Small Cities, Big Avenues—Analysis of Economic Potential for Public Enterprises in Southern Districts of Khyber Pakhtunkhwa (Pakistan)

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Abstract: With the urbanization and spreading of business activities to the suburbs of major cities, the small cities are getting a considerable chunk of marginal investments. In Pakistan annual investment in new business ventures in small cities stands around Rs. 9.25 billion per annum (Statistical Survey, 2008). The study under consideration has analyzed the current challenges, potential investment portfolios and anticipated threats to this economic indicator. Literature and empirical findings show vivid traces that already established businesses of mega cities found such investments rich in generating marginal profits and often meet overwhelming demand keeping other factors of economy unchanged. Though for certain merchandise the general populace of the province still prefers to explore the markets of big cities, the consumer items and retail sales experienced quicker break evens and high profit zones. Scope of the study was kept limited to public enterprises in general and educational sector in particular. Though it doesn’t imply that tertiary level educational institution should be for-profit yet it is vital consideration for financial sustainability of public sector institutions. The manufacturing and agricultural sector can not be included, for, the former has met a major set back because of energy problem whilst the later has no comparison in major cities’ economy. Methodology of the study is evidence based and a snowball sample of 50 trained employees provided the survey responses for a supplementary questionnaire. Beside the evidences of some statistical tests the answers of the survey questions were depicted as percentage tables and factual analysis. It furthered our hypothesis that small cities connecting major cities of the province can prove to be promising investment avenues for public enterprises as well as new businesses with slightly experienced entrepreneurs. Some recommendations for public enterprises and state run autonomous institutions regarding market orientation and training of personnel have been included at the end of the paper as possible future research dimensions.

Key words: Small Cities • Mega Cities • Public Enterprise • Entrepreneurs • Training and development

INTRODUCTION

‘Facility Location’ is among critical decisions of an operations manager. Ideal locations offer both current competitive advantages as well as future strategic positioning of the firm and industry [1]. Near past has witnessed enormous investments from small to medium sized local entrepreneurs in small emerging cities [2]. Though defining a small or emerging city in local context can still be a challenge for experts of urban planning, it can presumably be cities connecting major cities and more prone to urbanization [3]. Populace of these emerging cities, with passage of time, just doesn’t remain bystanders for their passersby. While providing passage for interconnection of major territories, these emerging cities are gifted with an advantage to have numerous opportunities for new businesses. In Pakistan this trend is evident from fast food outlets with a considerable number of international chains. It may be attributed to the fact that people from rural and sub urban areas usually follow the artifacts of lifestyles of mega cities. A visit to main bazars can enrich one with a glimpse of how new
businesses, selling on mentioned trends, are sprouting in small cities. And don’t be surprised with stores of branded outfitters and footwear.

What made me point to this issue is the addition of the new sector to rate race. The educational sector and that too at tertiary level is well dominating the market orienteers. Universities are making their way through development of inroads in such locales. For the matter, it has to be admitted that public sector has promptly responded to this development and particularly in parts of province of Khyber Pakhtunkhwa. One can quote more than sufficient examples i.e. Hazara, Malakand and Kohat Universities were established in a row. Traveling from Kohat to Pindi one can see the banners of COMSATS and Virtual University in places whose names one can hardly register even in frequent shuttling. Proposed FATA and Karak Universities are no more away from reality. Likewise Bannu University is striving well to meet benchmarks. The paper aims to develop certain underpinnings on various aspects of this issue that can briefly or roughly be summarized as SWOT analysis of this sector.

Problem Statement: Private entrepreneurs enjoy a profitable market share in cities connecting major cities by investing into already established portfolios. The study aims to study the potential of the same market for public enterprises so that a glaring problem of financial sustainability of public investments could be solved. In the given economic crunch the study suggests a market oriented approach for public sector organizations and analyze the tertiary level educational institutions in private and public sector as case and remedy.

Research Questions: The study is exploratory in nature and attempts to answer following questions.

- Can small cities be instrumental in bringing a shift in current policy paradigms at provincial and federal level by offering improved investment opportunities?
- How can we prioritize the problems being faced at both public and private enterprises in small cities?
- What policy considerations/recommendations are important to reap optimal benefits off the current and future investments in public sector tertiary level educational institutions?

Literature Review: Since its very inception Pakistan economy mainly depended on agrarian philosophies. It deepened the policy peripheries on population residing in rural and suburban areas. First couple of decades witnessed considerable growth and strengthening of this sector but could not prove sustainable in long run [4]. Now the word of local representatives is pronounced for a vivid policy needs regarding those small cities which developed in mentioned early growth ages. One proposal is the academic research to gauge the full potential of these cities so that viable policy solutions can be pursued. This must take into account the empowerment alternatives of small cities in all sectors but particularly economic activities must be backed by strong political and entrepreneurial motives for a reasonable policy dialogue [5].

According to current census more than fifty percent of the world population lives in urban areas whose most part is not metropolitan [6]. This strengthens our stance that small cities have a much higher growth and business potential. Globally country data regarding the contribution of small cities economy to national income or production is very uneven.

On one hand we find examples like China where TVEs (Town and Village Enterprises) changed the shape of economy and helped the country becoming economic giant. On other side we have Pakistan where a clearer policy package is still being awaited to integrate small towns’ contributions with mainstream pool of sources. From our policy debate large metros like Lahore or capital i.e. Islamabad and to considerable extent a cosmopolitan i.e. Karachi receives major part. That too is very city specific and services and living centered. Thinking of whole available urban space as a unit of city system, has not been considered as an issue and similarly has always been under-investigated [7].

Purpose of discussion is not to equate the contributions of mega cities and economic hubs to that of small cities. The recent advancements in field of technology and infrastructures for mobility have shifted almost every business activity to major cities [8]. Besides this, the establishments of industrial zones and market imperfections related to real estate have prevented the mature industries to move to secondary cities. Nevertheless these cities are contributing to mainstream economy and add entrepreneurs to the major cities business platforms. One of the objectives of this study is to explore economic and sociopolitical outlines of the secondary cities of southern part of province by giving some calm listening to them so that by devising a policy framework their full potential can be realized.

Currently the system of public enterprises’ establishment and revenue channels has not been mended according to the peculiarities of small cities.
Table 1: Social Indicators

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<thead>
<tr>
<th></th>
<th>1999</th>
<th>2006/07</th>
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<tbody>
<tr>
<td>Life expectancy (years)</td>
<td>62.7</td>
<td>63.9</td>
</tr>
<tr>
<td>Population growth rate (%)</td>
<td>2.7</td>
<td>1.8</td>
</tr>
<tr>
<td>Infant Mortality Rate (per 1000 live births)</td>
<td>85</td>
<td>77</td>
</tr>
<tr>
<td>Proportion of Fully Immunized children (%)</td>
<td>49</td>
<td>77</td>
</tr>
<tr>
<td>Expenditure on Education (% of GDP)</td>
<td>1.82</td>
<td>2.43</td>
</tr>
<tr>
<td>No. of Education institutions</td>
<td>160,685</td>
<td>227,953</td>
</tr>
<tr>
<td>Literacy Rate (%)</td>
<td>44</td>
<td>56</td>
</tr>
<tr>
<td>Gross Enrolment Ratio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>at Primary level (%)</td>
<td>91</td>
<td>71</td>
</tr>
<tr>
<td>Gender Parity Index</td>
<td>0.763</td>
<td>0.834</td>
</tr>
</tbody>
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Source: (Zaidi et al, 2006)


<table>
<thead>
<tr>
<th>Census Year</th>
<th>Rural</th>
<th>Urban</th>
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</thead>
<tbody>
<tr>
<td>1901</td>
<td>90.2</td>
<td>9.8</td>
</tr>
<tr>
<td>1911</td>
<td>91.3</td>
<td>8.7</td>
</tr>
<tr>
<td>1921</td>
<td>90.3</td>
<td>9.8</td>
</tr>
<tr>
<td>1931</td>
<td>88.2</td>
<td>11.8</td>
</tr>
<tr>
<td>1941</td>
<td>85.8</td>
<td>14.2</td>
</tr>
<tr>
<td>1951</td>
<td>82.2</td>
<td>17.8</td>
</tr>
<tr>
<td>1961</td>
<td>77.5</td>
<td>22.5</td>
</tr>
<tr>
<td>1972</td>
<td>74.0</td>
<td>26.0</td>
</tr>
<tr>
<td>1981</td>
<td>71.8</td>
<td>28.2</td>
</tr>
<tr>
<td>1992 (estimates)</td>
<td>68.0</td>
<td>32.0</td>
</tr>
</tbody>
</table>

Source: (Zaidi et al, 2006)

Rather it would not be wrong to say that public enterprises have not thought beyond welfare agenda for small cities and since have failed to give confidence to its stakeholders to become contributors in general evince business [9]. The basic premise of developing educational institutes at tertiary level in small cities was a rising level of education consciousness. While primary level enrollment in government schools is not satisfactory (Table 1), the fact can not be ignored that tertiary level and higher research studies are gaining popularity.

Small and Emerging Cities in Urban Planning: A combined project report of Global Cities Index (GCI) and Emerging Cities Outlook (ECO, 2012) suggests the ranking of the cities across five dimensions. These are business activity, human capital, information exchange, cultural experience and political engagements. The GCI ranking is much more comprehensive in nature on account of assessing the overall engagement and economic growth of a city as compared to other rating agencies whose consideration is limited only to business. The system uses a moving year base and that is why called ‘index’.

In their approach the size and population of the locales are immaterial. Coming up with a working definition is necessary neither. The crux of the matter is to gear up the economic activities and encourage private ownership through devising effective policies. The public enterprises can play their two fold roles. One is to identify key policy areas where prudent and supportive regulations can help flourish competitive environment and foster market forces. On other hand the public enterprises set their own standard by strategically compete with private entities [9]. The education sector’s case in this paper highlights the achievements of public entity of becoming a benchmark for a paradigm shift in whole of private institutions of higher learning. Four out of five identified key policy areas mentioned above can be traced in public sector universities’ case. The universities are providers of skilled human capital as direct output. The growing number of competing universities is augmenting a flair for business activities. The main selling degrees are usually of management. An extrinsic phenomenon of business activity is a fact that developments like hospitals and universities usually evolve a whole civic life around them [10]. The cities having such developments (initially established at outskirts) usually witnessed the growth of new cities around these amenities. The universities are also proving the research outlets for various fields. Students needing their research premises usually rely on local data and institutional framework and thus ignite an information exchange. As far as the cultural exchange is concerned the university has a global employment policy and to this adds the autonomy to induct and employ a diverse pool of human capital. Here comes the diversity training and cross cultural experiences of the personnel.

In a report titled ‘Creative Clusters in Low Density Urban Areas’ published in June 2011, the local authorities have been advised for creative territorial competition. The findings point to the emergence of new era mainly characterized by “ever increasing relationship of knowledge economy, innovative practices and critical thinking”. Additionally, the emerging cities are being viewed as arenas for competitiveness and market dynamism. In their study at the so called ‘death of geography’ and emergence of a new paradigm of economic, socio cultural and institutional characteristics [11], maintains that globalization and localization are wrongly perceived to be mutually exclusive. These are rather interwoven and keep their meaning and repertoire intact with strong branding of their image.
Dynamics of Public Enterprises: The forms of business we generally discuss and refer to in management studies are mostly in private sector. The individual ownership and emphasis on property rights are modern gifts of business regulations and understandings worldwide. The role of government is limited and of protection nature (or so called welfare). Some sectors are purely left to be handled by governments. Railways, postal and telegraph and to some extent social security are aspects of economy where gestation period is relatively long and thus have no attraction for private sector.

According to [12] the current market dynamism is because of freely competing market forces and multinationals developing inroads across the globe, the public sector has a parental role. The areas of heavy investments and low return margins rely on government prudence. Moreover the infrastructure development, exploration of natural resources and area specific labor skills and availability require government role beyond the regulatory institution. Thus the concept of public enterprise emerged that not only mentor the private sector for healthy business trends but also strategically align itself to carve its clientele in other spheres of business.

Concerns of Public Enterprises in Pakistan: Unfortunately the public sector enterprises in Pakistan are not performing adequately. The reports in last so many years’ national budgets are of great concerns. The June 2012 budget reported the burden of public entities on national exchequer amounting to Rs. 245 billion. This amount represents the figures pertaining to seven major entities in public sector of Pakistan. It includes but not limited to Pak Steel, electricity sector, national airline and railways, PASSCO, TCP and National Highways Authority. The mentioned firms have been so many times through reform programs. These were carried out sometimes with the name of restructuring and sometimes reengineering. The titles don’t work practically though sounding attractive.

The following figure depicts the investment portfolios in public sector in million of rupees in southern districts for long term projects. The amount in million of rupees has been taken along X-axis and shows the meager amount of public investments received in long term strategic undertakings. Y-axis is showing the number of years in the project life.

Area Profile: The southern districts of Khyber Pakhtunkhwa province are surrounded by hilly peripheries. Kohat can be regarded as most developed one and often considered as the hub of economic activities and government offices. It has the oldest and a beautiful cantonment. The traces of southern districts are found in old Buddhist holy scripts. Boundaries of our three considered districts of Kohat, Hangu and Karak are with tribal areas of Kurram and Aurakzai agencies. Kohat also touches Nowshera district and Punjab province and have more diverse culture and denizens.

The city of Kohat spreads around a forte of British rule days and is also known in country for its few famous shrines of Sufi Saints. Hangu has a metropolitan accommodating the mix of government machineries, developed and smart classes of attached tribal areas and host a considerable number of representatives of both local and multinational firms. Karak is known for its single cast identity and Khattak people have a flair for education. The number of educational institutions is growing faster than any other sector. Public sector is serving there with already established Degree, Commerce and Poly Technic Colleges. In the same run the private sector is complementing well to serve the surging population. The three districts have area of approximate 3000 sq. km.

Area possesses treasures of natural resources. Karak is countrywide known now for its natural gas reserves. Kohat has an informal industry of guava processing, packing and exporting. The orchards of the fruit are of great quality and taste. Other fruits are apricot, mulberry, citrus etc. Honey, Gypsum, Arms and Ammunition, Kohati Chappal and Mazari products are also among the revenue generating sources for locals [2].

Cadet College Kohat spreading over 144 acres is a boarding military educational institution and has the honor to having mentored many veterans and sons of the soil in various fields of expertise.

The data of the last formal census in 1998 revealed the approximate population as 1562,640 with an annual growth rate of 4.25%. The predominant language is
Table 3: Employment and Productivity

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Labor Force as percent of total Population</td>
<td>29.0 percent</td>
</tr>
<tr>
<td>Women in labor force as percent of total labor force</td>
<td>11.0 percent</td>
</tr>
<tr>
<td>Agriculture</td>
<td>49.6 percent</td>
</tr>
<tr>
<td>Industry</td>
<td>18.6 percent</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>12.3 percent</td>
</tr>
<tr>
<td>Mining</td>
<td>0.1 percent</td>
</tr>
<tr>
<td>Construction</td>
<td>6.2 percent</td>
</tr>
<tr>
<td>Services</td>
<td>28.7 percent</td>
</tr>
<tr>
<td>Unemployment</td>
<td>3.1 percent</td>
</tr>
</tbody>
</table>

Source: SMEDA, 2009

Pashto, which is spoken by 87.54 percent of the total population, while Hindu is mostly spoken and understood in Kohat city and adjacent areas.

**Economic Potential:** The area under consideration is mainly agrarian based economy. Except Karak which is now being considered for various innovations in agro marketing and land fertility, all the land is highly fertile and cash-crop generating. The calamities of 2010 and flood had least affected the territory. The hand made Chappal industry is the finesse of local entrepreneurs and is capable of international export after moderation. The agro products can augment the industrial processing of food and beverages. Poultry and local breeds of cattle are having great economic value.

Mazri products are locally made and some parties have now started exporting them to Europe and Middle East. They can be used for decorations and their fine embroidered looks impress the furnishers. The nearness of Islamabad metropolis life style provides it a good domestic market.

More than 500 farms of bee keeping and honey extraction are providing jobs and handsome returns to more than 3000 skilled and unskilled workers and technicians. The public sector can assume the responsibility to introduce the local expertise to foreign markets and thus can earn optimal profits.

In between Hangu and Kohat there is most attractive source of local recreational industry. Tanda dam, built in 1960, serves as water reservoir for adjacent areas. Besides providing watering facility for farms, orchards, fields and gardens of local farmers, it attracts number of visitors of southern districts on holidays. Fishing huts and farming can groom as local profitable industries and can aid the students in scientific enquiries and research.

Figure 1 shows the worth of each of above mentioned industries, depicted by various colors, in million of rupees.

**Sample:** The sample that have been chosen consisted of 50 individuals, out of which 25 were those who belonged to the age group of 36 and above – and the other 25 were those individuals belonging to the age group of 35 and below. All these are employed at public sector organizations including railways, general post offices, commissioner office and magistrate of revenues, taxation and judicial courts in southern districts of the province. As the head offices of these organizations are present at Kohat urban area, the snowball sampling technique helped in utilizing the readily available subjects and those who were willing to cooperate. The questions were related to candidates of pre service and on the job training interventions. The purpose of the enquiry was to probe the government role to apprise public officers of the economic potential and sensitizing them about public service delivery at small cities.

**Instrument:** A questionnaire of 20 statements was obtained to study the extent to which current pre service and on the job training interventions address the issue of economic potential and role of personnel in reaping market benefits for public enterprises.

Researcher [13] describes combining data/evidences from various relevant sources to devise a multi method approach as ‘best practice’. The findings thus have reflections of both qualitative and quantitative data. I utilized a single case setting covering period of June to September 2012. The mentioned public enterprises were previously reported to have been generating whopping profits [14]. Experts of personnel development are emphasizing the investment into human capital as remedy to realize the market potential for these institutions. As qualitative strategy, 10 informal and unstructured interviews were conducted at the local offices of the mentioned organizations to assess the processes, structure and resources outlay for training and development function. The subjects were having more or equal to 10 years of experience and comprised both male and female. Similarly their positions ranged from middle management to supervisory roles. In the light of interview
feedback I devised the questions of survey questionnaire. It was a limitation that for limited time spans and scope of the study, training institutions and interventions were impossible to observe. The same can be recommended as future research avenue. Incorporating the views of trained personnel was important to assess that to what extent the current training module addressed the issue of public enterprises’ profit generation. Finally a questionnaire with structured questions of a training transfer study by [15], conducted in Mauritian public sector perspective, was prepared. The questions mainly incorporated the trainees’ feedback about the training intervention, applications of the training outcomes at public workplaces and role of tertiary level educational institutions to acquaint public managers with market oriented learning. The representative sample was cross sectional in nature and the questionnaires were posted directly to respondents on organizational addresses. My undergraduate students helped me in collecting filled questionnaires and also extended their help to respondents to understand the questions while assuring them with the confidentiality and research policy of anonymity.

RESULTS

Since the crux of the study was to investigate the strategic approaches on organizational and individual level to enhance the potential economic viability of public enterprises in small cities. Additionally the role of ever growing number of tertiary level educational institutions is also being considered to help the public organizations by equipping them with required knowledge and motivation. The management of considered public organizations revealed that there is a radical dearth of employees’ participation to analyze the training needs. Thus the first problem is reported to be with TNA or what nuances were required. On the other hand a good percentage of the staff is being counseled with to reap maximum benefits of training opportunities (Table 4) The problem seems to be with the major emphasis of both supervisors and trainees to the personal growth and development through ladder of career success. The low percentage at second Para of table 4 seems to be the result of poor executive coaching and help to successfully integrate personal goals with those of organizational. The next consistent score of management participation with goals setting of employees and fixing achievable objectives may be irrelevant to the subject matter of pubic enterpises profitability, though at learning level and materializing training investments, this is desirable.

Likewise another observation suggests that at times availability of a course of personal interest entices the participation of an individual regardless of the value of that course to overall organizational objectives and any help in service delivery of the institution.

Some instances were found where a policy consideration to enhance revenue generation or spotting expansion opportunities for public organizations did not remain as training target. The table 4 and 5 can be summarized as reporting a low to moderate level of top management interest to make the training intervention as a chance to realize the available market potential for public enterprises’ employees.

Next set of questions addressed the issue of willingness of already trained employees to go for other intervention. The proposed university level education may serve for the subject employees to foster management skills. The business schools are reported to enhance sensitivity to profit zones on performance curves of the organizations [16-19]. Same is the undercurrent of this study and that is testified by the willingness of younger employees to go for such learning experience that can be an added qualification. That intervention is expected to help them find ways to channel potential funds to government projects.
The gauge of willingness was followed by the transfer of training questions. The purpose of posing these queries was to test whether the employees feel the current mode and method of teaching to be helpful in practical working. According to [15], the transfer of the training is the extent to which the trained officers can apply the learnt concepts back on their workplace practices. Rationale of this question was to show the chances of such an intervention to be applicable at public enterprises by their respective workforce members. Table 6 presents the highlights of the pre and post training satisfaction level of public enterprises’ employees. Interestingly there is strong statistical significance of the relationship between trainees’ expectations and pre or post training satisfaction. The high and moderate levels combine to depict a promising post training situation if the workers are offered with an intervention.

DISCUSSION

Findings of the study strongly support the premise that public sector earning institutions i.e. public enterprises should keep growing in small and emerging cities. The data also supported that public sector can prove to be a torchbearer in carving investment opportunities in secondary cities and thus can attract private entrepreneurs for fresh investments as well as strengthening of established portfolios. Tertiary level educational institutions can play an unmatchable role by imparting human resource development training to the workforce of earning institutions who have a high likelihood to transfer this training to their respective workplaces. For this purpose the government scholarships in last 7-8 years seems to be instrumental. The enhance demand for skills and knowledge in employment can not be an outlier. Another important factor is an extraordinary zeal and flair of some territories for education and its associated psychological advantages. KARAK, Malakand, Swat and Mardan are to name few. While a survey based on job satisfaction levels of workforce of public enterprises and educational institutes need to be carried out, one can safely conclude that external environmental factors of small cities are much better. Though the civic facilities and amenities may be fewer but are nevertheless sufficient to serve the local denizens.

Moreover the small cities offer a refuge in case of political unrests and public protests demonstrations whose impact is more sever in big cities and metropolitans. For local security and law enforcement agencies it’s easy to keep a close check on public movement. In nutshell both the institution and external environment offer a peaceful and congenial living to their workforce.

Opportunities: The current scenario financial position of the country, despite all its crunch and feeble liquidity position offers some opportunities to both public and private sector entrepreneurs of the small cities. Last 50 years’ data provide unsatisfactory evidence in getting any breakthrough in poverty reduction. By devising many strategies of the sort and establishing separate constituent bodies like Poverty Alleviation Fund, the poverty level depicted a meager decline from 40 to 34 percent. On the face of all these hard facts the last five-year data in Fig 3 is quite optimistic. Probably here the economy started reaping the benefits of some free economy and privatization policies. The investment in small cities thus is expected to find more money in circulation.

Poverty Index: The areas under consideration have the highest amount of human capital employed in overseas jobs. For this research exact number of workforce employed overseas could not be found from available studies. The general observation, my own personal interaction with the students of this part and the vehicles shuttling between airport and regions of southern small cities are enough to provide evidence of this fact.

Decline in Incidence of Poverty
Foreign Remittances: The figures pertaining to year 1999 to 2007 provide a steady increase in foreign remittances sent by overseas employed workforce (Fig 4). The southern small cities of the province have strong likelihood to get a major chunk of this available pool of fund. For private entrepreneurs it is an opportunity to have buyers’ increased purchasing power.

The savings of the overseas employed individuals usually find a good avenue in real estate investment. The housing sector would enjoy good returns. The educational institutions in both public and private sector may capitalize on this surplus fund and the enrolment of students in tertiary level education may show a rise.

Bank Credit to Private Sector: Healthy business environments provide confidence to banking sector for larger placements of funds and augment the lending operations. Currently the circular debts have messed up the economic targets for financial savvies of the country. The domestic borrowing is being taken into consumption and such valuable source is being underutilized.
The study explores and portrays the possible economic potential in small cities of southern districts of province Khyber Pakhtunkhwa, Pakistan. The emphasis was on public enterprises and the role of tertiary level educational institutions to be a model in strategic decisions and developing the human capital of public sector. The initial section attempts to position the problem into appropriate academic framework. Literature presents account of nature of public sector organizations, their structural problems and their peculiarities with respect to small cities’ economy. By doing so the potential challenges of small cities as well as opportunities kept surfacing in many paradigms. There was a mixed methodology approach where evidences from both empirical findings and historical number crunching were used. Results depict that public sector workforce has high potential for training and development interventions and this is where universities can capitalize on with their possible expertise. The anomalous environment of the small cities under consideration may not allow investments from outside sources but some evidences present the indigenous rich resources that can balance the effect of disinvestments. A promising number of locals working in gulf and other foreign countries is one of such resources. The findings recommend less dependence on government actions and awaited policy shifts. The decline in average poverty levels in local economies, increasing demand of private sector debt and foreign remittances index furthered the hypothesis of developing potential and provide a savvy for public and private investors.

REFERENCES