, S. (2024). Governance and service delivery outcomes in development projects in Khyber Pakhtunkhwa. *Pakistan Journal of Public Policy*, 15(2), 56–74.
- Khan, A. (2022). Challenges of accountability mechanisms in development projects in Pakistan. *Journal of Governance Studies*, 10(1), 88–104.
- Klijin, E. H., & Koppenjan, J. F. M. (2016). Governance network theory: Past, present and future. *Policy and Politics*, 44(3), 275–292.
- Kolstad, I., & Wiig, A. (2016). Corruption and development: A review of the evidence. *Journal of Development Studies*, 52(7), 933–951.
- Mansuri, G., & Rao, V. (2013). *Localizing development: Does participation work?* World Bank.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.
- UNDP. (2023). *Governance for sustainable development: Accountability and transparency practices*. United Nations Development Programme.
- World Bank. (2022). *Good governance and project effectiveness in developing countries*. World Bank Publications.