

早稲田大学審査学位論文（博士）

Evaluation of Participatory and Transparency Governance
in Public Project Management

Towards Sustainable Community Development in Malaysia

マレーシアにおける持続可能なコミュニティ開発に向けた公共
プロジェクト管理における

参加型および透明性ガバナンスの評価

A Case Study of PERDA Affordable Housing Development
in Taman Perumahan Sungai Dua Utama, Sungai Dua,
Pulau Pinang, Malaysia

ペナン州スンガイ・ドゥア・ウタマ住宅地区

PERDAアフォーダブル住宅開発の事例研究

GRADUATE SCHOOL OF SOCIAL SCIENCES,
WASEDA UNIVERSITY

早稲田大学大学院社会科学研究科

FARA ADILAH BINTI FIRDAUS MOHD ROM

ファラ・アディラ・ビンティ・フィルダウス・モハドロム

2024年 6月

ABSTRACT

Governance was acknowledged as one of the crucial characteristics in achieving a sustainable community. Thus, emphasizing good governance elements such as participatory and transparency governance practices seemed vital to sustainable community development. This is aligned with the Malaysian Government's Malaysia Shared Prosperity Vision 2030 and the nation's Sustainable Development Goals (SDGs). However, governance issues in public projects still occur in Malaysia and receive the Auditor General's remarks, including Regional Development Authorities (RDAs) in Malaysia. Hence, does this mean a lack of understanding and practices of the good governance concept and attributes such as participatory and transparency in public project management contributed to the governance issues? Thus, the study evaluated existing participatory and transparency governance practices in affordable housing development under the Penang Regional Development Authority (PERDA), one of the RDAs in Malaysia, and its impact on sustainable community development involving the Malay ethnic group in the area. The study area was in Taman Perumahan Sungai Dua Utama, in Pulau Pinang, the northern region of Malaysia. The study applied the qualitative method using a case study with two (2) primary data collection techniques consisting of semi-structured interviews and document reviews. The semi-structured interviews were conducted with expert participants from PERDA management who were involved in the public project. The public—that is, the Malay ethnic groups representing the public, citizens, residents, and the Taman Perumahan Sungai Dua Utama community—was also involved in the interview. The interviews were arranged in a focus group via an online application using Zoom and offline meetings.

The study indicated that PERDA has fostered and promoted good governance principles and practices within and among the public-Malay ethnic groups. Thus, it can also attest to the fact that i) knowledge of good governance matters in ensuring smooth project implementation and delivery within the organization and public, and ii) government efforts to inform, acknowledge, and convey the significance of good governance to its public in projects have at least somewhat been successful. Theoretically, it demonstrated that despite the other identified factors, professionalism, economic stability, and political stability were regarded features of good governance.

Furthermore, the comprehension of the good governance concept has been further demonstrated in the project phases. PERDA has adopted participatory and transparency governance practices in the project cycle with various levels of public participation based on Arnstein's taxonomy. It was spotted on the higher rung, represented by the "degree of citizen power" at the "partnership" level, during the earlier and final phases of the project cycle. In contrast, public participation was represented by "tokenism" at the "informing" level in the middle rung and the evaluation phase. It signified that the "partnership" in the Arnstein taxonomy is the highest level of participation accepted and contended by the participants. It is unsurprising since Malaysia is a developing country that relies more on government agencies to fulfil public needs. However, public participation has had a crucial impact on the development of the affordable housing project. It was apparent that the government agency role, in this case, PERDA, was still crucial despite the higher level of participation shown by the participants based on the theory. From the theoretical point of view, it also marked that the greatest extent of participation experienced by the participants at the "partnership" level was sealed with contentment that acted as an additional element in the Arnstein theory. Hence, it highlighted the acceptance and suitability of its practices in PERDA and Malaysia.

On the other hand, organizational transparency was highlighted in "information quality" (Schnackenberg & Tomlinson, 2014), which includes the project's disclosure, clarity, and accuracy. It was displayed in the information disseminated by PERDA, their substantial compensation for the impacted public, and their acknowledgement of the flooding issues. In other words, PERDA provided crucial information promptly while ensuring it was accurate and clear. At the same time, all four directions of transparency (upward, downward, outward, and inward) and three types of transparency comprised process transparency, retrospective transparency, and real-time transparency (David, 2006) were shown by PERDA in the project. From the theoretical point of view, the transparency governance performed was aligned with the theory established. However, it implied that transparency governance revealed the quality and structure of the satisfaction of the public participants. In other words, the contentment of the public participants in the Malay ethnic group with the translucent conduct directed by PERDA marked the acceptance of the practices of the theory outlined and not the other way

around. Thus, it again revealed that the satisfaction they expressed secured the efforts made by the organization in portraying transparency acts and achieving the project goals.

However, despite PERDA's efforts to follow good governance requirements, political intervention and other project difficulties occurred. Political interference in the project's execution and adjustments to the nation's political administration highlighted the difficulty of carrying out the two components of good governance. This study demonstrated that PERDA can uphold the excellent governance principles shown throughout the project. In other words, PERDA portrayed good governance practices in the affordable housing project in Taman Perumahan Sungai Dua Utama, Seberang Perai Utara, Pulau Pinang. Still, some issues in governance need PERDA's attention to improve. PERDA better governance is needed in the Sungai Dua Utama area's real estate management and the quality of housing construction projects in other areas. Though no misconduct issues have been brought to court for the project, PERDA needs to be more cautious in its governance of projects. Hence, there is still room for improvement by PERDA for other projects in the future. The study also revealed that PERDA had utilized various public engagement mediums, and the 'direct engagement' approach was the most favored. Besides, the discoveries highlighted the importance of continuous 'public engagement' between PERDA and the public or precisely the Malay ethnic groups. Likewise, it was recognized that the utilization of ICT by PERDA did help them keep in touch with the public, especially during the pandemic.

The study also revealed that PERDA had utilized various public engagement mediums, and the 'direct engagement' approach was the most favored. Besides, the discoveries highlighted the importance of continuous 'public engagement' between PERDA and the public. Likewise, it was recognized that the utilization of ICT by PERDA did help them keep in touch with the public, especially during the pandemic. On the other hand, it showed that face-to-face interaction is still in demand even with the vast development of technology. However, following the rapid growth of ICT, PERDA should also expand its approach to utilising ICT, especially on social media platforms, to reach the public on a larger scale and be more interactive. Thus, a progressive approach to ICT

application may result in a larger group of the public being participative with PERDA and overcoming urgent issues more effectively.

Finally, the study exhibited that good governance practices significantly impact the sustainable community of the Malay ethnic group in the area. Even though there was room for improvement in certain aspects, PERDA can provide the basic needs and meet the demands of the public according to the Egan criteria of a Sustainable Community. The public participants' satisfaction was revealed as the crucial component that could not be separated from creating the meaning of a sustainable community. The public participants highly anticipated and enjoyed PERDA's present and continuous governance in providing affordable residence. It further demonstrated that housing is not just a box for a living but the foundation of basic human needs, social connections, participation and practicing their culture. It also showed that low-income communities generally still depend on local social networks. Their lives are embedded in a social structure in which they are mutually recognized, earn an income, and receive some life support. The middle-income communities depended on their knowledge, skills, connections with the community and the recognized authority. PERDA understands that people's well-being is embedded in social systems. Therefore, separating community development and local government venues, religious organizations, and events is an inappropriate approach.

The overall result showed that PERDA is a good example of transparency and participatory governance in public project, specifically affordable housing execution, and has assisted in achieving the project's goals, though some governance issues need PERDA's attention to improve. Thus, based on the study findings, it recommends that PERDA maintain, make some improvement in certain aspects and enhance good governance practices, particularly participatory and transparency governance, for sustainable community development and the nation's growth.

ACKNOWLEDGEMENT

Firstly, I would like to thank Allah, The Almighty, for allowing me to finally complete this inspirational educational journey. I thank the individuals who have supported me throughout this inspirational journey. My humble gratitude goes to my principal supervisor, Professor Osamu Soda, who has guided me along the way. This work could be completed with his guidance and persistent help, which is most valuable to me. My warmest gratitude goes to my vice supervisor, Dr Riel Provi Drianda, whose advice, guidance, and encouragement have also been most valuable to me. I am also thankful to Soda Lab and other labs in the Joint Seminar, who have provided constructive comments, reviews, and support that helped me improve the quality of my dissertation.

I want to express my sincerest appreciation to the Malaysian Government, through its Public Service Department (JPA), for their financial support for me and my family to study in Japan. I would also like to thank Penang Regional Development Authority (PERDA) management and the public participants, whose names I cannot mention here, who have cooperated, given valuable information, and supported me in doing the research in one of the PERDA project developments. Please accept my deepest gratitude. With their consent, tremendous support, and guidance, it would be easier for me to complete the research. Besides that, I would like to thank TPR Abdulhan Abd Lamit and Mrs Haibenarisa Bajuri, the town planners in the public sector, who gave their valuable time and information relating to the topic addressed in this dissertation.

Furthermore, I am pleased to dedicate this work to my beloved family, Mohamad Hamzahri and Fateh, for their continuous support, care, love, and patience throughout this incredible journey. I also would like to dedicate this work to my dearest teacher for life, Mrs Damimah Ismail, for her guidance, advice, and care. Also, I thank my parents, Mr Firdaus Mohd Rom and Mrs Faridah Kassim, who have given me their unwavering belief in my ability to accomplish this goal. Though my parents passed away during this journey, I am greatly indebted to them for their continuous support throughout the journey. May Allah grant them Jannah.

Negeri Sembilan, Malaysia June 2024

Fara Adilah Firdaus Mohd Rom

TABLE OF CONTENTS

Abstract	ii
Acknowledgement	vi
Appendix.....	xi
List of Tables	xii
List of Figures	xiii
Abbreviation	xvi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of Study	1
1.2 Statement of the Problem and Its Significance.....	5
1.3 Purpose of Study.....	8
1.4 Research Objectives.....	9
1.5 Research Questions.....	10
1.6 Conceptual Framework.....	10
1.7 Scope of Study	11
1.8 Definition of Key Terms.....	12
1.9 Research Structure	14
1.10 Chapter Summary	16
CHAPTER TWO: LITERATURE REVIEW	17
2.0 Introduction.....	17
2.1 Good Governance	17
2.1.1 Concept of Good Governance	17
2.2 Participatory Governance	19
2.2.1 Participatory Model	24
2.2.2 The Crux of Arnstein's Model Ladder of Participation Theory ...	25
2.2.3 The Importance of Arnstein's Model in Theoretical Development.....	29
2.2.4 Adaptation of Arnstein's Theory in Various Fields.....	31

2.2.4 Reinforcement of Arnstein's Ladder of Participation Theory in Technology and Social Media	34
2.2.5 Mechanism for Public Engagement.....	36
2.3 Transparency Governance.....	39
2.3.1 Definition and Its Importance.....	39
2.3.2 Organizational Transparency.....	41
2.3.3 Transparency Direction and Varieties	44
2.4 Good Governance in Malaysia	47
2.4.1 Malaysia Historical Background	47
2.4.2 The Importance of Participatory and Transparency Governance Practices in Malaysia.....	51
2.5 Public Project Management.....	64
2.4.1 Project Governance	66
2.4.2 High-Performance Organization Transformation	69
2.4.3 Post-Occupancy Evaluation and Customer Satisfaction	71
2.6 Affordable Housing	72
2.6.1 Malaysia Affordable Housing Policy	74
2.7 Sustainable Community Development	78
2.8 Participatory and Transparency Governance in Public Projects Towards Sustainable Community Development	85
2.9 Chapter Summary	107
CHAPTER THREE: RESEARCH METHODOLOGY	109
3.0 Introduction.....	109
3.1 Research Methodology	109
3.1.1 Research Methodological Design.....	111
3.2 Research Philosophy.....	112
3.3 Research Approach.....	114
3.4 Research Techniques	116
3.4.1 Interviews.....	117
3.4.2 Document Review.....	118
3.4.3 Data Validation	118
3.5 Limitation of Study.....	118

3.6 Chapter Summary	119
CHAPTER FOUR: MALAYSIA GOVERNMENT ADMINISTRATIVE STRUCTURE AND CASE STUDY	121
4.0 Introduction.....	121
4.1 Malaysia As a Nation.....	121
4.2 Malaysia Government Administrative Structure	122
4.2.1 Malaysia Planning System	124
4.2.2 Malaysia Regional Development Authorities	128
4.3 Malaysia Commitment to Good Governance (Participatory and Transparency) Practices in Public Project.....	130
4.3.1 Participatory and Transparency Governance in Malaysia Public Project and Administration.....	130
4.3.2 Policy Highlights	135
4.4 Case Study	140
4.4.1 Background of Penang Regional Development Authority	140
4.4.2 Background of Case Study Area-Taman Perumahan Sungai Dua Utama.....	144
4.5 Chapter Summary	148
CHAPTER FIVE: DATA ANALYSIS AND FINDINGS	149
5.0 Introduction.....	149
5.1 Demographic Data	149
5.2 Evaluation of Participatory and Transparency Governance in the Affordable Housing Project-Taman Perumahan Sungai Dua Utama.....	151
5.2.1 Comprehension of Good Governance Concept	152
5.2.2 Practices of Participatory and Transparency Governance	166
5.2.3 Mechanism of Engagement.....	195
5.3 Impact of the Practices on Sustainable Community Development	205
5.3.1 Perception and Suggestion on the Overall Governance of PERDA	211
5.3.2 Other Impact.....	215
5.4 Chapter Summary	237

CHAPTER SIX: DISCUSSIONS AND RECOMMENDATIONS.....	238
6.0 Introduction.....	238
6.1 Data Analysed for Specific Research Objective One (SO1)	239
6.1.1 Comprehension of Good Governance Concept.....	216
6.1.2 Participatory and Transparency Governance Practices in Project Phases	244
6.1.3 Mechanism to Engage with Public	251
6.1.4 Conclusion SO1	253
6.2 Data Analysed for Specific Research Objective Two (SO2).....	256
6.2.1 Conclusion SO2.....	260
6.3 Recommendations.....	263
6.3.1 Maintaining and Enhancing the Existing Practices of Participatory (Public Participation) and Transparency Governance in PERDA Affordable Housing Projects	263
6.3.2 Establishment of Community Based-Cooperative (CBC) or other Joint Venture Business between PERDA and the Public.....	268
6.3.3 Formally Recognized as a Sustainable Community and Create Twin Neighbourhood Concept	269
6.3.4 Direction for Future Research	271
6.4 Chapter Summary	271
 CHAPTER SEVEN: CONCLUSION	 273
7.0 Introduction.....	273
7.1 Research Contribution	274
7.2 Conclusion	275
 REFERENCES.....	 279
Appendix A: Interview Questions for PERDA Management	
Appendix B: Interview Questions for the Public	
Appendix C: List of Participants and Variables	
Appendix D: Sample Interview Transcript (Malay Language)	
Appendix E: Sample of The Analytical Framework (TAM)	
Appendix F: Consent Letters	

LIST OF TABLES

<u>Table No.</u>		<u>Page No.</u>
2.1	Income Classification by Household	76
2.2	Malaysia Affordable House Price Category	78
2.3	Summary of Findings on Participatory and Transparency Governance in Public Projects Towards Sustainable Community	88
2.4	Participatory and Transparency Governance Practices in Revitalization of The Central Urban Nabari City, Mie Prefecture	100
2.5	Participatory and Transparency Governance Practices in the Reorganization of the local housing production system for maintaining and improving the historic landscape in Yamakoshi, Niigata Prefecture	104
3.1	Differences between Positivism and Interpretivism	113
3.2	Approaches of Inquiry	114
4.1	The Regional Development Authorities in Malaysia	129
4.2	PERDA Function	142
5.1	Perspective of Participants on the Good Governance Concept	152
5.2	Mechanism of Engagement	195

LIST OF FIGURES

<u>Figure No.</u>		<u>Page No.</u>
1.1	Statement of The Problem	7
1.2	The Relationship Between the Main Concepts of The Study	10
1.3	PERDA Operational Area within Pulau Pinang State	11
1.4	Research Area at Taman Perumahan Sungai Dua Utama	12
1.5	The Thesis Structure	16
2.1	Characteristics of Good Governance	18
2.2	Arnstein's Ladder of Participation (1969)	26
2.3	Four Directions of Transparency	45
2.4	Project Life Cycle	65
2.5	The Success Wheel of HPO Transformation	70
2.6	Components of Sustainable Communities	82
3.1	The Methodological Framework	110
3.2	The Nested Approach Model	112
4.1	The Concept of Project Implementation Strategy Under the Ministry Through Statutory Body Departments and Agencies	123
4.2	The Flow of Malaysia Socioeconomic Development Policy's Development, Monitoring Planning Process and Mechanism at The National Level	125
4.3	Malaysia Development Planning and Timeframe	126
4.4	Malaysia Planning Horizon	127
4.4	Malaysia E-Participation Initiatives	133
4.5	Collection on Public Opinion on Policy Formation and Decision-Making	133

4.6	Malaysia Shared Prosperity Vision 2030 and The Enablers	136
4.7	Themes and Enablers of The Twelfth Malaysia Plan	137
4.8	Mapping of The SDGs to the Eleventh Malaysian Plan Strategic Thrusts	140
4.9	Houses, Amenities, Business activities in the Residential Area	146
4.10	The Original Layout Plan of Taman Perumahan Sungai Dua Utama	146
4.11	Route Map of Major Expressway Serving Taman Perumahan Sungai Dua Utama	147
5.1	Income Level of the Participants	150
5.2	The Sector of Employment	151
5.3	Years of Employment	151
5.4	The Level of Participation in the Ideation and Planning Phase	192
5.5	The Level of Participation in the Execution Phase	193
5.6	The Level of Participation in the Finish and Delivery Phase	194
5.7	PERDA's Facebook	204
5.8	PERDA's Website	204
5.9	Meeting with JMB and PERDA	210
5.10	Activities in the JMB Meeting with PERDA	210
5.11	Neighborhood Community (KRT) Facebook page	217
5.12	Community Activities I	218
5.13	Community Activities II	219
5.14	The Neighborhood Community Center (KRT Center) and Program with Police Unit for a Joint Patrol	220
5.15	House Specification by Type	221
5.16	House Layout	222
5.17	Amenities Near the Residential	225
5.18	Shop lots and Local Business within the Residential	226

5.19	Public Hall with Futsal Court and Mosque Site	226
5.20	Private Establishment and Business near the Residential Area	228
5.21	Linkages Between the Residential Neighbourhoods and Other Locations	229
5.22	Access Road to the Nearest Highway	229
5.23	Available buses access Taman Perumahan Sungai Dua Utama	230
5.24	Children’s Playground and Small Park	232
5.25	Accessible Local Parking Facilities	232
5.26	Network Coverage by One of the Service Providers-Celcom	233
5.27	Location of the Permanent Tower Site for the Services	234
5.28	Other Location of Tower Site	234

Abbreviation

ANM	Akauntan Negara Malaysia (Accountant General’s Department of Malaysia)
BNM	Bank Negara Malaysia (Central Bank of Malaysia)
B40	Bottom tier-households with income below MYR4,850
M40	Middle tier-households with income between MYR4,850 to MYR10,959
T20	Top tier-households with income higher than MYR10,959
DOSM	Department of Statistics Malaysia
EPU	Economic Planning Unit, Prime Minister Department, Malaysia
GDP	Gross Domestic Product
ICT	Information and Communication Technology
ICU JPM	Implementation Coordination Unit, Prime Minister Department, Malaysia
JMB	Joint Management Body
KKDW/KPLB	Ministry of Rural and Regional Development, Malaysia
MCMC	Malaysian Communications and Multimedia Commission
MEA	Ministry of Economic Affairs/Ministry of Economy, Malaysia
NGO	Non-Governmental Organization
PERDA	Penang Regional Development Authority
PPR	Program Perumahan Rakyat (People Housing Program)
PPRT	Program Perumahan Rakyat Termiskin (Hardcore Poor Housing Program)
RDA	Regional Development Authority
SDGs	Sustainable Development Goals
SDG 11	Sustainable Development Goal-Sustainable Cities and Communities

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter provides a general introduction to this study, which includes a brief discussion on the concept of good governance focusing on participatory and transparency governance, problem statement and their significance that motivate the direction and purpose of the study, the main research objective and question, the conceptual framework, the scope of the study, the definition of key terms, the thesis structure, and summary of the chapter.

1.1 BACKGROUND OF STUDY

Participatory and transparency governance are good governance characteristics. Good governance is a widely known notion that has been embedded in the administration and implementation of projects throughout the globe. Its existence and implementation portray effective administration and organizational performance (Gisselquist, 2012). Governance includes three common elements leading to a minimum understanding of governance as (1) the mechanism (or manner) by which (2) power (or authority) is applied, and (3) to administer a community's collective affairs whether they comprise culture, society, or a nation. While good governance has eight key characteristics that are effective and competent, participatory, consensus-driven, receptive, accountable, transparent, equal and comprehensive, and last but not least, it complies with the rule of law (UN. ESCAP, 2009).

In the new era of sustainable development goals (SDGs) that have been promoted and implanted throughout the globe (UN, 2022), good governance is seen as a must in any development, specifically in public projects that a nation or government entity organizes. The organization or management of that sector is crucial to success. It leaves an excellent perception to the public about the projects' governance as they involve the long-term livelihood of the people, citizens, or community in a nation or targeted area

in the long run (Gisselquist, 2012). With the ongoing efforts of the country to obtain developed nation status and achieve specific Sustainable Development Goals (SDGs) under the United Nations, Malaysia is no exception in that matter. As a progressive developing nation, Malaysia has found a way to embed good governance practices in its administration and public project implementation. Since the 1980s, reformation initiatives have been conducted, which include the "Code of Ethics", "Client Charter", "ISO 9000", Islamic value integration, and much more (Khalid et al., 2016).

Besides that, the establishment of institutions like the Anti-Corruption Agency in 1967 to assist in overcoming mismanagement and bribery (Siddiquee, 2009) and the Malaysian Institute of Integrity (IIM) in the government sector to foster mandatory learning resources and workforce (Rusnah et al., 2011) were among the efforts taken by the government in exhibiting good governance to the public. Moreover, the seriousness of good governance implementation through its authorities or government agencies, such as Regional Development Authorities (RDAs), transpired in project development and programs. RDA's primary establishment goals are poverty eradication and restructuring society (Ngah, 2010) with several mandates (Quazi, 1987). In response to this call, the Penang Regional Development Authority (PERDA), one of Malaysia's RDAs, has embedded good governance elements in its mission since its establishment in 1983. The motto spells out 'to be an agency that drives local community development through effective implementation of socio-economic programs and projects via good governance' (PERDA, 2022).

However, despite all the efforts and accomplishments of projects by the authorities and government agencies such as RDAs, governance issues continue each year with punitive remarks and improvement recommendations in Malaysia. As John et al. (2003) noted, governance issues have always been the primary matter of growing concern in developing and well-developed countries. Thus, according to Khalid et al. (2016), administrative improvement is needed as it is crucial to sustaining public confidence, indicating the government's determination to deliver service to improve society and the nation's progress. Furthermore, he mentioned that based on the Malaysia Auditor's General Report prior to 2012, governance issues appeared, such as accountability, integrity, and ethical conduct. Years later, governance issues involving federal statutory

The Auditor's General Report 2015, Series 2/2015 (ANM, 2016) addressed bodies such as RDAs, including PERDA. The same report mentioned that PERDA's real estate management could have been more satisfactory' where some areas needed further improvement. The weaknesses, among others, were related to real estate development management, and one of the stated zones was the research area in this study.

Recently in 2021, issues such as non-compliance with financial management procedures by government agencies that resulted in 620 million losses of the government's money have been reprimanded by the ruler of the country (FreeMalaysiaToday, 2021). His Majesty has perpetuated the idea that the government should take instant action with effective strategies in dealing with the wastage and losses in government spending. It can be done via prudent management of the government's budget, which will eventually have an optimal impact on the country's socio-economy and the people's living standards. Moreover, Malaysia has ranked fourth and seventh in the Asian markets' corporate governance rankings for the past 20 years, according to the Asian Corporate Governance Association (Mark, 2021). Political unrest has reversed a recent rising trend, leaving 12 Asian economies in a tie for fifth place, including Malaysia in the most recent list. These shortcomings reflect how public servants and the organizations they worked for handled project management when carrying out their duties for the public.

Hence, does this mean there was a lack of understanding and practice of the good governance concept, and attributes such as participatory and transparency in project management contributed to governance issues in public project management? As suggested by the Council of Europe (2007), understanding good administration is part of good governance. *Good administration* is defined as an administration that, unless it conflicts with the public interest, permits the addressee of the authoritative norm or the holder of the right to pursue their interests (Kovac, 2012). The doctrine of good administration, which seeks an all-encompassing (interdisciplinary) user-friendly public administration (despite having a primarily legal origin; see the European Ombudsman's Code of Good Administrative Behavior and Article 41 of the EU Charter of Fundamental Rights), is a crucial component of good governance (Kovac et al., 2016). Effective governance and ensuring democratic authority toward those who use public services are viewed as essential components of good administration.

Consequently, the understanding of good governance is later reflected in the practices of its attributes, such as participatory and transparency governance in public project implementation. As acknowledged, governance practices at the project level include planning and coordinating tasks involving a range of stakeholders and a multi-level process (Brunet, 2019). Eventually, it will contribute to sustainable community development in the designated area. As Egan (2004) acknowledged in the Egan wheel, governance is among other components considered essential to achieve a sustainable community.

Therefore, this study attempts to evaluate participatory and transparency governance practices in one of the RDAs in Malaysia, PERDA. The study evaluated both practices in PERDA's public project management and their effect on sustainable community development from the perspective of PERDA's management and the public-Malay ethnic group- in its public project development area. In this study, the selected public project was the affordable housing project at Taman Perumahan Sungai Dua Utama, Sungai Dua, Seberang Perai Utara in Pulau Pinang, Malaysia. This project was one of PERDA's efforts to provide affordable housing for the public in its territory. Since its inception as an RDA in Malaysia, housing development has been one of PERDA's main priorities. Uniquely, indigenous people such as the Bumiputera- literally, "sons of the soil," referring to Malays and indigenous people (Shamsul, 1996; Lim et al., 2021). The Bumiputera-Malay or Malay ethnic group are the majority of public residents and received PERDA's benefits in the study. It is unsurprising since the obligation of PERDA started on its 'birthday' to develop its area for socio-economic development, focusing on the rural area.

This is because, historically since independence, the rural area in the country (including PERDA territory) was resided by most of the Malay ethnic due to the British regime colonization through a 'divide and rule' strategy that ended up dividing the region in Malaysia (before the country independence in 1957) based on economic activity and region (Saari et al., 2015). The Chinese ethnic group in the mining sector and Indians in the rubber plantations resided in west Malaysia, while the Malay ethnic group in agriculture resided in rural settlements. Most of the Malay ethnic groups were poor back then, although they were the native people of the country. Therefore, it is essential to

show active support focusing on the Malay ethnic people, as most of the public from the ethnic group resides in the research area in this study. A further explanation of the historical background is in **Chapter 2.4**. Thus, the findings of this study will assist policy and decision-makers in PERDA, other RDAs, and government agencies in Malaysia in improving good governance practices, particularly in participatory and transparency governance for the nation's growth and assist in achieving the socio-economic balance among ethnic.

1.2 STATEMENT OF THE PROBLEM AND ITS SIGNIFICANCE

Participatory and transparency governance, traits of good governance, have been embedded in public project management to ensure its success. Implementing both practices in public project management is essential as Malaysia has pledged to join other countries in achieving the Sustainable Development Goals (SDGs) outlined by UNDP, which consist of sustainable cities and communities. However, governance issues still occur almost yearly, which may affect sustainable community development in Malaysia. According to Khalid et al. (2016), administrative improvement is needed as it is crucial to sustaining public confidence, indicating the determination of the government to deliver services for the betterment of society and the nation's progress. Furthermore, he mentioned that, based on the Malaysia Auditor General's Report before 2012, governance issues had appeared mainly regarding accountability, integrity, and ethical conduct. Years later, governance issues involving federal statutory bodies such as RDAs, including PERDA, were addressed in the Auditor's General Report 2015, Series 2/2015 (ANM, 2016).

The same report mentioned that PERDA's real estate management could have been more satisfactory and that a few areas needed further improvement. The weaknesses, among others, were related to real estate development management through a joint venture in Sungai Dua Utama, Seberang Perai Utara in Pulau Pinang. Another issue raised was the quality of construction in one of the housing projects in different areas developed by PERDA, which could have been more satisfactory. Besides that, there were views from the public stating that the establishment of RDA, including PERDA, must be reviewed (NST, 2016; NST, 2018). Some reasons were that they no longer

seem relevant, few misconduct actions have been reported, and rumours of political board members influenced decision-making. Does this mean that attributes of good governance, such as participatory and transparency governance, must be more understood and genuinely practised in public projects such as affordable housing under PERDA? Thus, PERDA needs to address these governance issues since it upholds the trust of the government and the people in delivering their obligations.

Besides, sustainable community development involving the Malay ethnic group in the designated area might be affected based on the report and issues raised. RDAs must govern the allocated funds to develop the community within the designated region (Alden & Awang, 1985; Mat, 1983). Therefore, emphasis on ongoing good governance practices in public projects is required to ensure sustainable community development in the designated area, particularly in participatory and transparency attributes. Thus, the problem statement can be segmented into four sub-problems, as **Figure 1** shows.

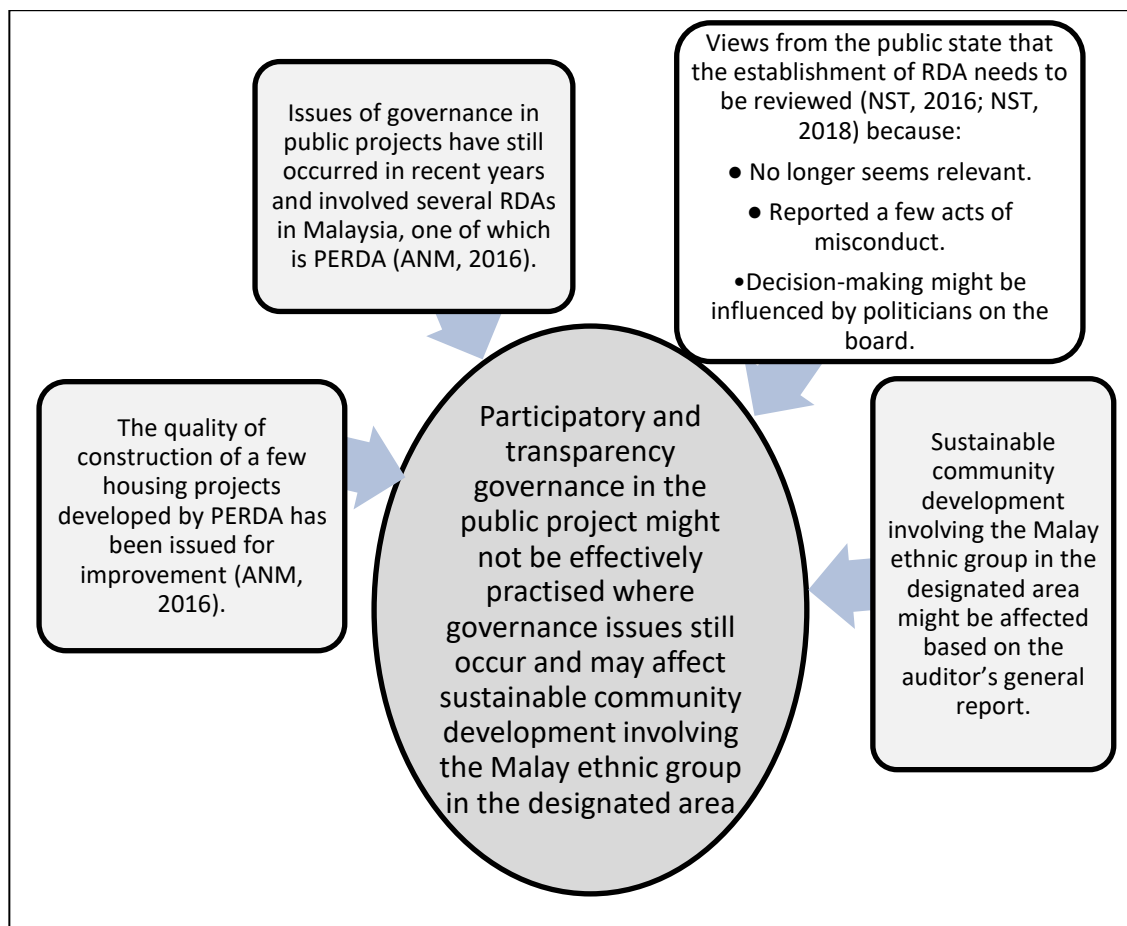


Figure 1.1: Statement of The Problem

PERDA, as one of the RDAs in Malaysia, was established to enhance housing and infrastructure, develop the targeted group in socio-economic fields through human capital development, and develop PERDA's property through the construction of companies emphasising raising living standards (ANM, 2016). With the Malay ethnic group as the significant public being served by PERDA, they have always highlighted and anticipated the affordable housing project under PERDA. Thus, PERDA received ample funding from the government (PERDA, 2016; 2017; 2018; 2019; 2020). As a result, the PERDA territory public should benefit significantly from the projects carried out. Failure to uphold good governance in the projects will eventually impact community development in the designated area, especially on the Malay ethnic community, its sustainability, and the country's image in the long run. Besides, PERDA has embedded good governance in its mission since its establishment in 1983. It spells out the motto, 'to be an agency that drives local community development through effective implementation of socio-economic programs and projects via good governance' (PERDA, 2022).

Therefore, for that reason, participatory governance implies public participation and transparency governance within the project needs to be evaluated. It is to understand the reality and impact of both practices on the public, specifically the Malay ethnic group and their community development. The affordable housing project at Taman Perumahan Sungai Dua Utama was selected for the case study. At the same time, the study demonstrated the relevancy of the existence of the RDA, in this case, PERDA. Moreover, as Malaysia has pledged to join other countries in achieving the SDGs outlined by the United Nations Development Programme (UNDP), which consists of sustainable cities and communities (SDG 11), it is crucial to implement and evaluate both practices in public project management.

1.3 PURPOSE OF STUDY

This study sought to evaluate participatory and transparency governance in PERDA public project management towards sustainable community development through a case study of PERDA affordable housing project at Taman Perumahan Sungai Dua Utama,

Sungai Dua, Seberang Perai Utara in Pulau Pinang, Malaysia. The study focused on the project's existing participatory and transparency governance practices and their impact on sustainable community development in the area. The data gathered were from the perspectives of PERDA's management and the public, which is the Malay ethnic group that represents the research area's citizens, residents, and community members. The participatory governance in this study implied public participation from the public. At the same time, the transparency governance focuses on the visibility of information shared by PERDA with the public under organizational transparency and the varieties of transparency exemplified in the project. The evaluation of participatory and transparency governance practices comprises the extent of public participation and the directions and types of transparency in the project.

Besides that, the comprehension of the good governance concept and the mechanisms utilised in engaging with the public were also analysed. Next, the impact of these two characteristics of good governance practices was investigated to know their consequences on the sustainability of community growth in the designated area. Hence, participatory and transparency governance significantly contributed to sustainable community development for the Malay ethnic group. Thus, it signalled positive conduct by PERDA in its affordable housing project management and good governance practices, which were recognised and accepted by the public. Besides that, it can be an example for other RDAs or government entities to put more effort into emphasising these two good governance characteristics in their public project management. The recommendations on decreasing governance issues or solidifying the governance approach in sustainable community growth were then elaborated. The study used a qualitative approach, utilising a case study applying two (2) data collection techniques: interview and document review.

1.4 RESEARCH OBJECTIVES

The research was conducted to address the following research objective. This study has one main research objective and three specific research objectives.

1.4.1 Main Objective:

To evaluate participatory and transparency governance practices in PERDA public project management and their impact on sustainable community development involving the Malay ethnic group.

1.4.2 Specific Research Objectives:

- a) to evaluate participatory and transparency governance practices in the affordable housing project.
- b) to explore the impact of participatory and transparency governance on sustainable community development in the study area.
- c) to suggest recommendations to improve governance towards sustainable community development in the study area.

1.5 RESEARCH QUESTIONS

The research was conducted to address the following research question. The study has one main research question and three specific research questions:

1.5.1 Main Research Question:

How are participatory and transparency governance practices in PERDA public project management and their impact on sustainable community development involving the Malay ethnic group in the area?

1.5.2 Specific Research Questions:

- a) How are participatory and transparency governance practices implemented in the affordable housing project by PERDA?
- b) How do participatory and transparency governance practices impact sustainable community development in the area?
- d) What are the recommendations to improve governance in ensuring sustainable community development in the area?

1.6 CONCEPTUAL FRAMEWORK

The diagram show relationship between main concepts of the study for PERDA's public project-affordable housing in Malaysia.

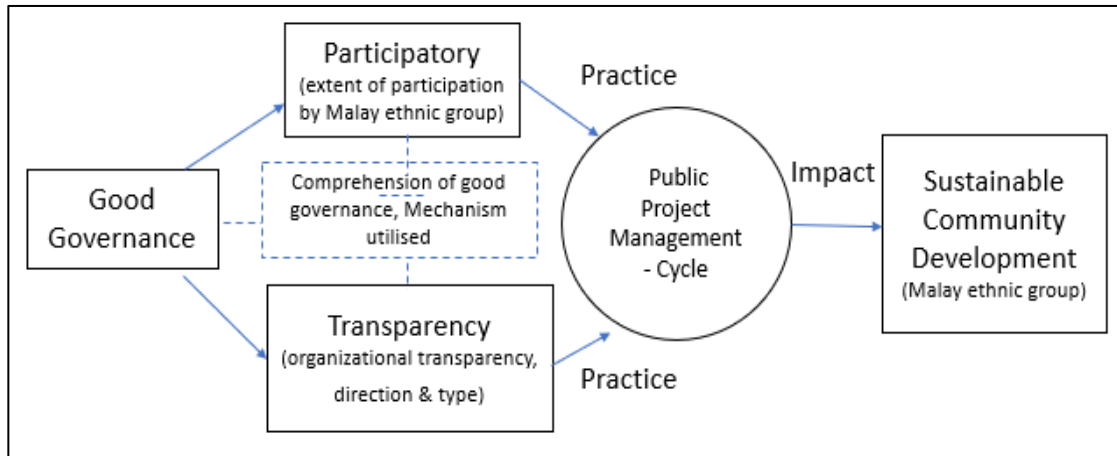


Figure 1.2: The Relationship Between the Main Concepts of the Study for PERDA's public project-affordable housing in Malaysia

1.7 SCOPE OF STUDY

The primary study area was under the operational jurisdiction of the Penang Regional Development Authority (PERDA). PERDA is one of the RDAs in Malaysia, operating in Pulau Pinang, the northern region of Malaysia. According to the World Bank (2020), "Pulau Pinang has been geographically divided into five (5) districts: two in Penang Island (the northeast and southwest districts) where the capital city George Town is located". While "three (Seberang Perai North, Middle, and South districts) in the mainland across a narrow channel". The population of Pulau Pinang is estimated at 1.7 million residents, of which three (3) primary races and other ethnicities encompass Malay, Chinese, Indian, and others (DOSM, 2022). PERDA's operational area covers the overall state of Pulau Pinang, excluding the metropolitan area, gazetted city, small town, reserve land, river, forestry, water catchment area, cemetery reserve area, beaches, and islands, as illustrated in **Figure 1.3**. This area comprises Southwest District (DBD), North Seberang Perai (SPU), Middle/Centre Seberang Perai (SPT) and South Seberang Perai (SPS), excluding the metropolitan area that is Northeast District

(DTL). The research area is at Taman Perumahan Sungai Dua Utama, which is resided by most of the Malay ethnic group, as illustrated in **Figure 1.4**.

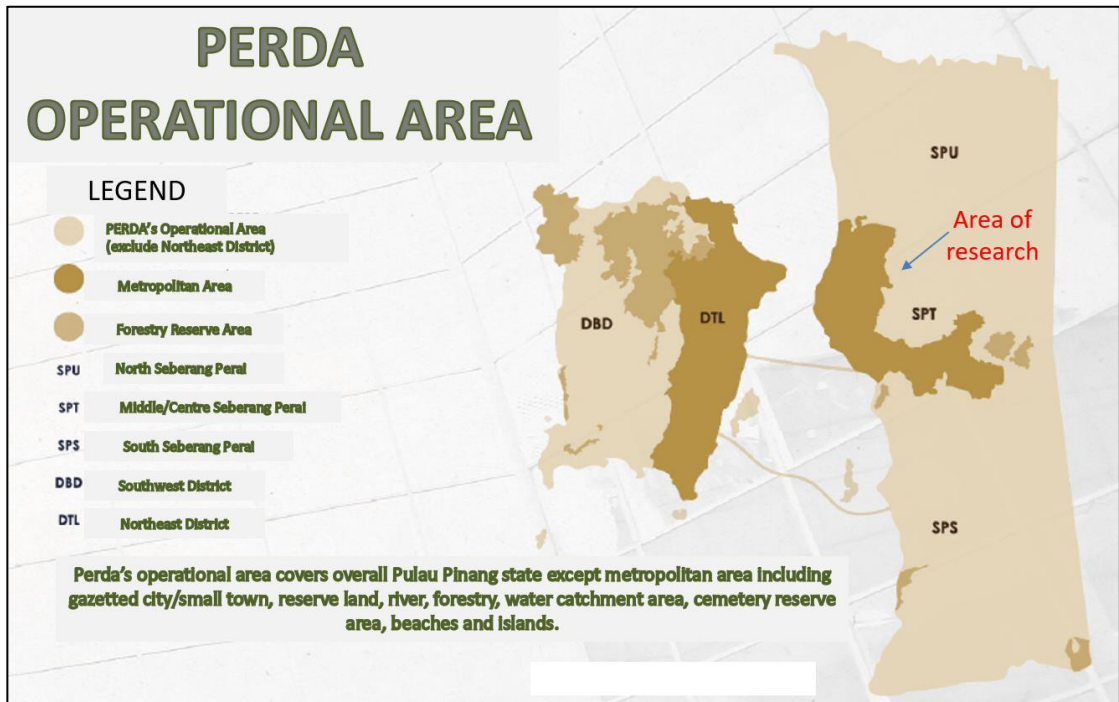


Figure 1.3: PERDA Operational Area within Pulau Pinang State
(Source: Adapted from PERDA's website)

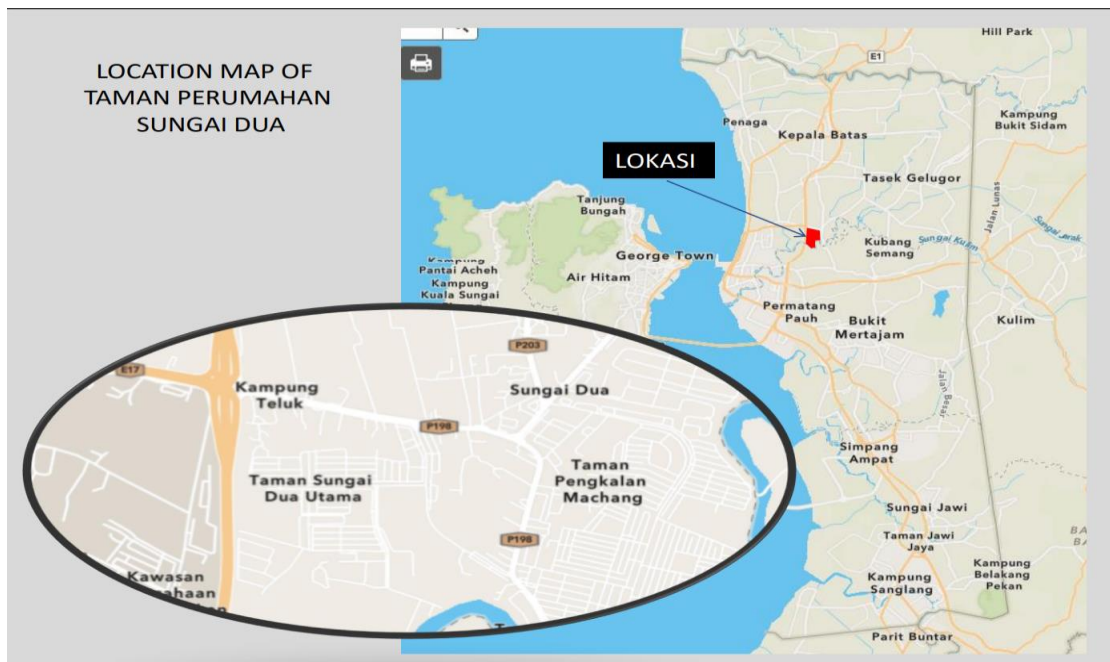


Figure 1.4: Research Area at Taman Perumahan Sungai Dua Utama
(Source: PERDA)

1.8 DEFINITIONS OF KEY TERMS

Good Governance

According to the UN. ESCAP (2009), “good governance elements consist of eight (8) characteristics that are participatory, accountable, transparent, consensus-oriented, follows the rule of law, effective and efficient as well as equitable and inclusive”.

Participatory Governance

The public is given the power to participate directly in decision-making on public importance, such as managing local resources and providing public services through participatory governance (Marife & Jenica, 2021). In this study, it refers to public participation in public projects such as affordable housing by PERDA as explained in Chapter 2.0.

Public

It relates to or involves people in general rather than being limited to a particular group of people or all ordinary people (Cambridge, 2022). In this study, it refers to indigenous people known as Bumiputera-Malay or **Malay ethnic groups** as majority citizens, residents, and community members in the research area.

Transparency Governance

According to the UN. ESCAP (2009), transparency is where decisions are taken, and their enforcement is done in a manner that follows the rules and regulations. Information is freely available and directly accessible to those affected by such decisions, and adequate information is provided in understandable forms and media. In this study, it refers to organizational transparency and the type of transparency as explained in Chapter 2.0.

Public Project Management

Public project management is a project that is done, administered, or overseen by one or more publicly funded organizations (Kassel, 2010), using the knowledge, abilities, and resources required to fulfil the project's requirements (ICU, 2015).

Affordable Housing

United Nations Human Settlement Program (2011) stated that “an affordable house is defined as a house that meets the requirements in terms of quality, location, affordability and the buyer of the house still has the financial ability to buy other basic needs”. This study refers to the definition of Malaysia affordable housing as “a house that can be owned, habitable and safely occupied to meet the needs of the people under the group who earn B40 and M40” (National Housing Department, 2019) as explained in **Chapter 2.0**.

Sustainable Community Development

It refers to “a group of individuals living in one specific zone considered as a component that shares mutual interests, social cluster or nationality that can last over a period of time with no mutilation to the environment that can cultivate or transform and convert more advanced”. It fulfils the distinct demands of present and upcoming generations, providing plentiful opportunities and supporting a superior quality of life (Egan, 2004).

1.9 RESEARCH STRUCTURE

This thesis is structured into **seven (7) chapters**, as illustrated in **Figure 1.5**, and the outline of the chapters is presented as follows:

Chapter one (1) is the introductory chapter, which briefly explains the background of the study, the research problem and its significance, the purpose of the study, the research question and objective, the definition terms of the keywords and the thesis structure. It also briefly introduces the concept of good governance and its characteristics, as well as participatory and transparency governance, in the context of public projects in the research area, such as affordable housing.

Chapter two (2) is a thorough review of the previous studies and other published information on relevant subjects within the context of good governance and narrowing down on participatory and transparent governance, public projects management, good governance in Malaysia and its historical background, affordable housing in general and in Malaysia and sustainable community. In this chapter, the related concept and model

of public participation and the type of transparency selected were presented within the context of this research. The importance of Arnstein's (1969) Model in Theoretical Development, the adaptation of Arnstein's theory in various fields, and the reinforcement of the theory in technology and social media were further elaborated. The literature review also provides an overview of both practices of good governance characteristics in public project management that contributed to community development, including arguments and findings to support the topic.

Chapter three (3) explains the research methodology, which provides details on the research framework used to answer the research question and objective of this study. It is followed by the chosen research philosophy, approach, and techniques applied, including data analysis. This chapter also explains the study's limitations. This chapter discusses the methods and analytical strategies used in this thesis.

Chapter four (4) explains the case study of the research, starting with the Malaysian administration structure and the system. It was followed by the establishment objective of regional development authorities and Malaysia's commitment to good governance practices, specifically participatory and transparency governance. Finally, the case study comprised the background of the Penang Regional Development Authority (PERDA) and the research area.

Chapter five (5) provides empirical evidence from the study, which consists of data analysis and findings. The main findings presented in this chapter were derived from the interviews done with the participants from the Malay ethnic group involved and corroborated with the document review from various sources such as PERDA's annual report, newspaper reports, official documents, articles, websites, blogs, photos, social media (Facebook) and emails to clarify some information gathered. The findings comprise the demographic data. Then, it was followed by the evaluation of good governance comprehension among participants, the implementation of participatory and transparency governance in the affordable housing project cycle, which consists of the level of participation based on Arnstein's (1969) theory, organizational transparency and directional and varieties of transparency founded by Heald (2006). The mechanisms applied in engaging with the participants in the project were also revealed. Eventually,

the impact of both good governance characteristics on sustainable community development involving the Malay ethnic groups was presented based on Egan's (2004) theory of sustainable community.

Chapter six (6) discusses the findings and recommendations. PERDA proposes several suggestions to maintain and pursue better governance, along with other approaches that can contribute to sustainable community development involving Malay ethnic groups in the research area. This chapter also includes suggested directions for future research.

Chapter seven (7) is the final chapter that presents the research contribution and concludes significant findings.

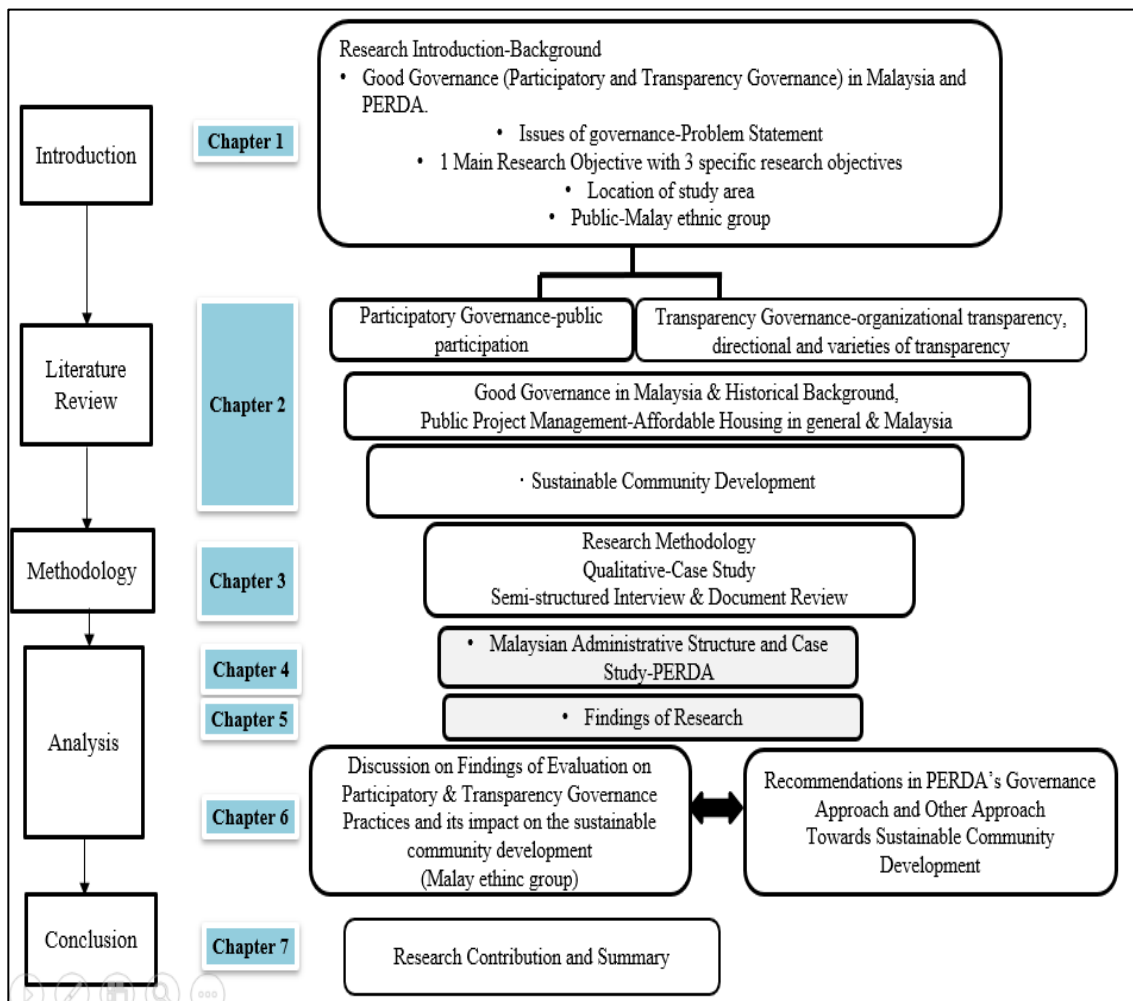


Figure1.5: The Thesis Structure

1.10 CHAPTER SUMMARY

This chapter has presented and reviewed the background of the study. It explained good governance's importance in public project management, inclusive of participatory and transparency governance, and the definitions of concepts were included. Then, the statement of the problem and the study's significance was presented. This study evaluated participatory and transparency governance in PERDA public project management and its impact on sustainable community development involving the Malay ethnic groups through a PERDA affordable housing project case study. The research question and objective followed this. The scope of study at Taman Perumahan Sungai Dua Utama, Sungai Dua, Seberang Perai Utara in Pulau Pinang, Malaysia and the conceptual framework were also presented. Finally, brief definitions of the key terms and the study's thesis structure were stated.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Since the study intended to evaluate the participatory governance implied on public participation and transparency governance in PERDA's affordable housing project development, it is vital to look at the definition and general understanding of the term, issues, and its importance as stated in this chapter. Besides, the relevance of these two good governance characteristics in public project management and its impact or contribution to sustainable community development by scholars' study cases in their research will be presented. Other factor such as the mechanism utilized in engaging with the public was also presented.

2.1 GOOD GOVERNANCE

2.1.1 Concept of Good Governance

Governance is a mechanism or method that involves people frequently negotiating with one another and working together to achieve agreements that are legally binding on all parties when dealing with a variety of issues or disputes (Schmitter, 2002). Governance, according to Biermann et al. (2015), is the deliberate and authoritative management of social processes at various levels on both a local and global scale by stakeholders like governmental and nongovernmental organizations, civil societies, action networks, partners, and private sector organizations. Thus, good governance implies the one who is governed intends to act for the interest by who governed them (Howe et al., 2016). It refers to a maximization of public interest via public administration process with a vital element of; combined management of public life and new affairs between citizens and state (Keping Y., 2018).

Good governance is a widespread notion that has been embedded in any administration and implementation of projects throughout the globe. Its existence and implementation are portrayal of an effective administration and organizational performance.

Conceptually, good governance is a model that puts the needs of the people first since it improves not only the delivery of public services but also the quality including administration's accountability and openness (Jamaiudin, 2019). The indicator of good governance comprises of voice and accountability, political stability and the absence of violence, government effectiveness, regulatory quality, rule of law and control of corruption (Kaufmann et al., 1999b; Kaufmann et al., 2009). According to UN. ESCAP (2009), “good governance elements consist of eight (8) characteristics that are participatory, accountable, transparent, consensus oriented, follows the rule of law, effective and efficient as well as equitable and inclusive” as illustrated in **Figure 2.1**.

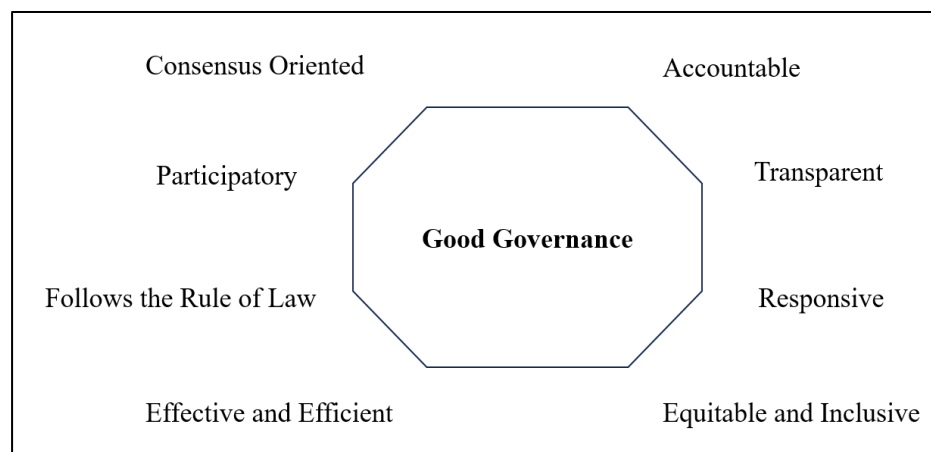


Figure 2.1: Characteristics of Good Governance (Source: UN. ESCAP, 2009)

In the context of civilize era where public administration act as the main support of application in society, Burn and Stalker (1961) has created two ideas of good governance concept comprises of mechanistic theories and organic theories (Gavriliuță & Lotos, 2018). In mechanistic theory, governance plays a vital part in preserving social order. The law is precise translation of reason, and the state reflects itself by the way it is expressed. Strong hierarchies are required to prevent vested interests from taking precedence over public interest. On the other hand, the organic theory guides the way to an establishment of better circumstances where good governance explained a way to a better order. In relating to this, Keping Y., (2018) indicated that the society and international community still demanded public authority and order within a state, which only can be obtained via good governance rather than the traditional sense. As confirmed by Khalid et al., (2016), with the existence of good governance, government management might become more transparent and accountable.

This is not always the case, though, since other research showed that certain nations had good scores for government performance but had low scores for the management of corruption (Khan, 2016). Good governance is a difficult goal to achieve since it implies various matters to different organizations and different players within those organizations (Gisselquist, 2012). Since there are so many other determining elements, it is predicted that good governance methods will have uneven results, yet good governance is a notion that cannot be tolerated (Jamaiudin, 2019). Furthermore, good governance is unavoidable outcome of democratization where one of the vital significances is civil communities are regaining political authority from political states. Thus, public authority will be more reliant on public and state collaboration.

Nevertheless, others contend that because of its complexity, governance may have substantial coordination and accountability problems in practice, which might result in considerable inadequacies in efficacy and legitimacy (Scholte, 2010). Its advocates contend that if these requirements were met, government performance would increase, and good governance practices would result (UN. ESCAP, 2009). Strong, effective administrations, as well as the active participation of individuals and civil society organizations (CSOs), are necessary for good governance (UNDP, 1997; Hyden, Court & Mease, 1994; Tandon & Mohanty, 2002; Malena, 2009). In responding to this, public and CSOs from around the globe have supported initiatives and affirming their rights through a variety of mechanisms given by numerous devoted government actors, including those at the local and national levels in process of public decision making that affected their lives (Malena, 2009). As a result, characteristics of good governance such as participatory along with transparency governance are now universally acknowledged as being essential to development including sustainable community growth. Therefore, in this study, the highlights will be on the two characteristics of good governance as illustrated in **Figure 2.1**, that are participatory and transparency governance.

2.2 PARTICIPATORY GOVERNANCE

Participatory governance is acknowledged as one of the characteristics that constitute good governance. Participatory governance has evolved both theoretically and practically over time (Marife & Jenica, 2021). The concept became well-liked among development scholars in the 1970s to facilitate pro-poor policies and activities by

allowing for greater population participation (Khwaja, 2004; Papadopoulos & Warin, 2007). Participatory governance identified by Philippe Schmitter as "the regular and guaranteed presence when making binding decisions of representatives of those collectivities that will be affected by the policy adopted" (Grote, & Gbikpi, 2002).

In other words, everyone should be allowed to take part if they have the skills or means to settle a particular conflict or find a solution to a particular issue. The term "participatory governance" is frequently used to describe democratic methods designed to involve the public in the formulation of public policy (Palumbo, 2017). The public are given the power to participate directly in decision-making on topics of public importance, such as the management of local resources and the provision of public services, through the practice of participatory governance (Marife & Jenica, 2021). From other scholar point of view, participatory governance implies on public involvement via further emancipation of citizens as an overseer or an elector to incorporate practices of direct intentional connection with serious matters at any particular period (Fischer, 2012).

In order to improve the efficiency and responsiveness of public policy-making processes, participatory governance aims to build a bridge between public institutions and the average public (Palumbo, 2017). Participatory governance pursues to intensify the conventional ways and beliefs by analysing it where it seems typically thwarts fulfilment of true participatory democracy (Fischer, 2012; Gaventa, 2002) and indirectly signifies mounting acknowledgement that public involvement must involve diverse approaches, groups and detail values (Fischer, 2012). Simply put, it refers to connections that enable amicable communication between the public and private sectors, involving both individuals and groups. Participatory governance since its presence, which resulted from proliferation of participatory endeavors, has included various society actors to occupy them. It happens to impact essential changes in socio-economic and social progress in various aspects such as service distribution and problem solutions both in developing and developed nations.

Significantly it implies evolution from skilled group domination to more empowered public or citizen driven activities in the new era. Participatory governance, according to

research, has improved outcomes for the underprivileged and sped up government responses to fresh issues that arise in local communities. (Donaghy, 2011; Silvestre et al., 2016; Fischer, 2018; Marife & Jenica, 2021). However, participatory governance still necessitates the presence of democratic institutional frameworks (Grote & Gbikpi, 2002). In fact, if participatory governance is about ensuring that pertinent actors participate in all the various governance arrangements, then the effectiveness of those arrangements must depend on the representativeness of the actors as well as the decision-making processes they select to implement the arrangement. The efficiency of the governance system depends on ensuring that every holder community has a real opportunity to participate in the decision-making process and that every holder in his or her collectivity feels suitably represented.

As for the purpose of this study, participatory governance implies on public participation that referred to public involvement in the public project that is-affordable housing- developed by PERDA. Public participation is a term with many different interpretations. As defined by The Skeffington Committee in UK, public participation is:

“... the act of sharing in the formulation of policies and proposals. Clearly, the giving of information by the local planning authority and of an opportunity to comment on that information played a major part in the process of participation, but it is not the whole story. Participation involves doing as well as talking and there will be full participation only where the public are able to take an active part throughout the plan-making process.”

In essence, this concept highlights the significance of public participation in the planning process beginning with the creation and implementation of the policies and recommendations (Maidin, 2011). According to Healey (1998) public participation is essential “to allow consensus to be negotiated prior to the deposit of plans, to reduce the scale of objections and to give support to the planning authority’s policies where significant conflicts over land-use and development exists”. This suggests that involving the public in the planning process before it is completed could help to settle existing disputes and legitimize existing regulations (Dola & Mijan, 2006).

Burmingham (2001) stated that “planners recognize that unless people feel that they have been adequately consulted and their views represented, the planning process will be more conflictual, time consuming and costly”. Participation is what creates effective governance, in actuality (Lindblom, 1965). Thus, public participation is only effective when the public has the capacity to make a significant impact on planning decisions (Goh, 1990).

Furthermore, regardless of the approach taken on participation, globally agreed on the value of public input in influencing planning decisions. Each country has a different level and scope of participation. Participating in the planning and decision-making processes that affect their community is tremendously beneficial to the inhabitants. Plans are a means to execute various political ideologies, and notion of the good life (Maidin, 2011). When it comes to the answers that need to be realized by the influence of political interventions on individuals, policy addresses, participation is first and foremost crucial. Participation can help with three objectives: containment and negotiation, stability and consensus, and dispute resolution and enhanced awareness (Dola & Mijan, 2006). Moreover, participation can also assist in overcoming implementation obstacles and advancing policy goals by considering motivations, promoting policy addresses compliance, and utilizing the knowledge of those impacted. (Lindblom, 1965; Grote & Gbikpi, 2002). Besides, participation could promote intellectual growth, foster an appreciation of other social classes, and lessen the government's use of command and control (Dola & Mijan, 2006; Day, 1999; Healey, 1998; Forrester, 1993).

In terms of public participation in spatial planning processes, as stated by Nunes (2020), it may have several benefits such as the capacity to foresee problems, an increase in the planning authority's access to local knowledge, an improvement in the quality, legitimacy, and acceptance of planning decisions, as well as the capacity to produce better plans and more successful plan execution. This in line with other scholars (Arbter 2007; Ianniello et al., 2019) that identified multiple objectives of public participations that are to notify public and other interested parties; incorporating public values and interests into the decision-making process, balancing conflicting interests in the community affected by the plan; receiving feedback from public and/or from organized

groups on the plan options; to encourage further interactions between the public and the planning authority and to increase the community's acceptance of choices. Nevertheless, if the process is not properly structured and empowered, these potential benefits could be hindered in some way where it could turn the process of public participation in spatial planning into something that is ineffective or even scheming (Ianniello et al., 2019; Berman, 1997).

For example, when there is little or no room for argument because the crucial decisions have already been made, or when public involvement occurs late in the decision-making process. Another example is when the material is complex and difficult for participants to understand because of their lack of planning literacy, given the technical intricacy of the relevant spatial planning challenges. Thus, the ability of the public to influence the results of the policy or planning process might indeed be hampered by these situations and other challenges (Slaev et al., 2019). Similar barriers and others directly related to the use of digital tools also limit the potential to influence the outcomes of the policy process in the cases in smart cities (Simonofski et al., 2019) or public e-participation in urban planning (Silva, 2013b).

Moreover, despite the opportunity for the public to involve in those plans for development, it also depends on the level of participation by the public. The success of the participation process is based on the extent to where public is permissible to participate (Lukić, 2011). A great participation process requires the public to participate in numerous planning and development phases, as Litchfield (1996) recommended. Unfortunately, though, many restrictions may obstruct the public from being involved in the implementation of the participation process. Research demonstrates that participatory setting regulations and objectives in public provision projects are frequently vague (Ansell & Gash, 2008; Gustafson & Hertting, 2017). Its effectiveness has also been questioned as some scholars believed that public participation is a delusional concept, even if it was conducted under collaborative working (Zolkafli et al., 2017; Brown, 2015; Brabham, 2009) and through utilization of modern information technologies (Zolkafli et al., 2017; Kleinhans et al., 2015). Local Agenda 21, a crucial approach for achieving sustainable development, places a lot of emphasis on public participation as well (Dola & Mijan, 2006) as stated in chapter 26 in Local Agenda,

“Recognizing and strengthening the role of indigenous people and their communities” while Chapter 27 mentions “strengthening the role of non-governmental organization, who are considered as “partners for sustainable development”.

To achieve sustainable development, it is imperative that all socioeconomic groups show commitment and meaningful participation in planning and decision-making (Dola & Mijan, 2006). The growth of social capital, which aids in resolving conflicts between material interests, moral ideals, and social exclusion in communities, is believed to be fostered by public deliberation, especially broad involvement and promotes good governance (Osmani, 2007). Furthermore, Egan (2004) listed 'governance' as one of the criteria for achieving a sustainable community. Under this governance criteria, he indicated public participation or involvement as one of the features that construct a sustainable community. Therefore, public participation is embedded as one of the elements of good governance and has been widely accepted worldwide (World Bank, 1994) and no matter how scholars discuss it, we cannot deny that public participation is an essential element in community development to ensure its sustainability.

2.2.1 Participatory Model

Success in participatory processes is measured in a variety of ways. In doing so, many scholars have developed steps for measuring public participation. Each one of them has its own observations and ideas for any public involvement stated by project creator or authority (Aiyeola et al., 2014). For example, public participation in Environmental Impact Assessment (EIA), the sort of information and chances given to the public are the basis in determining public participation level. Thus, some models introduced by scholars were notable among other models. However, the term that they used in their models was referred to as ‘citizen participation’ rather than ‘public participation’.

Wiedemann and Femers (1993) trust that citizen participation portrays citizen institutions. Citizen participation will appear when common knowledge and information were provided about the issue being raised even though they had less influence in the decision making. The deficiency stated by scholar is about agency dual duty. There was conflict of interest acknowledged. Agency is responsible to provide relevant information about the issue raised to the citizen for them to opinion out. While

on the other hand, the agency also acts as exclusive decider about the issue raised. Other scholars like B.C.R.T and Dorsey (1994) outlined eight (8) degree of citizen process in decision making process. However, commitment and influence assist in expanding participation degree at each rung. The scholars stated that the citizen needs to be appropriately educate and acknowledge about any issue. The appropriateness of educating and acknowledging citizen will result in meaningful contribution and maximizing their participation.

Besides that, citizen agreement on issues can be achieved by educating and acknowledging them. While ‘a new ladder of citizen participation’ developed by D.M. Connor (1988) acknowledged that obstacles may happen anywhere during implementation of a program. Thus, he suggested a brand-new model that can settle or prevent conflict which may occurred from unsatisfied citizen. Prevention of any conflict based on any issue happen is seen as a vital aspect in this model by the author. While other scholars like Rowe and Frewer (2000), noted that a high degree of public participation is one in which knowledge is readily shared among participants in many different directions. Halvorsen (2001, 2003) determines success in terms of participants' perceptions of the process' enjoyment, comfort, and convenience. A more thorough evaluation of success is offered by Beierle and Cayford (2002), who combine five social goals linked to process output, participant relationships, and capacity growth through education.

2.2.2 The Crux of Arnstein's Model Ladder of Participation Theory

As for this study, the most well-known citizen participation model that was derived from Sherry R. Arnstein “ladder of citizen participation” (1969) was utilized. Arnstein outlines a spectrum of power in participatory procedures that ranges from non-participation to full citizen power. According to Arnstein, a successful citizen participation process allows all citizens, including what she calls the “haves” and “have-nots,” to have equal opportunities to influence political and economic processes. In Arnstein’s philosophy of participation that known as ladder of participation, it consists of eight rungs of involvement degree that are graded into three main classifications represented by non-participation, degree of tokenism and degree of citizen power. The phases of the planning process are correlated to different levels of citizen authority,

which the citizens can employ to determine or influence the process's outcome. Through their involvement, the scholar demonstrated the impact or power of citizens in the decision-making process as illustrated in **Figure 2.2**. This theory explains the stages of citizen participation in verdict making process where the author perceive citizen involvement as a way to involve the lesser power people in terms of financial or political conditions to be able impacted any decision making that might affect their existence or in other words as a method of dispensing power among those citizens in verdict making (Aiyeola et al., 2014; Arnstein, 1969).

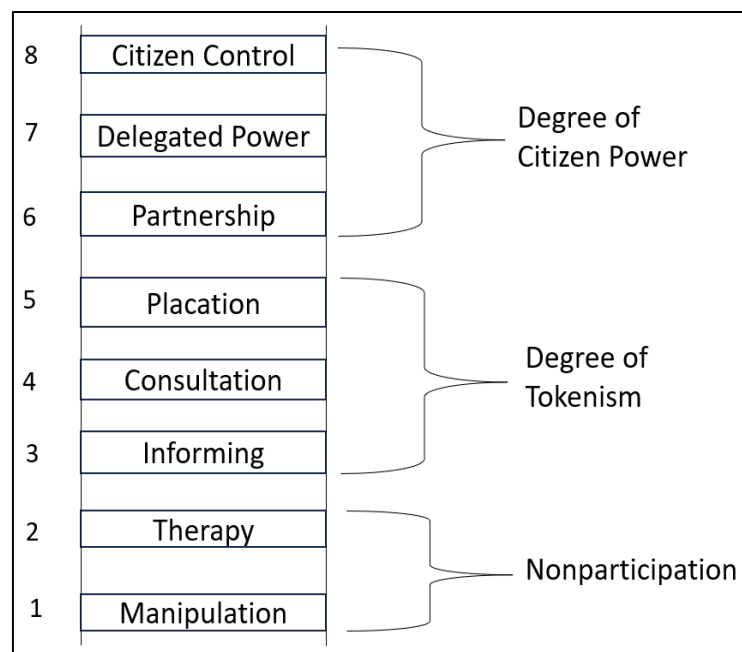


Figure 2.2: Arnstein’s Ladder of Participation (1969)

The lowest rungs known as non-participation interpreted as an objective of powerholder to ‘educate’ or ‘cure’ citizen with no intention to get genuine participation from them. There are two (2) types that were considered in this rung known as manipulation and therapy. Manipulation seen as placing citizen in such advisory group for the goal of ‘educating’ the citizen and not really concern in tapping their ideas for decision-making. While Therapy is more on ‘curing’ the citizen mind in an extensive engagement by the powerholder. In short, it means giving those in positions of authority—in this case, frequently the planning authority—the chance to inform and instruct the participants rather than allowing the citizens to have a say in the planning process and decide the outcome is the goal of citizen engagement at these two levels or rungs of the ladder.

The middle rung stated as degree of tokenism which allows citizen to voice out their opinion and to be heard by the powerholder. No assurance of changing any status quo or follow through done. The final decision is still hold by the powerholder. In this rung, (3) 'information', (4) 'consultation' and (5) 'placation' was arranged accordingly in showing the citizen influence in the matter discuss or decision-making. At the highest level in this rung, which is placation, advised been given and attentively heard but no power to obstruct the final decision by the powerholder.

Thus, according to Arnstein's, the first five levels, which are represented by the lowest and middle rung, are where people can be heard but lack the influence to have their opinions considered by the powerful and decision-makers. Participation that is limited to these five levels accomplishes nothing to alter the current situation, hence it cannot be considered meaningful participation. As a result, the powerless can give some advice (placation), but those in positions of power persist to determine what can be done and how (Xavier et al., 2017). In other words, at this point or level, the citizen begins to have some influence where they can make proposals, but the planning authority makes the final choice.

The upper rung known as degree of citizen power that shows great citizen influence in the process of decision-making with the powerholder. It enables them to discuss and connect in trade-offs with conventional power holder indicated as partnership (6). Citizens can bargain and engage in discussions with people in authority at this level. The planning authority and the public negotiate new distributions of decision-making authority. The local community seems to always need at least a basic organizational framework, along with the resources to maintain such a technical and administrative structure. When these requirements are met, citizens may have some influence over the plan's eventual results and the terms under which it is negotiated. At the highest rung, citizen get majority control in decision-making or in great power on management which known as delegated power (7) and citizen control (8). Citizens, or the "have-nots," have the majority or perhaps the entire power in the decision-making bodies (Silva, 2013) at this level. At level 7, the planning authority delegated jurisdiction to citizen associations or commissions where most of the votes were cast by citizens. If level 8 is fully implemented, it could result in disruptive situations, unreasonable division and

dispersion of public services, extremely poor coordination, decreased efficiency, and eventually higher costs. Furthermore, there is no assurance that the new organization and its leadership will be more competent than the public planning authority it replaced. However, the concept of genuine participation that is most effective and balanced is represented by the final three levels of participation (Xavier et al., 2017).

Overall, these success measures vary from one another because they each focus on a different orientation of public participation, such as administration, planning process, conflict resolution and citizen power (Aiyeola et al., 2014). While others are information flows in several directions, participant contentment and the accomplishment of social goals (Dalton, 2005). All these parameters would be included in a comprehensive assessment of the effectiveness of participatory processes. It is acknowledged that Arnstein ladder of participation (1969) is most generally being applied whether as a foundation to a new model of participation or as tool for measurement of public involvement (Aiyeola et al., 2014). Even though, Arnstein (1969) model is the most referred to, it is acknowledged that issues with participation in the real world are unable to be solved by the eight rungs of citizen participation defined by Arnstein (D. M, 1988). Arnstein (1969) also showed some restrictions to this conceptual framework. Firstly, despite demonstrating how citizen participation is unequal and follows phases, degrees, or gradations, this definition is obviously constrained because it is a simplification.

Next, this conceptual framework treats "have-not" citizens and "powerholders" as two homogeneous groupings, negating any distinctions, divisions, and conflicting interests that may exist within either group, including any subgroups that may form because of the process. Moreover, this process of participation does not analyze the biggest obstacles to reaching genuine levels of participation on both sides as barriers to involvement where nepotism, racism, paternalism, and opposition to power redistribution are among the "powerholders" side's examples of these (Francisco & Matter, 2007). After all, because individuals and programs are more diverse in the actual world, there will be many more degrees of engagement than just eight, and there won't be any obvious boundaries between them. Many of the traits that Arnstein used to describe each of the eight levels may be relevant to more levels (Xavier et al., 2017).

2.2.3 The Importance of Arnstein's Model in Theoretical Development

Arnstein's Ladders of citizen participation in community development is a classic theory, and there are new discussions about participation and transparency since then. In general, the context of participation and transparency has been changed. In the 1970s, pragmatism, emphasizing social development through an evolutionary ladder model (Arnstein's, 1969). In the 1980s, phenomenological, user-centered, holistic functioning of social systems (Boy, 2017; Gladden, 2018; Mashaly & Gizawy, 2020). In the 2000s, emphasis place making and creating shared value, generative, empathetic, and more than just personal satisfaction (Schwalbe et al., 2000; Jones, 2014). Arnstein's model has been continuously referred to by scholars until now for their research in expanding their philosophy of citizen participation or public participation (Apostol, Antoniadis, & Banerjee, 2013; Kenny et al., 2013; Kieti, Manono & Momanyi, 2013; B. Lam, 2013; C. Wahl, 2013).

Blue, Rosol and Fast (2019), motivated by Arnstein's (1969) influential ladder metaphor, highlights the interdependent yet irreducible relationships between the political, cultural, and economic domains where injustices can arise, and demonstrates how Fraser's (2013) justice framework can inform real-world instances of participation. By contrasting Sherry Arnstein's ladder of participation with Fraser's (2013) framework of justice, Blue et al. (2019) build on Arnstein's concern over the redistribution of power between the state and citizens. Furthermore, Blue et al. (2019) stated that tendency that the Arnstein's ladder might promote is avoided by using Fraser's (2013) holistic framework for justice to prevent fruitless attempts to evaluate actual participatory initiatives against a static, decontextualized image of participation that considers only some dimensions of inequality and inequity. In conclusion, Blue et al. (2019) noted that planners can achieve participation parity by utilizing Fraser's paradigm for justice to identify and concurrently correct numerous injustices such as establishing the necessary processes to guarantee that all pertinent parties and viewpoints are represented at the proper level. Moreover, Blue et al. (2019) suggested that participatory efforts must be tailored to the unique circumstances of various groups, regions, concerns, and instances since they are context-specific. Secondly, they urged ensuring that every viewpoint is acknowledged and appreciated, not just the dominant ones, and lastly, addressing and lessening the unequal allocation of resources and wealth.

While Kotus and Sowada (2017) utilized Sherry Arnstein's (1969) participation ladder as inspiration, specifically Arnstein's categories for tokenism, citizen power, and non-participation, to present a behavioural model of cooperative urban management. The scholars used the conversation surrounding public participation in municipal management procedures. In their findings, there is a lot of "communication noise" and genuine conflicts of interest in participation, or more generally, in collaborative activities. There is only one scenario in which "citizen power" is evident: when a "deliberative type of power" is involved. They noted that it is important to emphasize that genuine cooperation can only occur when authorities are "open" and follow a policy dubbed "power with." Furthermore, they added that there must be a preference for and favourable disposition towards such open cooperation among the movements and the populace on both sides.

The authors concluded that the categories of disorder, awakening, radicalization, civil disobedience, and rebel action should be added to their model. These new categories have emerged as a result of recent shifts in the socio-political landscape, which are linked to the collapse of communism, the erosion of civil liberties, and more profound social shifts brought about by the continuous globalization process. Additionally, they added that urban movements, local government, and residents are the three fundamental actors in collaboration that must be distinguished in the first stage of model-building. The creation of the three actors' activity scales is the second step. The authors eventually identified a pattern of behavior that coincided with the third stage and classified them into the following categories: disorder, non-participation, tokenism, awakening, citizen power, radicalization, civil disobedience, and rebel action.

Next, the study conducted by Cutts, Fricano and Peters (2023) looks at how citizens are empowered and involved in the environmental review process when three brownfields in underprivileged areas of downtown Birmingham, Alabama, are being redeveloped. They utilized an innovative technique to quantify empowerment by utilizing Arnstein's ladder of participation. A comparison was made between the actual citizen participation methods used in the process and those offering a higher level of empowerment. The results indicated that the methods of participation that were employed were at lower levels of citizen empowerment removed from decision-making; citizens expressed

grievances about the participatory process in comparison to their opinion of how it ought to be carried out in open-ended questions, and the stakeholders' perceived levels of empowerment varied. They noticed that though developers and public officials claimed higher levels of empowerment, citizens reported impressions of empowerment at levels of tokenism distanced from decision-making. It was also acknowledged that, through public hearings, neighborhood gatherings, and advisory groups, environmental legislation encourages public engagement in the environmental review process. Furthermore, the study findings shown that in order to achieve more equal participation, creative methods of citizen participation, partnerships between universities and communities, and collaborative compact models are required.

2.2.4 Adaptation of Arnstein's Theory in Various Fields

The adaptation of Arnstein's ladder of participation theory can also be seen in specific policy fields or areas such as health care, heritage preservation and conservation, urban planning process, river basin management and agriculture. As noted by Stewart (2013), existing conceptual explanations are insufficient; these include a variety of typologies derived from Arnstein's widely used but misinterpreted "ladder of participation." The widespread acceptance of public engagement conceals underlying misconceptions about its nature and related advantages. Stewart (2013) further stated that a lack of conceptual underpinnings threatens the normative attraction of health care involvement, which is pervasive but poorly defined. Policymakers, practitioners, and researchers can carry out their daily activities without having to settle the ambiguities and tensions inherent in the phenomenon or make a decision between the democratic, consumeristic, or emancipatory explanations previously discussed because the participation criteria is not specified. He further added that the development of public participation in health care policy and literature has been aided by inconsistent definitions. Thus, he acknowledged that justifications for participation are far from obvious and to come to terms with the fact that participation is a topic of debate rather than an absolute good.

Next, Roberts and Kelly (2019) noted in their study that local governments involved predominantly urban African American areas through federally financed initiatives when Arnstein developed the ladder of engagement. Thus, it is challenging for preservationists and heritage conservationists to maintain interest in participatory

engagement strategies in these communities fifty years later. They acknowledged that planning literature lacks advice on guaranteeing that colour-based grassroots preservationists hold power throughout involvement. In their findings, Roberts and Kelly (2019) indicated that action researchers and preservationists should "remix" roles and Arnstein's ladder of participation rungs to maintain and prioritize stakeholder involvement in planning for neglected groups.

They mentioned further that to enhance citizen-centered preservation planning, remixing is the deliberate sampling, repeating, and overlaying of promising local information with expert knowledge. Besides that, professionals can establish the parameters for participation that encourage ongoing involvement by prioritizing culturally sensitive planning techniques and engaging with stakeholders. Hence, Roberts and Kelly (2019) suggested a framework for actively engaged preservation and historical conservation, provided by remixing as praxis, which upholds citizen empowerment by identifying and implementing cutting-edge methods based on local expertise. They also suggested that achieving praxis requires identifying local activities that promote attachment and dismantling the distinction between expert and grassroots practitioners.

Laskey and Nicholls (2019) in their study stated that the community development corporation (CDC), a crucial organization for including citizens in decision-making, has shown to be limited in its ability to support Arnstein's (1969) ladder of participation. Their argument is that CDCs are inherently linked to the urban planning establishment, acting as information controllers and intermediaries between developers and governments, based on an analysis of participation and insurgency in Detroit's (MI) planning process. Furthermore, they added that these restrictions gave birth to rebel planners who intervened in the planning process, emerging from the Detroit residents' Charlevoix Village Association (CVA). Therefore, residents are motivated to engage in ways outside the participatory planning paradigm by CVA's insurgent activities and knowledge generation. Their study concluded that in ways that Arnstein's ladder of participation was unable to take into consideration, CVA has shown that insurgency can empower involved citizens to accumulate the power necessary to demand equitable development. Organizing insurgencies can be crucial for establishing community

control and encouraging fair development. Hence, they recommended that planners can converse and collaborate with insurgent planners, offer essential materials and data to strengthen their capacities and create frameworks that allow them to participate and exert more impact.

Another study that shows the adaptation of Arnstein's (1969) theory is done by Euler and Heldt (2018) in river basin management to improve the efficacy and legitimacy of water management programs throughout the European Union (EU). The EU Water Framework Directive (EU WFD, 2000) advocates for the public's active participation in waterbodies' governance. West European River basins are intricate socio-ecological systems that stand to gain more assistance for inclusive management plans. They used case studies from Spain, Germany, and England to examine the possible benefits and drawbacks of various participative management techniques. They applied grounded theoretical considerations around participation within ecological management schemes, including Arnstein's Ladder of Participation and commons theories.

The assessment done for each case study was based on important indicators, such as inclusivity, representativeness, self-organization, decision-making power, spatial fit, and temporal continuity. They discovered that the study's findings support the idea of increased participatory river basin management where it is desirable and economically feasible. Therefore, they further suggest that it should be taken into consideration as a viable option for future projects aiming to move beyond the current requirements of the European Union Water Framework Directive. The researchers also revealed that investors and the public are becoming more aware of the long-term sustainability of industrial projects.

The adaptation of Arnstein's (1969) theory was also revealed in the field of agriculture. A study conducted by Freluh et al. (2023) examined the importance of public consultations while developing intricate agri-environmental policies. By completing a critical discourse analysis of the submissions made to the public consultation on the EU's Farm to Fork Strategy, Freluh et al. (2023) looked at the importance of public consultations as a democratic process and the non-deliberative approach aids in finding solutions to difficult and complex problems. They examine several viewpoints

regarding the future usage of pesticides in agriculture and discover evidence of divisive submissions. Drawing inspiration from Arnstein (1969) and Fishkin (2011), the findings reveal that although consultations are not just "tokenistic," as suggested by Arnstein (1969), they do have a limited impact on settling contentious issues because they primarily give participants a platform to present biased evidence in favor of their positions, which may strengthen polarized opinions.

On the other hand, Freluh et al. (2023) proposed that public consultations, provide valuable insights for developing more deliberate strategies to address controversial topics and facilitate the transformation of agri-food systems toward greater sustainability. Consequently, they agreed that with Arnstein's contention to promote democratic decision-making, consultations ought to be paired with other types of engagement. The study indicated that people who support lowering pesticide use typically make the case for change based on concerns for human and environmental health, pointing out that there are already viable alternatives and that opposition to change stems from a lack of political will. Moreover, Freluh et al. (2023) discovered that food security and the absence of effective alternatives were the main points made by those who oppose adding more restrictions to the use of pesticides.

2.2.5 Reinforcement of Arnstein's Ladder of Participation Theory in Technology and Social Media

Arnstein's reinstated the ladder of participation was also seen in various scholars' research that utilized technology and social media (Lim, Malek, Hussain and Tahir, 2018). The review paper's research methodology by Lim et al. (2018) modified the literature review strategy of von Brocke et al. Given the growing challenge of involving residents in creating urban areas, Lim et al. (2018) aimed to understand the relationship between citizen participation, citizen centricity, and smart cities. Their theoretical work has enlarged on salient themes, including the domains of smart cities, the state of citizen centricity, Arnstein's ladder of participation, citizen characteristics, and management of the associated issues. Thus, they suggested that participation and citizens are crucial components of creating citizen-centric smart cities.

They included characteristics of citizens and co-production in this proposition. The former refers to the roles and behaviors of citizens. At the same time, the latter involves citizen participation in higher public spheres within the framework of partnerships and delegated power, the development of trust-capacity relationships between citizens and public professionals, and awareness of deliberative democracy. They revealed that cities and researchers alike are working to implement citizen-centricity. But yet, there has been no official admission that the smart programs were more state- or technology-centric than citizen-centric. Through the study, Lim et al. (2018) clarified the unclear roles that citizens play, highlighted the way corporate-led smart cities tend to create dependent citizens, investigated the ideal state of citizen-centricity, described the proactive roles that co-producer citizens play, and explained potential obstacles to developing citizen-centric smart cities.

Yun & Min (2020) investigated whether social media supported participatory democracy and helped make the 2016–17 Korean presidential impeachment protests successful. The 2016–17 candlelight demonstrations helped down an untrustworthy government. They applied two social movement theories—collective identity and resource mobilization to analyze the contributions made by the online movements during the 2016–17 protests. They then employed Arnstein's "ladder of participation" to analyze the success of the online movements during those demonstrations and whether it encouraged democratic participation. Participatory democracy was divided into non-participation, token citizenship, and citizen power. The study's findings demonstrated that social media politics are insufficient to transform representative democracy into participatory democracy. It suggested that citizens' power of resistance cannot be increased by social media alone, where citizens cannot become a ruling power.

Another study by Mhagama (2016) explored the contribution of community radio engagement to the development of Malawi. He stated that community radio and regular people get involved in creating shows, fundraising, station management, and day-to-day operations. Thus, they can engage in development through community radio by defining the issues about development that their communities confront and coming up with solutions for those issues. The author further mentioned that the word

"participation" is used to describe the capability of ordinary people to become more empowered and help solve various development issues that the community faces. Mhagama (2016) research used Sherry Arnstein's (1969) ladder of participation to assess different types of media and development engagement using the Nkhotakota community radio station in Malawi as a case study.

The author concludes that there needs to be more participation by ordinary people in the media. He added that there is a claim that certain development objectives—such as having access to media technology, creating programs, managing the station, and carrying out day-to-day operations—need complete public participation. However, others can be achieved without it. Therefore, the author concluded that even when community members are not entirely involved in radio activities, community radio can foster development through other channels, such as supporting development projects initiated by non-governmental organizations (NGOs).

Furthermore, Toscano's study (2019) mentioned the influence social media has on public agencies that depend on public input and the chance it gives citizens to inform government decision-making. Thus, he suggested a new public involvement evaluation paradigm called the Social Media involvement Range, which is theoretically based on Arnstein's (1969) ladder of participation. Additionally, he stated that researchers and practitioners can examine citizen involvement through social media with the help of the new evaluation tool provided by the framework.

Therefore, all of the scholars' research highlighted the application and continuous reference to Arnstein's (1969) ladder of participation theory in expanding their philosophy or measuring citizen or public participation. Arnstein's ladder of participation theory was seen as the easily understandable basis for theoretical exploration and in interpreting citizen or public participation types. Hence, for that reason and based on the objective of this study, Arnstein's (1969) model was selected.

2.2.5 Mechanism for Public Engagement

As this study also intended to investigate the mechanism used by PERDA in engaging with the public in the affordable housing project, the understanding notion and scholars

research upon it need to be stated. According to Rowe and Frewer (2005), the methods intended to enable public engagement comprises of “public communication, public consultation and public participation is known as engagement mechanisms (generically) or engagement initiatives or exercises (specifically)”. The ability of the public to be active in community life is universally recognized as fundamental to the health of local democracy (De Weger et al., 2022). Engaging public in planning initiatives highlights the value of fairness, inclusion, and community revitalization over relocation and increased marginalization of vulnerable communities (Moore et al., 2021).

Additionally, as a response to issues that arise when community needs and design choices diverge, such as the underutilization of renovated features (Crewe, 2007), or to guard against unintended consequences of development, such as gentrification, urban planning initiatives have included public more frequently. Because of this, many local governments worldwide attempt to include the public in the services, policies, and choices that affect their health, lives, and communities (Thomson et al., 2011; Nabatchi & Blomgren, 2014; Lewis et al., 2019). For example, public projects such as the federal housing complexes' requirement to involve the public as residents in redevelopment efforts are now common. However, the extent of resident participation in these activities varies (Moore et al., 2021). A broad spectrum of public engagement in redevelopment initiatives has been noted in prior studies, from establishing effective tenant groups to resident mentorship initiatives (Bennett & Reed, 1999; Keene, 2016).

The public can be involved in the planning process in various ways, from less time-consuming actions, such as disseminating information about planning and asking for their more insightful comments, such as including residents in higher-level decision-making on a project (Ebunoluwa & Kimberly, 2021). For example, small-town housing planning offers the chance to investigate local stakeholder groups' public involvement. They expressed that local governments must evaluate and analyze the housing needs in their communities, design a plan to address those needs, and identify public and private partners and financial sources to carry out changes as part of the housing policy and planning process. They added that two typical housing issues for small towns are the lack of affordable housing and the availability of a housing stock that satisfies local inhabitants' needs. These issues are difficult to fix and have a long-term character. Thus,

the public must have both human and social capital to entice various stakeholder groups to collaborate on addressing local issues (Skobba & Tinsley, 2016; Etuk et al., 2013;).

It is admitted that the public organization of a community has an impact on its ability to recognize housing issues and mobilize members to create and implement solutions, according to Morton et al., (2004) research. Small towns usually possess the qualities required for public engagement, including solid social ties, regular interactions and linkages between residents, and inhabited stability (Catlaw & Stout 2016; Salamon 2003). More democratic decision-making, a better sense of responsibility for public issues, the inclusion of a diversity of perspectives, and a higher degree of legitimacy of decisions are all associated with public engagement in policymaking (Michels & De Graaf, 2010; 2017).

Thus, the variety of engagement mechanisms are enormous and expanding comprises of different techniques and terms. For example, ranging from “structured procedures to broader concepts such as workshops, task forces, citizen referenda, citizen employment and public information programs” (Rosener, 1975). Others are “computer based (IT) techniques, meeting-neighbourhood (location based), publicity (leaflets, newsletters, exhibitions), surveys, community forums and citizen training” (Democracy Network, 1998; Rosener, 1975; Rowe & Frewer, 2005). Other studies that relate with engagement such as community engagement, have used different participative levels of community engagement (CE). It ranged from consultation, where people have little ability to influence decision-making, to partnership and shared leadership, where people have more authority (Rowe & Frewer 2005; O’Mara et al., 2013; Carman et al., 2013; Ocloo & Matthews, 2016).

Particularly in policymaking, local governments have been experimenting with a variety of participation strategies, including more formal top-down techniques (such as The Right to Challenge in the UK and the Netherlands) and less formal bottom-up strategies such as community-led initiatives (Michels & De Graaf, 2017). Public meetings or hearings, writing comments on papers, workshops, and advisory committees are examples of traditional ways for enlisting the public in decision-making. The first two approaches frequently prevent stakeholders from engaging in fruitful dialogue with

management groups. The latter approaches have drawn criticism for their favoritism of knowledgeable and interested public (Innes & Conick, 1999; Dalton, 2005).

Most of the prior research on public involvement in policymaking has been devoted to classifying many methods of engagement in policymaking (Conklin et al., 2012; Mitton et al., 2009) and discussing ways to enhance organizational structures and processes related to public involvement (Pagatpatan & Ward 2017; Fung 2015). Comparatively, there aren't many studies that have examined how public perceive and interact with policymaking (De Weger et al., 2022). Besides that, there is a lack of knowledge on how individuals themselves would like to participate in planning and policymaking and what assistance they feel is necessary for successful participation. Additionally, there needs to be more literature on how businesses and professions may engage communities more effectively by beginning with their viewpoints, experiences, and needs. It indicated minimal data on the public's perspectives and preferences as engagement approaches. Thus, in this study, the mechanism for engaging the public in a public project such as affordable housing and their requests must be addressed based on their perspective and preferences.

2.3 TRANSPARENCY GOVERNANCE

2.3.1 Definition and Its Importance

Cambridge (2022) define transparency as the trait of being straightforward to see through or the value of being accomplished openly without confides in financial and business circumstances, therefore public can trust that they are just and truthful. It evokes the ability to look at behind the scenes (Roberts, 2009) where public can straightforward look in it as identical to glass-like or translucent (Janning & Ingley, 2020). Transparency refers to how choices are made and how they are implemented in accordance with laws and regulations. It also implies that information is publicly available and accessible to individuals who may be impacted by such choices. According to UN. ESCAP (2009), transparency is where decisions taken and their enforcement are done in a manner that follows rules and regulations, information is freely available and directly accessible to those who will be affected by such decisions and adequate information is provided in understandable forms and media.

Transparency is regarded as an essential feature of the contemporary information society in postmodern philosophy (Betta & Boronina, 2018). Moreover, transparency when accepted became normative as structuring form for answerability like a metaphor, where “a clean glass is nicer than a filthy one” (Roberts, 2009). While governance is defined as the approach that institutions or nations are handled at the greatest level and the structures for executing this or the action of governing something. Merging the two descriptions of transparency and governance exemplifies the meaning of the attributes of being done openly with trustworthiness in managing or governing something. It also shows descriptive and prescriptive concept where the realistic term depends on amendments happen internally, providing as ‘remedy to confidentiality’ and crucial role in confronting damaging possibilities (Roberts, 2009; Janning & Ingley, 2020).

It was suggested that the transformative potential of transparency and its potential to empower is intimately tied to the rationale to embrace it and the ends it is intended (or not intended) to serve by Gupta and Mason (2016) in their transparency in global climate governance perspective, which emphasizes less distinction between recipients and disclosers of information as the key point. Furthermore, they point out the key finding where there is less distinction between those who receive information and those who disclose it. They argue that this is important because transparency has the power to transform society and can empower people when it is embraced for the right reasons and used (or not used) to achieve specific goals. Four types of transparency rationale are privatization rationale, technocratization rationale, democratization rationale and marketization rationale.

However, there were some disputes on transparency whether it is has the same meaning or different from openness and surveillance. Nolan (1995) stated that ‘Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands’ (Raga & Taylor, 2005). The Nolan Committee has formulated “Seven Principles of Public life’ inclusive of ‘openness’ that is closes to transparency which all public employees should adhere to. While other scholars make a clear distinction between those terms where they see transparency extends beyond

openness. Larsson (1998) claims that transparency goes beyond openness to include simplicity and comprehensibility. Birkinshaw (2006) asserts similar difference that, subject to essential restrictions, "openness implies focussing on mechanisms that allow us to see the operations and activities of government at work." For instance, if the information is deemed to be inarticulate, an organization may be open about its policies and papers but not be transparent to the appropriate audiences (Heald, 2006). Hence, transparency requires external receptors who can digest the information made public, but openness can be regarded of as an organizational trait. It is significant that every definition of transparency stated here follows the idea that it relates to information.

2.3.2 Organizational Transparency

As for this study, the focus of transparency governance is related to information quality under organizational transparency (Schnackenberg & Tomlinson, 2016) and directions and variety of transparency (David, 2006) portrayed by PERDA. Most definitions of transparency in organizational contexts, as demonstrated by Schnackenberg and Tomlinson (2016), call for information disclosure (data, predictions, pricing, quotes, decisions, or reports regarding assets) and/or openness. They discovered that the significance of information quality is one aspect of transparency that is perceived. According to management theories, transparency, or "information disclosure," is a planning and accountability tool that also prevents corruption in public administration (Heald & Hood, 2006). There are many distinct components to transparency in management.

Transparency in operational concerns denotes availability, promptness, a high level of information structure, the presence of feedback, and the interchange of information during interactions, all of which are prerequisites for interactivity (Betta & Boronina, 2018). This showed that transparency is comprehensive and useful for informing managerial practice. From the viewpoint of Albu and Flyverbom (2017; 2019), transparency is widely presented "as an end state or as a solution to organizational problems" because of the dynamism of transparency in the organizational context. They realized that trust and a positive information structure are the two main focuses of transparency in this context. It is because, reasonably, developing the proper concepts and methods to get rid of secrecy is how transparency is thought to be achieved. A

French philosopher, Henri Bergson (1859–1941), proposed that transparency maybe seen as a moral process guided by two principles: limitation and resemblance. Transparency's restriction is that it reflects what is previously known. When it is implied that the representation of reality is already present in the possibility, it dissolves the distinction between the possible and the actual. It is presumed that a corporation "can" comply with requirements when it "must," as in the case of full disclosure. The essential difference in life, in contrast, deals with the distinctions between the potential and the actual, when the potential is present but not yet realized.

However, the strain with the notion of transparency in corporate governance and overall administration is where it usually exemplifies the actions or things that is made noticeable or comprehensible by multiple relevant tools than the capability to 'see through' (Hansen et al., 2015). Is it possible for someone to be completely transparent when they have hidden (unconscious) characteristics that they keep a secret even from themselves (Janning et al., 2020). As cautioned by Heald (2006), against the risk of overexposure, which he contends reduces the analysis to the issue of "more or less" transparency while the true issue, in his opinion, is the types and directions of transparency. Several scholars (Kosack & Fung, 2014) see transparency as information-related where it is seen as a workable resolving instrument regarding governance matters and authority accomplishment in the politics context. While other scholar (Hood, 2006), asserted that the growing focus on transparency is a reaction to what is thought to be power abuse, particularly in the political sphere. Therefore, it is significant that all of these definitions of transparency place a strong emphasis on the idea's relationship to information.

Moreover, scholars stated that under the perspective of societal considerations, asking for greater transparency can enhance corporate consistency as a norm, which is beneficial in that it can regulate social behavior (Schnackenberg & Tomlinson, 2016; Janning et al., 2020). The concept of corporate governance transparency has generated a great deal of public debate and raised important issues regarding responsibility and accountability. Thus, transparency also seen as a speed line to best quality performances in institution where it demonstrated as an instrument to develop belief in administration practices and resolutions so that the public will be comforted, and the institution seems

reliable and trustworthy (Janning et al., 2020). This is because public generally profound doctrine that confidentiality is terrible, thus transparency in an institution can navigate their conduct while the institution will deliver better performance, accountable and benefited the environment and public (Hansen et al., 2015). Transparency is limited to its normative meaning in management and corporate governance.

From the perspective of project management, the way of transparency is viewed and functionalized depends on various methodologies of Project Management (PM) from the classical PM up to Flexible Agile approaches such as Scrum, Six Sigma, Kanban, PRINCE2 and Lean (Betta & Boronina, 2018). Both methods have different emphasizes in terms of processes and level of project management where modern PM approach expand the comprehension of transparency as info revelation, enlarge projects information provision to the apparatuses that provide in understanding all practices and management processes and constructed communication flow between parties that able to build up trust among project stakeholders (Betta & Boronina, 2018). While conventional approach lessened transparency as a role of notifying stakeholders utilizing conservative way of interaction such as notifications, official reports and meetings. Under this approach, transparency appears in every stage of project life cycle with repetitive appearance of project stakeholder management as a fundamental part of all process cluster (PMBOK, 2013), but in a classical and formalize way comprises explicit documents, official and non-official reports, formal discussions, presentations, and others. Type of projects that commonly adapted this kind of approach is engineering and construction projects that the substance remain unbothered during in the whole project stages (Betta & Boronina, 2018).

Besides that, two important element that need to be considered before examining a decent or corrupted transparency being practices are introduction timing and habitat of transparency (Heald, 2006; Janning et al., 2020). The distribution of costs and benefits may be significantly impacted by the timing of the introduction of transparency. Additionally, anticipating these effects may change how people behave, sometimes even before the actual occurs. Transparency can be introduced or increased, but unless it is believed to make a difference, it may have detrimental rather than good effects. Imagine a system where politicians and civil servants

accept bribes, but the extent of corruption is unknown. Transparency will be perceived favorably if it leads to the elimination or decrease of corruption and/or the punishment of offenders. A sudden increase in transparency could not be sufficient if corruption continues unchecked since it could lead to more cynicism and wider corruption as a result of the public information brought on by increased openness (Heald & Hood, 2006). It raises the question of how much transparency is sufficient for the public? Therefore, in this study, the transparency governance practices by PERDA have been examined from the perspectives of the management and the public.

2.3.3 Transparency Direction and Varieties

As mentioned in the previous paragraph, directional and varieties of transparency by Heald (2006) was also referred in evaluating the transparency practices by PERDA. Heald (2006) makes a distinction between several orientations and variations of transparency regarding the flow of information. According to him, transparency has four (4) various directions constitute of upward, downward, inward and outward. Upward transparency is related with monitoring by superior from higher ranking or position upon their subordinate regarding their actions and/or consequence like principal-agent affiliation. It can be conceptualized in terms of hierarchical relationships or the principal-agent analysis that forms the basis of a lot of economic modelling. While downward transparency is like democratic philosophy in practice where the 'governed' monitored the 'governors' actions and/or consequence which normally seen as under the heading of 'accountability'. Next, the outward transparency is the capability of an entity through its agents or ranked position person can see through of its own habitat and its rivals or companion been doing. Inwards transparency in the other hand, is the ability of the 'outsiders' to witness conduct of the entity. It is important for freedom of information laws as well as social control mechanisms that enforce certain behaviour patterns (Birkinshaw, 2005; Heald, 2006). It also implies on constant monitoring and peer scrutiny. For example, the former East Germany had a very open society where people were watched by other people and reported to the authorities (Lloyd, 2005).

Both kind of directional transparency (upward and downward: UD) demonstrated connection and interaction within an entity. While other directional transparency (inward and outward: IO) exhibited the affiliation with ‘outsiders’ and its surroundings. The asymmetrical vertical transparency exists where upward and downward transparency or outward and inward transparency coexist as illustrated **Figure 2.3** in the intersection area. All four transparency directions are present simultaneously in the diamond-shaped area (UDIO) (fully symmetrical transparency). Heald (2006) mentioned that although no normative assessment of the relative desirability of the various sections in **Figure 2.3** is provided at this time, this analysis explains why attitudes on transparency are frequently ambiguous in practice. For instance, Brin (1998) proposes two cities, one with top-down monitoring and the other with peer surveillance, which can be read in terms of upward transparency and symmetrical horizontal transparency, respectively. Thus, it is clear from the discussion of directions of transparency that some asymmetrical combinations might be unpleasant to experience.

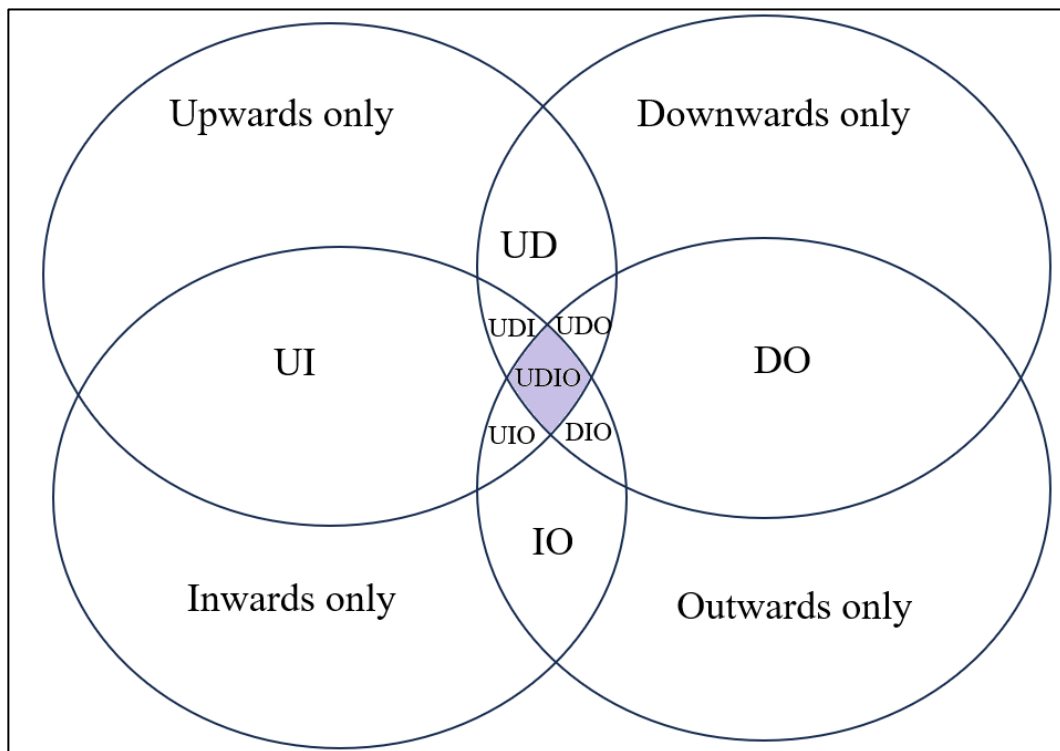


Figure 2.3: Four Directions of Transparency (Source: Heald, 2006)

In terms of varieties of transparency, Heald (2006) has recognized transparency in three dichotomies. as event versus process transparency, retrospective versus real time transparency and nominal versus effective transparency. However, in this study, the focus was on two dichotomies that are event versus process transparency and retrospective versus real time transparency. For event versus process transparency, the objects of transparency (i.e., what is to be seen) in the context of event transparency can be inputs, outputs, or outcomes. "Events" indicate things that are externally observable and, in theory, quantifiable. For instance, traditional public expenditure systems tended to be heavily input-focused. In healthcare, outputs are frequently proxied by activity levels (for example, the number of operations of various categories) that are measured at the provider level.

While procedural and operational elements make up the components of process transparency. Disaggregating process transparency into its operational and procedural parts is crucial since it is anticipated that they will have different effects. The term "procedural" refers to the public disclosure of the policies, guidelines, and practices that an organization has adopted which can be considered as the "rule book,". For example, social housing providers have methods for choosing which potential tenants get subsidized accommodation, while universities have methods for choosing applicants for admission and classifying degrees. There may be quality control methods in each of these scenarios that, among other things, evaluate whether the procedures have been regularly followed. The use of these rule books to specific situations is part of the operational aspect of process transparency. As a result, data regarding renters and students may be considered confidential, subject to data protection rules, and only released in aggregated or anonymized form.

Next, for retrospective versus real time transparency, retrospective transparency occurs when an organization able to do business and then, at regular intervals, reveal information related to its performance, on which assessment will actually or possibly be based. For example, rendering an ex-post report of stewardship and management. Contrarily, real-time transparency exposes internal organizational procedures to constant revelation, increasing the likelihood that they will be dramatically altered defensively and hindering the effective completion of crucial

activities. Here, a comparison is drawn between a reporting cycle (transparency in retrospective) and the ongoing monitoring that defines transparency in real-time. The next operational period is when the reporting lag and accountability window overlap, however after that window shuts, the company can only concentrate on its profitable activities for the remainder of that operating period. The cycle then starts over again. The release of an audited report and accounting by publicly traded corporations is an illustration of a reporting cycle. The reporting window paradigm is built upon the idea that information is time sensitive. However, the accountability window is always open and there is constant observation under transparency in real-time. Consequently, the organization can never devote all of its attention to its productive tasks. The question of whether transparency functions retrospectively or in real time, the existence of a transparency illusion, and the timing of the introduction of (more) transparency are relevant in both situations. However, need to bear in mind that the timing introduction of transparency is an essential issue in both dichotomies of transparency. It may significantly affect the allocation of costs and benefits in relationships that can be analyzed in principle-agent terms or described in terms of unequal power. Nevertheless, those affected may behave differently because of the anticipation of these effects, sometimes even before the actual events.

2.4 GOOD GOVERNANCE IN MALAYSIA

2.4.1 Malaysia Historical Background

Good governance is a concept of Western origin. However, it is crucial to comprehend Malaysia's two main historical settings when addressing good governance, or more specifically, participatory and transparency governance adaptation, practices or its importance in the country. Malaysia is a multi-ethnic nation consisting of Malay, Chinese, Indians and other races (Jomo, 2017). The first historical setting is the 1957 independence of "Malaya" (the name given to the peninsula of Malaysia prior to 1963 from British colonial rule); the second is the 1963 formation of Malaysia, which comprises the regions of Peninsula Malaysia, Sabah, Sarawak, and Singapore (Lim et al., 2021). According to numerous political science publications in Malaysia (Embong 1996; Ishak 1999; Preston 2017; Saad 2012; Soltani et al. 2014), the nation state and

local society were significantly shaped by British colonial influence between the 1800s and the 1950s.

During the period of British colonization, Malaysia had two distinct economic systems where it differentiates two coexisting types of production, firstly the production of tin mining and rubber plantation worked by the Chinese and Indians ethnic group. These commodities production dealt with large-scale and technologically advanced activities and the profits from exports for these goods were comparatively high compared to other commodities (Saari et al., 2015). These activities were primarily concentrated in urban areas. Secondly, the production of peasant agriculture based on traditional methods, primarily on paddy, coconut, coffee, and inshore fishing worked by the Malay ethnic group. The end products of these ventures were not advertised for international distribution; rather, they were intended for local consumption. The British only permitted Malays to work in the modern economy as civil servants, that is, in the armed forces and law enforcement (Faaland et al., 2003).

Although the economic expansion during the post-independence period (i.e., 1957–1969) was respectable, it failed to make a substantial contribution toward reducing the differences in economic welfare between the Malays (the largest group that is the poorest on average), the Chinese, and the Indians. The divide-and-rule strategy (race according to economic activity and region), which had a significant impact on Malaysia's subsequent ethnic-based politics, was also the main legacy of British colonialism 1957 (Lim et al., 2021). The United Malay National Organization (UMNO) led these ethnically based politics in partnership with two sizable immigrant groups, the Chinese party (MCA-Malaysian Chinese Association) and the Indian party (MIC-Malaysia Indian Congress).

In terms of population, during the 1950s, 50% of the population was Bumiputera (literally, "sons of the soil," referring to Malays and indigenous people), followed by 37% of Chinese immigrants and 11% of Indian immigrants (Shamsul, 1996). Following Singapore's withdrawal from Malaysia in 1969 and the creation of Malaysia in 1963 (together with Sabah, Sarawak, and Sabah), the demographics of Bumiputera-Malay increased to 69.9%, while those of the other two main ethnic groups fell to 22.8% for

Chinese and 6.6% for Indians (DOSM, 2022). With 32 million people today, compared to around 10 million in the 1950s, the Bumiputera-Malay ethnic continues to have a strong and dominant effect.

In terms of governance, the state will prioritize the Bumiputera (especially the Malay) as the central component of the Malaysian national identity while acknowledging, albeit in a minor way, the cultural symbols of other ethnic groups if (and it does) the "Malay-led plural society" is to be upheld by the community (Lim et al., 2021). Regarding the aspect of citizens' rights, every citizen should continue to uphold the rights granted by the 1957 agreement on Malayan independence and the 1963 constitution of Malaysia. The non-Bumiputera and Bumiputera non-Islamic groups (such as the Christian-Kadazan in Sabah and the non-Muslim Iban in Sarawak) have never been "downgraded" by the constitution (Lim et al., 2021), where their welfare and benefits are also taken into consideration in the country development plan (Lee & Chew Ging, 2017; Weiss, 2022).

Saari, Dietzenbacher & Los (2015) acknowledged in their study that in 1970s, per capita income of Chinese and Indians was 129% and 76% higher than that of Malay people. This is because, although the contemporary techniques of production in the commercial and industrial sectors led to their expansion and increasing concentration in urban areas, the traditional sectors experienced stagnation or even decline. Over time, the situation in traditional agricultural sectors worked by the Malay ethnic group grew worse due to population development and the demand on land. In the modern sectors, on the other hand, more advanced technology was introduced. As a result, the two sectors' disparities in terms of production, income, and eventually wealth grew. The fact that non-Malays controlled most economic operations while Malays dominated governmental decision-making was one of the factors that fuelled ethnic discontent.

Thus, expansion plans have changed from strategies that focused solely on economic expansion to ones that tried to combine growth with a reduction in income inequality across ethnic groups in response to the May 13, 1969, ethnic riots. The authors further revealed that, for the years of 1971 to 1990, the change in policy was outlined in the New Economic Policies (NEP). "Poverty eradication regardless of race" and

"restructuring society to eliminate the identification of race with economic function" were the two pillars of the NEP (Jomo, 2017). By lessening interethnic hostility brought on by socioeconomic inequalities impacted by British colonization, the NEP was intended to foster national unity. Nevertheless, though the economic growth is adequate after the implementation of NEP, but there are still significant income disparities where in year 2005, the per capita income of ethnic Chinese and Indians was 27% and 64% higher compared with that of ethnic Malays (Saari, Dietzenbacher & Los, 2015). This is due to the divide-and-conquer strategy (race and region) by British colonization (Lim et al., 2021) that affected largely on the socio-economic condition of the Malay ethnic, where they held up as the majority in poverty after the country's independence (Ravallion, 2019; Salleh et al., 2018). Moreover, when comparing Malaysia to other developing economies like Vietnam (Van & Gunewardena, 2001) and Chile (Agostini et al., 2010), the distribution of income is noticeably different. The lower incomes in these countries belong to ethnic minorities; in Malaysia, however, the lower incomes belong to the ethnic majority.

Even now, Malay ethnic was the lowest race with average monthly household income compared to other two main ethnic, Chinese and Indians (DOSM, 2022). With an average monthly household income of about 10.66 thousand Malaysian Ringgits in 2022, ethnic Chinese households had the highest mean household income in the country. This was around 3,000 Malaysian Ringgits greater than the average household for Malay ethnic group. Even after Article 153 of the Malaysian constitution established affirmative action, there was still much space for improvement in the Malay community's economic standing in comparison to other ethnic groups (Saari, Dietzenbacher & Los, 2015). Even so, it also needs to be noted that over the past 50 years since its independence, Malaysia has made enormous improvements toward eradicating poverty. The official poverty rate has decreased to considerably under 1% since 1969, a compound annual decline of 10% (Ravallion, 2019).

Additionally, with Malaysia MADANI (Civil Malaysia) which is the aspiration of the new elected government since November 2022, the plan for continued assistance, good governance, and fair distribution of wealth for all citizens appears more optimistic and encouraging. Malaysia MADANI is a comprehensive, integrated initiative that seeks to

promote the humaneness of all Malaysian laws and practices where it is continuously enhanced by public input and feedback (Malaysia MADANI, 2023). The objective is to build confidence between the people and the government, a transparent and cooperative policy, and six CIVIL ideals (sustainability, prosperity, innovation, respect, trust and compassion) to make Malaysia a better developed and successful nation. Two of the points highlighted by the Malaysia MADANI policy are, i) there shall be no policy that marginalizes minorities. Every policy will incorporate the morals and ethics that are taught in every faith. Next, ii) there will be strong management and good governance, with a coordinated effort to eradicate vulnerabilities and leaks (Anis et al., 2023).

2.4.2 The Importance of Participatory and Transparency Governance Practices in Malaysia

Good governance, such as participatory and transparency governance practices, specifically in public projects, are relevant to all ethnic groups in Malaysia, though the emphasis on balancing the rights of the majority Malay ethnic group is prevalent. The study by scholars (Majid, 2010; Rahim, 2018; Zanudin, Ngah & Misnan, 2019; Alaa et al., 2019; Palermo & Hernandez, 2020; Malek, Lim & Yigitcanlar, 2021; Lim, Abdul Malek, Hussain & Tahir, 2021; Empidi & Emang, 2021; Nazuri et al., 2022; Lim & Yigitcanlar, 2022; Chitsa et al., 2022; Tseklevs et al., 2022; Halimah et al. Harvey, 2023) as mentioned in the following paragraphs proved the importance of participatory and transparency governance practices in Malaysia.

Nazuri et al. (2022) in their research, identified the assigned and underlying values of urban agriculture (UA) participation in Klang Valley. These Malaysian communities support various facets of community social empowerment. From their perspective, the Malaysian government has difficulty providing food and nutrition security in light of the growing urbanization, particularly for the impoverished urban populations. Thus, UA appears to be a workable strategy that the government should implement to combat urban food insecurity. However, they recognized that the main obstacle in identifying UA as an essential component of sustainable urban development is creating efficient programs that involve organizations and urban residents via thoughtful planning and execution. Furthermore, it can be challenging to empower communities through UA

programs. The research employed Structural Equation Modelling (PLS-SEM) to integrate the interdependencies between multiple variables.

The research findings indicated that involvement in the stages of planning, implementing, and evaluating UA programs is crucial to their success. Even though the Klang Valley region of Malaysia has a smaller surface area of land available for agriculture, and even though it would be difficult to feed everyone there with that land, a multi-approach approach to urban gardening—including land agriculture, container gardening on balconies and roofs, and vertical integration of elements—would undoubtedly help disadvantaged neighbourhoods become more socially empowered. Furthermore, they found out that improvement of social empowerment among UA program participants in the study area depends heavily on the role that agencies, NGOs, and communities play in forging strong connections.

They explained that in many communities, particularly those in low-income urban areas, UA can serve as a platform for participation as a community-level program because it can serve as an alternative to managing household expenses for daily necessities such as fresh produce. Therefore, they stated that to ensure the program's sustainability, related agencies and other organizations connected through social capital must support UA programs started by the Department of Agriculture in addition to the community's efforts. Thus, Nazuri et al. (2022), in short, concluded that to guarantee the success of UA programs, participation in the design, execution, and evaluation is crucial. Moreover, they added that to create a strong network that is essential to enhancing social empowerment among participants in UA programs, participation should be viewed through the roles of agencies, NGOs, and communities.

Next is the study by Malek, Lim and Yigitcanlar (2021). Their study aimed to identify the key indicators of citizen-centric smart cities from the perspective of participatory governance practices and citizens' responsibilities to clarify further the issue of 'tokenism participation' under the current neoliberal urbanism. This is because the concept of "citizen-first," which has been tokenized by smart city administrations in recent years, has long been ambiguous to many, including the general public. In other

words, this discourse puts local residents at the centre of smart city initiatives and speaks to their mentality.

Therefore, a thorough literature review of the social inclusion indicators for creating citizen-centric smart cities was conducted as part of the study. They discovered that one democratic innovation that is suggested is making citizens co-producers, something that is not often done in poor nations. They acknowledged that the more democratic and self-organizing environment of a smart city focused on its citizen-centric smart city (CCSC) has prompted three discourse tiers. The democratic culture of a nation, the comprehension of its leaders, and the distribution of decision-making authority in government comprise the first level. The second level consists of how society views citizenship, how societies value participation, and how there are no connections to decision-making. The discipline and contributions made by each individual person to the nation or community make up the third level.

As for Malaysia, they discovered that the dual systems of Islamic and secular constitutions and administrations are frequently questioned by scholars in the context of democracy. Under the country's top-down policy governance methods, the word "participatory governance practice" is tokenized in Malaysia. Besides that, the societal norm for involvement in government initiatives is regarded as low (Lim, 2020; Osman, 2008). According to studies based on the smart city cases of Petaling Jaya and Cyberjaya (Lim, 2020) in Malaysia, the low level of participation was interpreted based on the extremely few (or nonexistent) programs that gave citizens power over decisions at the outset of the process rather than the moderate number of participatory programs involving citizens in the implementation stages. Furthermore, in Malaysia, the scenario is similar to making "decision by decision," where the community is powerless to make decisions of its own, subject to the authority's judgments, and at their mercy. Thus, they noted that the evidence from Malaysia had accurately indicated the relatively low appreciation of equality in human rights when race- and religion-based interests are challenged. They demonstrated the examples of this evidence included the country's withdrawal from the Rome Statute of the International Criminal Court (Noor, 2019) and the human rights issues raised by political parties with racial and religious motivations.

Besides that, they acknowledged that the implementation of a CCSC would boost people's self-discipline on an individual basis among Malaysians. They recommended that to help create a CCSC, citizens have essential roles to play, such as those of volunteers, local advocates, and coproducers who exhibit proactiveness and understanding of the organization's development. They further noted that participatory governance might replace party politics, expert dominance, and compartmentalized bureaucracy as the standard in local government. This would promote citizen attempts to co-produce public services and create potentially self-organizing smart cities. Consequently, they stated that this will contribute to the development of inclusive and sustainable cities and societies, as well as a broader range of progressiveness in Malaysia, in the possible majority of highly responsible citizens. In short, the researchers conclude from their review that (a) social inclusion indicators were mainly accepted only in democratically developed countries; (b) social inclusion indicators might not be accepted in emerging and developing nations; and (c) in the long run, the indicators would provide insight into the emergence of self-organizing cities, which will become more and more popular in future city developments, whether in developed or developing nations.

Another study by Empidi and Emang (2021) related to participatory and transparency governance in Malaysia was the assessment of the public's behavioral intentions toward participating in conservation efforts for the forested watershed areas in the hilly Cameron Highlands region of Pahang, Malaysia. They utilized the Theory of Planned Behavior (TPB). The impact of TPB constructs on the public's behavioral intentions was examined using survey data. The results demonstrated that, in addition to their capacity to act protectively toward forested watershed areas, respondents' behavioural intentions are also impacted by their excellent attitudes, positive beliefs, and supportive societal norms. Most TPB components have a strong positive correlation with control, normative, and behavioural beliefs. The results suggest that the public supports the Cameron Highlands' wooded watershed areas in their efforts to be protected, and the public's intention to behave varies greatly depending on their attitude.

Furthermore, the researchers noted that four normative referents were powerful advisory groups from the standpoint of the subjective norm, and each had differences

in normative referents' degrees of influence. The study showed that the government was the primary source of norm pressure among these normative referents. In the case of Cameron Highlands, the government was mainly responsible for fostering public support for measures aimed at protecting the wooded watershed areas. The government's involvement was demonstrated by specific policies that uphold sustainable practices, which typically produce favourable results that the general population finds acceptable. For instance, the government trains farmers to minimize or altogether avoid using chemical pesticides and fertilizers on their farms through partnerships with non-governmental organizations like the Regional Environmental Awareness of Cameron Highlands. It was due to the possibility that environmental changes to the wooded watershed areas could impact the region's agricultural and tourism industries, which are critical to its economic prosperity. Consequently, the researchers highlighted the significance of establishing circumstances that promote public attitudes toward conservation efforts that guarantee the long-term viability of wooded watershed regions.

Lim, Malek, and Yigitcanlar's (2021) study examined citizens' value propositions that influence smart city societies when applying adequate governance. They noted that, as Malaysia moves through the implementation stage of the country's development of smart cities, it is crucial to promptly examine the governance principles for the smart society value propositions. Malaysia was chosen as the study's primary case and contrasted with Indonesia and eight other nations (Iran, Pakistan, Nigeria, Brazil, China, USA, Germany, and Australia). The countries' comparisons were based on economic status, majority religion, and geographic location. Using a quantitative approach using cross-country comparisons and World Values survey data, they discovered that politics is the value that causes the slightest worry. They acknowledged further that for smart city societies to remain viable under the collective and adaptive system, adequate governance in Malaysia and Indonesia must consider the Muslim majority's cultural background, prioritise governance content that expands political participation and free speech, and foster children's imagination and selflessness.

Moreover, the study highlighted the vital role that smart societies play in creating smart cities, such as their meaningful participation. The values selected were slightly above

average for Indonesia, with the post-materialist value of free speech being the least preferred. Moreover, the researchers stated that their study could serve as a policy reference for Muslim-majority nations like Malaysia and Indonesia in creating intelligent future citizens and societies and achieving a balanced environmental, social, and economic sustainability. They concluded that the study provides an empirical evaluation aimed at dispelling scepticism regarding the role of the political struggle in implementing the notion of adequate governance to oversee the developing smart city societies, considering shifts in the values held by citizens.

The importance of participatory and transparency governance practices was also emphasized in the research conducted by Lim et al., (2021). A number of Malaysian cases were chosen for analysis and to serve as a discussion framework for the cutting edge of the right to the city in the setting of a developing nation. With the objective of their study to clarify the potential harms of such civic advocacy while also comprehending the propagation of the right to the city during the COVID-19 pandemic, two potential misconceptions were discovered. Firstly, they stated that the idea may undermine the centrality of power, which the public and the government must clarify. Secondly, the absence of public participation presents a significant obstacle to creating an urban environment that is co-created by all. The researchers noted that before the COVID-19 pandemic, the co-creation of urban space was a recognized practice. The researchers conclude that, under authoritarian elite rule, the democratic space continued to deteriorate and that, during the pandemic, a lack of popular participation has become the norm. Because of COVID-19, city co-creation is currently limited, and extending government controls would be detrimental to the democratic space over time. Thus, by highlighting the potential harm to the city's rights in the study, the researchers help close a blind spot and offer suggestions for actual public involvement.

Supporting to this, it was acknowledged that community involvement in planning decision-making is essential in Peninsular Malaysia to attaining sustainable development because it allows for discussion of the community's current and future interests via the study done by Zanudin, Ngah and Misnan (2019). The researchers noted that the Malaysia Town and Country Planning Act 1976 (Act 172) specifies that the community should involve in both strategic and operational planning. By incorporating

the community's experience and knowledge into the process, community participation in planning facilitates better decision-making. Additionally, the researchers noted that involving a variety of stakeholders aims to democratize governance and encourage greater citizenship. However, the researchers discovered from their study that the Peninsular Malaysia's current level of community participation in planning decision-making suggests flaws, which hinder the effort to fulfil its primary goal.

Based on that premise, they investigated the need for more community participation. Their findings from reviewing earlier research conducted over ten years (2008–2018) by Malaysian scholars clarified the shortcomings of the traditional participatory process used by local planning authorities in Peninsular Malaysia. Operational, structural, and cultural aspects are used to categorize the issues that arise from the literature review. The process's most prominent flaw turned out to be structural. The researchers concluded that Peninsular Malaysia's current level of community involvement in planning decision-making indicates the process's inefficiency, which prevents the community from having access to a real avenue for participation.

Further studies done by Palermo and Hernandez (2020) showcase the practices and importance of participatory and transparency governance involving civil servants from various municipalities in Malaysia that are related to climate change adaptation. The study was conducted due to insufficient mitigation strategies to prevent the more severe effects of climate change that required climate change adaptation. The researchers acknowledged that adapting to climate change is complex. Thus, active citizen and stakeholder participation in the adaptation policy cycle is a minimum requirement for success. The study was a Focus Group meeting where participants were asked to debate the appropriate stakeholder and public participation level for the Global Covenant of Mayors for Climate and Energy project. Focus groups were employed in an experimental exercise to raise awareness of the importance of stakeholder and citizen participation in climate adaptation planning, spark positive discussion, and pique interest in the topic during a training session for civil servants in Johor Bahru, Malaysia. The activity, which was part of the Global Covenant of Mayors on Climate and Energy initiative, looked at the relationship between the planning cycle for climate adaptation

that was created as part of the urban adaptation tool and Arnstein's (1969) study on stakeholder engagement levels.

In contrast to what the researchers had anticipated, the participants typically suggested medium to high levels of involvement in the adaptation planning process. The results bolster the notion that encouraging practitioners to work together and apply logic to complex problems yields favourable outcomes and increases consciousness. The researchers revealed that one of the concepts put forth as a high-potential participatory method was a walking activity through the city to identify hotspots of climate risks dubbed "safety walks." They further stated that the bottom-up integrated and participatory approach could be further explored and developed. Moreover, they added that in addition to complementing climate risk assessment, the "Safety Walks" technique may raise citizens' awareness and encourage their active participation. Furthermore, they suggested that integrating and combining multiple profiles at all stages was crucial.

In tourism field, participation and transparency governance practices and importance are shown in a study instigated by Abukhalifeh and Wondirad (2019). The study examines local stakeholders' participation in fostering sustainable community-based tourism (CBT). A survey conducted in Pulau Redang, Kuala Terengganu, among carefully selected community-based tourism stakeholders, is deliberated to solidify the theoretical foundations of stakeholder participation and community-based tourism nexus further. The study discovered that most research participants said there has been an improvement in their chances of involvement in the decision-making process. About this, various forms of community involvement, as well as strengths, incentives, and obstacles to taking part in community-based tourism development initiatives, are emphasized.

The study's findings contribute to the researcher's comprehension of the significance of efficient stakeholder collaboration in creating a sustainable community-based tourism enterprise within the framework of developing countries' island resorts. Furthermore, the results verified that community involvement is necessary to keep stakeholders continuously supportive of local tourism initiatives and policy implementations. The

researchers further acknowledged that community engagement in Pulau Redang, Kuala Terengganu, is encouraging because of responsible community leaders and stronger community-based associations. Arnstein's (1969) ladder of citizen participation notwithstanding, there is still much work to be done before communities can manage their tourism resource directly or in collaboration with other stakeholders, depending on their level of citizen power. Therefore, the researchers concluded that there are two main determinants of better community participation: Robust CBT organizations and dedicated leadership with increasing support and enhancing community-based tourism stakeholders' involvement in sustainable tourism development from the viewpoint of the isolated island destination.

In emphasizing the further importance of participatory and transparency governance in its practices in Malaysia, Manaf, Mohamed, and Harvey (2023) studied citizen perceptions and public servant accountability of local government service delivery in Malaysia. The objective was to examine Malaysian citizen's and public employees' views on the accountability of providing local government services. The study used a quantitative methodology by examining the opinions of two groups of respondents: the residents who had dealt with the organization in the past and workers of the local government in all of Peninsular Malaysia. The results show that respondents were generally happy with the services that society received. However, three issues with accountability were identified: i) the citizens' inadequate participation in programs, ii) the response to complaints, and iii) the tardiness in fixing basic infrastructure that needed to be fixed. The researchers recommended that local governments involve their constituents in decision-making procedures to oversee public services directly by government employees. Besides that, it should establish a link between citizen expectations and employee accountability for providing services to the public.

Chitsa et al. (2022) acknowledged in their research that positive views about citizen participation can be achieved by implementing a bottom-up strategy for citizen participation through education, awareness, and inclusive climate policy-making procedures. Their study investigated the method of citizen participation as a potential instrument for evaluating climate policy efficacy for bottom-up climate mitigation and

adaptation activities within an urban context, underpinned by the Theory of Planned Behavior and the Transtheoretical Theory inside the urban Malaysian context.

The authors proposed several recommendations. Firstly, before enacting new climate policies within the urban development framework, public opinions could be used to predict successful new legislation to avoid policy redundancy. Secondly, raising public knowledge and education on climate policy concerns in the context of urban development should influence citizens' behaviour and foster positive attitudes. Thirdly, to foster positive attitudes and a sense of ownership while implementing new legislation, local communities should be involved at every stage of the policy formulation procedures. Lastly, to enable citizens to contribute intelligently and enlightened to new laws, they should have greater influence over tokenism participation in local climate discussions and policy-making. Therefore, they suggested that the public's involvement needs to take the forefront in building communities that are climate resilient since the conversation is shifting and asking for a more bottom-up approach to climate action.

Another research conducted by Lim et al. (2021), which used text and theme analysis of the Malaysia Smart City Framework (MSCF), investigated the connection between citizenship and a smart city in Malaysia. The MSCF top-down document helps local authorities coordinate the development of silo projects. The findings revealed tremendous space for growth in the MSCF framework regarding building competent Malaysian citizens and, in turn, creating "Bangsa Pintar Malaysia," or Malaysia, a smart and united nation. Rather than being viewed only as a technology solution or a tool for transitioning to a knowledge-based economy, the authors believe that the smart city is a powerful notion that should be given significant attention as a nation-building, united society-building, and citizenship-building tool. Besides that, the authors recommended that the city encourage participatory governance and grassroots social innovations as potential backup plans in addition to public-private partnerships (PPPs). This is to prevent the "switching-cost" that cities and residents bear and the sharing of citizens' personal information with corporations for financial gain (Kummitha, 2018). Moreover, the authors acknowledged that influence has been felt on the normative aspects of the

technology-driven brilliant notion, which are unavoidably normative in nature and must incorporate aspects of developing smart citizenship.

On the other hand, Rahim (2018) acknowledged importance of good governance characteristics (participatory and transparency governance) via the utilization of technology in his study by looking into the consumption of ethnic media and the problems with ethnic division in Malaysia's multicultural society. He noticed gaps in the evidence base regarding the possibilities and approaches for information technology-assisted national integration. More precisely, he observed the patterns of internet use, participation kinds, ethnic identity, and interactions between them. Through interviews with respondents aged 21 to 40 in the country, he discovered that people who had used the internet for longer and with greater experience exhibited higher levels of online and offline participation. He added that online engagement, such as citizen-oriented participation, has varying effects on different ethnic groups in a multi-ethnic society like Malaysia. He noted that the Indians ethnic became more accepting of other ethnic groups as a result of their involvement. However, among the Malays, their participation in online forums had a negative impact on different ethnic orientations while positively affecting their ethnic identity orientation. While among the Chinese, no discernible effect was seen.

Thus, the author recommended more research on participation's role in reducing ethnic gaps in multi-ethnic societies, even though the results are still preliminary. He further suggested that young people, who are largely regarded as native to the advancement and application of information and communication technology, should be encouraged to communicate across their ethnic group due to the internet's expansion of the public sphere. Besides that, he acknowledged that no ethnic group could be forced to engage in such communication. However, he recommended that with the proper preparation and support, communication between various ethnic groups should be promoted by allowing them to participate in forums on matters that impact their lives, such as employment prospects, education, future goals, entertainment, and ethnic relations. It is because, through these exchanges, they could narrow the ethnic divide by learning more about the worldview and ethnic perspectives of various groups on these issues. Consequently, the author stated there is a chance for active citizen participation because

young people use information and communication technology frequently. He also acknowledged that the findings could result in a better understanding of citizens' rights and responsibilities, which could serve as the foundation for bridging the ethnic divide.

Supporting this, Majid (2010) examined how digital democracy can improve public participation in policymaking in the Malaysian civil service. A sample of Malaysian civil servants, government commentators, and technology in Malaysia participated in an empirical, in-depth interview-based data collection exercise using a qualitative research methodology. The study evaluated the potential role that information and communications technology (ICT) may play in enhancing public engagement with democratic political processes from a broad standpoint. The results imply that civil servants concur that digital democracy practices based on ICT offer many opportunities for policymaking to benefit from them. However, the author noticed that the civil servants' understanding of this potential as a notion and their confidence in its application in the civil service's policymaking differ. They need to prepare to give citizens the authority to define the procedure and subject matter of policymaking. The author further revealed that the real value or weight that civil servants are willing to give inputs from digital democracy practices and the extent to which these will impact policymaking are generally unknown to them.

In terms of e-participation, Lim and Yigitcanlar (2022), in their research on Participatory Governance of Smart Cities from e-participation, assessed the state of participatory governance by analyzing e-participation platforms and exploring the possibility of connecting e-platforms to a smart city plan. The research included several case study techniques and multiple data-gathering designs, with the Malaysian smart cities of Putrajaya and Petaling Jaya chosen as testbeds. The findings showed that the amount of e-decision-making space provided by the two smart city scenarios under investigation remained constrained. In other words, the findings demonstrated that Malaysia's political culture of e-decision-making is underdeveloped, which impedes the growth of e-democracy in smart cities. Conversely, the researchers acknowledged that the Putrajaya's execution of smart e-platform ideas could be better. It also revealed how ineffectively planned measures were implemented to connect municipal blueprints to e-platforms. In conclusion, the researchers highlighted Malaysia's democratic

shortcomings and suggested that policymakers reconsider and implement greater e-democracy as part of the design and development of smart cities.

Furthermore, a study by Tseklevs et al. (2022) examined the benefits and difficulties of using speculative design as a tool for policy discovery and development within the framework of Malaysia. The study indicated that local circumstances must be considered in Malaysia's speculative design. Besides, the authors discovered that participatory speculative design could be used to challenge top-down policy-making in Southeast Asian nations such as Malaysia. The authors further acknowledged the need for more varied applications of participatory design research methods across various populations and goals. However, they noticed that it is challenging to implement without the support of long-term advocates who could disseminate the approach to communities that are difficult to reach and secure the support of those stakeholders most able to ingrain its use in policy-making (like the various government Ministries that they had collaborated with). Consequently, they recommended that further enculturation within the targeted communities and ongoing participation through champions would be necessary for this technique to be effective as a participatory design application.

Hence, these are among the research conducted in Malaysia that have demonstrated the importance, practices and emphasis in the country on good governance, specifically on participatory and transparency governance. In general, it showed that the citizens, government, and its agencies have performed moderately in portraying a good governance culture. However, improvisation on the performance of the overall good governance practices, specifically participatory and transparency, must be further enhanced to build an inclusive and developed nation. **Further acknowledgement of Malaysia's commitment on good governance** (participatory and transparency governance) implementation and practices in public projects is **elaborated in Chapter 4.3**.

2.5 PUBLIC PROJECT MANAGEMENT

As this research involved public project management, it is vital to acknowledge its acceptable concept. A project is "a piece of planned work or an activity that is finished over a period of time and intended to achieve a particular purpose" (Cambridge, 2022). According to Harold Kerzner (2017), "A project can be considered to be any series of activities and tasks that have a specific objective with a focus on the creation of business value, are to be completed within certain specifications, have defined start and end dates, have funding limits, consume human and non-human resources, and are multifunctional". Even though they may be part of a coherent schedule of distinct projects, projects are unique events (Ng & Walker, 2008). A project that is done, administered, or overseen by one or more publicly funded organizations is referred to as a "public project" (Kassel, 2010). Many scholars equate public projects with government or nonprofit initiatives (Wirick, 2009). In order to complete the project, they employ temporary management structures, which are formed and then disbanded (Lundin & Soderholm, 1995).

Management is characterized as the operation of a mission or activity involving another to accomplish an objective according to rational negotiation, preparation, scheduling, development, distribution, control, and assessment by using available resources efficiently and effectively (ICU, 2015). In short, the knowledge, abilities, and resources required to fulfil the project's requirements are known as project management. Hence, public project management is a project that is done, administered, or overseen by one or more publicly funded organizations (Kassel, 2010) with the knowledge, abilities, and resources required to fulfil the project's requirements (ICU, 2015). The information, abilities, and equipment are typically categorized into activities or processes (Kerzner, 2017). The identified five process groups consisting of project initiation, project planning, project execution, project monitoring and control, and project closing are the activities that fall under this category, also known as the project life cycle, as exhibited in **Figure 2.4**.

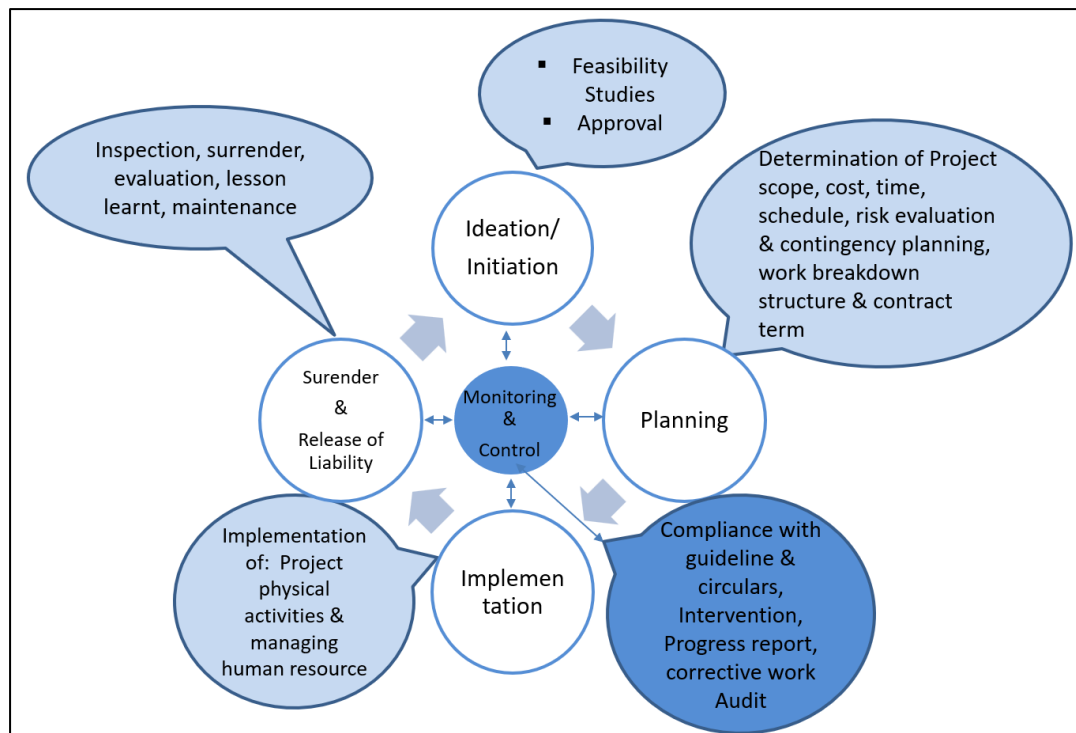


Figure 2.4: Project Life Cycle

(Source: Adapted from PMBOK, 2013; ICU, 2015)

Public projects are programs of public or national importance and are one of the results of the dream outlined in the Government's agenda to accomplish particular goals (ICU, 2015; Kerzner, 2017). The fundamental goal of the public project is to fulfil the duty of the Government to improve the country and achieve the well-being of the people across different sectors. The project's result or outcomes may be original or repeated and must be completed in a specific amount of time. The proper mix of initiatives must be approved because the organization has a minimal budget, and the outcome of a project is that it adds value to the business rather than serving as a "pet" project for the whims of one individual (Kerzner, 2017). Thus, the administration of public programs is subject to several rules, policies, legislation, and instructions designed to preserve and secure public rights and interests where it is funded through loans and tax collections.

Public projects can be divided into four main categories (PMBOK, 2013; ICU, 2015): first, physical building projects. It is considered a traditional project which has long been part of the history of development projects such as construction projects, highways, airports, and housing. Second, the physical project of the supply of

equipment or equipment. These projects are designed to fulfil specific building infrastructure specifications and are conducted independently because they include various skills and sectors. Recreational machinery, construction tools, office supplies, and farm equipment are examples of projects in this group. Thirdly, the Information and Communication (ICT) project incorporates physical and non-physical elements comprising equipment, computers, transmitters, storage, and applications. Ultimately, the non-physical or soft skills projects include the development of human resources, recruitment, analysis, consultancy services, financial assistance, and others. There are projects clustered in two or three classifications and executed as one project. The decision to classify it into cluster projects depends on the policy and strategy determined by the responsible party (ICU, 2015). These four types of projects can overlap and complement one another in project management, where there is no clear dividing line between them. However, this study will focus on the first category project, the physical building project, affordable housing under PERDA.

2.4.1 Project Governance

In relation to public project management, governance has emerged as a key discussion point in modern project management literature, and businesses have adopted this strategy to achieve their aims and objectives (Khan et al., 2019). Project governance has been theorized from a "project management" perspective where most scholars of project management background are pursuing to construct a project governance framework from the ground-up approach (Bekker, 2015). According to Pinto (2014), project governance is "the use of systems, structures of authority, and procedures to distribute resources and coordinate or manage activities in a project." It coexists with corporate governance to assist projects in accomplishing their organizational goals (Müller, 2011). In comparison, other scholars recognized project governance as a group of systems managements comprised of procedures, regulations, connections, composition for project progress and execution (Bekker et al., 2007) where "the system by which a project is governed, directed, and controlled" (McGrath & Whitty, 2015) to obtain premeditated motivation or expected business. Additionally, project governance entails a network of connections between a project's sponsor, owner, management, and other stakeholders (Turner, 2006).

Furthermore, project governance examines the management of individual projects. In contrast, governance of a project examines a collection of projects, such as a program or portfolio of projects, and has a broader view (Müller et al., 2015). According to Aliza et al. (2011), one of the main focuses of project governance is to ensure that the project goals are consistent with the portfolio and mission of the organization. They added that project governance has three primary objectives: selecting the best project, carrying out the chosen project effectively, and ensuring that the chosen projects can be sustained. Pinto (2014) stated that project governance increases the likelihood of project success by providing the structure to carry out the initiatives. He added that the chance of a project's success rises because of the governance of projects, which provides the framework for the projects' execution. Good project governance could encourage a productive working atmosphere and guarantee project success (Khan et al., 2019).

Concerning this, Abednego and Ogunlana (2006) have promoted the idea of fusing the notions of excellent project governance with the project management methodology where they suggested several qualities of good project governance, which among others are “active participation which is the right decision at the right time”, “transparency where information must be freely available, and implementation of the decisions must be according to the rules and regulations” and “transparency should be in the form of public participation and user satisfaction”. When the right person holds the proper position, Garland (2009) highlighted four key ideas to achieve these attributes and to create good governance. These principles include the distinct identification of a single point of accountability, the focus of project governance on service delivery, the separation of stakeholder management and project decision-making, and the distinction between project governance and organizational governance.

However, Jonny Klakegg (2009) noted that governmental stakeholders could worsen the project's political volatility. Cost overruns on large infrastructure projects are common due to unique site circumstances, delays, hidden costs, and interpersonal issues (Ogunlana, 2010; Khan et al., 2018). Since poor project governance could result in disastrous project outcomes, it has become a hot topic of conversation among academics and practitioners. For instance, the Big Dig Project in Boston, United States, as revealed by the federal task force in early 2000, found that, among other things, a lack of

governance was a significant cause of cost overruns (Aliza et al., 2011). As Guo et al. (2014) noted, empirical studies of management systems in big infrastructure projects have developed suitable forms of governance for controlling risks to comprehend the situation better. For example, public participation is used in China's public infrastructure and construction (PIC) projects to resolve socioeconomic and environmental problems (Xie et al., 2014).

As acknowledged by World Bank (2017), stakeholders can be motivated and given a portion of the power in priority-setting, policymaking, resource allocation, and access to public goods and services through participation. In the other study by Khan et al. (2019), he stated that a lack of governing oversight of ambiguous project outcomes, the complexity of stakeholders, a frail governance mechanism, a multi-layered organizational structure, and futile management control cause large-scale government projects' unsatisfactory performance and failure. In addition to this, governments frequently play the roles of owners or initiators because they are essential stakeholders in development projects. These are some of the examples that show the significance of governance factors in project governance. The research done demonstrated that project governance aids in matching project output to organizational strategy, which improves project performance. Therefore, project governance is crucial to project execution success (Garland, 2009).

Overall project delivery success can be attained by coordinating and managing the processes, involving all stakeholders, and resolving any conflicts of interest, as well as by recognizing the project's importance and establishing a connection between them in light of their respective roles, interests and obligations (Khan et al., 2019). The definition of successful project management can be interpreted as the achievement of a continuous stream of project goals within budget, on schedule, with the desired level of performance or technology, while making effective and efficient use of the resources allotted to the project and having the outcome approved by the client or other stakeholders. The tasks covered in the process groups may vary from project to project because each is unique, and each customer may have different requirements (Kerzner, 2017). In conclusion, no matter what approach is adopted in project management,

transparency is essential throughout the whole process in ensuring the success of a project implemented.

This indirectly indicated that the business world could not exist without projects, and transparency is essential to the success of such efforts (Betta & Boronina, 2018), as well as participatory governance. The impact of project success on the community development in the related area to the project will assist in its sustainability for the longer term. Thus, project governance acquires elements of participatory implies public participation and transparency governance in making a project successful. With these two elements, a project might achieve its stated goals from the beginning.

2.4.2 High-Performance Organization Transformation

Concerning successful project governance by an organization in its project execution, therefore, to avoid losing their competitiveness and viability, organizations must continuously adapt to changing conditions by starting and putting into practice significant, fundamental changes to the way they conduct business (Bharijoo, 2005; By, 2005; Sackmann et al., 2009; De Waal, 2018). In this regard, the idea of a high-performance organization (HPO) has recently received much attention (De Waal, 2018). De Waal (2012) defines HPO as:

“An organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of five years or more by focusing in a disciplined way on what really matters to the organization”.

Thus, an organization's long-term survival is ensured if it achieves HPO status since it can outperform similar organizations for a sustained period. HPO transformation typically affects the entire organization since it is challenging to build a high-performance organization when just a small number of units are high performing. According to Flamholtz and Randle (2008), transformation is distinct from change, which involves everything that deviates from the norm and entails a metamorphosis from one state to another. The authors underlined that while a transformation is distinct from transformation, a change might result in one. In comparison, Fernandez and Rainey (2006) discovered, based on an assessment of the transformation literature, areas

of agreement among researchers regarding what organizational transformations are: undertakings involving significant, deliberate, strategic, and administrative change. De Waal (2018) created an HPO Framework after thoroughly reviewing the literature and subsequent empirical validation, where he stated that eight key elements work well to enable a successful HPO transformation, as illustrated in **Figure 2.5**.

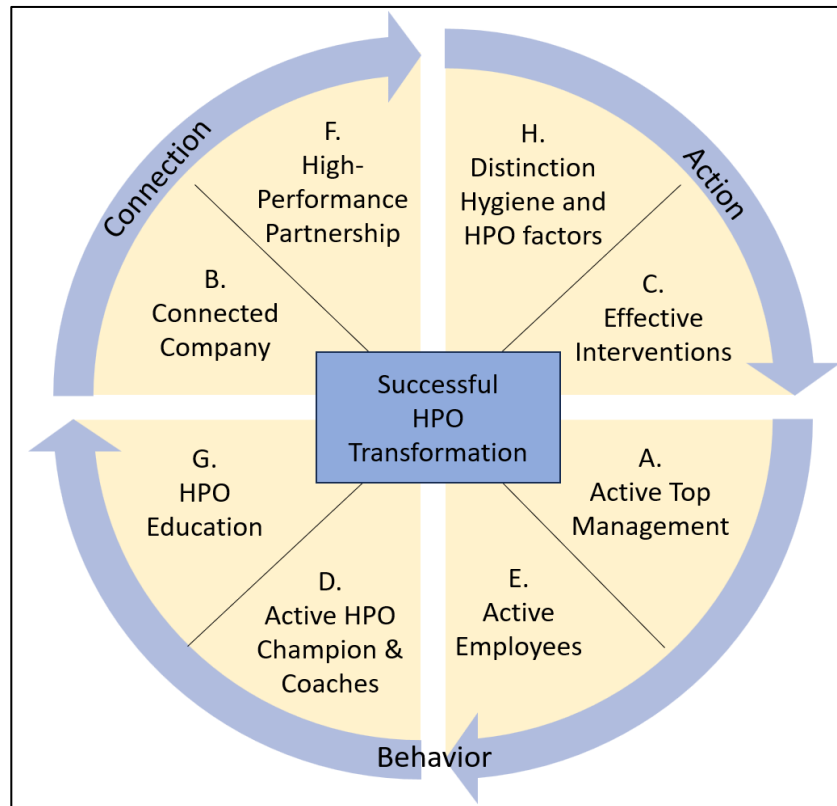


Figure 2.5: The Success Wheel of HPO Transformations (Source: De Waal, 2018)

It consists of effective interventions, linked business, high-performance partnerships, active top management, active staff, active HPO champions and coaches, HPO education and separating hygiene from HPO factors. This is known as a 'success wheel of HPO transformations. However, the author only applies the de Waal HPO Framework, so it's possible that other crucial practical success elements were overlooked. Furthermore, the sorts of organizations (size, industrial sector, and life cycle) where the HPO transition occurred needed to be differentiated. Differentiation of this kind may have provided particular "success wheels" for certain companies. Despite that, the author has proven through its extensive research, theoretically and practically

that to improve the chances of a successful conversion to an HPO, organizations might use the practical success wheel of HPO transformation.

2.4.3 Post-Occupancy Evaluation and Customer Satisfaction

The study also touched on the evaluation done after the project completion, which is related to post-occupancy evaluation and customer satisfaction. Post-occupancy evaluation (POE) was first used to evaluate a building's performance after being turned over and occupied (Durosaiye et al., 2019). In developed countries such as the United Kingdom, POE is the primary method used in the housing industry to gauge customer satisfaction with new construction. POE, which has its roots in the US, was developed to evaluate a building's performance after it has been turned over and occupied. With some pre-established technical requirements that a new construct is anticipated to achieve, POE has historically been used to measure user satisfaction (Sabina & Gemma, 2022). It has particularly shown potential in examining the causal connections between architectural and technical aspects of a building and human experiences and demands (Kim et al., 2013).

However, when practical research on traditional POE is conducted, it is typically mainly quantitative (Parn et al., 2015) and lacks qualitative depth, especially when investigating the causes of the industry's poor POE adoption (Sabina & Gemma, 2022). Nevertheless, a broader POE understanding emerged, consisting of two components: (1) the procedure for assessing building performance and quality in design and construction; and (2) the feedback loop for learning from previous projects, sharing accumulated knowledge, and enhancing forthcoming procedures and practices (Designing Buildings, 2016; Hay et al., 2018). Here, customer satisfaction is the fundamental indicator that POE has traditionally been used to measure (Kotler, 1996). Customer satisfaction may be defined as a feeling of joy or disappointment that results from comparing the perceived performance of a product or service with the customer's expectations. Consumers express their preferences in various ways, such as requirements and want, ideas for product improvements, and even demands drastic changes (Hentschke et al., 2020). Besides that, building performance and housing quality can be improved by systematic learning from previous projects, resulting in a constructed environment that better serves the demands of end users, society, and the

environment (Hay et al., 2018). Organizations can turn implicit knowledge into explicit knowledge by translating consumer demands and preferences into product specifications (Piller et al., 2004). This information can be utilized to develop new ideas, introduce innovations, better understand client needs, and decide whether to restrict or increase product variety.

It is important to note that, in contrast, ignoring client preferences and wants could result in corporate failures. Ozaki (2003) provided examples of how failure to recognize a customer's need for their own space affected selling homes with bedrooms on the ground level. Consequently, the key to doing this is effectively utilizing customer feedback. Concerning this, surveys are frequently used to assess customer satisfaction rates, which serve as a quantifiable indicator of product excellence and level of customer service (Power, 2000). However, as acknowledged by Sabina and Gemma (2022) in their study, the POE data must go beyond the typical customer surveys used to measure customer satisfaction and spot construction flaws in order to create an efficient feedback loop that enhances housing quality based on end-customer experience. Instead, these surveys must be replaced by systematic, qualitative feedback on lived experience and quality issues created in collaboration with design, innovation, and development teams.

Furthermore, they added early collaboration between end users, designers, research and development teams, and, more crucially, Modern Methods of Construction (MMC) manufacturers in the building procurement process would be required to support the learning loop of POE. In addition to completing the transformation agenda, which has thus far mostly been supply-chain focused rather than centred on the end-users of built assets, it will ensure that customer feedback becomes part of asset information. Hence, it can detect changing housing needs, address the housing crisis, and develop customer-centric social housing by enabling a two-stage POE (Hay et al., 2018) that integrates learning from previous projects regarding technological innovation and quality improvements.

2.6 AFFORDABLE HOUSING

Due to this study selected affordable housing as the study case, the general understanding and acceptance of the term globally and locally were presented. One of

the most fundamental and essential components that supports human needs is a home where “Everyone has the right to own property alone as well as in association with others” according to Article 17 (1) of the Universal Declaration of Human Rights (Ki-moon, 2007). A house serves as both a shelter and a comfortable place to live, as well as a representation of the identity of a person or a country. A home can function as both an economic good and a commodity. In terms of artistic and historical worth, it can also be considered a social or collective good. The definition of housing is the fundamental spatial scale of an objective residential setting (Huang & Du, 2015). Housing is one of the key components that people require to improve their quality of life (National Housing Department, 2018). While affordable means accessible for purchase or rental by those with modest incomes (Cambridge, 2022).

The ability of a person or family to own and rent a property was also determined by affordability (Soffian et al., 2018). The definition of affordable housing has been characterized by different entities globally. The precise definition of affordable housing is a very complicated issue that has been the focus of several investigations and ongoing discussion among specialists. Beyond the specifics of this argument, a basic understanding of what constitutes affordable housing can be formed (Baqutaya et al., 2016). The affordable housing definition is based on the notion that "households should pay no more than 30% of their income for housing, including utilities" (W. O’Dell et al., 2004). Families who spend more, especially those in the middle- and lower-income groups, are viewed as having a housing problem and a cost burden because they may struggle to meet other non-housing needs, including those for food, clothing, transportation, childcare, and medical attention (US Department of Housing and Urban Development, 2012; Baqutaya et al., 2016).

As noted by National Housing Department (2019), United Nation Human Settlement Program (2011) stated that, “an affordable house is defined as a house that meets the requirements in terms of quality, location, affordability and the buyer of the house still has the financial ability to buy other basic needs”. While Queensland Affordable Housing Consortium elaborates the definition of affordable housing as "... appropriate to the standard and location of low and medium household income and does not charge too high to the point that the household cannot afford to meet the basic needs on the

basis of sustainability”. On the other hand, Mckinsey Global Institute (2014) defined that “affordable housing refers not only to affordability but includes a home that meets the minimum standards of a satisfactory standard of living (basic facilities, size of construction, cleanliness, no structural defects) and a location that is not far from the center of employment, usually one-hour trip” (Woetzel, 2014). According to UN-HABITAT (2011), the ability to buy a house financially depends on two main components: (i) the cost of buying a house, and (ii) the cost of maintaining a house which is influenced by price real estate, amount of down payment and financing acquired as well as the ability to ability to finance property maintenance and monthly mortgage loan repayments.

2.6.1 Malaysia Affordable Housing Policy

The main forces behind creating affordable housing and shelters for people in Malaysia are the government and private developers (Soffian et al., 2018) or provided by cooperation with private developers (National Housing Department, 2019). The availability and affordability of housing in Malaysia continue to be the key concerns of the nation, despite the multitude of housing programs and delivery (Abdullah et. al., 2021). In fact, middle-class households throughout Malaysia face significant affordability issues in most country's major cities and towns, making it challenging for many of them to buy a home (Aziz et al., 2011). Home ownership-related issues have long been a top priority for the government, municipal planners, and political figures where in today's civilizations, owning a home is seen as a major problem shelter (Baqutaya et al., 2016). The affordability and accessibility of owning a home in an urban community are the most significant issues (ISIS, 2013), and the rising demand for low and moderate medium-priced homes, their locations, and their distribution (Abdullah et. al., 2021). Hence, the public's socioeconomic, political, and social well-being can be impacted by home ownership (Jamaluddin et al., 2016).

The impacts of family deprivation on one's health, education, economy, and other well-being indicators are worsened by living in an undesirable neighborhood (Centre for the Study of Social Policy, 2011). Living in an unhappy neighborhood degrades the effects of family poverty on individual health, education, economy as well as other indicators of well-being. Housing affordability is a serious issue that not only impacts individual

households but also has effects on the economy as a whole and the environment, including employment, health, and sustainability (Mulliner & Maliene, 2011). Communities' sustainability is claimed to be largely influenced by the availability of good and reasonably priced housing (HM Government 2005; Maliene et al., 2008). It is undeniable that providing affordable housing involves more than just building cheap and acceptable houses where a wider variety of elements must be considered, such as the sustainability of the buildings and the ecosystems in which they are established (Mulliner & Maliene, 2011). To resolve this issue, policymakers and pertinent agencies must act. Thus, development of affordable housing needs to be implemented according to the needs of each location (state) and the needs of the people in the area. In relation to this, a precise assessment of housing affordability is necessary to guarantee the requirement for shelter (Baqutaya et al., 2016).

Hence, due the case study was conducted in Malaysia; therefore, the affordable housing definition followed the Malaysian Government classification from the diverse definition of affordable housing. It is acknowledged as “a house that can be owned, habitable and safely occupied to meet the needs of the people under the group who earn B40 and M40” (National Housing Department, 2019). B40 and M40 are known as the major income classification groups for Malaysians together with T20 group. B40, M40 and T20, respectively, stand for the bottom 40%, middle 40%, and top 20% of the nation's population (DOSM, 2022). Malaysia adopts a method based on the median multiple methodology as the primary indicator to assess one's capacity to purchase a home (National Housing Department, 2019). A home is deemed affordable by the median multiple if its cost is less than three times the median annual income. It is a commonly used measure for comparing how affordable it is to own a property, even if the accuracy of it may vary between countries.

As a matter of fact, the World Bank has also employed this strategy to compare the ability to afford a home with median yearly household income (National Housing Department, 2018). The median household income is utilized as the determinant instead because the figures could change from year to year based on the Gross Domestic Product (GDP) of the nation. Household income is known as the total amount of money or in-kind compensation received by household members or can be referred to as gross

income. Thus, median household income means a variety of household incomes, from low to high, is arranged with the "middle" income as the middle number. For instance, there are five households in Residential X that have incomes of MYR5,000, MYR10,000, MYR15,000, MYR20,000, and MYR25,000. Thus, the median household income is MYR15,000. The median is used because it provides a more realistic picture of the area than a mean number, like the average. The Household Income and Basic Amenities (HIS/BA) survey from the Department of Statistics Malaysia (DOSM) are administered every five years and the result were varied. However, the income threshold for each category has risen through time, and this is one sign of economic expansion. Under this classification of income, it is obviously seen that both groups (B40 and M40) earn household income below MYR10,959 as illustrated in **Table 2.1**.

Table 2.1: Income Classification by Household

Household Group		Median Income (MYR)	Income Range (MYR)
B40	B1	1,929	Less than 2,500
	B2	2,786	2,500 – 3,169
	B3	3,556	3,170 – 3,969
	B4	4,387	3,970 – 4,849
M40	M1	5,336	4,850 – 5,879
	M2	6,471	5,880 – 7,099
	M3	7,828	7,110 – 8,699
	M4	9,695	8,700 – 10,959
T20	T1	12,586	10,960 – 15,039
	T2	19,781	15,039 or more

(Source: DOSM, 2019)

The forms of aid and support the B40 and M40 groups receive vary based on their respective income categories. For example, the people in the B40 category usually receive aid from the government to help them go about their daily lives, such as Bantuan Sara Hidup (BSH) or Bantuan Prihatin Rakyat (BPR). Besides that, they are also entitled to PeKa B40, a government effort run by the Malaysian Ministry of Health that focuses on non-communicable diseases to meet the healthcare needs of low-income people.

Moreover, in terms of housing, the government offers them Program Perumahan Rakyat (PPR) and Program Perumahan Rakyat Termiskin (PPRT).

The Malaysia Department of Statistics (DOSM) declared that from their survey in the Household Income and Basic Survey Amenities Report 2019, 2.91 million households in the country comprised the B40 group, and 16% of household income distribution came from this group. In comparison, the M40 group involved 2.91 million households, accounting for 37.2% of all household income. Households in the M40 group may also apply for BSH if they earn below RM5,000. In order to support this category of income group during the COVID-19 epidemic, some government aid, programs, and facilities were also developed (Romeli, 2022). It consists of government housing programs, a moratorium, and other assistance under programs known as PRIHATIN, PENJANA, PEMERKASA, and PEMULIH packages. The T20 group is high-income earners and comprises 1.49 million households, which constitute 46.8% of the total household income.

However, the supply of affordable housing in Malaysia is governed by the policies established by the respective state governments, including the kind and components of such housing. Thus, to realize affordable housing in Malaysia that is quality, safe, has easy access to public facilities, and helps enhance a prosperous community, the criteria for sustainable, affordable housing that cover six (6) primary criteria have been documented in the National Affordable Housing Policy. The requirements include an affordable home price category by state, housing standards and quality housing construction, ownership control, development control of affordable housing, and a Bumiputera ownership quota. Based on these criteria, the Malaysian government has set a maximum price of an affordable house at MYR 300,000 for the whole nation based on the findings for all states via the multiple median methods and divided it into two (2) categories, as illustrated in **Table 2.2**.

Table 2.2: Malaysia Affordable House Price Category

No.	Category	Price (MYR)
1.	Type I	150,000 below
2.	Type II	150,001 to 300,000

(Source: National Department Housing, 2019)

Therefore, in this study, we focused on the Type II category of housing developed by PERDA based on the backgrounds of the interviewed participants. However, views on the other affordable housing categories illustrated in **Table 2.2** were also considered in the analysis for a better assessment.

2.7 SUSTAINABLE COMMUNITY DEVELOPMENT

Sustainable community development (SCD) concept has been around since the emergence of sustainable development in 1980's (Bridger & Luloff 1999) as well as the progression of it across time. The appearance of sustainable development in the early decade was a fashionable answer to disentangle exacting demands of the current inhabitants while at the same time preserving veracity of the ecosystem or in other words "progression that fulfill the requirement of present generation without conceding future generations capabilities to fulfill their requests (Bridger & Luloff, 1999; The World Commission on Environment and Development, 1987). The meaning concentrates on intergenerational fairness and underlines satisfying of essential requirements which insinuated vital development for upcoming inhabitants that incapable to contribute in decision process but will not be affected of the consequences (Hembd & Silberstein, 2010). The meaning signifies two important notion which are: i) idea of needs implies on poverty biosphere as the main spotlight and ii) restrictions that denotes on technology and social institutions on the capabilities of the environment to meet present and upcoming demands.

Due to the ambiguity regarding the understandable definition, it has given impact on its expansion among various groups whether in the governmental sector up to

environmental advocates. The general understanding that being accepted is that any development that occurs will have to give highlight on the environmental sustainability since sustainability has become basic factor of growth eloquence (Lele 1991; Korten 1992; Bridger & Luloff 1999). Furthermore, literatures by scholars on the application of sustainability (Bridger & Luloff 1999) and the emergence of sustainable community development has been progressively expanding (Rees & Roseland, 1991; Perks & Van, 1993; Chamberland, 1994; Bridger & Luloff, 1999). From various scholars' interpretation, it can be concluded that definitions of sustainable community development emphasize the significance of achieving harmony between environmental concerns and development goals while also fostering local social ties; sustainable communities not only safeguard and improve the environment but also support more compassionate local societies (Bridger & Luloff, 1999).

In this study, clarifying the fundamental definitions of sustainable, community, and development is necessary to comprehend sustainable community development. The definition provided by Cambridge Dictionary online (2022) for sustainable is "able to persist throughout time and/or producing little to no damage to the environment and hence able to continue for a very long time. While "community is a group of individuals who share interests, belong to the same social group, or are of the same nationality and are thought of as a unit". Development is defined as "when someone or something develops, changes, or progresses." Development can be defined in the context of this thesis as the capacity of individuals to continually grow or alter for their improvement across time.

Thus, definition of SCD when combine it all together become "a group of individuals living in one specific zone considered as a component that share mutual interests, social cluster or nationality that able to last over a period of time with no mutilation to the environment that can cultivate or transform and convert more advance". That is to say, it fulfills the distinct demand of present and upcoming generations, providing plentiful opportunity and supporting superior quality of life (Egan, 2004). Community development is a process that results in communities that are better prepared to handle change as well as more employment, revenue, and infrastructure. Community members can more effectively employ their current abilities, reframe issues, collaborate, and use

resources in the community in new and interesting ways (Cavaye, 2006). It requires the community to stimulate social unity and inclusion, reinforce their economic opulence, properly manage nature produces, enriching as well as preserving the environment.

In other words, SCD should encompass three (3) aspects that are socially just, environmentally conscious, and economically productive (M.E.Swisher et al., 2009; Power, 2004). Socially just in SCD allows rightful admission to resources and selection processes nurtures the dissemination of foods and assistance throughout all segments to the community secure feeling and belonging within the community with peaceful incorporation of different cultures and upbringings of various societal while environmentally conscious highlights on reducing impacts on natural resources and ecosystem involving extreme reutilizing, slight contamination or waste and provide fortification and betterment on and biodiversity as a result of progression and growing populace in ensuring well-being gratification for all creatures.

Next, economically productive underlines on public engagement to localize capital investments in ensuring sustainability in terms of natural and human resources as well as generates ample returns to the ventures without obliterating the environment and minimal impact to the ecosystem (Power, 2004). In this kind of community that concern and impacted their future, active public involvement and energize collaboration incorporate decision-making by vitalizing the city center, decreases sprawl and indorses regional uniqueness, effective public transportation in assisting reduction of contamination, bottlenecks, transport costs, enhances access to facilities and employment as well as at the same time can establish acceptable living income for all employees.

Furthermore, the scholars mentioned heavy importance is given on learning, create innovative competences and training for the community in enhancing their quality of life and providing upcoming opportunities for the neighborhood adolescence. Additionally, they added that even though the community shared the same aspirations in the three aspects, progression in one single aspect does not stimulate overall harmony of sustainability in the society due to its interconnected nature between these aspects. Therefore, in decision-making process that affected the community in terms of

sustaining their population, the responsible natural resources administrators ought to contemplate individual, natural wealth, communal and physical capability in finalizing any outcome. Besides that, other stakeholders like the local leader need to look beyond to construct lasting mutual benefits between the individual in the community despite only looking in present disputes and consequences (M.E.Swisher et al., 2009). Several compelling arguments by scholars suggest that representations of the sustainable community that emphasize economic self-sufficiency and local decision-making authority amount to little more than a sentimental nostalgia for a mythical past that ignores the social and economic conditions of the present (Bender, 1978). It is vital to carefully examine the prospects for effective grass-roots activity, even though this decision may seem premature (Bridger & Luloff 1999).

In the context of this study, the public's ability to improve their lives and the environment in which they live continuously for longer periods is viewed as growth. The evolution of sustainable development over the past few decades has undergone tremendous changes (Shi et al., 2019). However, the Egan Wheel by Egan (2004), which was developed in 2004 to construct sustainable community development based on seven components and sub-components that assembled mutual objectives exemplified in **Figure 2.6**, remains relevant in this study when discussing sustainable community development.

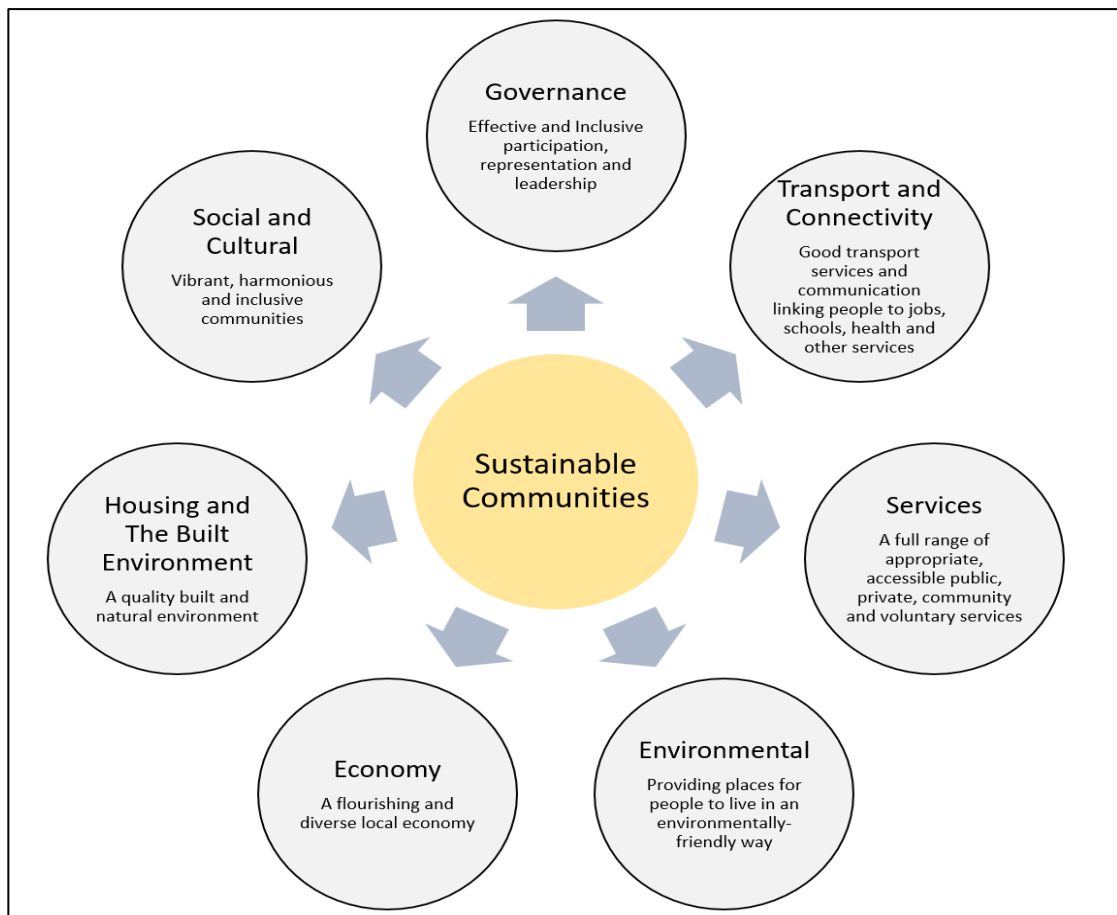


Figure 2.6: Components of Sustainable Communities (Source: Egan, 2004)

Of the seven components that constitute sustainable communities, governance is one of the key components that has been the focus of this study, particularly participatory and transparency governance. The governance component in a sustainable community should contain effective and inclusive participation, representation, and leadership. In detail, it suggests that the characteristics under this component should have “strategic, visionary, representative, accountable governance systems that enable inclusive, active, and effective participation by individuals and organizations”. It also should have robust, informed, and effective leadership and partnerships that lead by example (e.g., government, business, community) in the community. Besides, the community should be strong, inclusive and have voluntary sectors such as resident’s associations or neighborhood watch. Furthermore, the community should also have a sense of civic values, responsibility, and pride. Additionally, continuous improvement through effective delivery, monitoring and feedback at all levels should be practiced in the community.

Next, a sustainable community's social and cultural components should be harmonious, vibrant, and inclusive. In this component, a community's characteristics should have their own identity and be embedded with tolerance, respect, and connection with people from various cultures, beliefs, and backgrounds. Besides that, with low anti-social behaviour, and visible and practical community policing, a low crime rate is expected. It comes with a friendly attitude, cooperative and helpful behaviour in the neighbourhoods. Moreover, the social involvement of all people with similar life opportunities for all cultural, leisure, community, sport, and other activities should be experienced. Next, the housing and built environment component emphasizes the quality of a sustainable community's built and natural environments. The characteristic of this component entails that a sustainable community should be able to generate a good feeling for the people and local distinctiveness. Housing should be high quality, with accessible public and green spaces and facilities for everyone, including children and the elderly. The accommodations should be in a suitable range, affordable, and diverse within a balanced housing market. Besides that, a quality and well-designed built environment of appropriate scale, size, density, design and layout that complements the local element of the community should be provided. High-quality, mixed-use, resilient, adaptable, and flexible buildings are also recommended.

The transportation and connectivity component stated by Egan (2004) in sustainable communities should provide good transport services and communication connecting people to jobs, schools, health and other services. The characteristics of this component, among others, should make it easier for people to travel within and between communities. Besides, the facilities provided in the community should be able to encourage safe local walking and cycling as well as have appropriate and accessible local parking accommodations. Furthermore, adequate telecommunications and internet access should be widely available for the communities. The economic component should be included in establishing a sustainable community with a flourishing and diverse local economy. This component focuses on many jobs and training opportunities provided by active job and business creation. Besides that, a strong business community with links to the broader economy should be seen, along with sufficient land and buildings to support such economic change and prosperity.

While the services component of sustainable communities should include a full range

of appropriate, accessible public, private, community, and voluntary services. In describing the component, Egan (2004) stated it should consist of well-educated people from well-performing local schools, further and higher education and training for lifelong learning. Besides the education attribute, high-quality local health care and social services, together with a range of accessible, affordable public, community, voluntary, and private services such as utilities, retail, food, and commercial, should be available. Furthermore, the service providers in the community area should have a long-term plan and think beyond their own immediate geographical and interest boundaries.

Last but not least is the environmental component. According to Egan (2004), sustainable communities should provide places for people to live in an environmentally friendly way. It means the efficient use of resources now and in the future in the built environment and service provision, such as energy efficiency, water resources, land use, waste minimization, and flood defence. On the other hand, protecting and improving natural resources and biodiversity, consisting of water quality, noise, and air quality, is necessary. Besides that, the way of life should minimize the negative environmental impact and enhance the positive effects, such as recycling, cycling, and walking. Moreover, the environmental component should have due regard for the needs of future generations in current decision-making and actions. Finally, Egan (2004) indicated that to achieve and maintain a sustainable community, a common sub-component across all elements is that all provisions or activities are addressed concurrently with no hierarchy. However, this depends on local circumstances, where some short-term plans might be adjusted. Still, in the long run, all elements are vital to establishing a sustainable community.

Besides that, the sustainable cities and communities concept developed by the World Bank GPURL (2022) was also referred to in the study, which has four main components that make up the notion of "Sustainable Cities and Communities" in particular:

- First, Sustainable Communities are environmentally sustainable in terms of cleanliness and efficiency.
- Second, Sustainable communities are resilient to social, economic, and natural shocks. Natural disasters, which are occurring more frequently and

with greater intensity because of climate change, are properly prepared for by them.

- Third, Sustainable Communities are inclusive communities. They include the vulnerable and marginalized in their markets, services, and development by including all facets of society and all categories of people.
- Fourth, sustainable communities are competitive communities that can maintain productivity and create jobs for community members.

2.8 PARTICIPATORY AND TRANSPARENCY GOVERNANCE IN PUBLIC PROJECTS TOWARDS SUSTAINABLE COMMUNITY DEVELOPMENT

The importance of participatory and transparent governance, which indicates good governance practice in public projects, has emerged both theoretically and in practice. It has been documented in the literature through research by scholars and practitioners on public projects involving developed and developing nations. However, the context regarding conditions and authenticity of governance practices is still an ongoing debate. Awung and Marchant (2020) showed that greater transparency in the benefit-sharing mechanisms and protections of the Reducing Emissions from Deforestation and Forest Degradation (REDD++) project resulted in the development of the local community and prevented the early failure of REDD++ initiatives. While the study done by Fell and Mattsson (2021) demonstrated that actual resident involvement and engagement are the utmost plans for public-private partnerships (PPPs) to develop as a future guarantee for a sustainable city and to satisfy community expectations. Following that, Md. Wasiul et al. (2018) discovered that the help of an adaptive co-management (ACM) strategy effectively promoted the involvement and cooperation of a broader range of stakeholder groups that aid in realizing essential governance values such as participation and transparency. It resulted in changes in attitudes and behaviours toward protected area protection in nature-based tourism in Bangladesh, which are crucial for the protected areas' sustainability.

In comparison, Madon et al. (2018) discovered that genuine community involvement and transparency in sharing essential information between the authorized entity and community resulted in improved health among the community and their residence area.

Next, the study done by Subhan et al. (2018) revealed that limited participation and a lack of transparency identified in the participatory forest programs caused some governance issues despite the construction of legal and institutional structures for transferring significant responsibility to locals. Thus, practical techniques were suggested in this case to build effective participatory forest management strategies. Furthermore, Cortés et al. (2021) revealed from their study that the methods that strive to attain higher levels of engagement (conversation and collaboration) had been widely reported in Europe, where more participatory activities had been carried out. It contrasts with those that only provide citizen information and petition functions. This open participation at the community level includes both service design and delivery, involvement in public policy, and decision-making will help sustainable cities become more inventive, varied, and creative.

While Preston et al. (2020) in their study provided compelling evidence that cities can approach the partnership rung on Arnstein's ladder and move beyond a purely transactional relationship between citizens and service providers. This is significant because it empowers and inspires people to become active, engaged community members. Besides that, Damurski et al. (2019) indicated in their study that a properly planned and managed local service center (LSC) could bring advantages to the local community via transparent and inclusive business and involve genuine participation from the stakeholders, such as residents, shopkeepers, the municipality, and others. Additionally, Boyer (2019) stated in his study that interactive involvement is more crucial and perhaps necessary, for ensuring that projects reflect the interests of citizens. This was further proven by Yagasa et al. (2018) in their research, which demonstrated that various partnership-building techniques with different local stakeholders successfully fostered coordinated action based on shared responsibility and costs among the key stakeholders and raised their level of participation. Consequently, it improved Battambang's waste management service's efficiency and effectiveness, including its environmental, social, and economic benefits.

Quintin (2020) found that expressing competing interests can enhance democratic participation in housing development planning. Moreover, Iyer and Rao (2017) confirm that effective e-governance depends on transactional transparency in the procedures and

service deliveries. Citizens are more likely to trust telecentre services when there is greater transparency. Likewise, Wakely (2020) revealed that an authentic partnership and participation between local government authorities and low-income community members, NGOs, and private sector stakeholders is a fundamental governance tool. It helped to enhance the efficiency and effectiveness of service delivery, environmental management, and the development and administration of low-income group housing. Finally, Jacob & Rocha (2021), in their findings, revealed that the governance system (bottom-up approach implies on community participation), which relies on administrative support, benefits the longevity of community gardens, particularly in low-income communities. **Table 2.3** summarizes researchers' studies on participatory governance (public participation) and transparency governance in public projects that contributed to sustainable community development in various fields and countries.

Table 2.3: Summary of Findings on Participatory and Transparency Governance in Public Projects Towards Sustainable Community

Sources	Focus of Study	Key Findings
Awung, & Marchant (2020)	The level of transparency in benefit sharing and the anticipated benefits for the community.	Demonstrate how beliefs about Reducing Emissions from Deforestation and Forest Degradation (REDD+) will foster local community development and increase individual income, substantially impacting community involvement in project interventions. Because there needs to be more transparency in how forest income is currently allocated, most of the community expects more significant employment opportunities and development projects. Inclusive participation and enhancing community awareness and management are imperative in achieving community development and environmental goals in conservation initiatives. How costs and rewards are distributed and whether there are enough incentives to support behavioural changes and policies will determine how effective REDD+ is. To promote greater sustainability of REDD+ initiatives, formal national benefit-sharing systems are required. Therefore, there is a need to enhance financial transparency, information sharing, capability, and coordination among all stakeholders. Park management should concentrate

Sources	Focus of Study	Key Findings
		on REDD+'s social and livelihood components to offer compelling incentives.
Fell & Mattsson (2021)	Investigation of the drawbacks and restrictions of public-private partnerships (PPP) and their potential to address the issue of unsustainable urban development.	The findings proved that public-private partnerships (PPPs) are unfair and discourage local actors from working together. Resident involvement and engagement are the best plans for developing PPP as the future guarantor of a sustainable city. First, significant character differences between the global sustainability model and the complex realities of the local setting must be addressed. This gap relates to the social base and ecological ceiling of the metropolis.
Md. Wasiul et al. (2018)	Examining the use of the adaptive co-management (ACM) strategy may assist in the realization of essential governance ideals like participation, accountability, transparency, authority, the rule	It was discovered that the strategy effectively promoted the involvement and cooperation of a broader range of stakeholder groups. However, it's important to note that the adaptive component of ACM was determined to have contributed most to better governance, giving stakeholders new chances to engage in iterative learning. With stakeholders reporting changes in attitudes and behaviors toward protected area

Sources	Focus of Study	Key Findings
	<p>of law, and social learning, in two protected areas in Bangladesh that are significant sites for nature-based tourism.</p>	<p>protection, this component is very crucial for the sustainability of the protected areas.</p>
<p>Madon et. al. (2018)</p>	<p>Community involvement is a successful method for creating village health governance that is sustainable.</p>	<p>Results indicated that the Enhanced Development Governance (EDG) model had increased awareness of water, sanitation, and hygiene (WASH) interventions for maintaining gains in the control of neglected tropical diseases (NTDs) and was associated with a statistically significant decrease in the prevalence of schistosomiasis and diarrhea. The frequency of meetings and attendance, promoting health and sanitation awareness, income-generating activities, self-organizing abilities, and connection between village bodies are five major social processes that the EDG model has implemented that have improved health outcomes. These findings significantly impact how community involvement is conceptualized in terms of maintaining NTD-WASH (neglected tropical diseases and water, sanitation, and hygiene) intervention initiatives and raising awareness.</p>

Sources	Focus of Study	Key Findings
Subhan et. al. (2018)	To explore a forest governance framework for assessing participatory forestry's effectiveness in Bangladesh.	The results show that the participatory forestry program still needs better governance because of the limited participation and lack of transparency in the management of the Tree Farming Fund (TFF). Regarding the overall governance level, participation was ranked highest, while transparency was ranked lowest. Therefore, practical techniques such as increasing monitoring mechanisms and offering incentives for rule compliance must be adopted to fully exploit the benefits of good governance in a participatory forestry program.
Cortés et al. (2021)	To analyses thorough research on literature and experience of the participatory initiatives that Smart Cities (SCs) in Europe have implemented.	Findings indicated that methods that strive to attain higher levels of engagement (conversation and collaboration) than those that only supply citizen information and petition functions have generally been more widely reported in Europe. Findings also indicated that more participatory activities had been carried out in the last five years in the sampled creative cities, which are less than the noncreative ones.

Sources	Focus of Study	Key Findings
Preston et al. (2020)	To examine the importance of effective citizen participation in developing smart city solutions and the lesson learned.	The study offers convincing evidence that cities can approach the partnership rung on Arnstein's ladder and go beyond a simple transactional connection between citizens and service providers. This is significant because it focuses on empowering and inspiring people to become active, engaged community members.
Damurski et. al. (2019)	To examine the principles of citizen involvement and public communication, where choosing the right stakeholders becomes a crucial first step for efficient urban governance.	<p>The concept of a local service centre presented in this paper says that a properly planned and managed LSC can bring particular advantages to the local community: it may raise the quality of life by offering easy access to essential (every day) services; it may provide appropriate public space for social integration; its competitive local market may stimulate entrepreneurial attitudes among citizens; it may make the living environment more attractive by promoting diverse land use; it may shape the local (territorial) identity by presenting the history of the neighborhoods, its traditions and values.</p> <p>1) The neighborhood service center ought to be a transparent and inclusive business (which is not big news). In this process,</p>

Sources	Focus of Study	Key Findings
		<p>bottom-up actions involving local actors are essential. For an LSC to be viable and sustainable, a suitable, economically viable balance of the activities and services it offers is a requirement, particularly in areas where it competes with big shopping and entertainment complexes outside the neighborhood.</p> <p>2) The most important stakeholders that should be involved in planning, designing, building and managing LSCs are the municipality, neighborhoods/district councils, shopkeepers, services providers, developers, residents and landowners. This list should be adapted to particular spatial and social contexts.</p>
Boyer (2019)	To analyze public opinion data from the US to ascertain the impact of several participation modes on citizens' impressions of public private partnerships (PPPs).	The conclusion is that while community support for PPPs can be increased by information dissemination, interactive participation is more crucial—and perhaps necessary—for ensuring that projects reflect the interests of citizens, a problem essential to the PPPs' long-term viability. Contrary to expectations, participants said they preferred meetings with representatives of private partners over those with counterparts

Sources	Focus of Study	Key Findings
		from the state sector, suggesting the importance of citizen-direct ties in holding third-party providers accountable.
Yagasa et. al. (2018)	To highlight the results of a participatory waste management initiative undertaken by Battambang Municipality and its efforts to enhance its waste management system using a participatory method.	The study's findings demonstrate that various partnership-building techniques with different local stakeholders successfully fostered coordinated action based on shared responsibility and costs among the key stakeholders and raised their level of participation. Consequently, it improved Battambang's waste management service's efficiency and effectiveness, including its environmental, social, and economic aspects. All of this was made possible by the acknowledgement, which was also stamped on the certificate of recognition for their efforts both locally and internationally. Thanks to the transparent and participatory governance demonstrated by stakeholders' commitment that went above and beyond simple participation and the sharing of accurate information.
Quintin (2020)	To reassert the democratic legitimacy of informed and self-	It provides evidence of the public's articulation of home construction as a matter of concern. It identifies the role of

Sources	Focus of Study	Key Findings
	selective publics participating in housing development planning in England.	housing in enlisting the public, translating interests, and fostering debate and contention. It was done by drawing on literature from actor-network theory and science and technology studies. It concludes that the expression of competing interests can enhance democratic participation in housing development planning and expose the exclusions that are now used to frame this issue.
Iyer & Rao (2017)	To consider how people and processes affect transparency, which promotes efficient e-governance.	The analysis confirms the claim made in the literature that effective e-governance depends on transaction transparency. Beneficiaries think that methods and people affect how transparent things are. This report provides the government with a framework and an action plan to implement and guarantee openness in the procedures leading to efficient e-governance. The action plan ensures that services are delivered transparently, resulting in efficient e-governance. Citizens are more empowered and more likely to trust tele center services when there is greater transparency.

Sources	Focus of Study	Key Findings
Wakely (2020)	This paper discusses housing policies and implementation strategies that go beyond participation and are governed and managed by inclusive cost-and benefit-sharing partnerships of local government authorities, low-income group community members, NGOs, and private sector stakeholders.	The most significant potential of an authentic partnership is its capacity to enhance the efficiency and effectiveness of service delivery and environmental management. Partnerships as a tool for governance promise a range of benefits, including both short- and long-term sustainability, the capture of financial and social resources, the formation and strengthening of social capital, and conflict resolution where social or administrative tensions exist or threaten. Genuine local government-community partnerships for the development and administration of urban low-income group housing are fundamentally nonpartisan from a political perspective, despite having strong social-democratic goals. However, when properly understood, their egalitarian operating principles, which forbid any individual (or group) from dominating others, make them open to participants for any purpose.
Jacob & Rocha (2021)	To better grasp the ongoing requirements in community gardening projects under	The findings revealed that the governance system (bottom-up approach) that relies on administrative support benefits the longevity of community gardens, particularly in low-income

Sources	Focus of Study	Key Findings
	<p>Governance Model-6 by outlining the common requests for assistance at various stages of development.</p>	<p>communities. Governmental and nonprofit organizations should concentrate on helping these communities. In these situations, community gardening presents a fantastic chance to create food and nutrition education initiatives, improve links within the community, and promote democratic participation. In addition to the city's Community Gardens Program, several regulations, municipal rules, places for social interaction (such as the TFPC), and a slew of nonprofit organizations are constantly advancing community gardening and assisting projects around the city.</p>

Besides that, other research from Japanese 'machizukuri', and community engagement study cases demonstrated the impact of participatory (public participation) and transparency governance practices on community development and its sustainability. In the case study of Nabari City in Mie Prefecture by Matsuura (2020), he explained 'machizukuri' as designing activities of the public and locality upon their necessity and aspirations, where it applied in minor capitals that have become popular throughout the whole country. In this study, participatory governance refers to citizen involvement that began with the 'machizukuri' movement in the Shinmachi District and eventually overthrew preliminary planning by the authorities to result in the success of the river embankment street and the effective river restoration that had an impact on the central urban area of the city. The history of the problem started with the river overflows along Hase Highway; various developments took place till the 1960s, and the revitalization of the central urban vicinity in 1980's 1980s, which has made no significant progress, has triggered awareness and urged severe involvement of the citizens.

Furthermore, it was clearly shown in the case study that the citizens actively participated in revitalizing the main urban area, starting with the Shinmachi district enhancement and continuing with the reconstruction of Hosokawa Residence, an old-style townhouse, throughout the overall phases of the project cycle. The citizens' participation in the decision-making process, together with the authority and other authorized parties, further increased the likelihood of preserving the local cultural heritage and ancient values, which in the beginning needed to be supported by the citizenry. The study also demonstrated that the citizens worked diligently with the authorized parties throughout the project process via 'machizukuri' groups. Collaboration, genuine participation of various stakeholders, particularly citizens, and authority recognition, transparency, and consensus between parties, including the federal government through the Ministry of Construction (MOC), local authorities through the Nabari City administration, academics from the Urban Planning Laboratory at Mie University, residents of Nabari city or Shinmachi district, and others are essential to the successful completion of these projects.

The evidence was shown in the citizen counterproposal of refurbishment for the Nabari River embankment, formulating a practical restoration plan for the Hosokawa Residence between a citizen and an authorized party, and creating a local budget area by the local authority for the 'machizukuri' initiatives. These could only materialize with a strong will, incredible awareness, the togetherness of the citizenry, and legitimate support from the authority. Transparency governance inevitably emerged between parties, mainly among citizens, through 'machizukuri' organizations and authorized parties in discussing, sharing information, formulating, and realizing plans, as well as assisting the authority in taking a definite role in safeguarding the area via the project conducted. Additionally, transparent reporting was shown in the balance sheet account following the project segmentation. It can be said that the practices of inward-outward transparency, event or process transparency, and retrospective transparency were spotted in the study. Undoubtedly, it exhibited ineffectual top-down attempts and robust bottom-up processes in citizen involvement regarding the matter that affected their habitation and surroundings. More outstandingly, the citizen holds rights in the execution of the process of decision-making.

Besides, various mechanisms were employed to engage with citizens in those effective collaborative projects, consisting of workshops, discussions, meetings, consultations, event management, site visits, and surveys of the area to seek citizens' needs and requests. From the point of view of Arnstein's (1969) ladder of participation, the involvement of citizens was seen at the highest rank under the degree of citizen power, which stated the power held by the citizen to take charge of the residence. A noticeable delegation of power existed between the citizens and the authorities. Transparency governance also occurred in most phases throughout the project cycle, starting from ideation or initiation until the maintenance stage in ensuring sustainability for the area, as exhibited in **Table 2.4**.

Table 2.4: Participatory and Transparency Governance Practices in Revitalization of
The Central Urban Nabari City, Mie Prefecture

Chronological sequence of event	Participatory and Transparency Governance Practices
1983-Refurbishment of Nabari River	<p>-The earliest opportunity to show the effectiveness of Machizukuri Organization, which is a citizen-led organization, by sending three counterproposals to the authority/government that were accepted and realized.</p> <p>- Citizens is also included in further consultations and workshops with authorized experts (resident organization and Urban Planning Laboratory, Mie University) for seeking solutions to the current problem at that time and developing forthcoming strategy with four project themes: - i) historical and cultural town; ii) vibrant town; iii) pedestrian-oriented road; iv) workable and fun riverbed</p> <p>- Citizens were mandated to handle and innovate further via their organizations.</p>
1987-Community Development Committee for Good Living was organized within self-government association	Recognition and establishment of a community committee that is participated by citizens in designated areas.
2002-Dream-Making Area Budget Systems	<p>Transparent in budgeting system according to area established by authority obliterates prior structure affected from citizen movement and commitment: -</p> <p>-Residents management committees were created into 14 localities (based on primary school subdistrict) with definite roles and duties relating to business creation with citizen consensus except for political and religious interests.</p> <p>- The Authority clearly supports the committee via the establishment of the Council of Area Management to assist in swapping information between districts.</p>

Chronological sequence of event	Participatory and Transparency Governance Practices
	<ul style="list-style-type: none"> - Translucent reporting in balance sheet account under 5 classifications of project.
2003- Nabari Central Area Activation Plan	<ul style="list-style-type: none"> - A treasure map was created based on citizen requests from committee members to visit all residences. - Next, the Nabari Area Activation Plan was created with four specific objectives and four subcommittees establishment (General Affairs; Road, Traffic and Safety; Communications Exchange and Contact Friendship) with the goal of creating a sustainable environment and enhance the quality of life.
2004-Public private partnership revitalization plan for central Urban area”	<ul style="list-style-type: none"> -Formation of a Public-Private partnership between citizens and authorities to ensure smooth coordination for the revitalization strategy execution. Delegation of tasks between citizens, related associations, and the authority is the key feature in this partnership. For example, the extension of eco-road, Aozora Market, and building for operating unoccupied stores.
2005-Change of Ownership	<p>Hosokawa Residence is a vital part of Hase Highway townscape (Nabari City main street), granted to Nabari City as a space for accommodating citizens' events and historic exchange in revitalization strategy.</p>
2006-Finalizing project	<ul style="list-style-type: none"> -Participation of citizens via Nabari Executive Committee (non-profit organization), which is formed to administer Hosokawa Residence in series of workshops together with authority (Nabari City administration) and academicians (urban Planning laboratory of Mie University) to seek solutions in sustaining the remaining building of the residence due to disagreement of the citizen to preserve its historical value. Consensus was achieved using the application of townscape simulation and finalizing events into three classifications that are yearly (large), monthly (mini) and daily (frequent use) events in operating the residence.

Chronological sequence of event	Participatory and Transparency Governance Practices
2008- Residence Management	Renamed Hosokawa Residence to “Old Hosokawa Residence Yanase Inn” and open under the management of city residents.
2012 onwards	<p>Awarded (General Category) for Handmade Regional Prize under Ministry of Land, Infrastructure, Transport and Tourism (MLIT) to Hosokawa Residence based on citizen participation events and mechanism in the vicinity regeneration of Nabari River.</p> <p>-Machizukuri initiatives is on-going till date by evaluating implemented projects as well as preprend supplementary proposal and others related endeavors.</p>

(Source: Adapted from Matsuura, 2020)

In the other study by Masuo (2020), under the same segment of ‘machizukuri’, the case study showed that participatory and transparent governance played a significant role in restoring the affected rural settlements area of Yamakoshi (the old aspirations of the mountain), Niigata Prefecture, after the Chuetsu Earthquake in 2004. Citizens in that area were required to flee to Nagaoka City as refugees in a temporary shelter because of the extensive destruction of the hilly territory and its historical scenery, which led to a workable recovery strategy. The author stated that he had been directly involved in the restoration process from the beginning to the end and had been hired by Nagaoka City. The overall restoration, which included reforming the housing manufacturing arrangement and maintaining the tradition and scenery of the area, involved participation from all spheres of local society, consisting of citizens, local and federal authorities, academicians, local construction and architecture experts.

The main component of the recovery strategy was the citizens' participation through "machizukuri", which started with the Yamakoshi Revocery Plan. After the evacuation period, a series of conversations were held that divided the citizens into their communities. The consensus was achieved by returning to their original settlement to re-establish their lifestyle, culture, and landscape. Furthermore, during the citizen participation process, a restoration committee consisting of authority figures and experts in house construction and architecture was formed to organize at an in-depth level with

the citizens. A survey was conducted to understand the Yamakoshi landscape, resulting in five concepts of regional-style housing shared openly with the citizens. Additionally, the importance of citizen participation in the renovation of their home was made clear, where mutual trust between the homeowner and builder helps facilitate the project's execution. Further acknowledgement of citizen involvement included the ability to establish "machizukuri" councils in each settlement with their specific action plans based on the severity of the home loss.

Moreover, after several years, a restoration of mountain lifestyle association was established to support "machizukuri" efforts to develop new highland cultures and their industries. This association built the Orataru Museum, showcasing famous local culture and traditions like Nishikigoi, bullfighting, its millennium history, and other attractions. The authority's acknowledgement and delegation of duty for protecting, innovating, and educating the community over a more extended period were highlighted. The authorities showed the impacted citizens visible support and information exchange mainly through the formation of the restoration committee, which started from the launch of the Yamakoshi recovery plan, building up restoration techniques through three methods, obtaining assistance from experts in home design as well as financial assistance from various recovery funds, and providing public housing for older people.

Infrastructure for local industry, like livestock shelters, "nishikigoi" ponds, and terraced rice fields, was also supported. In certain circumstances, citizens contributed their own money to restore their homes. The support and transparency exhibited by the authorities were acceptable as long as public involvement was not eliminated. This demonstrated the collaboration between the citizens, authorities, and the appointed committee in resolving the issues post-disaster. Thus, it showed that citizens' contributions had been acknowledged in creating specific organizations to promote "machizukuri" initiatives for the valley. The process of participatory and transparent governance is encapsulated in **Table 2.5**.

Table 2.5: Participatory and Transparency Governance Practices in the Reorganization of the local housing production system for maintaining and improving the historic landscape in Yamakoshi, Niigata Prefecture

Chronological sequence of event	Participatory and Transparency Governance Practices
2005- Yamakoshi Recovery Plan “Lets go home to Yamakoshi”	<ul style="list-style-type: none"> - The main goal of Nagaoka City's rehabilitation strategy is to relocate as many citizens as possible to the Yamakoshi area. - Citizen engaged in series of discussion among them according to their respective rural community resulted in consensus upo returning to their original settlement and assist in restoring the area.
Post disaster Machizukuri- Support for self-reconstruction housing	<ul style="list-style-type: none"> - Chumon-zukuri, a development concept for regionally inspired housing, was used to restructure the local housing production system. - Initiatives have been put in place to help people rebuild their homes on their own. - A committee was formed to develop regional style housing that withstands the snow, is suitable for the mountain region's lifestyle, and can be built for a reasonable price of around 10 million yen. The committee's members include relevant agencies (Niigata Prefecture, Nagaoka City, the central government, academics, and interested parties from the local construction industry).
Development of the regional style housing	<ul style="list-style-type: none"> - 1st task; conduct a survey to understand rural landscape i) a survey of the local climate and houses ii) a survey of all settlement in Yamakoshi are and degree of damage suffered by them iii) a field survey of the houses that escaped damage.- based on photographs and data analyzed the survey together with local carpenters and timbers suppliers

Chronological sequence of event	Participatory and Transparency Governance Practices
	<ul style="list-style-type: none"> - Five (5) concepts of regional-style housing shared openly with the citizens. - Plans were made public in year later.
Construction of a structure and its design	<ul style="list-style-type: none"> - Three (3) significant methods in rebuilding process comprises of house guidelines and cost, formation of construction experts and mechanism in getting affordable construction materials.
Support for individuals who want to reconstruct each settlement	<ul style="list-style-type: none"> - Based on the damages, the Machizukuri Council creates unique rehabilitation plans for each settlement. - Disaster recovery-public housing for elderly
Result of the restoration	<ul style="list-style-type: none"> - Nearly 70 citizen returning home. - Of the 134 new homes, 54 homes, or 40%, are public housing for disaster recovery, 19 are standalone homes, and 35 were disaster-recovery public housing. - Assistance is also offered to the infrastructure used by local businesses, such as the livestock sheds, nishikigoi ponds, and terraced rice fields. - Establishment of Association of Mountain lifestyle Restoration.

(Source: adapted from Masuo, 2020)

Based on this evidence, citizen involvement was seen at the highest ladder of citizen participation by Arnstein (1969), known as the degree of citizen power. From the transparency governance view, information quality, outward-inward, event or process transparency, and real-time transparency have been exhibited by the authority or its committee to the citizens and vice versa throughout the project cycle. The mechanism used to engage with the stakeholders, including the citizens, was mainly face-to-face interaction through discussion, meetings, consultations, site inspections, and in-depth surveys. The application of the various mechanisms resulted in: (i) consent of returning citizens to Yamakoshi, (ii) two types of regional model houses, public housing, and

disaster funding, (iii) Three (3) effective methods in the rebuilding process comprised of house guidelines and cost, formation of construction experts and mechanism in getting affordable the 'machizukuri' council set up, and (v) Foundation of Mountain lifestyle Association. This kind of strategy eventually led to the effective rehabilitation of the Yamakoshi area.

Among the effective rehabilitation shown were the following: nearly 70% of the population has returned home, a new mountain lifestyle has been adopted, the historic surroundings have been restored, the local industry has been revitalized, and support has been given to local industry infrastructure, such as terraced rice fields, Nishikigoi ponds, and cattle sheds. This justified the importance of citizen and community-based involvement in the redevelopment of the affected vicinity, as mentioned by the author. Their involvement contributed to continuous engagement and collaboration. It demanded genuine transparency between all stakeholders (citizens, architects, builders, the local authority, experts, and others) in sustaining the area's traditional industry and community development.

Hence, based on the literature reviews on different topics previously, findings from the comprehensive studies indicated that genuine participatory implies public participation and transparency governance, together with specific management tools or techniques, had a significant impact on the public or private projects. It contributed to sustainable community development within some of the research areas. Besides that, the vital role played by authorized and related agencies underscores the importance of their position, combined with a good connection with the public, citizens, or community. It was to achieve the stated goal for the betterment of society. However, the comprehension of good governance highlights the two characteristics from the public's perspective have yet to be discovered. However, the result of the genuineness of the practices might appear in some of the research done in the literature review. The same goes for the influence of belief on participatory and transparency governance and the mechanisms utilized in engaging with the public.

Besides that, participatory and transparent governance in public projects such as affordable housing needs more exploration than other areas such as the environment,

forest management, waste management, government and local services, land management, and tourism. Therefore, the actual practices of participatory and transparency governance need to be assessed from the perspectives of PERDA's management and the public. It includes mechanism preference and the influence of their belief in those good governance aspects.

2.9 CHAPTER SUMMARY

The chapter begins by discussing definitions of good governance and its characteristics. The discussion then focuses on two attributes of good governance, which were the focus of this study: participatory and transparency governance. Participatory governance was discussed for its agreeable terms and importance and then referred to the public's participation in planning and projects handled by the government authority or related agencies. Then, it was followed by a literature review on the success of public participation based on the permissible extent of public involvement. Several models of public participation were stated. It led to the chosen public participation model in this study, Arnstein's (1969)' ladder of citizen participation,' for evaluating the level of public involvement. Arnstein's (1969) theory's importance, adaptation and reinforcement were also deliberated. Next, the discussion was on the public engagement mechanism studied by scholars.

It was followed by transparency governance on its acceptable definition and its importance. The discussion focuses further on organizational transparency and directional varieties of transparency to assess transparency governance in this study. In addition, good governance in Malaysia and the country's historical background were also explained. Moreover, the importance of participatory and transparency governance practices in Malaysia was further deliberated. Besides that, due to the nature of this study, which concentrated on public projects, the understandable terms of public project management and its content, such as project governance, high-performance organization, POE and customer satisfaction, were explicated. Then, affordable housing in general and in Malaysia were presented as well. Furthermore, the concept of sustainable community development was reviewed to get various perspectives from scholars. The Egan (2004) Wheel of Sustainable Community was then referred to realize the effect of participatory and transparency governance on community

development in the research area. Several studies by scholars demonstrated the significant role portrayed by practising participatory and transparency governance that influenced the community's growth in their research areas. Eventually, the gaps found in the literature review, such as the area of research (affordable housing) and comprehension of good governance concepts and practices, were addressed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter presents the research philosophy, research approach and research techniques utilized, and limitations of this study, which correspond to the objectives and questions stated in the previous chapter. The chapter begins by introducing the research methodology and its framework. The literature is linked to the various research philosophies, and the rationale behind the philosophy chosen is explained. Next, an overview of the research approach was presented. This study used qualitative methods through a case study as the research design, and further elaborations for choosing the approach were presented. Then, the chapter proceeds to the research techniques utilized in collecting the data. The triangulation approach, consisting of semi-structured interviews and document review, was applied in this study. The data analysis techniques were also explained. The limitations of the research and a summary of the chapter followed.

3.1 RESEARCH METHODOLOGY

The methodology is a mixture of techniques applied to probe into a particular event or state where new knowledge is established (Tobi, 2019). It is driven by a set of ontological and epistemological premises, which include the study's research questions or hypotheses, a conceptual framework for the subject, study methods (and their justifications), and a data source. These elements are all logically connected to one another. Researchers' axiological presumptions are the basis for the research process (values). Values dictate how to access the information source and what instruments to collect data with (epistemology). Also, researchers' choice of instruments and techniques is influenced by their own perception of themselves as researchers (ontology). Thus, research methodology is the approach taken throughout the research process, from the theoretical foundation to data collection and analysis. The phases or tiers within the process provide an array of arrangements where it implicitly guides the researcher to constantly be in the correct direction even if occasionally it requires

process re-examining (Kagioglu et al., 1998; Keraminiyage, 2005; Saunders et al., 2007) as shown in **Figure 3.1**.

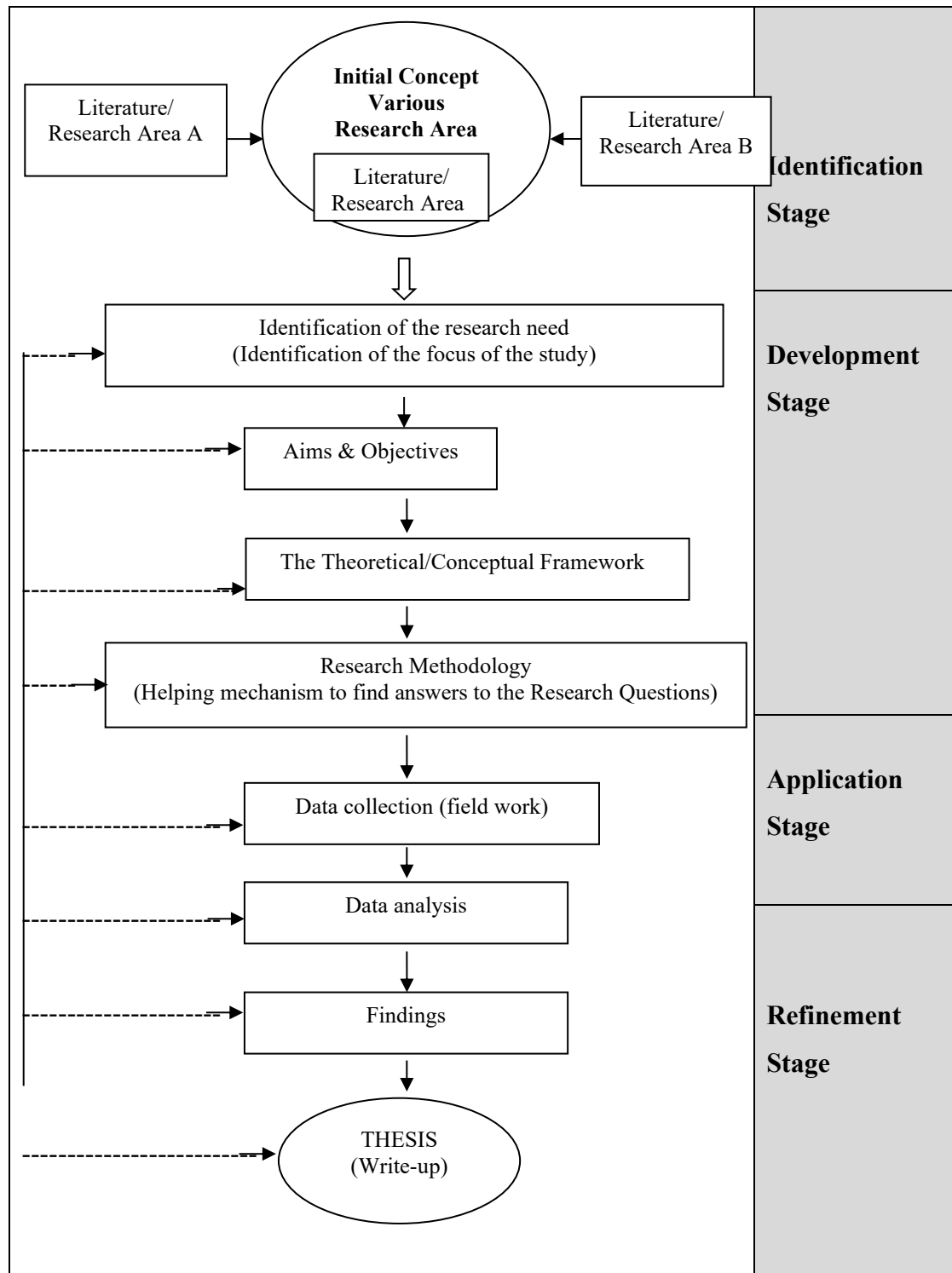


Figure 3.1: The Methodological Framework
(Source: Adopted from Tobi, 2019)

The importance of organizing research systematically is essential so that issues are addressed, problems arise, and lessening any risk as well as boosting the achievement ratio in problem solutions can be accurately determined and managed by selecting the best approach in research where it urges for trustworthy evidence related to the matters (Tobi, 2019). The verification of the research process happens when procedures or the collecting, examining, and deciphering of data with a supposition take place. Therefore, this study followed all the phases required in those stages mentioned in the methodological framework illustrated in **Figure 3.1**.

3.1.1 Research Methodological Design

In the development phase of selecting a research methodology model, it is known that there are various models established by scholars. The Nested Approach was introduced by Kagioglu et al. (1998; 2000), and it comprised three layers: research philosophy, research approach, and research techniques. The Research Onion was introduced by Saunders et al. (2007) with six elements: research philosophy, research approach, research strategies, research choices, time horizons, and research procedures. Keraminiyage (2009) introduced the Modified Model which summarized both models (the Nested Approach Model and the Research Onion Model). The Modified Model comprises research philosophy, research approach as umbrella terms that include research strategies and choices, research modes and time horizons, and research techniques. However, in this study, the Kagioglu et al. (1998; 2000) model was applied as it is holistic and understandable compared to both models, as shown in **Figure 3.2**.

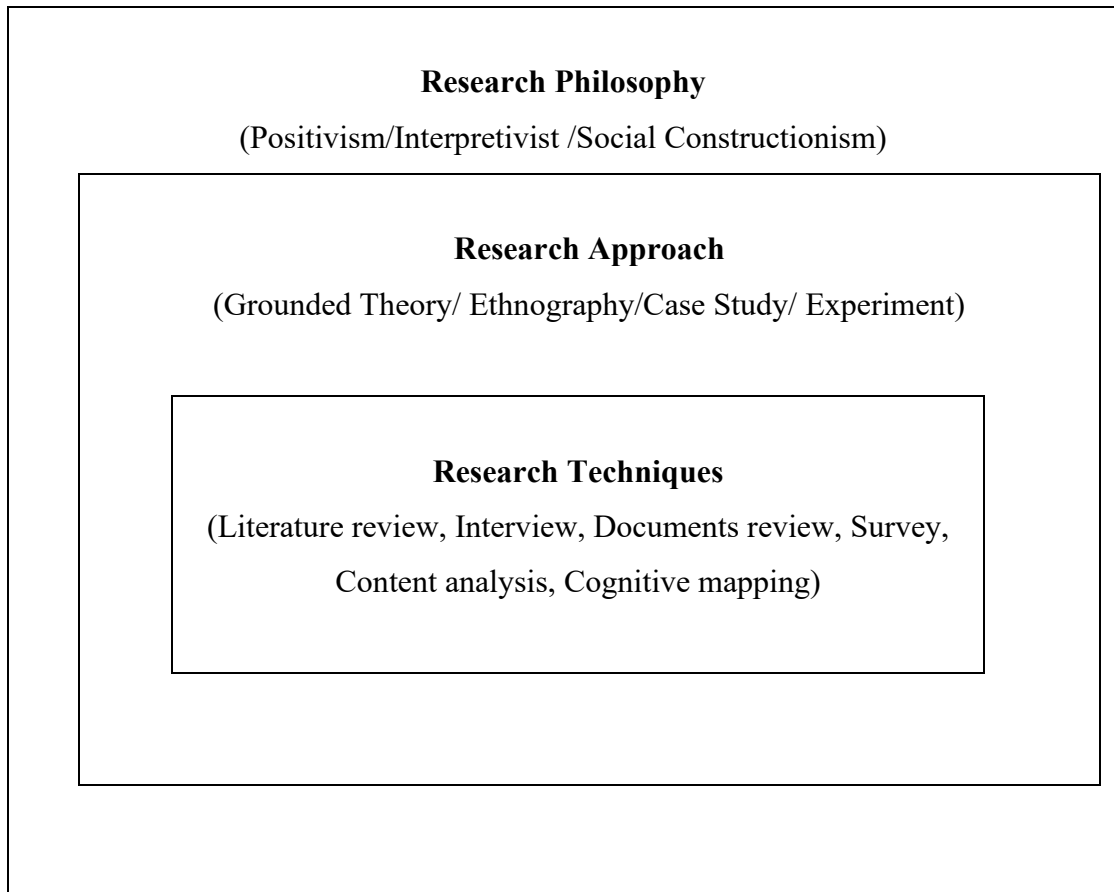


Figure 3.2: The Nested Approach Model

(Source: adopted from Kagioglu et al. (1998; 2000); Tobi, 2019))

3.2 RESEARCH PHILOSOPHY

The philosophy of research is construed as a principle concerning the clarification of information relating to an occurrence and the way data are examined and assembled (Levin, 1988). Research's philosophical choices affect its credibility since they can impact its assumptions, justifications, and interpretations (Bryman & Bell, 2015; Simons, 2009). This suggests that selecting the best approach for the study significantly impacts the robustness of analyses that can stand the test of time. If these requirements are met, errors are either wholly avoided or significantly reduced, all other things being equal (Yin, 2013). Likewise, Creswell (2013) contends that when developing the technique, it is essential to take the underlying philosophical assumptions into account because they have the capacity to influence the research from beginning to end. Thus, positivism and interpretivism are two main research philosophies with distinguishing classifications (Easterby-Smith et al., 2003; Tobi, 2019). Positivism or objectivism is a

cognitivism-based education where it is proposed that learning can be developed and knowledge as reality is not invented but learned. While interpretivism, also known as social constructionism, is a constructivist ideology that proposes that experiences in the globe-built knowledge eventually create truth (Easterby-Smith et al., 2003). The differences between the two philosophies are shown in **Table 3.1**.

Table 3.1: Differences between Positivism and Interpretivism

Item	Positivism	Interpretivism
The observer	Must be independent	Is part of what is being observed
Human interests	Should be irrelevant	Are the main driver
Explanations	Demonstrate causality	Gathering rich data from which ideas are induced
Research progress through	Hypothesis and deductions	Should incorporate stakeholders' perspectives
Concepts	They must be operationalized to be measured	May include the complexity of the 'whole' situations
Unit of Analysis	reduced to the simplest term	Theoretical abstraction
Generalisation through	Statistical probability	Small numbers of cases chosen for specific reason
Sampling requires	Large numbers selected randomly	Small number of cases chosen for specific reason

(Source: Adapted from Easterby-Smith et al., 2003; Tobi ,2019)

At the same time, components such as ontology, axiology, and epistemology should be embedded to make the study more precise. Essential assumptions of research philosophy serve as the foundation for the research strategy and the research techniques selected to support that strategy (Saunders et al., 2007). Therefore, in this study, the social constructionism or interpretivism philosophy was chosen as it was appropriately aligned with the nature of interpretivism, such as incorporating stakeholders'

perspectives, gathering rich data, a small number of cases, and theoretical abstraction in the evaluation done in this study.

3.3. RESEARCH APPROACH

The strategy used for data collection and analysis is known as the research approach (Creswell, 2003). The principles held by a researcher will portray the design selected, the data gathered and evaluated, as well as the manner of findings exhibited (Trochim, 2006). Creswell (2003) also stated that the approach taken in collecting data and evaluating it is a strategy decided by the researcher based on their investigation, ideological views, and strong preferences for quantitative, qualitative, or mixed-method approaches. The study may be conducted using a quantitative or qualitative approach, depending on the research question. Case study, biography, phenomenology, grounded theory, and ethnography are five traditions of research design within the qualitative inquiry that Creswell (1998) proposed might be categorized as belonging to a qualitative study when the research questions containing the words "how" or "what" are used. The approach of inquiry is shown in **Table 3.2**.

Table 3.2: Approaches of Inquiry

Mixed Methods	Qualitative	Quantitative
Transformative	Grounded Theory	Non-experimental
Sequential	Phenomenology	designs, like surveys
Transformative	Narratives	Experimental designs
	Case studies	
	Ethnographies	

(Source: Creswell, 2003)

Therefore, based on the chosen research philosophy in the previous paragraph, this study applied the qualitative method through a case study as the research design. In this qualitative study, participants can see the phenomenon from their perspective. According to the sociological fact, the qualitative approach is regarded as the most practical method of problem-solving (Barke, 2007), and the method of acquiring data used in qualitative research is moderately open-ended (Bryman, 2006). The qualitative approach elicits first-hand information in a non-numerical format (without complex

numbers as in the quantitative research method). To accomplish its goals, it relies on something other than a data-crunching strategy. Hence, a qualitative approach has benefits because, according to Plano Clark (2010) and Eldabi et al. (2002), it reflects the actual social context and permits flexible interpretations of social issues. Conversely, Harrison and Reilly (2011) accorded the information participants provided in their natural surroundings the weight it deserved.

As for the research design chosen, a case study is a popular research method in the social sciences that is frequently location-based, focuses on a current phenomenon, and includes some real-world context (Yin, 2009). It is an empirical inquiry that arises from the need to understand complex phenomena within a real-life context by undertaking in-depth data collection involving multiple sources of information (Creswell, 2007; Tobi, 2019). A case study provides the benefit of answering questions other than "what" questions, such as "how" and "why," through in-depth assessments (Yin, 2003). The process of gathering data for a case study is often substantial, involving various information sources, including observations, interviews, documents, and audio-visual materials (Creswell, 2007). Thus, a single case research design was chosen in this study because the case represents a unique case (Yin, 2009), where the public in the research area experienced and expressed PERDA's good governance characteristics practices in the project that contributed to their community's development and sustainability. Using a case study design would also offer details on the surrounding circumstances and a description of the causal process in the research area.

The output of the study has abundant information, and it is intricate due to the nature of its process, which involves the researcher's interpretation and insight based on the earlier literature review on the subject matter. It is a process for the researcher to discover the reality of participatory and transparency governance practices in the PERDA public project of affordable housing that selected Taman Perumahan Sungai Dua Utama, Seberang Perai Utara, Pulau Pinang as the case study to address the primary research objective, which is to evaluate participatory and transparent governance practices in PERDA public project management and its effects towards sustainable community development in the area. To deliver the main objective, several specific objectives (SO) have been constructed, comprised of SO1: to evaluate participatory and

transparency governance practices in the affordable housing project by PERDA, and SO2: to explore the effects of participatory and transparent governance in the housing project on sustainable community development in the study area. The findings from these two SOs assisted in producing SO3: to suggest recommendations to improve governance toward sustainable community development in the area. This information was elicited from PERDA's management group, which has experience in the affordable housing project, and the public participants' group, which represents the public, citizens, and community members in Taman Perumahan Sungai Dua Utama.

3.4 RESEARCH TECHNIQUES

Following the qualitative approach and case study design in this study, techniques for data collection must be chosen. This study employed interviews and document review as the main techniques for gathering data. This is because having several sources of evidence that can be converged on the same set of problems is the most crucial method to use when gathering data. This will subsequently enable triangulation to build the study's validity. Triangulation is a term for complementary ways used with the presumption that strengths in other approaches will balance out any flaws in one approach. Triangulation helps to clarify meaning by identifying distinct viewpoints on the same phenomenon, utilizing a variety of sources of data (Denzin, 1989; Flick, 1998; Amaratunga et al., 2002; Yin, 2012). Data is gathered for case studies from various sources and viewpoints, and this triangulation can significantly reduce bias and boost validity (Coley, 2008). In order to ascertain the appropriateness of the content of the interview guide for this study, it was subjected to face validity before being taken to the field. The data was collected during the COVID-19 pandemic, from September 2021 until March 2022. Participants in this study were chosen based on their management group's experience with affordable housing projects for the management group. While for the public group participants, their affordability and period of living in the residential area, their involvement in the community, and familiarity with PERDA.

3.4.1 Interviews

Interviews are not a neutral method of acquiring data; instead, they include a dialogue between two or more people that results in a negotiated, situation-based conclusion (Silverman, 1993). Also, Yin (2009) and Remenyi et al. (2003) claim that interviews are a crucial component of the case study evidence. This study employed semi-structured interviews, as they allow for flexibility in the order and language of the questions and their omission or addition during the interview (Robson, 2002). My supervisor oversaw and confirmed that the interview guide was valid and reliable to achieve the intended objective. The semi-structured interviews were arranged in a focus group via an online application using Zoom and offline meetings. It was conducted in PERDA's office.

A total of 12 participants were involved, and their group name was referred to them to preserve the confidentiality of their real names. A1 to A7 represent the management group, while B1 to B5 represent the public group, which represents the public, citizens, residents, and community in the research area. The number of interviews was adequate, as semi-structured interviews require a minimum sample size of between 5 and 25 (Creswell, 2007; Saunders, 2012; Guest et al., 2017). The Malay language was used during the interview, though English words or phrases were sometimes used. The interview sessions were recorded with the consent of all respondents. For this study, all the conversations were translated into English for better understanding in the analysis section in **Chapter 5.0**. Then, the data treatment and analysis process began with the assembly of the interview data collected from the field, which was then transcribed, coded, and categorized into themes.

Content analysis was applied in analyzing the data gathered, as it can take many different forms, from the most basic word count to thematic analysis or conceptual analysis (Krippendorff, 2004). The inductive-deductive process was also utilized for better data processing and evaluation (Hart, 2003). Hence, the thematic analysis was then formed to evaluate participatory and transparency governance practices in PERDA's public project management and their impact on sustainable community development in the area, from the perspective of PERDA's management and the public involved in the project. The thematic analysis focuses on recognizing, examining, and

interpreting patterns within qualitative data (Daly et al., 1997; Braun & Clarke, 2006), where coding is the primary process for developing patterns or themes (Boyatzis, 1998). Coding was created to help answer the main questions through the specific research questions developed. The data and information gathered from the interviews reflect the participants' experiences and knowledge.

3.4.2 Document Review

This study also employed document review as a data collection technique to provide more supporting information for data triangulation and validity. According to Creswell (2003), documents can be accessible at a time that is convenient for the researcher as an unhindered source of information, making it possible for the researcher to collect the language and words of participants. Remenyi et al. (2003) added to this by stating that documents are mainly utilized to support and supplement evidence from other sources. Due to its relative affordability and usefulness for situations, this method helped enrich the data gathered, providing information on existing policy design, project implementation, and conditions or related issues. Such documents include official reports, statistical records, pictures, online and offline articles or archival records, newspaper reports, websites, and social media.

3.4.3 Data Validation

The data validation in this study was based on triangulation of data collection consisting of interviews and document review (Denzin, 1989; Silverman, 1993; Amaratunga et al., 2002; Yin, 2012) and ARC techniques, which consist of asking interview questions, recording verbatim, and confirming with other videos or photographs from the sources of the data gathered (Zairul, 2019). Besides that, prolonged engagement with the participants and essential sources was also applied (Merriam & Tisdell, 2015).

3.5 LIMITATION OF STUDY

The study sample was limited to the participants, which comprised PERDA's management that has vast experience in public projects such as affordable housing, and the public group under the affordable housing project developed by PERDA in Taman Perumahan Sungai Dua Utama, Seberang Perai Utara, Pulau Pinang. The study only

used one specific case study, so its capacity to generalize research findings is constrained (Babbie, 2010). As a result, this study makes no claim that its findings will be relevant elsewhere. On the other hand, it aims to inspire the theoretical and practical application of good governance traits (participatory and transparency governance) in the public project of affordable housing towards sustainable community development. The study was conducted during the COVID-19 pandemic. Thus, research techniques were modified during the research conducted. The research initially intended to utilize the four most used data collection techniques: interview, structured survey, observation on the ground, and document review.

However, because of the pandemic, several restrictions have been imposed on the entire country, including the research area in Pulau Pinang, which ordered the public to restrict their movements and urge less physical interaction based on the Malaysian Government Movement Control Order (MCO). Hence, survey and observation techniques could not be applied; thus, the interview and document review methods were utilized. Though it seems the selected method might not sufficiently measure the practices of participatory and transparent governance in the project because it might provide biased estimates of the project's effect or impact, the applied method managed to tap the essential information from the ground using ICT. Nevertheless, it was admitted that broader and more relevant stakeholders were necessary, such as surveys. It is to enrich and better establish the research findings for prompting actual continuous governance practices in a public project that contributes to community development.

3.6 CHAPTER SUMMARY

The chapter has thoroughly explained the research methodology applied in this study to address the central question and objectives of the study. It comprises the whole methodological framework that shows the steps taken from the identification to the refinement stages. This framework consists of the research philosophy referred to in the study, interpretivism or social constructionism, and the qualitative method as the research approach chosen. The qualitative method applied a single case study design. Next, it describes the research techniques applied, consisting of semi-structured

interviews with content analysis to analyze data and document reviews. Finally, it explained the limitations of the study.

CHAPTER FOUR

MALAYSIA, THE GOVERNMENT ADMINISTRATIVE STRUCTURE AND CASE STUDY

4.0 INTRODUCTION

This chapter presents Malaysia's government administrative structure, which consists of the country's planning system, the establishment objective of regional development authorities, and good governance practices, including participatory and transparency governance in Malaysia. It also includes the background of Penang Regional Development Authority (PERDA), the case study area in Taman Perumahan Sungai Dua Utama, and its housing project description.

4.1 MALAYSIA AS A NATION

Malaysia, which is a developing nation, is a constitutional monarchy and parliamentary democracy that is made of 13 states, namely Johor, Kedah, Kelantan, Melaka, Negeri Sembilan, Pahang, Pulau Pinang, Perak, Perlis, Selangor, Terengganu and Sabah and Sarawak on the island of Borneo as well as three (3) Federal Territories of Kuala Lumpur, Labuan and Putrajaya (EPU, 2020). Islam is designated as the "religion of the Federation" in the Malaysian Constitution, which signifies Islam's significance to Malaysian society (Fernando, 2006). People of various racial backgrounds, religions, and races live in Malaysia. Three major races, namely the Malays (69.9%), Chinese (22.8%), and Indians (6.65%), make up most Malaysians, while others (0.7%) are the remaining group of people (DOSM, 2022). The Negrito, Senoi, and Proto-Malay ethnic groups comprise Peninsular Malaysia's native population, known as Orang Asli. While there are 27 different ethnic groups in Sarawak, the Iban make up most of the people there, and there are 32 other ethnic groups in Sabah (MyGov, 2023). With an annual population growth rate of 0.2 percent, Malaysia's estimated total population in 2022 will be 32.7 million, up from 32.6 million in 2021 (DOSM, 2022).

4.2 MALAYSIA GOVERNMENT ADMINISTRATIVE STRUCTURE

The nation has three levels of government: federal, state, and local, where national and state elections are held regularly (CLGF, 2017). The Yang Di-Pertuan Agong, also known as the "king," is chosen as the head of state every five years on a rotating basis by the Conference of Rulers, which is made up of the nine royal families of Malaysia's member states. Four of Malaysia's 13 states and the three territories do not have hereditary monarchies and are therefore excluded from this process. While the federal government directly manages the three territories, the parliament chooses the governors of these four states (Melaka, Pulau Pinang, Sabah and Sarawak). The executive, legislative, and judicial branches are the three branches of government (EPU, 2020). Currently, twenty-eight (28) ministers were appointed to govern each ministry (NST, 2022; Jabatan Penerangan, 2022). The Ministry of Rural and Regional Development (KKDW) is one of them, where most of the Regional Development Authorities (RDAs) lie under the ministry, including the Penang Regional Development Authority (PERDA) (KKDW, 2022), which is the focus of this study. PERDA is under the category of Federal Statutory Body in the government.

Ministry is the primary government organization, where departments are established to accomplish policies, strategies, programs, and projects related to specific ministry areas. In compliance with the legislation passed by Congress, the Ministry will also introduce policy programs and initiatives by creating legislative bodies such as the statutory body and agencies. The purpose of establishing these bodies is to assist and enhance the effectiveness of the government delivery system through the authority or autonomy given to them. Despite having a board of directors, it is also subject to the structures and procedures followed by the government as defined by the Malaysian finance minister. It is due to the funding source for these bodies, and some of the major projects implemented are from federal sources. **Figure 4.1** shows the concept of implementation strategies for public projects through Malaysian ministries, departments, and agencies.

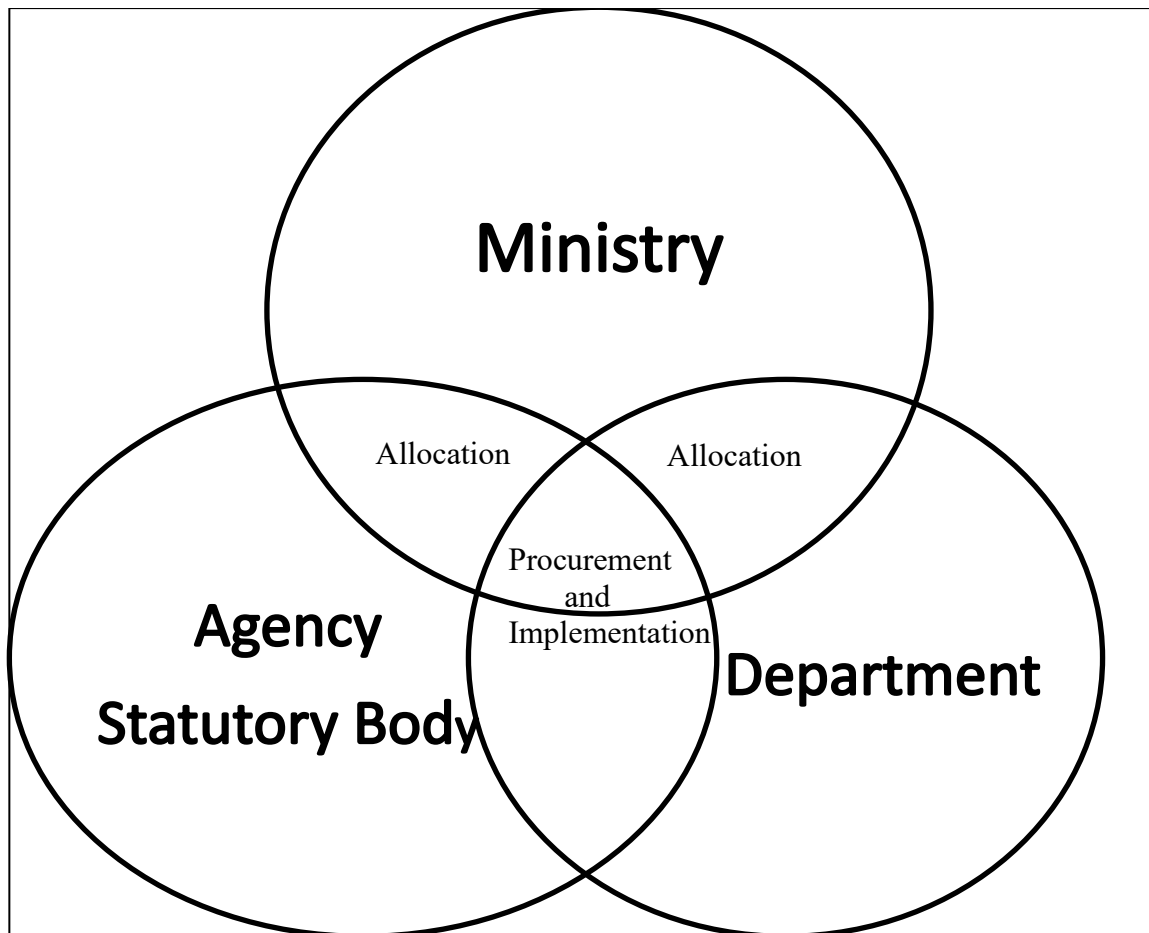


Figure 4.1: The Concept of Project Implementation Strategy Under the Ministry Through Statutory Body Departments and Agencies
(Source: ICU, 2015)

Thus, public projects must undergo a decision-making cycle at various stages (ICU, 2015). The launch of a public initiative is decided by the Prime Minister and the cabinet's consent, and the course of strategy is under the executive authority. The approved guidance would be released at the ministry's supporting agency level to classify initiatives and projects to help implement the approved scheme. Then, it shall be sent for consideration to the Minister and Parliament. This also applies to PERDA, which is placed under the Ministry of Rural and Regional Development (KKDW), and other RDAs. The allocation fund PERDA received explicitly for affordable housing development for the people in their operational area comes from here.

4.2.1 Malaysia Planning System

According to EPU (2020), in Malaysia, planning is a collaborative process between the Economic Planning Unit (EPU) and many stakeholders, such as state governments, academic institutions, the commercial sector, and non-governmental organizations. EPU is the key central organization for planning national growth. It has the mission, power, and resources necessary to carry out its responsibilities as the organization coordinating development planning due to its affiliation with the Prime Minister's Department (Brown et al., 2018). Thus, EPU acts as the secretariat of the National Development Planning Committee (NDPC) as a member of the Prime Minister's Department. Besides that, contributions from global organizations are also considered. At the Inter-Agency Planning Group (IAPG) meeting, where the EPU serves as secretariat, the setting of macro and sectoral targets will be addressed and approved (EPU, 2020).

Top-down and bottom-up techniques are applied in the socio-economic development planning process to ensure national objectives and strategies are realized through resource optimization and balanced development in various aspects. The highest level of national development planning is the Parliament. The Cabinet Committee and the Prime Minister's Special Committee discussed the draft proposal before it was presented to Parliament. The Chief Secretary to the Government (CSG) chairs the NDPC, the highest governing body of government officials responsible for formulating and coordinating policies. The suggested draft plan and policies at the NDPC level will then be presented to the National Development Council, presided over by the Prime Minister, before being discussed by the Cabinet, as illustrated in **Figure 4.2**.

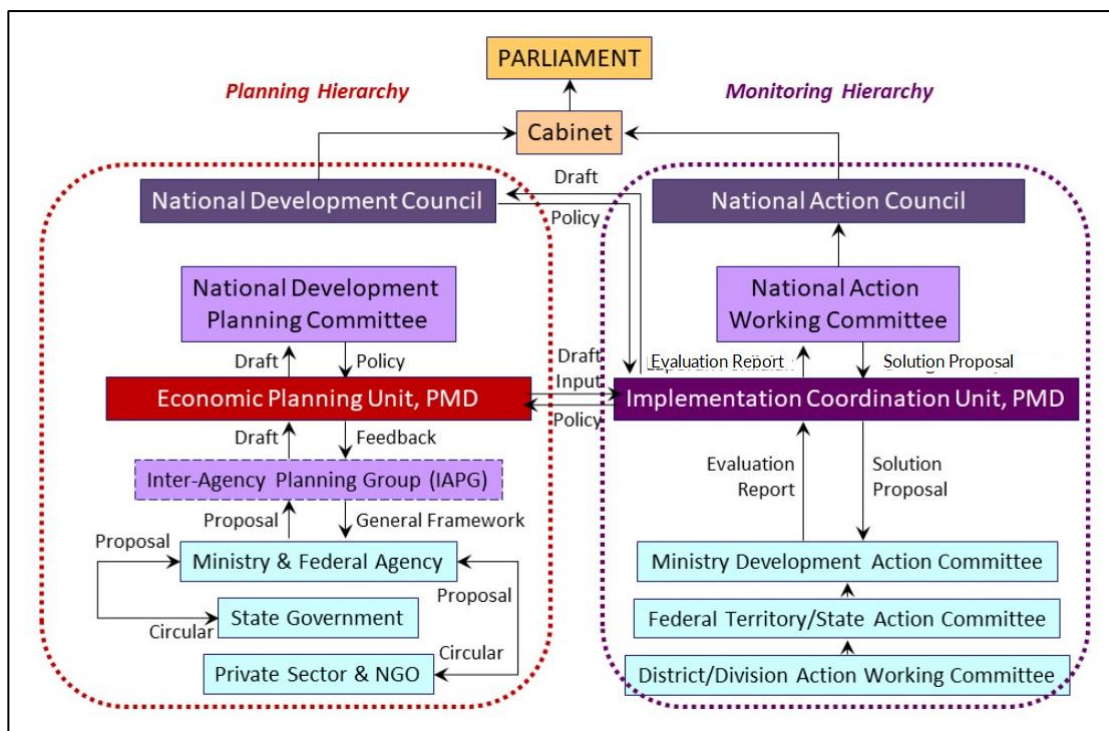


Figure 4.2: The Flow of Malaysia Socioeconomic Development Policy's Development, Monitoring Planning Process and Mechanism at The National Level
(Source: EPU, 2020)

Furthermore, the Implementation Coordination Unit, a division of the Prime Minister's Department (ICU, JPM), oversees the implementation of the government's policies, programs, and projects at the ministry and agency levels. Directive No. 1, 2018: Implementation Coordination Machinery is the engine that systematically drives coordination procedures and monitors how government programs and development projects are being implemented at the federal, state, and local levels. The National Action Working Committee, which is presided over by the CSG, will receive periodic presentations of the implementation evaluation reports for each quarter before being brought before the National Action Council, which is the highest level in the governance of national development monitoring. Thus, **Figure 4.2** shows that each ministry, including agencies placed under it, has its own obligations.

The obligation, among others, is to present their proposal to deliver their function and achieve the national objectives set by the government of the day. Hence, official regional planning began in this country when the draft development plan for Malaya

was released in 1950 under the British Colonial Administration (EPU, 2020). As of today, 27 master planning papers have been prepared, including three long-term plans, 26 mid-terms (five-year growth plans, including mid-term reviews of the five-year development plans), and Malaya's six-year draft development plan, as illustrated in **Figure 4.3**. Malaysia's growth planning approach embedded vital elements as the primary foundation, such as a multiethnic society, multiethnic administrative composition, pursuit of visible foreign policy, and 14 federal states, which include 13 provinces as well as three federal territories.

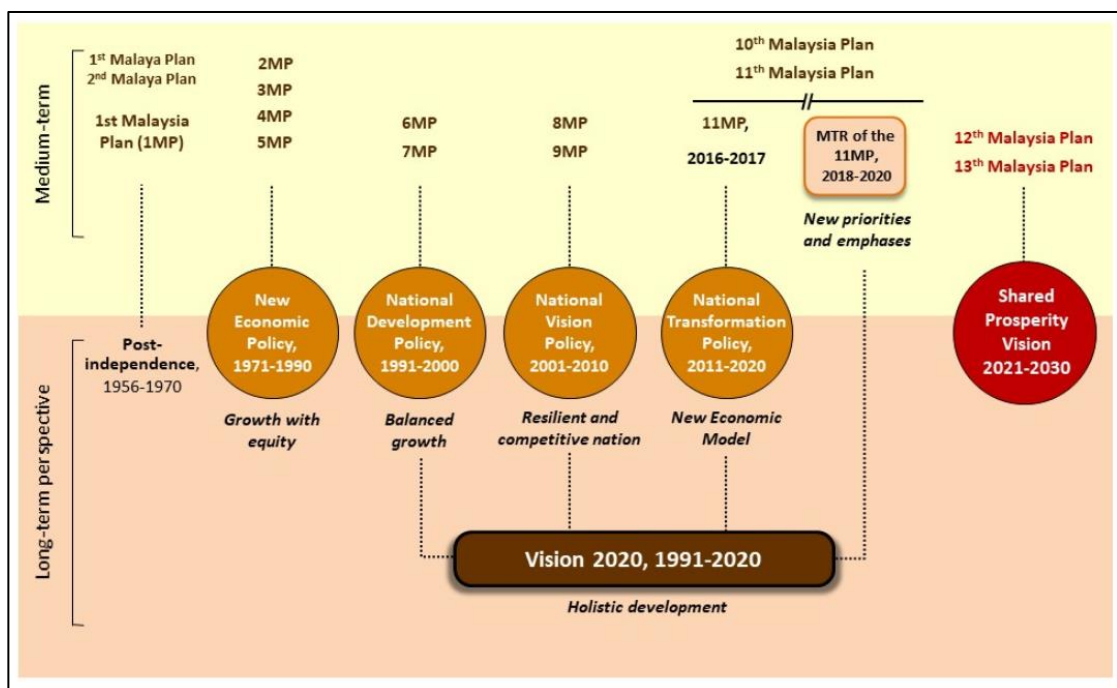


Figure 4.3: Malaysia Development Planning and Timeframe

(Source: EPU, 2020)

Regarding planning timeline or horizon, EPU (2020) stated that Malaysia's development planning consists of three levels: long-, medium-, and short-term planning, as mentioned in the previous paragraph illustrated in **Figure 4.4**.

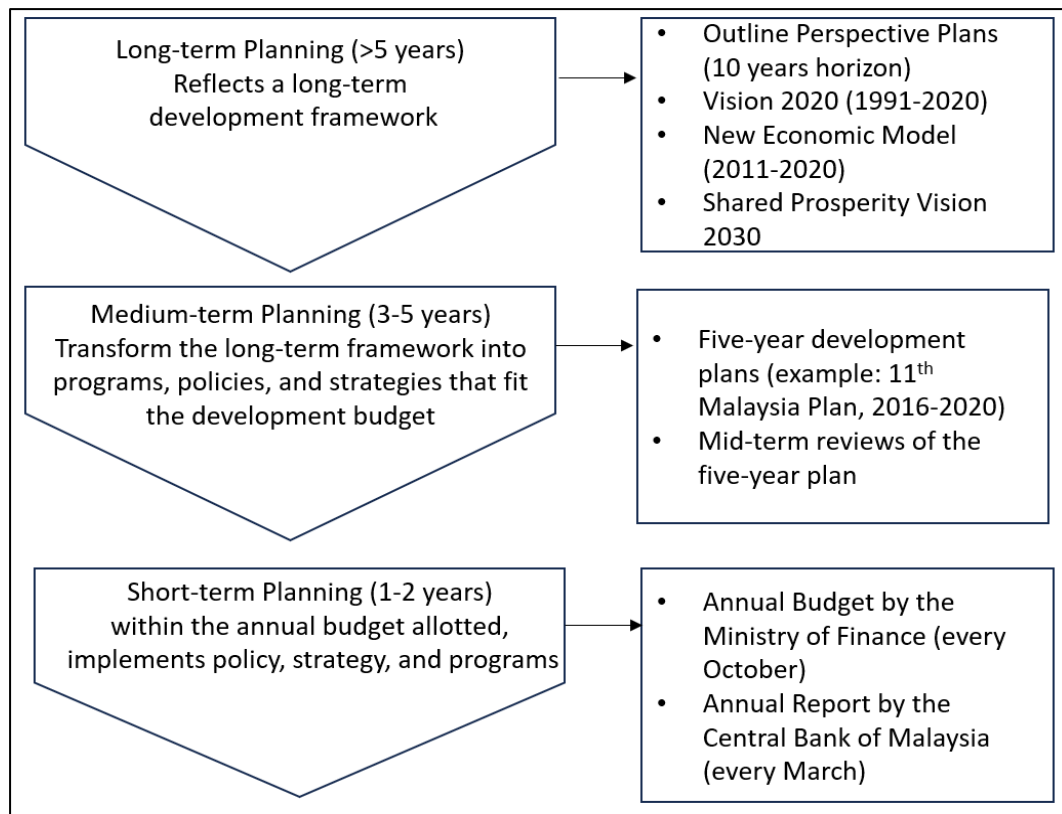


Figure 4.4: Malaysia Planning Horizon

(Source: Adapted from EPU, 2020)

The commitment of this time frame is targeted, among other things, to start Malaysia's national development plans with a general policy declaration to meet long-term aspirations, address socio-economic problems and obstacles, and raise people's living conditions to a higher level (ICU, 2015). The long-term planning laid out the broad goals and strategies of the long-term national development agenda, such as the Outline Perspective Plans, the New Economic Vision 2020, and the Shared Prosperity Vision 2030 (EPU, 2020). Adopting the policy draft declaration is then translated into an action plan for the execution of typically five-year programs and projects. Next, it is imposed annually to provide a source of financing under the national budgetary framework to ensure effective operations and close oversight are feasible (ICU, 2015). Medium-term planning translates the long-term plan framework into five-year development plans, such as the 11th Malaysian Plan (2016-2020) or 12th Malaysian Plan (2021-2025) and mid-term reviews (MTR) of the five-year development plans (EPU, 2020). The MTR seeks to evaluate the effectiveness of macroeconomic and sectoral policy plans over the first two years of the plan and, if necessary, realign strategies to meet the updated

targets. At the same time, short-term planning is the annual budget prepared by the Ministry of Finance, which implements policies, strategies, and projects aligned with medium- and long-term plans. The list of development programs and projects authorized under the two-year rolling plan is the basis for the annual development allocation.

4.2.2 Malaysia Regional Development Authorities

Malaysia's New Economic Policy (NEP) was initially introduced in 1970 to foster national unity by eliminating interethnic animosity brought on by socioeconomic inequalities (Jomo, 2004). "Poverty elimination regardless of race" and "restructuring society to abolish the connection of race with economic function" were the two pillars of NEP. According to Ngah (2010), regional development planning was viewed as a means of eradicating poverty and reshaping society regarding its social, economic, and spatial components during the NEP from 1970 to 1990. Thus, the Malaysian government then adopted several strategies to balance out regional development through the construction of new growth centres or new townships in the rural areas, the development of new land in the frontier regions, existing rural settlements, or "in-situ" rural development and the dissemination of industrial activity to the less developed regions (Alden & Awang, 1985; Mat, 1983; Ngah, 2010).

One of the implementing arms of the government in carrying out these obligations is the Regional Development Authority (RDA). The Regional Development Authority (RDA) acted as the government entity entrusted to uphold the course. Most regional development authorities (RDAs) were created in the 1970s after the NEP was introduced. Southeast Pahang Development Authority (DARA), Southeast Johore Development Authority (KEJORA), South Kelantan Development Authority (KESEDAR), Terengganu Tengah Development Authority (KETENGAH), Kedah Regional Development Authority (KEDA), and Pulau Pinang Regional Development Authority (PERDA) were the RDAs established as presented in **Table 4.1**.

Table 4.1: The Regional Development Authorities in Malaysia

Name & (State in Malaysia)	Year Taken Up/Establish
JENGKA (Pahang)	1971
DARA (Pahang)	1972
KEJORA (Johor)	1972
KETENGAH (Terengganu)	1973
KESEDAR (Kelantan)	1978
KEDA (Kedah)	1981
PERDA (Pulau Pinang)	1983

(Source: Adapted from Ngah 2010; 1993)

The primary goal of RDA and its policies is to ensure that the economies of Malaysia's states and regions are controlled, if not on par, and that wealth is distributed evenly among them (Quazi, 1987). RDA is necessary to attract investments and create jobs in low-income, high-unemployment areas by utilizing their people and physical resources and providing an equitable distribution of the necessities of life (Alden & Awang, 1985; Mat, 1983; Ngah, 2011). Due to changes in the development paradigm at the time, which emphasized private-led growth, the government opted to phase out RDAs in the 1990s, when Teras DARA Konsortium acquired DARA, and Warisan Jengka Holdings Sdn Berhad acquired JENGKA. With fewer opportunities for new land development than for the growth of already-existing villages and communities, the other remaining RDAs, including PERDA, are still operating today.

RDA in Malaysia encourages connection within the economic system by developing a planned spatial system involving settlements and towns and combining infrastructure and utilities with private investments (Ngah, 1993). Due to that, Malaysia has achieved its economic growth rate thanks to the all-encompassing methodology of creating each region with its economic activity, which has significantly altered the way of life for its current generations. Thus, good governance in public project management managed by RDAs is expected to affect the betterment of society. In this context, to constantly support the good governance agenda in constructing a sustainable community, government entities such as RDA, specifically PERDA, which is the focus of this study,

should carry the responsibility of being a noble example to society in executing and managing public projects.

4.3 MALAYSIA COMMITMENT TO GOOD GOVERNANCE (PARTICIPATORY AND TRANSPARENCY) PRACTICES IN PUBLIC PROJECT

4.3.1 Participatory and Transparency Governance in Malaysia Public Project and Administration

As a progressive developing nation, Malaysia has found ways to involve the public in the administration and implementation of public projects. Since public involvement was highlighted as one of the components of good governance principles (UN. ESCAP, 2009) and vital for the effectiveness and legitimacy of global governance (Fox & Stoett, 2016), the mechanism of engaging with them is considered necessary to produce successful citizen involvement. Since the birth of modern town planning in Malaysia, involving the public in planning has been standard practice. The proper role of public participation in public administration has been an essential and continuing area of investigation, innovation, revolt, and controversy (Manaf et al., 2016). The tradition of involving the public dates to the late 1920s in Malaysia, where the Federated Malay States' Town Planning Enactment of 1927 allowed the people to voice their concerns and suggestions for the overall town plan (Goh, 1990; Nordin, 2011).

However, at that point, the public can only voice suggestions or concerns after completing a draft plan. The practice of public participation was broadened in 1973 to include general town plans and smaller-scale planning at the level of individual planning applications. According to the 1973 Kuala Lumpur City Hall (Planning) Act, a public notice must be published within two weeks of receiving a planning application to allow the general public two weeks to inspect the plan and voice any complaints. After considering the public's concerns, the mayor can accept or reject the proposal. The mayor's choice will then be published in the Gazette and integrated into the Comprehensive Development Plan (Kamarudin Ngah, 1991). The Town and Country Planning Act of 1976 (Act 172), the modern planning statute, has added new elements to urban planning practice in Malaysia (Nordin, 2011). With the numerous changes

made to the Town and Country Planning Act since 1976 (Act 172) until now (Zainudin et al., 2019), the Act has developed ways to improve urban planning practice generally, including a more methodical approach to include the public in the urban planning process more effectively.

Participatory governance, which implies public participation, is embedded and protected under the Town and Country Planning Act 1976 (Act 172) (TCPA) and other forms of planning (Marzukhi, 2020). The act validates the community's power to engage in Malaysia's development framework via the participatory planning channel. Furthermore, participatory events aim at engaging people in decision-making (Manaf et al., 2016). The assumption was that the public was encouraged to embrace the Planning Act as the crucial element that regulated their rights in the planning process (Marzukhi, 2020). The public agreed that the statute adequately secures democratic interests, while critics argue that the ambiguous legislation continues to exempt some communities from decision-making (Marzuki et al., 2012; Marzukhi, 2020). It is because the government constantly controls the decisions, and public involvement in the preparation phase could have been more effective. This is proven by the common practice that involving the public or community in decision-making is a one-way approach (Kaur et al., 2017).

This form of governance strongly affects civic engagement because, as a result, it tends to restrict engagement and fumble its way towards reducing participatory democracy in Malaysia (Marzukhi, 2020). Thus, in Malaysia's planning phase, a 'top-down' style commences at the federal level and continues until the bottom level, commonly known as the local authority (Abdullah et al., 2011). According to the practice of public involvement in the design and municipal planning outlined in the TCPA 1976 (Act 172), it was made available in two phases. The first level of participation occurs during the early planning stages, and the second step occurs once a draft local plan has been accepted (Nordin, 2011). Public involvement was carried out during the formation of structures, and local plans were given more attention in most government investigations. It also implies transparency governance, in which the public can see and respond to the responsible authority's plans. This undoubtedly involves event and process transparency, as described in Chapter 2.0 regarding the production of public services.

Several initiatives have been announced and implemented to support participatory governance, which implies public participation, as stated in the Act, and transparent governance for the public. The practices of both characteristics were seen in the initial state of development planning, such as the Environmental Impact Assessment (EIA) and the creation of electronic participation (e-participation) through the My Government portal (MyGov, 2023). Besides that, the practices were also illustrated in the public project management book on reality and practicality in Malaysia (ICU, 2015). These were among the numerous efforts made by the government to execute both characteristics of good governance. E-participation was created to increase transparency and public participation in enhancing the quality of services provided by the government. It aims to investigate the culture and practice of e-participation. The ministry, department, or agency offers e-participation initiatives, including e-information, e-consultation, and e-decision, as illustrated in **Figure 4.4**. By utilizing information and communication technology, this goal is to involve the public in formulating policy and the decision-making process, as exhibited in **Figure 4.5**. Portal polls, public participation, portal feedback, customer satisfaction surveys, and social media sites like Facebook, Twitter, Instagram, and YouTube were some of the communication methods employed. Thus, through this method, the government invites the public to participate in local development, new services, and information needed for decision-making and progress on the national budget, preparation for the 12th Malaysian Plan, a survey on the effect of COVID-19 vaccination, and ideas to stabilize and strengthen the economy, according to specific terms and conditions.

Figure 4.4: Malaysia E-Participation Initiatives
(Source: MyGov, 2022)

Figure 4.5: Collection on Public Opinion on Policy Formation and Decision-Making (Source: MyGov, 2022)

A book produced by the Implementation Coordination Unit, Prime Minister Department, in 2015 (ICU, 2015) on Malaysia's public project management is another effort and innovation that can be viewed as a revolution in public project management in the country. This book emphasizes the technical and conceptual aspects of public project management in Malaysia. It helps public employees understand the concept of public project management in a thorough and integrated way. It combines public project management, practicality, and reality to explain that public project management is challenging to succeed in. Other efforts made that relate to the good governance agenda, inclusive of participatory and transparency in the administration, and also relate to public projects by the government include "Clean, Efficient, and Trustworthy," "Integration of Islamic Values," "Excellent Work Culture," "Code of Work Ethics," "Client's Charter," "ISO 9000" (Khalid et al., 2016), and the establishment of an Anti-Corruption Agency and the Malaysia Institute of Integrity (MII).

For instance, establishing MII focuses on developing essential knowledge and human resources for the civil sector (Rusnah et al., 2011). Besides that, the new Malaysian Code on Corporate Governance (MCCG), launched by the Securities Commission Malaysia in 2021 with several amendments and a new approach to good governance practices, also indicated the focal point of the element in the nation. On top of that, Malaysia's Ministry of Finance (MOF) has announced the Principles of Good Governance (PGG) for Government Linked Investment Companies (MOF, 2022). MOF further revealed that most organizations practice good governance and can decrease costs and risks, increase productivity, create more business opportunities, and be resilient even during the COVID-19 pandemic. Thus, these further indicate that good governance is still essential to the country's development.

Thus, these were among the initiatives the Malaysian government took to embed and practice participatory, transparency, and other good governance attributes in the nation's public projects and administration. However, public service criticism and complaints remain despite initiatives and measurements to enhance service delivery. As indicated in public project administration and implementation, realizing good governance needs to be more inventive. The report from the Auditor General, as mentioned in Chapter 1.0, has revealed continuous action that needs to be taken. According to Jatarona et al.

(2016), Malaysia's construction sector is viewed as performing unsatisfactorily, particularly when building public projects. Despite a sizable national financial allocation toward public development, some public projects are reportedly ill because of poor management, such as being unwell, running behind schedule, being plentiful, and others.

These vulnerabilities reflected how project management was governed by public officials and entities related to them in delivering their tasks for the public good. The governing parties determine the system's success in providing affordable housing (Kamal et al., 2020; Latiff et al., 2020). Iyer (2011) claims poor service delivery reflects policy planning inequities, accountability gaps, and insufficient coordination among public institutions. It also indicated that the improvisation of public sector performance is vital, but it seems the process is often demanding and challenging (Jamaiudin, 2019). All these occurrences imply that good governance needs to be understood, adhered to, and addressed in governing the public funds and projects that were supposed to promote development for the nation. Hence, continuous evaluation of such efforts must be done regularly so that essential SDGs such as sustainable communities can be achieved and experienced endlessly.

4.3.2 Policy Highlights

Recently, with the motto "A Prosperous, Inclusive, and Sustainable Malaysia, " the Twelfth Malaysia Plan (2021-2025) (12th MP) stated that the inclusivity of its people is one of its themes. The Twelfth Plan was built on three major themes: resetting the economy, improving security, well-being, inclusivity, and sustainability (MEA, 2021). The transformational plan of the 12th MP introduced essential changes to realize the spirit of *Keluarga* Malaysia, which means "family of Malaysia, " which will genuinely change the growth trajectory and lead to a prosperous, inclusive, and sustainable Malaysia. The Malaysian Shared Prosperity Vision 2030 (MSPV 2030) seeks to make Malaysia a unified, prosperous, and dignified nation that will serve as the roadmap for Malaysia's development during the following ten years, as exemplified in **Figure 4.6**.

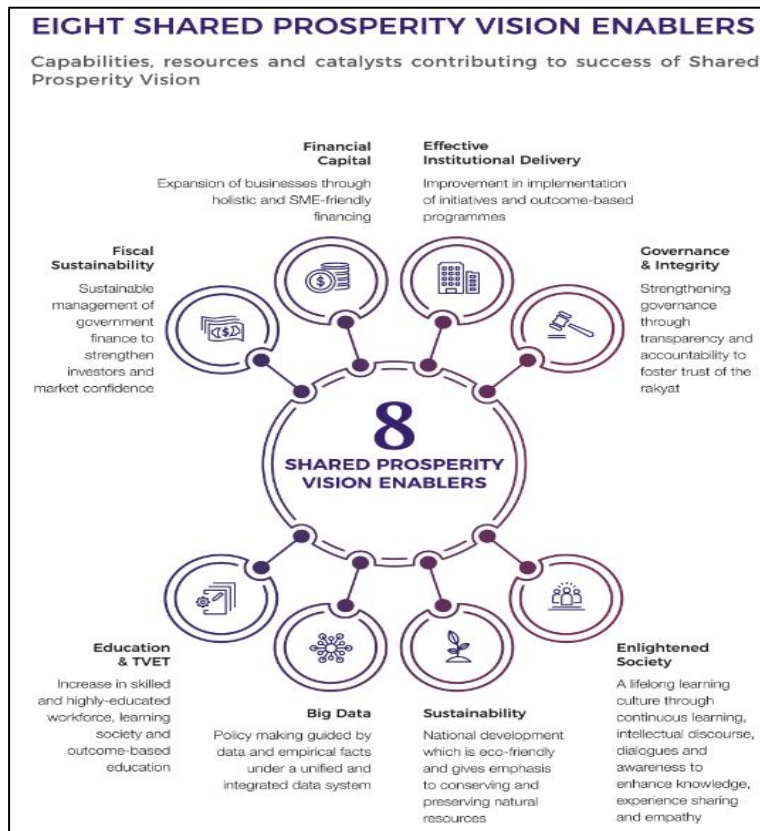


Figure 4.6. Malaysia Shared Prosperity Vision 2030 and The Enablers
(Source: MEA, 2019)

The Twelfth Plan, the first part of MSPV 2030, is essential given the present national and international problems, and Malaysia is anticipated to be revitalized and repositioned in the global economy. The economy will be rebuilt, growth will be stimulated, and prosperity, inclusion, and sustainability will all be attained. Inclusivity in the 12th MP, among others, will focus on programs to help the underprivileged and raise residents' living standards. Hardcore impoverished people and people in the bottom 10% of household income deciles will receive special attention (B1). Regardless of gender, race, socioeconomic class, or geographic location, the Twelfth Plan will address the problems of all Malaysians. For others, as well as maintaining environmental sustainability, economic expansion will be accompanied by a fairer distribution of wealth to reduce gaps between income categories, racial groups, and geographic regions. Thus, this plan indicated the continuity of emphasis on the participation of all citizens in the nation's development. In order to achieve those stated themes, four (4) catalytic policy enablers were outlined, one of which is strengthening public service, as illustrated in **Figure 4.7**.

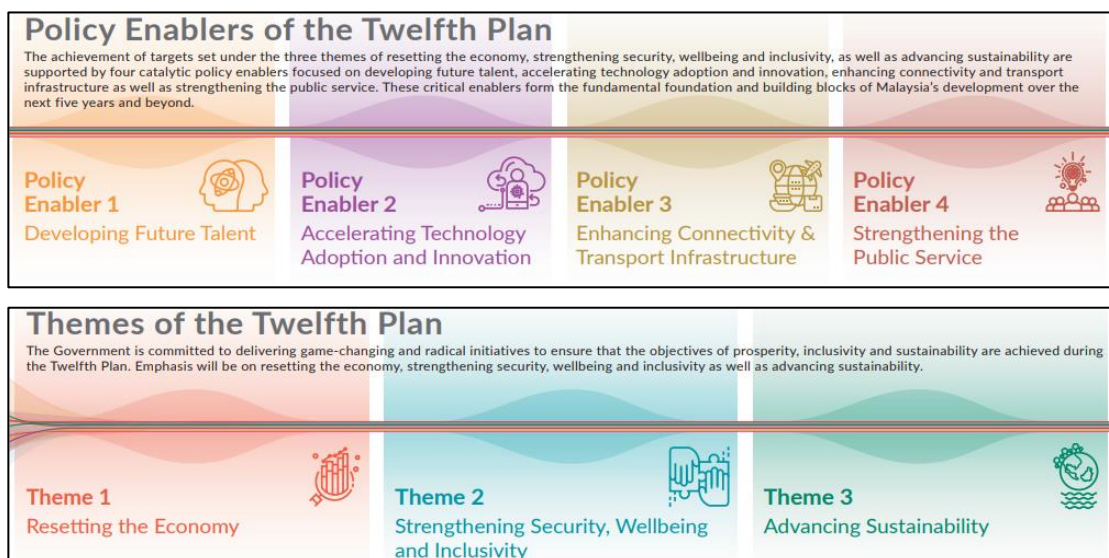


Figure 4.7: Themes and Enablers of The Twelfth Malaysia Plan

(Source: MEA, 2021)

For strengthening the public service enabler, the focus will be on further utilizing digital technology, citizen-centric decision-making, project implementation, collaboration, and coordination among the three tiers of government. Besides that, the highlights will also be on integrity and openness in response to the current talent, governance environment,

and project management shortages. In conclusion, the priorities of the 12th MP will include the following:

- Strengthening budgeting and project management.
- Creating a high-performing civil service.
- Expanding the whole-of-government approach.

As a result, it demonstrated that the Malaysian government is serious about participatory and transparent governance in its policies and public projects that affect its people. This is a continuing effort based on the previous Mid-Term Review (MTR) of the Eleventh Malaysia Plan 2016-2020 (11th MP), where the newly elected Government at that time, following the 14th General Election in 2018, represented the people's aspirations for greater openness, fiscal stability, and socioeconomic change. The realignment of the socioeconomic policies and strategies for 2018–2020 in MTR was seen where the Government committed to enhancing good governance and transparency in ensuring the greater well-being of the citizen (MEA, 2018).

This agenda was strongly emphasized in the reviewed plan by the 7th Prime Minister of Malaysia, Tun Mahathir Mohamad, who affirmed that changes were required if Malaysia as a nation, proud of its successes and potential to succeed at the highest level, wished to heal, reconstruct, and re-emerge as an Asian tiger in the past for our achievements and progress in the 1990s. He added that to achieve it, reforms include:

- Enhancing governance.
- Accelerating innovation.
- Boosting competitiveness.
- Pushing industries up the value chain.
- Strengthening the people's well-being.
- Especially the lower 40% of the household income group (B40).
- Achieving integrated growth.

Bold reforms that lead to the people's mandate are therefore imperative in achieving Malaysia's dream of being an established and inclusive country. Furthermore, he said the MTR Plan considered the new government's aspirations, current economic challenges, and global trends. In this respect, the values of good governance, stable

institutions of honesty and transparency should be reinforced to discourage corruption, diversion, misappropriation, and misuse of power. As detailed by Malaysia's former Minister of Economic Affairs, Dato' Seri Azmin Ali, in the plan at that time, six (6) essential pillars were outlined to foster sustainable development. The first (1) pillar is about transforming governance for greater transparency and enhancing the quality of public services, followed by the second (2) pillar to promote economic growth and citizen well-being.

The third (3) pillar promotes sustainable regional growth, while the fourth (4) pillar develops human resources. The fifth (5) pillar relies on green development to boost sustainability. The last pillar lays the foundation for economic growth across all economic sectors. Three of the six (6) pillars are related to the field of study: pillars 1, 2, and 3. These are among the most robust foundations for the research being conducted. Recently, a good governance agenda has been on the verge of being highlighted and put into practice for the furtherance of society, along with the Sustainable Development Goals (SDGs). The roadmap contemplates the country's capacity and capabilities to achieve the goals and objectives in the 2030 Agenda. The alignment of the SDGs with the 11th MP core is shown in **Figure 4.8**. This is crucial to help obtain and prolong sustainable community development for the nation.



Figure 4.8: Mapping of The SDGs to the Eleventh Malaysian Plan Strategic Thrusts
(Source: MEA, 2018)

4.4 CASE STUDY

4.4.1 Background of Penang Regional Development Authority

Penang Regional Development Authority, or PERDA, one of the RDAs in Malaysia, operates in Pulau Pinang, the northern region of Malaysia. According to World Bank (2020), "Pulau Pinang has geographically divided into five (5) districts: two in Penang Island (Northeast and Southwest districts) where the capital city George Town is located". While "three (Seberang Perai North, Middle, and South districts) in the mainland across a narrow channel". PERDA's operational area covers the overall state of Pulau Pinang, excluding the metropolitan area, gazetted city, small town, reserve land, river, forestry, water catchment area, cemetery reserve area, beaches, and islands, as illustrated in **Figure 1.3**.

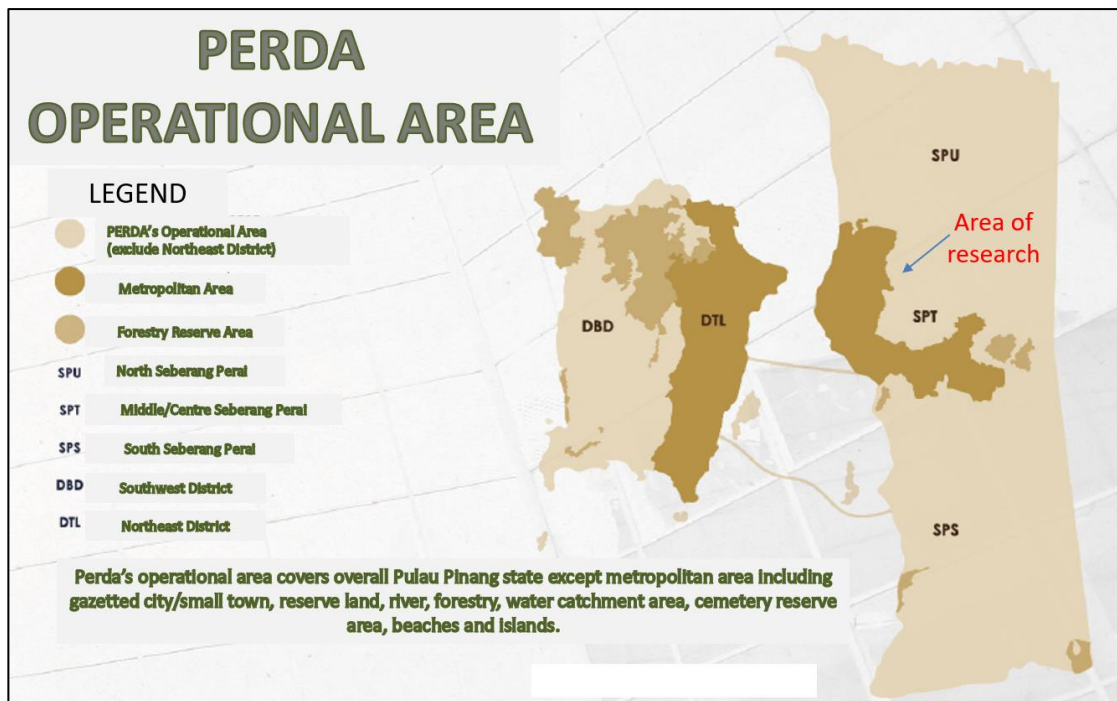


Figure 1.3. PERDA Operational Area within Pulau Pinang State

Source: (Adapted from PERDA's website)

The establishment of the Penang Regional Development Authority (PERDA), which is the focus of the study, in 1983 by the Parliament of Malaysia, which endorsed and gazetted the Penang Regional Development Authority Act 1983 (Act 282), is to be a dynamic regional development agency leading the implementation of the development of the Penang region (PERDA, 2022). Its specific objectives are to be an agency that drives local community development, especially for the target groups in PERDA's operating area, in all socio-economic ranges, including human capital, economic growth, and physical growth, with a focus on improving living standards, expanding industrial areas, building up housing areas, and providing infrastructure facilities. It is done through the effective implementation and management of those programs or projects through good governance practices as written in its objective establishment. PERDA also plays a vital role in balancing development between areas under its operations and rapid growth outside the northern region. The majority of its beneficiaries were among the Bumiputera. The Bumiputera-literally, "sons of the soil," referring to Malays and indigenous people (Shamsul, 1996; Lim et al., 2021). Precisely the Malay ethnic group was the majority public received PERDA's benefits and resided in the PERDA territory. It is unsurprising since the obligation of PERDA started from

its 'birthday' to develop their area for socio-economic development, focusing on the rural area. This is because, historically since independence, the rural area in the country (including PERDA territory) was resided by the majority of Malay ethnic group due to the British regime colonization through a 'divide and rule' strategy. The British colonization ended up dividing the region in Malaysia (before the country independence in 1957) based on economic activity and region (Saari et al., 2015). The Chinese ethnic group in the mining sector and Indians in the rubber plantations resided in urban areas, while the Malay ethnic group in agriculture resided in rural settlements. Most of the Malay ethnic group were poor back then though they are the indigenous people of the country as explained further in **Chapter 2.4**. Therefore, it is essential to show active support focusing on the Malay ethnic group as most of the public resides in the research area in this study. At the same time, it is hope that the study will assist in balancing the socio-economic of the country.

Table 4.2 shows PERDA's initial function as gazetted in the Penang Regional Development Authority Act 1983, stated under (Act 282) Section 4 (1) and (Act 282) Section 4 (2):

Table 4.2: PERDA Function

No.	Description
(ACT 282) SECTION 4 (1)	Function of PERDA stating that the functions of the Lembaga shall be— (a) to promote, stimulate, facilitate and undertake economic and social development in the Kawasan Lembaga Kemajuan Wilayah Pulau Pinang; (b) to promote, stimulate, facilitate and undertake residential, agricultural, industrial and commercial development in the Kawasan Lembaga Kemajuan Wilayah Pulau Pinang; and (c) to control and co-ordinate the performance of the aforesaid activities in the Kawasan Lembaga Kemajuan Wilayah Pulau Pinang.
(ACT 282) SECTION 4 (2)	Has the power to do all things expedient or expedient for or incidental to, the carrying out of its functions, BUT without touching the TERMS referred to in 4 (1)

(Source: Penang Regional Development Authority Act, 1983)

At the beginning of its establishment, PERDA was placed under the supervision of the Ministry of Rural and Regional Development (KKDW). As of August 15, 2005, PERDA has been placed under the care of the Implementation Coordination Unit, Prime Minister Department. However, from the 14th General Election in Malaysia in 2018 until now, PERDA has been supervised by KKDW (PERDA, 2022). Until today, PERDA has implemented various socio-economic development programs and projects to ensure that the people enjoy the highest quality of life, especially in most of their operational surroundings in Pulau Pinang. As of now, PERDA's primary focus includes the following:

- I. Development of Housing and Social Facilities
- II. Economic Development
- III. Skill Development
- IV. Human Capital Development
- V. Investment.

In this case study, the research concentrated on PERDA's Affordable Housing Development, under the Property Development and Social Facilities category, in Taman Perumahan Sungai Dua Utama. PERDA was chosen among other RDAs as the case study due to the following reasons:

- I. Focus on five (5) main programs, especially in Development of Housing and Social Facilities, where it continues receiving a considerable allocation of funds to develop affordable housing than other RDA.
- II. PERDA's housing program or project was listed among contributors' key performance indicators (KPIs) for Bumiputera (Indigenous people at the national level) for 2014–2018.
- III. Its active collaboration with industrial players such as the MOU with PERODUA, MIMOS, CISCO, Universiti Sains Malaysia (USM), Human Resource Department (JTM), Skill Development Department (JPK), and North Corridor.
- IV. Having its educational institution (PERDA-TECH) and growing.
- V. The only RDA run in a state with no Malay Reserve Land (Indigenous Land).
- VI. Malay ethnic group which among PERDA beneficiaries resided in the area
- VII. Special Observation under the Prime Minister Department for the past 13 years

(2005–2018) than other RDAs.

- VIII. Room for improvement: punitive remarks by Malaysia Auditor's General Report (tabled in Parliament in November 2016) for property management issues while receiving a clean audit for financial management the past several years.

Source: (PERDA, 2016;2017;2018;2019;2010; ANM,2016; Interview with PERDA's Management)

The central aspect of the chosen case study was that this project focuses on providing affordable housing and basic amenities at a strategic location for the public. The primary purpose of affordable housing projects is to improve the public's well-being through better and more reliable access to basic social amenities. Furthermore, the residence in Taman Perumahan Sungai Dua Utama has been established for more than seven (7) years, and development phases are still ongoing during the research conducted. Besides that, few difficulties or challenges occurred during development. The geographic location is within the Pulau Pinang, that is, North Seberang Perai or Northern District (SPU). Moreover, the community program was held in some areas, and continuous engagement with PERDA was reported even after the affordable housing project ended.

4.4.2 Background of Case Study Area-Taman Perumahan Sungai Dua Utama

Taman Perumahan Sungai Dua Utama is in the Mukim 16, Sungai Dua, Seberang Perai Utara (SPU), or Northern district, and has a population of 4,335 from Malay ethnic group as the majority public. It covers an area of 97.6 acres. Before the construction of the housing development started, this area was known as Kampung Telok, Sungai Dua, a village area. The Sungai Dua Utama housing area is a mixed housing development consisting of several components such as single-storey terrace houses, 2-storey terrace houses, semi-detached houses, low-cost flats, schools, and shops or offices, as illustrated in **Figure 4.9**. It was developed with the primary objective of providing affordable housing for the target group in the categories of M40 and B40, as explained in **Chapter 2.0**. This project started in 2009 and was fully completed in 2021. The housing development started with phase 1, consisting of 123 units of 2-storey terrace houses and 266 units of low-cost flats, followed by three (3) phases later composed of 104 units of 1-storey terrace houses, 25 units of 2-storey terrace houses, and four (4)

units of semi-detached houses in phase 2. In phases 3 and 4, 400 units of two-storey terrace houses were built. The layout plan was shown in **Figure 4.10**.

The residential location is strategic due to its proximity to the North-South Highway and public facilities, as shown in **Figure 1.4** and **Figure 4.11**. The development of housing in this area is seen to have a positive impact on local development through the ownership of affordable housing by the public, the provision of commercial premises which can support the needs of the residents and help to spur the local economy through business premises activities as exhibited in **Figure 4.9**. PERDA managed this project for phase 1 and joint venture approach for phases 2 to 4. This project was awarded to the contractor through a tender for phase 1 undertaken by PERDA. While for phases 2 to 4, the contractor was appointed under the appointment of PRIMA UTARA SDN. BHD. with the open tender method.

PERDA selects the home buyers for Phase 1 and PRIMA UTARA SDN. BHD. for phases 2 to 4 via the PERDA Housing Registration system. The overall cost of the project was RM115,639,500. The project's main scope is the appointment of a consultant, approval of the development plan from the local authority (PBT), and earthwork and construction work. The size of each house is around 5,204.73 square feet according to the housing category: a single-storey terrace, a 2-storey terrace, and a semi-detached house. It also has a multipurpose hall and a nearby school. The project's "director" was from PERDA because it was carried out using a self-build and joint venture approach. The defect liability period (DLP) was completed in 2021 for phase 1. This project is owned by PERDA, which was also the executor of the project. Preliminary work in terms of the project application, budget screening, and project approval was handled by PERDA.



Figure 4.9: Houses, Amenities, Business activities in the Residential Area
(Source: PERDA)

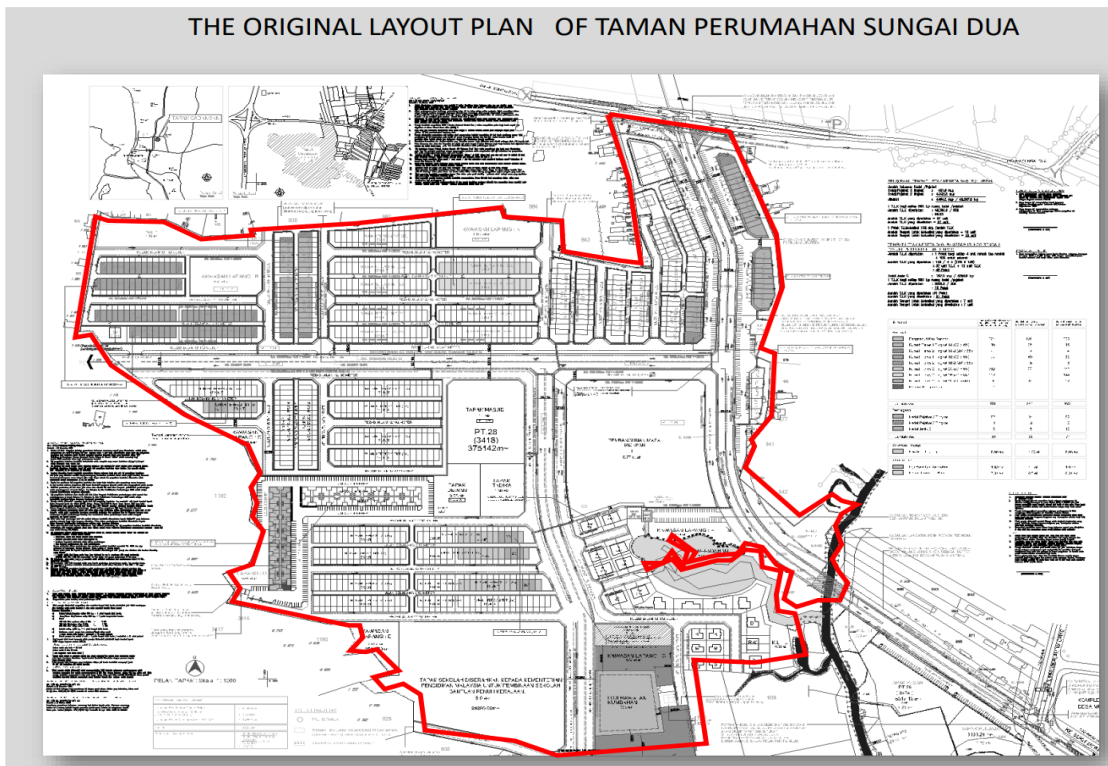


Figure 4.10. The Original Layout Plan of Taman Perumahan Sungai Dua Utama
(Source: PERDA)



Figure 1.4: Research Area at Taman Perumahan Sungai Dua Utama
(Source: PERDA)

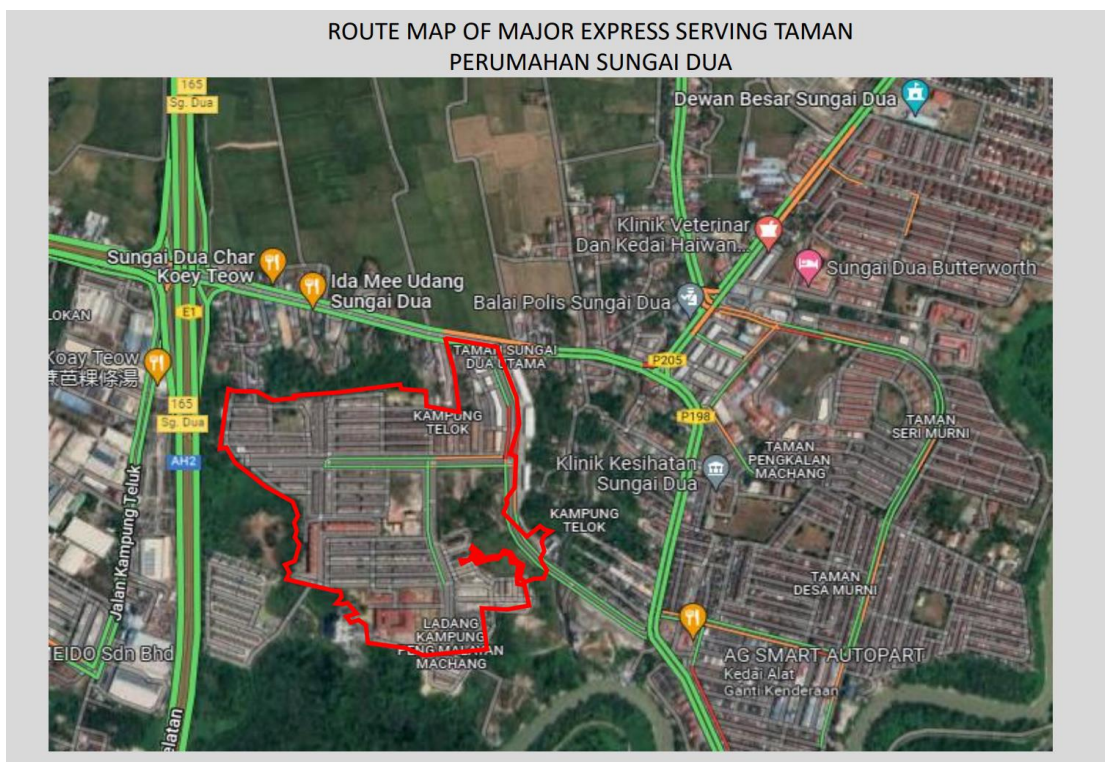


Figure 4.11: Route Map of Major Expressway Serving Taman Perumahan Sungai Dua Utama (Source: PERDA)

4.5 CHAPTER SUMMARY

The chapter begins with an explanation of the Malaysian government's administrative structure, consisting of the background of its population, its states, and the planning system in which it is embedded. Then, it is followed by a description of the establishment of Malaysia's Regional Development Authorities (RDAs), its function, and objectives, which were based on the response of the NEP introduced in the 1970s to eradicate poverty and restructure the society by balancing out the regional development in the country. Following that, the presentation of Malaysia's commitment to good governance practices, inclusive of participatory and transparency in its public projects and administration, along with its policy highlights. The policy highlights the nation's current focus on long-term and short-term plans and vision for better governance, sustainability, and community development. Next, the presentation on the case study consists of the background of PERDA, its primary focus field, the housing project area of Taman Perumahan Sungai Dua Utama, the Malay ethnic group as the majority public resided and the housing project component.

CHAPTER FIVE

DATA ANALYSIS AND FINDINGS

5.0 INTRODUCTION

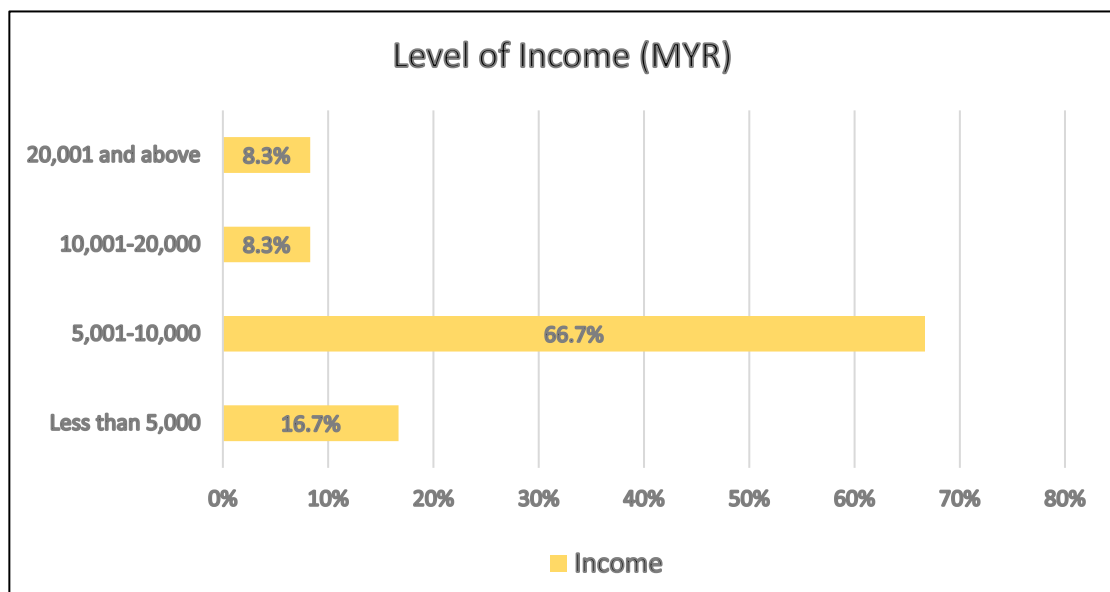
This chapter presents findings from qualitative methods via a case study approach to collecting data utilizing semi-structured interviews and document review techniques. In the previous chapter, the focus was on the administrative structure of Malaysia, its efforts to implement good governance practices inclusive of participatory and transparency governance, and the case study area. Thematic analysis was then applied to analyze the data gathered. In addition, under the document review technique, this study also used secondary data from sources like newspaper reports, articles, blogs, photos, websites, social media (Facebook), and other online sources like emails to clarify some information relating to participatory and transparency governance practices. The findings were presented sequentially, starting with the backgrounds of the participants, followed by the main research question and specific research questions one (SQ1) and two (SQ2) of the study. Under SQ1, which is to obtain specific research objective one (SO1), the findings encompass the evaluation of good governance comprehension among participants, the implementation of participatory and transparency governance in the affordable housing project cycle, which consists of the level of participation based on Arnstein's (1969) theory. It also includes organizational transparency, directional transparency, and varieties of transparency founded by Heald (2006), as explained in Chapter 2.0. Next, the mechanisms applied in engaging with the participants were also discovered. Moreover, SQ2, which achieved SO2, presented discoveries on the impact of those governance elements in the area based on Egan's (2004) theory of sustainable community.

5.1 DEMOGRAPHIC DATA

This is an overview of the participants from the research area, which comprises PERDA's management (A1 to A7) and the public participants group, which are the residents and community members of Taman Perumahan Sungai Dua Utama (B1 to

B5). All participants were from the majority ethnic group in Malaysia, the Malay race, as explained in the earlier chapter. They professed Islam and were between 36 and 59 years of age. 58% were male, the rest were female, and all participants were married. Besides that, all participants have a degree or higher, representing a higher educational background. Furthermore, a higher educational experience also means a much higher income range among the participants. Regarding income level, most respondents (83%) were categorized as having an income range between MYR4,500 and MYR10,000, and the remaining (18%) earned more than MYR10,000 per month, as exhibited in **Figure 5.1**. It also showed, especially for the public group, that they could own an affordable house in the residential area where they had bought it. Furthermore, 59% of participants have been employed in the public sector, while the rest have been in the private sector and business for more than ten years of working experience, as shown in **Figures 5.2** and **5.3**.

Figure 5.1: Income Level of the Participants



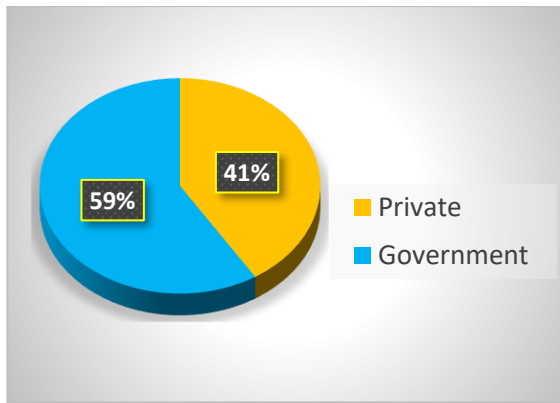


Figure 5.2: Sector of Employment

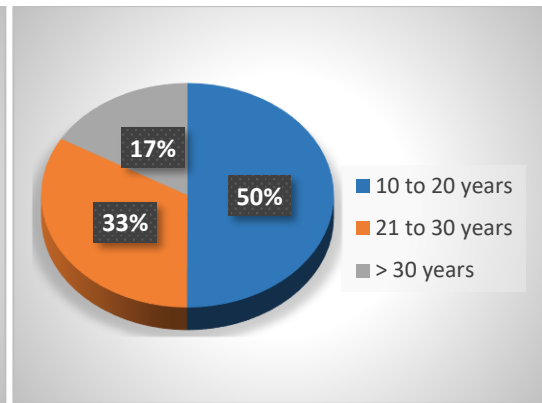


Figure 5.3: Years of Employment

It indicated that all participants had vast experience in various working fields. For example, the PERDA management group (A1 to A7) was familiar with public projects related to affordable housing, which falls under the category of property and development in PERDA. Besides that, most participants from the public group were actively involved in various community programs within their area and familiar with PERDA. From the interviews, it was discovered that 30% of the participants were designated to certain positions in the community. Such programs comprise religious association activities, official and non-official community events, informal gatherings, PERDA's engagement programs, and other occasions within the residential setting. Due to that, the experiences, thoughts, and information they shared were valuable and considered reliable enough to be taken into this study.

5.2 EVALUATION OF PARTICIPATORY AND TRANSPARENCY GOVERNANCE IN THE AFFORDABLE HOUSING PROJECT-TAMAN PERUMAHAN SUNGAI DUA UTAMA

Main research question: How are participatory and transparency governance practices in PERDA public project management and their impact on sustainable community development in the area?

Specific research question one (SQ1): How are participatory and transparency governance practices implemented in the affordable housing project by PERDA?

As suggested by the Council of Europe (2007), understanding good administration is part of good governance. As mentioned in Chapter 2.0, the description of good

governance includes several components, such as participatory and transparency governance, which were the focus of this study. Thus, in evaluating the practices of participatory and transparency governance in PERDA's affordable housing project, the management must first understand the good governance concept, specifically those involved in the project management followed by the public who get the impact on the project executed. Thus, all the participants were asked: What is your understanding of good governance? Reflecting on this, they provide insight into the concept of good governance.

5.2.1 Comprehension of Good Governance Concept

Based on the interview, it was found that all participants understood the concept of good governance with similar and different elaborations. The participants' most mentioned elements in the concept of good governance were good administration, accountability, law-abiding, or the rule of law, transparency, integrity, public participation, and professionalism, as displayed in **Table 5.1**.

Table 5.1: Perspective of Participants on the Good Governance Concept

Subject	Criteria	Participant
Major Views on Good Governance Concept	• Good Administration	A1, A3, A5, A6, B1, B2, B3
	• Transparency and Integrity	A2, A6, B1, B3, B4, A1, A3
	• Law Abiding or Rule of Law	A1, A2, A4, A6, B2, B5
	• Accountability	A1, A2, A3, A6
	• Efficient and Effectiveness	A2, A3, A6
	• Public participation, Inclusiveness, Consensus-oriented, Responsiveness	A3, B4, A2, A5
Other Views on Good Governance Concept	• Professionalism	A1, A2
	• Guarantee for Economy and Political Stability	A5, A2
Unacceptable	Political Interference	A1

D) Good Administration

Under the element of good administration, participants elaborated it as an administration that is responsible, ethical, accountable, integrity and trustworthy from the government or authority to the public, which will benefit them. It is assumed that a well-governed administration with moral values that adhere to the established regulations contributes to the good governance performance of an organization. As mentioned by the participants (A1, A3, A5, A6, B1, B2, and B3):

"Good governance, in general, is good management and administration in carrying out the responsibilities entrusted to us by the government. It is an administration from the government to the public where there must be responsible governance and effective and efficient service to the public. It is well-governed, transparent, and adheres to established rules. It includes performance. The important components are integrity, transparency, and moral values in achieving good governance. Those elements are essential for any organization to achieve good governance. Good governance also covers the aspect of quality of delivery. If we emphasize integrity alone, but the delivery cannot reach the end user, it will impact the whole community."

Furthermore, a good administration element covers many aspects, such as general and financial planning, the implementation phase, and the delivery stage of administering a project or program. It also involves all levels of management in an organization where they need to carry out their responsibilities to the public. The most crucial part is the end user, who will receive it. Thus, it was admitted that the portrayal of good governance lies in how organizations control and select their resources, which consist of human resources, financial resources, material resources, and technical aspects of running the organization and the performance of its project or program. As mentioned by the participants:

A2: "I am working under the management. If I look at good governance, we look at it from the viewpoint of controlling resources such as selection in human resources, financial, material, and technical. That is what I understand in terms of good governance".

A7: "What I understand about good governance is about management. The good governance covers many aspects. The first one is related to the management itself, in terms of planning, financial management, implementation until delivery...which is the delivery system. It means that whatever we do, the last one that most important is the end user."

B4: "In my opinion, good governance involves various levels of management. For example, in terms of PERDA....., it is carrying out its responsibilities transparently by prioritizing public participation and customers."

Besides that, it was discovered that good governance was seen as an enabler for smooth running organization as expressed by the participant:

A5: "Firstly, in terms of rules that have been set by the Government or for PERDA, each department is set so that the rule is followed to ensure that the organization operates smoothly."

Thus, it is expected that an administration's good conduct will eventually contribute to the achievement of good governance of an organization. It aligns with Patyi (2016), who acknowledged that good governance necessitates good public administration. In his article, he stated that according to the European Union Charter of Fundamental Rights and Freedom in Article 41, good administration is a general principle of law. The charter explained that each person has the right to have their concerns handled impartially, equitably, and within a sufficient period by the Union's institutions, bodies, and associations. The Council of Europe (2007) suggested that core ideals of the rule of law formed good public administration. The rule of law endorsed by the council entails legality, equality, impartiality, proportionality, legal certainty, proceeding in a reasonable period, involvement, respect for privacy, and openness. As clarified further by the council, public authorities are required to act in conformity with the law. Public authorities ought to follow the regulations in their governing norms that classify their powers and processes. They must only exercise their powers if the founded facts and existing law allow them to, and only for the reason for which they were granted.

Therefore, it is agreed that understanding good administration is a part of good governance.

II. Transparency and Integrity

These elements were delivered or shown in the conduct of an authority or organization to the public where they can see a translucent project or program implementation. As noted by the participants (A2, A6, B1, B3 and B4):

"...then, of course, it should be transparent regarding finance and regulations procedures. Among the things that should be done is that the project must be declared publicly. In Malaysia, especially in Penang, they usually do it because every project has a signboard. It tells when it will be ready, who the consultant is, the contractor, the start date and the completion date. In terms of management for the project's construction, how do you want to build it? It would be best to ask the department, the company that built it. The most important thing for the buyer is that there should be no hanky-panky when they want to buy a house, not an abandoned project or others. They need clarification on the agreement or conditions."

In support of that, other participants voiced out that:

A1: "I would like to say that as the head of the department here, we must hold fast to good governance, for example, in terms of integrity. This is because, from the beginning, there will be all kinds of interventions and attempts to influence the decisions or proposals for a development project to be implemented."

A3: "In this context, we are looking at the efficiency of performing our duties in delivering services to the public or the people, and that efficiency must be in line with transparency, integrity, and accountability."

Thus, it can be assumed that transparency refers to how choices are made and implemented according to laws and regulations. It also implies that information is publicly available and accessible to individuals whose choices may impact them.

Besides, it also implies that sufficient information is supplied and presented in easily comprehensible formats and mediums (UN. ESCAP, 2009). Ayob (2009) stated that transparency is essential to building trust since it demands accountability, openness, and communication in government procurement. Lack of accountability and openness in project procurement might threaten the public sector's credibility. Transparency helps to ensure that the public is aware of how political and technical actors uphold ethical standards and conduct themselves according to their stated intentions, as stated by Schmidt and Wood (2019). Thus, this indeed allows the public to hold political and technical actors accountable for their words and deeds and compare the discourse of their actions.

On the other hand, integrity is the moral standing of the governance process, which is crucial for the legitimacy and trustworthiness of public power (Huberts, 2018). Another perspective on integrity, as stated by Karssing (2007), is a responsibility or professional completeness, which is a professional's conduct in performing his duties attentively, appropriately, and responsibly while considering all pertinent interests. Therefore, from these viewpoints, it is presumed that good governance requires integrity and transparency in the organization's conduct related to its public obligations. The see-through, honest act by the organization resulted in trust from the public. This statement aligns with Van Ryzin (2011), who acknowledged the importance of integrity and procedural fairness in good governance.

III. Law Abiding or Rules of Law

The next aspect of good governance cited is about law-abiding or following the rules of law. In explaining law-abiding, they perceived that it is a fundamental principle in providing services to the public by the government. It implies following the procedure, circulars, and regulations that have been set in place to carry out any project or program by the government and related ministries like the Ministry of Finance and the Ministry of Rural Development, in the case of PERDA. Besides that, PERDA's regulations, with the consent of its Board Members, are also required to be adhered to. Hence, if the implementation of the project or program follows according to the said procedure, circulars, and regulations, it is believed that, in return, it will represent a great administration manner which positively impacts an organisation and the masses.

Moreover, they asserted that the need to set up procedures, regulations, and actions to abide by them is not an optional element. In other words, they considered it as an ‘obligatory’ action in the execution of a project or program. As the opinion hold by the participants (A1, A2, A4, A6, B2 and B5):

"Good governance has something to do with rules of law, which means rules of law are fundamental. PERDA is a federal statutory body, and good governance is enshrined in our acts, responsibilities, and functions. Create a state that follows the SOP, the procedure, and the procedure's SOP. There are SOPs at the ministry level and Ministry of Finance (MOF) circulars that we need to comply with. That is what we obey. On top of that, we also have our SOPs as the statutory body, i.e., at the ministry level. While developing our own SOP, we create it and present it to the board members of PERDA. Our board comprises federal representatives like MOF, EPU, and KPLB."

B2 and B5: "If it involves housing, management is related to housing. It must be well-governed, transparent, and adhere to established rules. There are SOPs and guidelines that the government needs to follow. From there, we citizens can see how good governance is implemented."

It is acknowledged that the government provides services mainly to the public. Thus, it is anticipated that the government administration must follow the guidelines and regulations set accordingly to avoid negative feedback and assumptions from the public. This is in line with Nik (2013), who stated that the term “the rule of law” refers to a legal framework that establishes and strengthens the government and in which the laws and regulations clearly define the government’s authority and realm of responsibility. according to the UN. ESCAP (2009), a fair legal framework that is uniformly implemented is required where human rights, specifically the minorities, are fully protected, together with an unbiased and independent judiciary and incorruptible police force for impartial law enforcement. Thus, this demonstrated that the rule of law plays a swivelling role in the government’s legitimacy and power. As for legitimacy, it is built through a system of norms, protocols, and required processes, as well as the public’s approval of those in positions of power (Bouckaert & Steven, 2003; Anca et al., 2018).

IV. Accountability

The next element described by participants in portraying good governance was accountability. This was particularly seen in the financial matters related to the administration of a project or program. The reason is that financial matters attracted the eyes of the public the most. Thus, if it is not governed well, many unpleasant events may occur, such as corruption, organizational misconduct, and wastage of public resources. As noted by the participants (A1, A2, and A3):

” Good governance includes performance, law-biding or compliance with the law, accountability, and, of course, foremost....is accountability. Accountability is known everywhere to be a thing that people say is fundamental because accountability involves financial matters, which attracts all parties when it comes to financing. If it is not appropriately administered, unwanted things like corruption and so on will happen. In our context, it is to look at the efficiency of performing our duties to deliver services to the public. That efficiency must be in line with transparency, integrity, and accountability. Various parties always speak about issues such as abuse of power and corruption when a development project is implemented.”

This was supported by another participant who stated that:

A6: "... good governance is an administration or a good administration, and including the good is a responsible administration that is ethical, integrity and accountability. It is an administration from the government to the public."

This is valid because individuals, groups, or parties must uphold responsibility and accountability for their conduct, especially when dealing with public funds or delivering services. According to Ebrahim (2003), the links between individuals and organizations are vital to accountability. On the other hand, the idea of accountability is that a particular individual is accountable to another and is also liable for their selections and conduct towards that other party. It is also aligning with Keping (2018), who stated that for the execution of tasks and obligations by public bodies and administrators, they must

be held accountable. In further clarification from the author, dereliction of duty or lack of responsibility occurs when people fail to accomplish their bounden tasks or do so inappropriately. Thus, this will strongly affect the image and perception of the administrators or public bodies when they perform their duties for the public.

V. Efficient and Effectiveness

Efficient and effective elements were recognized by participants as excellent performance by an organization, specifically by PERDA. They believed it may result in a greater advantage for the public in the long run. However, it was expressed that efficiency and effectiveness need to be aligned with the other attributes of good governance, as quoted by the participants (A2, A3 and A6):

“...in this context, it is more to look on our efficiency in performing our duties to deliver services to the public ... and that efficiency must be in line with transparency, integrity, and accountability. The administration or service to the public, the service must be effective and efficient for the public, and they will get very good benefits from the Government....”

These views indicated that ineffective or inefficient administrative practices might violate the principles of good governance. In line with Keping (2018), he described that management efficiency generally represents effectiveness with two crucial connotations. The two connotations comprise minimal administrative expenses, logical structure, scientifically planned administrative procedures, and adaptable administrative activities. Thus, it is acknowledged that the efficacy of administration will increase as good governance levels rise.

VI. Public Participation and Inclusiveness

Public participation is another element perceived by participants as good governance. These were related to other aspects pointed out known as the ‘bottom-up’ approach. They explained that public participation or involvement is required to get brilliant ideas, constructable feedback, and criticism from the public to be analyzed by PERDA. This is done so that the relevant ideas or suggestions can be embedded into PERDA’s development planning. In addition, criticism from the public of PERDA can function as

a checking point or alarm to the organization in performing its designated task. Furthermore, the criticism also acts as one of the justifications for the organization to perform a constant evaluation of their previous and current development. As pointed out by the participants:

A3: “So in my opinion, in terms of good governance, we also need to involve the community...that is, participants from the community where the bottom-up strategy is important. The meaning of the Bottom-up strategy is that The ideas from the community from the ground are also used in each of our development planning...it has been brought up to the management and evaluated by PERDA”.

B4: “ok in my opinion, good governance involves various levels of management. For example, PERDA carries out its responsibilities transparently by prioritizing public participation and customers. For instance, like us at the Sungai Dua Utama Residential ... there is involvement from the residents.”

Thus, public participation is crucial, and the government must ensure that the public feels content with the policies and services delivered and lives harmoniously in the country. In line with Marzuki (2015), public participation is considered a gateway to long-term success if well-managed and based on public desires, extending advantages to present and future generations. This also aligns with the statement by other scholars that the involvement of the public has been acknowledged as a crucial part of good governance and sustainable development in Malaysia (Zolkafli et al., 2017a; Nasir et al., 2013). Besides that, to obtain successful community development, a logical approach to participation at the beginning is essential to create adjustments to sustainable community development. The approach must be capable of establishing and inspiring the transition process through a local community-based method (Ahmad et al., 2016). Another element mentioned which is related to participation is inclusiveness. It was acknowledged that inclusiveness of all levels of the public is significant and spelt out in the country’s planning, as mentioned in **Chapter 4.0**. It is believed that this element will aid in realizing the people’s expectations, as acknowledged by the participants (A2, A5):

"... good governance also involves inclusiveness. If we look at our Malaysian plan, inclusiveness is also fundamental. Good governance is an administration that, like PERDA, realizes the people's hopes in a more orderly way and can be accepted by the people."

This is logical since all groups should be included in the country's development and share a prosperous life. According to Schmidt (2013), "the intermediation mechanisms through which citizens organized in interest groups have a direct influence on policy formation" is where inclusiveness and openness are discovered. Inclusiveness implies that decision-makers are accessible to all these groups and bring them in a way that ensures they are fairly represented (Schmidt, 2013; Schmidt & Wood, 2019). It requires offering chances for all groups, specifically the most disadvantaged, to enhance or preserve their well-being (Abrha, 2016). However, a participant (B5) needed help understanding what kind of participation was needed in the stated project. Even so, the participant mentioned the project being delivered by PERDA that meets the expectations of the public, as mentioned:

"I do not understand what we should participate in. Usually, when the house is already completed, we know it is done. However, we can get information from the house that PERDA built, such as that the housing is built with three bedrooms. What is it all about? Thus, it meets the needs of what the people want."

VII. Consensus Oriented and Responsiveness

The other elements that were closest to the participation and inclusiveness elements conveyed by the participant (A2) were consensus-oriented and responsiveness:

"We look at responsiveness in governance, and I like to include the concept of consensus-oriented or shura in Islam, where we need to embrace it as the central concept ... "

Consensus-oriented is a process in which shareholders persuade the administration to act in their best interests, fostering the idea of speculative certainty necessary to maintain the viability of the capital market. (Boeker, 2014). From the perspective of the

Islamic religion, consensus on management decisions that are extremely important to the community or business is derived from shura, or consultative management (Mohiuddin, 2016). It refers to an ongoing conversation between the parties involved in social administration issues: the ruled and the ruler, manager and employer until an agreement is reached (Buraey, 1985; Mohiuddin, 2016). Thus, to enhance public sector performance and effective service delivery, consensus-oriented practices are required among the organization's employees and the public (Mangena & Tauringana, 2015). While responsiveness, according to the UN. ESCAP (2009) requires a fair amount of time for the institutions and processes to serve all stakeholders. It can be measured in several manners, such as the comfort of services users may file complaints, the capacity of councils to fulfil public demands, and reaching for improvement with suggestions and other factors (Abrha, 2016). Therefore, it was assumed that both elements conveyed by the participants indicate essential considerations that need to be well-thought-out by the government when making any decision for the public and how the government and other public institutions react to public demands or rights.

Besides that, the participants stated a few other views in describing good governance, encompassing professionalism, and guaranteeing economic stability. However, the participant does not consider political interference a good governance element.

VIII. Professionalism

Participants who defined good governance also pointed out professionalism. Participants highlighted professionalism as an imperative element in dealing with the public. It relates to efficiencies or competencies, and they described it as a way of analytical thinking that can contribute to achieving good governance. According to Cambridge (2022), professionalism is defined as a mixture of all the qualities that are associated with qualified and experienced individuals. On the other hand, it means that the way people act upon something that they do characterizes them. As said by the respondents (A1, A2):

"...good governance... includes performance and then law-biding or compliance with the law, accountability, integrity, and professionalism. Professionalism is a matter that needs to be given priority, and in our country, as civil servants, this is

competency. If we look at it from the point of view of knowledge, competency involves skills, the way people think, or thinking methods, either analytically or logically. That is what we need to achieve in good governance."

The view indicated that performing tasks specified in the government sector is a standard the public will consider when assessing the service given. As noted by Moenir (2002), in carrying out government work plans, work professionalism serves as a yardstick for evaluating the efficacy and performance of government organizations. While Nor et al. (2021) stated that "professionalism is the dedication of a profession's members to constantly grow their professional skills and methods of working in line with their profession."

IX. Guarantee for Economy and Political Stability

A guarantee for economy and political stability was another different element expressed by a few respondents as good governance. This is because a good representation of governance in the country's administration will portray an excellent image of the country and attract foreign investments. As pointed out by the participant (A5):

" ... and because of good governance practices in administration, it attracted foreign investors to invest in Malaysia. It means permanence in the regulations and guaranteeing economic prosperity and steadiness...".

This viewpoint appears fitting since it will help spur the economy since many job opportunities will be available. It is because goods and services that were manufactured and delivered will eventually contribute to the country's gross domestic product (GDP) increment. Thus, it will also benefit the social well-being of the people through the successful development experienced by the country. This statement is supported by another participant (A2). She noted that without political stability, the organization's administration will be challenging for PERDA. This is because PERDA is one of the federal government agencies that operates in a state governed by political groups that might be different from federal political parties as mentioned:

"PERDA is a federal agency, but we operate in the state, and when we look at it in terms of political stability, it makes governance quite challenging. It is not an

obstacle that cannot be overcome. However, we can control it through appropriate methods following the current condition, political situation, and people's will. That is what we need to see in managing good governance.”

It has been witnessed in the previous elections in Malaysia, where the organization faced different orders of administration management between the federal and state levels, which resulted in administrative challenges. According to scholars (Kaufmann et al., 1999b, 2009; Mengistu et al., 2011), political stability is a must if markets are to successfully direct resource allocation and inspire trust in economic actors to make long-term investments. Foreign businesses are hesitant to put their money into markets with little certainty. Therefore, political stability in the host nation is crucial. Other scholars in their study revealed that political stability is one of the good governance elements that is of utmost importance for the host country to encourage Foreign Direct Investment (FDI) inflow (Mengistu & Adhikary, 2011). Thus, it is agreeable that political steadiness is also acknowledged as a good governance element that must be accentuated for running a smooth organization, especially with its social obligation's objective and to attract more foreign investors for the country's growth.

X. Political Interference

Outside influence, such as political interference, is not an acceptance of good governance by participants. Political intervention often seems to disturb the interpretation of good governance in public projects conducted by the organization. This is because it displayed 'undesirable' interferences in the decision-making process in projects purposely intended for the public. As quoted by the participant (A1):

” ...good governance includes performance and then law-biding or compliance with the law, accountability, integrity, and professionalism. We must be steadfast to good governance... for instance, regarding integrity. This is because, from the beginning, there will be all kinds of interventions and attempts to influence the decisions or proposals for a development project to be implemented. The challenges encountered, for example, when we want to make a procurement via tender approach, there were many attempts to influence us through support letters. Certain politicians are introducing the developers so that priority is given

to the preferred developers. However, the procedure would still be followed even if there were any interference. It will still be rejected if it does not meet the criteria as a developer or contractor. Regular assessments are made to ensure the ability and qualification of a developer or contractor to implement a project.”

However, this kind of interference was manageable by the organization in adherence to the stated regulations and guidelines of the project. This indicated that the organization still holds its principles when making decisions that may affect the public. It was recognized that good governance has always been emphasised in the general administration and execution of any projects by PERDA. The most vital evidence is from the mission statement and regulations adhered to by PERDA in conducting public projects. As further mentioned by the participant:

” PERDA is a Federal Statutory Body. So, whatever we do, we must be in line with what has been set by the Central Government. Whatever policy is applied and created by the Government from time to time... as a Federal Statutory Body it, becomes an obligation to comply with it. Good governance has been the Government’s administrative policy for a long time and has been applied in all administration and agency management aspects. Yes, good governance does affect everything we do. As we already know, good governance or good administration principles include performance and law-biding or compliance with the law, accountability, integrity, and professionalism.”

Thus, political interference is believed to affect decision-making for the public advantage or disadvantage in the long run. Some cases have shown political interference's effect, as Khan et al. (2019) acknowledged. According to them, political interference significantly impairs the efficient execution and delivery of infrastructure development projects in developing nations. It has been witnessed in the geopolitical context of Gilgit-Baltistan (Northern Pakistan). The interference was discovered during the project tendering phase. As a result of this action, lessening returns on resource usage and rising living costs significantly negatively impact local inhabitants' quality of life. At the same time, Carpintero and Siemiatycki (2016) acknowledged in their study that the effect of political interference resulted in choices on the route to be taken, the

form of transportation to be used, the type of grade separation to be used, the project procurement process, and how the new project will be integrated into the larger urban environment. Besides that, uncertainty, ambiguity, and stakeholder management difficulties that are multidimensional and complicated" are characteristics of the government context (Crawford et al., 2003). Thus, it is subject to political constraints, public scrutiny, and accountability challenges that set it apart from the private sector and emphasize governance (Crawford & Helm, 2009).

5.2.2 Practices of Participatory and Transparency Governance

The implementation of participatory governance, which implies public participation in affordable housing projects by PERDA, was executed according to the Malaysia Town Planning Act 1976 (Act 172), as explained in **Chapter 4.0**. Hence, the practices of participatory and transparency governance have been shown in the project phases as follows:

I. Ideation and Planning Phase

It was acknowledged that PERDA, as the owner of the land and project developed, needed to look at the suitability and viability of the land before any decision was made. Retrieving public feedback is an obligatory responsibility that needs to be done for any project, specifically when the target group is the public itself. The feedback from the public was taken at the early stage of the project cycle from various sources, such as local representatives, community leaders, and individuals in the local community. The feedback comprises the type of housing, recommended prices, income capability to purchase, and amenities that suit their needs. As stated by the participant (A3):

" Whatever development we implement, we have strategies to achieve the objective. So, in the context of PERDA, our target group is the community. When we want to implement a project for the benefit of the community, we must involve them because we cannot carry it out without considering the community's needs in the development. We need to get the community's opinion on their ability to buy a house or even the development we want to execute because it is not easy to own a house. So, their capabilities need to be given attention, and we need to listen to them when planning a development project, especially in the housing aspect. As

a result, we try to involve the community from the beginning, that is, during the planning stage. We try to discuss it first with the local leaders of the local community to seek out what type of housing they think should be provided for them.”

Furthermore, the participant explained that public participation in housing development is crucial since the objective is to provide affordable housing for them. Thus, their ability to afford it should be treated as the central aspect of the project. Another participant (A6) supported the statement by acknowledging that PERDA will always inform the public if new housing developments are planned and will be open to receiving feedback from them, as mentioned:

"We will announce when our project will start, or we will run certain projects, but the public can give feedback or their views on the project."

Another participant supported the statement based on his experience in land development projects, where he mentioned that public participation is necessary to achieve good governance. Feedback, opinions, or suggestions from the public through local leaders, community representatives, or individuals in the local community needed to be tapped. Thus, in return, there would be no significant disruption in the project's progress. This is because acceptance and cooperation from the public have been earned. Eventually, it will smooth the process and result in the successful implementation of the project, as noted by the participant (B1):

"...it is true... to achieve good governance, especially when project funding is involved, whether from government allocations or Government Link Companies (GLCs)... of course, public involvement is significant. It is because whatever product the government or GLCs make, we want to deliver it to the end user, which is the public. So, initial information from the public is essential before reaching the end user. From my perspective, if a government project involves more members of the public, such as political party representatives, local leaders, the local community, and a religious committee from the local mosque, the project will not be hampered by major constraints. We were able to solicit their feedback.

Sometimes, when we do a project, we need better cooperation from the locals or people in the surrounding area. As a result, our work has been hampered. From my experience in land development projects, public participation is crucial. If not deemed critical, the project will usually become a white elephant because it was full of oneself without the involvement and feedback of local people, local leaders, community leaders and religious committees from the local mosque. Therefore, public involvement was done so that everyone was satisfied with the product we produced. Eventually, we achieved the objective that we wanted.”

This statement was also agreed upon by another participant (A7), who mentioned that the public request should be considered essential to be served as it helped in reducing unsold houses, which were not being favoured by the public:

“So, we take into account the views from the local community, the views from the representatives of the residents, assemblymen, and other agencies so that the houses we provide meet the needs of the community in that area. We don't want to provide a concept or type of house that does not meet the community's needs. We had experience with it in the other area. The 2-storey houses were not fully sold because the ability and purchasing power of the community were not enough, or they were not interested in the concept of strata-type or flat houses. However, in the current situation, when land prices are too high, house prices are too high, so the demand is already there for that type of house. Thus, as I said earlier, the community's involvement has already been seen in the planning stage.”

However, public demands on a particular type of housing require systematic research because the value of the land increases each year, which might change the public affordability and interest in acquiring it. For example, several years ago, strata-type residential and double-story residential were offered to the public. Due to the low interest of the public in strata-type and the need for more affordability in acquiring double-story residential units at that time, the project had excessively unsold units. With land valuations much higher and significantly impacting the price of landed homes today, demand for strata-type residential buildings is increasing significantly. Thus, this again confirms that the public's involvement in PERDA at the preliminary stage is

crucial. Another participant (A2) also mentioned the non-monetary aspect that PERDA must consider when developing affordable housing. The aspect should fulfil the needs of the public, which consist of a suitable design of houses, a good quality, suitable location, comfortable to live in, and having complete infrastructure from a sustainability point of view, as noted:

"If we see that the beneficiaries are the public and will receive services from us, and we provide housing, then what do we have to do as civil servants who manage the projects? We can't be seen in terms of profits alone. It means that we should expect something other than a monetary return on our investment. We must fulfil people's needs by providing housing facilities, appropriate design, and changes in strategic areas. For example, suppose we want to do a housing project. In that case, we have to look at strategic places, and our projects should be of an appropriate quality that is affordable, comfortable, and complete in terms of infrastructure for sustainable living. It means we can only provide housing with social infrastructure, such as sports and religious facilities. We cannot ignore it. It means that public participation must fulfil the public's demands regarding providing facilities to satisfy their request."

This is indeed related to project governance, as explained in Chapter 2.0. Public initiatives must be carried out strategically and tactically to be genuinely successful, and it is necessary to consider the project, users, and society when evaluating a project's success (Samset, 2003). One quality of good governance is the capacity to guide projects through various uncertainties and unforeseen circumstances (Miller & Floricel, 2000). Moreover, the coordination and management of processes involving all stakeholders and resolving conflicts of interest, as well as the recognition of the project's value and the establishment of a connection between them considering their rights, obligations, and interests, can all contribute to the overall success of the project's delivery (Khan et al., 2019). Eventually, this may promote a favourable operating environment and ensure project success.

In Taman Perumahan Sungai Dua Utama project, public participation was witnessed in the preliminary stage of the project. It began with the acquisition of land in the area by

PERDA. The first development phase consists of the low and medium-cost categories, where PERDA Management conducted a land viability assessment. Then, the land acquisition process was implemented from 1991 until 1992, after PERDA applied for acquisition in 1991 for affordable housing development. Next, the related authority did a land investigation in November 1991 to determine, among other things, the ownership, valuation, and condition of the land for the said purpose. Later, PERDA, in collaboration with the Land and District Office, negotiates with the public living on the land. Engagement with the public was done in September 1992. The negotiation and consultation process with the public has been running for four months and involves PERDA, the public, and the Land & District Office. After much discussion with the public in the project area, mutual consensus between the parties involved has been achieved.

Although there were few objections to the acquisition, most people agreed to relocate. It is because PERDA, as the landowner and the project owner, provided compensation to the public based on the land valuation made by the Valuation and Property Services Department (JPPH). Besides that, PERDA also offered a settlement site where the affected public could build their homes. Thus, the agreed compensation was paid to the affected public, who agreed to acquire their land in November 1992. Finally, PERDA acquired the land at the end of the year via Federal Government funding. It was confirmed by the participant (B5), who was involved in the acquisition process and the buyer of the housing project:

"...I think it's ok. I can say that I was involved before the PERDA land acquisition took place. I'm one of the residents who moved from there. PERDA officers from top to bottom management, including General Manager (GM), went to the ground to meet us. They informed us that they planned to build a housing project on the land where we lived and that we would receive benefits if we moved. We were given other land in the nearby area, which is close to the original land on which we resided, and other access that we used to get. For example, it takes about five to six kilometres to travel to the new settlement from Sungai Dua, where we used to live. PERDA allocated one lot of land to each mover or affected resident."

PERDA's good engagement with the public has overcome major objections to land acquisition. It was reported that most of the public who agreed with the compensation and development moved to a new settlement area. At the same time, the remaining public was not forced to leave their dwellings. However, the participant (B5) acknowledged that the remaining members of the public who stay on their original land and house in the area face flood issues that do not affect those who have moved out of the area. It is because PERDA acknowledged the area's condition with flooding issues before the project took place and had taken further precautions that resulted in a better condition of the land, as noted below:

"The engagement of the residents during the acquisition with PERDA was indeed okay. There were objections, but only a few—like three or four people—objected, while the others agreed to relocate and accept the terms presented. If we look at the area that has been built up now, some original residents have not moved. I felt sympathy for them because their houses are prone to flooding. As for my house, which I bought a unit from PERDA under the project, it is on a higher level and not prone to flooding."

The participant also added upon the compensation given to those affected by the land acquisition:

"When the land acquisition happened, many houses were being taken down...dozens of them. The good thing about PERDA was that they gave free land to the affected public in a certain breadth... I don't remember how wide it is, but it's free for us. The involvement of the chairman, residents' representatives, assemblymen, members of parliament, and local authorities was the reason that we got that free land compensation from PERDA. PERDA gave the land lot size, for instance, 24x40, which is free and equal for each of us who agreed to move; if the size of the lot we have chosen is more than the free size given to us, we must pay PERDA. PERDA gave compensation according to the size of the old house. Besides that, PERDA paid three months of rent during those days. I don't remember...how many hundreds per month. In the meantime, within three months,

we can build our new house and the money we received help me a little bit to cover it. Our old house has been demolished, right? So, PERDA helped me to pay the rent in another place for three months.”

Thus, it can be recognized that public participation in the ideation and planning phases, according to Arnstein (1969), as explained in Chapter 2.0, was seen at the ‘degree of citizen power’, known as 'partnership'. It is at the lowest level of the highest rung. At this level, the public can bargain and converse with individuals in positions of power. The public and the planning authority negotiate the distribution of decision-making authority in planning-related matters (Arnstein, 1969). It constantly calls for a basic organizational structure inside the neighborhood and the funding to maintain such a technical and administrative structure. When these prerequisites are met, the public can influence the plan's terms and outcome.

Thus, the elements demonstrated in this project phase showed consultation and negotiation activities between the public, which were acknowledged by the participants (A3, A6, B1, A7, A2, and B5). It then reached a mutual consensus for further action on acquiring the land. The involvement of the chairman, resident representatives, state assembly members, parliamentarians, and local authorities led to PERDA compensating the affected public accordingly. Besides, it was noticed that there was no forced action for a few of those who objected to the terms of PERDA as they were allowed to stay in their original residence. Transparency governance at this phase, as explained in Chapter 2.0, was seen when PERDA conveyed the objectives of these affordable housing projects to the public before the project kicked off, as noted by the participant (A6):

“OK, in terms of transparency, for example, when we have involved public participation to some extent, we will inform the public of what we can disclose regarding our housing project or any other development. So, transparency is needed for us to share and associate with the public. However, our transparency also needs to follow the channels, rules, or guidelines set.”

The notification alerted the public PERDA to share the value and benefits of the projects and create trust between them. The transparency element in this project showed that it

needed to follow the correct procedure and specific guidelines already regulated in the housing sector. Another participant agreed, acknowledging that PERDA had declared the projects open to the public. It is also continuously made for any development by other responsible organizations throughout the nation, especially in the state of Pulau Pinang, as mentioned by the participant (B1):

"...transparency in the public project is the first thing we must declare publicly. But I recall that in Malaysia, particularly in Penang, it is customary..."

In return, they gave feedback when the public was informed about the project's development. They responded to PERDA as stated in the previous paragraph. They have been allowed to criticize, object, and even make recommendations to PERDA and other relevant authorities. This feedback or response consists of valuable information, the concerns of the public, and their demands on the project. Later, the provision of initiatives, especially for the affected public, accelerated the project development process at the next stage. This is because cooperation and mutual understanding have been gained between both parties. Therefore, it resulted in less hindrance from the public, as cited:

B1: "In my opinion, if a government project involves a larger public, including political party representatives, local leaders, the local community, and a religious committee from the local mosque, where we were able to solicit their opinions, the project is not disrupted by any significant constraints. Sometimes, when we do a project, we need better cooperation from the locals or the public in the surrounding area. As a result, some of our work has been hampered."

In terms of transparency within the organization and with related ministries and agencies, PERDA must adhere to the Housing Development Act, guidelines, and regulations that align with PERDA's stated function in its establishment act. For example, guidelines issued by the Construction Industry Development Board (CIDB), local authorities, technical departments, and government circulars related to project development. Subsequently, the project has been executed through land acquisition with approval from the Board of Directors of PERDA, the local authority, and federal

government funding. It is also stated how projects have been managed since the beginning of the project's phase, as told by the participant (A2):

" It coincides with PERDA's role in developing physically and socially. When we talk about transparency in this development, it is to comply with certain regulations, statutes of law, and regulations made by PERDA. Transparency is when we look at how we manage certain development projects from the beginning."

PERDA also took the initiative to conduct value management for all tender-type projects. It was done to ensure that any concerns were addressed and appropriate action was taken. Moreover, it was done to certify a sufficient ceiling cost for the project and ensure no additional allocation was incurred. Value management (VM) in the context of public project management in Malaysia is considered essential. It is known for keeping the initial project implementation and operation costs as low as possible. It was done by choosing the most profitable alternative without affecting the function, quality, standards, design, systems, and equipment required to operate a facility at the maximum level to produce and attain the best service quality (ICU, 2015). Thus, VM was conducted before the appointment of the contractor took place, and it involved all stakeholders, consisting of PERDA management, consultants, and related ministries. The VM was crucial as the total cost of this project was more than RM50 million. PERDA Management complies with the Value Management Implementation Guide in Government Programs and Projects. Besides that, it was acknowledged that PERDA has advantages in financing the projects, which were obtained from two primary sources: the federal government and private participation through joint ventures, as mentioned by the participants:

A2: "If we want to look at the financial financing of PERDA projects, the advantage is that we look at the tenders made and the control of financial resources. We received funding from both government and private sources. That's all the points that we need to highlight..."

A3: "Both projects are low-cost houses that draw lots, as I said earlier. I want to emphasize here that the Sungai Dua project and Bandar PERDA were implemented through collaboration with the private sector, a JV with private parties. So, our private partner needs to follow the regulations set by PERDA. That were the principles of PERDA to provide affordable housing to the people, and we also make sure that all development, sharing, and so on are beneficial to the Government. That's definitely what we verify."

These two sources of financing assist PERDA in 'controlling' and 'observing' its projects, as PERDA must report transparent project expenses to its funder monthly and quarterly. The project's contractor was then appointed through an open tender under the responsibility of PERDA and a joint venture partner. Transparency was observed here, where the public could find information about the contractor appointed and the work procurement involved. At the same time, PERDA managed to monitor the work done by the selected contractor by urging them to comply with the specifications that have been set in the contract, as noted by the participant (A5):

"Transparency for the public means in terms of PERDA-determined work procurement such as the appointment of contractors and procurement to implement projects in housing or other development projects. So, from the public's perspective, represented by the buyer's participation, we look at it from the point of view of whether a project can be implemented successfully. For example, the buyers of the house could observe the category of the contractor involved, the construction progress, and the type of house being constructed. Hence, PERDA, as an agency responsible for developing such housing, will channel information to the public or interested buyers regarding the type of construction, what form of construction and the price of the houses. Meanwhile, in terms of construction, the construction needs to be done according to the specifications set in the contract. PERDA ensure that it is being complied with by the contractor appointed. Thus, here we can see that transparency was guaranteed to the buyers, which was also considered participation from outside the PERDA's organization."

Here, PERDA also provides opportunities for the public to be involved in the project as business entities, such as contractors. This occasion is interesting as the public comprises different backgrounds of interest and skill. The participant asserted that, for example, a voting system approach was introduced in selecting low-cost housing (PPRT) contractors. Those contractors have been preliminary invited based on their qualifications according to the requirements of the PPRT. PERDA set up a ballot procurement committee headed by a chairman. The chairman then revoked the vote in front of the qualified contractors selected during the preliminary stage. Because the project condition occasionally includes several smaller projects, the winning contractor then selected other contractors for the smaller projects using the same method as indicated by the participant (A6):

“One of the transparency initiatives we implemented in PERDA, for example, is to build or repair PPRT houses (low-cost houses). We used the quotation method, where the quotation method was done through procurement by vote. Ok, when we do the procurement by vote, we will invite qualified contractors with a specific complete set of documents and certificates to join the open voting. We appointed a procurement committee for this approach. Then, the chairman will pull out the votes in front of the contractors who attended. So, when we draw a vote, we usually have two or three projects involved. The chairman casts the first ballot and names the first contractor. Then, the first appointed contractor will draw votes for the second project, and so on. That is one method of transparency that PERDA implements now.”

These actions revealed that transparency governance under the spectrum of organizational transparency, as explained in Chapter 2.0, has been run within the organization (internally with related ministries and other agencies) and with the public by PERDA. The notification made public by PERDA on the housing development has shown that the information shared was valuable. The information given at that time helped the public address their concerns or feedback, which eventually contributed to quickening the land acquisition process and project development in the next phase. Moreover, the information shared, and consideration shown to the affected public by PERDA through compensation demonstrated ‘information quality’ consisting of

disclosure, clarity, and accuracy. In other words, pertinent information was timely received, understandable, and precise. From the perspective of Heald (2006), at this stage of the project cycle, the information from participants indicated a combination of directional transparency practiced by PERDA consisting of upward, downward, outward, and inward transparency.

As explained in **Chapter 2.0**, upward transparency means the hierarchical superior/principal can observe the conduct, behavior, and/or 'results' of the hierarchical subordinate/agent. It was demonstrated when PERDA obtained land acquisition approval from the PERDA Board of Directors, the local authority, and federal government funding, conducted the project management evaluation (VM) as required, and followed stated regulations in the project development. The downward transparency occurred when the 'ruled' could observe their rulers' conduct, behavior, and/or 'results'. It was seen in PERDA's conduct in selecting contractors and their related companions via the contractor voting system method, specifically in selecting low-cost housing (PPRT). PERDA set up a ballot procurement committee headed by a chairman. The chairman then revoked the vote in front of the qualified contractors selected during the preliminary stage. The winning contractor then selected other contractors for the smaller projects using the same approach.

Transparency outward is the ability of PERDA to observe outside its organization by understanding its territory and observing the behavior of its peers and/or rivals. It happened when PERDA could anticipate the needs of the public affected by their decision to acquire the land through information sharing, negotiation, and consultation, which resulted in significant benefits for both parties. Inward transparency is when outsiders can see what is happening inside the organization. It occurred when the public realized the development that would occur through the information shared by PERDA during the acquisition process. Thus, they responded via negotiation, which resulted in acceptance or objection to the request. Additionally, the public can find information about the contractor appointed and the work procurement involved that has been shared on various platforms by PERDA.

II. Execution Phase

It was acknowledged that public involvement during the execution stage was more akin to that of an observer, the buyer of the housing project, and/or business entities involved in the project, such as contractors and service suppliers. This is because feedback from the public has been received, and appropriate action has been taken at the earlier stage. The project progress can be seen on the project site, and PERDA has acknowledged this on their respective websites, as stated by the participant (B4):

"Yes, they put up project signs... but we can also see the project progress when we drive by. It's also on the website, "informing on the percentage progress..."

Basic information about the project can be found on the signboard near the construction site, which contains the project owner, implementation timeline, contractor assigned, locality, and type of project. PERDA provides opportunities for interested buyers through online purchasing options administered by the Marketing Section and Property and Technical Division under PERDA. However, unlike other ordinary housing developers, the selection of buyers was divided into two (2) categories. The Pulau Pinang State Government Housing Division obtained the list of low-cost house buyers. The list of medium-cost category house buyers was obtained through buyer registration under the PERDA Marketing Section, where the selection was made based on loan approval from the bank. At this stage, matters involving the public as a buyer were related to the sale and purchase agreement process on the housing unit bought by them as stated:

A6: "...then during the construction process, there is public participation where the buyers have started to involve in the purchasing process to buy PERDA houses..."

Another participant supports this:

A5: "...during project implementation, PERDA informed the buyer in the purchase agreement about the house specifications, the model of the house, and the area of the house... which is all there. It is already written in the agreement,

and PERDA also gave flexibility to the buyer. Suppose there were differences found in the agreement; in that case, it can be renegotiated, which means that it will be explained back to the buyer in terms of payment. In terms of transparency, we allowed the buyer to appoint a lawyer. This means that PERDA gives them the freedom to choose. PERDA didn't select a lawyer for them. The buyer appointed the lawyer."

It was mentioned that the buyer had been acknowledged for property details, including the type of house, specifications, floor area, price, payment method, and others. If there have been any issues or differences in the agreement between PERDA and the buyer, negotiations for further clarification or amendment will be held. PERDA also gave the buyer the right to choose their lawyer. The participant (B2) admitted this as a buyer, and his involvement was as follows during the house purchase process:

"...I was allowed to buy a house lot and ask any questions I didn't understand related to the housing. There are no hidden costs... the involvement was clear at the time of purchase... I then chose the lot and settled everything related to the house loan."

During this stage, the common public was only involved as an observer, except for buyers and business entities such as contractors. This is because the common public was not involved in the legal process and financial procurement, such as project tenders and other related matters. As mentioned by the participant (A3):

"Okay, for public involvement, we want to involve the community in all phases of development as much as possible. We began with the idea and planning phases and progressed through the project's implementation and delivery phases. However, certain aspects involve legal confidentiality, and so on that we cannot involve the common public. We try as best as possible to get them involved at the initial stage regarding the idea and proposed implementation plan so we can still use public involvement in our development. However, when it comes to legal processes, financial procurement, project tenders, etc., we cannot involve them

because we have financial regulations and guidelines issued by the government that we need to follow.”

It was explained further that PERDA has a set of financial regulations and guidelines issued by the government that must be adhered to. Even though it seems like PERDA was not dealing directly with the common public at this stage, transparency under this perspective is being demonstrated by the organization by adhering to the guidelines set by the government in financial procedures and legal matters, as mentioned:

A3: "However, when it comes to legal processes, financial procurement, project tenders, and so on, of course, we cannot involve them. We still have financial regulations and guidelines issued by the government that we need to follow. So, we are transparent with the public. We did not do as we please without following the guidelines that have been set. As a result, when the public looks at the tender procurement process, and so on, it appears that we don't deal with them directly, but they see us following the government's guidelines in financial procedures.

The participants' statements also showed that PERDA is exercising transparency governance by sharing details of the house description with the buyer and the common public without any hidden agenda or unclear conditions. The 'declaration' on the project signboard includes the completion period, consultants, contractors, and other important information. This information was transparently transmitted to the public to ensure no hassle in housing development matters within the designated area and no hidden conditions for the buyers of the houses. As stated by the participant (B1):

"... the transparency in the public project from my point of view, first of all, PERDA has to declare the project openly... which I remember that thing in Malaysia, especially in Penang, it is usually done. Every project has a signboard containing information about the consultant, the contractor, the start date, the completion date, and so on. The most important thing for me as a public and a buyer when I wanted to buy the house was that... it was clear, which means there was no hanky-panky, and it was not an abandoned project. I don't get confused with the terms and conditions. That's enough for me in terms of transparency."

Another participant (B2) supports this:

"Based on my experience with PERDA, they demonstrated transparency when I was allowed to select my lot for the house I wanted to buy. I acknowledged that some other developers did not follow PERDA's lead and did not sell certain rows or lots of houses to the public. But for this PERDA project, I was allowed to choose any lot that I wanted based on my ability to afford it. I think that was one act of transparency by PERDA shown to the public."

Furthermore, from the perspective of PERDA's house buyers, it was admitted that during the purchasing session of the housing projects, chances were given to the buyer with certain conditions that needed to be fulfilled. Then, within two weeks, the result of the house application based on the requirements of the type of house the buyer chose was announced. This diligent and transparent way of conducting things satisfied those who were involved since the beginning of the process, as quoted by the participant (B1):

"As the one who bought the house and has lived there since 2010, the development is ongoing. The transparency PERDA showed occurred when I bought the house; it was an excellent experience. By choosing the house I wanted, I was given a chance to fulfil certain conditions for two (2) weeks, and I managed to do it. Later, I got the result, which was an excellent feeling."

Another participant mentioned that PERDA created a waiting buyer list system and other transparency practices. Furthermore, he explained that he was once a reserve candidate and was not on the housing project's first candidate list of buyers. Thus, when several candidates in the first circle were not eligible financially to afford the house based on criteria provided by the bank, he was then asked by PERDA to fill out the vacancy list and choose his preferred house lot. The PERDA system was acknowledged to have buyers according to house category, which in this case was the medium-cost housing category, as cited by the participant (B3):

"I share my view based on my own experience. I was not categorized in the first group that ordered the housing lot. I am one of the reserve candidates. So, when some people are not qualified to own a house according to the criteria stated by PERDA, I was informed and called to choose the still available lots. There, I see that there was indeed a PERDA waiting list system. I saw a clear classification listed according to the buyer category."

In another exemplary case of transparency between PERDA and the public, another participant cited that the interested and eligible public went to PERDA's office to cast a ballot for the low-cost housing category. Under this category of houses, the public cannot select for themselves which lot of houses they want. Instead, the chosen lot of houses will be selected based on the voting result created by PERDA, as mentioned by the participant (B4):

"...in this public project, transparency and public involvement were necessary. For example, transparency was shown in the low-cost housing category when PERDA offered houses to the public. The public went to PERDA to vote to get the house. The public cannot choose their own house and must vote. As for the medium-cost housing category, the public can choose which lot they desire. It demonstrated that PERDA allowed the public to decide their preferred house."

It is because the cost of this category is much lower, it is limited, and it was developed for certain groups of people. Based on Malaysia's eligibility criteria for this type of housing, the B40 group is primarily eligible for it. B40 is a group of people in Malaysia that hold 40% of household income and earn less than RM4,850 per month, as mentioned in Chapter 2.0. People in this category usually receive aid from the government to help them survive. Moreover, the government offers them two housing schemes: Program Perumahan Rakyat (PPR) and Program Perumahan Rakyat Termiskin (PPRT). Following that, PERDA's advertisement of housing projects was notable as another example of transparency in governance demonstrated by PERDA. The ad comprises essential information such as house area, price, type, bedroom, amenities, locality and so forth. PERDA did this advertisement through various mediums such as social media, PERDA's website, flyers from the government

department, and official ceremonies with the public where they announced the housing projects as stated by the participant (B5):

"I can see the transparency PERDA has demonstrated. For instance, PERDA advertised the housing project that they wanted to develop. The advertisement contains the size of the house to be built, the price, the completion period, etc., and I can see the project's progress. I often see advertisements on social media such as Facebook and get flyers from government offices or when we attend official ceremonies."

Thus, public participation in the execution stage of the affordable housing project, according to Arnstein's (1969) theory, as explained in **Chapter 2.0**, was seen at the “degree of tokenism”, the middle rung, 'informing' level and the “degree of citizen power”, the highest rung, 'partnership' level. The 'informing' level implies that individuals without authority can participate in listening and speaking, even when the actual involvement is merely symbolic. In other words, people have little opportunity to influence the program, which usually involves one-way communication. Hence, the elements displayed in acknowledging project housing progress and its advertisement to the public were via project signboard, PERDA's website, social media, flyers, and official ceremony. Buyers in the low-cost housing category were involved in the ballot session to choose their house lot arranged by PERDA.

The 'degree of citizen power', the 'partnership' level, was demonstrated during the purchasing process between buyers and PERDA for the medium-cost category, where the buyers were involved in choosing a house lot and purchasing agreement. At this level, negotiations took place so that both parties could agree on a decision according to the terms and conditions stated in the contract. Freedom has also been given to the buyer to appoint their lawyer. From the buyer's perspective, the terms and conditions of the deal were clear, with no hidden costs or conditions. Thus, this showed that at the 'partnership' level, which is at the lowest 'degree of citizen power', buyers could affect the purchasing agreement through negotiation as long as both parties find it helpful to maintain the partnership.

For transparency in governance at this level, organizational transparency on information quality (Schnackenberg and Tomlinson, 2016) was again demonstrated when PERDA intentionally shared the project information with the common public via the construction site and their website for the project's progress. At the same time, acknowledgement of the housing project was made through various media and approaches by PERDA. This situation implies the 'disclosure' element, where relevant information has been disclosed publicly, and the best information to disclose has been carefully selected. Besides, 'clarity' and 'accuracy' elements were also seen, especially towards the buyer. They could comprehend the message delivered during the purchasing process and discuss the terms and conditions of the agreement with their appointed lawyer to avoid vague situations. The buyers were also given a certain period to fulfil the requirements to purchase the house they wanted. It eventually resulted in a pleasing feeling for the buyers due to the transparent and attentive way PERDA conducted the purchasing process.

For directional transparency, upward and downward transparency were shown in the 'surveillance' act done by PERDA when reporting the project progress on a specific, timely basis to the project's funder. Moreover, it was also shown when PERDA monitored the contractors' progress. PERDA managed to observe the work done by the appointed contractors by urging them to comply with the specifications set in the contract. Retrospective and real-time transparency, which occurred concurrently, were also demonstrated. It was displayed when there was the element of 'reporting' on a timely basis (monthly and quarterly) by PERDA. Besides that, the contractor reported progress to PERDA or its joint venture partner. Outward-inward transparency was indicated when PERDA publicly shared project information through various media, such as the project signboard at the site, websites, social media, and others. Thus, the common public and the buyers can observe the development of the housing project.

Besides that, the selection and purchasing process between buyers and PERDA demonstrated another type of transparency by both parties in low- or medium-cost housing. It showed the existence of process transparency. As stated in **Chapter 2.0**, process transparency exists when components of procedural and operational aspects are involved. The term 'procedural' refers to the public disclosure of the policies, guidelines,

and practices that an organization has adopted, which is commonly referred to as the 'rule of the book'. Implementing the 'rule of the book' in specific situations is part of the operational aspect of process transparency. Process transparency was displayed when there was a criterion selection of buyers in both categories of houses, low and medium cost. PERDA has set up a procedure to decide which potential owner secures each type of house. As a result, PERDA only selected eligible house buyers. They release the owner's information in an aggregated or anonymized form and might consider it secret and subject to data protection laws.

III. Finish and Delivery Phase

At this phase, public participation was represented mainly by the buyers of the housing project. In contrast, the common public remained an observer. It was acknowledged that at this level, PERDA has complied with the project handover procedure to the buyer and provided an opportunity for the auditors (internal and external) to ensure that the completed project met the required standard. The required standards, among others, consist of project completion, the contractor submitting the CPC (Certificate of Practical Completion), the project obtaining the CCC (Certificate of Completion and Compliance), the DLP (defect liability period), and PERDA handing over to the buyers. CPC is a part of the building construction process, and CCC is a part of the construction permit process (Woon Fatt, 2022). The building erection procedure includes issuing the Certificate of Completion and Compliance (CCC) and Certificate of Practical Completion (CPC), guaranteeing that the structure is fit for habitation.

"Defects liability period" (DLP) refers to the period that most construction contracts stipulate as the contractor's responsibility and obligation to correct any flaws in the work it has completed (Shafiq et al., 2020). The DLP creates a contractual duty under which the contractor is expected to return to the site and correct any flaws found in the work it has accomplished. It assists owners and contractors in managing their respective risks under the building contract. Then, a site visit was held on the work's completion date with the consultant. It is to review all the work carried out per the contractual obligations. A project submission letter will be prepared by the contractor and given to PERDA. A Certificate of Completion (CPC) will be issued if all the work has been completed. Next, a handover ceremony of the housing projects to the buyers was

conducted by PERDA. Buyers were seen to be involved during this time because they were allowed to inspect the house they would be living in for any defects. As mentioned by the participants:

B2: "My involvement only occurs at the time of purchase... at that point, I will select the lot and handle all loan-related matters. Later, as I recall, there was a ceremony to hand over the keys, and my involvement was just like that."

B3: "Okay. For example, through my own experience, the housing project was completed at the Taman Perumahan Sungai Dua Utama project, but when the key was handed over, we got the key to check for defects. When I checked, I found that the wiring in the house had been stolen. So, when we complained to PERDA, we responded that it was replaced with new wiring, which was fast for me. There is no hold-up... it is usually finished in two weeks."

Any defects or damage reported during the review will be noted, and corrective action will be taken. As admitted by the participant, he detected some missing or malfunctioning wiring due to theft and complained about it to PERDA. PERDA responded quickly, repairing and replacing the stolen wire within two weeks. The participant further claimed that PERDA was very responsive towards its buyers in the housing project. The organization is usually concerned with buyer feedback and resolving issues following a complaint. This method of conducting responses has resulted in them feeling satisfied with the service provided by PERDA, as quoted by the participant (B3):

"I am speaking for my opinion, which involves projects in PERDA regarding delivery to buyers. I see that PERDA was very concerned about the feedback we gave. For example, when the project was completed and delivered, there was some feedback about the project. So, we can see how PERDA responded to and handled the problem. So, in my experience, some other projects handled by other organizations also got feedback. However, the response we received from PERDA was excellent. It was beneficial, and overall, I am satisfied."

Another participant (B4) also supported this statement when he commended PERDA for their effective effort in overcoming the problems that occurred. As in his case, the participant handed a complaint form to PERDA after receiving the key to his house and inspecting it. PERDA took only one week to overcome the problem that occurred due to a leaky roof, which was considered minor damage for the participant as follows:

"In my opinion, PERDA's dealing with damage complaints is fair. For example, if we want to get the keys and live in the house, we will check the house's defects. After that, we send the form to the office. If the damage is minor, they repair it within approximately a week. For example, my house used to have a leaky roof, and when we complained, PERDA immediately fixed it."

In addition, the buyer was given a two-year warranty, under which PERDA will take further action depending on the damage. The participants admitted they could complain about any issues concerning the house they purchased. They were pleased with the attentive work done by PERDA when a complaint was reported, as mentioned:

B4: "...I am satisfied with it. Moreover, we can complain to PERDA within 24 months. So, we can recheck within the time given... "

B5: "... so far it's ok... I have been living there, and... there are small defects. When we entered the house, there were no major defects—only a few defects where the roof leaked a bit. So, I complained about it to PERDA. Then they came to repair it. "I received the defect period in two years."

Another participant from the management group confirmed the statement:

A5: "Regarding the quality of the construction works, we give the buyer a period for defective works. The buyer can ask PERDA or the contractor to correct anything related to the construction according to the terms and conditions in the agreement. That's where we gave the buyer permission."

These behaviours also demonstrated PERDA's transparency governance to the buyers at this stage. From the buyer's perspective, PERDA has done an adequate job of overcoming any issues with the completed houses and emphasizing the contentment of

the house buyers. Besides that, the warranty and platform provided by PERDA for the public to further their feedback on the house were seen as proof of their transparency and accountability. Furthermore, PERDA evaluated the project's outcome after its completion by surveying the common public in the area and the project's buyers. In exchange, buyers and the common public were not restricted from practically sharing their thoughts with PERDA and maintaining a positive relationship with the organization. As affirmed by the participants:

A7: "If you follow each of our projects, we will do an outcome evaluation. The outcome evaluation also has a survey. As a result, it demonstrates that we do not pursue our "please of oneself" or "full of oneself" projects. From the evaluation, we also get feedback for the next project. Involvement and information delivered by almost the same group of people and the same community help us develop other areas or land in other places."

A4: "Every year, we indeed make an assessment where we want to prioritize things that we see as important for us to do. The important thing we look into is our financial constraints, and we also look at our competence to do those things."

The public's participation has continued until now when they have been allowed to voice their opinions and objections to development in their residential area. The participant admitted that they were invited to a meeting conducted by the local authority in the area known as Majlis Bandaraya Seberang Perai (MBSP) with other related agencies. The participant (B1) admitted again that the said authority emphasized public feedback upon any development that would take place and other matters in the area. As further acknowledged by the participant who also served as a representative of the local community in the vicinity:

"I have been involved in meetings with the local authority. For example, recently, the local authority (MPSP) asked for our feedback on new developments within the area. Sometimes, our residents' representatives have to go to the meeting to state our objections, such as certain matters or issues that need to be solved by the developer, which involved the locals. So, we agree. Usually, we raise the objections to the local authority; they will handle it."

Thus, according to Arnstein's (1969) theory, as explained in Chapter 2.0, public participation at this stage was seen at the degree of tokenism, middle-rung, 'informing' and the degree of citizen power, higher-rung, 'partnership'. At the 'informing' level, it was demonstrated in acknowledging the completion of the housing project to the public through various mediums such as the project site, website, and social media. At the 'partnership' level, the public as a buyer has a more significant say in the decision-making process. They could bargain and engage in discussions with individuals in positions of authority. It was displayed during the signing of the mutual agreement for the house purchased and during the delivery process. At this level, feedback received from buyers following their house inspection was considered, and further action was taken within two (2) weeks.

Furthermore, they were given a specific warranty period to make any complaints about the house they resided in. However, the contractor selected throughout construction was the one who corrected the flaws. Besides that, the buyers were also allowed to be involved in the evaluation done by PERDA after the project ended to look at the outcome of the project. Furthermore, it was discovered that buyers of the housing project were satisfied with the service provided by PERDA. Thus, ensuring the project's development left a favorable impression on the buyers was critical.

In terms of transparency governance at this stage, outward-inward transparency was shown when PERDA allowed the buyers to inspect the house they bought and lodge any complaint for further action. PERDA responded within the specified time to solve the issues and gave ample warranty time. As acknowledged by the participants, no hidden costs or significant modifications were needed after the project's delivery. Besides that, the evaluation of the project also showed that PERDA tried to understand and improve the housing standard and satisfaction of its buyers. The gist of the assessment has helped them in their current and future development of the same project within their operational area. As stated in Chapter 2.0, when both parties, the organization and its peers or outsiders, could see each other "visibly" (comprehending and monitoring the behavior of the outsiders and what was happening inside the organization), outward-inward transparency occurred.

Besides that, process transparency was exhibited when there were procedures that needed to be complied with by the contractor and PERDA as the owner of this project before handing it over to the buyers of the houses. It was displayed in the required project completion standards, CPC, CCC, and DLP. Another example of process transparency was the buyers' inspection of the house when they received their house keys to acknowledge any defects. Thus, quality assurance procedures may evaluate whether the guidelines have been followed in each situation. Organizations like PERDA incurred expenditures due to being precise about procedures and complying with them.

IV. Challenges

PERDA also encountered challenges in implementing participatory and transparency governance in the project, where political interference was stated. It is because political power tends to take advantage of decisions that can benefit their self-governing territory and, in return, get extra mileage in their political career. Political interference occurred in selecting the contractor for the project conducted under PERDA. The disturbance from certain political people was acknowledged through a unique support letter and the suggestions of various contractors, as quoted by the participant (A1):

"We must be steadfast in our commitment to good governance... for instance, in terms of integrity. This is because, from the beginning, there will be all kinds of interferences and attempts to influence the decisions or proposals of a development project to be implemented. The challenges encountered, for example, when we wanted to make a procurement via a tender approach, there were many attempts to influence us through support letters. The tenderers were being introduced by certain politicians who preferred certain tenderers. However, even if there is any interference, the procedure will still be followed, and it will still be rejected if it does not meet the criteria of a developer or contractor. Regular assessments were made to ensure the ability and qualification of a developer or contractor to implement a project."

Political influence has the same objective as that of organizations and other governmental agencies, as their existence is representative of the common public, especially within their designated area, to deliver service to them. According to scholars

(Khan et al., 2019), political interference significantly impairs the efficient execution and delivery of infrastructure development projects in developing nations. For instance, the effect of political interference has resulted in choices on the route to be taken, the form of transportation to be used, the type of grade separation to be used, the project procurement process, and how the new project will be integrated into the larger urban environment as noted by Carpintero and Siemiatycki (2016) in their study. However, this kind of interference was manageable by PERDA in adherence to the stated regulations and guidelines of the project. It indicated that the organization still holds to its principles when making decisions that may affect the public. It was recognized that good governance has always been an emphasis in the general administration and execution of any projects by PERDA. The most vital evidence is from the mission statement and regulations adhered to by PERDA in conducting public projects, as acknowledged further by the participant:

“PERDA is a federal statutory body. So, whatever we do, we must be in line with what has been set by the central government. Whatever policy is applied and created by the government from time to time, we must comply with it. Good governance has been the government’s administrative policy for a long time and has been applied in all administration and agency management aspects. Yes, good governance does affect everything we do. As we already know, good governance or good administration principles include performance and law-biding or compliance with the law, accountability, integrity, and professionalism.”

Besides that, it was also acknowledged that there were other challenges PERDA had to face in its housing projects in general, not specifically in the Taman Perumahan Sungai Dua Utama project. Limited allocations to implement housing projects, a lengthy approval process for planning projects, a lack of competent contractors, housing projects that could not be completed on time, and technical problems that arose during the construction process were among the challenges. Nevertheless, the chosen area of public project development under PERDA has undergone procedural screening, evaluation, and approval by the upper management in deciding whether the projects will be executed based on the priority list of public demand and conditions on the ground. Thus, this indicated that though PERDA had encountered some difficulties in

implementing the housing projects, it managed to overcome them with adherence to the established guidelines and regulations in the project development within its vicinity. The findings also indicate that the organization held solid ethical and fundamental principles in such conditions.

Overall, participatory governance implies public participation in the project housing cycle phases, which appears to various degrees in Arnstein's Ladder of Participation taxonomy. In the ideation and planning phases, it was displayed at the highest rung level, known as the "degree of citizen power," the 'partnership' level, as illustrated in **Figure 5.4**. The involvement of the public was displayed during the land acquisition process. They were allowed to provide feedback and negotiate. The negotiations for the housing development took place before the acquisition occurred. This resulted in acceptance and objections to the project proposal, with most of the public accepting the proposal and receiving compensation from PERDA. The remaining public members who objected were left with their original residence. It showed that PERDA, as the project owner, considered the public's voice and was willing to negotiate terms and conditions with them. In other words, authority was redistributed at this rung of the ladder through negotiations between the public and those in positions of power.

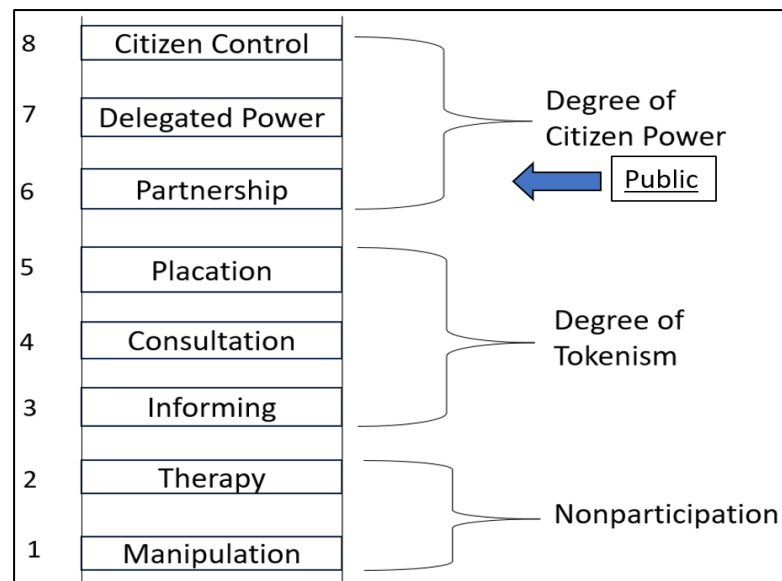


Figure 5.4. The Level of Participation in the Ideation and Planning Phase

In the execution phase, the public was divided into the common public and buyers. Thus, the extent of participation depended on the type of public participation in the project at this phase. The common public's participation was at the middle rung, known as the "degree of tokenism" at the 'informing' level. At this level, the common masses are observers and receivers of information about the project's progress and advertisement. The acknowledgement was made through various media. According to Arnstein (1969), the focus is on a one-way information flow from authorities to citizens, with no avenue for input and no power for discussion. The news media, leaflets, posters, and answers to inquiries are the most common means of one-way communication that have appeared at this stage.

However, for the public as buyers of the house, their involvement at the 'partnership' level in the "degree of citizen power". According to Arnstein (1969), partnerships can work most effectively when there is an organized power base in the community to whom the city leaders are accountable. Thus, it showed that authority was redistributed at this ladder rung through negotiations between buyers and those in positions of power, which is PERDA. It was because of the appearance of 'negotiation' and accountability elements, as well as the right to appoint their lawyer to deal with PERDA and to decide with PERDA. With these ingredients, the public, as buyers, has some real bargaining influence over the outcome of the purchasing agreement (as long as both parties deem it advantageous to keep the partnership going). The extent of participation in this phase is illustrated in **Figure 5.5**.

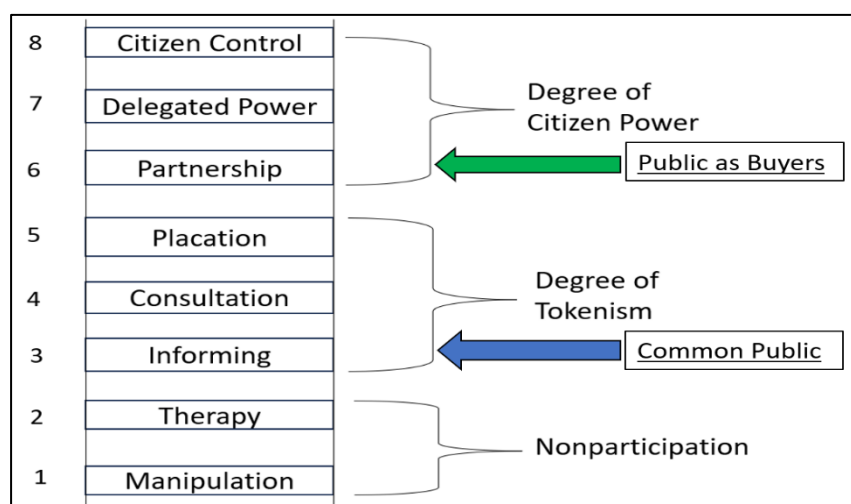


Figure 5.5. The Level of Participation in the Execution Phase

In the finish and delivery phases, public participation was again divided into the common public and the buyer categories. For the common masses, their level of participation was noticed at the "degree of tokenism", middle rung, "informing" level. It was demonstrated in their awareness and receiving information about the project's completion from various sources. While for the buyers' participation was seen at the "degree of citizen power", higher rung 'partnership' level. According to Arnstein (1969), 'partnership' means that the public can negotiate and converse with those in positions of authority. If these conditions are satisfied, the public can affect the plan's details and outcome. Hence, this element was demonstrated throughout the delivery process between PERDA and the buyers. The process consists of a house inspection, suggestions, and concerns by the buyers about the house. Their complaints were considered at this level, and subsequent action was taken within two (2) weeks. Besides, a two-year warranty was given to make any further inspections or concerns about the house they lived in. The contractor chosen throughout construction was the one who fixed the defects. Besides that, the buyers and the common public were also allowed to be involved in the evaluation done by PERDA after the project ended. It showed that the public could provide feedback on the project's development. Furthermore, it was discovered that buyers of the housing project were satisfied with the product and service provided by PERDA. This was critical to ensuring the project development left a favourable impression on the buyers. The level of participation in this phase is shown in **Figure 5.6**.

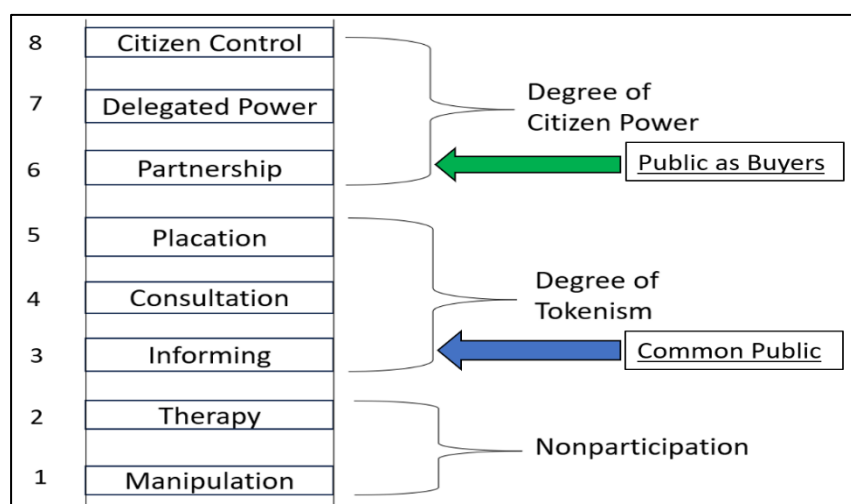


Figure 5.6. The Level of Participation in the Finish and Delivery Phase

For transparency governance, it can be summarized that PERDA has exhibited organizational transparency, which includes disclosure, clarity, and accuracy. As mentioned in the previous paragraph, the proof of these three elements was displayed when PERDA deals, negotiates, and shares precise information about the project's development with the public through various mediums. Consequently, it resulted in public acceptance and satisfaction with the conduct of the development process. Besides, a few people who objected to the project's development were not being disrupted. Further, various directional transparency patterns were detected, comprising upward, downward, outward, and inward transparency. Additionally, the type of transparency identified the most was process transparency, together with retrospective and real-time transparency. It indicated that PERDA practices transparency as much as possible within and outside the organization when conducting the project. However, this did not mean that other types of transparency did not occur. Still, those types of transparency appeared mainly based on the participant's acknowledgement throughout the interview session.

5.2.3 Mechanism of Engagement

Table 5.2: Mechanism of Engagement

Subject	Item	Approach
Mechanism	• Official events and meeting	Districts Action Committee Meetings, Local expos-Penang Bumiputera Entrepreneur Expo (PENBEX), Road tours
	• 'Direct engagement'	<i>Gotong royong</i>
		Community development programs: K-Komuniti, Upgrading skills, Workshops
		Religious events
		Informal discussion
		Corporate Social Responsibility (CSR) program
		Flyers, streamers, and banners
	• Information and Communications Technology (ICT)	Survey
Social media: Facebook, Twitter, WhatsApp, Website. Google form-online survey, infographics tools		

The result in **Table 5.2** from the interview displayed various mediums being utilized by PERDA in engaging with the public. The participants were asked: “How has PERDA engaged with the public? What is the preferred method of engagement? Reflecting on this, the participants were asked to provide mechanisms utilized by PERDA to engage with them. It was found that the standard method used by PERDA was through official and unofficial mediums. The official medium was represented via meeting platforms such as District Action Committee Meetings. The meeting involved local representatives such as the chief of the village known as *Penghulu*, political representatives known as JKKK (Village Security and Development Committees), a non-political group consisting of local communities with numerous backgrounds of expertise, district officers, local authorities, and other related agencies. The meeting was frequently held at least once a month to discuss issues, public concerns and any developments in the designated area that falls under PERDA’s jurisdiction as stated:

A4: "As I remember, we have various platforms, including virtual platforms. PERDA is included in the meetings at the state level, especially District Action Meetings. At the district level meeting, the members are from the district level leaders, including leaders from the JKKK (Village Security and Development Committees), who come from political or non-political groups."

PERDA makes ‘direct engagement’ with the public within the area, which is commonly involved in unofficial and official mediums through programs conducted for the community by PERDA. This is accomplished through community-based programs and the chairman of the JKKK’s commitment to bringing the public together to participate in community activities. The activities include *gotong-royong* (public awareness campaigns for neighborhood cleanliness), community development initiatives like K-Komuniti, workshops, religious gatherings at the mosque, and direct, in-depth conversations with the locals, as mentioned by the participant (A3):

" So, in this case, we try to use the mediums available in the village and those available in the development areas we want to develop to get the inputs. This is a form of community involvement in developing a housing project. Before the pandemic, which was from 2010 onwards, and so on, we dealt with the public

directly via 'direct engagement'. We dealt with the village committee chairpersons, whom the government has appointed as a medium for us to discuss with the community. Then, we go directly to the areas we want to develop and meet with the residents. We also hold meetings with local leaders such as politicians, NGOs, and so on for each area to get direct input. Besides that, we also meet them through the implementation of community activities. Community activities such as the gotong-royong program in the villages... However, there was an agenda behind the gotong-royong program to make it easier for us to communicate with the community without asking directly. From this program, we will get information on the needs and demands of the community. Not only in terms of housing development but also social and economic development, entrepreneurship, and education. The programs were carried out occasionally through gotong-royong, community development programs, the K-Komuniti program, workshops, and religious activities at the mosque. All that is our platform to engage with the community to get input....”

As explained further by the participant, discussions with the public also involved non-governmental organizations (NGOs) and local representatives from political parties who joined the public activities. The purpose was to get direct input or information regarding the public's needs and requests. Direct input gathered by PERDA from the meetings in this way is essential not only to collect housing development matters but also to social, economic, and entrepreneurial development concerns within the area. Thus, PERDA frequently held public activities from time to time to meet the objectives. Another participant also supported this statement, who mentioned that PERDA had programs with JKKK (Village Security and Development Committees). In the program, the chairmen and local state representative informed PERDA about the public necessity as quoted by the participant (A7):

“We used to have lots of 'direct engagement' with the community. We used to have a program with JKK (Village Security and Development Committees). So, we saw what the chairman of JKK informed us about the community's needs... then we have YB (state assemblymen). YB also knows what is needed in his area, ...his state assembly area...”

Thus, this kind of approach ties a closer bond between PERDA and the public, where they unreservedly deliver critical messages to the organization for the betterment of the public within those area:

A4: “....and we used to be closed with the society. The villagers and local community... and what they wanted PERDA to deliver, PERDA did it.”

Most participants preferred This ‘direct engagement’ approach, where they could meet, interact, and discuss with one another. The connection that all parties cherish provides a good feeling of acceptance and care. Eventually, the creation and continuous flourishing relationship helps tighten the bond between PERDA and the public. Additionally, it also assists in solving problems that need serious attention. Therefore, unofficial physical meetings with the public by PERDA are mostly welcome and admired, as cited by the participants:

B1:” Before this, it was usually the best method to interact face-to-face if there were any issues. The warmth of the touch is different. So, PERDA should continue that kind of engagement. Nevertheless, it can be done after the government restores the pandemic situation. The face-to-face approach can solve many things...we can discuss, get opinions, and so on. However, in this situation, it isn’t very easy. But maybe I’m a bit old school in that I prefer PERDA to keep the way of face-to-face engagement. The warmth, smiling... that thing will create love... finally, we, the community... in return will also love PERDA.”

B2: “From what I understand and have experienced, PERDA still sends me information. For example, if PERDA had any skill development courses, they would have shared them with me. Then, the public meeting will still be held if necessary. Information was tapped via WhatsApp and Facebook, including PERDA’s official Facebook and the residential Facebook.”

Face-to-face discussions and gatherings with PERDA’s representatives were held at least once a year with the area’s strata type, or “flat.” Besides that, the participant

mentioned that they can at any time come to PERDA's office to get the organization's point of view and decision on any affairs:

B2: "... the meeting for the flat house was held approximately twice a year ... and no matter what the matter is, there is no problem for us to go to PERDA directly to get an opinion or even get a decision."

PERDA is also well-known for its corporate social responsibility (CSR) for the public in the field it pioneered. According to the participant, CSR was part of PERDA's mechanism for reaching out to the public even before the pandemic occurred to gather new information and responses for its future development:

B3:" PERDA is known to carry CSR in the places they have developed. PERDA employs this method of engagement, particularly with residents in the development area. So, through that engagement, we can get information about upcoming PERDA projects and other information. For example, before COVID occurred, every time that kind of engagement occurred, we would get updated information upon any development or additional related information by PERDA."

Another respondent mentioned that PERDA's CSR activities were still carried out even during the pandemic when most families were affected, although the residential has been delivered to the owner and PERDA supposedly has no responsibility towards them:

B2: "I remember before the pandemic it was ok... well, even after the pandemic, I feel good, and I think PERDA management involvement still has... based on experiences. For example, during the pandemic, many families were affected. I have been told that PERDA also helps the residents in that area. It means that PERDA, as a developer, does not ignore the buyers, or, in other words, they are still in contact with the buyers."

Furthermore, PERDA also engaged further with the public by guiding them in setting up resident associations such as JMB (Joint Management Body). PERDA even brought them to workshops, programs, and site visits to upgrade their skills in specific areas for

their survival. Those efforts by PERDA were seen by the participants in the low-cost housing residential area as cited (B4):

” For instance, in terms of low-cost housing section in the area, The residents’ association wants to learn how to set up a JMB organization, MC, and others. So, PERDA was there to assist them. The agency brought them to the best MC places and held workshops to improve the efficiency of the residents and the residents’ association there.”

The ‘direct engagement’ sometimes occurred in several official ceremonies and other forms like road tours and local expos such as the Penang Bumiputera Entrepreneur Expo (PENBEX). It involved massive public participation, as admitted by the participants:

B4:” Hmm... if before this... before COVID, there were ceremonies.”

B5: “The ceremony... we call road tours. Like before the pandemic, we had PENBEX and local expos. Advertisements will be made there, and housing leaflets on the road tours will be provided. PERDA will be involved in the road tours. From there, we can take the flyers given to us and see all the details. It is comparable to JKP, Bertam Properties, and other housing projects undertaken by different developers.”

Flyers, streamers, and banners were also provided to the citizens during the official and unofficial programs conducted by the organization. Besides that, leaflets were distributed to government agencies for citizen acknowledgement and to retrieve information on PERDA’s program and project. Surveys were another functional mechanism utilized by PERDA to engage with citizens. The purpose was to gather inputs from the ground for current and future development. As informed by the participants:

B5: “...flyers were disseminated to the government office or from events we attended.”

A3: “...a housing development impact study that we do, on which we collaborate with universities. In the study, residents are given questionnaires and surveys

about the shape of their house, the type of house, how many rooms they have, and so on. So, from there, they responded to that, and we will take the inputs that have been analysed and use them as guidance in PERDA to propose or plan a housing project that we will implement. For instance, PERDA is preparing a master plan for developing PERDA lands that have not yet been developed. So, in this master plan, we have surveyed the residents around the undeveloped PERDA lands. The survey is being carried out, and we will get the results based on their input. We will use the input in the development plan for each piece of land we develop.”

The survey was done with the collaboration of several other parties, such as universities, to conduct the research thoroughly. The study distributed questionnaires about the different types of houses, their sizes and shapes, bedrooms, amenities, and other pertinent questions to the public to learn about their preferences or tastes. As a result of the analysis and findings, PERDA will use them as guidance to propose future housing projects based on public demand. For example, PERDA has recently begun developing a master plan for undeveloped land. Thus, they have conducted a survey for the public residing near those undeveloped areas and analyzed the inputs that will be given by the public to be embedded in the development of the undeveloped land. This was supported by another participant (A4), who acknowledged that PERDA does evaluations every year for most of its projects and programs. The evaluation was done to know the effect and rank PERDA’s priority for each project based on its importance to the public:

“We used to be closed to society—the villagers and the local community—and what they wanted PERDA to deliver, PERDA delivered. Every year, we assess the tasks we believe are most important to us.”

As also confirmed by another participant who has experience filling out the survey form provided by PERDA, it was normally conducted to get public feedback before any construction or development takes place in the area:

B4: “...PERDA likes getting opinions from the local community. For example, before construction, PERDA surveyed the area’s residents. Survey the needs of the people who lived there with the help of community leaders. I had previously completed the survey... lots of questions need to be answered.”

The utilization of information and communication technologies (ICT) was also adapted to reach out to citizens. Social media networks such as Facebook, Twitter, WhatsApp, and PERDA's website, as illustrated in **Figure 5.7** and **Figure 5.8**, are among the ICT tools and platforms applied to notify the public about PERDA projects, programs, and activities. It was acknowledged that during the pandemic of COVID-19, ICT utilization was the utmost form used by PERDA in interacting and engaging with the public, as stated by the participant:

A3: "However, we also follow technology development, not just waiting for the pandemic to occur for us to act. Before the pandemic, we utilized the ICT developed with internet hosting, including Facebook, Twitter, Instagram, etc. PERDA has taken the initiative to create and establish Instagram, Twitter, and other social media platforms as a medium to communicate information about the programs we run to the people and the community. When this epidemic occurs, it becomes a constraint. However, we tried to solve that constraint through our technological improvements. For example, we met with local leaders through various mediums, such as Google Meet. We are improving our Facebook page so the community can respond to the Facebook group. Second, we have a Google form on our Facebook page. So, the community will use this Google Form to fill in the information we need, and we will pick it up in the Google Form. For example, we tried to help our land tenants, stall tenants, poor house tenants, and entrepreneurs during the pandemic by giving them an exception because we could not meet them physically. So, we used the Google Form and asked them to answer some questions in the Google Form. Based on the inputs in the Google Form we retrieved, we tried to solve the problems they faced because of the pandemic. So, the incentives we want to give them are effectively delivered to them."

Another management group participant (A7) mentioned the same thing about the use of social media and the Google Form method as PERDA's mechanism for connecting with the public:

"Right now, it is true that in this pandemic situation... we were using social media concepts. Even now, we use more infographics, surveys, and Google Forms. So, we have used those methods as well. More new methods are being used in this

pandemic. As I mentioned earlier, in the past, it used to be a 'direct engagement' approach where we could do workshops and use conventional methods. Normally, we can meet face-to-face, but in this pandemic situation, it is better to use these new mediums."

PERDA used ICT through social media networks and platforms such as Google Meet to conduct meetings with local leaders. Besides that, PERDA's efforts have been recognized in upgrading their Facebook site, where they created a page for the public to leave feedback or information required by PERDA, as illustrated in **Figure 5.7**. In addition, a Google Form is provided for the public to fill out the information. The Google Form has been used to help the tenants of PERDA land, shops, houses, and their entrepreneurs who are struggling to foresee if they need further assistance in their activities during the pandemic. The public inserted the input gathered and analyzed by PERDA before they came up with solutions to the issues or problems. It was to ensure that the aid given by PERDA was handed over to the person in need with the right approach. As affirmed by another participant (B4), PERDA continuously connects with them via WhatsApp and Facebook:

"There were events before this... before COVID. However, now that this is common, PERDA engages with residents via WhatsApp and Facebook, and we can see what PERDA is doing through Facebook."

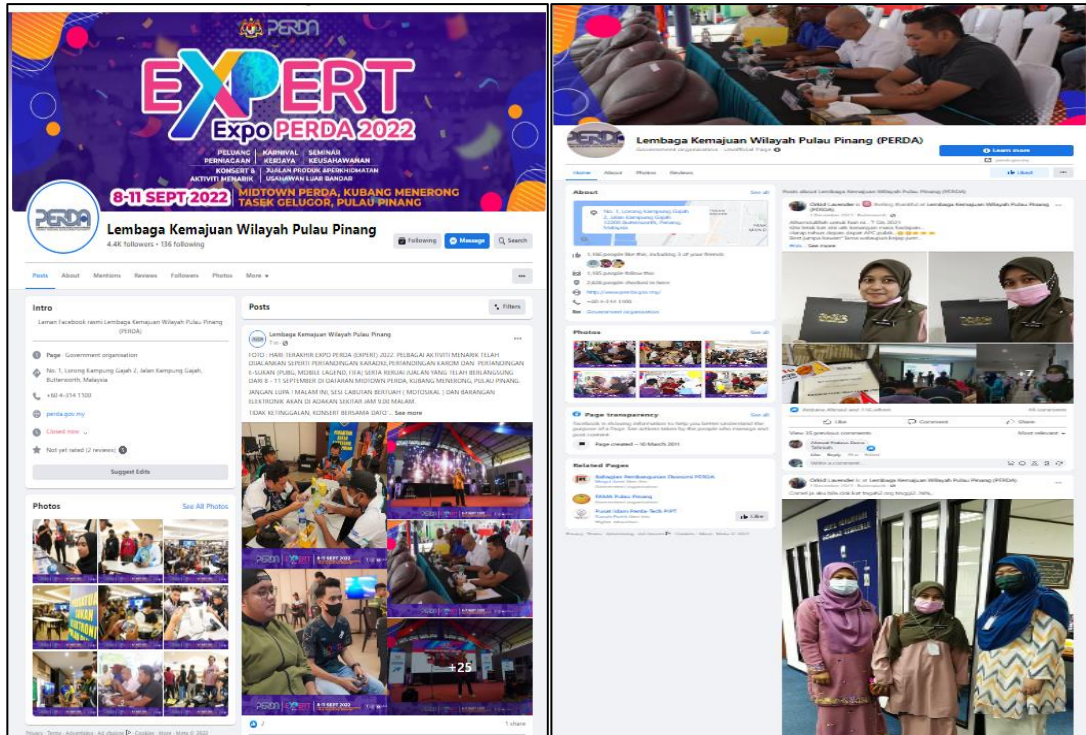


Figure 5.7. PERDA's Facebook (Source: PERDA)

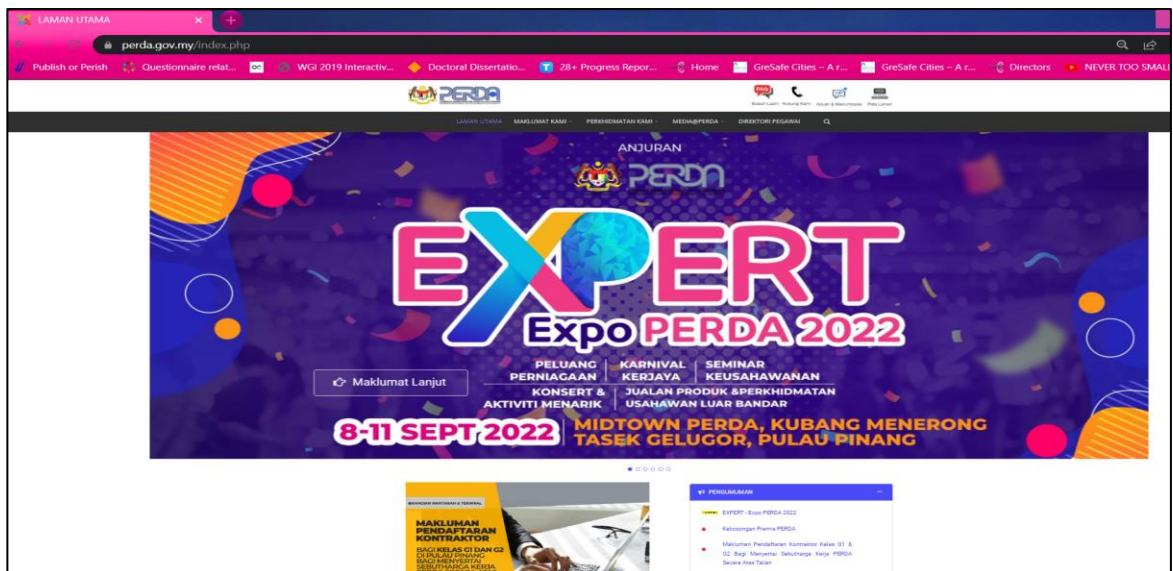


Figure 5.8. PERDA's Website (Source: PERDA)

It was also agreed by other participants, who were enlightened that even until now, they received valuable information regarding any new development or upgrading skill courses executed by PERDA via WhatsApp and Facebook. Information was blasted to

the residential residents via WhatsApp from the local community leader to disseminate information by PERDA in the area:

B2: " ...from what I understand and recognize, they still sent information for our acknowledgement. For example, if PERDA offers any courses for skill development, they will still share the information with us. Concerning the gathering, if necessary, it will be held. Messages were sent via WhatsApp and Facebook via PERDA's official Facebook and the Residential official Facebook."

B4: "Regarding any ceremonies... it usually goes through the local community chief. The head of the residential area. The chief will blast the information to the community."

Infographics and online surveys were other ICT tools used to publicize information and collect public opinion for development. Thus, this shows that before the pandemic occurred, face-to-face interaction was often used. However, with the recent occurrence of diseases like COVID, the online method is regularly practised by PERDA in reaching out to the public.

5.3 IMPACT OF THE PRACTICES ON SUSTAINABLE COMMUNITY DEVELOPMENT

Main research question: How are participatory and transparency governance practices in PERDA public project management and their impact on sustainable community development involving the Malay ethnic group in the area?

Specific research question two (SQ2): How do participatory and transparency governance practices impact sustainable community development involving the Malay ethnic group in the area?

As Egan (2004) suggested in Chapter 2.0, a sustainable community consists of several components that collaborate to develop a sustainable community. One of them is the governance component. The governance component should include effective and inclusive participation, representative and demonstrated leadership, and participatory

and transparent governance (Egan, 2004). Correspondingly, World Bank (2022) stated that to achieve the sustainable community concept, one of the critical dimensions is that the community must be inclusive. It means that the community should include all facets of society and all social classes including the weak and the marginalized—into their services, markets, and progress to eradicate poverty and foster shared wealth. These were depicted in Taman Perumahan Sungai Dua Utama between PERDA and the public group participants, representing the public, citizens, residents, and community.

There was an accountable governance system that enabled the community to participate effectively with PERDA and within the residential community. It was done through continuous engagement by PERDA with the public and the community at the beginning of the project. It has been mentioned that PERDA connected with them and acknowledged them before the project's development was halted. PERDA informed, shared, and discussed the developments during the meeting with them. Gathering with the community also took place in events like *gotong-royong* (community awareness and cleanliness), where they got to know each other. Community representatives disseminated information about the development that would be implemented. As told by the participants:

B1: "As a result, our interaction with PERDA officials has been positive. They informed us of the developments they want to make. Considering the differences between the pandemic and the time before, it is true that before this, if PERDA wished to carry out any development, they first met with us to discuss, chat, and inform of their plans following the stages of development."

B5: "The event was held in such a way as gotong-royong (community cleanliness and awareness) to get to know the residents and the community around here. After that, the community representative will explain the story about our housing and so on. From my point of view, the people's engagement with PERDA is okay."

Another participant further supported this, revealing that they were allowed to participate in the development by PERDA. They were given space to ask questions

regarding the housing project and their chances of buying the house lot according to their interests, with no hidden agenda. As mentioned by the participant:

B2: "I think everything is okay. I mean in terms of sales and promotion. According to what the officials informed me, everything fulfils what I want as a buyer. I bought it in 2011, and it's excellent. It was a transparent process and involved the community, among other things. We were allowed to choose our desired lot and ask any questions we did not understand related to housing. There were no hidden things."

Furthermore, before the COVID-19 pandemic, the community also got involved in events conducted by PERDA. During the pandemic, engagement with the community via a face-to-face approach was adjourned. Still, the connection between them was maintained through the utilization of ICT, such as online platforms, as stated:

B4: "Yes, the house has been handed over. For example, before the pandemic hit, if there were any events, it would usually involve PERDA."

B1: "So, even now, we communicate virtually...over the phone. But the relationship with PERDA officers remains."

PERDA was observed throughout the project's delivery phase, responding immediately and effectively to a complaint from the house owner and taking the necessary steps. Depending on whether there was minor or significant property damage, the complaint was addressed in one to two weeks. It demonstrated how the organization represented good governance in project management during the delivery phase, as previously mentioned by the participants:

B2: "The house was in reasonable condition when I purchased it. The house didn't require much maintenance or repair. I can count on PERDA to act immediately to address my complaints. "

B3: “Since 2013, I have been residing here. We had the opportunity to inspect the key for flaws after receiving it. I discovered that the wiring in the house had been stolen. As a result, when I complained to PERDA, we saw that new wiring had been installed. There was no delay, and it moved quickly. I seem to recall that it was completed in a matter of two weeks. I think the governance PERDA has established in my housing project was sufficient to handle any defect complaints we might have. PERDA acts quickly.”

B4: “The governance of PERDA is excellent overall and ought to be maintained going forward. Consider the way PERDA handles damage complaints. We will check the house for problems before getting the keys and moving in. If the damage is small, PERDA will make repairs within a week or so after we deliver the paperwork to the office. My house previously had a leaky roof, and PERDA would fix it when we complained. We have 24 months to file a complaint. So that we may check again for damage.”

B5: “When you complain, PERDA responds by making repairs. We have a two-year defect period.”

Another participant (A3) from the management group reaffirmed these statements as quoted:

“We have therefore planned a housing project that satisfies the needs of the neighbourhood. However, there were still a few details that they were not happy with, such as the potential for finished homes to have flaws, which is what we refer to as the liability period. Accordingly, we, as developers still have a duty to address all complaints and grievances about consumers following the contract that the buyer and seller had entered. So, we grant all their requests till they are content.”

Although the local authority is now responsible for the designated area, PERDA maintains its engagement and connection with the local community even after the project is complete. It means that any complaint regarding the residential project after

it has been delivered needs to be addressed to the designated authority for further action and not to PERDA as the developer. To help the public, PERDA took the initiative to acknowledge the Majlis Bandaraya Seberang Perai (MBSB) as the authority on matters requiring special attention. For example, drainage issues or passages and shrubs of the trees needed to be better cared for, resulting in thickening bushes that must be cleaned. As quoted by the participant:

B2: “For instance, if we decided with the local authority, PERDA would still assist our community even though this is no longer a developer-related issue. For instance, PERDA still mediates or links the community with the local authority for concerns like drainage, bushes, and roads.”

PERDA support was not only perceived as a ‘middleman’ or ‘connector’ between the community and the authority but also helped the community establish their residence association, known as the Joint Management Body (JMB). PERDA guided them in the establishment by bringing them to other community associations that existed for reference and offering them upgrading skills programs, workshops, and other community programs that were beneficial for them. The meetings and activities as shown in **Figures 5.9** and **5.10**. Additionally, the engagement with the community in residence was witnessed once more during the COVID-19 pandemic, where aid was given primarily to those vulnerable groups in low-cost apartment, as quoted by the participants (B3 and B4):

“Even after the project was completed, PERDA remained in touch with the community. For instance, PERDA visited the low-cost apartment in Taman Perumahan Sungai Dua Utama to assist the affected residents who are having issues with COVID. PERDA is on hand during the pandemic to distribute donations in affordable housing and other places. PERDA sometimes oversees initiatives involving local communities. For instance, low-cost residents are interested in finding out more about JMB organizations, the MC, etc. A workshop is held to increase the effectiveness of the residents and their association. PERDA assists people and transports them to the best MC.”

The screenshot shows the PERDA website interface. At the top left is the PERDA logo. At the top right is a 'FAQ' button with the text 'Frequently asked questions'. Below the navigation bar are links for 'HOME PAGE', 'OUR INFORMATION', 'OUR SERVICE', 'AVERAGE@LOSS', and 'DIRECTORY OF OFFICERS'. The main content area features a large photograph of a meeting in progress. Below the photo is the article title: 'Strengthening the Management of the Joint Management Body of Taman Sungai Dua Utama Apartments'. The article includes a date '16 August 2020', 'Hits: 2482', and a rating of four stars. The text of the article describes a two-day workshop held at Bayview Beach Resort, Batu Ferringhi, on August 15-16, 2020, aimed at reviewing regulations and planning improvements for the JMB of Taman Sungai Dua Utama Apartments (PTSDU). It mentions that PERDA organized the workshop to strengthen the management of the JMB, which has existed for eight years. The workshop also provided an opportunity for committee members to learn from the management experience of JMB Taman Delima Indah Apartments, Juru. PERDA brought two representatives of the MBPP Building Commissioner to enable participants to ask questions related to apartment management. PTSDU was established in 2012 following the development of a PERDA real estate project in Sungai Dua, which included the development of low-cost apartments. The two-block apartment development provides a total of 266 housing units. The JMB PTSDU membership consists of twelve committee members.

Figure 5.9: Meeting with JMB and PERDA
(Source: PERDA’s website)



Figure 5.10: Activities in the JMB Meeting with PERDA
(Source: PERDA’s website)

5.3.1 Perception and Suggestions on the Overall Governance of PERDA

Thus, it was admitted that the overall governance by PERDA in the housing project is well received and complimented by the participants. From the beginning of the land acquisition until now, PERDA's administration and engagement with them have portrayed a good performance based on the participants' experiences and perspectives. As quoted by the participants:

B1: "Alhamdulillah, everyone is satisfied with PERDA. Residents in this housing are happy since the price is affordable, and they love the housing's convenient location. The neighborhood is in perfect shape. There is no problem with the local community. We can be accepted by the established neighborhood, even by the senior mosque committee. Therefore, community cooperation is wonderful. Because of how easy, transparent, and uncomplicated the procedure is, transparency is not a problem and is quite pleasant. PERDA's officers explain everything well. Therefore, if you give me a ten-star rating based on these two factors, I'll give it ten out of ten. From my observations, PERDA's strength is its excellent and transparent engagement with the community."

B2: "I think everything is okay. In terms of sales, housing promotion, and what the officials informed me, everything fulfils my needs as a buyer."

B3: "I have lived here since 2013. I appreciate the good governance that PERDA has implemented in my housing project."

B4: "Overall, PERDA governance is excellent and needs to be maintained in the future. The manner in which PERDA handled damage reports was sound. PERDA and the community share a close bond."

B5: "..... I live in PERDA, own PERDA land, and purchased a house there; the quality thus far is ok."

As acknowledged earlier by participants (A3 and A4) from the management group, PERDA's affordable housing projects were always awaited, accepted, and supported by the public, though few complaints about the projects' flaws were raised. This indicated that, in general, the projects fulfill the needs of the public.

“We just marketed a housing project recently in association with KPKT. This endeavor is situated in the Tok Subuh area. If I'm correct, there were only 320 units when we advertised for the housing register, but 4,000 individuals signed up for the house. How are the 4000 persons known to us? It was because we received 4,000 registration forms. Don't you see? There were only 320 units available. People will only come to register in such a manner if they are happy with us, interested in our housing project, or satisfied with the price that we offer. This indicates that they are happy with the house that PERDA offers in terms of pricing, specifications, and amenities supplied in the neighborhood. Furthermore, there aren't any vacant PERDA houses in this project if you come here and look at it for yourself. We have a housing project that was completely sold during the pandemic.”

Thus, all participants in the area expressed their hope and suggested that PERDA maintain its good performance in governing affordable housing projects and produce more affordable housing in the future. They indicated that the organization should retain the concept of affordable housing, which comprises reasonable prices, a strategic location, value for money, excellent quality of houses, and efficient after-sale service, such as immediate action taken on any complaint made by the resident. Much more affordable housing projects produced by PERDA in their operational area will eventually help the common public, especially indigenous people are known as Bumiputera in Pulau Pinang, to own a house. It is due to the inability of the public to own a home in the metropolitan area, which is outside the PERDA operational boundary and is more expensive. Besides, continuous engagement between PERDA and the community in the residential area is another plus point to the excellent performance by PERDA that they favored. As quoted by the participants (B1, B2, B3, and B4):

“PERDA must remain as PERDA is now. But wanting to remain a champion is a challenging thing too. We felt the blessing in 2010, bought a cheap house, and became half millionaires ten years later. We also hope other Penangites can experience the joy we had when purchasing our home. For example, buy a house today for MYR350,000; in the coming years, its value will increase to MYR700,000-MYR800,000. So, that’s a good favor, and we hope that PERDA can maintain the momentum of its good performance. PERDA must only stick with its current concept if it wishes to develop another project. Housing is built in strategic locations and offered for sale at reasonable prices. The only thing that has to be preserved under PERDA is a fair selling price like the earlier projects when it was the primary determinant for buyers to purchase projects with PERDA compared to other developers. PERDA must create more affordable houses to align with the national housing development policy: “Everyone should own a house”. So, everyone does not need to rent. If PERDA makes many houses everyone can own, we can help the local community there.”

Besides maintaining the current criteria for affordable housing projects, PERDA was suggested to enhance the style or design of the house to make it compatible with the recent evolution of the housing style. According to them, this will add some value to the PERDA-provided house and provide the owner with a satisfying feeling. In addition, the recommended house price should be within the range of MYR250,000 for three (3) bedrooms with two (2) bathrooms located in Seberang Perai, Pulau Pinang, for the B40 and M40 groups. As mentioned by the participants (B3 and B5):

“We believe that this housing project can be improved in terms of design; the housing concept must be updated for the modern era. We wish PERDA could provide more reasonably priced houses for more Penang people because many homes, even on the island, are no longer affordable. This side of Seberang Perai may be able to afford it, and we hope PERDA will develop it. Prices are reasonable depending on a person’s capacity. A typical home cost between MYR250,000 and MYR300,000. The average is three rooms for the B40 to M40 group...like that. God willing, it is affordable to be owned. The architecture should be pleasing and attractive, like the Taman Perumahan Sungai Dua.”

However, the excellent governance portrayed by PERDA needs to be sustained through constant training provided to its workforce, especially in connecting with the public. It ensures that the excellent example shown by PERDA will continue to be admired by the community and the common masses. In return, it will maintain its good image as one of the few remaining RDAs in Malaysia. As acknowledged by the participant (B1):

“For the officers to interact with the community and continue mixing with the public, PERDA needs to train them in their jobs continuously and continue discussing significant issues with the locals to retain PERDA’s name in the minds of Penang people. Everyone is clamoring for PERDA to produce new products. Therefore, if I want to continue, I can only say this; nonetheless, PERDA ultimately has the final say. So, we hope that PERDA can maintain the momentum of its good performance. PERDA must maintain transparency and public participation as one of its positive responsibilities. The reason is that the local public wants things like that. For instance, PERDA will discuss any further phases with us if they plan to develop further. At least we know what PERDA intends to do and what price PERDA wants to sell it for, even though PERDA does not express a desire for us to have an agreement or anything like that. Therefore, all of that has improved relations between the public and PERDA. To guarantee that all PERDA’s projects can continue to be sustainable, PERDA must maintain these two components. The strength of PERDA is, from my observation, that its engagement with the community is outstanding and transparent.”

Thus, the element under the governance component stated by Egan (2004), which comprises effective, inclusive participation, representation, and leadership, has been established in the research area based on the participants’ acknowledgement. In detail, it showed that strategic, representative, and accountable governance systems enabled inclusive and effective participation by the participants within the community and with PERDA. Besides, it also showed that the community has its own voluntary sector, such as the Resident’s Association (JMB) and Neighbourhood Watch. Furthermore, the participants expressed a sense of civic values, responsibility, and pride in the community

in which they live. Additionally, PERDA and the community improved continuously, as evidenced by continuous engagement and feedback on any issues in the residential area.

5.3.2 Other Impact

Even though the study focuses on the governance components, specifically participatory and transparency, other components of the Egan (2004) sustainable community were also realized from the research. “Social and cultural” elements were one of them. A sustainable community’s social and cultural components must have the characteristics of a vibrant, harmonious, and inclusive society. Furthermore, as illustrated in **Figures 5.11, 5.12, and 5.13**, it should convey a sense of community identity, tolerance, and cooperation so that people can participate in activities together. Thus, these have been seen in the area where the participants admitted experiencing a good connection within the community, whether with the older community or older members of the religious committee. It demonstrated that all people were socially included, respectful towards each other, and friendly, as cited by the participants (B1 and B5):

“I’ve lived there since 2010. Alhamdulillah, PERDA is performing well overall in terms of house building at Taman Perumahan Sungai Dua. PERDA is well-liked by everyone. They are delighted because the house is reasonably priced and in a fantastic location. The community is okay. Everyone is fine, including my neighbors on the left and right. Thanks to Allah.”

Most participants acknowledged that they had a strong relationship and positive connection to the community, which provided them with a pleasant feeling and sense of belonging. They were delighted with PERDA’s touch on the project in the area. The key factors were the homes’ reasonable prices, advantageous location, and favorable interaction between PERDA and the neighborhood. In addition, one explanation for this could be that the group shares an Islamic belief and a common ethnic history, the Malay race. They also speak the same language. Thus, Islamic belief and Malay culture have embedded in the life of the community’s fundamental practices and events. Additionally, the participant implied that the residential location made a living there safe and secure, as illustrated in **Figure 5.14**. It demonstrated low levels of crime and

antisocial behavior and neighborhood-friendly enforcement, as noted by the participants:

B1: "I've lived there since 2010. Alhamdulillah, PERDA is performing well overall in terms of house building at Taman Perumahan Sungai Dua. PERDA is well-liked by everyone. They are delighted because the house is reasonably priced and in a fantastic location."

B2: "The house was in reasonable shape when I bought it. The neighborhood is excellent, and the neighbors are in fantastic condition as well."

B5: "The community is okay. Everyone is fine, including my neighbors on the left and right. Thanks to God."

This is reaffirmed by another participant from the management group (A3), acknowledging that the positive connection, pleasant feeling, and sense of belonging within the community were instilled starting from the earlier phase of the project development as follows:

"The PERDA carries out transparent initiatives that adhere to rules. Therefore, because they already adhered to a transparent house buying and placement procedure, the communities occupying the housing areas offered by PERDA also indirectly have these beneficial values. Indirectly, the mindset they bring will contribute to the growth of their community today."

Thus, it indirectly showed that the practices of good governance characteristics in the project by PERDA have a prolonged impact on the community's behavior or good conduct.

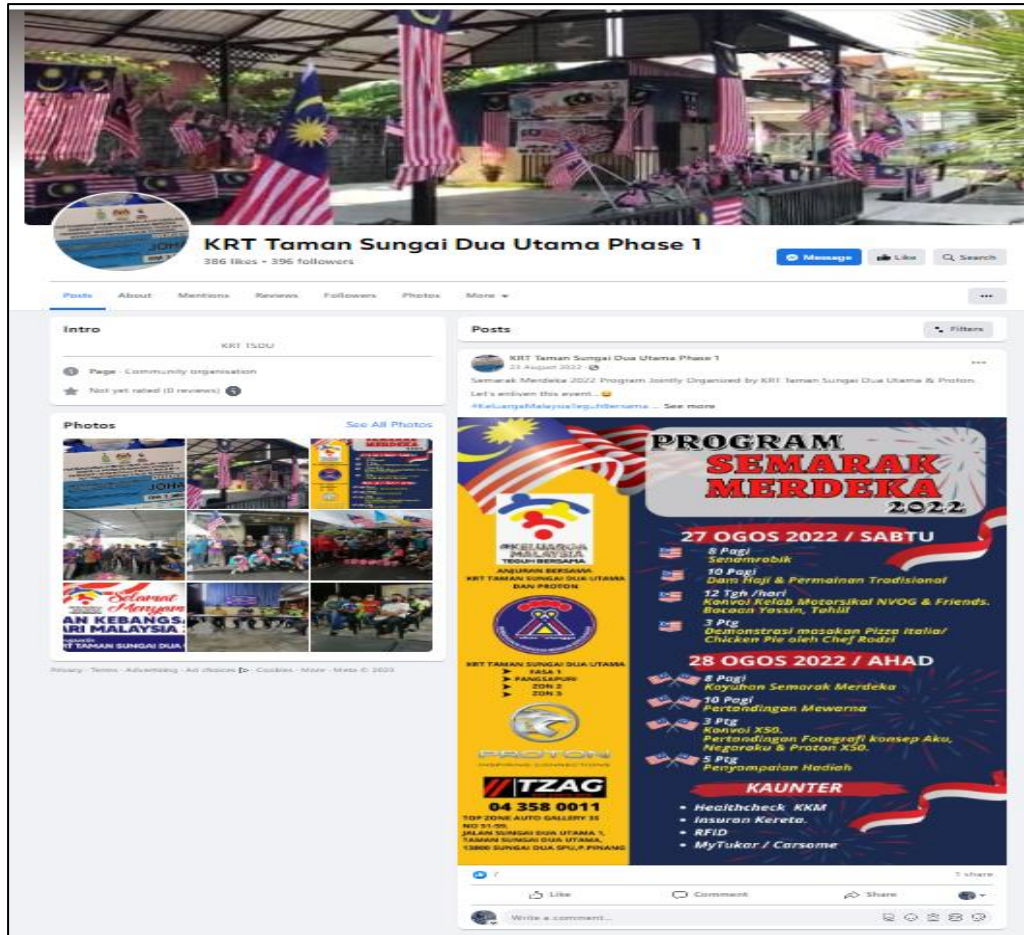


Figure 5.11: Neighborhood Community (KRT) Facebook page
 (Source: Facebook KRT Taman Sungai Dua Utama Phase 1)

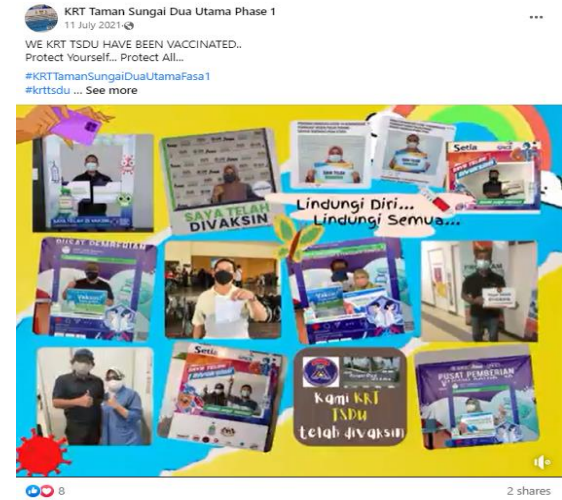


Figure 5.12: Community Activities I
(Source: Facebook KRT Taman Sungai Dua Utama Phase 1)

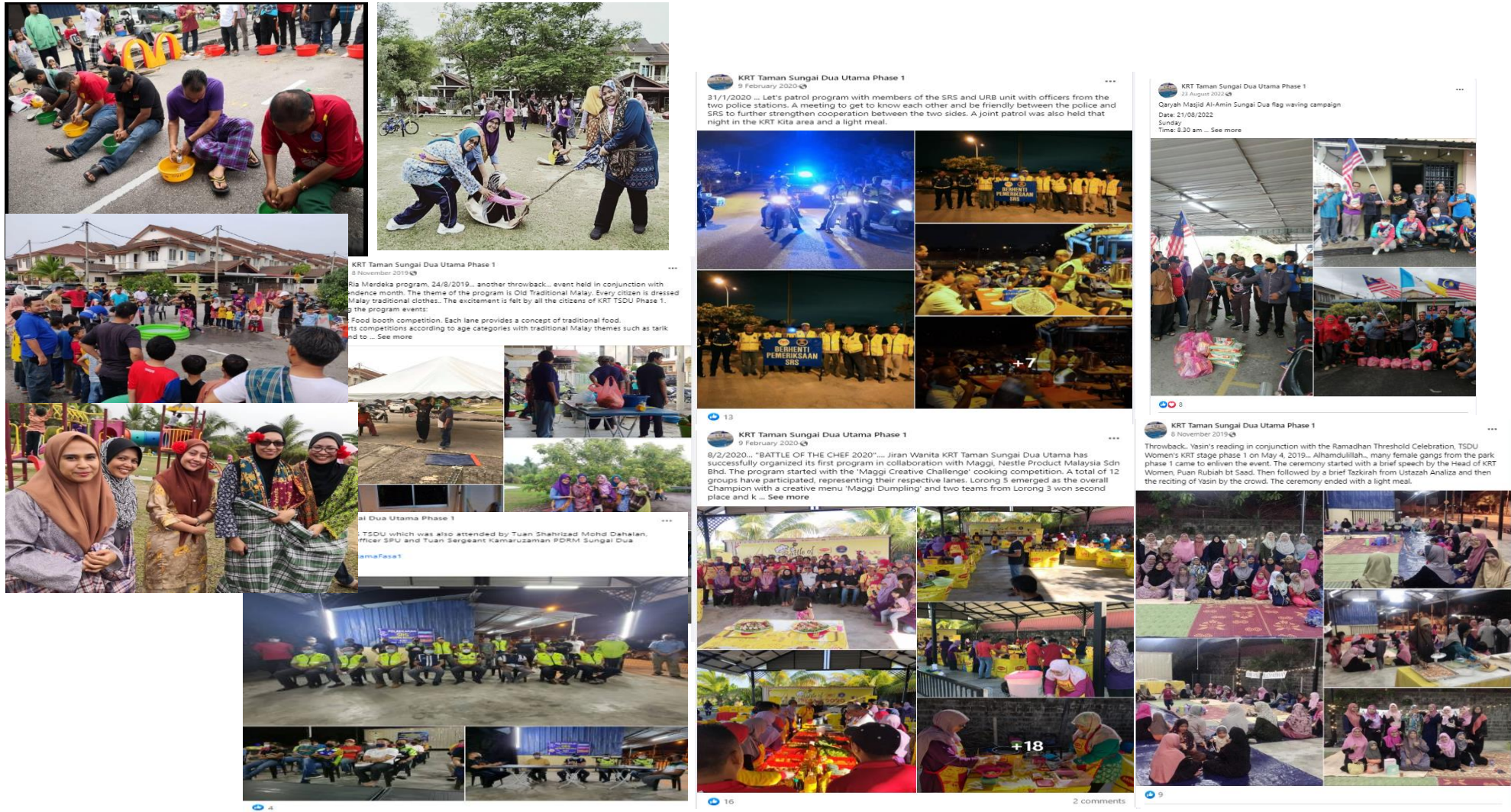


Figure 5.13: Community Activities II
 (Source: Facebook KRT Taman Sungai Dua Utama Phase 1)

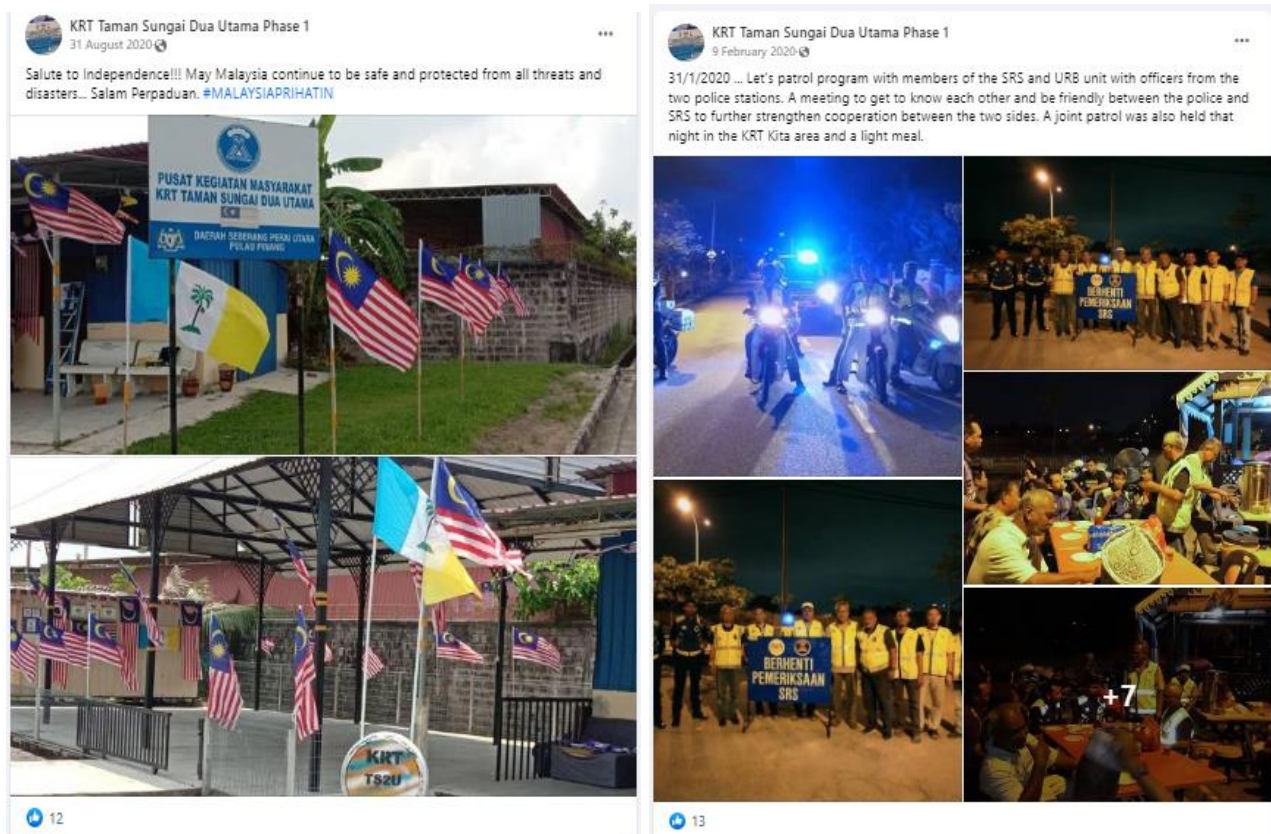


Figure 5.14: The Neighborhood Community Center (KRT Center) and Program with Police Unit for a Joint Patrol

(Source: Facebook KRT Taman Sungai Dua Utama Phase 1)

Following that, the housing and built environment components have been noted. As stated by Egan (2004), housing and the built environment criteria of a sustainable community should have a quality built and natural environment in the area that creates a positive impression of the community and local uniqueness. As discussed in the preceding section, it was discovered that the participants were content with the homes they owned in the study area for several reasons. The price of the house, its proper size and design, strategic location, and value for money were the most critical criteria stated. The housing offers basic facilities and is close to the neighborhood's services. As shown in **Figures 5.15 and 5.16**, the accommodation is furnished with a well-designed constructed environment of an appropriate size, density, and design that enhances the unique local character of the community. Additionally, the location fosters a sense of belonging where they experience positivity and local identity.

SPEKIFIKASI

RUMAH TERES 2 TINGKAT JENIS 2A	RUMAH TERES 2 TINGKAT JENIS 2B	KEDAI PEJABAT 2 & 3 TINGKAT
KEMASAN LANTAI Ruang Temu Bilik Air Bilik Air 2 dan 3	KEMASAN LANTAI Bilik Air Bilik Air 2 dan 3	KEMASAN LANTAI Bilik Air Bilik Air 2 dan 3
KEMASAN DINDING Bilik Air 1 Bilik Air 2 dan 3	KEMASAN DINDING Bilik Air 1 Bilik Air 2 dan 3	KEMASAN DINDING Bilik Air 1 Bilik Air 2 dan 3
PINTU Pintu Muka Utama Pintu Bilik Air Pintu Dapur	PINTU Pintu Muka Utama Pintu Bilik Air Pintu Dapur	PINTU Pintu Muka Utama Pintu Bilik Air Pintu Dapur
TINGKAP Tingkap kaca berbingkai aluminium	TINGKAP Tingkap kaca berbingkai aluminium	TINGKAP Tingkap kaca berbingkai aluminium
PEMANGKASAN SANITARI Toilet Dapur Toilet Cangkung Bilik Dapur Bilik Shower Bilik Shower	PEMANGKASAN SANITARI Toilet Dapur Toilet Cangkung Bilik Dapur Bilik Shower Bilik Shower	PEMANGKASAN SANITARI Toilet Dapur Toilet Cangkung Bilik Dapur Bilik Shower Bilik Shower
PEMANGKASAN ELEKTRIKAL Purata Lampu Purata Kipas Purata Kuarza	PEMANGKASAN ELEKTRIKAL Purata Lampu Purata Kipas Purata Kuarza	PEMANGKASAN ELEKTRIKAL Purata Lampu Purata Kipas Purata Kuarza

PELAN LOKASI

Jaman Sungai Dua Utama
SEBERANG PERAI UTARA

Sebarang Pertanyaan, Sila Hubungi:
Lembaga Kemajuan Wilayah Pulau Pinang
 No. 1, Lorong Kampung Gajah 2, 12200 Butterworth, Pulau Pinang
 Tel: 04-314 1291 / 293 / 294 / 296 / 04-566 2241 (Pajabat) Faks: 04-514 1116
 www.pipda.gov.my

TAMAN SUNGAI DUA UTAMA
Sungai Dua, Pulau Pinang

FASA 2A
FASA 2B

RUMAH TERES 2 TINGKAT (DOUBLE STORY) - FASA 2A & 2B

SPEKIFIKASI: RUMAH TERES 2 TINGKAT

- STRUKTUR:** Rangka konkrit bertulang
- DINDING:** Dinding Bata batu
- CUBUNG:** Gondong konkrit
- SILING:** Tingkap Shower: skim coast dan cat emulsi
Tingkap Atas: siling "boarded" skim coast dan cat emulsi
Tingkap Bawah: skim coast dan cat emulsi
Anggur kerusi: skim coast dan cat emulsi
- KEMASAN DINDING:** Dapur/bilik air: jubin seramik
1500mm teggi
Lain-lain: cat emulsi
- KEMASAN LANTAI:** Ruang Temu / ruang makan / bilik tidur 4 / dapur: jubin seramik
Bilik air: jubin seramik
Bilik tidur: ubin 75 x 75 / ruang bilik tidur: jubin seramik
Anggur kerusi: lapan seramik
- TANGGA:** Konkrit bertulang
- PINTU:** Ruang Temu / ruang makan (hot tap): peti gelincang kaca bingkai aluminium
Lain-lain: peti kayu solid
Pintu Utama: peti kayu bingkai
Dapur/bilik air: peti kayu rata kelabu atau kaca bingkai aluminium
- TINGKAP:** Konkrit bertulang
- PEMANGKASAN KENYAI:** Set kitaran/banjal
- PEMANGKASAN SANITARI:**

Tandas duduk	3	3
Pancuran mandi	3	3
Ebin basuh	3	3
Pili basin	3	3
Pili bilik air	1	1
Shower dapur	1	1
- PEMANGKASAN ELEKTRIK:**

Hujung / Tengah	Tepi	
Mata Lampu	17	19
Mata Kuarza 13A	13	14
Mata televisyen	1	1
Mata Gips	1	1
Mata telefon	1	1

RUMAH TERES 2 TINGKAT (Lot Tepi) Double Storey Terrace / Corner Lot

RUMAH TERES 2 TINGKAT (Lot Hujung) Double Storey Terrace Office (End Lot)

Kemudahan Awam Sediada:

- Sekolah Rendah Kebangsaan sediada
- Berdekat dengan lebuh raya utama seperti:
 - Lebuhraya Utara-Selatan (Plus Highway)
 - Lebuhraya Lingkar Luar Butterworth (Butterworth Outer Ring Road-BORR)
 - Lebuhraya Butterworth-Kulim & Jambatan Pulau Pinang
- Berdekat dengan kemudahan awam sediada seperti Balai Polis, IP, Hospital Seberang Jaya, Feri, Stesen KTM & Terminal Bus Butterworth.
- Berdekat dengan pusat membeli-belah seperti Tesco Extra, Carrefour Seberang Jaya, Sunway Carnival Shopping Complex & Pacific Megamall.

Tuan Tanah (Landowner)
PERDA

PEJABAT JUALAN (Sales Office)
PRIMA UTARA SDN. BHD.
Pejabat Asalan Taman Sungai Dua Utama,
Taman Sungai Dua Utama, Sungai Dua,
13800 Butterworth, Pulau Pinang.
Fax: 04 - 356 9390

TEL : 04 - 356 9393

PRIMA UTARA SDN. BHD.
Lot 03, Ground Floor, Bangunan Yin,
No.7, Seksyen 16/11, 46350 Petaling Jaya, Selangor.
Tel: 03 - 7958 1606 Fax: 03 - 7958 2605

Figure 5.15: House Specification by Type

Fasa 1A
Hak Milik Kekal

1 Unit Sahaja

RUMAH TERES 2 TINGKAT - 2A
Keluasan Lot: 20' x 65'
Keluasan Bangunan: 1510 k.p
Harga Jualan Bukan Bumiputera: RM 206,850.00 ke atas
Harga Jualan Bumiputera: RM 197,000.00 ke atas

RUMAH TERES 2 TINGKAT - 2B
Keluasan Lot: 20' x 65'
Keluasan Bangunan: 1524 k.p
Harga Jualan Bukan Bumiputera: RM 210,000.00 ke atas
Harga Jualan Bumiputera: RM 200,000.00 ke atas

KEDAI PEJABAT 2 TINGKAT
Keluasan Bangunan: 2202 k.p
Keluasan Lot: 20' x 60'
Harga Jualan Bukan Bumiputera: RM 304,500.00 ke atas
Harga Jualan Bumiputera: RM 280,000.00 ke atas

KEDAI PEJABAT 3 TINGKAT
Keluasan Bangunan: 6528 k.p
Keluasan Lot: 39' x 60'
Harga Jualan Bukan Bumiputera: RM 819,000.00 (Lot tepi)
Harga Jualan Bumiputera: RM 780,000.00 (Lot tepi)

PELAN LANTAI

Tingkat Bawah Tingkat Atas

Tingkat Bawah Tingkat Satu Tingkat Dua

RUMAH TERES 1 TINGKAT - FASA 2A

RUMAH BERKEMBAR 2 TINGKAT - FASA 2A & 2B

PELAN LANTAI

GROUND FLOOR PLAN FIRST FLOOR PLAN

SPEKIFIKASI - RUMAH TERES 1 TINGKAT

1. STRUKTUR:	Rangka konkrit bujang	7. PINTU:	Ruang tamu: pintu gergeser kaca
2. DINDING:	Dinding bata tebal		Lain-lain: pintu kayu rata
3. BUMBUNG:	Bumbung dak logam		Pintu Utama: pintu kayu (padid)
4. SLING:	Tingkat Bawah: sling 'floorboard' / sling cool dan cat emali		Dapur: bilik air: pintu kayu rata kalis air
	Tingkat Atas: sling 'floorboard' / sling cool dan cat emali		Kaca tingkap aluminium
5. KEMASAN DINDING:	Dapur: bilik air: jubin seramik 150mm x 150mm	8. TINGKAP:	Sel kawat berkalat
	Lain-lain: cat emali		Dinding dalam: 2
6. KEMASAN LANTAI:	Ruang tamu / ruang makan: jubin seramik 300mm x 300mm	9. PEMASANGAN KELOMPOK:	Tandas dalam: 2
	Bilik air: 1 / 2 bilik seramik		Percetakan mandi: 2
	Ayung kerusi: lapan simen		Bekas basuh: 2
		10. PEMASANGAN SAHUTU:	Mata Lampu: 12
			Mata Telenor: 1
		11. PEMASANGAN ELEKTRIK:	Mata Lumen: 1
			Mata Telenor: 1

SPEKIFIKASI - RUMAH BERKEMBAR 2 TINGKAT

1. STRUKTUR:	Rangka konkrit bujang	9. TINGKAP:	Sel kawat berkalat
2. DINDING:	Dinding bata tebal		Dinding dalam: 2
3. BUMBUNG:	Bumbung dak logam		Percetakan mandi: 2
4. SLING:	Tingkat Bawah: sling cool dan cat emali		Bekas basuh: 2
	Tingkat Atas: sling 'floorboard' / sling cool dan cat emali		Mata Lampu: 12
5. KEMASAN DINDING:	Dapur: bilik air: jubin seramik 150mm x 150mm		Mata Telenor: 1
	Lain-lain: cat emali		Mata Lumen: 1
6. KEMASAN LANTAI:	Ruang tamu / ruang makan: jubin seramik 300mm x 300mm		Mata Telenor: 1
	Bilik air: 1 / 2 bilik seramik		Mata Lumen: 1
	Ayung kerusi: lapan simen		Mata Pagar Automatik: 1

PELAN LANTAI

Tingkat Bawah Tingkat Atas

Figure 5.16: House Layout

As mentioned by the participants (B1, B2, B3, B4 and B5):

“Alhamdulillah, everyone is satisfied with PERDA. Residents in this housing are happy since the price is affordable, and they love its convenient location. The neighborhood is in perfect shape. There is no problem with the local community. We can be accepted by the established neighborhood, even by the senior mosque committee. Therefore, community cooperation is wonderful. The quality thus far is ok. We felt the blessing in 2010, bought a cheap house, and became half millionaires ten years later. We also hope other Penangites can experience the joy we had when purchasing our home. For example, buy a house today for MYR350,000; in the coming years, its value will increase to MYR700,000-MYR800,000. So, that’s a good favor, and we hope that PERDA can maintain the momentum of its good performance.”

This statement was also aligned and reinforced by other participants (A3 and A4) from the management group who acknowledged the value of the affordable house, as quoted:

“Actually, every project we've undertaken so far has been quite cost-effective, and it's true that these projects are carried out in prime areas. And if we can claim that the house price has increased from the beginning, for instance, they originally purchased it for 100,000 ringgit, it can reach 200 000 ringgit in the current market value within one to two years. In reality, in the housing projects we offer, the community doesn't just consider the house's aspect; they also consider the concept of the entire development. The idea of housing provided is not just a house to live in but also a pleasant house with community facilities since we also offer a community hall for them to carry out their community programs. For them to carry out their religious activities program, we also provide a surau and playgrounds for kids.”

Service components were then observed after that. Some of the traits described under this component, according to Egan (2004), have been shown to exist in the area. As indicated in the preceding paragraph or section, private and public entities provided the residential area with several essential amenities and services for the community and the

public. There are other necessary amenities as shown in **Figures 5.17, 5.18 and 5.19** like government primary schools (Sekolah Kebangsaan Desa Murni), public hall, shop lots selling groceries and household needs (GR Mart, Kaif Halal Mart), eateries, convenience stores, petrol stations, government healthcare (Klinik Kesihatan Sungai Dua), and private clinics, even though some commercial lots still vacant in Taman Sungai Dua Utama. Additional amenities are within a short drive of the residential neighborhoods in Taman Pengkalan Machang and Taman Seri Murni. As stated by the participants, these other primary and secondary schools include Sekolah Kebangsaan Sungai Dua, Sekolah Menengah Kebangsaan Desa Murni, and Sekolah Menengah Kebangsaan Datuk Haji Ahmad Said:

B4: “Ye it’s a mixed development. Strategically, the location is close to the highway. Next to the multipurpose hall of Merbau Indah. Near the Sungai Dua char koe y teow restaurant, shrimp noodle stalls, and other businesses, exit the toll road.”

B5: “The house is acceptable, and I prefer the location close to Sungai Dua because of the ease of access to the highway. Just in front of my house is the elementary school. It’s simple to send my kids to school once I open the door. You are free to sell nasi lemak. Thank God, the school is not far from my home. Additionally, a mosque will be constructed. The mosque is conveniently close to the residence. There’s a kindergarten at the mosque. It can be mentioned that there are two or three nurseries and kindergartens in each phase of the housing project. There is a Sunway Carnival shopping complex after exiting the highway near the Seberang Jaya. Access to anywhere is easy. There is also a Tesco Seberang Jaya, Tesco Bagan Jemal. In other words, I can get ready extremely quickly, leave right away, and travel anywhere I want once I exit through the nearby toll and highway access.”

In terms of the community background, the participants in the area indicated a high level of education, with most of them having at least degree qualifications, an income range between MYR4,500 and MYR11,000, and working in the government and private sectors, as mentioned in previous paragraph **5.1.** and illustrated in **Figures 5.1, 5.2 and**

5.3. As Egan (2004) described the ‘Services’ criteria that a sustainable community should have well-educated people from well-performing local schools, further and higher education, and training for lifelong learning. Thus, this showed that some well-educated people resided in the area even though it was mixed with a low-cost type of residential intended for the vulnerable group.



Figure 5.17: Amenities Near the Residential
(Source: Google Earth)



Figure 5.18: Shop lots and Local Business within the Residential
(Source: Google Earth)



Figure 5.19. Public Hall with Futsal Court and Mosque Site
(Source: Google Earth)

Regarding social services or social obligations to the community, it was agreed that PERDA would continue to serve the community in the area after the project ended, particularly vulnerable groups living in low-cost apartments or houses. Participants observed this type of activity during the COVID-19 pandemic, where aid was given to a vulnerable group of residents in Taman Sungai Dua Utama:

B2: “I remember that before and after the pandemic, I felt good, and the involvement of PERDA management is still there because many families are affected by this pandemic. I understand that PERDA also assists the residents in that area. It means that PERDA, as a developer, does not abandon the buyers and remains in contact with them. As a house buyer, PERDA has done an excellent job.”

B3: “... PERDA also engages with the community before and after the project has been completed. For example, PERDA came down to the Taman Sungai Dua low-cost apartment to help the affected residents facing problems during COVID.”

B4: “Yes, the house has been handed over, but PERDA was usually involved. For example, before the pandemic hit, if there were any events, the community would usually include PERDA. PERDA was present during the pandemic to assist low-income households and others. Sometimes programs with local communities were managed by PERDA.”

However, that does not mean other government organizations, non-governmental organizations, or even individuals are not performing social obligations or providing social services in the area. This study focuses more on PERDA’s participatory and transparency governance based on the shared experiences and perspectives of the participants in the research area. Indirectly, it showed that the community in the area is well-attached, active, and cooperative.

In relation to this, the 'economy' component in Egan's (2004) description exists with various shop lots and private sector establishments near the residential area, as illustrated in **Figure 5.20**. It can be reached by public and private transportation. It

showed sufficient land and buildings to support economic prosperity and transformation with various job and business creations.



Figure 5.20: Private Establishment and Business near the Residential Area
(Source: Google Earth)

This evidence was aligned with the acknowledgement by the participant (A3) as noted:

".... and even shop for food using the facilities provided by the nearby commercial buildings. We provide commercial lots to offer business spaces for them. People are interested in the housing concept we offer with all the amenities because they don't have to travel to different locations for daily life, which is why. Have you noticed that? This indicates that a project can be successfully completed by incorporating the ideas of other parties, including the community that I previously stated."

The commercial lots were provided for the business entities and community to offer various products and services that meet the community's needs within the residence for their ease. Providing ample opportunities for the business entities and community also helps to stimulate local economic activities that will eventually contribute to developing a sustainable community.

Transport and Connectivity were another component of Egan (2004) that was spotted. A sustainable community should have robust transportation options and communication networks connecting the area to nearby employment, educational opportunities, healthcare facilities, and other services. According to the study, there are enough linkages between residential neighborhoods and other locations via regular roads and highways, illustrated in Figures 5.21 and 5.22.



Figure 5.21: Linkages Between the Residential Neighborhoods and Other Locations (Source: Google Earth)

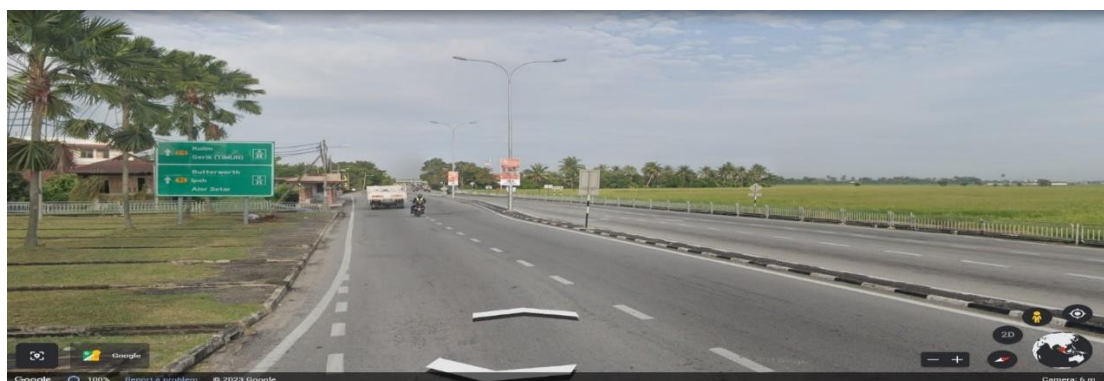


Figure 5.22: Access Road to the Nearest Highway (Source: Google Earth)

Public buses, which connect directly to Penang Sentral, are one of the different modes of transportation available in addition to taxis and Grab cars. The primary transportation

hub for Penang State and the northern region of Peninsular Malaysia is Penang Sentral. The terminal, which can be found at Butterworth, Seberang Perai, is meant to act as the central transportation hub for the State of Penang and, consequently, Greater Penang (Penangsentral, 2022). It has offered an integrated bus, train, and ferry transportation system since it opened in November 2018. For example, Jalan Sungai Dua, which links the township to the North-South Expressway (NSE) and the Butterworth Outer Ring Road, is directly accessible from Taman Sungai Dua Utama. From there, it takes just 10 minutes to go to Butterworth town centre and about the same time to get to Seberang Perai and the first Penang bridge. It takes approximately 1 hour from the residential area to Penang Sentral via public bus (bus number 604 or 613) operated by Rapid Penang (Rapid Penang, 2022), as shown in **Figure 5.23**.

Seberang Prai		
Route	Departure	Arrival
601	Penang Sentral	Kepala Batas
603	Penang Sentral	Kuala Muda
604	Penang Sentral	Taman Desa Murni
604A	Taman Desa Murni	Kepala Batas
605	Penang Sentral	Pematang Tok Gelam
606	Bukit Mertajam	Kepala Batas
610	Kepala Batas	Tasek Gelugor
613	Penang Sentral	Padang Serai

Figure 5.23: Available buses access Taman Perumahan Sungai Dua Utama

While it takes approximately 5 to 25 minutes of walking distance on foot or by car from the residential area to reach primary and secondary schools (Sekolah Kebangsaan Desa Murni, Sekolah Kebangsaan Sungai Dua, Sekolah Menengah Kebangsaan Desa Murni, Sekolah Menengah Kebangsaan Datuk Haji Ahmad Said), shop lots (GR Mart), as acknowledged by the participants (B4 and B5):

“Yes, it’s a mixed development. Strategically, the location is close to the highway. Next to the multipurpose hall of Merbau Indah. Near the Sungai Dua char koev teow restaurant, shrimp noodle stalls, and other businesses, exit the toll road. The house is acceptable, and I prefer the location close to Sungai Dua because of the

ease of access to the highway. Just in front of my house is the elementary school. It's simple to send my kids to school once I open the door. You are free to sell nasi lemak. Thank God, the school is not far from my home. Additionally, a mosque will be constructed. The mosque is conveniently close to the residence. There's a kindergarten at the mosque. It can be mentioned that there are two or three nurseries and kindergartens in each phase of the housing project. There is a Sunway Carnival shopping complex after exiting the highway near the Seberang Jaya. Access anywhere is easy. There is also a Tesco Seberang Jaya, Tesco Bagan Jermal. In other words, I can get ready extremely quick, leave right away, and travel anywhere I want once I exit through the nearby toll and highway access."

There are also facilities to encourage a healthy lifestyle, such as the park, which includes children's playgrounds, and safe local walking within the residential area exhibited in **Figure 5.24**. Accessible local parking facilities for the community and their visitors are provided within their compound as illustrated in **Figure 5.25**. In contrast, the common public is provided at public accommodations such as the public hall and nearby shop lots. This statement was reinforced by other participants (A3 and A4), that acknowledged the said amenities as follows:

"The idea of housing provided is not just a house to live in but also a pleasant house with community facilities since we also offer a community hall for them to carry out their community programs. For them to carry out their religious activities program, we also provide a surau and playgrounds for kids."



Figure 5.24: Children's Playground and Small Park (Source: Google Earth)

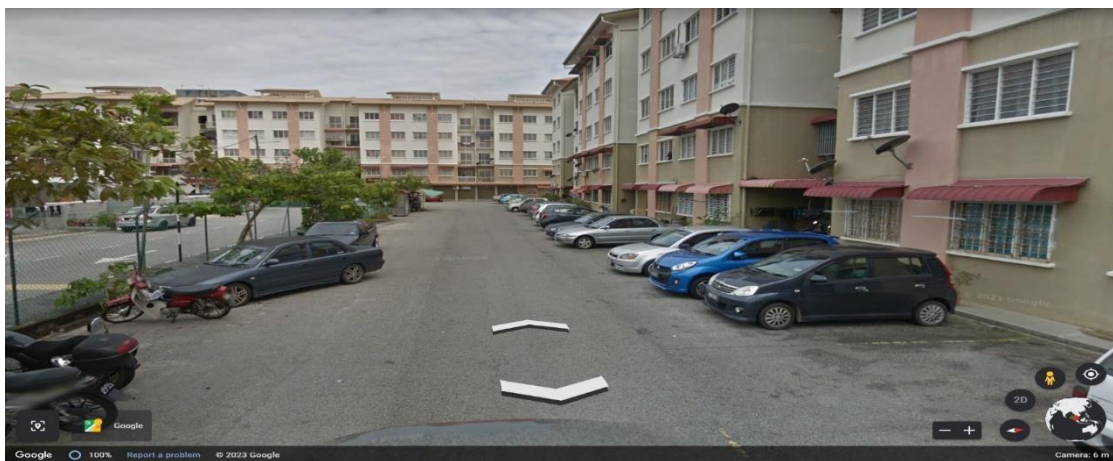


Figure 5.25. Accessible Local Parking Facilities (Source: Google Earth)

It is also noted that the area has effective telecommunications and internet access. The network coverage offered by several service providers, such as Celcom, Digi, Maxis, Umobile, and others, is widely available and covers the study area under the Seberang Perai district, as illustrated in **Figure 5.26**. Besides that, organizations such as PDC Telecommunication Services Sdn. Bhd. spotted telecommunication towers around Seberang Perai districts. Bhd., better known as the PDC Telco. a subsidiary of the state-owned Penang Development Corporation (PDC). It builds, owns, and leases telecommunications infrastructure to be shared by the industrial players in the area for the public to enjoy telecommunication services, including both research areas under the Seberang Perai district, as exhibited in **Figures 5.27** and **5.28**.

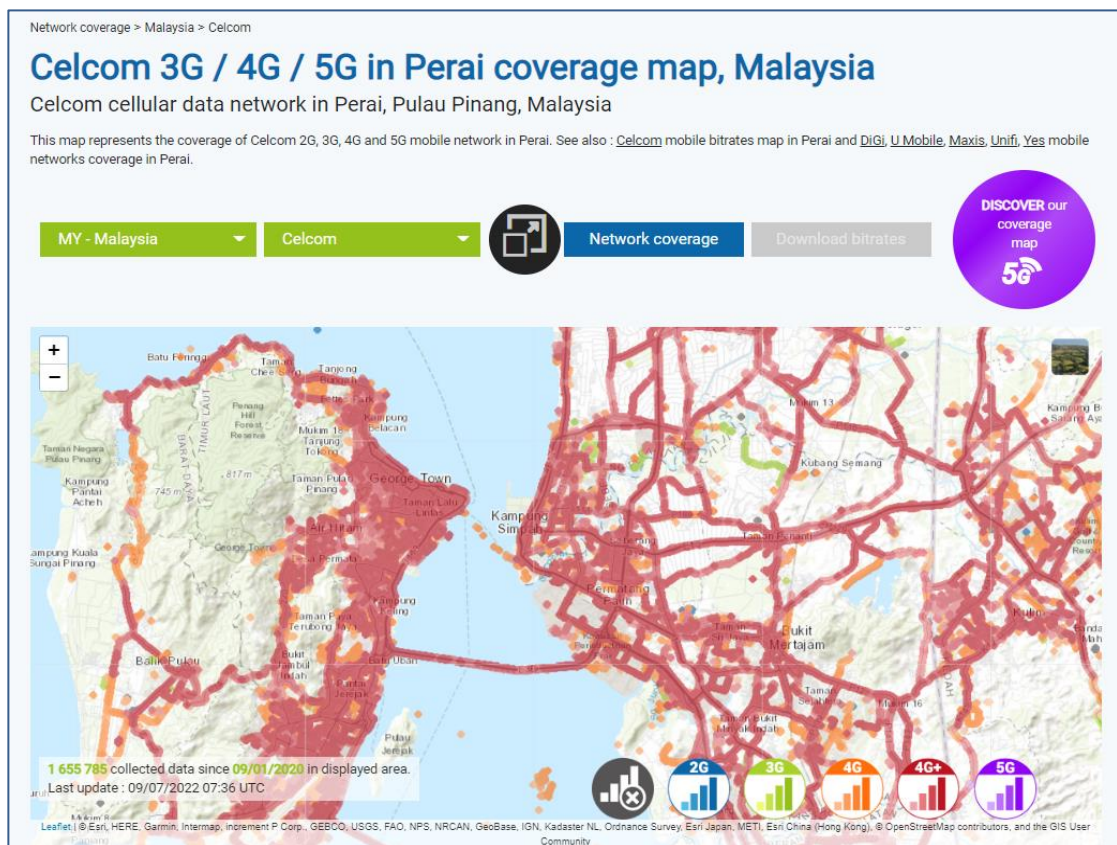


Figure 5.26: Network Coverage by One of the Service Providers-Celcom

(Source: Nperf Website)

Site Of Permanent Structure					
Pulau Pinang			Seberang Perai		
Site Name	Latitude	Longitude	Site Name	Latitude	Longitude
1 Bayan Bay (P01070)	5.339619	100.306219 >>	1 2nd Bridge	5.22508	100.42513 >>
2 BJCC (DTL1004)	5.337707	100.283176 >>	2 Bandar Cassia (P00606)	5.253617	100.434363 >>
3 Bukit Kechil (P01009)	5.404244	100.204887 >>	3 Bukit Minyak (P03072)	5.297061	100.459683 >>
4 General Hospital Penang (DTL1007)	5.417801	100.310089 >>	4 Bukit Teh (P03024)	5.319461	100.513961 >>
5 Jalan Bukit Gambir (P05039)	5.355739	100.292914 >>	5 Bukit Tengah (P05076)	5.343506	100.441281 >>
6 Jesselton Heights (DTL1008)	5.422514	100.295194 >>	6 Cerok To Kun (P03087)	5.402889	100.493378 >>
7 Kg Jalan Bharu (P01115)	5.35100	100.20773 >>	7 Crescentia Park	5.261111	100.421667 >>
8 Kg Seronok (P01002)	5.287400	100.257211 >>	8 Design Village (SPT1809)	5.241569	100.4348056 >>
9 Majestic Heights (P05091)	5.351567	100.267864 >>	9 East BKIP (DTL1005)	5.2306	100.45985 >>
10 Mount Erskine (P05037)	5.447917	100.300319 >>	10 Honda Plant (PG1702)	5.226183	100.444856 >>
11 Pantai Aceh (P01014)	5.413281	100.196033 >>	11 Kg Mengkuang (P03089)	5.402889	100.493378 >>
12 PBA Teluk Bahang (P01019)	5.417600	100.219556 >>	12 Kg Tok Bedu (P04082)	5.501444	100.484078 >>
13 Penang Hill	5.42396	100.26925 >>	13 Ladang Changkat (P02022)	5.346114	100.491300 >>
14 Penang Hill Car Park	5.4075	100.2774 >>	14 Matrik / Kg Aman	5.488937	100.437581 >>
15 Pulau Betong (PG1701)	5.308067	100.204206 >>	15 Pekan Darat (P04030)	5.209511	100.465145 >>
16 Teluk Tempoyak (P01085)	5.278663	100.287878 >>	16 Penanti (P03090)	5.406475	100.462483 >>
17 Tropical Fruit Farm (P01010)	5.417325	100.218583 >>	17 Permatang Bendahari	5.564475	100.367606 >>
18 USM	5.354325	100.304503 >>	18 PG Science Park	5.289373	100.442142 >>
			19 Sg Udang (P02105)	5.160508	100.426694 >>
			20 Sungai Kechil (P02021)	5.168844	100.528858 >>
			21 Taman Ara Indah (P03051)	15.413975	1100.437892 >>
			22 Taman Pelangi / Perusahaan Maju 5 (P03073)	5.346989	100.424292 >>
			23 Taman Saujana Indah	5.317389	100.4901 >>
			24 Taman Tasik Mutiara	5.273833	100.4973 >>
			25 TUDM Prai (P04055)	5.453097	100.383750 >>
			26 UITM (P03053)	5.383861	100.422933 >>
			27 Valdor (P02122)	5.247372	100.499753 >>
			28 Villa Tg. Permai	5.265056	100.43333 >>
			29 West BKIP	5.21525	100.436663 >>

Figure 5.27: Location of Permanent Tower Site for the Services
(Source: PDC Telco website)

Site Of PBTS					
Pulau Pinang			Seberang Perai		
Site Name	Latitude	Longitude	Site Name	Latitude	Longitude
1 Bukit Jambul Indah	5.348503	100.275219 >>	1 Jalan Tembikai	5.357781	100.446125 >>
2 Bulatan Bayan Lepas	5.297011	100.266739 >>	2 Kuala Juru 1	5.335642	100.419306 >>
3 Changkat Bukit Gambir	5.376514	100.297636 >>	3 Permatang Tinggi	5.2998	100.477142 >>
4 Changkat Bukit Gambir 2	5.376514	100.297636 >>	4 Taman Duku	5.317111	100.4461 >>
5 Desa Relau	5.342353	100.271456 >>			
6 DHL Batu Maung	5.291178	100.287475 >>			
7 Jalan Han Chiang	5.408114	100.304264 >>			
8 Jalan Tun Dr Awang	5.316094	100.276344 >>			
9 Jelutong Expressway	5.394089	100.322742 >>			
10 Pesta 2	5.3463	100.302794 >>			
11 Sanyo	5.324242	100.298878 >>			
12 Teluk Kumbar	5.286372	100.240658 >>			

Figure 5.28: Other Location of the Tower Site (Source: PDC Telco website)

It was reported by the Malaysian Communications and Multimedia Commission (MCMC) that Pulau Pinang had achieved 100% penetration in 3G and more than 95% in 4G network coverage (Zairil, 2019). It is higher than the 81.6% and 79.6% national norms, respectively. Penang ranks among the best in the nation in terms of average download speeds and broadband coverage (Zairil, 2019; Meikeng, 2020). The Penang2030 vision, which intends to transform Penang into a family-focused, environmentally friendly, and technologically advanced state, is credited for this (DigitalPenang, 2022). The plan includes several supporting plans that describe aspirations for digitization and work to create a connected, innovative, and competitive society. It proved that the state, which lies close to the PERDA operations region, has prioritized and implemented telecommunications and digital connections, including its infrastructure. Moreover, the extensive, accessible, and operational telecommunication services have also been proven by the engagement made by PERDA with the community or among themselves. It was done via social media applications such as Facebook, Twitter, Google Meet, and WhatsApp, requiring good telecommunications and internet coverage. PERDA continuously connects with them via WhatsApp and Facebook, as quoted by the participant (B4):

“... if there were events before this... before COVID. But now, with this occurrence, PERDA engages with residents through WhatsApp and Facebook. We can see the development of what PERDA is doing all through Facebook.”

Another participant (B2) agreed, revealing that she had received valuable information regarding any new development or upgrading skill courses conducted by PERDA via WhatsApp and Facebook applications as follows:

“...from what I understand and recognize, they still sent information for our acknowledgement. For example, if PERDA offers any courses for skill development, they will still share the information with us. Concerning the gathering, if it is necessary, it will be held. Messages were sent via WhatsApp and Facebook via PERDA’s official Facebook and the Residential official Facebook.”

This was also supported by another participant (B4) who stated that information was blasted to the residents via WhatsApp from the local community leader to disseminate information regarding PERDA, as quoted:

“Regarding any ceremonies... it usually goes through the local community chief. The head of the residential area. The chief will blast the information to the community.”

Even though this is not the full responsibility of PERDA, this also demonstrated that the state government had prioritized telecommunications and internet coverage and that it will directly or indirectly assist PERDA in ensuring that the facilities are enjoyed by its beneficiaries once affordable housing projects are developed in PERDA territory. Hence, it's indicated that some characteristics under this component have been achieved.

Therefore, participatory and transparency governance practices in the housing project by PERDA, especially on the governance component, have shown a significant effect on developing the sustainable community in Taman Perumahan Sungai Dua Utama. However, other Egan (2004) taxonomy components still need to be developed since prominent acknowledgements were tapped from the participants interviewed and some related documents. The most crucial highlights were the preferred governance by PERDA in the affordable housing project, continuous community engagement with PERDA, and the satisfaction felt by the participants with the overall project implementation. It was a positive signal to PERDA to continue providing affordable housing to the public in their operational vicinity. At the same time, it helps them achieve or contribute to sustainable community development, aligning with Egan's (2004) description and the World Bank (2022). On the other hand, the housing project implemented by PERDA meets the public's expectations following its purposeful establishment through participatory and transparency governance practices.

5.4 CHAPTER SUMMARY

The chapter begins by exploring the participants' demographic background, including age, sex, income range, ethnicity, education and working experiences, years of residence, and position in the community in which they resided. Then, findings are presented according to the sub-questions and objectives based on the evaluation of participants' understanding of good governance concepts and characteristics and their experiences with the practices of participatory and transparency governance in the affordable housing project executed by PERDA in stages. Arnstein's (1969) taxonomy was utilized to determine the level of public participation that the participants felt, which resulted in various degrees depending on the category of involvement by the participants.

At the same time, organizational transparency was highlighted in information quality' (Schnackenberg & Tomlinson, 2014). Different types of transparency comprised all four directions of transparency (fully symmetrical transparency), process transparency, retrospective transparency, and real-time transparency (David, 2006) also performed by PERDA according to the project stages. Next, the mechanisms utilized by PERDA have been investigated, which resulted in the 'face-to-face' better known as 'direct engagement' preferences of the public participants, among other approaches utilized by PERDA. Finally, the effect of these two good governance characteristics was assessed from the perspective of the public participants based on the Egan (2004) sustainable community concept, specifically on the governance component.

CHAPTER SIX

DISCUSSIONS AND RECOMMENDATIONS

6.0 INTRODUCTION

The main objective of this chapter is to discuss the data analysed in Chapter 5.0 against the existing literature, primarily on participatory and transparency governance and sustainable community development. The discussion of the findings presented in this chapter focuses on the main objective of the study, which is to evaluate participatory and transparency governance practices by PERDA in public project management, in this case, affordable housing in Taman Perumahan Sungai Dua Utama and its effect towards sustainable community development in the area. The study was guided by the main objective with three (3) specific research objectives (SO) comprised of SO1, SO2 and SO3. The data was gathered through semi-structured interviews and document review. In addition, under the document review technique, this study also used secondary data from sources like newspaper reports, articles, blogs, photos, websites, social media (Facebook), and other online sources like emails to clarify information about participatory and transparency governance practices. Then, the data were analysed through content analysis using thematic analysis in findings and discussions. The extent of the discussion centred on the researcher's apparent understanding of participants' perspectives during the interview sessions and reviewing the related documents and other sources of information. The findings have been discussed according to specific research objectives. It means that the data analyzed related to SO1 is discussed first, followed by SO2. Next, the recommendations of the findings were presented, which represented SO3.

6.1 DATA ANALYSED FOR SPECIFIC RESEARCH OBJECTIVE ONE (SO1)

Main Objective:

To evaluate participatory and transparency governance practices in PERDA public project management and its impact on sustainable community development.

SO1: to evaluate participatory and transparency governance practices in the affordable housing project. The objective seeks to evaluate the application of two good governance criteria, participatory implied public participation and transparency, in the affordable housing project. Thus, the evaluation started by investigating the overall understanding of the concept of good governance. Then, the extent of public participation in the project was assessed based on Arnstein's (1969) ladder of participation according to project stages. It was followed by the assessment of transparency governance, focusing on the organizational transparency and directions and varieties of transparency involved, introduced by David (2006), and the mechanism used to engage with the public.

6.1.1 Comprehension of Good Governance Concept

It was found that both groups demonstrated good comprehension, which consists of the PERDA management and the public represented by the Malay ethnic group, which is the citizens, residents, and community members of Taman Perumahan Sungai Dua Utama. The thematic analysis indicated that a good comprehension of the good governance concepts has been embedded in the participants' minds and knowledge. Most of the elements that constitute good governance are good administration, law-abiding, transparency and integrity, accountability, public participation and inclusiveness, and efficiency and effectiveness. The participants' foremost attribute of good governance (A1, A3, A5, A6, B1, B2, B3) was good administration that comprises ethical, responsible, accountable, trustworthy, moral values, and well-governed administration that adheres to procedures or regulations. The embracement of good governance is also delivered in a project or program's general and financial aspects from the initial phase to the delivery stage. Thus, it is assumed that an administration's good conduct will eventually contribute to the achievement of good governance of an organization. It aligns with Patyi (2016), affirming that good governance requires good public administration. As for governance practices in a project, Brunet (2019) stated that various stakeholders participated in planning and coordination activities at the

project phases. The process is multi-tiered because it is also applied at the institutional and organizational levels. Consequently, stakeholders are seen as the project's ultimate recipients by project actors, and their fulfilment of the project's outcomes is a crucial success element (Joslin & Müller, 2016).

Next, in describing the concept, transparency and integrity were also recognized as the most mentioned elements by the participants (A2, A6, B1, B3, B4, A1 and A3). They acknowledged that the elements were notably crucial in showing a translucent implementation where there should be some declaration of the project or program that would be executed. For example, information about the affordable housing project should be provided on the website and through the project signboard at the site. Besides that, it affirms clear and understandable terms in the housing agreement and delivers quality service to the residents. Apparent actions ensure that there will be no confusion of terms and conditions for the house buyer or public interested in it. This view is aligned with the UN. ESCAP (2009) implies that information should be made widely known, sufficient and available to everybody who could be affected by the decisions, how they are carried out and how they are presented in an understandable manner. The aspect of integrity, on the other hand, as stated by Karssing (2007), is the responsibility or professional completeness, where it is the conduct of a professional in performing his duties attentively, appropriately, and responsibly while considering all pertinent interests. Therefore, it is assumed that the see-through, honest act by the organization resulted in trust from the public.

Next, the element of law-abiding or rules of law. This element is the third fundamental element stated by the participants (A1, A2, A4, A6, B2, and B5) that provide services to the public by the government. It implies obedience by following the procedures, circulars, and regulations set to carry out any project or program by the government for the public. Thus, it is presumed that the government administration must follow the guidelines and regulations set accordingly to avoid negative feedback and assumptions from the public. This is in line with Nik (2013), who stated that the term "the rule of law" refers to a legal framework that establishes and strengthens the government and in which the laws and regulations clearly define the government's authority and realm of responsibility. This demonstrated that the rule of law plays a pivoting role in the

government's legitimacy and power and in laying the groundwork for action and decision-making.

Additionally, participants (A1, A2, A3, and A6) expressed the accountability element that needs to be aligned with those two elements: transparency and integrity. The accountability highlight was narrowed down to the financial matters of a project or program, which was assumed to be the most exciting topic for the public to observe. It is because it is related to abuse of power and corruption when a specific project is being developed. Thus, it showed that individuals, groups, or parties must uphold responsibility and accountability for their conduct, especially when dealing with public funds or delivering services. Public officials and entities must carry out their duties and commitments to be held accountable (Keping Y., 2018). Failure to perform or demonstrate the bounden task appropriately will substantially impact public bodies' or administrators' image and perception.

Public participation and inclusiveness were the next fundamental elements in shaping good governance, quoted by participants in both groups (A3, B4, A2, A5). These elements are vital in defining good governance as they entail suggestions, criticism, ideas, and satisfaction by stakeholders of all levels in public upon any development conducted by an organization, specifically government entities. These elements cannot be excluded when evaluating the achievement of any development, project, or program for the masses. It assists in acknowledging the effect, corrective action, and betterment of development implemented. Thus, public participation is crucial, and the government must ensure that the public feels content with the policies and services delivered and lives harmoniously in the country. As aligned with Marzukhi (2015), public participation is seen as a path to long-term success. It benefits current and future generations if well-managed and based on public aspirations. Inclusiveness, which relates to public participation, was also mentioned.

It is logical that the inclusiveness of all levels of the public is significant and spelt out in the country's planning, where all types of groups should be included. In line with Abrha (2016), inclusiveness requires offering chances for all groups, specifically the most disadvantaged, to enhance or preserve their well-being. Consensus-oriented and

responsiveness were not far from those elements that have also been quoted. It is indicated that these elements reflect crucial factors that the government must carefully weigh before making any choice that affects the public and how the government or its institutions respond to demands for the rights of the public. This is true considering that the practices of consensus orientation are related to public sector performance and effective service delivery (Mangena & Tauringana, 2015). It also aligns with Islamic teachings that believe consensus on management decisions derived from Shura or consultative management is crucial to community and business (Mohiuddin, 2016). The responsiveness element is how the government or other public institutions react to public needs and rights (UN. ESCAP, 2009).

The next elements articulated by the participants (A2, A3, A6) were efficiency and effectiveness. They stated it to be significant in defining good governance, which signifies an excellent performance of an organization in delivering its duties, especially related to the public. Thus, these opinions suggested that ineffective or inefficient administrative procedures might contravene good governance standards. As noted by Keping (2018), the efficacy of administration will be boosted as good governance levels increase. In contrast, it means that when ineffective or inefficient administrative practices occurred, violations of good governance principles occurred. In addition, the participants expressed a few more perspectives (A1, A2 and A5) regarding good governance, which included professionalism and the assurance of economic stability. It was admitted that professionalism is an essential component to be embraced by public officials when dealing with the public. It is indicated as a benchmark for assessing the performance and efficacy of government entities when carrying out their duties. This is aligned with Moenir (2002), where professionalism serves as a benchmark for assessing the effectiveness and performance of government entities when carrying out work plans.

Another noteworthy view was that good governance assures economic and political stability. This demonstrated that the depiction of a good governance image will assist in attracting foreign investors to the country and experience the spillover effect of the investments. The effect will be felt in the form of better well-being of society, an abundance of job opportunities and a contribution to the country's wealth and growth. This is aligned with several scholars like Kaufmann et al. (1999b, 2009) and Mengistu

et al. (2011), who acknowledged that political steadiness is crucial in assisting economic growth in the long run. Foreign entities are cautious about investing when there is a lot of insecurity or ambiguity in the market. Thus, it is believed that the stability of politics will contribute to a nation's economic longevity and growth.

However, there was one element that the participants did not consider good governance: political interference. Political interference is a daunting barrier the organization faces in performing its duties, particularly in project procurement. Hence, it is exhibited that political meddling could ultimately positively or negatively impact public decision-making. Khan et al. (2019) have seen this political interference in some cases relating to project tendering, where it impacted the living in terms of cost of living, local inhabitants' quality of life and decreasing returns on resource consumption. Another example of political interference can be seen in investment decisions of urban transit projects, where it affected decisions in several important matters, as revealed by Carpintero and Siemiatycki (2016) in their study.

Overall, the participants' elaboration of the notion of good governance demonstrated that the same wavelength was shared between them in understanding the concept. Besides that, their understanding of the concept aligned with the theory and practice established globally. It also indicated that good governance had been widely spread and promoted, at least in the designated area of public projects developed by PERDA and within the organization. Consequently, this 'signalled' the necessity of good governance to be continuously embraced, genuinely practised by the organization, and educated to the public for the betterment of society. It can be clarified that the government's efforts, through its agencies or authority, have significantly impacted the notion and actual practices of good governance, with the public being the primary receiver of their services. It also signified that the participants of the Malay ethnic group, representing the public, citizens, residents, and community in the designated area, were aware of the concept and participated in the initiatives done by PERDA. As a result, it further assists in smoother project implementation and delivery in the area. Consequently, there needs to be constant education about the notion and delivery.

6.1.2 Participatory and Transparency Governance Practices in Project Phases

It was acknowledged that participants' participation was discovered in the overall project phases, with various levels of participation based on Arnstein's (1969) theory. As the participants (A2, A3, A6, A7, B1, and B5) mentioned, public participation in the early phase included the survey conducted, resettlement, and reparation made by PERDA. The public could express criticism, objections, and suggestions to PERDA and other pertinent authorities. This feedback includes insightful data, public worries, and their desires for the project. Even though a small number of the public objected, most affected people agreed and were compensated by PERDA. The participant (B5), involved during the early phase of land acquisition, received compensation from PERDA and eventually bought one of the affordable housing units. Later, initiatives that were made available sped up the project development process at the following stage.

This indicated that genuine public participation was carried out during the early phase of the project, where spaces were given for the affected public in the area to express their opinion. Then, the chairman, resident representatives, state assembly members, parliamentarians, and local authorities highlighted their concerns and suggestions for the acquisition, leading to PERDA compensating the affected public accordingly. Thus, this demonstrated that the involvement of the public was seen at the 'degree of citizen power', known as 'partnership', in Arnstein's (1969) taxonomy. At this level, the public has a greater voice in decision-making. The public can negotiate and engage in exchanges with those with power. Negotiations between the public and the planning authority, in this case, PERDA, redistribute the authority to make decisions on planning-related matters. The public must always have the minimum organizational structure to sustain such a technical and administrative framework. When these requirements are met, the public may be able to negotiate the plan's terms and have some influence over how it turns out. Thus, the effect of actual public participation at this level in the project has been shown in terms of the solution to the flooding issue raised by the participant (B5) in the area, which has been sorted out.

Regarding the transparency governance in this project phase, the participants have recognized apparent organizational transparency that focuses on "information quality"

(A6, B1, A2, A3, and A5). With the accurate information provided at the time, the public could address their questions or comments, which ultimately sped up the land acquisition procedure and project development in the next stage. Thus, the information disseminated and the understanding of the circumstances that impacted the public through PERDA's substantial compensation for them have displayed the "information quality" consisting of disclosure, clarity, and accuracy, as described by Schnackenberg and Tomlinson (2016). In other words, essential information was delivered promptly, precisely, and clearly by PERDA.

Besides that, a variety of directional transparency was found during the early phase consisting of upward, downward, outward, and inward, following David Heald's (2006) classification. According to the theory, all four transparency directions that were present simultaneously were considered fully symmetrical. This means that PERDA showed transparency within the organization and with outsiders, in this case, the public, regarding the projects they developed. It is not absurd since this similar case was shown by Brin (1998). In his study, he proposed two towns. One where top-down surveillance predominates and the other where inhabitants are watched over by one another. These two cities might be viewed in terms of upward and symmetrical horizontal transparency. However, this also demonstrated that some asymmetrical combinations might be painful to experience. Thus, although no normative assessment of the relative desirability of various regions is offered at this time, this explains why opinions on transparency are frequently contradictory in actual practice.

However, it indicated further that the transparency conducted by PERDA from different angles to different stakeholders ensured that the project could start successfully to meet its stated objectives of providing affordable housing. Transparency was seen within PERDA among related agencies, funders, contractors (upward and downward), and outsiders such as the public (outward and inward). An organization can implement effective transparency by consistently disseminating transparent information to its internal or external audiences (Kundeliene & Leitoniene, 2015). It follows the public project perspectives stated by Latiff et al. (2020), where stakeholders are crucial groups to be acknowledged because they participate in decision-making throughout the project

cycle. Thus, it is essential to foster strong working partnerships and collaboration to deliver successful projects for the benefit of the underprivileged.

During the execution phase of the project, participation from the public was divided into certain categories: the common public and buyers. Others, like business entities such as contractors and service suppliers, also get the chance to be involved in the project. Thus, public participation in the execution phase of the affordable housing project, according to Arnstein's (1969) classification, was seen at the 'degree of tokenism', the middle rung, 'informing' and at the 'degree of citizen power', the higher rung, 'partnership' level. As the participant (A3) noted, their involvement was considered at the 'informing' level for the common public. Acknowledging the project's housing progress and its promotion via the project signboard, PERDA's website, social media, flyers, and official ceremony were noticeable following 'informing' characteristics. Besides, their feedback was considered during the early stages of the project. Additionally, as participant (B4) noted, PERDA arranged the selection of units for low-cost house buyers. This aligns with Arnstein's (1969) description of informing the public about their rights, obligations, and options, where it involves a one-way information flow—from authorities to the public—with no mechanism for feedback and little negotiating leverage. The most common tools for one-way communication are the news media, pamphlets, posters, and responses to inquiries.

Meanwhile, for the public as buyers in the medium-cost category, their involvement was seen at the 'degree of citizen power', the higher rung- 'partnership' level. It is because negotiations, discussion, and the right to appoint a lawyer were embedded in the activities until mutual agreement was achieved between both parties, the buyer and PERDA, as stated by the participants (A5, A6, B1, B2, and B3). As mentioned in the previous paragraph on 'partnership' details by Arnstein (1969), the public as a buyer can negotiate and get engaged in exchanges with those that hold power and must have at least a bare minimum of organizational structure inclusive of technical and administrative framework. Eventually, they can negotiate the terms and have some influence over the outcome.

In terms of transparency governance at the execution phase, organizational transparency on information quality (Schnackenberg & Tomlinson, 2016) exists when PERDA shares relevant information and communicates regularly with its stakeholders. It was evident through various platforms, as confirmed by the participants (A5, B1, B3, B4, and B5). The 'disclosure' part was implied in this scenario, where the best information to release has been carefully chosen, and pertinent information has been made public. Additionally, "clarity" and "accuracy" components were also noticed, particularly concerning the buyers. To prevent ambiguous circumstances, they could discuss the terms and conditions of the agreement during the purchasing process with their designated lawyer. Besides that, PERDA's obedience to the regulations and guidelines, such as the financial procedures and legal matters, demonstrated further transparency in the project for the common public, even though they were not directly involved at this stage.

Applying many guidelines to public projects demonstrates the governance mechanisms imposed on public officials in planning and managing projects (Latiff et al., 2020). The degree to which the rules are followed indicates PERDA's management capacity to comprehend and carry out tasks following the policies established by the government in the project. The beneficial effect of the transparency conduct was the contentment portrayed by the public participant group (B1, B2, B3, and B4) upon PERDA conduct during the purchasing process of their house. It is in line with Bushman et al. (2004) statement that transparency is the availability of business information to external stakeholders, which is consistent with the perceived effect of transparency. These conceptualizations are centred on the organization's propensity to allow the public access to information. The degree to which consumers feel their expectations have been satisfied is known as "customer satisfaction," which is recognized as the primary goal in creating construction projects (Hussain et al., 2019; Budinata & Susetyo, 2022).

As for directional transparency, the upward, downward, outward, and inward transparency were seen during this project phase, as acknowledged by the participants (A3, A5, B1, B2, B3, B4, and B5). It was evident in several acts of conduct by PERDA. For example, in the act of surveillance by PERDA on its contractors, PERDA reported the progress of the project to its funder. Besides that, PERDA also shared relevant and

essential information about the project, including its progress, on multiple platforms with the public. It showed that PERDA had conducted internal and external transparency in showing the project's execution without hesitance.

Besides that, process transparency occurred when PERDA set up a specific procedure for selecting house buyers. David (2006) considered it the 'rule of the book' regarding process transparency. The selection process is essential since a limited number of units were produced and must be given to eligible individuals. Besides, it indicated honest and effective administration practices by PERDA. It aligns with scholars (Matei & Drumasu, 2015; Latiff et al., 2020), who stated that transparency in participant selection is crucial for improving management practices and regaining the trust of stakeholders. Furthermore, the transparency shown also goes beyond the traditional understanding of transparency as "information disclosure," being able to expand the project's information support to include tools that help with understanding all management processes and procedures. It creates a two-way flow of information, fostering institutional and interpersonal trust among all project participants (Betta & Boronina, 2018).

In the finish and delivery phases, the level of public participation was again divided into the categories of the common public and the buyers. The common public involvement was seen at the 'informing' level at the 'degree of tokenism'. This was due to them receiving information about the project's completion from various sources. Besides, there was no longer in-depth participation by the common public in the project as it had been delivered to the buyers. The common public involvement and feedback were tapped during the earlier phase of the project. However, the buyers' participation was still seen in the 'degree of citizen power', at the 'partnership' level. They were still engaged with PERDA based on the contractual agreement. They could inspect, suggest, or make complaints regarding the house conditions within the designated warranty time, as noted by the participants (B4, B5, and A5).

Furthermore, the buyers were also involved in the housing project's evaluation after the project ended, along with the common public, as acknowledged by the participants (A4, A7, B1, and B3). It was done so that PERDA could learn about the project's outcome from the viewpoint of the public and project improvement for future development. It

denoted that PERDA, as an organization with social obligations, emphasized meeting its development objective through the "satisfaction" factor of its main client, the public. From another point of view, it showed that PERDA is always aware and innovative in enhancing its products and services. As Volden (2018) acknowledged, evaluation is the methodical examination of a project's or other intervention's efficacy. The evaluation aligns with the post-occupancy evaluation (POE), the primary method used in the UK housing industry to gauge customer satisfaction with new construction (Sabina & Gemma, 2022). POE is used to quantify customer satisfaction, which is a feeling of happiness or dissatisfaction brought on by comparing a product's or service's perceived performance with the customer's expectations (Kotler, 1996).

In terms of transparency governance at the finish, delivery and evaluation stage, outward-inward transparency was shown by the participants (A5, B2, B3, B4 and B5) when PERDA allowed the buyers to inspect the house they bought and lodge any complaint for further action. The response, warranty given, and no significant alterations needed after the project had been handed to the buyer were the evidence of the 'directional' transparency at this phase. Besides that, other types of transparency, such as process transparency, also occurred where procedures needed to be followed by the contractor and PERDA before handing over the product to the buyers. It includes an inspection of the house by the buyers. Thus, it revealed translucent and smooth project handling by PERDA, including quality assurance for its client.

Thus, overall participatory governance implies public participation in the project phases, seen at various levels in Arnstein's (1969) classification. The highest participation was seen in the 'degree of citizen power'-higher rung, at the "partnership" level, in the early phase of the project. The lowest level of participation by the public was witnessed during the other phases at the 'informing' level-middle rung, at the degree of tokenism. Overall, this indicated that genuine participation took place before the project was developed, and concern from the public was emphasized and given enough consideration, even though few protests were founded. According to Thurston (2005), "measuring public participation should include both the creation of new partnerships and whether governance decisions were made successfully." It also signaled that interactive participation between PERDA and the public is needed to insert vital

elements in the project, which will be reflected in its outcome. In line with Boyer (2019), the importance of interactive participation is greater and is probably necessary for ensuring that initiatives reflect the interests of the public. Regarding transparency governance, various directions and varieties of transparency were portrayed in the project phases within and outside the organization. It demonstrated PERDA's intention by portraying practical transparency in the project's development to the public.

It started in the earlier phase and continued until the evaluation phase of the project's development. Surveys were conducted in the development area, meetings with the public, discussions with them, feedback, and exchanges and information sharing on the development progress. It was performed via various approaches, including official and unofficial mediums. The acceptance of both good governance practices in the project was highlighted in the participants' contentment and continuous connection with PERDA. It indicated the importance of transparent conduct in any organisation's project, program, and administration. As aligned with (Betta & Boronina, 2018), transparency is essential to the success of projects, and projects are essential to the functioning of businesses. However, genuine participation from the stakeholders, such as the public, cannot be set aside.

Besides that, as with many other public project challenges, PERDA encountered obstacles to performing good governance practices. As stated by the participants (A1), political interference was revealed when selecting contractors for a project where they received specific preferences from certain political people. Besides that, PERDA also faced other obstacles, making it difficult to perform well in all its housing projects. However, following their stated mission, PERDA acknowledged that they remained steadfast to the stated regulations and guidelines of the project. They overcame such difficulties and eventually delivered it to the public. Among the efforts shown was when value management (VM) was conducted for the Taman Perumahan Sungai Dua Utama project with the involvement of other related agencies in the earlier phase of the project. Besides that, PERDA reported progress, monitored the project execution, and evaluated the project during and after completion. The public, represented by the Malay ethnic group, expressed their liking of the organization's conduct in the housing project.

Moreover, it was also informed that most housing units sold out each time PERDA launched a project.

Thus, this demonstrated that PERDA, as an organization with social tasks, is always on the learning cycle to deliver its products and services well to the public. As Andersen et al. (2006) stated, project success is influenced by both the "soft" and "hard" aspects of project management. 'Hard' characteristics like intense project monitoring through early stakeholder involvement and 'soft' features like rich communication and better information sharing combine to make up the most crucial aspects of improved project delivery. PERDA has demonstrated these project management facets.

6.1.3 Mechanism to Engage with Public

It was discovered that PERDA has, up to this point, employed a variety of mediums in their mechanisms for interacting with the participants. The various mediums used were official and unofficial platforms with the application of ICT. The official platform, as mentioned by the participants (A4, B4, and B5), was demonstrated by the District Action Committee Meetings held at least once a month. The members comprise JKKK (Village Security and Development Committees), the non-political group of local communities with numerous backgrounds of expertise, district officers, local authorities, and other related agencies. Other official ceremonies include local expos like the Penang Bumiputera Entrepreneur Expo (PENBEX) and road tours.

The unofficial medium usually took the form of community activities with less hassle than protocol, such as gotong-royong (public awareness and action for the cleanliness of the residential areas), community development programs known as K-Komuniti, CSR programs, religious events in the mosque, gatherings, and direct heart-to-heart discussions with the community as noticed by the participants (A3, A7, and A4). Besides that, the public gets assistance and further guidance from PERDA in setting up resident associations, such as the Joint Management Body (JMB). The public was also brought to workshops, programs, and site visits to improve their survival skills. In these programs, the involvement of non-governmental organizations (NGOs) and local representatives from political parties was recognized. They work hand in hand with PERDA, seeking direct input from the public regarding their needs, feedback, and

suggestions for current and future development by PERDA. Hence, most participants (B1, B2, B3 and B4) considered this medium "direct engagement" because it involved face-to-face interaction and physical gestures with PERDA. It signifies that the approach is well-suited and can be regarded as a more profound connection or involvement with the public. Thus, by including the public, policies may be better matched to their real-world experiences, improving the democratic legitimacy of decision-making (De Weger et al., 2022).

This study also highlights other significant mechanisms in PERDA's approach to the public via survey as cited by the participants (A3, A4, and B4). The survey, which PERDA included in its assessment of the housing project, was carried out with the help of several other organizations, including universities, to conduct comprehensive research. The public was given questionnaires comprised of types of houses, sizes and shapes, bedrooms, amenities, and other pertinent information. The data gathered was analyzed and made into conclusions as a guide for proposing future housing projects in response to public demand. Hence, it is presumed that the intention to get public feedback or suggestions and to know their contentment needs to be conducted intensively through this method by an organization with specific details. Per Sabina and Gemma (2022), surveys are frequently used to gauge satisfaction levels, which serve as a quantifiable assessment of product quality and customer support. Additionally, other mechanisms of engagement stated by participants were flyers, streamers, and banners that entailed information on projects and programs conducted by PERDA, as noted by the participant (B5). This is a one-way method practiced by PERDA in disseminating information to the public, in addition to other approaches.

In the study, ICT was also used to reach out to the public, as the participants (B2, A7, B4, and B2) acknowledged. Social media networks such as Facebook, Twitter, WhatsApp, Google Forms for online surveys and infographic tools were utilized to notify the public about PERDA projects and programs and get feedback. The ICT application is the utmost form used by PERDA in connecting with the public during the COVID-19 pandemic. For example, Google Forms, which is a one-way method, assists PERDA in knowing the conditions of its beneficiaries and helping them throughout the pandemic. While via WhatsApp, which can be a one or two-way method based on the

settings, helps disseminate updates of current projects and programs by PERDA to the public. The development of ICT in recent years may help foster greater public participation. According to Soomro et al. (2017), ICT has emerged and may assist in increasing public involvement. Furthermore, to create new opportunities for engaging people, new channels of information and communication, particularly the Internet and social media, are also required (Chen, 2013; Latchimanan & Rahman, 2017). From another point of view, it indicated that PERDA is always alert and aware of its need to innovate and adapt to different mechanisms for engaging with the public under different circumstances. Therefore, the organization illustrated a priority on public engagement and genuine intention by PERDA in gathering essential information from the ground despite challenging circumstances.

Finally, the study underlined the public preferences for engaging with them. Holding the motto, "*PERDA dan Rakyat Berpisah Tiada*," literally means that PERDA is attached to the public or that there is no separation between PERDA and them. Thus, this was expressed by the participants (B1, B2, B3 and B4), who favoured the 'direct engagement' approach as it involves face-to-face interaction and physical gestures with PERDA. The connection that all the parties cherished gave a satisfying feeling of being cared for. In line with De Weger et al. (2022), "citizens felt like they had established a better connection with their municipality and felt more heard." Thus, it created a significant relationship and helped tighten the bond between PERDA and the public. In addition, it will also assist in solving problems that need serious attention. In other words, PERDA remained steadfast by their motto, be acquainted with the public, and show that its services and development were still in demand.

6.1.5 Conclusion SO1

Therefore, for **SO1: to evaluate participatory and transparency governance practices in the affordable housing project**, it can be concluded that PERDA has nurtured and promoted good governance concepts and practices within the organization and the public in the research area. It also showed that the management group of PERDA, representing the government, has sufficient knowledge of good governance. Besides that, the knowledge transfer regarding good governance has somehow been shared with the public or precisely the Malay ethnic group, translating into a mutual

understanding of a particular aspect of good governance. Thus, it can also verify that i) knowledge about good governance does matter in ensuring smooth project implementation and delivery within the organization and public and ii) government effort in educating, acknowledging, and delivering the importance of good governance to its public in projects has somehow been achieved. From the theoretical point of view, it showed that professionalism and economic and political steadiness were considered characteristics of good governance despite the other elements of good governance established earlier.

Furthermore, the comprehension of the concept has been further demonstrated in the project phases. PERDA has adopted participatory and transparency governance practices in the project cycle with various levels of public participation based on Arnstein's taxonomy. It was spotted on the higher rung, represented by the "degree of citizen power" at the "partnership" level, during the earlier and final phases of the project cycle. In contrast, public participation was represented by "tokenism" at the "informing" level in the middle rung and the evaluation phase. It signified that the "partnership" in the Arnstein taxonomy is the highest level of participation accepted and contended by the participants. It is unsurprising since Malaysia is a developing country that relies more on government agencies to fulfil public needs. However, public involvement has had a vital impact on the development of the affordable housing project. Thus, it was apparent that the government agency's role, in this case, PERDA, was still crucial despite the higher level of participation shown by the participants based on the theory. From the theoretical point of view, it also marked that the greatest extent of participation experienced by the participants at the "partnership" level was sealed with contentment that acted as an additional element in the Arnstein theory. Hence, it highlighted the acceptance and suitability of its practices in PERDA, especially for the Malay ethnic people.

Organizational transparency was highlighted in the "information quality" (Schnackenberg & Tomlinson, 2014), consisting of disclosure, clarity, and accuracy in the project. It was displayed in the information disseminated by PERDA, their substantial compensation for the impacted public, and their acknowledgement of the flooding issues. In other words, PERDA provided crucial information promptly while

ensuring it was accurate and clear. At the same time, all four directions of transparency (fully symmetrical transparency upward, downward, outward and inward) and three types of transparency comprised process transparency, retrospective transparency, and real-time transparency (David, 2006) shown by PERDA in the project. From the theoretical point of view, the transparency governance performed was somehow aligned with the theory established. However, it implied that transparency governance revealed the quality and structure of the satisfaction of the public participants. In other words, the contentment from the public participants with the translucent conduct directed by PERDA marked the acceptance of the practices of the theory outlined and not the other way around. Thus, it again revealed that the satisfaction expressed by them secured the efforts made by the organization to portray transparent acts and achieve the project goals.

However, despite PERDA's efforts to adhere to both good governance criteria, political interference occurred along with other project challenges. The complexity of conducting the two elements of good governance was underscored by the political influence that intervened in the project's execution and changes in the country's political administration. However, PERDA, as one of the government's arms, has managed to adhere to the spirit of good governance shown in the project. In addition, a good comprehension of the concepts and practices needs to be demonstrated more by decreasing the bad governance portrayal, at least in the auditor's general report and future project execution.

The satisfactory expression by most of the public participants also nailed the efforts made by PERDA to practice participatory and transparent governance following its motto. However, there were some constructive suggestions on maintaining its 'services' and producing more quality and affordable houses for the public according to trend, which is aligned with the remarks in the auditor general report as stated in Chapter 1.1. Public satisfaction is fundamental to any services or products the government or its agencies produce. Thus, failure to meet the expectations and contentment of the public, or specifically the Malay ethnic group, as the prominent people in providing the essential needs by the government or its agencies may result in an undesirable outcome

for the nation in the future, such as social problems like riots, theft, an increase in the urban poor, and others.

Hence, the organization has demonstrated practical practices of participatory and transparency governance. It helped achieve the project objectives, along with the various mechanisms and platforms utilized by PERDA to engage with the public. The 'direct engagement' approach was most preferred by the participants representing the public. They demanded that PERDA maintain engagement with them primarily through this approach. Overall, all these findings demonstrated how PERDA practices participatory and transparent governance in its housing projects for the masses. Enhancing these characteristics of good governance through honest practices may support stakeholders' goals and guarantee public sector accountability. Thus, other RDAs or government agencies should also operate ethically and honestly to promote it.

6.2 DATA ANALYSED FOR SPECIFIC RESEARCH OBJECTIVE TWO (SO2)

Main Objective:

To evaluate participatory and transparency governance practices in PERDA public project management and its impact on sustainable community development involving the Malay ethnic group.

SO2: to explore the impact of participatory and transparency governance on sustainable community development in the study area. The goal is to determine the consequence of good governance characteristics and practices in the Taman Perumahan Sungai Dua Utama community, where opinions were drawn primarily from the public participants based on the sustainable community indicator by Egan (2004) and other related documents. Though the focus is on the 'governance' aspect of the Egan wheel, other aspects of sustainable community highlighted by the participants were also presented.

The governance aspect, which consists of effective and inclusive participation, representation, and leadership, has been portrayed by the public and PERDA in Taman Perumahan Sungai Dua Utama. This was done through continuous engagement between the public and PERDA at the beginning of the project. They were informed and involved

by PERDA before the project's development began. The engagement continues even after the housing project has ended. Community events via various mechanisms, fast action taken upon complaints, and being the 'connector' for issues related to the residence between the community and the authority were among the other evidence of governance performance by the PERDA.

As for the community, they showed solid connections and cooperation. As the participants (B1, B2, B4, B5) mentioned, they were involved in community activities, knowing and helping each other and disseminating information on new development and residential issues. Besides that, the establishment of residence associations known as JMB with PERDA assistance exhibited their togetherness concerning the community issues and needs. All these situations aligned with the characteristics listed under the governance component by Egan (2004), which are inclusive, informed, and voluntary. As also stated by other scholars (Dola & Mijan, 2006; Healey, 1998; Forester, 1993), participation could boost intellectual growth, promote an appreciation of other social classes, and lessen the government's tendency to operate in a command-and-control manner.

Moreover, the most significant findings within this governance component were about the satisfactory expression and acceptance by the participants of the governance practices shown by PERDA throughout the project until now. They also express the same for the leadership of the community leaders in the area. All public participants (B1, B2, B3, B4, and B5) stated their desire for PERDA to continue managing affordable housing projects in its vicinity and producing more in the future. They recommended that PERDA keep the idea of affordable housing, which includes fair prices, a prime location, value for money, outstanding quality homes, and effective after-sale support, such as prompt attention to community complaints. In line with other characteristics under the same component identified by Egan (2004), the community demonstrated a sense of civic value and pride embedded in them upon their residence in the area.

Furthermore, the "social and cultural" component seems related to the "governance" component, where the participants (B1, B2, and B5) showed that the community that

they lived in was harmonious and inclusive. The participants acknowledged feeling a solid connection to the community, whether with the more senior members of the locals or the religious committee. It illustrated how everyone was socially accepted, tolerant, considerate of others, and pleasant. Their devotion to Islam and common ethnic heritage—the Malay ethnicity—are the factors that have contributed to this. They were even more bonded by the fact that they were speaking the same language. The participants also pointed out that living in residence was safe and secure because of its location and friendly neighbourhood. This view was reaffirmed by another participant (A3) from the management group. It aligns with some of Egan's (2004) characteristics under the 'social and cultural' component: low crime levels, antisocial conduct, and neighborhood-friendly enforcement. It is crucial to provide a high-quality community since neighborhood quality has a more significant positive link with human quality of life than housing quality for social and environmental sustainability (Winston, 2017; 2022).

However, though there was a presence of a governance component in the area by the community and PERDA, some points need to be considered. To continuously sustain the favorable conditions that contribute to sustainable community growth, continuous improvement through monitoring and feedback at all levels needs to be performed by the community with PERDA's assistance. In other words, sustaining a good relationship between the community and PERDA is necessary. Partnership ties between the community and PERDA should be proposed further in other fields, such as economic development. More collaborative efforts between the community and PERDA, for example, via the cooperative establishment, seem like an added value. It can offer mutual benefits for both. This will assist the community in sustaining the economic aspect, boost entrepreneurial skills among them and tighten their bond with PERDA. Partnerships as a governance tool promise various advantages, including short- and long-term sustainability, capturing financial and social resources, forming or strengthening social capital, and conflict resolution where social or administrative tensions exist or threaten (Wakely, 2020).

However, the most tremendous potential of an authentic partnership is its capacity to improve the efficiency and effectiveness of service delivery and environmental

maintenance. Besides that, PERDA must continuously provide ongoing training for its employees, particularly in connecting with the public, as suggested by the participants (B1, B3, and B5). The participants have favored PERDA's governance since the beginning of the affordable housing project until now. Hence, PERDA needs to keep up its existing approach to the affordable housing project. Nevertheless, as suggested, the concept delivered should be compatible with the latest housing design version. It is to ensure that the community within the PERDA area can experience the same benefits as others that have gained them in terms of the concept of affordable housing delivered by the organization. This is also in line with Cavaye (2001), who states that it serves as a mechanism for communities to achieve their desired results and some of the outcomes that most accurately represent the community's pursuit of sustainable development.

The participants highlighted aspects that match other Egan (2004) components for a sustainable community. As explained in the previous chapter, those components consist of "housing and the built environment," "services," and "transport and connectivity." Amongst these, all public participants (B1, B2, B3, B4, and B5) draw attention to the "housing and the built environment" component, where they express their enjoyment of having a reasonable housing price, value for money, decent quality houses (with three bedrooms and two bathrooms), and efficient after-sale service. Their statement was supported by the participants from the management group (A3 and A4) on the value and amenities provided. This aligns with some of Egan's (2004) characteristics under this component, such as creating a sense of place with a positive feeling for people and local distinctiveness with a good quality, well-designed built environment with appropriate size, density, design, and layout. Additionally, the housing should be in an appropriate range and provide reasonable pricing within a balanced housing market. It aligns with other scholars' statements (Stead, 2000; Wheeler, 2004) that communities must have high-quality houses and neighborhoods to succeed.

This was also related to the "services" component of the Egan Wheel. Some characteristics were demonstrated when the participants described the pleasure of having a residence with ample amenities in a 'strategic location'. The residential area is near the required amenities, such as primary and secondary schools, government and private clinics, eateries, convenience stores, and a mosque that is still in progress.

Besides, the location is near major highways, which gives them easy access to other places, such as shopping complexes and nearby districts. Moreover, all the participants' backgrounds indicated that the area is a mixed-development residential area, including the low-cost house type. It aligns with some of the characteristics under this component listed by Egan (2004): a sustainable community should have well-educated people with higher education and training. Thus, the 'economy' component was also founded when various shop lots were established, and the residential locality was near the industrial area, reaffirmed by the participant (A3). However, a few shop lots were still vacant. Thus, this is also in line with some of the characteristics under the 'economy' component by Egan (2004), such as various jobs, business creations, and adequate buildings to support economic prosperity and transformation for the area.

Furthermore, the 'transportation and connectivity' component complement the project's development by PERDA. Like other components, this only constitutes a portion of PERDA's duty because its provision requires collaboration with state government agencies, service providers, and other parties. Despite that, basic facilities and connectivity were provided in the residential area. Modes of transportation consist of public transport such as buses, taxis and private services like Grab, where available, that help people travel within and between communities and places. Moreover, the participants revealed that telecommunications and internet access were also available in the area (B2, B4). The ultimate utilization of these facilities was seen during the pandemic. It became the primary medium of communication between the public and PERDA. Again, this aligns with some of the characteristics stated by Egan (2004). A sustainable community must have extensive transportation facilities and effective telecommunications with internet access. In addition, the standard parks—including playgrounds offered inside residential areas—have also satisfied the requirements specified under this component. As a result, it promotes recreational pursuits like walking, even though the cycling track needs to be improved.

6.2.1 Conclusion SO2

From the theoretical point of view, the housing project by PERDA fulfilled most of the components of Egan's (2004) description of a sustainable community. Nonetheless, in this study, the public participants' satisfaction was revealed as the crucial component

that was impossible to separate when creating the meaning of a sustainable community. In addition, the project was deemed successful in creating a sustainable community. This is due to the homeowners' satisfaction with their purchased homes, which included good value for the money, acceptable quality, a prime location, necessary amenities, and a pleasant neighborhood. As aligned with Gasik (2016), satisfaction is the contentment of the communities for whom public projects are carried out and is one of several indicators of a project's success.

At the same time, as stated by the World Bank (2023), an inclusive community should involve all aspects of society, including the poor and vulnerable, and include them in its markets, services, and development. However, this work was not done by PERDA alone. It is a collaborative effort with the state government, local leaders, citizen representatives, related agencies, and service providers to form a sustainable community in the area. Nonetheless, certain elements or standards in the sustainable community require enhancement and innovation, such as environmental, housing, and built environment components. As an illustration, consider the development of a cycling track, a well-kept green space with amenities suitable for all users, including the elderly, and a community-based establishment concept.

Therefore, for **SO2 to explore the impact of participatory and transparency governance on sustainable community development in the study area**, it can be concluded that PERDA practices of participatory and transparency governance have a significant impact that contributes to sustainable community development in the area, even though there was some room for improvement in certain aspects. Besides that, the findings revealed that the public highly anticipated and enjoyed PERDA's present and continuous governance in providing affordable residences. It demonstrated that housing is not just a box for a living but the foundation of basic human needs, social connections, participation and practicing their culture. It also showed that low-income communities generally still depend on local social networks. Their lives are embedded in a social structure in which they are mutually recognized, earn an income, and receive some life support. Meanwhile, the middle-income communities depended on their knowledge, skills, connections with the community and the recognized authority. In addition, the community—the Malay ethnic group—accepts Islam as their religion, which makes it

impossible to separate it from the framework of the community. PERDA understands that people's well-being is embedded in social systems. Therefore, separating community development and local government venues, religious organizations, and events is inappropriate.

Instead, PERDA tried to give the public peace of mind and joy by superimposing these places and opportunities. It aligned with Clarence Stone's classical study of Atlanta's regime politics (Clark & Southerland, 1990), where he concludes: "An imbalance in abilities to contribute to the capacity to govern is thus at the core of the Atlanta regime. Until that imbalance is corrected, biased governance and weak governance appear to be the only real alternatives." That is the lesson to be learned from a social-production model." As also pointed out by Jacob and Rocha (2021) in their study of models of governance in community gardening, the governance structure that relies on administrative support seems beneficial to community gardens' longevity, mainly in low-income areas. Similarly, in this case, administrative support from an authorized organization such as PERDA and other related agencies is vital to maintain and form a sustainable community.

This finding also signified that PERDA's establishment as one of the regional development authorities in Malaysia is still relevant for the development of the public in its active region. Though some improvements have been pointed out to PERDA in **Chapter 1.0** due to specific governance issues in particular areas of its project development, the findings from the research revealed that the public still anticipated the products and services they provided. Therefore, it is imperative to highlight the organization's ongoing efforts to improve its governance aspect of the public project. Furthermore, upholding good relations with the public in its development area and joint venture partners is another requirement of PERDA. As stated by De Waal. (2018), an organization can outperform similar organizations for a sustained length of time when it develops into a high-performance organization (HPO), which ensures its long-term survival.

Therefore, the organization must be aware of the elements that will contribute to the success of its HPO transition. The elements include active involvement of top

management, creating high-performance partnerships with suppliers and customers, and conducting effective interventions, especially those aimed at creating platforms for dialogue. As a result, concerning objective 2, the affordable housing project at Taman Perumahan Sungai Dua Utama benefited greatly from the transparency and participatory governance practices of PERDA, which supported the area's sustainable community development.

6.3 RECOMMENDATIONS

Main Objective:

To evaluate participatory and transparency governance practices in PERDA public project management and its impact on sustainable community development involving the Malay ethnic group.

SQ3: What are the recommendations to improve governance in ensuring sustainable community development in the area?

SO3: to suggest recommendations to improve governance towards sustainable community development. Based on the findings, several recommendations were suggested for PERDA:

6.3.1 Maintaining and Enhancing the Existing Practices of Participatory (Public Participation) and Transparency Governance in PERDA Affordable Housing Projects

The findings of this study showed that the public's satisfaction, particularly among those classified as home buyers, was a consequence of the different degrees of public participation as well as the various directions and varieties of transparency. It signalled that the current practices suit the public's perspectives on governance conducted by PERDA in developing affordable housing projects. Though not particularly in Taman Perumahan Sungai Dua Utama, there was still space for improvement regarding the difficulties PERDA encountered in its general housing development. The delay in housing completion was primarily caused by technical issues and a few inexperienced contractors during construction. It also showed that the public wanted PERDA governance in the project's administration or governance, despite the joint venture approach that PERDA had chosen to develop the housing project in Taman Perumahan Sungai Dua Utama.

This means that PERDA's involvement is still intact despite the diverse approach that PERDA introduced during its development. It is not surprising since PERDA is not a private entity that focuses primarily on its revenue but holds the task of social obligation, in this case, to deliver affordable housing for the public in its operational area. Hence, PERDA needs to sustain its quality of governance at least at the same level as now, improvise accordingly to the problem in its previous project, and maintain or improve the quality of its products and services. Organizations must consistently adjust to changing conditions by launching and implementing significant changes in running and conducting business (Bharijoo, 2005; By, 2005; Sackmann et al., 2009). This is indeed related to performance management. Performance management is a planned and integrated strategy to ensure long-term success through enhanced organizational, team, and individual performance (Mitre, 2021; Armstrong & Baron, 1998; Armstrong, 2001). The primary benefit of performance management is its emphasis on attaining results, such as providing goods and services to clients inside and outside the company. Results and efficiency are prioritized over effort and efficiency.

Thus, when referring to performance management, one way to sustain and accelerate it is by adapting the practices of high-performance organizations (HPO), as stated by De Waal (2018) in the success wheel of HPO transformation. The HPO transformation that combined a theoretical and practical emphasis on eight (8) elements, as illustrated in **Figure 2.5, Chapter 2.0**, comprises: "active top management, active employees, active HPO champions and coaches, HPO education, the distinction between hygiene and HPO factors, effective interventions, a connected organization, and high-performance partnerships." Among other efforts that relate to the findings of the research that can be suggested when referring to HPO are:

- i. Continuous training for the employees in public networking is needed on the ground since the 'direct engagement' approach is the preferred method of engagement by the public. The training comprises communication, leadership, and training on the ground by meeting the public on a specific schedule or through events. For organizations to establish genuine leadership and management styles that encourage commitment and trust, ongoing education, training, and awareness are required (Yong

& Mustaffa, 2013). Besides, it ensures that the connection with the public as the primary client for PERDA can continuously be cherished and flourish, which eventually assists in achieving and sustaining the development of the entire community within the area of research and other PERDA's vicinity.

ii. Constant evaluation of the housing built, customer satisfaction, and what needs to be done comprises the pricing, housing quality, environment, security, locality, and amenities provided. It is related to effective post-occupancy evaluation (POE), as stated in Chapter 2.0. POE was first used to evaluate a building's performance after being turned over and occupied (Durosaiye et al., 2019). It has particularly shown potential in examining the causal connections between architectural and technical aspects of a building and human experiences and demands (Kim et al., 2013). However, the POE data must go beyond the standard customer surveys to gauge customer satisfaction and spot construction flaws to create an effective feedback loop that improves housing quality based on end-user experience (Maslova & Burgess, 2023). The POE data must be developed with design, innovation, and development teams to provide systematic, qualitative feedback on lived experience and quality issues. Thus, PERDA needs to capture the valuable insights of the project from the public, not only the defects but also general customer satisfaction. It is also recommended that the assessment be done via both techniques: surveys and interviews (semi-structured or open interviews) according to time of occupancy, for example, several months or one (1) year after the house is occupied and after two years or above.

Besides that, to better integrate customer feedback into design and development, it is necessary to coordinate the roles and contributions of various teams. For example, customer research should be led by innovation and design teams with the support of customer engagement teams rather than by the latter teams alone. Thus, both evaluation techniques can further enhance the data collected and investigate deeper understandings, such as the idea of the design or style of houses that the public suggested according to the trend and live experience. This is because, since the primary goal of customer surveys is to gauge satisfaction, the quantity of feedback provided is adequate to assess satisfaction levels and identify flaws, but it needs to be improved to guide design choices (Maslova & Burgess, 2023). Therefore, by gathering user

feedback loops in real-time, product development and design are continuously modernized to meet changing user needs. Moreover, businesses are demand-driven, which breeds competitiveness and, as a result, a constant desire to enhance product design quality.

iii. To improve the policy on governance in the affordable housing project related to the agreement between PERDA and joint venture (JV) partner. The public participants have expressed that they are at ease and satisfied with the transparency and participatory governance of PERDA throughout the project cycle. Thus, it showed that the connection between the public and PERDA needs to be intact even after the project ends, which is different from other regular developers in the same sector. Even though it is acknowledged that PERDA is one of the government organizations carrying out social duties to the public, the organization can expand into other sectors, including housing and human capital development, advanced technical education, and economic development sectors. Therefore, including specific governance elements in the housing development agreement with its prospective joint venture partner—such as PERDA's oversight of the buyers and community within the development area—will assist PERDA in maintaining a constant and uninterrupted relationship with the public without making them feel neglected. Moreover, PERDA will be able to manage any problems directly or as an intermediary while upholding PERDA's reputation and good name.

In another way, it showed that the public trusts PERDA governance. According to Warren et al. (2014), trust entails a person's readiness to act in particular ways because they feel that the other parties to the transaction will provide them with what they promised. It demonstrates that positive behaviour and good intentions are feasible if one side trusts the other. Consequently, when consumers have faith in a particular good or service, they intend to purchase it. Consumers with high levels of trust will also decide whether to stick with the services they already use or switch to others that provide more or have a better reputation (Taolin et al., (2019). Furthermore, despite any business approach adopted by PERDA for its housing project, the public still recognizes PERDA as the owner of the project and not vice versa since they see PERDA's appearance in the project's development. As a result, it will reflect on its reputation and image in the

public eye. Therefore, inserting the suggested governance aspects in the project for any business approach will help administer good governance conduct in the public eye, business success and a respectable external image. This is aligned with research done by DiliTrust (2021).

iv. Enhance or create a comprehensive database system comprising the public from PERDA's housing development, such as the affordable housing projects by category type, for instance, low-cost, medium-low, and medium-cost. Organizations are producing and storing enormous amounts of data due to society becoming more instrumented, and access to current and accurate community data is a crucial resource (Chow & Clouton, 1997). Data is increasingly viewed as a business asset that can be leveraged to increase revenue and profitability by enhancing marketing efforts, streamlining business procedures, and optimizing business decisions (Stedman, 2023). Thus, the database suggested details about the background of the owner of the house, such as gender, marital status, number of households, race, religion, educational background, employment, type of house bought, type of buyer (first or sub-sale), and other relevant information. The comprehensive database may assist PERDA in its community development and sustainability. By gathering as much data as possible about them, PERDA will better comprehend the area's demographics.

Hence, PERDA can blast relevant information and indulge them in community activities that suit their background. The comprehensive database may also assist in lowering the expenses of consultation operations and more effectively allocating funds to projects with more significant impacts. It also benefits from knowing the public in its development area when promoting its programs in other fields or sectors. For example, initiatives for developing human capital, advanced technical education, and economic growth. They can also involve the public in other initiatives run by different government departments. This will ultimately lead to the big data concept, from which PERDA will benefit. Analytics tools that mine structured and unstructured data are crucial because they enable organizations to learn from their privately collected data and vast amounts of freely accessible online data (Assunção et al., 2015; Schomm et al., 2013).

Therefore, via the big data concept, organizations now have a wide range of opportunities to comprehend the needs of their customers, anticipate their wants and demands, and optimize the use of resources where they can cross-relate private information on consumer preferences and products with the information from tweets, blogs, product evaluations, and data from social networks (Assunção et al., 2015).

6.3.2 Establishment of Community Based-Cooperative or Other Joint Venture Business between PERDA and the Public

As previously mentioned, the public background was classified into the M40 and B40 groups, as explained in Chapter 2.0, and shared a common culture and beliefs. It is recommended that a cooperative mart concept or other business between PERDA and the public be established. It is to assist the public in developing their community-based cooperative (CBC) business, with the co-management of PERDA as a start. The main objective of CBC is to increase community well-being (Gibson & Cameron, 2007; Mastronardi & Romagnoli, 2020), which necessitates a close link between enterprises and social and environmental values (Mori & Sforzi, 2019).

Cooperatives can be a tool to improve society overall, support democracy, and improve the lives of their members (Nasution, 2008; Setiaji & Arsinta, 2018). In contrast to other organizations, cooperatives rely on member use or patronage to control the business rather than the amount of financial investment. Cooperatives also differ from non-profit organizations, which have no individual shareholders and do not issue stock (Lund, 2013; Hansman, 2014). The establishment of CBC might be a kickstart for the community in the area to upgrade their economic condition further, tighten their bond, sharpen their entrepreneurial skills, and share resources for products or services they ventured into since they already engaged in many community events within the neighbourhood.

Co-management with PERDA is suggested as a starting point so that the community can familiarize themselves with the management and business they undertake. This is so because PERDA's economic and human capital development segment has the necessary knowledge and resources. As stated by scholars (Carlsson & Berkes, 2005; Muhammad et al., 2020), co-management is linked to governance systems that mix the

"state" and "community," which improve decentralized decision-making with a higher level of accountability. With the help of a shared decision-making platform, people feel more accountable, and resource disputes are reduced, which builds social capital (Conley & Moote, 2003). Moreover, many benefits can be gained through co-management, such as ensuring good governance, fostering social capital and trust among numerous stakeholders, and promoting power sharing.

Thus, developing such a business concept helps the community's economic development and contributes to sustainable community development. The economic component is stated as one of the components of a sustainable community, as derived by Egan (2004). This similar concept has been adopted in various countries around the globe (Setiaji & Arsinta, 2018; Mastronardi & Romagnoli, 2020). Though challenges in its running have been corroborated, the benefits of forming and running CBC were much more comprehensive than its disadvantages for the community.

6.3.3 Formally Recognized as a Sustainable Community and Create Twin Neighbourhood Concept

Since some of the components and elements of a sustainable community under Egan (2004) have been attained in the study, it is suggested that PERDA further look into other components or elements that can fully match up to the overall standard of a sustainable community as listed in the Egan taxonomy and by the World Bank (2022). It can be a pioneering affordable housing project under PERDA that can be referred to as a sustainable community and be an example for other RDAs in Malaysia. This is because PERDA is among the active RDAs that have received government allocations for their affordable housing projects. It will then be a case study and reference for a sustainable community in affordable housing development within the RDAs nationwide or comparable with other spots within the country. It will assist in continuous progress for the community, strengthen the connection between them, and show the result of the government's efforts in attaining one of the SGDs. Simmons and Sanders (2022) noted that communities must rely on the human resources inside their networks to explore sustainable solutions. Besides that, to protect and prepare low-resource communities for present and future threats to sustainable living, bottom-up, community-driven sustainability approaches are essential.

Next, it is also suggested that PERDA assist in forming a twin neighborhood, like a 'Sister City' concept. This is between the public as the residents and other local neighbourhoods in the country or at the international level. A "sister city" or "twin town" relationship is a legal or social agreement between two geographically and politically diverse locales to foster cultural and business relationships. The modern sister city concept was initially developed during World War Two and widely embraced (Clarke, 2009). The goals of these people-to-people para-diplomatic activities lingered on three broad objectives: (1) fostering mutual global cooperation at the municipal level, (2) fostering friendship and cross-cultural understanding, and (3) promoting sustainable development (Buckley et al., 2015) or simply cities learning from and benefiting from one another (Cremer et al., 2001). In other words, the benefits gained from the concept are that the community can be a learning community, expand their knowledge on many grounds, such as management or governance aspects, and exchange and share their culture with other communities from different places. Besides, they can create joint venture businesses or activities such as sports events, tourism, and student exchange in the future to benefit both parties. Although many cities have specifications, sister cities exist when the two municipalities' mayors or highest elected officials sign a sister city agreement (Radha, 2021).

However, in this context, the 'sister city' concept applied in the 'Twin Neighborhood can be implemented phase by phase or one step at a time. The first initiative, known as 'Friendship Neighborhood', should be taken after selection and discussion done among PERDA, the public, and other related authorities or agencies. 'Friendship Neighborhood' is a similar concept to 'Friendship City'. 'Friendship City' is typically less formal than 'sister cities'. In some cities, the phrase 'Friendship City' is frequently used as the initial stage of a relationship. Then, after it is strengthened and the partners are sure they want a long-term partnership, they will become 'sister cities' (Radha, 2021). Though the concept of 'sister cities' has been widely adopted (Buckley, et al., 2015; Gil, 2020; Kedung, 2021), as well as 'Friendship City' in Malaysia, such as Hioki City, Kagoshima and Subang Jaya Municipal Council (Embassy of Japan, 2012), it still seems worth embracing such a concept, at least at the initial level or first initiatives (friendship

neighborhood) to continuously encourage a learning community, well-develop and uphold its sustainability).

6.3.4 Direction for Future Research

This study evaluated two good governance criteria: public participatory governance (implied public participation) and transparency governance (organizational, direction, and varieties of transparency) in public projects such as affordable housing and their impact on sustainable community development under PERDA. Even though the other criteria of good governance existed throughout the research, it is suggested that other good governance criteria can be assessed by including more relevant variables to the context in which they are examined. For instance, variables such as other ethnic group perceptions and different political administrations between state and federal involve more diverse variables. It would yield a better understanding of the evaluation of other good governance elements and the underlying factors influencing the practices among the management of an organization and its clients.

Besides that, the research can be replicated in other fields or segments of public projects, such as human capital development, economic development, and advanced technical education projects or programs. Further study could also include other techniques for collecting data, such as survey and observation methods. This, in turn, will give a richer context, a deeper understanding, and further affirmation of the research findings. Though the study also investigates the effects of the two characteristics of good governance on practices, further in-depth research would be suggested for other components that make a community sustainable. Besides, to better understand the participants representing the public, citizens, and community, more efforts should be made to study intangible factors to gauge the quality of participation in evaluation, such as the motive for participation.

6.4 CHAPTER SUMMARY

This chapter begins with a discussion of the findings concerning the research objectives, with one main objective and three specific objectives (SO). The first specific objective showed that all the participants understood the concept of good governance well. From

a theoretical perspective, it demonstrated that, despite the other criteria of good governance previously defined, professionalism and economic and political stability were deemed features of good governance. Next, the utilization of various mechanisms by PERDA when connecting with the public was discovered. The "direct engagement" approach was most preferred by them, which means that the traditional way of connecting is still appreciated and expected by the public, even though the technological era has emerged nowadays. PERDA then demonstrated the good governance concept's comprehension in the affordable housing project, resulting in various levels of public participation based on Arnstein's (1969) and organizational transparency and David's (2006) transparency theories. Contentment, which served as an additional component in the Arnstein theory, sealed the participants' most significant extent of participation at the "partnership" level. As a result, it emphasized how admired and appropriate its practices were in PERDA. The transparency governance made the participants' satisfaction quality and structure clear. In other words, rather than the other way around, acceptance of the practices of the theory stated was signified by the participants' satisfaction with the transparent conduct led by PERDA.

This again demonstrated that the participants' satisfaction validated the organization's efforts to deliver transparent actions and realize project objectives. The second specific objective implied a significant impact on participatory and transparency governance practices by PERDA, which contributed to sustainable community development in the area. It showed that a home is more than just a place to live; it serves as the basis for a person's basic needs, social interactions, involvement, and exercise of their culture. It also demonstrated the continued reliance of low-income neighbourhoods on neighbourhood social networks. Their existence is part of a social system where they are acknowledged by one another, earn an income, and get particular necessities. Meanwhile, the expertise, abilities, and ties to the neighbourhood and authority were crucial to the middle-class neighbourhoods. In addition, PERDA is aware of how social systems are intertwined with people's well-being. Therefore, dividing community development and local government venues, religious institutions, and events is inappropriate. Eventually, the recommendations on the findings and directions for future research were presented in the third specific objective.

CHAPTER SEVEN

CONCLUSION

7.0 INTRODUCTION

This chapter summarizes the study's findings from the earlier chapter with research contributions and suggested directions for future research. At the outset of this study, one aim and three specific objectives were set to evaluate the practices of participatory and transparency governance in PERDA's public project management towards sustainable community development through a case study of PERDA affordable housing development in Taman Perumahan Sungai Dua Utama, Sungai Dua, Pulau Pinang, Malaysia. In a more elaborative manner, this study intended to evaluate existing practices of participatory governance, which implied public participation and transparency in public project management, that is, affordable housing projects under PERDA. This is from the perspectives of PERDA's management and the public-the Malay ethnic group represented by the participants, who are also the citizens, residents, and community members in the area.

In Chapter 6, information on the degree to which the study's objectives have been met is provided. It covers the discussion of the research findings and recommendations for how the existing governance practices in the affordable housing project and their affect the sustainability of community development in the area. This thesis comprises seven chapters, and Chapter 5 carries the participants' responses for the study and a range of secondary information drawn from document reviews of various sources such as annual reports, websites, social media like Facebook, articles, and other documents provided by PERDA and relevant agencies. The findings in this chapter were analyzed using thematic analysis and descriptively using non-inferential statistical tools such as tables, percentages, and pie charts tapped from participants' views and secondary data drawn from various sources. Chapter 7 is divided into a summary of findings, a contribution to knowledge, and a direction for future research. The major discovery of the study was that the practices of participatory governance were portrayed in the various levels of

public participation dictated at the higher rung (partnership) and middle rung (informing) of the ladder of participation. At the same time, transparency governance practices were shown in the varieties and directions of transparency (upward, downward, outward, inward, process, retrospective, real-time), together with the appearance of information quality. Besides that, the study also reveals the concept comprehension from the participants' perspectives and various mechanisms utilized in engaging with the public, where the 'direct engagement' approach was the most preferred. Next, the satisfaction expressed by the participants regarding the conduct of those two governance criteria along with products and services by PERDA and the significant positive effects of the governance practices in sustainable community development.

7.1 RESEARCH CONTRIBUTION

The use of qualitative methods via semi-structured interviews and document review unearths the practices of participatory and transparency governance in the public project of affordable housing by PERDA and its impact on the public, particularly the community in the research area. This acknowledged the organization on the real scenario of the governance practices based on the existing theoretical theory and from the public's perspective involved in the project. It further will assist the organization, as one of the government arms, in maintaining and enhancing the aspect of governance and other relevant elements in the housing project cycle until it ends that contribute to the sustainability of community development. This will also be the reference for the other RDA to embark on the same assessment journey of their project or program they managed to know the true condition of their governance elements embedded in the project or program from the public perspective.

Regarding contribution to the body of knowledge, the findings expand the existing literature on genuine participatory practices in public participation, transparency in governance, and sustainable community development. The affirmation of the methods that resulted in public satisfaction and positive effects on community development based on sustainable community theory by Egan (2004) provides an intriguing direction for future research. It aids academic planners and policymakers in studying other

aspects of governance and what influences the public's perception of the element. This study also goes beyond the simple terms of public participation by looking at the participants' demographics, comprehension of the topic, beliefs, and how they interact with PERDA and their social surroundings from the project development. Instead of just considering the technical aspects of participatory and transparency governance, the government should consistently concentrate more on fostering a spirit of community engagement blended with belief norms and collaboration with them to accomplish a mutual objective.

7.2 CONCLUSION

Effective action must be consistently taken to promote, acknowledge, and implement good governance, and participatory and transparency governance in public sector project implementation to become a developed nation while simultaneously reaching the SDGs. Findings from the study showed that the transfer of knowledge regarding good governance, with a focus on participatory governance implied by public participation and transparency, has been shared and practised by PERDA with the public, the Malay ethnic group. It resulted in a mutual understanding of the concept and contentment with the governance conduct, products, and services from the public's point of view. Thus, it can also verify that knowledge about good governance and genuine practices of public participation and transparency governance do matter. This ensures smooth project implementation and delivery by the organization to the public. Besides, it also displayed that the government's effort via PERDA in educating, acknowledging, and delivering the importance of good governance, in this case, participatory and transparency governance, to the public in its project has succeeded. Theoretically, other identified factors, such as professionalism, economic stability, and political stability, were also regarded as features of good governance.

The study also revealed that PERDA had utilized various public engagement mediums, and the 'direct engagement' approach was the most favoured. Besides, the discoveries highlighted the importance of continuous 'public engagement' between PERDA and the public. Likewise, it was recognized that the utilization of ICT by PERDA did help them keep in touch with the public, especially during the pandemic. On the other hand, it

showed that face-to-face interaction is still in demand even with the vast development of technology. However, following the rapid growth of ICT, PERDA should also expand its approach to utilising ICT, especially on social media platforms, to reach the public on a larger scale and be more interactive. Research done by scholars showed that ICT tools assist in public involvement and the efficient dissemination of information, which results in better development (Lim, Malek, Hussain and Tahir, 2018). Thus, a progressive approach to ICT application may result in a larger group of the public being participative with PERDA and overcoming urgent issues more effectively.

Furthermore, the project phases further demonstrated the concept of good governance. PERDA has adopted participatory and transparency governance practices in the project cycle with various levels of public participation based on Arnstein's taxonomy. It was spotted on the higher rung, represented by the "degree of citizen power" at the "partnership" level, during the earlier and final phases of the project cycle. In contrast, public participation was represented by "tokenism" at the "informing" level in the middle rung and the evaluation phase. It signified that the "partnership" in the Arnstein taxonomy is the highest level of participation accepted and contended by the participants. Public participation has had a vital impact on the development of the affordable housing project. It was apparent that the government agency role, in this case, PERDA, was still crucial despite the higher level of participation shown by the participants based on the theory. From the theoretical point of view, it also marked that the greatest extent of participation experienced by the participants at the "partnership" level was sealed with contentment that acted as an additional element in the Arnstein theory. Hence, it highlighted the acceptance and suitability of its practices in PERDA.

On the other hand, organizational transparency was highlighted in "information quality" (Schnackenberg & Tomlinson, 2014), which includes the project's disclosure, clarity, and accuracy. It was displayed in the information disseminated by PERDA, their substantial compensation for the impacted public, and their acknowledgement of the flooding issues. In other words, PERDA provided crucial information promptly while ensuring it was accurate and clear. At the same time, all four directions of transparency (upward, downward, outward, and inward) and three types of transparency comprised process transparency, retrospective transparency, and real-time transparency (David,

2006) were shown by PERDA in the project. From the theoretical point of view, the transparency governance performed was aligned with the theory established. However, it implied that transparency governance revealed the quality and structure of the satisfaction of the public participants. In other words, the contentment from the public participants with the translucent conduct directed by PERDA marked the acceptance of the practices of the theory outlined and not the other way around. Thus, it again revealed that the satisfaction expressed by them secured the efforts made by the organization to portray visible acts and achieve the project goals.

Nevertheless, Arnstein's theory and transparency governance only dictate the level of public participation and the organizational transparency and type of transparency demonstrated by PERDA as defined in this study in the earlier chapter. The theory applied does not explain how to overcome any issues of participation and transparency governance as defined by the study. Thus, further studies on overcoming any issues related to participation and transparency governance should apply another theory model to come up with solutions. The theory used in this study focuses on the reality of both good governance attributes practices in the affordable housing project. The findings exhibited that the level of public participation and transparency governance should be attached together with the satisfaction or contentment factor represented by the public. This combination nailed the effort done by PERDA in the eyes of the public, the Malay ethnic group in this study, upon their residence in Taman Perumahan Sungai Dua, Pulau Pinang.

However, despite PERDA's efforts to follow good governance requirements, political intervention and other project difficulties occurred. Political interference in the project's execution and adjustments to the nation's political administration highlighted the difficulty of carrying out the two components of good governance. This study demonstrated that PERDA can uphold the excellent governance principles shown throughout the project. In other words, PERDA portrayed good governance practices in the affordable housing project in Taman Perumahan Sungai Dua Utama, Seberang Perai Utara, Pulau Pinang. However, some issues in governance need PERDA's attention to improve, as stated under the problem statement in Chapter 1.1. PERDA better governance is needed in the Sungai Dua Utama area's real estate management and the

quality of housing construction projects in other areas. Though no misconduct issues have been brought to court for the project, PERDA needs to be more cautious in its governance of projects. Hence, there is still room for improvement by PERDA for other projects in the future.

Finally, the study exhibited that good governance practices significantly impact the sustainable community of the Malay ethnic group in the area. Even though there was room for improvement in certain aspects, PERDA can provide the basic needs and meet the demands of the public according to the Egan criteria of a Sustainable Community. The public participants' satisfaction was revealed as the crucial component that could not be separated from creating the meaning of a sustainable community. This, directly and indirectly, showed that the approach taken by PERDA has immensely tightened the bond with the public and met one of their stated objectives: providing affordable shelter for the public they served. In other words, it justified their relevant existence as an important RDA in the country, though some issues lingered around them, as stated in Chapter 1.0.

The public participants highly anticipated and enjoyed PERDA's present and continuous governance in providing affordable residence. It further demonstrated that housing is not just a box for a living but the foundation of basic human needs, social connections, participation and practising their culture. It also displayed that low-income communities generally still depend on local social networks. Their lives are embedded in a social structure in which they are mutually recognized, earn an income, and obtain some vital assistance. The middle-income communities depended on their knowledge, skills, connections with the community and the recognized authority. PERDA understands that people's well-being is embedded in social systems. It also recognized that separating community development and local government venues, religious organizations, and events is an inappropriate approach.

The overall result showed that PERDA is a good example of transparency and participatory governance in public projects, specifically affordable housing execution, and has assisted in achieving the project's goals, though some governance issues need PERDA's attention to improve. These practices must be followed consistently and

adjusted in response to problems that arise throughout the project and the development of other housing projects. This helps lessen the evident ineffective governance, at least in the auditor general report in the earlier chapter. Enhancing good governance processes may support stakeholders' goals and guarantee public sector accountability.

Furthermore, based on the findings, the recommendations were presented for:

- i. PERDA and relevant bodies or institutions within the government involved in public projects or programs that hold planning and decision-making power;
- ii. the community within the public project development area; and
- iii. researchers who are attentive to covering the field of good governance characteristics in public projects from the stakeholders' perspectives, emphasising public and community growth sustainability.

Eventually, PERDA may contribute to better governance in public projects, especially in the affordable housing field, achieve the country's pledge for SDGs and be a developed nation.

REFERENCES

- Aarti Gupta, Ingrid Boas & Peter Oosterveer (2020) Transparency in global sustainability governance: to what effect? *Journal of Environmental Policy & Planning*, 22:1, 84-97, DOI: 10.1080/1523908X.2020.1709281
- Abd al-Razzaq Al-Sanhuri (1989), *Fiqh Al-Khilafah Wa Tatawuruh (Rules of Governance)*, ed. Nadia al-Sanhuri and Tawfiq Muhammad al-Shawi, Cairo: Al-Hay'at al-Misriyya li'l-Kitab, (1989), pp. 122 - 123.
- Abdullah AA, Harun Z, Rahmna HA. (2011). Planning process of development project in the malaysian context: a crucial brief overview. *Int J Appl Sci Technol*. 1(2):74–81.
- Abdullah, Y. A., Jamaluddin, N. B., Yakob, H., Marzukhi, M. A., & Zulkifli, A. Z. (2021). Affordable housing for the middle-income group in malaysia. *IOP Conference Series. Earth and Environmental Science*, 685(1) doi:https://doi.org/10.1088/1755-1315/685/1/012019
- Abednego, Martinus P., & Stephen O. Ogunlana. (2006). Good project governance for proper risk allocation in public–private partnerships in Indonesia. *International Journal of Project Management* 24: 622–34.
- Abou El Fadl, Khaled. (2005). *The great theft: Wrestling Islam from the extremists*. San Francisco: Harper Collins
- Abu Hussin, M. F., Salleh, M. A., Hehsan, A., & Junaidi, J. (2018, July). The roles of non-state actors in eradicating poverty in Malaysia. In *IOP Conference Series: Earth and Environmental Science* (Vol. 175, p. 012166). IOP Publishing.
- Agostini, C. A., Brown, P. H., & Roman, A. C. (2010). Poverty and inequality among ethnic groups in Chile. *World Development*, 38(7), 1036–1046.
- Aiyeola, A., Abdullah, R., Shamsudeen, N., & Ibrahim, Z. Z. (2014). Examine the level of public participation in environmental impact assessment Process: A case of MRT Project in Malaysia. *International Organization of Scientific Research Journal of Environmental Science, Oxicology and Food Technology*, 8(6), 8-12.
- Akbarzadeh, Shahram and Abdullah Saeed. (2003). *Islam and political legitimacy*. London: RoutledgeCurzon.
- Abukhalifeh, A. N., & Wondirad, A. (2019). Contributions of community-based tourism to the socio-economic well-being of local communities: The case of Pulau Redang Island, Malaysia. *International Journal of Tourism Sciences*, 19(2), 80-97.
- Albu, O. B., & Flyverbom, M. (2017). Transparency. *The international encyclopedia of organizational communication*, 1-9.
- Albu, O. B., & Flyverbom, M. (2019). Organizational Transparency: Conceptualizations, Conditions, and Consequences. *Business & Society*, 28(2), 268–297.
- Alden, J.D and Awang, A.H (1985), 'Regional Development Planning in Malaysia', *Regional Studies*, Vol. 19, No.6, pp.495-508.

- Aliza, A. H., Stephen, K., & Bambang, T. (2011). The importance of project governance framework in project procurement planning. *Procedia Engineering*, 14, 1929-1937.
- Amaratunga, Baldry, D., Sarshar, M., & Newton, R. (2002). Quantitative and qualitative research in the built environment: application of “mixed” research approach. *Work Study*, 51(1), 17–31. <https://doi.org/10.1108/00438020210415488>
- Andersen, E.S., Jessen, S.A., Birchall, D. and Money, A.H. (2006) Exploring project success. *Baltic Journal of Management*, 1(2), 127–47.
- Anis, M. N., Rahim, R., Zainal, F., & Devi, V. (2023, January 20). Madani – a humane concept. *TheStar*. <https://www.thestar.com.my/news/nation/2023/01/20/madani---a-humane-concept>
- ANM (2016). Auditor General Report Series 2/2015: Synopsis on The Audit of Activities of The Federal Statutory Bodies, Management Of Subsidiary Companies And Certification Of Financial Statements). Accountant General’s Department of Malaysia. <https://www.anm.gov.my/en/archive/announcement/2016/news-announcement-archive-2016/2897-laporan-ketua-audit-negara-siri-2-2015>
- Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Apostol I., P. Antoniadis, and T. Banerjee. (2013). Flânerie between Net and Place Promises and Possibilities for Participation in Planning. *J. Plan. Educ. Res.*, vol. 33, no. 1, pp. 20–33.
- Assunção, Calheiros, R. N., Bianchi, S., Netto, M. A. S., & Buyya, R. (2015). Big Data computing and clouds: Trends and future directions. *Journal of Parallel and Distributed Computing*, 79-80, 3–15. <https://doi.org/10.1016/j.jpdc.2014.08.003>
- Arbter K et al., (2007). The public participation manual. Shaping the future together. Austrian Society for Environment and Technology, Vienna
- Arnstein, S.R., 1969. A ladder of citizen participation. *J. Am. Inst. Plann.* 35 (4), 216–224.
- Armstrong, M. & Baron, A. (1998). *Performance Management Handbook*, IPM, London.
- Armstrong, M., (2001), *A Handbook of Human Resource Management Practice*, Kogan Page.
- Armstrong, M., Murlis, H., (2004), *Reward Management: A Handbook of Remuneration Strategy and Practice*, Kogan Page
- Assembly, U. G. (1948). Universal declaration of human rights. *UN General Assembly*, 302(2), 14-25.
- Awung, N. S., & Marchant, R. (2020). Transparency in benefit sharing and the influence of community expectations on participation in REDD+ Projects: an example from Mount Cameroon National Park. *Ecosystems and People*, 16(1), 78-94.
- Aziz, W. N. A. W. A., Hanif, N. R., & Singaravello, K. (2011). Affordable housing within the middle-income households in Malaysia: Challenge to enter homeownership. *Australian Journal of Basic and Applied Sciences*, 5(8), 258-267

- Babbie, E. R. (2010). *The Practice of Social Research*. 12th ed. Belmont, Calif: Wadsworth Cengage.
- Baqutaya, S., Ariffin, A. S., & Raji, F. (2016). Affordable housing policy: Issues and challenges among middle-income groups. *International Journal of Social Science and Humanity*, 6(6), 433.
- B. C. R. T. on the Environment, the Economy, and A. H. J. Dorsey (1994). Public Involvement in Government Decision-making: Choosing the Right Model: a Report of the BC Round Table on the Environment and the Economy.
- Beierle, T., and J. Cayford. (2002). Democracy in practice—public participation in environmental decisions. Resources for the Future, Washington, D.C.
- Bekker, Michiel Christiaan, & Herman Steyn. (2007). Defining ‘project governance’ for large capital projects. Paper presented at AFRICON 2007, Windhoek, South Africa, September 26–28.
- Bekker, Michiel C. (2015). Project Governance—the Definition and leadership dilemma. *Procedia-Social and Behavioral Sciences* 194: 33–43.
- Bender, Thomas, (1978). Community and Social Change in America. New Brunswick, NJ: Rutgers University Press.
- Bennett, Larry, and Adolph Reed. (1999). “The New Face of Urban Renewal: The Near North Redevelopment Initiative and the Cabrini-Green Neighborhood,” in *Without Justice for All: The New Liberalism and Our Retreat from Racial Equality*. New York: Routledge.
- Berman EM. (1997). Dealing with cynical citizens. *Public Adm Rev* 57(2):105–112
- Berman, S. (1997). Civil society and political institutionalization. *American Behavioral Scientist*, 40(5), 562-574.
- Betta, J., & Boronina, L. (2018, December). Transparency in Project Management—from Traditional to Agile. In *Third International Conference on Economic and Business Management (FEEM 2018)* (pp. 446-449). Atlantis Press.
- Bharijoo, S.B. (2005), “Organisational change: an emerging need for survival and success”, *The Journal of Nepalese Business Studies*, Vol. 2 No. 1, pp. 81-86.
- Biermann, F. et al. (2015) ‘Integrating Governance into the Sustainable Development Goals’, *Integrating Governance*, POST2015/UNU-IAS, Policy Brief #3. Retrieved from: http://www.post2015.jp/dl/result/seika_140520_3.pdf.
- Bin Haji Ishak, M. S. (2010). Cultural and religious festivals: the Malaysian experience. *JATI-Journal of Southeast Asian Studies*, 15, 97-111.
- Birkinshaw, P. J. (2005). Government and Information: The Law Relating to Access, Disclosure and their Regulation. 3rd edn. Haywards Heath: Tottel.
- Birkinshaw, P. (2006). Freedom of information and openness: Fundamental human rights. *Admin. L. Rev.*, 58, 177.
- B. Lam (2013). Community-Led Design Through Digital Games. *Des. Manag. Rev.*, vol. 24, no. 1, pp. 20–27, 2013.

- Blue, G., Rosol, M., & Fast, V. (2019). Justice as parity of participation: Enhancing Arnstein's ladder through Fraser's justice framework. *Journal of the American Planning Association*, 85(3), 363-376.
- Boyatzis, Richard. (1998). *Transforming qualitative information: Thematic analysis and code development*. Thousand Oaks, CA: Sage.
- Boyer, E. J. (2019). How does public participation affect perceptions of public-private partnerships? A citizens' view on push, pull, and network approaches in PPPs. *Public Management Review*, 21(10), 1464-1485.
- Brabham, D. C. (2009). Crowdsourcing the public participation process for planning projects. *Planning Theory*, 8(3), 242-262.
- Braun, Virginia. Clarke, Victoria. (2006). "Using thematic analysis in psychology". *Qualitative Research in Psychology*. 3 (2): 77-101. doi: 10.1191/1478088706qp063oa. S2CID 10075179
- Bridger, J. C., & Luloff, A. E. (1999). Sustainable community development: an interactional perspective. *Northeast Regional Center for Rural Development: University Park, PA, USA*.
- Brin, D. 1998. *The Transparent Society*. New York: Basic Books.
- Browsers, Michaelle L. (2006). *Democracy and civil society in Arab political thought: Transcultural possibilities*. Syracuse, NY: Syracuse University Press.
- Brown, G. (2015). Engaging The Wisdom of Crowds and Public Judgement for Land Use Planning Using Public Participation Geographic Information Systems. *Australian Planner*, 52(3), 199-209.
- Brown, D. R., Govindasamy, J., Loo, C., & Taliercio, R. R. (2018). *Primer on Malaysia's experience with national development planning (English)*. Washington, D.C. : World Bank Group. <http://documents.worldbank.org/curated/en/840341527676890030/Primer-on-Malaysia-s-experience-with-national-development-planning>
- Brunet, M., (2019). Governance-as-practice for major public infrastructure projects: A case of multilevel project governing. *International Journal of Project Management*, 37(2), pp.283-97. <https://doi.org/10.1016/j.ijproman.2018.02.007>.
- Bryman A. (2006). Integrating quantitative and qualitative research: How is it done? *Qualitative Research*, 6(1): 97-113. [Google Scholar]
- Bryman, A. and Bell, E. (2015), *Business Research Methods*, Oxford University Press, Oxford.
- Buckley, Takahashi, A., & Anderson, A. (2015). The role of sister cities' staff exchanges in developing "learning cities": Exploring necessary and sufficient conditions in social capital development utilizing proportional odds modeling. *International Journal of Environmental Research and Public Health*, 12(7), 7133-7153. <https://doi.org/10.3390/ijerph120707133>
- Budinata, T., & Susetyo, B. (2022). Quality in Housing Project: Examining the Relationship Towards Labour Productivity, Rework, And Customer Satisfaction Using PLS-SEM Approach. *Rekayasa Sipil*, 16(3), 156-162.
- Burmingham, K. (2001). Attitudes, Accounts and Impact Assessment *The Sociological Review* 2001.

- Bushman, R., Piotroski, J., & Smith, A. (2004). What determines corporate transparency? *Journal of Accounting Research*, 2: 207-252.
- By, R.T. (2005), "Organizational change management: a critical review", *Journal of Change Management*, Vol. 5 No. 4, pp. 369-380.
- Cambridge (2022). "Professionalism". *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/professionalism>. Retrieved 17th February.
- Cambridge (2022). "Affordable". *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/affordable>. Retrieved 17th February.
- Cambridge (2022). "Community". *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/community> Retrieved 17th February.
- Cambridge (2022). "Development". *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/development> Retrieved 17th February.
- Cambridge (2022). "Transparency." *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/transparency>. Retrieved 17th February.
- Cambridge (2022). "Project." *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/project>. Retrieved 14th January.
- Cambridge (2022). "Public." *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/public>. Retrieved 14th January.
- Cambridge (2022). "Sustainable". *Cambridge Dictionary*, <https://dictionary.cambridge.org/dictionary/english/sustainable> Retrieved 17th February.
- Camilleri. (2015). Environmental, social and governance disclosures in Europe. *Sustainability Accounting, Management and Policy Journal* (Print), 6(2), 224–242. <https://doi.org/10.1108/SAMPJ-10-2014-0065>
- Carman K.L., Dardess P., Maurer M., et al. (2013). "Patient and family engagement: a framework for understanding the elements and developing interventions and policies". *Health Affairs*. 32 (2) 223-31. <https://doi.org/10.1377/hlthaff.2012.1133> PMID: 23381514
- Carlsson, L., & Berkes, F. (2005). Co-management: Concepts and methodological implications. *Journal of Environmental Management*, 75(1), 65–76. doi:10.1016/j.jenvman.2004.11.008
- Catlaw, T. J., & M. Stout. (2016). "Governing Small-Town America Today: The Promise and Dilemma of Dense Networks." *Public Administration Review* 76 (2): 225-229. doi: 10.1111/puar.12520
- Cavaye J. (2001). Rural community development: new challenges and enduring dilemmas. *J Reg Anal Policy* 31: 109–124
- Cavaye J. (2006). Understanding community development. Cavaye Community Development. <http://www.southwestnrm.org.au/sites/default/files/uploads/ihub/understanding-community-developments.pdf>. Accessed 30 January 2023

- Center for the Study of Social Policy (2011). Financing Community Change Brief, June 2011. Retrieved from <https://www.cssp.org/publications/neighborhood-investment>.
- Chamberland, Denys. (1994). "The Social Challenges of Sustainable Community Planning." *Plan Canada*, July:137-43.
- Chitsa, M., Sivapalan, S., Singh, B. S. M., & Lee, K. E. (2022). Citizen participation and climate change within an urban community context: Insights for policy development for bottom-up climate action engagement. *Sustainability*, 14(6), 3701.
- C. Hood and D. Heald (2006), "Transparency: the key to better governance?" *Proceedings of the British Academy* 135, Oxford: Oxford University Press, 2006, pp. 246
- Chow, J., & Coulton, C. (1997). Strategic use of a community database for planning and practice. *Computers in Human services*, 13(3), 57-72.
- CLGF (2017). The local government system in Malaysia-country profile https://www.clgf.org.uk/default/assets/File/Country_profiles/Malaysia.pdf
- Clarke N (2009). Town Twinning in Britain Since 1945: Summary of Findings (School of Geography, University of Southampton, <http://www.soton.ac.uk/geography/research/ecs/twinning/index.html>).
- C. Mukhopadhyay (2016), "A nested framework for transparency in public private partnerships: case studies in highway development projects in India," *Progress in Planning*, vol. 107, pp. 1-36, July 2016.
- Coley, F. J. S. (2008). Exploring whole system design.
- Conklin A., Morris Z., Nolte E. (2012). "What is the evidence base for public involvement in health-care policy? results of a systematic scoping review". *Health Expectations*. 18: 153-165. <https://doi.org/10.1111/hex.12038> PMID: 23252574
- Conley, A., & Moote, M. A. (2003). Evaluating collaborative natural resource management. *Society & Natural Resources*, 16(5), 371–386. doi:10.1080/08941920309181
- Connor, D. M. (1988). A new ladder of citizen participation. *National civic review*, 77(3), 249-257.
- Cortés-Cediel, M. E., Cantador, I., & Bolívar, M. P. R. (2021). Analyzing citizen participation and engagement in european smart cities. *Social Science Computer Review*, 39(4), 592-626. DOI: 10.1177/0894439319877478 journals.sagepub.com/home/ssc
- Council of Europe (2007). Recommendation CM/Rec (2007) 7 of the Committee of Ministers to member states on good administration <https://rm.coe.int/cmrec-2007-7-of-the-cm-to-ms-on-good-administration/16809f007c>
- Cremer, R.; de Bruin, A.; Dupuis, A. International sister cities: Bridging the global local divide. *Am. J. Econ. Sociol.* 2001, 60, 377–401.
- Creswell, J.W. (1998) *Qualitative Inquiry and Research Design-Choosing Among Five Traditions*. London: SAGE Publications.
- Creswell, J. W. (2003) *Research Design-Qualitative, Quantitative and Mixed Methods Approaches*. 2nd ed. London: SAGE Publications.

- Creswell, J. W. (2007). An introduction to mixed methods research. *Lincoln, Nebraska, USA: University of Nebraska.*
- Creswell, J. W. (2013). Steps in conducting a scholarly mixed methods study. *Lincoln, Nebraska, USA: University of Nebraska.*
- Crewe, Katherine. (2007). "The Quality of Participatory Design: The Effects of Citizen Input on the Design of the Boston Southwest Corridor," *Journal of the American Planning Association* 67 (4): 437-455.
- Cutts, S., Fricano, R., & Peters, R. (2023). Environmental justice for whom? Citizen participation and brownfield redevelopment in downtown Birmingham, Alabama. *Environment and Planning E: Nature and Space*, 0(0). <https://doi.org/10.1177/25148486231199330>
- C. Wahl. (2013). Swedish Municipalities and Public Participation in The Traffic Planning Process. Where Do We Stand? *Transp. Res. Part A Policy Pract.*, vol. 50, pp. 105–112.
- Dalton, T. M. (2005). Beyond Biogeography: A Framework for Involving the Public in Planning of U.S. Marine Protected Areas. *Conservation Biology*, 19(5), 1392–1401. <http://www.jstor.org/stable/3591107>
- Daly, Jeanne; Kellehear, Allan; Gliksman, Michael (1997). *The public health researcher: A methodological approach.* Melbourne, Australia: Oxford University Press. Pp. 611-618. ISBN 978-0195540758.
- Damurski, Ł. Pluta, J. Maier, K. Andersen, H.T. (2019). Stakeholders in the local service centre: who should be involved in the planning process? Insights from Poland, Czech Republic and Denmark. *Bulletin of Geography. Socio-economic Series*, 43(43), 91- 106. DOI: <http://doi.org/10.2478/bog-2019-0006>
- Dasimah O. & Oliver L. (2007). Effectiveness of Public Participation Programme: A Feedback from Participants (Sabak Bernam District Local Plan and Kuala Lumpur Structure Plan). *Journal of the Malaysian Institute of Planners*. 1-16.
- Dasimah O. & Oliver L. (2009) Malaysian Development Planning System: Kuala Lumpur Structure Plan and Public Participation. *Asian Social Science*. 5, 30-36.
- Daskalaki, M.; Hjorth, D.; Mair, J. (2015). Are Entrepreneurship, Communities and Social Transformation related? *J. Manag. Inq.* 5, 1–5. [CrossRef]
- Declaration, R. (1992). Rio declaration on environment and development. *The Rio Declaration on Environment and Development from the Earth Summit in Rio De Janeiro, 1992)*
- Delhey J. & K. Newton 2005. "Predicting cross-national levels of social trust: global pattern or Nordic exceptionalism?", *Eur. Sociol. Rev.* 21: 311-27.
- Democracy Network. 1998. *Democratic practice: A guide.* London: Local Government Association Publications.
- Denzin N.K. (1989). *The Research Act: A Theoretical Introduction to Sociological* . Englewood Cliffs, NJ: Prentice-Hall
- Designing Buildings, 2016. Available from: https://www.designingbuildings.co.uk/wiki/Post_occupancy_evaluation_of_completed_construction_works

- De Waal. (2018). Success factors of high performance organization transformations. *Measuring Business Excellence*, 22(4), 375–390. <https://doi.org/10.1108/MBE-08-2018-0055>.
- De Weger E, Drewes HW, Van Vooren NJE, Luijkx KG, Baan CA. (2022). Engaging citizens in local health policymaking. A realist explorative case-study. *pLoS ONE* 17 (3): e0265404. <https://doi.org/10.1371/journal.pone.0265404>
- Digital Penang. (2022, March 29). “Digital Transformation Master Plan.” *Digital Penang*, <https://digitalpenang.my/digital-transformation-master-plan/>.
- DiliTrust (2021, April 1). *Good Governance: The Benefits*. <https://www.Dilitrust.com/>. Retrieved February 17, 2023, from <https://www.dilitrust.com/good-governance-the-benefits/>.
- Djupe, Paul A. and J. Tobin Grant. (2001). Religious institutions and political participation in America. *Journal for the Scientific Study of Religion* 40(2):303-14.
- D. M. Connor. (1988). “A new ladder of citizen participation,” *Natl. Civ. Rev.*, vol. 77, no. 3, pp. 249–257.
- Donaghy, M. (2011). Do participatory governance institutions matter? Municipal councils and social housing programs in Brazil. *Comparative Politics* 44(1):83–102.
- Dola, K., & Mijan, D. (2006). Public participation in planning for sustainable development: operational questions and issues. *International Journal on Sustainable Tropical Design Research & Practice*, 1(1), 1-8.
- DOSM (2022, July 10). Household Income & Basic Amenities Survey Report 2019. Department of Statistics Malaysia. https://www.dosm.gov.my/v1/index.php?r=column/cthemByCat&cat=120&bul_id=TU00TmRhQ1N5TUxHVWN0T2VjbXJYZz09&menu_id=amVoWU54UTl0a21NWmdhMjFMMWcyZz09
- DOSM (2022, July 22). Press Release Current Population Estimates, Malaysia, 2022. Prime Minister’s Department, Department of Statistics Malaysia. <https://www.dosm.gov.my/v1/index.php?r=column/pdfPrev&id=dTZXanV6UUdyUEQ0SHNWOVhpSXNMUT09>
- Durosaiye, I.O., Hadjri, K., and Liyanage, C.L., (2019). A critique of post-occupancy evaluation in the UK. *Journal of housing and the built environment*, 34 (1), 345–352
- Easterby-Smith, M., *et al.* (2003). *Management Research: An Introduction*. 2nd ed. London: SAGE Publications.
- Ebunoluwa Odeyemi & Kimberly Skobba. (2021). Who is at the table? Civic engagement in small town housing decisionmaking, *Local Government Studies*, 47: 6, 1014-1036, DOI: 10.1080/03003930.2020.1864334
- Egan (2004). *The Egan Review Skills for Sustainable Community*. Office of the Deputy Prime Minister, Eland House, Bressenden Place, London, 19-26.
- Eldabi, Irani, Z., & Paul, R. J. (2002). *Health Informatics*. Emerald Publishing Limited.
- Embassy of Japan, M. I. (2012, August 28). *Signing of Memorandum of Understanding on Friendship City between Hioki City, Kagoshima and Subang Jaya Municipal Council*. <https://www.my.Emb-Japan.go.jp/>. Retrieved February 17, 2023, from <https://www.my.emb-japan.go.jp/English/bilateral/FriendCity.html>

- Embong, A. R. (1996). Social transformation, the state and the middle classes in post-independence Malaysia. *Southeast Asian Studies*, 34(3), 524–547.
- Empidi, A. V. A., & Emang, D. (2021). Understanding public intentions to participate in protection initiatives for forested watershed areas using the theory of planned behavior: a case study of Cameron Highlands in Pahang, Malaysia. *Sustainability*, 13(8), 4399. <https://doi.org/10.3390/su13084399>
- EPU (2020). The Malaysian Economic in Figures 2020, Economic Planning Unit, Prime Minister Department, Malaysia.
- EPU (2020). Development and Monitoring Planning Process and Mechanism. Economic Planning Unit, Prime Minister Department, Malaysia. <https://www.epu.gov.my/en/economic-developments/economic-management/development-and-monitoring-planning-process-and-mechanism>
- Esposito, John L., & John O. Voll. (1996). Islam and democracy. New York: Oxford University Press.
- Etuk, L. E., M. L. Rahe, M. S. Crandall, M. Sektnan, & S. Bowman. 2013“. Rural Leadership Development: Pathways to Community Change.” *Community Development* 44 (4): 411-425. doi: 10.1080/15575330.2012.761639
- Etzioni, A. (2016). Is transparency the best disinfectant?. *Available at SSRN 2731880*.
- EU (2002), “Corporate social responsibility: a business contribution to sustainable development”, COM(2002) 347 final, Commission of the European Communities, Brussels.
- Euler, J., & Heldt, S. (2018). From information to participation and self-organization: Visions for European river basin management. *Science of the Total Environment*, 621, 905-914.
- Faaland, J., Parkinson, J., & Saniman, R. (2003). Growth and ethnic inequality. Kuala Lumpur: Utusan Publications and Distributions.
- Fell, T., & Mattsson, J. (2021). The Role of Public-Private Partnerships in Housing as a Potential Contributor to Sustainable Cities and Communities: A Systematic Review. *Sustainability*, 13(14), 7783. MDPI AG. Retrieved from <http://dx.doi.org/10.3390/su13147783>
- Fernandez, S. and Rainey, H.G. (2006), “Managing successful organizational change in the public sector”, *Public Administration Review*, Vol. 66 No. 2, pp. 168-176.
- Fernando. (2006). The Position of Islam in the Constitution of Malaysia. *Journal of Southeast Asian Studies* (Singapore), 37(2), 249–266. <https://doi.org/10.1017/S0022463406000543>
- Fischer, F. (2018). Participatory governance: From theory to practice. UK: Oxford University Press.
- Fischer, Frank, (2012). Participatory Governance: From Theory to Practice', in David Levi-Faur (ed.), *The Oxford Handbook of Governance*; online edn, Oxford Academic, 18 Sept. 2012), <https://doi-org.waseda.idm.oclc.org/10.1093/oxfordhb/9780199560530.013.0032>, accessed 4 Oct. 2022.
- Flamholtz, E. and Randle, Y. (2008), *Leading Strategic Change, Bridging Theory and Practice*, Cambridge University Press, Cambridge.

- Flick, U. (1998). *An introduction to qualitative research. Theory, method and applications*. London: SAGE Publications.
- Forester J. (1993). *Critical Theory, Public Policy and Planning Practice* (State University of New York Press, Albany, NY)
- Fox, and Stoett, P. (2016). Citizen Participation in the UN Sustainable Development Goals Consultation Process: Toward Global Democratic Governance? *Global Governance*, 22 (4), 555-573. <https://doi.org/10.1163/19426720-02204007>
- Francisco, A.A. and Matter, K. (2007). *Poverty Observatory in Mozambique Final Report*. Commissioned to Gerster Consulting by the Swiss Agency for Development and Cooperation (SDC) and the Participation and Civil Engagement Department Team in the Social Development Department of the World Bank.
- Fraser, N. (2013). *Fortunes of feminism: From state-managed capitalism to neoliberal crisis*. London, UK: Verso.
- FreeMalaysiaToday (2021). "Govt must act on RM620mil losses highlighted in audit report", says Agong. November 13, 2021. Retrieved on 17th February 2022. <https://www.freemalaysiatoday.com/category/nation/2021/11/13/govt-must-act-on-rm620mil-losses-highlighted-in-audit-report-says-agong/>
- Freluh-Larsen, A., Chivers, C. A., Herb, I., Mills, J., & Reed, M. (2023). The role of public consultations in decision-making on future agricultural pesticide use: insights from European Union's Farm to Fork Strategy public consultation. *Journal of Environmental Policy & Planning*, 1-17.
- Fung A. (2015). "Putting the Public Back into Governance: The Challenges of Citizen Participation and Its Future". *Public Administration Review*. 75 (4) 513-522.
- Garland, R. (2009). *Project Governance: A practical guide to effective project decision making*. London, Kopanpage.
- Garvin, Michael J. (2009). *Governance of PPP projects through contract provisions*. Paper presented at Conference of Leadership and Management of Construction, Blacksburg, VA, USA, January 1.
- Gasik, S. (2016). Are public projects different than projects in other sectors? Preliminary results of empirical research. *Procedia Computer Science*, 100, 399-406. <https://doi.org/10.1016/j.procs.2016.09.175>
- Gaventa, J. (2002). Towards Participatory Local Governance: Six Propositions for Discussion. *Currents*, 29(1999), 29–35.
- Gavriliuță, A. F., & Lotos, C. V. (2018). Good Governance and the Rule of Law-Major Pillars of Economic Efficiency. *Journal of Public Administration, Finance & Law*, 13.
- Gibson-Graham, J. K., & Cameron, J. (2007). Community enterprises: imagining and enacting alternatives to capitalism [Paper in: Counter Alternatives. Palmer, Victoria (ed)]. *Social Alternatives*, 26(1), 20-25.
- Gil. (2020). The sister cities program and tourism. *Journal of Hospitality and Tourism Management*, 45, 182–191. <https://doi.org/10.1016/j.jhtm.2020.08.012>

- Gisselquist, Rachel M. (2012) : Good governance as a concept, and why this matters for development policy, WIDER Working Paper, No. 2012/30, ISBN 978-92-9230-493-5, The United Nations University World Institute for Development Economics Research (UNU-WIDER), Helsinki.
- Goh, B. L. (1990) *Urban Planning in Malaysia: History, Assumptions and Issues*. Petaling Jaya: Tempo Publishing (M) Sdn Bhd, p.101 .
- Gondokusuma, M. I. C., Kitagawa, Y., & Shimoda, Y. (2019, July). Smart community guideline: case study on the development process of smart communities in Japan. In *IOP conference series: Earth and environmental science* (Vol. 294, No. 1, p. 012017). IOP Publishing.
- Great Britain. Office of the Deputy Prime Minister (ODPM). (2004). *The Egan review: skills for sustainable communities*. Office of the Deputy Prime Minister, London, England. Oregon Statewide from (artikel Maidin 2011)-Obtained from the Internet version at <http://darkwing.uoregon.edu>.
- Grote, & Gbikpi, B. (2002). Participatory Governance [electronic resource]: Political and Societal Implications / edited by Jürgen Grote, Bernard Gbikpi. (Grote & B. Gbikpi, Eds.; 1st ed. 2002.). VS Verlag für Sozialwissenschaften. <https://doi.org/10.1007/978-3-663-11003-3>
- Guest, Namey, E., & McKenna, K. (2017). How Many Focus Groups Are Enough? Building an Evidence Base for Nonprobability Sample Sizes. *Field Methods*, 29(1), 3–22. <https://doi.org/10.1177/1525822X16639015>
- Guo, Feng, Yan Chang-Richards, Suzanne Wilkinson, & Ti Cun Li. (2014). Effects of project governance structures on the management of risks in major infrastructure projects: A comparative analysis. *International Journal of Project Management* 32: 815–26.
- Gupta, A., & Mason, M. (2016). Disclosing or obscuring? The politics of transparency in global climate governance. *Current Opinion in Environmental Sustainability*, 18, 82–90.
- Gustafson, P., & Hertting, N. (2017). Understanding Participatory Governance: An Analysis of Participants' Motives for Participation. *American Review of Public Administration*, 47(5), 538–549. <https://doi.org/10.1177/0275074015626298>
- Halfpenny, R. (1979) The analysis of qualitative data. *Sociological Review*, 27, (4): pp. 799-825.
- Halvorsen, K. (2001). Assessing public participation techniques for comfort, convenience, satisfaction, and deliberation. *Environmental Management* 28:179–186.
- Halvorsen, K. (2003). Assessing the effects of public participation. *Public Administration Review* 63:535–544.
- Haniffa, R. M., & Cooke, T. E. (2002). Culture, corporate governance and disclosure in Malaysian corporations. *Abacus*, 38(3), 317-349.
- Hansen, H., Christensen, L., & Flyverbom, M. (2015). Introduction: Logics of Transparency in Late Modernity: Paradoxes, Mediation and Governance. *European Journal of Social Theory*, 18(2), 117–131.
- Hansman, H. (2014). All Firms are Cooperative and so are Governments. *Journal of Entrepreneurial and Organizational Diversity*, 2(2), 1-10.
- Hardt, M. (1995). Gilles Deleuze. An Apprenticeship in Philosophy. Minneapolis: University of Minnesota Press.

- Harold Kerzner (2009). *Project management: case studies* : pbk (3rd ed). John Wiley & Sons.
- Harrison, & Reilly, T. M. (2011). Mixed methods designs in marketing research. *Qualitative Market Research*, 14(1), 7–26. <https://doi.org/10.1108/13522751111099300>
- Hart, C. (2003) *Doing a Literature Review-releasing the Social Science Research Imagination*. London: SAGE Publications.
- Hartley, N., & Wood, C. (2005). Public participation in environmental impact assessment—implementing the Aarhus Convention. *Environmental impact assessment review*, 25(4), 319-340.
- Hay, R., et al., (2018). Post-occupancy evaluation in architecture: experiences and perspectives from UK practice. *Building research & information*, 46 (6), 698–710.
- Heald, D. (2006). The Varieties of Transparency. In C. Hood & D. Heald (Eds.), *Transparency – Key to Better Governance?* Oxford: Oxford University Press.
- Healey, P. (1998). Building Institutional Capacity Through Collaborative Approaches to Urban Planning. *Environment and Planning A* Vol. 30, p. 1531-1546.
- Hellström, Magnus, Inkeri Ruuska, Kim Wikström, and Daniel Jåfs. (2013). Project governance and path creation in the early stages of Finnish nuclear power projects. *International Journal of Project Management* 31: 712–23.
- Hembd, J., & Silberstein, J. (2010). Sustainability and Community Development. *Introduction to community development: Theory, practice, and service-learning*, 261.
- Hens, L. (2005). The rio declaration on environment and development. *Regional sustainable development review: Africa*. Oxford, UK, Eolss Publishers.
- Hentschke, C.D.S., Torres Formoso, C., and Echeveste, M.E., (2020). A customer integration framework for the development of mass customised housing projects. *Sustainability*, 12 (21), 8901.
- Hood, C. (2006). Transparency in Historical Perspective. In C. Hood & D. Heald (Eds.), *Transparency: The Key to Better Governance?* (pp. 3–23). Oxford: Oxford University Press.
- Hood, C., & Heald, D. (2006). *Transparency: The key to better governance?* (Vol. 135). Oxford University Press for The British Academy.
- Howe, Brendan and Kamaruddin, Nurliana. (2016). Good Governance and Human Security in Malaysia: Sarawak’s Hydroelectric Conundrum. *Contemporary Southeast Asia: A Journal of International and Strategic Affairs*. 38. 81-105. 10.1353/csa.2016.0005.
- HM Government (2005). *Securing the future: delivering UK sustainable development strategy*. London: The Stationery Office.
- Huang, Z., & Du, X. (2015). Assessment and determinants of residential satisfaction with public housing in Hangzhou, China. *Habitat International*, 47, 2015, 218-230
- Ianniello M, Iacuzzi S, Fedele P, Brusati L (2019) Obstacles and solutions on the ladder of citizen participation: a systematic review. *Public Manag Rev* 21(1):21–46.

- ICU (2015). *Managing Expectations Public Project Management: Concepts, Practical and Reality*. Implementation Coordination Unit, Prime Minister Department of Malaysia. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.
- Innes, J., and S. Connick. (1999). San Francisco estuary project. Pages 801– 828 in L. Susskind, S. McKernan, and J. Thomas-Larmer, editors. *The consensus building handbook*. Sage Publications, Thousand Oaks, California.
- Ishak, M. M. (1999). *From plural society to Bangsa Malaysia: Ethnicity and nationalism in the politics of nation-building in Malaysia* (Ph.D. thesis). University of Leeds.
- ISIS (2013). *ISIS Roundtable: Providing Public and Affordable Housing for Malaysia*. Institute of Strategic and International Studies (ISIS) Malaysia. Retrieved from www.isis.org.my/files/IF_2013/IF3_2013.pdf
- Iyer, L. S., & Rao, S. (2017). Transparency and effective e-Governance: a case of telecentres in the Indian State of Karnataka. *Transforming Government: People, Process and Policy*. Jabatan Penerangan (2022). “Kerajaan.” *Jabatan Penerangan Malaysia*, <https://www.penerangan.gov.my/japenv2/index.php/kerajaan/>. Accessed 17th January 2023.
- Jacobs, M. (1995). *Sustainability and Socialism*. London: SERA (Socialist Environment Resource Association).
- Jacob, M., & Rocha, C. (2021). Models of governance in community gardening: administrative support fosters project longevity. *Local Environment*, 26(5), 557-574.
- Jamaiudin. (2019). Good governance in Malaysia: Assessing public perceptions on the implementation of national transformation policy, 2011-2016. *Intellectual Discourse*, 27, 719–743.
- Jamaluddin, N. B., Abdullah, Y. A., & Hamdan, H. (2016). Encapsulating the delivery of affordable housing: An overview of Malaysian practice. In *MATEC Web of Conferences* (Vol. 66, p. 00047). EDP Sciences.
- Janning, Khlif, W., & Ingley, C. (2020). *The Illusion of Transparency in Corporate Governance [electronic resource] : Does Transparency Help or Hinder True Ethical Conduct? / by Finn Janning, Wafa Khlif, Coral Ingley. (1st ed. 2020).* Springer International Publishing. <https://doi.org/10.1007/978-3-030-35780-1>
- Jatarona, Nurul & Md Yusof, Aminah & Ismail, Syuhaida & CHAI, saar. (2016). Public construction projects performance in Malaysia. *Journal of Southeast Asian Research*. 1-7. 10.5171/2016.940838.
- Johannsen, J.-A. (1997) Aspects of casual processes in social systems: Discussions of methodology. *Kybernetes*, 26, (1): pp. 30-51.
- John, Bruce & Tim, (2003). *Principle for Good Governance in the 21st Century*. Policy Brief. No.15. Institute on Governance.
- Jones-Correa, Michael A. and David L. Leal. (2001). Political participation: Does religion matter? *Political Research Quarterly* 54(4):751-70.
- Jomo, K. S., & Sundaram, J. K. (2004). *The new economic policy and interethnic relations in Malaysia*. UN Research Institute for Social Development.

- Jomo, K. S. (2017). The new economic policy and interethnic relations in Malaysia. In *Global Minority Rights* (pp. 239-266). Routledge.
- Jonny Klakegg, Ole. (2009). Pursuing relevance and sustainability: Improvement strategies for major public projects. *International Journal of Managing Projects in Business* 2: 499–518.
- Kagioglou, M., Cooper, R., Aouad, G., Hinks, J., Sexton, M., & Sheath, D. (1998). Generic design and construction process protocol: final report. *The University of Salford*.
- Kagioglou, M., Cooper, R., Aouad, G., & Sexton, M. (2000). Rethinking construction: the generic design and construction process protocol. *Engineering, construction and architectural management*.
- Kamal, E.M., Lai, K.S. and Yusof, N., (2020). The low-middle income housing challenges in Malaysia. *Planning Malaysia*, 18(1), pp.102–17. <https://doi.org/10.21837/pm.v18i1.713>
- Kamariah D. & Dolbani M. (2006) Public Participation in Planning for Sustainable Development: Operational Questions and Issues. *Alam Cipta International Journal on Sustainable Tropical Design Research & Practice*. 1, 8.
- Kamarudin Ngah (1991) *Pengenalan Penyertaan Awam*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Kaur, H., Singh, L., & Rahman, S. (2017). Evaluating Public Participation Mechanisms in LA21 Programs in Malaysia. *Global Journal of Business and Social Science Review (GJBSSR)*, 5(3), 76-83. www.gatreenterprise.com/GATRJournal/index.html
- Kassel D. S. (2010), *Managing Public Sector Projects: A Strategic Framework for Success in an Era of Downsized Government*, CRC Press, Boca Raton, USA
- Kaufmann, D., Kraay, A., and Zoido-Lobaton, P., (1999b). *Governance matters*. World Bank Policy Research Working Paper, 2196.
- Kaufmann, D., Kraay, A., and Mastruzzi, M., (2009). *Governance matters VIII: aggregate and individual governance indicators*. World Bank Policy Research Working Paper, 4978.
- Kedung, B. (2021, July 12). *Perkongsian Jangka Panjang Antara Dua Komuniti Di 2 Negara, Ketahui Apa Itu 'Sister Cities'*. [iloveborneo.my](https://www.iloveborneo.my). Retrieved February 17, 2023, from <https://www.iloveborneo.my/perkongsian-jangka-panjang-antara-dua-komuniti-di-2-negara-ketahui-apa-itu-sister-cities/>
- Keene, Danya E. (2016). “‘We Need to Have a Meeting’: Public Housing Demolition and Collective Agency in Atlanta, Georgia,” *Housing Policy Debate* 26 (1): 210-230.
- Kenny, A., Hyett, N., Sawtell, J., Dickson-Swift, V., Farmer, J., & O’Meara, P. (2013). Community participation in rural health: a scoping review. *BMC health services research*, 13(1), 1-8.
- Keping, Y. (2018). *Governance and Good Governance: A New Framework for Political Analysis*. *Fudan Journal of the Humanities and Social Sciences*, 11(1), 1–8. <https://doi.org/10.1007/s40647-017-0197-4>
- Keraminiyage, K. P. (2009). *Achieving high process capability maturity in construction organisations*. University of Salford (United Kingdom).

- Kerzner, H., & Kerzner, H. R. (2013). Project management: A systems approach to planning, scheduling, and controlling. Retrieved from <https://ebookcentral-proquest-com.ez.wul.waseda.ac.jp>
- Kerzner. (2017). Project management [electronic resource]: a systems approach to planning, scheduling, and controlling / Harold Kerzner. (12th ed.). Wiley.
- Khalid, M. A., Alam, Md. M., Said, J. (2016), Empirical Assessment of Good Governance in the Public Sector of Malaysia, *Economics and Sociology*, Vol. 9, No 4, pp. 289-304. DOI: 10.14254/2071-789X.2016/9-4/18
- Khan, F. (2016). Combating corruption in Pakistan. *Asian Education and Development Studies*, 5(2), 195-210.
- Khan, Asadullah, Ammar Hussain, Muhammad Waris, Ishak Ismail, and Muhammad Ilyas. (2018). Infrastructure project governance: An analysis of public sector project in northern Pakistan. *Journal of Governance and Integrity* 1: 120–34
- Khan, A., Waris, M., Ismail, I., Sajid, M. R., Ullah, M., & Usman, F. (2019). Deficiencies in project governance: an analysis of infrastructure development program. *Administrative sciences*, 9(1), 9.
- Khwaja, A.I. (2004). Is increasing community participation always a good thing? *Journal of the European Economic Association* 2(2–3).
- Ki-moon, B. (2007). Universal declaration of human rights. *New York, NY: United Nations*.
- Kim, M.J., Oh, M.W., and Kim, J.T., (2013). A method for evaluating the performance of green buildings with a focus on user experience. *Energy and buildings*, 66, 203–210.
- Kieti, D. M., Manono, G., & Momanyi, S. (2013). Community conservation paradigm: the case studies of Mwaluganje Elephant Sanctuary and ILNgesi Community Conservancy in Kenya.
- KKDW (2020, Nov 25). "Jabatan Dan Agensi." *KEMENTERIAN KEMAJUAN DESA DAN WILAYAH*, <https://www.rurallink.gov.my/jabatan-dan-agensi/>.
- Kleinhans, R., Van Ham, M., & Evans-Cowley, J. (2015). Using social media and Mobile Technologies to Foster Engagement and SelfOrganization In Participatory Urban Planning And Neighbourhood Governance. *Planning practice & research*, 30(3), 237-247.
- Korten, David C. (1992). "Sustainable Development." *World Policy Journal*, 9(1):157-90.
- Kotler, P., 1996. *Marketing management: analysis, planning, implementation, and control*. 6th ed. Hoboken, NJ: Prentice-Hall
- Kotus, J., & Sowada, T. (2017). Behavioural model of collaborative urban management: extending the concept of Arnstein's ladder. *Cities*, 65, 78-86.
- Kosack, S., & Fung, A. (2014). Does Transparency Improve Governance? *Annual Review of Political Science*, 17, 65–87.
- Kovac. (2012). Ethics of Officials in the Context of (Slovene) Good Administration. *NISPAcee Journal of Public Administration and Policy*, 5(1), 23–53. <https://doi.org/10.2478/v10110-012-0002-3>

- Kovač, Tomaževič, N., Leben, A., & Aristovnik, A. (2016). Reforming public administration in Slovenia: between theory and practice of good governance and good administration. *International Journal of Public Policy*, 12(3-6), 130–148. <https://doi.org/10.1504/IJPP.2016.079732>
- KKDW (2022). Department and Agencies of Ministry of Rural Development Malaysia. <https://www.rurallink.gov.my/jabatan-dan-agensi/>
- Krippendorff. (2004). *Content analysis: An Introduction to Its Methodology* / Klaus Krippendorff. (2nd ed.). Sage.
- KRT Taman Sungai Dua Utama Phase 1. <https://www.facebook.com/krttsdu/> Retrieved on 20th February 2021.
- Kundeliene, K., & Leitoniene, S. (2015). Business information transparency: Causes and evaluation possibilities. *Procedia – Social and behavioral sciences*, 213 (20th international scientific conference economics and management 2015 (ICEM-2015)), 340–344. <http://dx.doi.org/10.1016/j.sbspro.2015.11.548>.
- Lam, Pui-Yan. (2002). As the flocks gather: How religion affects voluntary association participation. *Journal for the Scientific Study of Religion* 41(3):405-22.
- Larsson, T. (1998). 'How Open Can a Government Be? The Swedish Experience', in V. Deckmyn and I. Thomson (eds), *Openness and Transparency in the European Union*. Maastricht: European Institute of Public Administration, pp. 39–51.
- Laskey, A. B., & Nicholls, W. (2019). Jumping off the ladder: Participation and insurgency in Detroit's urban planning. *Journal of the American Planning Association*, 85(3), 348-362. DOI:10.1080/01944363.2019.1618729
- Latiff, A. M. A Jaapar, A., and Isa, C. M. M. 2020. Project governance practices in urban public housing projects: a case study of public housing in Malaysia. *Construction Economics and Building*, 20:4, 120-136. [http:// dx.doi.org/10.5130/AJCEB.v20i4.7166](http://dx.doi.org/10.5130/AJCEB.v20i4.7166)
- Lee, L. M. (2002) Who's the Ultimate Planning Authority in Malaysia? reviewing the Powers and Role of the Appeal Board. *Journal of Malaysian and Comparative Law*.
- Lee, C., & Chew-Ging, L. (2017). The evolution of development planning in Malaysia. *Journal of Southeast Asian Economies*, 436-461.
- Lele, Sharachchandra, (1991). "Sustainable Development: A Critical Review." *World Development*, 19(6):607-21.
- Levin, D.M. (1988). *The Opening of Vision: Nihilism And The Postmodern anduation*. London: Routledge.
- Lewis S., Bambra C., Barnes A., et al. (2019). "Reframing 'participation' and 'inclusion' in public health policy and practice to address health inequalities: Evidence from a major resident-led neighbourhood improvement initiative". *Health and Social Care in the Community*. 27: 199-206. <https://doi.org/10.1111/hsc.12640> PMID: 30198072
- Lichfield, N. (1996). *Community Impact Evaluation*. London: UCL Press.
- Lim, S. B. (2020). *Membina model bandar pintar berpusatkan rakyat di Malaysia* (Doctoral dissertation, Universiti Kebangsaan Malaysia).

- Lim, S., Malek, J. A., Hussain, M. Y., & Tahir, Z. (2018). Citizen participation in building citizen-centric smart cities. *Malaysian Journal of Society and Space*, 14(4), 42-53.
- Lim, S. B., Malek, J. A., & Yigitcanlar, T. (2021). Post-materialist values of smart city societies: International comparison of public values for good enough governance. *Future Internet*, 13(8), 201. <https://doi.org/10.3390/fi13080201>
- Lim, S. B., Abdul Malek, J., Hussain, M. Y., & Tahir, Z. (2021). Malaysia Smart City Framework: A trusted framework for shaping smart Malaysian citizenship? In *Handbook of smart cities* (pp. 515-538). Cham: Springer International Publishing.
- Lim, S. B., Mazhar, M. U., Malek, J. A., & Yigitcanlar, T. (2021). The right or wrong to the City? Understanding citizen participation in the pre-and post-COVID-19 Eras in Malaysia. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(4), 238. <https://doi.org/10.3390/joitmc7040238>
- Lim, S. B., & Yigitcanlar, T. (2022). Participatory governance of Smart cities: Insights from e-participation of Putrajaya and Petaling Jaya, Malaysia. *Smart Cities*, 5(1), 71-89. <https://doi.org/10.3390/smartcities5010005>
- Lindblom, C. E. (1965). *The intelligence of democracy: Decision making through mutual adjustment*. New York: Free Press.
- Lloyd, J. 2005. 'Morals and the Story', FT Magazine, 10/11 September.
- Loewenstein, G., Sunstein, C. R., & Golman, R. (2014). Disclosure: Psychology changes everything. *Annu. Rev. Econ.*, 6(1), 391-419.
- Lukić, I. (2011). Influence Of Planning and Civil Initiative, As A Form of Public Intervention, on Gentrification. *Spatium*, 25: 56-66.
- Luloff, A.E., 1990, "Community and Social Change: How Do Small Communities Act?" Pp. 214-227 in A.E. Luloff and Louis E. Swanson (eds.) *American Rural Communities*. Boulder, CO: Westview Press.
- Lundin, R.A. and Söderholm, A. (1995), "A theory of the temporary organization", *Scandinavian Journal of Management*, Vol. 11 No. 4, pp. 437-55.
- Lund, M. (2013). *Cooperative Equity and Ownership: An Introduction* is published by the University of Wisconsin Center for Cooperatives.
- Lundin, R. A., & Söderholm, A. (1995). A theory of temporary organization. *Scandinavian Journal of management*, 11(4), 437-455.
- (Madani, 2023)
- Madon, Malecela, M. N., Mashoto, K., Donohue, R., Mubyazi, G., & Michael, E. (2018). The role of community participation for sustainable integrated neglected tropical diseases and water, sanitation and hygiene intervention programs: A pilot project in Tanzania. *Social Science & Medicine* (1982), 202, 28–37. <https://doi.org/10.1016/j.socscimed.2018.02.016>
- Mah, D. N. Y., & Hills, P. (2014). Participatory governance for energy policymaking: A case study of the UK nuclear consultation in 2007. *Energy Policy*, 74, 340-351.

- MA. Hassan, Hamdan, H., Abdullah, J. & Abdullah, Y.A. (2017) Location Housing Affordability: A quality of life indicator in Malaysia, *Environment-Behaviour Proceedings Journal*, Vol.2, No.4 Available at: <https://ebpj.eiph.co.uk/index.php/EBProceedings/article/view/940>
- Maidin, A. J. (2011). Access to public participation in the land planning and environmental decision making process in Malaysia. *International Journal of Humanities and Social Sciences*, 1(3), 148-164.
- Majah, S. I. (n.d.). Sunan Ibn Majah: Book on trials (3950), Al-Tirmizi (2167), Abu Dawud (4253), Ahmad (27267), Musnad Abd ibn Hamid (1224), and Al-Hakim (8664).
- Majid, N. M. A. (2010). *Digital democracy in Malaysia: towards enhancing citizen participation* (Doctoral dissertation, Victoria University).
- Malaysia MADANI. (2023, November 17). *Definasi Malaysia MADANI*. <https://malaysiamadani.gov.my/pengenalan/>
- Malena, C. (2009). Building political will for participatory governance: An introduction. *From political won't to political will: Building support for participatory governance*, 3-30.
- Malek, J. A., Lim, S. B., & Yigitcanlar, T. (2021). Social Inclusion Indicators for Building Citizen-Centric Smart Cities: A Systematic Literature Review. *Sustainability* 2021, 13, 376. <https://doi.org/10.3390/su13010376>
- Maliene, V. Howe, J. and Malys, N. (2008). Sustainable communities: affordable housing and socio-economic relations. *Local Economy*, 23(4), 267-276.
- Manaf, H. A., Mohamed, A. M., & Lawton, A. (2016). Assessing Public Participation Initiatives in Local Government Decision-Making in Malaysia. *International Journal of Public Administration*, 39(11), 812–820. <https://doi.org/10.1080/01900692.2015.1035788>
- Manaf, H. A., Mohamed, A. M., & Harvey, W. S. (2023). Citizen perceptions and public servant accountability of local government service delivery in Malaysia. *International Journal of Public Administration*, 46(12), 823-832.
- Marife M Ballesteros, & Jenica A Ancheta. (2021). Participatory Governance Institutions for Social Housing in the Philippines: Do Local Housing Boards Matter? *Journal of Philippine Development*, 45(1), 1–27.
- Mark Yuen Teen (2021). Corporate Governance Driving Value Creation in Asia-Pacific: Corporate Governance in Malaysia Exceeding Expectations. Report <https://governanceforstakeholders.com/2021/09/21/new-report-corporate-governance-in-malaysia-exceeding-expectations/>
- Marzuki A, Hay I, James J. (2012). Public participation shortcomings in tourism planning: the case of the Langkawi Islands, Malaysia. *J Sustainable Tourism*. 20(4):585–602.
- Marzukhi, M. A. (2020). Sustainability Discourse in Participatory Planning: The Case of Malaysia. *International Journal of Urban Sustainable Development*, 12(2), 236–250. <https://doi.org/10.1080/19463138.2020.1719497>
- Maslova, S., & Burgess, G. (2023). Delivering human-centred housing: Understanding the role of post-occupancy evaluation and customer feedback in traditional and innovative social housebuilding in England. *Construction Management and Economics*, 41(4), 277-292.

- Masuo, K. (2020). Reorganization of the local housing production system for maintaining and improving the historic landscape. In *Japanese Machizukuri and Community Engagement* (pp. 143-152). Routledge.
- Matei, A. and Drumasu, C., (2015). Corporate governance and public sector entities. *Procedia Economics and Finance*, 26(15), pp.495–504. [https://doi.org/10.1016/S2212-5671\(15\)00879-5](https://doi.org/10.1016/S2212-5671(15)00879-5).
- Mat Johari (1983). *Regional Development in West Malaysia: A Comparative Effectiveness Study of JENGA, DARA, KEJORA and KETENGAH*, Kuala Lumpur: INTAN.
- Matsuura, K. (2020). Revitalization of the central urban area by local residents in Nabari City, Mie Prefecture1. In *Japanese Machizukuri and Community Engagement* (pp. 122-132). Routledge.
- Mastronardi, L., & Romagnoli, L. (2020). Community-based cooperatives: A new business model for the development of Italian inner areas. *Sustainability*, 12(5), 2082.
- McGrath, Stephen Keith, & Stephen Jonathan Whitty. (2015). Redefining governance: From confusion to certainty and clarity. *International Journal of Managing Projects in Business* 8: 755–87.
- McKinsey Global Institute (2014). A blueprint for addressing the global affordable housing challenge.
- Md. Wasiul Islam, Lisa Ruhanen & Brent W. Ritchie (2018) Tourism governance in protected areas: investigating the application of the adaptive co-management approach, *Journal of Sustainable Tourism*, 26:11, 1890-1908, DOI: 10.1080/09669582.2018.1526291
- MEA (2018, Oct 18). “Mid-Term Review of the Eleventh Malaysia Plan 2016-2020.” *Official Portal of Ministry of Economy Affairs, Malaysia*.
<https://www.epu.gov.my/en/economic-developments/development-plans/rmk/mid-term-review-eleventh-malaysia-plan-2016-2020>.
- MEA (2019, Oct 5). “Shared Prosperity Vision 2030.” *Malaysia Shared Prosperity Vision 2030*, Ministry of Economic Affairs <https://www.epu.gov.my/sites/default/files/2020-02/Shared%20Prosperity%20Vision%202030.pdf>.
- MEA (2021). “Twelfth Malaysia Plan, 2021-2025.” *Twelfth Malaysia Plan, 2021-2025*, Ministry of Economy., Malaysia. <https://rmke12.epu.gov.my/en>.
- Meikeng, Yuen. (2020, Sept 27). “Boosting Connectivity.” *The Star*, <https://www.thestar.com.my/news/focus/2020/09/27/boosting-connectivity>.
- Merriam Webster (March 28, 2023). Belief Definition & Meaning. <https://www.merriam-webster.com/dictionary/belief>. Accessed March 28, 2023.
- Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. Hoboken, NJ: John Wiley & Sons.
- Mesmer, P. (2019), *A Ishinomaki au Japon, le design panse les plaies du tsunami* (In Ishinomaki, Japan, the design groom the wounds of the tsunami), *Le Monde*. Available from: <https://bit.ly/2JRuwdl>

- M.E.Swisher, Sandra Rezola & James Sterns, (2009). Sustainable Community Development. FCS7213-Eng series of the Family Youth and Community Sciences Department, Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, University of Florida.
- Mhagama, P. (2016). The importance of participation in development through community radio: A case study of Nkhotakota community radio station in Malawi. *Critical Arts*, 30(1), 45-61.
- Michel A. & De Graaf L. (2017). “Examining citizen participation: local participatory policymaking and democracy revisited”. *Local Government Studies*. 43: 6, 875-881.
- Michels, A., & L. De Graaf. (2010). “Examining Citizen Participation: Local Participatory Policymaking and Democracy.” *Local Government Studies* 43 (6): 477-491. doi: 10.1080/03003930.2010.494101
- Miller, Roger, & Serghei Floricel. (2000). Building governability into project structures. In *The Strategic Management of Large Engineering Projects*. Cambridge: MIT Press.
- Ministry of Housing and Local Government, People and Planning (“The Skeffington Report”, HMSO, 1969), cited in Healy, P., *Local Plans in British Landuse Planning*, (Britain, Pergamon Press, 1983) at p.52. The Skeffington Committee was commissioned in 1968 to study public participation in the structure plan system in Britain.
- Mitreă-Curpanaru, G. G. L. (2021, August). Performance management—a strategic and integrated approach to ensuring the success of organizations. In *IOP Conference Series: Materials Science and Engineering* (Vol. 1169, No. 1, p. 012039). IOP Publishing.
- Mitton C., Smith N., Peacock S., et al. (2009). “Public participation in health care priority setting: A scoping review”. *Health Policy*. 219-228. <https://doi.org/10.1016/j.healthpol.2009.01.005> PMID: 19261347
- MOF (2022). “Principles of good governance for Government Linked Investment Companies. Ministry of Finance, Putrajaya, Malaysia <https://www.mof.gov.my/portal/en/news/press-citations/pgggood-governance-key-to-improving-glics-financial-performance>
- Mol, A. (2014). The lost innocence of transparency in environmental politics. In A. Gupta & M. Mason (Eds.), *Transparency in global environmental governance* (pp. 39–60). Cambridge, MA: MIT Press. doi:10.1016/j.jclepro.2013.11.012
- Mol, A. P. (2010). The future of transparency: Power, pitfalls and promises. *Global environmental politics*, 10(3), 132-143.
- Molyneaux, L., & Head, B. (2020). Why information and transparency about electricity matter: Fragmentation of governance and accountability under New Public Management. *Australian Journal of Public Administration*, 79(1), 143-164.
- Moore, Lazzeroni, and Hernández. (2021). Resident Engagement in the Context of the Rental Assistance Demonstration Program. *Cityscape: A Journal of Policy Development and Research*. Volume 23, Number 2. U.S. Department of Housing and Urban Development, Office of Policy Development and Research.
- Mori, P. A., & Sforzi, J. (Eds.). (2019). *Imprese di comunità: Innovazione istituzionale, partecipazione e sviluppo locale*. Società editrice il Mulino, Spa.

- Morton, L. W., B. L. Allen, & T. Li. (2004). "Rural Housing Adequacy and Civic Structure." *Sociological Inquiry* 74 (4): 464-491. doi: 10.1111/j.1475- 682X.2004.00101.x
- Muhammad Shoeb-Ur-Rahman, David G. Simmons, Michael Shone & Nazmun Ratna (2020). Co-management of Capitals for Community Wellbeing and Sustainable Tourism Development: A Conceptual Framework, *Tourism Planning & Development*, 17:2, 225-236, DOI: 10.1080/21568316.2019.1600161
- Mukhtarov, F., Dieperink, C., & Driessen, P. (2018). The influence of information and communication technologies on public participation in urban water governance: A review of place-based research. *Environmental Science & Policy*, 89, 430-438.
- Muller, R. (2011). Project governance. *Strategic Direction*, 27(2).
- Müller, R., Pemsel, S., & Shao, J. (2015). Organizational enablers for project governance and governmentality in project-based organizations. *International Journal of Project Management*, 33(4), 839-851.
- Mulliner, E and Maliene, V (2011) *CRITERIA FOR SUSTAINABLE HOUSING AFFORDABILITY*. In: 8th International Conference on Environmental Engineering, 19th-20th May 2011, Lithuania.
- MyGov (2023, Apr 27). "e-Participation." *Mygov - the Government of Malaysia's Official Portal*. The Malaysian Administrative Modernisation and Management Planning Unit, Federal Government Administrative Centre, Putrajaya Malaysia. <https://www.malaysia.gov.my/portal/category/823>
- MyGov (2023, Apr 27). "My Government Malaysia Information, Demography Population." *Mygov - the Government of Malaysia's Official Portal*, The Malaysian Administrative Modernisation and Management Planning Unit, Federal Government Administrative Centre, Putrajaya Malaysia. <https://www.malaysia.gov.my/portal/content/30114>.
- Nabatchi, & Amsler, L. B. (2014). Direct Public Engagement in Local Government. *American Review of Public Administration*, 44 (4_suppl), 63S-88S. <https://doi.org/10.1177/0275074013519702>
- Nasution, M. (2008). *Koperasi Menjawab Kondisi Ekonomi Nasional*. Jakarta: PIP & LPEK.
- National Housing Department (2018). National Housing Policy (2018-2025). National Housing Department, Ministry of Housing and Local Government, Malaysia. Retrieved on 13th February 2022. <https://ehome.kpkt.gov.my/index.php/pages/view/430?mid=262>
- National Housing Department (2019). National Affordable Housing Policy (DRMM), National Housing Department, Ministry of Housing and Local Government, Malaysia. Retrieved on 13th February 2022. <https://ehome.kpkt.gov.my/index.php/pages/view/430?mid=262>
- Nazuri, N. S., Rosnon, M. R., Ahmad, N., Suhaimi, S. S. A., Sharifuddin, J., & Wijekoon, R. (2022). Vindication of Linking Social Capital Capacity to Urban Agriculture: A Paradigm of Participation Based on Social Empowerment in Klang Valley, Malaysia. *Sustainability*, 14(3), 1509.
- Nedbal, D., Auinger, A., & Hochmeier, A. (2013). Addressing transparency, communication and participation in Enterprise 2.0 projects. *Procedia Technology*, 9, 676-686.
- Neil Evans (2002), *Machi-zukuri as a new paradigm in Japanese urban planning: reality or myth?* *Japan Forum*, 14:3, 443-464.

- Ng, & Walker, D. H. T. (2008). A study of project management leadership styles across life cycle stages of an IT project in Hong Kong. *International Journal of Managing Projects in Business*, 1(3), 404–427. <https://doi.org/10.1108/17538370810883846>
- Ngah, I. (1993), 'Business Activities in New Townships in Rural Areas of Peninsular Malaysia', (Ph.D Thesis University of Leeds, 1993)
- Ngah, I. (2010). Overview of regional development in Malaysia. In *International Conference on Regional Development: Vulnerability, Resilience and Sustainability*, Universitas Diponegoro, Semarang (pp. 9-10).
- Nperf. "Celcom 3G / 4G / 5G in Perai Coverage Map, Malaysia." *Celcom 3G / 4G / 5G Coverage in Perai, Malaysia - NPerf.com*, <https://www.nperf.com/en/map/MY/1735077.Perai/82.Celcom/signal/>. Accessed on 20th February 2022.
- Noor, E. (2019). Foreign and security policy in the new Malaysia. Available online: <https://www.lowyinstitute.org/publications/foreign-and-security-policy-new-malaysia#sec41256> (accessed on 25th December 2023).
- Nordin, N. A. (2011). *Public participation in planning: a case study of Subang Jaya* (Doctoral dissertation, Universiti Sains Malaysia).
- Norris, Pippa and Ronald Inglehart. (2004). *Sacred and secular: Religion and politics worldwide*. New York: Cambridge University Press.
- Norton Long (artikel Maidin 2011) -Cited in Taylor, N., *Urban Planning Theory Since 1945*, (London, SAGE Publications, 1998) p.83.
- NST (2016, April 7). Penang govt lodges MACC report over Perda land sale | *New Straits Times*. <https://www.nst.com.my/news/2016/04/137777/penang-govt-lodges-macc-report-over-perda-land-sale> Retrieved on 17th February 2022.
- NST (2018, June 7). Review plans to abolish Perda: Pemenang | *New Straits Times*. <https://www.nst.com.my/news/nation/2018/06/377623/review-plans-abolish-perda-pemenang> Retrieved on 17th February 2022.
- NST (2022, Dec 2). *Full List of Malaysian Cabinet Members* | *New Straits Times*. <https://www.nst.com.my/news/politics/2022/12/857133/full-list-malaysian-cabinet-members>.
- Nunes Silva, C. (2020). Citizen Participation in Spatial Planning in Portugal 1920–2020 Non-participation, Tokenism and Citizen Power in Local Governance. In: Nunes Silva, C. (eds) *Contemporary Trends in Local Governance. Local and Urban Governance*. Springer, Cham. https://doi.org/10.1007/978-3-030-52516-3_12
- Ocloo J., Matthews R. (2016). "From tokenism to empowerment: progressing patient and public involvement in healthcare improvement". *BMJ Quality & Safety Online*. 1-7. <https://doi.org/10.1136/bmjqs-2015-004839> PMID: 26993640
- OECD (2019), *Governance as an SDG Accelerator: Country Experiences and Tools*, OECD Publishing, Paris, <https://doi.org/10.1787/06666b085-en>.
- OECD (2019). *Policy coherence for sustainable development 2019: empowering people and ensuring inclusiveness and equality* / OECD. OECD.

- Ogunlana, Stephen O. (2010). Beyond the 'iron triangle': Stakeholder perception of key performance indicators (KPIs) for large-scale public sector development projects. *International Journal of Project Management* 28: 228–36.
- O'Mara-Eves A., Brunton G., McDaid D. (2013). "Community engagement to reduce inequalities in health: a systematic review, meta-analysis and economic analysis". *Public Health Research*: 2013; 1: 4
- Omar, D., & Leh, O. L. H. (2007). Effectiveness of Public Participation Programme: A Feedback from Participants (Sabak Bernam District Local Plan and Kuala Lumpur Structure Plan). *Planning Malaysia*, 5.
- Ono Takashi (2017), *The Method and Practices of 'Machizukuri' movement in Japan based on the idea 'Linkages' theorized by Fumihiko Maki*, *International Research Journal of Engineering and Technology (IRJET)*, Vol. 04, Issue 11, pp. 392-399.
- Osman, M. M. (2008). *Stakeholder participation in the implementation of Local Agenda 21 in Malaysia* (Doctoral dissertation, Universiti Putra Malaysia).
- Osmani, S.R. (2007). Participatory governance: An overview of the issues and evidence. In *Participatory governance and the millennium development goals*. New York: United Nations.
- Ozaki, R., (2003). Customer-focused approaches to innovation in housebuilding. *Construction management and economics*, 21 (6), 557–564
- Pagatpatan C.P., Ward P.R. (2017). "Understanding the factors that make public participation effective in health policy and planning: a realist synthesis". *Australian Journal of Primary Health*. 2017, 23 516-530. <https://doi.org/10.1071/PY16129> PMID: 28641704
- Palermo, V., & Hernandez, Y. (2020). Group discussions on how to implement a participatory process in climate adaptation planning: a case study in Malaysia. *Ecological Economics*, 177, 106791.
- Palumbo, R. (2017). Participatory Governance. In: Farazmand, A. (eds) *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Springer, Cham. https://doi.org/10.1007/978-3-319-31816-5_1834-1
- Papadopoulos, Y. and P. Warin. (2007). Are innovative, participatory and deliberative procedures in policy making democratic and effective? *European Journal of Political Research* 46:445–472.
- Parn, E., et al., (2015). Building Information Modelling (BIM) for UK housing: exploring potential drivers and opportunities to deliver better customer experience. *Mindanao journal of science and technology*, 13, 51–64.
- Patrick Wakely (2020). Partnership: a strategic paradigm for the production & management of affordable housing & sustainable urban development, *International Journal of Urban Sustainable Development*, 12:1, 119-125, DOI: 10.1080/19463138.2019.1647016
- PDC Telco. <http://www.pdctelco.com.my/> Retrieved on 20th February 2022.
- Penang Regional Development Authority Act 1983 (Act 282). http://www.commonlii.org/my/legis/consol_act/lkwppa1983316/ Retrieved on May 5th 2022.

- Penangsentral (2022) <https://www.penangsentral.com.my/>. Retrieved on 20th February 2022.
- Perks, William T. & David R. Van Vliet. (1993). "Sustainable Community Design: Restructuring and Demonstration." Plan Canada, November: 30-6.
- PERDA (2016). Laporan Tahunan PERDA 2016. <https://www.perda.gov.my/penerbitan/laporantahunan/2016.pdf> Retrieved on 14th April 2022.
- PERDA (2017). Laporan Tahunan PERDA 2017. <https://www.perda.gov.my/penerbitan/laporantahunan/2017.pdf> Retrieved on 14th April 2022.
- PERDA (2018). Laporan Tahunan PERDA 2018. <https://www.perda.gov.my/penerbitan/laporantahunan/2018.pdf> Retrieved on 14th April 2022.
- PERDA (2019). Laporan Tahunan PERDA 2019. <https://www.perda.gov.my/penerbitan/laporantahunan/2019.pdf> Retrieved on 14th April 2022.
- PERDA (2020). Laporan Tahunan PERDA 2020. <https://www.perda.gov.my/penerbitan/laporantahunan/2020.pdf> Retrieved on 14th April 2022.
- PERDA (2020) Gallery Collection-Activities. <https://www.perda.gov.my/index.php/media-perda/koleksi-galeri/aktiviti-2020> Retrieved on 17th February 2022.
- PERDA (2022). Background. Homepage. <https://www.perda.gov.my/index.php/latar-belakang> Retrieved on 17th February 2022.
- PERDA (2022). Vision and Mission. Homepage. <https://www.perda.gov.my/index.php/maklumat-kami/maklumat-korporat/visi-dan-misi> Retrieved on 17th February 2022.
- Pintea (2015). The Relationship between Corporate Governance and Corporate Social Responsibility. *Review of Economic Studies and Research* Virgil Madgearu, VIII(1), 91–108.
- Pinto, Jeffrey K. (2014). Project management, governance, and the normalization of deviance. *International Journal of Project Management* 32: 376–87.
- Piller, F.T., Moeslein, K., & Stotko, C.M., (2004). Does mass customization pay? An economic approach to evaluate customer integration. *Production planning & control*, 15 (4), 435–444.
- Plano Clark. (2010). The Adoption and Practice of Mixed Methods: U.S. Trends in Federally Funded Health-Related Research. *Qualitative Inquiry*, 16(6), 428–440. <https://doi.org/10.1177/1077800410364609>
- Porter, M.E. and Kramer, M.R. (2011), “Creating shared value”, *Harvard Business Review*, Vol. 89, pp. 1-2.
- Power, J.D., (2000). Case studies from abroad and from other industries: lessons emerging for house building and renovation. Do your customers get satisfaction? London: CPN Workshop

- Power, Anne (2004). Sustainable Communities and Sustainable Development: A Review of the Sustainable Communities Plan (January 2004). LSE STICERD Research Paper No. CASEREP0RT 23
- P. M. Wiedemann and S. Femers, "Public participation in waste management decision making: Analysis and management of conflicts," *J. Hazard. Mater.*, vol. 33, no. 3, pp. 355–368, 1993.
- Preston, P. W. (2017). The historical development experience of East Asia: Growth, regional networks and the developmental state. In P. W. Preston (Ed.), *Political-cultural developments in East Asia* (pp. 41–77). <https://doi.org/10.1057/978-1-137-57221-9>.
- Preston, S., Mazhar, M. U., & Bull, R. (2020). Citizen engagement for co-creating low carbon smart cities: Practical Lessons from Nottingham City Council in the UK. *Energies*, 13(24), 6615.
- Project Management Institute. (2016). *Governance of Portfolios, Programs and Projects*. Pennsylvania: Project Management Institute.
- PMBOK (2013). *Project Management Body of Knowledge*. 5th ed., Project Management Institute, Campus Boulevard Newtown Square, pp. 790.
- Putnam, Robert D. (1993). *Making democracy work: Civic traditions in modern Italy*. Princeton, NJ: Princeton University Press.
- Quazi, Akef M.A (1987). *Regional Planning in Malaysia: Achievement and Future*, Monograph Faculty of Built Environment, University of Technology Malaysia.
- Quintin Bradley (2020). The use of direct democracy to decide housing site allocations in English neighbourhoods. *Housing Studies*, 35(2), 333-352.
- Radha. (2021). Current cultural importance in Sister City. *International Journal of Advances in Nursing Management*, 9(1), 104–105. <https://doi.org/10.5958/2454-2652.2021.00027.5>
- Raga, K., & Taylor, D. (2005). Impact of accountability and ethics on public service delivery: A South African perspective. *Public Manager*, 34(2), 22.
- Rahim, S. A. (2018). Digital experience and citizen participation in bridging ethnic divide: An analysis of young generation in Malaysia. *Jurnal Komunikasi: Malaysian Journal of Communication*, 34(4), 154-167.
- Ramadan, T. (2013). *To Be a European Muslim. A Study of Islamic Sources in the European Context*. London: Kube Publishing.
- Rapid Penang (2022). Rapid Penang-Bus Service Info <https://myrapid.com.my/bus-train/rapid-penang/rapid-pg-bus/> Retrieved on 22nd February 2022
- Ravallion, M. (2019). *Ethnic inequality and poverty in Malaysia since 1969* (No. w25640). National Bureau of Economic Research.
- Rees, William E. & Mark Roseland (1991). "Sustainable Communities: Planning for the 21st Century." *Plan Canada*, 31(3):15-26.
- Rega, C., & Baldizzone, G. (2015). Public participation in Strategic Environmental Assessment: A practitioners' perspective. *Environmental Impact Assessment Review*, 50, 105-115.

- Remenyi, D., et al. (2003) *Doing research in business and management: An introduction to process and methods*. London: SAGE Publications.
- Roberts, J. (2009). No One Is Perfect: The Limits of Transparency and an Ethic for ‘Intelligent’ Accountability. *Accounting, Organizations and Society*, 34(8), 957–970.
- Roberts, A., & Kelly, G. (2019). Remixing as praxis: Arnstein’s ladder through the grassroots preservationist’s lens. *Journal of the American Planning Association*, 85(3), 301-320.
- Robson. (2002). *Real world research: a resource for social scientists and practitioner-researchers / Colin Robson. (2nd ed.)*. Blackwell.
- Romeli, R. H. (2022, November 25). Income Classification in Malaysia: What is B40, M40, and T20. First Home Buyers. <https://www.iproperty.com.my/guides/what-is-b40-m40-t20-in-malaysia-67464>.
- Rosener, J. 1975. A cafeteria of techniques and critiques. *Public Management* (December): 16-19.
- Rowe, G., and L. Frewer. (2000). Public participation methods: a framework for evaluation. *Science, Technology, & Human Values* 25:3–29
- Rusnah, I., Nazlin Emieza, N., Iskandar Hassan, T. A., Asri, S., Norlaila, I., Norhafizah, A. T., Jusof, K., Sakinah, M. Z. (2011), The Perception of Integrity of Three Public Agencies in Kuala Terengganu, *World Applied Sciences Journal*, 12, pp. 60-63.
- R. Whitaker (2010), “The end of privacy: how total surveillance is becoming a reality (large print 16pt),” *ReadHowYouWant.com*, 2010, pp. 328.
- Saad, S. (2012). Re-building the concept of nation building in Malaysia. *Asian Social Science*, 8(4), 115–123. <https://doi.org/10.5539/ass.v8n4p115>.
- Saari, M. Y., Dietzenbacher, E., & Los, B. (2015). Sources of income growth and inequality across ethnic groups in Malaysia, 1970–2000. *World development*, 76, 311-328.
- Sabina Maslova & Gemma Burgess (2022). Delivering human-centred housing: understanding the role of post-occupancy evaluation and customer feedback in traditional and innovative social housebuilding in England, *Construction Management and Economics*, DOI: 10.1080/01446193.2022.2111694
- Sackmann, S.A., Eggenhofer-Rehart, P.M. & Friesl, M. (2009), “Sustainable change: long-term efforts toward developing a learning organization”, *Behavior Science*, Vol. 45 No. 4, pp. 521-549.
- Salamon, S. (2003). *Newcomers to Old Towns: Suburbanization of the Heartland*. Chicago, IL: University of Chicago Press.
- Salleh, M. A., Abu Hussin, M. F., Hehsan, A., Junaidi, J., Mohamed, A. M. H., & Nazri, N. A. S. (2018). THE ROLES OF NON-STATE ACTORS IN ERADICATING POVERTY IN MALAYSIA. *NATIONAL ACADEMY OF MANAGERIAL STAFF OF CULTURE AND ARTS HERALD*, (1), 908-911.
- Samset, Knut (2003) *Project Evaluation, Making projects succeed*. Tapir Akademisk forlag, Trondheim, Norway.

- Saunders, M., *et al.* (2007). *Research Method for Business Students*. 4th ed. Harlow: Pearson Education Ltd.
- Saunders, M. N. (2012). Choosing research participants. *Qualitative organizational research: Core methods and current challenges*, 35, 52.
- Schmitter, P.C. (2002). Participation in Governance Arrangements: Is there any reason to expect it will achieve “Sustainable and Innovative Policies in a Multi-Level Context”? In: Grote, J.R., Gbikpi, B. (eds) *Participatory Governance*. VS Verlag für Sozialwissenschaften, Wiesbaden. https://doi.org/10.1007/978-3-663-11003-3_3
- Schmitter, P.e. (2000). *How to democratize the European Union - and why bother?* Lanham/Boulder/New York/Oxford.
- Schnackenberg, A. K., & Tomlinson, E. C. (2016). Organizational Transparency a New Perspective on Managing Trust in Organization-Stakeholder Relationships. *Journal of Management*, 42(7), 1784–1810.
- Scholte, J.A. (2010). Governing a more global world. *Corporate Governance*. Vol. 10, No. 4, pp. 459-474.
- Schomm, F., Stahl, F., & Vossen, G. (2013). Marketplaces for data: an initial survey. *ACM SIGMOD Record*, 42(1), 15-26.
- Setiaji, K., & Arsinta, Y. (2018). Strategy for Improving Cooperative Institutional Quality in Semarang City. *Jurnal Ekonomi dan Studi Pembangunan*, 10, 1.
- Sexton, M. (2004) PhD Workshop: Anxiological purposes, ontological cages and epistemological keys. In: *Postgraduate Research Workshop. November 2004*, University of Salford, UK.
- Shafiq, M. T., Al Seena, G., Al Saqqa, M., & Al Mansouri, S. (2020). Defects Management practice during DLP in the UAE Construction Industry. In *10th Annual International IEOM Conference, IEOM 2020* (pp. 2853-2859). IEOM Society.
- S. Hussain, Z. Fangwei, and Z. Ali, (2019). “Examining Influence of Construction Projects’ Quality Factors on Client Satisfaction Using Partial Least Squares Structural Equation Modeling,” *J. Constr. Eng. Manag.*, doi: 10.1061/(ASCE)CO.1943-7862.0001655.
- Shoeb-Ur-Rahman, M., Simmons, D. G., Shone, M., & Ratna, N. (2020). Co-management of capitals for community wellbeing and sustainable tourism development: A conceptual framework. *Tourism Planning & Development*, 17(2), 225-236.
- Siddiquee, N. A. (2009), *Combating Corruption and Managing Integrity in Malaysia: A Critical Overview of Recent Strategies and Initiatives*, *Public Organization Review*, 10(2), pp. 153-171.
- Silva, C. N. (Ed.). (2013). *Citizen E-Participation in Urban Governance: Crowdsourcing and Collaborative Creativity: Crowdsourcing and Collaborative Creativity*. Igi Global, New York.
- Silverman. (1993). *Interpreting qualitative data: methods for analysing talk, text, and interaction* / David Silverman. Sage Publications.
- Silverman, D. (2007) *Interpreting Qualitative Data*. 3rd ed. London: SAGE Publications Ltd.

- Silvestre, H., J. Catarino, and J. de Araujo. (2016). Evidence of coproduction in public service provision: The case of the administrative arbitration centre in Portugal. *Management Journal* 51(4):355–365.
- Simons, H. (2009), *Case Study Research in Practice*, Sage Publications, Los Angeles, CA.
- Simmons, & Sanders, M. (2022). Building sustainable communities for sustainable development: An evidence-based behavior change intervention to reduce plastic waste and destructive fishing in Southeast Asia. *Sustainable Development* (Bradford, West Yorkshire, England), 30(5), 1018–1029. <https://doi.org/10.1002/sd.2296>
- Simonofski A, Vallé T, Serral E, Wautelet Y. (2019). Investigating context factors in citizen participation strategies: a comparative analysis of Swedish and Belgian smart cities. *Int J Inf Manag.* (article in press)
- Shamsul, A. B. (1996). Nations-of-intent in Malaysia. In S. Tonnesson & H. Antlov (Eds.), *Asian forms of nations* (pp. 323–347). London: Curzon.
- Shi L, Han L, Yang F & Gao L. (2019). The Evolution of Sustainable Development Theory: Types, Goals, and Research Prospects. *Sustainability.* 11(24):7158. <https://doi.org/10.3390/su11247158>
- Skobba, K., & K. Tinsley. (2016). “Addressing Housing and Neighborhood Revitalization Needs in Georgia’s Rural and Small Towns: A Study of the Georgia Initiative for Community Housing.” *Community Development* 47: 449-463. doi: 10.1080/15575330.2016.1205117
- Slaev AD, Kovachev A, Nozharova B, Daskalova D, Nikolov P, Petrov P. (2019). Overcoming the failures of citizen participation: the relevance of the liberal approach in planning. *Plan Theory* 18(4):448–469
- Smidt, Corwin. (1999). Religion and civic engagement: A comparative analysis. *Annals of the American Academy of Political and Social Science* 565(1): 176-9
- Soffian, N. S. M., Ahmad, A., & Rahman, N. A. (2018). Housing Development in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 8(2), 835–842.
- Sorensen, A. and Funck C. (2007), *Conclusions: a diversity of machizukuri processes and outcomes*. In Sorensen, A. and Funck C., eds. *Living Cities in Japan 2007*, New York, Nissan Institute/Routledge Japanese Studies Series, pp. 269- 279.
- Soltani, F., Jawan, J. A., & Talib, A. T. (2014). Development: The Malaysian experience. *Journal of Public Administration and Governance*, 4(4), 159–165.
- Stead, N. (2000). Unsustainable settlements. In H. Barton (Ed.), *Sustainable communities: The potential for eco-neighbourhoods* (2nd ed., pp. 29–39). Earthscan.
- Stedman, C. (2023). *What is data management and why is it important?* TechTarget. <https://www.techtarget.com/searchdatamanagement/definition/data-management> Retrieved on February 15, 2023.
- Stewart, E. (2013). What is the point of citizen participation in health care?. *Journal of Health Services Research & Policy*, 18(2), 124-126.
- Subhan Mollick, Khalilur Rahman, M., Nabiul Islam Khan, M., & Nazmus Sadath, M. (2018). Evaluation of good governance in a participatory forestry program: A case study in

- Madhupur Sal forests of Bangladesh. *Forest Policy and Economics*, 95, 123–137. <https://doi.org/10.1016/j.forpol.2018.07.014>
- Sukuran, T. M. & Ho, C. S. (2008) Planning System in Malaysia. TUT-UTM Seminar of Sustainable Development and Governance. Toyohashi University of Technology.
- Sutrisna, M. (2007) Research Methodology: An Introduction. *In*: University of Salford, UK.
- Tang, S., & Higgins, C. (2022). Do Not Forget the “How” along with the “What”: Improving the Transparency of Sustainability Reports. *California Management Review*, 00081256221094876.
- Taolin, M. L., Utomo, M. N., Wahyudi, S., & Pangestuti, I. R. D. (2019). How does good corporate governance create customer trust? The role of service quality and corporate image. *Calitatea*, 20(173), 37-42.
- Tienhaara, K. (2020). Beyond accountability: Alternative rationales for transparency in global trade politics. *Journal of Environmental Policy & Planning*, 22(1), 112–124.
- The World Commission on Environment and Development. (1987). Our common future. Oxford, UK: Oxford University Press.
- Thomson A.M., Smith-Tolken A.R., Naidoo A.V., et al. (2011). “Service Learning and Community Engagement: A Comparison of Three National Contexts”. *Voluntas*. 22: 214-237.
- Tobi, S. U. M. (2019). *Qualitative Research, Interview Analysis & NVIVO12 Exploration*. Reezqi Publication.
- Too, Eric G., and Patrick Weaver. 2014. The management of project management: A conceptual framework for project governance. *International Journal of Project Management* 32: 1382–94.
- Toscano, J. P. (2019). Social media and public participation: opportunities, barriers, and a new framework. In *Civic Engagement and Politics: Concepts, Methodologies, Tools, and Applications* (pp. 1454-1470). IGI Global.
- Town and Country Planning Act 1976. (2009). Laws of Malaysia. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.
- Trochim M. K. (2006). *The research methods knowledge base* (2nd ed.). Cincinnati, OH: Atomic Dog Publishing.
- Tsekleves, E., Lee, C. A. L., Yong, M. H., & Lau, S. L. (2022). Exploring the use of speculative design as a participatory approach to more inclusive policy-identification and development in Malaysia. *Design Studies*, 81, 101118.
- Turner, J. R. (2006). "Towards a theory of project management: The nature of the project governance and project management." *International Journal of Project Management* 24(2): 93-95.
- UN. ESCAP (2009). What is Good Governance? United Nations Economic and Social Commission for Asia and the Pacific.
- UN (2022). *THE 17 GOALS | Sustainable Development*. United Nations Department of Economic and Social Affairs. <https://sdgs.un.org/goals> Retrieved October 17, 2022.

- UN-HABITAT (2011). 'Affordable Land and Housing in Asia,' UNON, Publishing Services Section, Nairobi.
- US Department of Housing and Urban Development (2012). Affordable Housing [Online]. Available: <http://www.hud.gov/offices/cpd/affordablehousing/> Retrieved on Dec 20th 2022.
- Van de Walle, D., & Gunewardena, D. (2001). Sources of ethnic inequality in Vietnam. *Journal of Development Economics*, 65(1), 117–207.
- Zakariah, A. R., & Ahmad, E. E. (1999). Sources of industrial growth
- Vishwanath, T., & Kaufmann, D. (2001). Toward transparency: New approaches and their application to financial markets. *The World Bank Research Observer*, 16(1), 41-57.
- Volden, G. H. (2018). Public project success as seen in a broad perspective.: Lessons from a meta-evaluation of 20 infrastructure projects in Norway. *Evaluation and program planning*, 69, 109-117.
- Wakely, P. (2020). Partnership: a strategic paradigm for the production & management of affordable housing & sustainable urban development. *International Journal of Urban Sustainable Development*, 12(1), 119-125.
- Warren, A. M., Sulaiman, A., & Jaafar, N. I. (2014). Social media effects on fostering online civic engagement and building citizen trust and trust in institutions. *Government Information Quarterly*, 31(2), 291-301. doi: 10.1016/j.giq.2013.11.007
- WCED, U. (1987) APA (6th ed.) World Commission on Environment and Development. (1987). Our common future. Oxford: Oxford University Press.
- Weiss, M. L. (2022). Addressing Inequality in Malaysia. *Democracy In Asia*, 83.
- Wheeler, S. (2004). Planning for sustainability: Creating livable, equitable, and ecological communities. Routledge.
- Wiedemann, P. M., & Femers, S. (1993). Public participation in waste management decision making: Analysis and management of conflicts. *Journal of hazardous materials*, 33(3), 355-368.
- Winston, N., & Pareja-Eastaway, M. (2017). Conclusions. In M. ParejaEastaway & N. Winston (Eds.), *Sustainable communities and urban housing in Europe: A comparative European perspective* (pp. 245–253). Routledge.
- Winston. (2022). Sustainable community development: Integrating social and environmental sustainability for sustainable housing and communities. *Sustainable Development* (Bradford, West Yorkshire, England), 30(1), 191–202. <https://doi.org/10.1002/sd.2238>
- Wirick D. (2009), *Public-Sector Project Management: Meeting the Challenges and Achieving Results*, John Wiley & Sons, New Jersey, USA
- W. O'Dell et al. (2004). "Weaknesses in current measures of housing needs," *Housing and Society*, vol. 31, no. 1, pp. 29-40.
- Woetzel, J. R. (2014). *A blueprint for addressing the global affordable housing challenge*. McKinsey Global Institute.

- Woon Fatt Justin (2022). <https://ipm.my/wp-content/uploads/2022/07/CCC-vs-CPC.pdf> Retrieved on November 14th, 2022.
- World Bank. (1994). *The World Bank and Participation*. Washington, DC: Operations Policy Department.
- World Bank (2018). <https://www.worldbank.org/en/topic/governance/overview>. Accessed on November 14th, 2022.
- World Bank. (2020). *City Scan, Penang, Malaysia-City Resilience Program*. Washington, D.C.: World Bank Group.
- World Bank (2022). *Sustainable Cities and Communities. Building Sustainable Cities and Communities. World Bank's Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL)* (<https://www.worldbank.org/en/topic/sustainable-communities>)
- Xavier, R., Komendantova, N., Jarbandhan, V., & Nel, D. (2017). Participatory governance in the transformation of the South African energy sector: Critical success factors for environmental leadership. *Journal of Cleaner Production*, 154, 621-632.
- Xie, Lin-lin, Yu Yang, Yi Hu, & Albert P. C. Chan. (2014). Understanding project stakeholders' perceptions of public participation in China's infrastructure and construction projects: Social effects, benefits, forms, and barriers. *Engineering, Construction and Architectural Management* 21: 224-40.
- Yagasa, R., Sang-Arun, J., Uch, R., Sam, P., & Gamaralalage, P. J. D. (2018). *Participatory Waste Management Approach for Climate Change Mitigation: The Case of Battambang City*.
- Yin, R., (2003). *Case Study Research: Design and Methods*, third ed. Sage Publications, Thousand Oaks; London; New Delhi
- Yin, R. K. (2009) *Case Study Research: Design and Methods*. 4th ed. Thousand Oaks, CA: SAGE Publications, Inc.
- Yin. (2012). *Applications of case study research* (3. ed.). SAGE.
- Yin, R. K. (2013). Validity and generalization in future case study evaluations. *Evaluation*, 19(3), 321-332.
- Yong, Y. C., & Mustaffa, N. E. (2013). Critical success factors for Malaysian construction projects: an empirical assessment. *Construction Management and Economics*, 31(9), 959-978.
- Yun, S., & Min, H. (2020). Does social media promote participatory democracy? Evidence from South Korea's presidential impeachment protests? *Third World Quarterly*, 41(12), 2067-2086.
- Yunus, M. I. B. M. (2017). Good Governance According to Islamic Perspective. *Fiat Justisia: Jurnal Ilmu Hukum*, 11(3), 200-230.
- Zairilkj (2019, Nov 4). "Penang Connectivity Master Plan to Spearhead Penang into the Digital Era." *Zairilcom.wordpress.com*. <https://zairilcom.wordpress.com/2019/05/11/penang-connectivity-master-plan-to-spearhead-penang-into-the-digital-era/>.

- Zairul, M. (2019, November). Introducing ARC (ask, record and confirm) as the new validating technique in real-time. In IOP Conference Series: Earth and Environmental Science (Vol. 385, No. 1, p. 012010). IOP Publishing.
- Zanudin, K., Ngah, I., & Misnan, S. H. (2019). Limitations on community participation in planning decision-making in Peninsular Malaysia: A review of recent studies. *International review for spatial planning and sustainable development*, 7(4), 131-147.
- Zhai, Li, Yanfei Xin, and Chaosheng Cheng. (2009). Understanding the value of project management from a stakeholder's perspective: Case study of mega-project management. *Project Management Journal* 40: 99–109.
- Zolkafli, A., Brown, G., & Liu, Y. (2017). An Evaluation of Participatory Gis (PGIS) for Land Use Planning in Malaysia. *Electronic Journal of Information Systems in Developing Countries*, 83(1), 1–23. <https://doi.org/10.1002/j.1681-4835.2017.tb00610.x>

APPENDIX A: INTERVIEW QUESTIONS FOR PERDA MANAGEMENT

PERDA's Management-GROUP A

(Questions will be asked in both Malay and English Language. Answers can be given in Malay).

Sub Question for Objective 1:

How are participatory and transparency governance practices in the affordable housing project by PERDA? (Divided into several questions as follows):

1. What is good governance from your point of view? What do you understand about participatory governance implies public participation?
2. How is overall good governance practices by PERDA in public projects? In specific projects like Affordable Housing Development?
3. How does PERDA practice public participation in this project? Which phases in the project cycle PERDA commonly involve them (ideation, planning, implementation, monitoring, closure or evaluation)?
4. What do you understand about transparency governance? How is PERDA's practice of transparency governance in this project?
5. What mechanism is used to engage the public in the project?
6. How does your belief influence the project's perception of participatory and transparency governance?

During/After the pandemic

7. How does the overall implementation of PERDA's public project practices during the pandemic? In the Affordable Housing project?
8. What mechanism is used by PERDA to engage with the public during the pandemic?

APPENDIX B: INTERVIEW QUESTIONS FOR THE PUBLIC

PERDA's Beneficiaries-GROUP B

(Questions will be asked in both Malay and English Language. Answers can be given in Malay).

Sub Question for Objective 1:

How are participatory and transparency governance practices in the affordable housing project by PERDA? (Divided into several questions as follows):

1. What is good governance from your point of view? What do you understand about participatory governance implies public participation? If you do, are you interested in joining public participation and why? If not, why?
2. How is overall good governance practices by PERDA in the Affordable Housing project?
3. How does PERDA practice public participation in this project? Which phases in the project cycle PERDA commonly involve you (ideation, planning, implementation, monitoring, closure or evaluation)?
4. What do you understand about transparency governance? How is PERDA's practice of transparency governance in this project?
5. What mechanism is used to engage with you in the project?
6. How does your belief influence the project's perception of participatory and transparency governance?

During the pandemic

7. How does the overall implementation by PERDA in the project during the pandemic?
8. How does PERDA utilise the mechanism to engage with you during the pandemic?

Sub Question for Objective 2:

How do participatory and transparency governance practices impact sustainable community development in the area? (Divided into several questions as follows):

9. How is your perception of the overall project? Do you satisfy with your house and the surroundings? if not, why?

10. What are your suggestions or recommendations to PERDA relating to the project?

Appendix C: List of Participants and Variables

Variables	Perda's Management							Public of Taman Perumahan Sungai Dua Utama				
Tag No.	A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5
SEX	Male	Female	Male	Male	Male	Female	Male	Male	Male	Male	Female	Female
Age	C	C	C	C	C	C	C	C	C	C	C	C
Education	Degree	Degree	Degree	Degree	Degree	Master	Degree	Degree	Degree	Degree	Degree	Degree
Designation	General Manager	Deputy General Manager	Deputy General Manager	Manager	Manager	Town Planner	Admin Officer	Chief Operating Officer	Senior Assistant Manager	Assistant Manager	Executive Officer	Personal Assistant
Years of Employment	38	25	25	25	36	22	20	19	14	10	13	13
Sector	Public	Public	Public	Public	Public	Public	Public	Private	Private	Private	Private	Private
Income range	21000 C	10000 C	10000 C	10000 C	6000 C	7000 C	7000 C	11000 C	5200 C	4700 C	4500 C	5000 C
Position in the community resided	none	none	none	none	Committee members of Mosque	Committee members of KRT	Secretary resident associations	Committee members of KRT	none	Committee members of KRT	none	Committee members of KRT
Ethnic	Malay	Malay	Malay	Malay	Malay	Malay	Malay	Malay	Malay	Malay	Malay	Malay
Religion	Islam	Islam	Islam	Islam	Islam	Islam	Islam	Islam	Islam	Islam	Islam	Islam
Period Knowing PERDA more than 3 years	/	/	/	/	/	/	/	/	/	/	/	/
Years living in the area	NA	NA	NA	NA	NA	NA	NA	≥ 7	≥ 7	≥ 7	≥ 7	≥ 7
Status of ownership	NA	NA	NA	NA	NA	NA	NA	firsthand	firsthand	firsthand	firsthand	firsthand

NA: Not Applicable

C: Confidential

Variables -Profile Background of Participants

- 1) Tag Number: Example – A1, B1
- 2) Age:
- 3) Level of education:
- 4) Designation:
- 5) Years of Employment:
- 6) Sector:
- 7) Income Range:
- 8) Position in the community resided:
- 9) Ethnic:
- 10) Religion:
- 11) Period Knowing PERDA (✓)
 - a) less than a year ()
 - b) 1 to 3 years ()
 - c) More than 3 years ()
- 12) Years living in the research area:
- 13) Status of Ownership:

APPENDIX D: SAMPLE INTERVIEW TRANSCRIPT (MALAY LANGUAGE)

<u>Legend</u>
I: Interviewer
A4: Interviewee

Interview Session with PERDA's Management

I: Baik Assalamualaikum wbt saya ucapkan kepada pengurusan PERDA, dan saya ucapkan banyak terima kasih kerana sudi untuk bersama-sama saya dalam nak menjayakan kajian PhD. Sehubungan itu saya teruskan tajuk kajian PHD ini sepertimana yang tuan/puan sedia maklum, *Evaluation of Participatory and Transparency Governance in Public Project Management Towards Sustainable Community Development in Malaysia: A Case Study of PERDA Affordable Housing Development in Taman Perumahan Sungai Dua Utama, Sungai Dua, Pulau Pinang, Malaysia* fokus kepada *affordable housing project development*. Kajian ini diselia oleh Professor Osama Soda daripada Universiti Waseda Tokyo Jepun dan dibantu oleh Professor Diandra Riela which is the *assistance* Supervisor. Maklum balas tuan / puan amat berguna untuk kegunaan di dalam kajian ini. Dan Saya harap kajian ini akan dapat memberi manfaat jua kepada pihak PERDA. Jadi, saya ingin memaklumkan sekali lagi hasil kajian ini adalah sulit dan akan digunakan untuk tujuan penyelidikan sahaja. Jadi sekali lagi saya mohon kerjasama tuan/puan dalam soal selidik ini, serta saya hargai dan ucapkan sekali lagi terima kasih kepada pihak PERDA.

Good governance mengikut United Nations ada lebih kurang 8 kriteria. Cuma dalam kajian ini khususnya pada PERDA nie nak fokus kepada dua (2) kriteria *participatory governance* atau *public participation* dan juga *transparency governance* khususnya dalam *public project* yang PERDA terlibat.

I: Baik...pada pandangan tuan, apa yang tuan faham tentang *good governance* nie?

A4: Ya assalamualaikum wbt. Alhamdulillah kita boleh jumpa hari nie untuk sesi lebih kurang temubual nie berkaitan dengan apa dasar-dasar PERDA berkaitan *good governance*. *Good governance* nie yang saya faham, PERDA nie sebuah badan berkanun persekutuan dan *good governance* apa yang termaktub dalam akta kita, tanggungjawab kita, fungsi kita yang itu kita laksanakan. Ia dilaksanakan dalam keadaan yang ikutlah ikut SOP, ikut prosedur. SOP nie diperingkat kementerian pun ada, MOF pun ada ia punya perkeliling-pekeliling yang perlu kita patuh. Yang itu kita patuh. *On top of that* di peringkat badan berkanun kementerian ni, ada SOP tersendiri. SOP kita sendiri nie kita *develop* dan *present* dalam *Board meeting*. *Board members* tu terdiri daripada wakil persekutuan, MOF pun ada, EPU ada, KPLB ada. So, SOP bila dah ada, kita follow SOP. InshaALLAH kita *practice good governance* seingat saya.

I: Baik maknanya *good governance* pada pandangan tuan adalah begitu. Pada pandangan tuan, apa yang tuan faham mengenai *public participation* dan *transparency governance* dalam projek-projek yang PERDA laksanakan?

A4: Untuk projek PERDA, yang kita maklumlah kita buat memang ikut prosedur Kerajaan. Keputusan itu ada di setiap peringkat. Kita mulakan setiap projek di peringkat perancangan, lepas tue kita buat di peringkat pelaksanaan dan seterusnya di peringkat penyerahan *deliver*. Setiap peringkat memang kita buat pemantauan dan *on top of that*, kita buat penilaian...kita bukan buat *last kali*. So, *every* projek contohnya dalam projek perumahan nie, kita memang

susun kaedah-kaedah sewajarnya supaya kita dapat ikut *good governance*. Seperti projek di Asenia, kita cuma sedia tanah sahaja. Jadi, bajet dari segi kewangan apa semua diuruskan oleh *third party*. Tapi kita PERDA nie dah tau dah matlamat kita apa, *output* apa yang kita nak sasarkan dan kita lebih pentingkan kepada *output* dan *outcome, impact* kepada masyarakat setempat. Kita nie sebagai badan berkanun persekutuan bukan nak tengok kepada *dollar and cent*...keuntungan kita juga kepada pembangunan sosial.

I: Pada pengamatan dan pengalaman tuan, apakah kepentingan penyertaan *public* dalam projek?

A4: Saya ingatlah zaman sekarang nie, Kerajaan mempunyai tanggungjawab-tanggungjawab sosial. Sekarang ni, *approach* baru kita ada apa *private participation*, maknanya kita sebagai agensi Kerajaan boleh bekerjasama dengan *private sector* untuk *deliver* apa yang patut kepada rakyat. Jadi, kita kena guna kaedah mana yang lebih menguntungkan. Macam saya maklumkan tadi diperingkat Kerajaan nie, bukannya nak tengok untung *dollar and cent* sahaja. Kerajaan nak supaya ia boleh *deliver* apa yang rakyat mahu. Keuntungan duit tue kalau kita buat dengan pihak *private* maknanya ia akan *win win* lah. *Private* pun akan untung, pihak Kerajaan pun akan untung *and the end* rakyat sendiri akan untung sebab boleh dapat pelbagai kemudahan tersedia. Kerajaan tak perlu sediakan peruntukan yang begitu besar untuk buat projek tersebut.

I: ok berkaitan dengan mekanisme yang digunakan oleh PERDA, pada pandangan apakah mekanisme ataupun approach yang PERDA gunakan untuk *engage* dengan *public* dalam projek ini?

A4: Seingat saya, kita ada di platform yang pelbagai. Kita ada platform maya, *in fact* PERDA pun terlibat dalam minit mesyuarat di peringkat negeri terutamanya Mesyuarat Tindakan Daerah di peringkat daerah. Di mesyuarat peringkat daerah itu, semua ketua-ketua di peringkat daerah termasuk ketua dari JKK daripada peringkat politik ataupun tak politik semua terlibat. Dan kita sendiri memang rapat dengan masyarakat-masyarakat kampung dan masyarakat setempat... dan apa semua yang mereka hasratkan kepada PERDA untuk *deliver*, PERDA laksanakan. Memang kita setiap tahun buat penilaian untuk kita dahulukan perkara yang kita nampak ada kepentingan untuk kita buat. Dan yang penting kekangan kita dari segi kewangan selalunya dan kita tengok juga kompetensi kita untuk buat perkara-perkara itu. Ada setengah pegawai-pegawai projek yang bukan di bawah skop PERDA, contoh macam projek-projek yang berkaitan dengan *agriculture* yang kita tiada ada *expertise* yang tu, kita tak laksanakan. Yang lain yang memang kita ada *expertise* dan dibawah tanggungjawab kita, ikut akta, memang kita laksanakan.

I: Apakah terdapat perubahan dari sudut prosedur, pendekatan ataupun *planning* ke dan sebagainya sebelum dan selepas pandemik berlaku Dalam projek perumahan ini?

A4: Untuk keadaan semasa pandemik, memang kita sebagai agensi yang melaksanakan projek-projek memang ada terkesan sedikit sebab kita terikat dengan peraturan berkaitan dengan covid dimana ada kerja-kerja kita tak boleh laksanakan. So, dia akan *delay* la. *Delay* berkaitan kerja ia melibatkan masa dan kos. Kita susah nak *deliver* apa yang sepatutnya kita *deliver*. *End up* kita kena *extend, extend, extend*, baru kita boleh *deliver*. Yang tue semua akan *force* kita, *force* diperingkat pelaksanaan projek tu. Tapi saya rasa semua orang maklum dan terasa kesannya. So, kita kena *overcome* dengan kaedah-kaedah lain diperingkat PERDA sendiri. *Approach* kita tu pelbagai untuk kita selesaikan semua peringkat-peringkat masalah yang kita ada. Ia *one to*

one punya kes basis. Secara keseluruhan, saya ingat kita *overcome* lah masalah sewaktu covid berkaitan dengan projek-projek kita.

I: Kesan pelaksanaan projek PERDA nie terutamanya perumahan yang mengatakan bahawa *public* berpuas hati ataupun tak puas hati dengan pelaksanaan projek di bawah PERDA?

A4: Projek PERDA nie selalunya kita buat kita jual pun *average* lah saya sembang lebih kurang 10% bawah daripada harga pasaran...harga syiling projek itu. Dan apa yang kita maklum, untuk setiap projek kita, kita kan ada satu seksyen penilaian. Seksyen penilaian itu akan buat kerja-kerja mengutip data, mengutip maklumat berkaitan dengan penghasilan projek-projek sama ada mereka puas hati dengan projek...biasanya dalam bentuk laporan *outcome*. Laporan *outcome* nie kita buat. *On top of that*, kita juga *assigned* untuk bandar PERDA kajian dengan pihak USM. Kita *ambil third party*, kita kluatir bila kita buat kajian sendiri, kita nampak memang bagus memang dan hebat. Tapi *once* kita *ambil third party*, iaitu pihak berkecuali untuk buat kajian bandar PERDA, hasil daripada kajian itu memang *proven*...terbukti projek kita kalau daripada *hundred percent* tue, saya ingat boleh dapat 90 lebih *percent*. Kalau sembang tak puas hati, memang ada yang tidak berpuas hati. Sebab kadang-kadang kita bayar sikit tapi nak yang hebat. Dia sebenarnya, apa-apa projek yang kita buat, memang *so far* memang ada *value for money* dan projek-projek dilaksanakan di *location* yang bagus. Dan lonjakan nilai harga rumah daripada mula contoh mereka beli tu harga 100 ribu, dalam tempoh setahun ke 2 tahun dah boleh mencapai harga ke 200 ribu mengikut nilai pasaran harga semasa dari segi rumah. Kita tak tumpu kan untuk rumah saja dimana *approach* kita untuk meningkatkan ekonomi kita develop unit-unit komersial. Jadi, sekarang pembangunan kita lebih tertumpu kepada pembangunan bercampur. Jadi ia *balance* antara komersial dan perumahan.

I: Maksudnya sebelum pandemik berlaku dan setelah pandemik berlaku *perception* atau pun good feeling daripada public memang sama?

A4: Ia sama cuma dari segi takers, saya nampak sebab pandemik ni diperingkat pembeli agak sukar untuk dapat loan. Kita faham bila pandemik berlaku ramai dikalangan masyarakat tidak berapa ada kerja. *In fact*, di peringkat Kerajaan pun memberi moratorium untuk menangguhkan pembayaran bulanan. So, ada kekangan dari segi kewangan. Jadi, bila tiada atau kekurangan kewangan, di pihak PERDA untuk jual rumah ada masalah sikit.

I: Adakah tuan berpandangan kriteria *good governance* terutamanya dalam penyertaan awam dan transparency dalam pentadbiran PERDA akan menjamin kelastrian atau *sustainability* kawasan kajian?

A4: Ya di PERDA nie kita memang *closed agency*. So, *once* *good governance* nie kita praktis daripada awal bila *staff* mula masuk... *report duty* sampai dia pencen di PERDA, *good governance spirit* memang ada dalam badan diri, jiwa dan dalam pentadbirannya. *Good governance* di PERDA bukan satu perkara asing, sebab kita amalkan selalu. Cuma di mata masyarakat mungkin berpandangan PERDA ada *loopholes* dimana-mana. Kadang-kadang kita terima juga report sebegitu tapi end up, bila kita buat soal selidik, memang ikut semua prosedur yang kita ada. Ia lebih kepada segelintir tomanan masyarakat.

I: Baik...terima kasih tuan atas penjelasan tersebut.

Legend

I: Interviewer

B3: Interviewee

B1: Interviewee

Interview Session with Public Participants

I: Tuan dah berapa lama duduk di taman perumahan ini?

B3: saya menetap daripada 2013..

I: Jadi, lebih kurang lapan tahun...lebih kurang.

B3: Lebih kurang..insyaallah

I: Jadi pada pandangan tuan, apa yang tuan faham tentang good governance?

B3: Good governance dari segi projek perumahan taman sungai dua utama ke?

I: Ya boleh.

B3:kalau ikutkan dari segi aspek pengurusan ni ada ciri-ciri nilai murni..termasuk integrity, transparency, delivery, kualiti... dan aspek-aspek baik lain yang perlu diamalkan dalam sesebuah organisasi.

I: Baik. Jadi, bila tuan bercakap pasal delivery, delivery ni melibatkan masyarakat. Apa pandangan tuan tentang penyertaan masyarakat dalam projek awam di bawah PERDA?

B3: Bagi pendapat saya sendiri yang melibatkan projek di PERDA adalah dari segi penyampaian kepada pembeli. Saya nampak pihak PERDA ia sangat concern atas feedback yang kita sampaikan. Contohnya, dari segi delivery...bila projek tu dah siap kita akan ada sedikit sebanyak feedback berkenaan projek tu. So, kat situ kita nampak macam mana respon pihak PERDA uruskan sesuatu isu itu. Berdasarkan pengalaman saya, kita ada juga dapat beberapa projek punya feedback tapi respon yang kita dapat daripada PERDA memang sangat baguslah. PERDA memang sangat membantu dan keseluruhannya saya berpuas hati.

I: Contoh isu atau masalah yang diadukan kepada pihak PERDA?

B3: Ok. Contohnya saya sendiri dalam projek perumahan ini, ia telah siap tetapi semasa penyerahan kunci, kita boleh check defect. Bila saya check, saya dapati wiring dalam rumah tu telah dicuri. So, bila kita buat aduan, ia digantikan dengan wiring yang baru. Tindakan memang pantas.. aa tiada delay.

I: Biasa ambil masa berapa lama untuk PERDA selesaikan?

B3: So far seingat saya dua minggu PERDA ambil masa...sebab projek yang saya pergi lebih pada JV dengan satu syarikat swasta. Jadi kebanyakan aduan tu kita sampaikan kepada kontraktor yang incharge... selalunyalah.. dalam dua minggu dah dah selesai sebarang defect atau, complain yang kita adukan.

I: Dari segi transparency atau ketelusan apa pandangan tuan?

B3: Depends dari segi projek itu sendiri. Saya kongsi pengalaman...sebenarnya saya ni bukan dikategorikan orang yang pertama ataupun dalam kelompok 80 percent yang dah order. Saya ni antara calon simpanan. Jadi, bila ada sesetengah orang yang tak layak, kita diberi tahu dan dipanggil untuk pilih lot rumah yang masih ada. Di situ kita nampak memang betul ada sistem... waiting listnya. So, memang kita nampak kategori tu jelas.

I: Baik.. Bagaimana pandangan keseluruhan tuan tentang tadbir urus yang dilaksanakan PERDA dalam projek perumahan ini?

B3: Saya rasa baik bagi tadbir urus yang mereka buat di projek perumahan saya ni sebab kita lihat respon yang complain atau feedback pun, tindakan yang diambil oleh pihak PERDA adalah cepat. Pihak PERDA pun ada engagement selepas projek tu dah siap. Contohnya, bulan lepas PERDA ada turun di pangsapuri taman sungai dua utama tu untuk beri bantuan kepada penduduk-penduduk yang terjejas....menghadapi masalah semasa covid. Seingat saya di sungai dua tu ada projek pangsapuri low-cost di pangsapuri.

I: Pada pandangan tuan, adakah pegangan agama tuan mempengaruhi pandangan tuan tentang tadbir urus yang baik?

B3: Setujulah dengan pandangan tentang pegangan agama ni. Walau macam mana pun bila konteks fizikal dilibatkan aspek nilai-nilai murni yang baik.... memang semua agama mengesyorkan .. bukan saja agama Islam. Agama lain kira memang menganjurkan sifat-sifat yang positif ni. Kita sebagai penganut agama Islam ni lebih lagi...positif dan semua perkara itu diadaptasi dalam organisasi maka ia lebih bagus.

I: Pada pandangan tuan yang menjadi penduduk di kawasan perumahan sekarang ni, kesan tadbir urus baik yang ditunjukkan oleh PERDA?

B3: Sebenarnya dari segi kesan selepas covid dengan sebelum covid sama. Cuma kaedah dari segi penyampaian itu agak berbeza. Jika dulu pihak PERDA mungkin tiada masalah untuk turun bertemu KRT tapi selepas covid ni, lebih kepada penggunaan wassup dan meeting online. Cuma dari masa ke semasa tu memang.. respon tu ada. PERDA menjalankan tanggungjawab dengan baik.

I: Jadi pada pandangan tuan, apa penambahbaikan yang PERDA perlu laksanakan dalam tadbir urus projek perumahan ini?

B3: Bila melibatkan projek perumahan ni, saya rasa penambahbaikan tu mungkin dari segi design, konsep perumahan yang perlu diadaptasi dengan style semasa. Cuma yang paling perlu kekalkan PERDA adalah harga jualan yang munasabah. Sepertimana projek-projek yang terdahulu, itu main factor pembeli membeli rumah dengan PERDA.

I: Kalau pada pandangan tuan, harga jualan yang munasabah berapa range nya?

B3: ...Sembilan puluh ribu (MYR90,000)..sebab ia ikut harga setempat juga kan?.. tapi macam MYR90,000 tu kalau kita boleh compare projek-projek yang masa saya beli dulu seperti projek di PERDA INDAH, kadar harga berbeza begitu juga dengan lokasi. Sungai dua ni lebih strategik dan harga lebih berpatutan berbanding taman PERDA INDAH yang dilaksanakan oleh private.

I: Ok.. mekanisme yang tuan nampak PERDA gunakan untuk engage dengan public?

B3: ..saya rasa macam dalam sesuatu projek, PERDA dikaitkan menjalankan CSR di tempat-tempat yang ia dah develop. Perkara tu menjadi salah satu kaedah engagement.. terutama dengan penduduk sekitar. So, melalui engagement tu jugak kita dapat tahu info projek-projek PERDA yang akan datang. Ini sebab setiap kali seperti contoh sebelum covid, setiap kali engagement yang sebegitu ia akan berserta dengan maklumat-maklumat lain yang boleh kita dapat semasa program itu dilaksanakan.

I: Baik, ada apa-apa penambahbaikan atau komen yang tuan hendak sampaikan kepada PERDA?

B3: ...harapnya PERDA dapat buat projek perumahan seperti di sungai dua utama ni di beberapa tempat yang lain. Ini supaya penduduk khasnya bumiputera dapat membeli rumah mereka sendiri.

I: ok. Baik. Terima kasih banyak tuan. Itu saja.

I: Pada pandangan tuan, adakah agama mempengaruhi persepsi tuan tentang tadbir urus yang baik?

B1: ..betul..insyaallah dari lahir sampai sekarang agama Islam kekallah hingga akhiratkan. So, dari segi anjuran agama islam sendiri secara asasnya memang kedua-dua aspek tu penting. Ketelusan dan sesuatu perkara yang nak dibuat lepas tu dengan penglibatan awam tu penting. Kalau kita baca sirah Nabi Muhammad SAW, begitulah yang Nabi laksanakan dan setiap kali perang, contohnya perang khandaq...Nabi SAW akan himpunkan para-para sahabat. Akhirnya Salman Al Farisi bagi cadangan untuk buat parit. Jadi, itu penglibatan awam yang baik dan Nabi SAW sendiri telah contohkan sebegitu. Dari segi ketelusan pun begitu juga kerana Islam mengajar kita untuk telus.. setulus-tulusnya supaya tidak menjadi masalah di masa hadapan. Dari segi pegangan saya, ya ketelusan dan penglibatan awam sangat penting selari dengan pegangan agama saya...seperti moto polis, 'Polis dan rakyat berpisah tiada'.

I: Ada perubahan yang berlaku selepas berlakunya pandemik dalam tadbir urus PERDA di projek ini?

B1: Dari segi penglibatan PERDA tu dah tiada sangat sebab bila PERDA dah jual perumahan itu, tanggungjawab PERDA sudah selesai untuk taman itu. Tanggungjawab tu kalo ikutkan dah pindah kepada pihak berkuasa tempatan. Tapi macam saya sebutkan tadi, keseluruhan kawasan tu masih lagi dibangunkan oleh pihak PERDA...Kalau tak silap saya masih ada lagi dua atau tiga fasa lagi yang PERDA akan bangunkan. Kerjasama diantara pegawai PERDA dan kami tu bagus dimana mereka akan maklumkan pembangunan apa yang hendak dibuat. Jadi kalau dari segi perbezaan di antara semasa pandemik dan sebelum pandemik, kadang-kadang sebelum PERDA nak buat sesuatu pembanguna, ia jumpa kami berbincang, sembang, maklum dulu apa-apa yang mereka nak buat. Tapi bila berlaku pandemik, kalau di Malaysia mula total lockdown...perintah kawalan pergerakan 18 mac 2020,...dah stop...tahun 2020 kita dah stop secara bersemuka. So, kalau macam sekarang ni pun macam kes harini kita berkomunikasi secara maya atau dalam talipon. Tapi hubungan dengan pegawai PERDA itu kekal ada. Cuma, kalau saya sendiri pun saya tak mahu jumpa pegawai PERDA ni kan buat masa sekarang ni kan. Bahaya untuk diri saya kan. Begitulah pandangan saya... perbezaan sosial tu memang ada.

Kita pun masih dalam kategori pandemik. *So, once* dah jadi endemik tu saya rasa kita sudah boleh hidup balik macam biasa.

I: Jadi adakah tuan rasa PERDA perlu menekankan lebih dalam lagi dua kriteria *good governance* iaitu *public participation* dan *transparency* ni utk kelestarian pembangunan komuniti di tempat tuan?

B1: PERDA adalah agensi Kerajaansecara tak langsung di dalam Malaysia pun banyak berkenaan Kerajaan Mesra rakyat. Jadi, antara perkara baik yang PERDA kena buat adalah teruskanlah ketelusan, penglibatan awam sebab kita di pihak komuniti memang kita nakkan perkara-perkara seperti itu. Contohnya, saya sebutkan.. kalau ada lagi fasa-fasa yang PERDA nak bangunkan, PERDA akan bincang dengan kami. Kita sedia maklum benda apa ia nak buat, berapa harga ia nak jual. Jadi kesemua itu telah menjadikan satu perkara yang baik antara komuniti dengan PERDA. PERDA pastinya kena teruskan kedua-dua elemen tersebut untuk pastikan segala projek PERDA yang laksanakan boleh kekal lestari. Jadi, kuatnya PERDA itu pada pengamatan saya, ia punya *engagement* dengan masyarakat sangat baik dan ketelusan nya.

I: Pada pandangan tuan, mekanisme digunakan PERDA untuk *engage* dengan *public*?

B1: ... kalau sebelum ni biasanya yang paling terbaik adalah kita berjumpa, berbincang, bersemuka ...bila ada sentuhan ni dia mesra tu lain. So, yang tu memang PERDA kena teruskan.. secara bersemuka tapi bila keadaan pandemic telah dipulihkan oleh pihak Kerajaan. Secara bersemuka boleh selesai banyak perkara, boleh bincang tentang apa hendak dilaksanakan dan dapatkan pandangan dan sebagainya. Tapi dalam keadaan sekarang ni ..kena maklum cara-cara yang terkini. Tapi saya lebih suka PERDA kekalkan cara bersemuka... cara sentuhan, cara senyuman berbincang kerana dengan cara itu ia akan menimbulkan kasih. Akhirnya kami komuniti pun sayang PERDA.

I: baik. Ada apa-apa pandangan untuk penambahbaikan buat PERDA?

B1: saya rasa PERDA secara overall dari segi pembangunan perumahan ni di tempat saya duduk Alhamdulillah komuniti semua berpuashati dengan PERDA. Mereka berpuashati sebab harganya bagus dan lokasinya sangat strategik. Dulu rumah tu bawah MYR200 ratus ribu, harini nilai rumah kami duduk ini.. sayalah dah jadi macam separuh jutawan. Ratus ribu nilai rumah tu rumah tu nilai 10 tahun...memang baguslah. Tanpa saya sedar saya dah separuh jutawan dengan rumah yang saya beli dengan PERDA. Jadi, saya rasa PERDA dia kena kekal konsep sekarang tapi nak kekal jadi juara ni bukan sesuatu benda yang mudah juga. PERDA kena train la dia punya pegawai-pegawai supaya bercampur masyarakat, fahamkan pegawai-pegawai tentang kerja supaya *engage* dengan masyarakat. Ada Perkara yang penting untuk dibincangkan, teruskan bincang dengan masyarakat atau komuniti supaya nama PERDA tu kekal bermain di bibir penduduk Pulau Pinang.. terutamanya semua orang yang dahagakan pembangunan produk daripada pihak PERDA. So, nak *sustain* tuh saya boleh cakap dalam ni tapi akhirnya terpulang kepada PERDA sendiri. Tapi apa yang kami harap sebab kami telah merasa nikmat tersebut pada tahun 2010, dapat beli rumah dengan harga murah dan sepuluh tahun kemudian dah jadi separuh jutawan. ...saya juga harap rakyat di Pulau Pinang yang lain dapat nikmat yang seperti itu. Contohnya, beli rumah harini MYR350,000, tahun mendatang menjadi MYR700,000-MYR800,000. Jadi itu nikmat yang baik kita harap. PERDA boleh kekalkan ia punya momentum seperti ini dengan baik.

F: baik. Terima kasih banyak-banyak tuan atas kesudian memberikan pandangan dan informasi.

APPENDIX E: SAMPLE ANALYTICAL FRAMEWORK (ENGLISH & MALAY LANGUAGE)

adapted from Mohd Zairul (2017) and Siti Uzairah, 2019)

Main research question: How are participatory and transparency governance practices in PERDA public project management and their impact on sustainable community development in the area?

Main research objective: To evaluate participatory and transparency governance practices in PERDA public project management and its impact on sustainable community development.

Research Questions (RQ)	Research Objectives (RO)	Deductive Codes	Strategy of Inquiry
Sub RQ1: How are participatory and transparency governance practices in the affordable housing project by PERDA?	<p>Sub RO1: to evaluate participatory and transparency governance practices in the affordable housing project.</p> <ul style="list-style-type: none"> -level of participation by Arnstein -Organizational transparency, direction and variety of transparency. -Project management-cycle/phase -Mechanism used to engaged -Belief influence 	<p>Good governance</p> <p>Participatory governance</p> <p>Transparency governance</p> <p>Project cycle</p> <p>Engagement Mechanism</p> <p>Belief Influence</p>	Interview and Document Review
Sub RQ2: How do participatory and transparency governance practices impact sustainable community development in the area?	<p>Sub RO2: to explore the impact of participatory and transparency governance on sustainable community development in the study area.</p> <ul style="list-style-type: none"> -sustainable community indicator by Sir Egan and United Nation. 	Sustainable Community	Interview and Document Review

Main research question: How are participatory and transparency governance practices in PERDA public project management and their impact on sustainable community development in the area?

Main research objective: To evaluate participatory and transparency governance practices in PERDA public project management and its impact on sustainable community development.

Research Questions (RQ)	Research Objectives (RO)	Deductive Codes	Strategy of Inquiry
<p>Sub RQ3: What are the recommendations to improve governance in ensuring sustainable community development in the area?</p>	<p>Sub RO3: to suggest recommendations to improve governance towards sustainable community development.</p> <p>-</p>	<p>High-Performance organizations (HPO)</p> <p>Post-occupancy evaluation (POE)</p> <p>Joint venture</p> <p>Database system</p> <p>Community-Based Cooperative (CBC)</p> <p>Sustainable Community</p> <p>Sister City</p> <p>Friendship City</p>	<p>Interview and Document Review</p>

ANALYSIS AND FINDINGS

Group A: PERDA's Management

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
<p>Sub RQ1: How are participatory and transparency governance practices in the affordable housing project by PERDA?</p> <p>Sub RO1: to evaluate participatory and transparency governance practices in the affordable housing project.</p>	Good Governance	<p>Law-Biding</p> <p>Performance</p> <p>Accountability</p> <p>Integrity</p> <p>Professionalism</p>	<p>A1: <u>dengan PERDA nie, dia Badan Berkanun Persekutuan. Jadi kita nie apa-apa pun kita bergerak tue selari dengan garis yang telah ditetapkan oleh Kerajaan Pusat lah. Apa saja dasar yang di apply..yang dicreate..yang diwujudkan oleh Kerajaan dari semasa ke semasa, maka kami sebagai sebuah Badan Berkanun Persekutuan nie maka menjadi satu kewajipan bagi kami untuk mematuhiya. Dan berkenaan dengan <i>good governance</i> nie, ia memang dah menjadi dasar pentadbiran Kerajaan sejak sekian lama. Dan <i>good governance</i> nie memang dah diterapkan dalam semua aspek pentadbiran dan pengurusan agensi ya, <i>effect everything</i> lah seperti yang kita sedia maklum prinsip tadbir urus, <i>good governance</i> nie ataupun tadbir urus yang baik nie dia merangkumi <u>performance ataupun prestasi and then apa nie law-biding ataupun pematuhan terhadap undang-undang, accountability, integrity and professionalism.</u></u></p> <p>A1: Jadi kita kalau boleh <i>start</i> daripada situ lagi saya nie kalau sebagai ketua jabatan kat situ lagi nak kena berpegang teguh kepada <i>good governance</i> dan <u>contohnya dari segi integrity</u> ya sebab daripada permulaan lagi dia akan berlaku <u>bermacam-macam campurtangan ya campurtangan dan apa cubaan-cubaan inilah untuk mempengaruhi keputusan-</u></p>	Good Governance-Law Abiding, Accountability, Professionalism ,Integrity	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Board Members' leadership-command & control</p> <p>Outside Influence</p>	<p><u>keputusan ataupun cadangan-cadangan sesuatu projek-projek pembangunan yang nak dilaksanakan ini. Contohnya daripada segi tempat atau kawasan dimana kita nak bangunkan sebuah bandar baru. Jadi segelintir ahli politik tertentu kalau boleh dia nak biar projek tu dibangunkan di kawasannya.</u></p> <p>A1: Kemudian apabila kita dah apa <i>Board</i> kita dah bersetuju untuk kita laksanakan di mana-mana kawasan dengan pengaruh atau dengan ada pengaruh atau dengan tidak ada pengaruh keputusan telah pun dibuat untuk kita buat satu pembangunan di satu kawasan. Jadi akan ada lagi cabaran-cabaran lain pulak. Cabaran-cabaran contohnya semasa kita nak buat perolehan, masa buat tender. Jadi banyaklah masuk cubaan-cubaan untuk mempengaruhi kita dengan memberi surat-surat sokongan supaya menyokong penender atau pemaju-pemaju tertentu yang diperkenalkan oleh segelintir ahli-ahli politik tertentu supaya dapat beri keutamaan kepada mana-mana pemaju yang tersebutlah.</p> <p>A1: Tapi bagi saya kalau kita berpegang kepada <i>good governance</i> berpegang kepada apa nama <i>integrity, professionalism</i> jadi saya ingat benda-benda nie boleh diatasi lah. Jadi di situlah beberapa isu-isu dan cabaran kita perlu hadapi bagi mengekalkan <i>good governance</i> dalam pelaksanaan projek-projek Kerajaan.</p>	<p>Political Interference</p>	<p>Political Interference</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		Rules of law Financial transparency Responsiveness Consensus oriented-Islam Inclusiveness Effectiveness Efficiency Accountability	<p>A2: Kalau kita lihat lah dari prinsip <i>good governance</i> nie secara overall lah, dimana-mana pun di dalam dunia nie <i>good governance</i> ada berkaitan dengan kita. Seperti contoh, <i>rules of law</i> lah. Kemudian of course lah dari segi sudut kewangan dan juga dari sudut peraturan-peraturan tue dia ada <i>transparency</i> nya. Tue yang kita tengok dari segi konsep <i>responsiveness</i> kita kena ada <i>governance</i> nie. Selain dari itu saya suka lah nak ambil juga konsep syura ataupun <i>cosenses oriented</i> sebab dalam islam pun ada juga konsep yang kita perlu pakai sebagai konsep utama. Kemudian, <i>good governance</i> ini juga melibatkan <i>inclusiveness</i>. Kalau kita lihat dalam rancangan Malaysia pun <i>inclusiveness</i> nie sebagai salah satu perkara <i>fundamental</i> yang diletakkan. Kemudian dari segi pelaksanaan program ataupun peranan pentadbiran kita, kita tengok daripada <i>effectiveness</i> satu-satu peraturan dan juga <i>efficiency</i>nya itu yang saya faham dan juga <i>of course foremost, adalah accountability</i>. <i>Accountability</i> nie di mana-mana pun menjadi satu perkara yang orang kata <i>fundamental</i> atau asalah kerana <i>accountability</i> nie melibatkan urusan-urusan kewangan dan yang ini yang menarik minat di semua pihak. Kewangan nie sekiranya tidak ditadbir dengan baik akan berlakulah apa nie perkara-perkara yang tidak diinginkan seperti rasuah dan sebagainya. Sebab <i>offcourse</i>lah kebanyakan nak jadi kaya dalam kehidupan nie. Itu dari pandangan sayalah. Selain daripada itu adalah kalau kita tengok macam yang disebutkan</p>	Good Governance- Rules of law, Transparency, Responsiveness, Effectiveness & Efficiency, Accountability, Consensus oriented	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Professionalism</p> <p>Competency-analytical thinking (enabler of good governance)</p> <p>Control of sources (labour, financial, material, technical)</p> <p>Political stability</p>	<p>tadi, <u>profesionalisme itu adalah satu perkara yang perlu diutamakan dan dalam konsep negara kita sebagai penjawat awam ini ia berkaitan juga dengan kompetensi</u>. Kompetensi dari sudut ilmu pengetahuan ialah kompetensi dari segi kemahiran berfikir. <u>Kaedah berfikir samaada berfikir secara <i>analytic</i> ataupun berfikir secara logik. Itu yang kita perlu ada untuk mencapai kepada <i>good governance</i> nie</u>. Saya sebagai orang yang <u>duduk di bawah pengurusan melihat <i>good governance</i> dari segi sumber-sumber yang kita nak kawal dan pilih</u>. Secara umumnya ia terdiri daripada sumber <u>manusia, sumber kewangan, material dan teknikal lah</u>. <u>Teknikal tue sumber kepada manusia</u>. <u>Itu yang saya faham mengenai <i>good governance</i></u>.</p> <p>A2: <u>PERDA nie sebuah agensi persekutuan tetapi kita beroperasi di negeri dan apabila kita tengok dari segi kestabilan politik pun, ia menyebabkan perkara tadbir urus itu menjadi agak mencabar</u>. Ia bukannya <i>obstacle</i> yang tidak boleh dihalang tapi kita <u>boleh mengawalnya dengan kaedah mengurusnya secarabersesuaian dengan keadaan semasa dan keadaan politik semasa serta kehendak rakyat</u>. <u>Yang itu perkara yang kita perlu lihat dalam menguruskan <i>good governance</i> nie</u>.</p> <p>A6: <u><i>good governance</i> nie adalah merupakan satu pentadbiran atau pun tadbir urus yang baiklah</u>. Dan termasuk</p>	<p>Good Governance-Professionalism ,Competency</p> <p>Political Stability</p>	<p>Political Stability</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Responsible administration</p> <p>Integrity</p> <p>Accountability</p> <p>For the Govt to public</p> <p>Trustworthy</p> <p>Effective</p> <p>Efficient</p> <p>Regulations</p> <p>Beneficial & Positive impact on public</p> <p>Administration- (planning, Financial Mgt, Execution, delivery, end user)</p>	<p>yang baik itu adalah <u>meliputi satu pentadbiran yang bertanggungjawab yang beretika dan juga ada <i>integrity</i> dan <i>accountability</i>... ia merupakan satu pentadbiran daripada pihak Kerajaan kepada orang awam... di situ perlu ada satu tadbir urus yang bertanggungjawab, beramanah...pentadbiran ataupun perkhidmatan kepada orang awam tersebut <u>mestilah sesuatu perkhidmatan yang <i>effective</i> dan <i>efficient</i> kepada orang awam dan akan dapat <u>manfaat yang sangat baik daripada Kerajaan. Selain itu, dalam <i>good governance</i> nie perlu ada satu garis panduan, satu undang-undang di mana walaupun Kerajaan tersebut atau pun tadbir urus tersebut menyediakan perkhidmatan kepada orang awam, sesuatu pentadbiran itu mestilah mengikut garis panduan dan peraturan-peraturan yang telah ditetapkan dalam tadbir urus tersebutlah. Jadi kesimpulannya, kita lihat pentadbiran yang baik itu adalah <u>satu pentadbiran yang memberi manfaat dan kesan yang positif kepada orang awam.</u></u></u></u></p> <p><u>A7: <i>Actually</i>, apa yang saya faham tentang <i>good governance</i> ini adalah dari segi pengurusanlah. Tadbir urus yang baik ini ia merangkumi banyak aspek. Yang <i>first</i> sekali adalah yang berkaitan dengan pengurusan tue sendiri. Kemudian dari segi perancangan, pengurusan kewangan, pelaksanaan sampailah</u></p>	<p>Good Governance- Good administration, Integrity, Accountability, Effective & Efficient, Law Abiding</p> <p>Good Governance-</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Law-biding (PERDA Act & SOP, Government Circular & SOP)</p> <p>Administration</p> <p>Enabler for smooth organization</p> <p>Guarantee for economic stability</p> <p>Realizing public hope</p>	<p><u>delivery</u> iaitu sistem penyampaian. Maksudnya apa yang kita buat pun last sekali tue yang penting adalah <i>end user</i>.</p> <p>A4: <u>Good governance</u> nie yang saya faham lah, kita PERDA nie sebuah badan berkanun persekutuan dan <u>good governance</u> nie apa yang termaktub dalam akta kita, <u>tanggungjawab</u> kita, <u>fungsi</u> kita yang tue kita buat. Buat dalam keadaan benda yang ikut <u>SOP</u>, ikut prosedur, kita ada prosedur kita <u>SOP</u>. <u>SOP</u> nie diperingkat kementerian pun ada, MOF pun ada dia punya perkeliling-pekelling yang perlu kita patuh. Yang itu kita patuh. <i>On top of that</i>, kita pun di peringkat badan berkanun nie, kita ada SOP sendiri. SOP nie kita <u>develop</u> sendiri dan kita <u>present</u> dalam <u>Board</u>. Board tu terdiri daripada wakil persekutuan, MOF pun ada, EPU ada, KPLB ada. <i>So</i>, <u>SOP</u> yang tue bila dah ada, kita follow <u>SOP</u>. InshaALLAH kita <i>practice good governance</i>.</p> <p>A5: <u>Pemahaman</u> saya mengenai <u>good governance</u> nie ia berkaitan tentang <u>pentadbiran</u>. Pertamanya, dari segi <u>peraturan</u> yang telah ditetapkan oleh pihak Kerajaan ataupun dari satu dalam bidang PERDA nie setiap jabatan lah, ditetapkan untuk memastikan satu peraturan tue dipatuhi bagi <u>menjamin</u>kan satu organisasi dapat berjalan dengan <u>lancar</u>. <u>Good governance</u> ini terlihat dalam pentadbiran yang dikenali dan di persetujui oleh pihak-pihak pelabur untuk melabur di Malaysia. Maksudnya ada kestabilan dari segi</p>	<p>Good administration</p> <p>Good Governance-Law Abiding</p> <p>Good governance-Good administration</p> <p>Guarantee for economic stability</p>	<p>Guarantee for economic stability</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		Good Administration Efficient Integrity Accountability Public participation Bottom-up strategy Outside Influence	<p><u>satu peraturan yang bagus, yang baik dan menjamin untuk meningkatkan ekonomi. Ia boleh menjamin bahawa projek ataupun satu hasrat macam PERDA nie dapat merealisasikan harapan rakyat dengan lebih baik dan lebih teraturlah.</u></p> <p>A3: <u>Good governance</u> nie secara umumnya sebenarnya pada saya adalah <u>pengurusan dan pentadbiran yang baik dalam melaksanakan tanggungjawab yang diamanahkan oleh Kerajaan kepada kita.</u> Dalam konteks ini adalah lebih melihat dari segi kecekapan kita melaksanakan tugas untuk <i>deliver</i> perkhidmatan kita kepada orang ramai ataupun kepada rakyat dan kecekapan itu hendaklah <u>selaras dengan ketelusan, integrity dan jugak accountability.</u> Dan ia juga berkait dengan isu-isu seperti <u>penyalahgunaan kuasa dan juga rasuah yang selalu diperkatakan</u> oleh pelbagai pihak apabila sesuatu projek pembangunan itu dilaksanakan. Jadi pada saya, dari segi pentadbiran yang baik ini kita jugak <u>perlu melibatkan masyarakat iaitu participation from</u> masyarakat yang mana <u>bottom-up strategy</u> itu adalah penting. Maksud <i>Bottom-up strategy</i> ialah <u>idea-idea daripada masyarakat kita guna pakai juga dalam setiap pelan perancangan pembangunan untuk dibawa ke atas supaya dinilai bagi dilaksanakan oleh PERDA.</u> Kalau ada <i>interference</i> sekalipun, prosedur akan tetap dipatuhi dan jika tidak memenuhi kriteria sebagai pemaju atau kontraktor ianya akan tetap ditolak. Penilaian</p>	Guarantee for economic stability Good Governance- Good administration, Efficient, Integrity, Accountability, Public Participation Outside Influence	Interference

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
			tetap dibuat bagi memastikan kemampuan dan kelayakan untuk melaksanakan sesebuah projek.		
	Participatory governance (Public Participation)	Public demand-fast feedback and house booking	<p>A1: Ok jadi, <i>so far</i> kita nampak rakyat nie memang tertunggu-tunggu kalau PERDA kata nak <i>launch</i> apa-apa projek perumahan...memang rakyat tertunggu-tunggu. Jadi kita akan dapat <i>feedback</i> yang begitu cepat apabila kita <i>launch</i> satu projek perumahan. Rakyat dah tahu harga memang mampu milik, jadi bila kita buka tawaran memang cepatlah, cepat habis. Orang <i>booking</i> tue cepatlah dan cepatlah habis. Jadi bagi saya berkenaan penyertaan rakyat, sambutan rakyat terhadap projek pembangunan PERDA nie memang sangat tinggi disebabkan harga yang kita tawarkan rendah...apa saja yang PERDA tawarkan memang dapat sambutan daripada rakyat... <i>public</i> nie memang akan <i>hundred percent participate</i> lah.</p> <p>A2: So, kita kalau dalam melihat dari segi <i>public participation</i> nie, perlu ada kolaborasi antara kita sebagai <i>stakeholders</i> iaitu penjawat awam dan juga <i>public</i>. Kita tak boleh lari maksudnya kita tidak boleh bergerak in silo. Kita kena ada <i>collaboration</i> dan <i>bridging</i> antara subjek <i>matter</i> tersebut. Kalau tak, kita tak akan dapat <i>public participation</i> yang dikehendaki seperti dalam <i>good governance</i>. Contohnya dalam projek perumahan, kalau kita lihat penerima manfaat itu adalah <i>public</i> dan yang akan terlibat</p>	Public Participation	
		Collaboration Bridging between parties involve		Public Participation & Engagement	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Social Obligation</p> <p>Public Request</p> <p>Enabler of administration</p> <p>Source of information</p>	<p><u>dalam projek nie kita punya servis. Maksudnya kita memberi servis kepada mereka dan kita sediakan perumahan. So kita kena sebagai penjawat awam yang menguruskan projek-projek, tak boleh lihat dari segi keuntungan semata-mata. Maksudnya kita tak boleh tengok pulangan <i>monetary</i>. Kita kena lihat ia memenuhi kehendak mereka dari segi menyediakan kemudahan perumahan dengan design yang bersesuaian serta kawasan-kawasan yang strategik. Contohnya kalau kita nak buat projek perumahan kena tengok kawasan yang strategik, Kemudian kualiti projek kita tue hendaklah <u>kualiti yang bersesuaian, mampu milik, selesa dan mempunyai infrastruktur yang lengkap dari segi kehidupan lestari</u>. Maksudnya kita tak boleh sediakan perumahan tanpa infrastuktur untuk <u>kemudahan sosial seperti sukan dan kemudahan-kemudahan sosial keagamaan</u>. Yang itu kita tak boleh abaikan... <u>maksudnya <i>public participation</i> nie hendaklah memenuhi kehendak <i>public</i> dalam menyediakan kemudahan</u>.</u></p> <p><u>A6: penyertaan awam itu merupakan satu komponena atau pun satu elemen yang sangat penting dalam tadbir urus yang baik. Sebab tanpa penyertaan awam, satu pentadbiran tu takkan sempurna ataupun tidak akan mencapai kesempurnaan kalau tidak ada penyertaan awam. Pihak Kerajaan hendak menjalankan satu projek pembangunan daripada mula sekali memang kita kena <i>involve</i> kan orang</u></p>	<p>Public Participation-Partnership</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Social obligation</p> <p>Public Request</p> <p>Flexibility to the public-(as house buyers)-appoint a lawyer, negotiate terms, liability defect period</p>	<p><u>flat tue konsepnya tak diminati. Cuma bila dalam keadaan sekarang nie, bila harga tanah terlampau tinggi, harga rumah terlampau tinggi, jadi permintaan dah ada lah. Jadi penglibatan yang saya katakan tadi,... disinilah penglibatan masyarakat yang kita nampak.</u></p> <p>A4: Macam untuk projek yang di Asenia tue, diperingkat kita nie kita cuma sedia tanah sahaja. So, bajet dari segi kewangan dan yang lain diuruskan oleh <i>third party</i>. Tapi kita PERDA nie dah tau dah matlamat kita apa, <i>output</i> apa yang kita nak sasarkan dan kita lebih pentingkan kepada <i>output</i> dan <i>outcome, impact</i> kepada masyarakat setempat. <u>Kita nie sebagai badan berkanun persekutuan bukan nak tengok kepada <i>dollar and cent</i>..keuntungan kita jugak kepada tanggungjawab sosial.</u></p> <p>A5: ...bagi menjamin bahawa satu projek ataupun satu hasrat macam PERDA nie <u>merealisasikan harapan rakyat dengan lebih baik, teratur dan dapat diterima oleh rakyat.</u> ...Peringkat untuk <i>public</i> dari segi ketelusan atau <i>transparency</i> tue <u>kita bagi kelonggaran kepada pihak pembeli untuk melantik dia punya <i>lawyer</i> sendiri, Maknanya kita beri kebenaran untuk dia memilih, <u>Dari segi pelaksanaan projek, kita telah wawarkan pada pembeli di dalam perjanjian spesifikasi rumah sperti maklumat berkaitan dengan model rumah, keluasan rumah keluasan tanah dan lain-lain.</u> Kita</u></p>	<p>Public Participation</p> <p>Public Participation-Implementation phase</p>	<p>Third party involvement</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Public Participation- Public opinion on their capability</p> <p>Bottom-up approach- discussion with local leaders at the planning phase</p>	<p>juga memberi kelonggaran <u>sekiranya ada apa-apa perbezaan dalam perjanjian tue, boleh dirunding balik. Contohnya, bayaran akan dijelaskan balik kepada pihak pembeli, ...dari segi mutu kerja-kerja pembinaan dimana kita beri tempoh untuk kerja-kerja defect. Maksudnya pembeli boleh minta PERDA atau pihak kontraktor berkenaan untuk memperbetulkan balik apa-apa berkaitan dengan pembinaan tu.</u></p> <p>A3: <u>Jadi dalam konteks PERDA nie, golongan sasar kita adalah masyarakat. Apabila kita nak buat sesuatu projek untuk manfaat masyarakat, sudah tentu kita perlu melibatkan mereka daripada segi pelaksanaannya kerana kita tak boleh laksanakan tanpa melihat kehendak masyarakat dalam sesuatu pembangunan. Kita perlu dapat pandangan masyarakat sendiri apakah kemampuan mereka untuk membeli rumah dengan pembangunan yang kita nak laksanakan kerana bukan mudah untuk miliki sebuah rumah pada masa ini. Jadi kemampuan mereka perlu diberi perhatian dan perlu kita dengar untuk kita terapkan dalam pelan perancangan sesebuah projek pembangunan khususnya dalam aspek perumahan. Jadi dalam aspek ini kita cuba libatkan masyarakat dari peringkat awal iaitu dalam peringkat pelan perancangan. Kita cuba dulu berbincang dengan pihak orang kata local leader masyarakat tempatan, ketua-ketua masyarakat tempatan apakah bentuk-bentuk</u></p>	<p>Public Participation- Planning phase</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		Public Participation-via housing development research thru collaboration with other parties at the ideation phase	<p><u>perumahan yang mereka rasa perlu disediakan untuk mereka.</u> Ini adalah satu bentuk penglibatan masyarakat dalam pembangunan sebuah projek perumahan.</p> <p>A3 : Ok <u>PERDA nie buat satu kajian pembangunan perumahan iaitu kajian impak pembangunan perumahan dimana kita adakan kerjasama dengan pihak universiti dan sebagainya.</u> <u>Dalam kajian tersebut terdapat <i>questionnaire-questionnaire, survey-survey</i> yang diberi kepada penduduk-penduduk mengenai bentuk rumah dan jenis rumah, berapa bilik dan sebagainya yang disoal melalui <i>questionnaire</i> tersebut kepada <i>public</i>.</u> Jadi dari situ <i>mereka</i> memberi respon dan kita akan <u>ambil input-input yang telah dianalisa dan kita akan jadikan ia sebagai panduan bagi PERDA untuk mencadangkan atau merancang projek perumahan yang kita akan laksanakan.</u> Contohnya, terkini, <u>kami di PERDA sedang menyediakan satu pelan induk pembangunan tanah-tanah PERDA yang belum dimajukan.</u> Kami telah menjalankan <i>survey</i> kepada penduduk-penduduk yang berada di sekitar tanah-tanah PERDA yang belum <u>dibangunkan.</u> Hasil survey itu akan menjadi <u>input yang kami akan gunakan dalam pelan perancangan pembangunan ke atas satu-satu tanah yang kita akan bangunkan.</u></p>	Public Participation-Ideation/Planning phase	Research Development

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Observation- from other party</p> <p>Follow Regulations- SOP and circular by KPKT, local government- start to finish</p> <p>Political Stability</p>	<p><u>orang yang nak dapatkan pinjaman daripada bank. Jadi semua syarat-syarat itu telah ditetapkan oleh Kerajaan melalui KPKT. Semua kena ikut dari segi masa, tempoh pembinaan kemudian untuk tempoh penjualannya. Diikuti dengan tempoh untuk kita serahkan rumah dan tempoh untuk LED selama 2 tahun. Jadi, semua perkara itu memang kami dipantau. Jadi kita tak boleh nak sembunyi-sembunyi</u></p> <p>A2: <u>Apabila kita cakap tentang <i>transparency</i> dalam pembangunan ini adalah kalau kita lihat ini mematuhi peraturan-peraturan tertentu sama ada peraturan akta statut by law dan juga undang-undang yang dilaksana oleh PERDA sendiri. <i>Transparency</i> tue kalau kita tengok dari segi .. bagaimana kita menguruskan sesuatu projek-projek pembangunan tue dari peringkat awal lagi. PERDA nie sebuah agensi persekutuan tetapi kita beroperasi di negeri dan juga apabila kita tengok dari segi kestabilan politik pun ia menyebabkan perkara tadbir urus itu menjadi agak mencabar. Ia bukannya <i>obstacle</i> yang tidak boleh dihalang tapi kita boleh mengawalnya dengan kaedah kita mengurusnya secara yang bersesuaian dengan keadaan semasa dan juga dalam keadaan politik semasa mengikut kehendak rakyat. Yang itu yang kita perlu lihat dalam menguruskan <i>good governance</i> nie.</u></p>	<p>Transparency upward-downward</p> <p>Transparency outward-inward</p> <p>Political Stability</p>	<p>Political Stability</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Information sharing</p> <p>Partnership-with public</p> <p>Follow Regulations-SOP and circular-procurement, selection of contractor</p> <p>Transparent-Open Voting system</p>	<p>A6: <u>kita akan memaklumkan lah perkara-perkara yang boleh kita maklumkan kepada orang awam berkenaan dengan projek kita ataupun sesuatu projek pembangunan yang lainlah bukan perumahan sahaja.</u> Jadi di situ memang <i>transparency</i> tue diperlukan untuk <u>kita share dan partnership dengan orang awam.</u> Tetapi <i>transparency</i> kita pun perlulah <u>mengikut saluran ataupun peraturan garis panduan.</u> Salah satu <i>transparency</i> yang kita laksanakan di <u>PERDA contohnya untuk membina rumah PPRT ataupun untuk membaik pulih rumah PPRT kita ada satu kaedah sebut <u>hargalah di mana kaedah sebut harga tersebut ialah perolehan secara undian.</u></u> Bila kita buat perolehan secara undian ini kita akan jemput kontraktor. Kemudian kita akan jemput daripada kontraktor tue kontraktor yang layak dengan dokumen dan sijil-sijil yang ada dan di situ kita akan buat undian secara terbuka. Di situ kita ada satu jawatankuasa perolehan secara undian. So, selalunya pengerusi akan mencabut undi dihadapan kontraktor-kontraktor yang hadir. So, bila kita cabut undi kita dapat satu undi, kemudian selalunya kita ada 2, 3 projek ya. Ok, pengerusi cabut yang pertama kemudian selepas pengerusi cabut yang pertama kontaktor yang dapat tue dia akan mencabut undi bagi projek yang ke 2 dan seterusnya lah. <u>Itu satu apa nie kaedah <i>transparency</i> yang PERDA laksanakan sekarang lah.</u></p>	<p>Organizational Transparency</p> <p>Transparency outward-inward</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Information sharing, Partnership, Follow Procedure</p> <p>Collaboration</p> <p>Transparent-Clear Process/ reliable system</p>	<p><u>A4: kita buat memang ikut prosedur Kerajaan. Keputusan ada di setiap peringkat. Kita mula setiap projek tue dengan peringkat perancangan, lepas tue kita buat peringkat pelaksanaan dan seterusnya peringkat penyerahan. Setiap peringkat tue memang kita buat pemantauan dan <i>on top of that</i> kita buat penilaian. So, setiap peringkat dah ada kita punya pemantauan dan penilaian. Kita bukan buat <i>last kali</i>. So, every projek contoh kalau kita buat projek perumahan nie kita memang susun kaedah-kaedah tue supaya kita dapat betul-betul lah projek kita nie memang ikut <i>good governance</i>. Macam untuk projek yang di Asenia, diperingkat kita nie kita cuma sedia tanah sahaja. So, bajet dari segi kewangan semua diuruskan oleh <i>third party</i>. Tapi kita PERDA nie dah tau dah matlamat kita apa, <i>output</i> apa yang kita nak sasarkan dan kita lebih pentingkan kepada <i>output</i> dan <i>outcome, impact</i> kepada masyarakat setempat. Kita nie sebagai badan berkanun persekutuan bukan nak tengok kepada <i>dollar and cent</i>..keuntungan kita juga kepada sosial.</u></p> <p><u>A5 : Macam <i>transparency</i> bagi pihak <i>public</i> nie maksudnya dari segi perolehan kerja yang diputuskan oleh pihak PERDA lah. Macam pelantikan untuk dapatkan apa melaksanakan projek perumahan tue... dari segi pelantikan kontraktor ... perolehan, cara mendapatkan perolehan tue dari situ satu <i>transparency</i> kepada rakyat. Jadi rakyat dah tengok dari segi</u></p>	<p>Transparency upward-downward</p> <p>Joint Venture-Collaboration</p> <p>Transparency outward-inward</p>	<p>Joint Venture-Collaboration</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Follow Regulation-SOP, circulars, work procurement</p> <p>Follow Procedure-housing development spec</p> <p>Information sharing-with public</p> <p>Transparent-discussion with</p>	<p><u>apa penyertaan pembeli. dari segi sama ada satu projek boleh dilaksanakan dengan berjaya atau tak. Contohnya macam pembeli-pembeli rumah tue dia dah tengok kontraktor itu kontaktor kelas apa, peningkatkan dari segi pembinaan rumah, jenis rumah. Jadi PERDA sebagai satu agensi untuk membangunkan perumahan akan salurkan maklumat kepada pembeli dari segi jenis pembinaan apa, macam mana harga ...ketulusan harga ... Dari segi pembinaan pun, pembinaan adalah mengikut spec-spec yang telah ditetapkan dalam kontrak. Jadi kita memastikan perkara itu di laksanakan dan dipatuhi oleh pihak kontraktor yang telah dilantik oleh pihak-pihak PERDA. Di situ pun dia akan menjamin bahawa ketelusan pada pembeli... penyertaan daripada luar daripada organisasi PERDA.</u></p> <p>A3: Di sini juga kalau kita <i>relate</i> dengan <i>transparency</i> dengan masyarakat secara tidak langsung sebenarnya idea mereka tue kita dapat <i>direct</i> daripada mereka. Jadi itu dianggap sebagai satu ketelusan kita berbincang lebih kurang, bukan kita buat berdasarkan kehendak kita berdasarkan keuntungan berdasarkan kepentingan-kepentingan pihak-pihak lain seperti <i>third party</i> ataupun <i>politician</i> dan sebagainya. Saya bersetuju kadang-kadang <i>politician</i> satu-satu tempat tue inginkan projek-projek tersebut dilaksanakan di kawasanya untuk mendapatkan <i>mileage</i> politik, tapi adakah <i>mileage</i> politik tersebut memberi</p>	<p>Organizational Transparency</p> <p>Transparency upward-downward</p> <p>Transparency outward-inward</p> <p>Political Interference</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>public on their needs</p> <p>Transparent-Clear Procurement in financial procedure</p> <p>Selection freedom-houses for buyers provided in low-cost housing</p> <p>Visible Information</p>	<p>manfaat kepada penduduk keseluruhannya? <u>Jadi tidak dapat tidak kita kena dapat pandangan dari penduduk itu sendiri, Jadi ini yang kita buat.</u></p> <p>A3: Jadi apabila masyarakat melihat dalam proses perolehan tender dan sebagainya dia, nampak macam kita tak <i>deal</i> dengan mereka tetapi mereka melihat kita mematuhi garis panduan yang ditetapkan oleh Kerajaan dalam prosedur kewangan. Disitu telah ditunjukkan ketelusan, <i>transparent</i> kita dengan masyarakat dalam melaksanakan projek. Dalam bab-bab lain <u>dari segi penglibatan masyarakat, apabila melibatkan penyerahan projek tertentu ...contoh di projek perumahan Sungai Dua utama nie dia ada projek perumahan kos rendah juga di situ. Untuk membuktikan bahawa kami <i>transparent</i> dengan masyarakat, kita memberi pilihan kepada pembeli untuk membuat cabutan undi ke atas rumah yang mereka nak duduk nanti.</u> Jadi kita tak pilih bagi rumah itu kepada mereka, tetapi mereka dipanggil untuk membuat cabutan undi dan daripada cabutan undi yang dibuat oleh mereka sendiri mereka akan memiliki rumah tersebut. Jadi dalam hal ini, <u>mereka nampak sendiri <i>transparentnya</i> bagaimana kita memberi rumah tersebut tanpa campurtangan daripada kita, dia sendiri memilih nasib menentukan rumah tingkat, mana blok mana dan sebagainya tue akan menentukan. Di situ telah menunjukkan bagaimana kita cuba sebaik mungkin untuk <i>transparent</i> dengan masyarakat dari</u></p>	<p>Transparency upward-downward</p> <p>Organizational transparency</p> <p>Transparency outward-inward</p>	<p>Political Interference</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		Follow Procedure-SOP Compliance	<u>segi perolehan rumah yang mereka ingin duduki. Nampak tak disitu apa yang kita cuba laksanakan disamping <i>transparent-transparent</i> yang lain lah yang kita laksanakan dari segi pemilihan projek, dari segi undian ke atas kontraktor bagi projek-projek perumahan tertentu dan sebagainya. Itulah yang saya nampak.</u>	Transparency upward-downward	
	Project Management	Command & control	A1: Jadi benda nie memang <u>kita amat-amat titik beratkanlah <i>especially</i> saya sebagai ketua jabatan, saya memang kena pastikan bahawa elemen-elemen yang saya sebutkan tadi itu memang selalu sentiasa ada diterapkan dalam agensi ini terutamanya apabila kita nak <u>melaksanakan sesuatu program ataupun sesuatu projek agensi.</u></u>		Leadership
		Project governance	A1: Tapi bagi saya kalau kita berpegang kepada <u><i>good governance</i> berpegang kepada apa nama <i>integrity, professionalism</i> jadi saya ingat benda-benda nie boleh diatasi lah. Jadi di situlah beberapa isu-isu dan cabaran untuk kita nak mengekalkan <i>good governance</i> lah dalam pelaksanaan projek-projek kerajaan.</u>	Project Governance	
		Social Obligation	A1:..., <u><i>special</i> nya about projek PERDA nie kalau kita buat projek perumahan yang pertama harga kita. Harga kita nie, memang PERDA kalau kita buat projek, keuntungan tue ia <i>something</i> yang kami tak fikir kan sangat ya sebab PERDA nie ditubuhkan untuk kita <u>menyediakan kemudahan tempat tinggal kepada rakyat. Jadi PERDA nie adalah salah satu</u></u>	Social Obligation	Pricing Affordability

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Project Funding-from govt & Private</p> <p>Project cycle/phase-start to finish/delivery involve public, house buyers</p> <p>Project cycle/phase-Planning to finish in housing project</p>	<p><u>agensi yang selari dengan hasrat Kerajaan apabila kita nak bina rumah tu. Kita nak pastikan bahawa rakyat terutamanya yang B40 nie mampu membeli rumah yang kita bina</u></p> <p>A2: Kalau kita nak tengok dari segi pembiayaan kewangan la ya dari segi projek-projek PERDA nie satu kelebihan dia dari untuk apa nie <u>kalau kita tengok tender yang dibuat dan sebagainya kewangan dia kawalan sumber kewangan dia adalah kita dapat sumber daripada Kerajaan dan kita juga dapat sumber melalui penyertaan swasta lah. Itu sahajalah yang point yang kita perlu <i>highlight</i>.</u></p> <p>A6: <u>sebenarnya penyertaan awam nie dari mula nak mulakan kan projek sehingga selesai projek lah. Kita akan nak mulakan, kemudian kita dalam proses nak pembinaan pun kita ada penyertaan awam dalam pembinaan tue pembeli-pembeli telah mula untuk membeli membuat proses pembelian untuk membeli rumah-rumah kita. Kemudian sampai ke akhirnya pun bila kita nak memberi orang kata serahkan rumah yang dah siap tue di situ lagi satu ..</u></p> <p>A7: Kita buat kalau di sebelah seberang dulu lah.. <u>dulu rumah flat nie kalau buat tak laku. Rumah 2 tingkat buat tak laku sebab kemampuan dan juga daya beli masyarakat nie tak mencukupi atau pun macam rumah flat tue dia tak minat konsep dia tue tak minat. Cuma bila dalam keadaan sekarang nie, bila harga tanah terlampau tinggi, harga rumah</u></p>	<p>Project Financing</p> <p>Project Cycle/Phase-Ideation/Planning till Delivery</p> <p>Project Cycle/Phase-</p>	<p>Public capability & interest- in housing price & design</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>by public from demands on houses until hand over to them</p> <p>Project cycle/phase-execution, challenges during pandemic</p> <p>Project cycle/phase-follow Govt procedure from start to finish, observation every stage is made, deliver to</p>	<p>terlampau tinggi, jadi <i>demand</i> permintaan tue dah ada lah. Jadi <u>penglibatan yang saya katakan tadi, penglibatan masyarakat tue dekat situ tue kita dah nampak, baru adalah maksud dia <i>involvement</i> PERDA nie daripada <i>planning</i>.</u> Kemudian dari situlah <u>baru kita minta peruntukan yang bersesuaian dengan projek yang kita nak bangunkan dan lepas tue pelaksanaan dan sampailah kita <i>hand over</i> lah rumah kepada pembeli.</u></p> <p>A7: <u>Dari segi pelaksanaan tue kita tetap jalankan, cuma ada kekangan-kekangan dia tapi dengan medium baru yang kita jalankan kita guna pakai nie benda tue boleh berjalan tapi agak terjejas dari segi pelaksanaan. Ialah <u>terjejas dari segi tempoh masa, macam hari tue bila ada MCO (<i>Movement Control Order</i>) arahan-arahan MCO tue jadi yang tue lah ada kekangan dia lah. Tapi masih boleh diteruskan dan boleh dijalankan lah walaupun ada kekangan dia.</u></u></p> <p>A4: <u>...kita buat memang ikut prosedur Kerajaan. Keputusan tue ada di setiap peringkat. Kita mula setiap projek tue dengan peringkat perancangan, lepas tue kita buat peringkat pelaksanaan, lepas tue peringkat penyerahan <i>deliver</i>. Setiap peringkat tue memang kita buat pemantauan dan <i>on top of that</i> kita buat penilaian. So, setiap peringkat dah ada kita punya pemantauan dan penilaian. Kita bukan buat <i>last</i> kali. So, <i>every</i> projek contoh kalau kita buat projek perumahan nie</u></p>	<p>Planning till Finish</p> <p>Project Cycle/Phase-Execution</p> <p>Pandemic Impact</p> <p>Project Cycle/Phase-Planning till Evaluation</p>	<p>Pandemic Impact</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>buyer & final evaluation</p> <p>Joint venture-collaboration</p> <p>Social Obligation</p> <p>Joint venture-Collaboration</p> <p>Project Funding- outsource</p>	<p>kita memang <u>susun kaedah-kaedah</u> tue supaya kita <u>projek kita nie memang ikut <i>good governance</i></u>. Macam untuk projek yang di Asenia tue, diperingkat kita nie kita cuma sedia tanah sahaja. So, bajet dari segi kewangan apa semua diuruskan oleh <i>third party</i>. Tapi kita PERDA nie dah tau dah matlamat kita apa, <i>output</i> apa yang kita nak sasarkan dan kita lebih pentingkan kepada <i>output</i> dan <i>outcome, impact</i> kepada masyarakat setempat. <u>Kita nie sebagai badan berkanun persekutuan bukan nak tengok kepada <i>dollar and cent</i>.keuntungan kita jugak kepada sosial lah.</u></p> <p><u>A4: La nie <i>approach</i> baru kita ada apa <i>private participation</i>, makna kata kita nie Kerajaan boleh bekerjasama dengan <i>private sector</i> untuk <i>deliver</i> apa yang patut rakyat dapat. So, kita kena <u>gunalah kaedah mana yang lebih menguntungkan</u>. Macam saya <i>mention</i> tadi arr diperingkat Kerajaan nie, <u>bukannya nak tengok untung <i>dollar and cent</i> sahaja. Kerajaan nak supaya dia boleh <i>deliver</i> apa yang rakyat nak, keuntungan duit tue kalau kita buat dengan pihak <i>private</i> makna kata dia akan <i>win win</i> lah. <i>Private</i> pun akan untung, pihak Kerajaan pun akan untung <i>and the end</i> rakyat sendiri akan untunglah boleh dapat semua tue. Kerajaan tak payah sedia dah peruntukan bajet yang begitu besar untuk buat</u></u></p>	<p>Joint Venture-Collaboration</p> <p>Social Obligation</p> <p>Joint Venture-Collaboration</p> <p>Project Financing</p>	<p>Joint Venture-Collaboration</p> <p>Joint Venture-Collaboration</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Project cycle/phase-execution-delay, extension, increase cost</p> <p>Project execution-Solutions of issues-one to one basis</p> <p>Project cycle/phase-execution, freedom on appointment of lawyer</p>	<p><u>permohonan nie sedangkan permohonan tue rakyat boleh dapat.</u></p> <p><u>A4: Untuk keadaan semasa pandemik nie, memang kita agensi yang melaksanakan projek-projek nie kita memang ada terkesan sikit lah sebab kita pun ada akta berkaitan dengan covid yang kerja-kerja tue memang kita tak boleh buat. So, dia akan delay la. Delay berkaitan kerja nie dia melibatkan masa dan melibatkan kos. Kos pun masa jugak. Kita susah nak deliver apa yang sepatutnya kita deliver lah berkaitan dengan covid nie patutnya kita boleh deliver sekarang, end up kita kena extend, extend, extend, baru kita boleh deliver. Yang tue semua akan force kita, force diperingkat pelaksanaan projek tue. So, yang nie kita kena overcome dengan kaedah-kaedah lain la diperingkat PERDA sendiri, approach kita tue macam-macam la untuk kita selesaikan semua peringkat-peringkat masalah yang kita ada. Dia one to one punya kes basis kan. Secara keseluruhan tue, saya ingat kita overcome lah masalah yang covid nie berkaitan dengan projek-projek kita.</u></p> <p>A5 : Peringkat ar untuk public ah dari segi kalau dari segi ketelusan dari segi apa transparency tue untuk meningkatkan dari segi tu lah kita bagi kelonggaran kepada pihak pembeli untuk melantik dia punya lawyer sendiri, peguam sendirilah. Makna kita beri kebenaran lah untuk dia memilih, PERDA</p>	<p>Pandemic Impact</p> <p>Project cycle/phase-execution</p> <p>Project cycle/phase-execution</p>	<p>Pandemic Impact</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Project cycle/phase-closure-delivery, negotiation on differences if any, Defect Liability Period</p> <p>Project cycle/phase-ideation/planning to finish involve public the from local leaders/representative discussion</p>	<p>tak tetapkan di mana dia company dia kena tetapkan untuk putuskan lawyer mana yang kena ambik makna dia sendiri akan memilih. <u>Dari segi pelaksanaan projek, pembeli jugak kita telah wawarkan pada pembeli dari segi dalam perjanjian tue dah ada dia punya spek daripada segi apa maklumat-maklumat berkaitan dengan model rumah dan keluasan rumah keluasan tanah semua dah ada dalam tue. Makna secara terusan dah termaktub dalam perjanjian lah dan kita juga memberi kelonggaran sekiranya ada apa-apa perbezaan dalam perjanjian tue, boleh dirunding balik maksudnya dari segi bayaran akan dijelaskan balik kepada pihak pembeli lah. Lepas tue dengan, dari segi mutu kerja-kerja pembinaan tue maksudnya kita ada pada pembeli kita ada beri tempoh untuk kerja-kerja defect maksudnya pembeli boleh minta PERDA untuk atau pihak kontraktor untuk memperbetulkan balik lah dari segi apa-apa berkaitan dengan pembinaan tu lah...di situ kita beri kebenaran kepada pihak pembeli lah.</u></p> <p>A3: <u>Kita perlu dapat pandangan masyarakat sendiri apakah kemampuan mereka untuk membeli rumah atau pun pembangunan kita nak laksanakan kerana bukan mudah untuk miliki sebuah rumah pada masa ini. Jadi kemampuan mereka perlu diberi perhatian, perlu kita dengar untuk kita laksanakan pelan perancangan sesebuah projek pembangunan khususnya dalam aspek perumahan. Jadi dalam aspek ini kita cuba libatkan masyarakat dari peringkat</u></p>	<p>Project cycle/phase-finish, delivery</p> <p>Project cycle/phase-Ideation/Planning till finish</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Procedure Compliance</p> <p>Project cycle/phase-planning to finish</p> <p>Procedure Compliance- Public not included in procurement matters but project is based</p>	<p><u>awal iaitu dalam peringkat pelan perancangan pelaksanaan itu kita cuba dulu berbincang dengan pihak orang kata <i>local leader</i> masyarakat tempatan, ketua-ketua masyarakat tempatan apakah bentuk-bentuk perumahan yang mereka rasa perlu disediakan untuk mereka.</u></p> <p>A3: Ok <i>actually</i>, untuk penglibatan masyarakat sebenarnya kita sebaik mungkin ingin melibatkan masyarakat dalam semua fasa pembangunan daripada idea, rancangan sehinggalah pelaksanaan dan penyerahan projek. Walaubagaimanapun, ada aspek-aspek tertentu yang melibatkan kerahsiaan perundangan dan sebagainya yang kita tak boleh libatkan masyarakat. So, kita cuba sebaik mungkin peringkat mana yang kita boleh laksanakan seperti peringkat dari segi idea kita boleh laksanakan penglibatan masyarakat, cadangan pelan pelaksanaan jugak kita masih boleh gunakan masyarakat dalam penglibatan kita. Walaubagaimanapun apabila melibatkan proses-proses perundangan, perolehan kewangan iaitu tender projek dan sebagainya sudah tentu kita tak boleh melibatkan mereka tetap kita mempunyai satu peraturan-peraturan kewangan dan garis panduan yang telah dikeluarkan oleh Kerajaan yang perlu kita patuhi. Jadi di situ <i>transparent</i> dengan masyarakat iaitu kita tak buat ikut suka tanpa mengikut garis panduan yang telah ditetapkan. Jadi apabila masyarakat melihat dalam proses perolehan tender dan sebagainya dia, nampak macam</p>	<p>Procedure Compliance</p> <p>Project cycle/phase-Planning to Finish</p> <p>Procedure Compliance</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>on govt procedures</p> <p>Project cycle/phase-closure-delivery involve public</p> <p>Selection freedom-houses for buyers provided in low-cost housing</p>	<p>kita tak <i>deal</i> dengan mereka tetapi mereka melihat kita mematuhi garis panduan yang ditetapkan oleh Kerajaan dalam prosedur kewangan. Disitu telah ditunjukkan ketelusan, <i>transparent</i> kita dengan masyarakat dalam melaksanakan projek. Dari segi penglibatan masyarakat apabila melibatkan penyerahan projek tertentu contoh di projek perumahan Sungai Dua utama nie dia ada projek perumahan kos rendah juga di situ. Untuk membuktikan bahawa kami <i>transparent</i> dengan masyarakat, kita memberi pilihan kepada pembeli untuk membuat cabutan undi ke atas rumah yang mereka nak duduk nanti. Jadi kita tak pilih bagi rumah tue kepada mereka, tetapi mereka dipanggil untuk membuat cabutan undi dan daripada cabutan undi yang dibuat oleh mereka sendiri mereka akan memiliki rumah tersebut. Jadi dalam hal ini, mereka nampak sendiri <i>transparentnya</i> bagaimana kita memberi rumah tersebut tanpa campurtangan daripada kita, dia sendiri memilih nasib menentukan rumah tingkat, mana blok mana dan sebagainya tue akan menentukan. Di situ telah menunjukkan bagaimana kita cuba sebaik mungkin untuk <i>transparent</i> dengan masyarakat dari segi perolehan rumah yang mereka ingin duduki. Nampak tak disitu apa yang kita cuba laksanakan disamping <i>transparent-transparent</i> yang lain lah yang kita laksanakan dari segi pemilihan projek, dari segi undian ke</p>	<p>Project cycle/phase-finish, delivery</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		Social Obligation-Win-win situation Joint venture-Collaboration	<p>atas kontraktor bagi projek-projek perumahan tertentu dan sebagainya. Itulah yang saya nampak.</p> <p>A3 : Kedua-dua projek adalah rumah kos rendah yang buat undian seperti yang saya katakan tadi tue. <u>Jadi saya nak tekankan di sini projek Sungai Dua dengan jugak bandar PERDA Aseania tue kita laksanakan mengikut semua ketetapan yang PERDA tentukan iaitu dasar-dasar PERDA ingin memberi rumah mampu milik kita kepada rakyat itu dipatuhi dan kita jugak pastikan bahawasanya semua pembangunan, <i>sharing</i> dan sebagainya tue adalah menguntungkan Kerajaan. Ia itu yang kita pastikan. ..Projek tue kerjasama jugak dengan pihak orang panggil swasta.. ada <i>JV</i> dengan pihak swasta. Jadi pihak swasta kita tue kena ikut dasar PERDA.</u></p>	Social Obligation Joint venture-Collaboration	Joint venture-Collaboration
	Engagement Mechanism	Announcement Mass Invitation Official Ceremony	A6: Di mana kita lihat kalau penyertaan awam sejak daripada mula lagi Kerajaan akan umumkan.... selalunya pihak Kerajaan kata macam contoh PERDA lah,.... <u>kalau PERDA nak jalankan satu projek pembangunan terutamanya jika projek tersebut melibatkan golongan B40 ataupun golongan yang termiskin, kita akan memaklumkan kepada pihak-pihak yang tertentu untuk melibatkan penyertaan awam. Kita akan buat macam majlis pecah tanah...majlis pelancaran, penjualan ataupun majlis pelancaran pembinaan projek tersebutlah.</u>	Face to face interaction-Official ceremony, Annoucement	Pandemic occurrence approach

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Procurement via voting system</p> <p>Public Engagement Ceremony, Site Visit</p>	<p>A6: <u>Salah satu <i>transparency</i> yang kita laksanakan di PERDA contohnya untuk membina rumah PPRT ataupun untuk membaik pulih rumah PPRT, kita ada satu kaedah sebut <i>hargalah</i> di mana kaedah sebut harga tersebut ialah <i>perolehan secara undian</i>. Bila kita buat perolehan secara undian ini, kita akan jemput kontraktor yang layak dengan dokumen dan sijil-sijil yang ada dan di situ kita akan buat undian secara terbuka. Kita ada satu jawatankuasa perolehan secara undian. Jadi, selalunya pengerusi jawatankuasa itu akan mencabut undi dihadapan kontraktor-kontraktor yang hadir. Jadi bila kita cabut undi kita dapat satu undi. Selalunya kita ada 2, 3 projek ya. Pengerusi cabut undian yang pertama, kemudian kontaktor yang dapat tu akan mencabut undi bagi projek yang ke 2 dan seterusnya lah. <u>Itu satu kaedah <i>transparency</i> yang PERDA laksanakan sekarang.</u></u></p> <p>A7 : ...<u>kalau dulu banyak libat urus lah. Libat urus dengan masyarakat. Dulu kita ada program dengan JKK. Jadi kat situ kita nampak apa nie pengerusi JKK nie maklum kat kita keperluan dia. kemudian kita ada YB. YB pun maklum <i>kawasan dia, DUN dia apa yang diperlukan</i>. Dan jugak kalau ikutkan lepas habis setiap satu projek kita nie, kita akan buat <i>outcome</i>. <i>Outcome</i> pun ada <i>survey</i> dia sendiri. Jadi nampaklah kat situ tue maksud dia, kita tak buat rumah kita syok sendirilah. Kita dapat jugak <i>feedback</i> untuk <i>next</i> kita punya projeklah. <u>Penglibatan dan maklumat-maklumat yang</u></u></p>	<p>System voting-transparency</p> <p>Face to Face Interaction-Public engagement,</p>	<p>Pandemic occurrence approach</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Outcome Evaluation-Survey</p> <p>Social Media</p> <p>Google form</p> <p>Workshop</p> <p>Online platform</p> <p>Official Meeting</p>	<p><u>disampaikan oleh golongan yang hampir sama, masyarakat yang sama tue untuk kita bangun daerah-daerah lain ataupun kawasan-kawasan tanah yang kita ada di tempat lain.</u></p> <p>A7 : <u>Sekarang nie ada lah, memang dalam keadaan pandemik nie memang kita ada mengguna pakai konsep-konsep tue lah media sosial. Sekarang nie pun kita lebih banyak dalam bentuk info grafik kemudian survey sekarang ni pun dah boleh pakai google form jadi kaedah-kaedah tue pun kita dah guna pakailah. Dalam pandemik nie lebih banyak kaedah-kaedah baru nie yang kita guna pakai. Dulu macam saya sebut tadi, dulu boleh lah buat libat urus, boleh buat bengkel dan kaedah-kaedah yang konvensional lah.</u> Kebiasaan kita boleh jumpa secara berdepan nie tapi dalam keadaan pandemik nie lebih kepada gunakan medium-medium baru nie lah.</p> <p>A4 : <u>Saya ingat kita ada di platform macam-macam lah. Kita ada platform maya, in fact kita PERDA pun masuk dalam minit mesyuarat di peringkat negeri terutamanya Mesyuarat Tindakan Daerah di peringkat daerah.</u> Di mesyuarat peringkat daerah tue semua ketua-ketua di peringkat daerah termasuk ketua dari JKK daripada peringkat politik ataupun tak politik semua dari situ. Dan kita sendiri pun diperingkat sebelum nie kita memang rapat dengan masyarakat-masyarakat kampung dan masyarakat setempat dan apa</p>	<p>Ceremony, Site visit, Survey</p> <p>ICT Utilization-social media, Google Form</p> <p>Workshop</p> <p>ICT Utilization-Online platform</p> <p>Official Meeting</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Collaborative Research-survey</p> <p>Research Development-Survey</p> <p>Direct-engagement-Discussion with</p>	<p><u>kajian impak pembangunan perumahan yang kita buat, yang mana kita adakan kerjasama dengan pihak universiti dan sebagainya. Dan kepada kajian tersebut terdapat <i>questionnaire-questionnaire, survey-survey</i> yang diberi kepada penduduk-penduduk bagaimanakah bentuk rumah dan jenis rumah, berapa bilik dan sebagainya yang disoal melalui <i>questionnaire</i> tersebut kepada <i>public</i>. Jadi dari situ dia memberi respon kepada tersebut dan kita akan ambil input-input yang telah dianalisa dan kita akan jadikan sebagai panduan dalam PERDA mencadangkan atau merancang satu projek perumahan yang kita laksanakan. Contohnya kami di PERDA sedang menyediakan satu pelan induk pembangunan tanah-tanah PERDA yang belum dimajukan. Ok jadi dalam pelan induk pembangunan tanah-tanah yang belum dimajukan ini, kami telah menjalankan <i>survey</i> kepada penduduk-penduduk yang berada di sekitar tanah-tanah PERDA yang belum dibangunkan. Jadi <i>survey</i> tersebut sedang dijalankan dan akan dapat hasilnya jadi input yang diberikan oleh mereka-mereka kami akan gunakan dalam pelan perancangan pembangunan ke atas satu-satu tanah yang kita akan bangunkan.</u></p> <p>A3: ok arr sebelum pandemik dan sebelum ini lah iaitu dalam tahun 2010 ke atas dan sebagainya tue kita <i>deal public</i> secara <i>direct</i> iaitu kita mengadakan libat urus di mana kita mengguna pakai pengerusi-pengerusi jawankuasa kampung</p>	<p>Survey</p> <p>Survey</p>	<p>Collaborative Research</p> <p>Research Development</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>local leaders, NGO.</p> <p>Community activities- gotong royong, program K-komuniti, religious program, community development program</p>	<p><u>yang telah dilantik oleh Kerajaan untuk dijadikan medium untuk kita mengadakan perbincangan dengan masyarakat. Jadi kita pergi secara <i>direct</i> dikawasan-kawasan yang ingin kita bangun dan kita adakan perjumpaan bersama penduduk. Dan kita juga mengadakan perjumpaan bersama <i>local leader</i> seperti ahli politik dan NGO dan sebagainya bagi satu-satu kawasan bagi kita dapatkan input secara <i>direct</i>. Jadi kita pergi berjumpa dengan mereka melalui pelaksanaan aktiviti-aktiviti kemasyarakatan. Kadang-kadang kita laksanakan aktiviti kemasyarakatan ini contoh seperti <u>program gotong royong</u> di kampung-kampung tersebut tetapi ada agenda sebaliknya di belakang program gotong royong tersebut iaitu untuk memudahkan kita <u>berkomunikasi dengan masyarakat tanpa bertanya secara <i>direct</i></u>. Jadi dalam komunikasi yang kita gunakan sewaktu pelaksanaan gotong royong yang dilaksanakan di kampung tersebut, di situlah kita akan mendapatkan maklumat-maklumat apakah keperluan dan kehendak masyarakat, bukan sahaja dalam aspek pembangunan perumahan tetapi dalam aspek pembangunan sosial pembangunan ekonomi dan keusahawanan serta aspek Pendidikan. Jadi program tersebut <u>dijalankan dari masa ke semasa dalam bentuk gotong royong, program pembangunan masyarakat, program k-Komuniti, program di masjid kita laksanakan yang mengimarahkan masjid. Semua itu adalah <i>platform</i> kita bersama masyarakat</u></u></p>	<p>Face to Face Interaction- Conventional Method- Direct engagement, Discussion (informal & formal)</p> <p>Face to Face Interaction- Conventional Method- Community activities (informal & formal)</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		ICT Utilization- Social Media	<p><u>untuk mendapatkan input. Walaubagaimanapun, kita juga mengikuti perkembangan teknologi bukan tunggu ada pandemik sahaja. Bila sebelum pandemik pun kita ada teknologi IT telah berkembang dengan internet hosting dengan penggunaan fb, twitter, Instagram dan sebagainya. PERDA juga telah mengambil inisiatif untuk mengcreate menubuhkan fb, instagram, twitter dan sebagainya sebagai satu medium untuk kita menyampaikan maklumat kepada rakyat dan jugak masyarakat apakah program-program yang kita laksanakan. Tetapi bila mana berlakunya pendemik ini ia menjadi satu kekangan tetapi kekangan itu kita cuba selesaikan melalui penambahbaikan-penambahbaikan teknologi yang kita ada. Jadi antara contohnya kita ada buat pc dengan local leader melalui medium pelbagai, google meet dan sebagainya serta kita menambahbaik ruangan fb yang kita ada iaitu memberi ruang kepada masyarakat untuk respon di dalam fb group yang kita pick up dalam fb tersebut. Dan yang keduanya, kita juga menyediakan google form di dalam fb kita. Jadi google form tue akan diguna pakai oleh masyarakat untuk isi maklumat yang kita perlukan dan kita akan pick up dalam google form tersebut. Contohnya bila keadaan pandemik kita cuba membantu penyewa-penyewa tanah kita, gerai kita, penyewa-penyewa rumah miskin, dan juga usahawan-usahawan kita. Kita bantu beri pengecualian kepada mereka. Tetapi apakah platform yang ada kerana kita</u></p>	ICT Utilization- Social Media, Online platform, Google form	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
			<p>tak boleh berjumpa mereka secara fizikal. So, kita menggunakan <i>google form</i> dan kita beri soalan-soalan dalam <i>google form</i> beberapa untuk dijawab oleh mereka, supaya kita boleh guna input dalam <i>google form</i> tadi untuk kita selesaikan masalah-masalah yang mereka hadapi akibat daripada pandemik supaya insentif yang kita nak bagi kepada mereka tue sampai dengan cara yang berkesan.</p>		
	Belief Influence	<p>Islamic Influence</p> <p>Transparency</p> <p>Public participation</p>	<p>A2 : Apabila kita cakap tentang <u>transparency</u> dalam pembangunan ini adalah kalau kita lihat ini mematuhi peraturan-peraturan tertentu samaada peraturan akta statut by law dan jugak undang-undang yang dilaksana dibuat oleh PERDA sendiri. <u>Transparency</u> tue kalau kita tengok dari segi .. bagaimana kita menguruskan sesuatu projek-projek pembangunan tue dari peringkat awal lagi. Tujuan kita adalah untuk melaksanakan fungsi-fungsi yang digariskan dibawah akta yang telah ditubuhkan. Tetapi kita hendaklah dalam masa yang sama kita kena melihat dari segi <i>beneficiaries</i> tadi. Penerima manfaat <i>public</i> lah <i>participant</i> dan lain-lain. So, kita kalau dalam melihat <i>public participant</i> nie kita perlu ada kolaborasi antara kita sebagai <i>stakeholders</i> kita penjawat awam <i>stakeholders</i> dan jugak <i>public</i> lah kita tak boleh lari maksudnya kita tidak boleh bergerak in silow kita kena ada collaboration dan jugak kita kena ada bridging antara ketiga-tiga apa nie subjek matter tersebut. Kalau kita tak kita tak akan dapat <i>public participant</i> yang dikehendaki</p>	Islamic Influence	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Public participation</p> <p>Transparency</p>	<p><u>dalam good governance lah. kalau kita tengok penerima manfaat itu adalah public dan yang akan terlibat dalam projek apa nie kita punya servis. Maksudnya kita memberi servis kepada mereka dan kita sediakan perumahan. Maksudnya kita tak boleh sediakan perumahan tanpa infrastuktur untuk kemudahan sosial seperti sukan dan kemudahan-kemudahan sosial keagamaan. Yang itu kita tak boleh abaikan maksudnya dalam untuk orang kata public participant nie dia hendaklah memenuhi kehendak in terms kita sediakan kemudahan memenuhi kehendak public lah.</u></p> <p>A3 :kita cuba sebaik mungkin <u>peringkat mana yang kita boleh laksanakan seperti peringkat dari segi idea kita boleh laksanakan penglibatan masyarakat, cadangan pelan pelaksanaan jugak kita masih boleh gunakan masyarakat dalam penglibatan kita. Walaubagaimanapun apabila melibatkan proses-proses perundangan, perolehan kewangan iaitu tender projek dan sebagainya sudah tentu kita tak boleh melibatkan mereka tetap kita mempunyai satu peraturan-peraturan kewangan dan garis panduan yang telah dikeluarkan oleh Kerajaan yang perlu kita patuhi. Jadi di situ transparent dengan masyarakat iaitu kita tak buat ikut suka tanpa mengikut garis panduan yang telah ditetapkan.</u> Jadi apabila masyarakat melihat dalam proses perolehan tender dan sebagainya dia, nampak macam kita tak deal dengan mereka tetapi mereka melihat kita mematuhi garis panduan yang ditetapkan oleh Kerajaan dalam prosedur kewangan. Disitu telah ditunjukkan ketelusan, transparent kita dengan masyarakat dalam</p>	<p>Islamic Influence</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		Positive value & mind set	<p>melaksanakan projek. Dalam bab-bab lain <u>dari segi penglibatan masyarakat apabila melibatkan penyerahan projek tertentu contoh di projek perumahan Sungai Dua</u> utama nie dia ada projek perumahan kos rendah juga di situ. <u>Untuk membuktikan bahawa kami transparent dengan masyarakat, kita memberi pilihan kepada pembeli untuk membuat cabutan undi ke atas rumah yang mereka nak duduk nanti. Di situ telah menunjukkan bagaimana kita cuba sebaik mungkin untuk transparent dengan masyarakat dari segi perolehan rumah yang mereka ingin duduki.</u></p> <p>A3 : Ok saya rasa ia melihat kepada bagaimana kita memastikan pelaksanaan-pelaksanaan yang dilaksanakan dan dari segi <i>good governance</i>, transparency dan sebagainya tue <u>dilihat oleh masyarakat dan di set mind kan, mind set, mind set</u> dia tue iaitu projek-projek yang <u>dilaksanakan oleh PERDA adalah projek yang mengikut garis panduan telus dan transparent. Jadi, secara tidak langsung komuniti yang menduduki kawasan perumahan yang PERDA berikan jugak mempunyai nilai-nilai positif tersebut kerana mereka telah pun mengikuti satu proses pembelian dan proses penempatan menduduki rumah tersebut dengan kaedah yang telus dan transparent. So, mind set yang mereka bawa tue kan menjadikan mereka jugak satu</u></p>	Islamic Influence	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
			<p>komuniti positif secara tidak langsung dalam pembangunan masyarakat itu yang kita nampak sekarang lah.</p> <p>B1: .. saya menunjukkan orang islam..insyaallah dari lahir sampai la agama Islam kekallah hingga akhiratkan. <u>So, dari segi anjuran agama islam sendiri pun aa secara asasnya memang kedua-dua aspek tu pentingla ketelusan aaa.. sesuatu perkara yang nak dibuat lepas tu dengan penglibatan awam tu penting</u> kalau baca sirah Nabi Muhammad SAW pun, begitulah yang Nabi laksanakan dan setiap kali perang contoh kalau kita ambil perang khandaq.. perang khandaq Nabi akan himpulkan para-para sahabat akhirnya Salman Al Farisi bagi cadangan untuk buat parit, so itu penglibatan awam yang baik pada kalau Nabi sendiri dah contohkan sebegitu. Dari segi ketelusan pun begitu juga.. aa Islam mengajar kita untuk telus.. setulus-tulusnya supaya tidak menjadi masalah kepada masa hadapan. <u>Dari segi pegangan saya aa.. ya ketelusan penting sangat penting aaa.. penglibatan awam sangat penting.</u> Aaa sebab macam moto polis juga puan moto polis, 'Polis dan rakyat berpisah tiada' aa so, sama ja benda tuh. So dari segi pegangan agama aaa.. versus ketelusan dan juga aaa apa tu...ketelusan dengan aaa.. ketelusan tu pada saya penting la puan, penting sangat penting sangat penting selari dengan pegangan agama saya.</p>	Islamic Influence	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
			<p>B2: <u>Ya. (angguk).. sebab saya rasa kita perlu meletakkan ketelusan ataupun penglibatan selari ataupun seiring dengan apa yang kita peganglah. Sebagai orang islam aa mesti ada telus, Amanah dan juga meliputi orang untuk..untuk proses jual beli rumah ni lah... penglibatan awam sama juga selari dengan agama.</u></p> <p>B3: <u>aa.. setujuh dengan pandangan tentang pegangan agama ni.. pandangan walau macam mana pun bila konteks fizikal dilibatkan aspek nilai-nilai murni yang baik.. memang semua agama ni dia mengesyorkan .. bukan saja agama Islam. Agama lain kira memang menganjurkan sifat-sifat yang positif ni. Biar kita sebagai agama Islam ni lebih lagilah.. positif dan semua benda tu diadaptasi dalam organisasi lebih baguslah.... pegangan agama saya mempengaruhi pandangan saya tentang penyertaan masyarakat dan ketelusan ini.</u></p> <p>B4: <u>ok..sebagai seorang yang beragama islam, ketelusan amat pentinglah.. tapi semua agama pun menitikberatkan ketelusan dan sebagainya. Jadi sebagai aa seorang muslim, ketelusan tu amat penting selaras dengan pegangan agama saya lah....penyertaan masyarakat penting untuk mendapatkan kerjasama daripada penduduk setempat. Kalau takda kerjasama, suatu tempat tu takkan jadi eloklah. Jadi penglibatan dengan masyarakat amat</u></p>	<p>Islamic Influence</p> <p>Islamic Influence</p> <p>Islamic Influence</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
			<p><u>pentinglah...penglibatan dengan masyarakat amat penting dalam membangunkan sesebuah kawasan.</u></p>		
<p>Sub RQ2: How do participatory and transparency governance practices impact sustainable community development in the area?</p> <p>Sub RO2: to explore the impact of participatory and transparency governance on sustainable community development in the study area.</p>	Sustainable Community	<p>Public satisfaction - outcome report</p> <p>Small unsatisfied public</p> <p>Value for money</p>	<p>A4...projek PERDA nie selalunya kita buat kita jual pun <u>average</u> lah saya sembang lebih kurang 10% bawah daripada harga pasaran harga syiling projek tue. Dan apa yang kita maklum untuk setiap projek, kita kan ada satu seksyen penilaian. Seksyen penilaian tu akan buat kerja mengutip data, mengutip maklumat berkaitan dengan penghasilan projek-projek tue sama ada mereka puas hati atau tidak... <u>laporan outcome</u>. Laporan <i>outcome</i> nie kita buat. <i>On top of</i> tue, kita <u>assigned</u> juga untuk bandar PERDA buat kajian dengan pihak USM. Kita ambil <i>third party</i>, kita takut bila kita buat kajian sendiri kita nampak memang bagus memang hebatlah kita punya projek tue... tapi <i>once</i> kita ambil <i>third party</i>, pihak berkecuali nie untuk buat kajian bandar PERDA, hasil daripada kajian itu <u>memang proven...</u> terbukti projek kita tu memang kalau daripada <i>hundred percent</i> tue, saya ingat boleh dapat 90 lebih percent. Kalau sembang tak puas hati nie memang ada la tak puas hati. Sebab kadang-kadang kita bayar sikit tapi mereka nak yang hebat kan. Sebenarnya, apa-apa projek yang kita buat nie, <u>so far memang value of money</u> lah dan projek-projek ni memang dilaksanakan di <u>locations</u> yang bagus. Dan kalau kita boleh katakan lah</p>	<p>Public Satisfaction</p> <p>Sustainable Community-Housing and</p>	<p>Third party Assessment</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Mix-development</p> <p>PERDA Governance-Investigation</p> <p>Public demand-PERDA housing</p>	<p>lonjakan nilai harga rumah daripada mula contoh mereka beli asalnya harga 100 ribu, dalam tempoh setahun ke dua tahun dah boleh mencapai ke 200 ribu nilai pasaran harga semasa. ... <u>Kita tak tumpu kan untuk rumah sahaja. Sekarang ni <i>approach</i> kita untuk meningkatkan ekonomi, kita buat juga unit-unit <i>commercial</i>. So, sekarang pembangunan kita lebih kepada pembangunan bercampur. <i>Balance</i> antara <i>commercial</i> dan perumahan... sama-sama naik.</u></p> <p>A4: Cuma di mata masyarakat mungkin ada <i>loophole</i> di mana-mana. Yang tue memang kadang-kadang kita terima juga report tapi <i>end up</i>, kalau kita buat soal selidik apa semua apa yang kita buat tue memang ikut semua prosedur yang kita ada. Kalau ikut masyarakat tue dia lebih kepada tomahan kita boleh sebut macam-macam tapi <i>end up</i> bila kita buat siasatan selalunya <i>good governance</i> nie memang kita <i>practice</i> lah di PERDA sebab kita ada semua SOP...kita memang ikut dan patuh lah.</p> <p>A3: <u>Kerana projek-projek perumahan yang kita buat apabila dibuka sahaja untuk dijual, ianya tidak menjadi isu dari segi penjualan. Maksudnya pembeli-pembeli sentiasa tertumpu untuk projek perumahan PERDA dijual. Pembeli-pembeli bagi rumah kos rendah akan terus mendaftar nama mereka dengan pihak Kerajaan negeri supaya nama mereka dipilih untuk mendapatkan rumah yang disediakan oleh PERDA.</u></p>	<p>Built Environment</p> <p>Sustainable Community-Governance</p> <p>Public Satisfaction</p>	<p>Public Satisfaction</p>

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Public Satisfaction-with housing price & quality, specification, amenities</p> <p>Public Demand-PERDA Housing (even in pandemic)</p> <p>Public Satisfaction-overall concept of housing</p> <p>Social cultural & Services</p> <p>Business activities</p>	<p><u>Jadi apa maksudnya? Ini bermaksud bahawasanya mereka berpuas hati dengan rumah yang ditawarkan oleh PERDA dari aspek harga, dari aspek spesifikasi dan jugak kemudahan yang disediakan di sekitarnya.</u> Ini sudah menunjukkan kalau datang ke sini, lihat sendiri rumah-rumah PERDA, tidak ada rumah yang kosong malah kita ada <u>satu projek perumahan yang dijual dalam tempoh pandemik juga habis 100 peratus.</u> Walaupun ada isu-isu dari segi pinjaman perumahan yang dikeluarkan oleh pihak bank agak nampak rigid sebab masa pandemik nie dari segi pendapatan terjejas dan sebagainya tetapi rumah kita masih dijual 100 peratus sebab kemampuan yang ada dan kemudahan disediakan dan sebagainya. <u>Sebenarnya dalam satu-satu projek perumahan yang kita sediakan tue masyarakat tidak melihat dari aspek rumah itu sahaja tetapi dia melihat dari aspek keseluruhan konsep pembangunan disediakan. Iaitu konsep perumahan disediakan nie bukan sekadar rumah untuk diduduki tetapi rumah yang selesa yang mempunyai kemudahan masyarakat kerana kita juga menyediakan dewan masyarakat untuk mereka melaksanakan program komuniti mereka.</u> Kita juga menyediakan surau kepada mereka untuk melaksanakan program aktiviti keagamaan mereka, kita jugak menyediakan taman permainan kanak-kanak kepada mereka <u>dan kita jugak menyediakan lot komersial untuk menyediakan ruang-ruang perniagaan kepada mereka.</u> Jadi di situ konsep perumahan</p>	<p>Sustainable Community-Housing and Built Environment</p> <p>Public Satisfaction</p> <p>Sustainable Community-Social Cultural and Services</p> <p>Sustainable Community-Economy</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Transport & connectivity</p> <p>Full package development</p> <p>Public Demand-PERDA Housing</p> <p>Governance-Defect Liability</p>	<p><u>kita sediakan tue yang ada dengan semua kemudahan tersebut menyebabkan orang tertarik kerana dia tidak perlu pergi pelbagai tempat untuk kehidupan sehariannya.</u></p> <p>A3: ...duduk di situ semua ada aktiviti masyarakat yang boleh dilaksanakan seperti aktiviti keagamaan, permainan untuk aktiviti kanak-kanak dan <i>groceries</i> pun ada disediakan melalui kemudahan premis perniagaan di situ. Nampak tak? <u>So, itu adalah bukti bila projek disediakan secara lengkap dengan mengambil idea pelbagai pihak termasuk masyarakat yang saya cakap tadi memang rumah kita laku. Yang keduanya ialah kita boleh lihat baru-baru ini kita ada iklankan satu projek perumahan yang telah pun siap yang kita laksanakan secara kerjasama dengan KPKT. Projek ini di Tok Subuh. Dimana bila kita iklankan untuk pendaftaran perumahan rumah sebenarnya hanya ada 320-unit sahaja kalau tak silap saya tetapi yang datang untuk mendaftar bagi rumah tersebut adalah 4000 orang. Macam mana nak tahu 4000 orang itu? Borang yang kita terima untuk pendaftaran sebanyak 4000. Nampak tak? Berbanding rumah yang kita ada 320-unit. <u>Kalau orang tidak happy dengan kita, tidak suka dengan projek perumahan kita, tidak berpuas hati dengan harga kita, dia tidak akan datang buat pendaftaran seperti itu. Jadi kita telah menyediakan projek perumahan yang memenuhi kehendak masyarakat dan sudah tentu ada here and there yang dia tak berpuas hati seperti kemungkinan</u></u></p>	<p>Sustainable Community-Housing and Built Environment, Transport and Connectivity and Services</p> <p>Public Satisfaction</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings
		<p>Period-warranty/repair</p> <p>PERDA Governance-Instilling& Developing Positive Mindset & Character to the Community</p>	<p><u>rumah yang telah disiapkan itu ada kerosakan-kerosakan tertentu yang kita panggil <i>liability period</i> kan? So, kita sebagai pemaju kita mesti <i>still</i> ambil tanggungjawab untuk perbaiki <i>complaint-complaint</i>, aduan ke atas pembeli-pembeli seperti mana dalam <i>agreement</i> perjanjian yang telah pun dimeterai di antara pembeli dan jugak penjual. Jadi kita jugak <i>fulfill</i> semua kehendak tersebut sehingga dia berpuas hati.</u></p> <p>A3: Ok, saya rasa ia melihat kepada bagaimana kita memastikan pelaksanaan-pelaksanaan yang dilaksanakan dan dari segi <i>good governance</i>, transparency dan seumpamanya <u>dilihat oleh masyarakat dan diterapkan dalam <i>mind set</i> mereka...iaitu berkaitan projek-projek yang dilaksanakan oleh PERDA adalah projek yang mengikut garis panduan dan telus. Jadi, secara tidak langsung komuniti yang menduduki kawasan perumahan yang PERDA berikan juga mempunyai nilai-nilai positif tersebut kerana mereka telah pun mengikuti satu proses pembelian dan proses penempatan menduduki rumah tersebut dengan kaedah yang <i>transparent</i>. So, <i>mind set</i> yang mereka bawa itu akan menjadikan mereka satu komuniti positif secara tidak langsung dalam pembangunan masyarakat yang kita nampak sekarang.</u></p>	<p>Sustainable Community-Governance</p> <p>Sustainable Community-Governance & Social and Cultural</p>	

Research Question (RQ) & Research Objective (RO)	Deductive Code (theme)	Initial Coding/ Code Interpretation	Interview or Document Statement Case: PERDA's Management	Final	Emerging Findings

Group A: PERDA's Management Perspective

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
Good Governance	<ul style="list-style-type: none"> • Law-Biding • Performance • Accountability • Integrity • Professionalism • Board Members leadership-command & control • Without Outside Influence- 	<ul style="list-style-type: none"> • Rules of law • Financial transparency • Responsiveness • Consensus oriented-Islam • Inclusiveness • Effectiveness • Efficiency • Accountability • Professionalism 	<ul style="list-style-type: none"> • Good Administration • Efficient • Integrity • Accountability • Public participation • Bottom-up strategy 	<ul style="list-style-type: none"> • Law-biding (PERDA Act & SOP, Government Circular & SOP) 	<ul style="list-style-type: none"> • Administration • Enabler for smooth organization • Guarantee for economic stability • Realizing people hope 	<ul style="list-style-type: none"> • Responsible administration • Integrity • Accountability • For the Govt to public • Trustworthy • Effective • Efficient • Regulations 	<ul style="list-style-type: none"> • Administration aspect- (planning, Financial Mgt, Execution, delivery, end user) 	<ul style="list-style-type: none"> • Law biding/rules of law-4 • Accountability-4 • Administration/enabler of smooth organization-4 • Integrity-3 	<ul style="list-style-type: none"> • Without political interference • Consensus oriented-islam • Board members leadership • Bottom-up strategy 	<p>Good Governance-Good administration, Transparency, Integrity, Law Abiding or rule of law, Accountability, Efficient & effectiveness,</p>

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
	Political Interference	<ul style="list-style-type: none"> Competency-analytical thinking (enabler of good governance) Control of sources (labour, financial, material, technical) Political stability 				<ul style="list-style-type: none"> Beneficial & Positive impact to public 		<ul style="list-style-type: none"> Efficient-3 Public benefit & participation-4 Effective/performance-3 Financial transparency/management- 2 Professionalism 	<ul style="list-style-type: none"> Responsiveness Guarantee for economic stability Political stability Competency-analytical thinking (enabler of good governance) 	Public participation-Inclusiveness, Consensus oriented, responsiveness, Professionalism, Guarantee for economy & Political stability
Participatory Governance	<ul style="list-style-type: none"> Public participation-feedback, house booking Genuine/great participation by public 	<ul style="list-style-type: none"> Collaboration Bridging between parties involve Social Obligation Fulfil public request 	<ul style="list-style-type: none"> Public Participation-in project Public opinion on their capability Local leaders' discussion and involvement Public Participation - housing development research thru collaboration with other parties Public participation- 	<ul style="list-style-type: none"> Social obligation 	<ul style="list-style-type: none"> Realizing people hope Flexibility to house buyer-appoint lawyer Flexibility to house buyer-negotiate any differences in terms if any, liability defect period 	<ul style="list-style-type: none"> Enabler of administration Source of information/ Partnership with Government Factor of Project Success Public Feedback/opinion 	<ul style="list-style-type: none"> Fulfil public request/demand Public opinion- local leaders, citizen, agencies Public involvement 	<ul style="list-style-type: none"> Public participation-opinion, feedback, capability, house booking, source of information, research development, master plan Fulfil public demand Social obligation 	<ul style="list-style-type: none"> Flexibility to the house buyer Enabler of administration Factor of project success 	Public Participation & Engagement, Public Participation-Partnership, Public Participation-Implementation phase, Public Participation-Ideation/Planning phase

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
			Master plan for undeveloped plan					<ul style="list-style-type: none"> • Collaboration/partnership between parties involve 		
Transparency Governance	<ul style="list-style-type: none"> • Follow Regulations-SOP and circular by KPKT, local government • Follow Procedure-advertising procedure • Visible information-for public • Observation - from other party 	<ul style="list-style-type: none"> • Follow Regulations-SOP and circular by KPKT, local government-start to finish • Political Stability 	<ul style="list-style-type: none"> • Transparent-Clear Procurement in financial procedure • Selection freedom-houses for buyers provided in low-cost housing • Visible Information • SOP Compliance 	<ul style="list-style-type: none"> • Information sharing, • Partnership • Follow Guidelines • Collaboration 	<ul style="list-style-type: none"> • Transparent-Clear Process/reliable system • Follow Regulation-SOP and circular in work procurement • Follow Procedure-housing development spec • Information sharing-with public • Transparent-discussion with public on their needs 	<ul style="list-style-type: none"> • Information sharing • Partnership-with public • Follow Regulation-SOP and circular-procurement, selection of contractor • Transparent-Open Voting system & 	N/A	<ul style="list-style-type: none"> • Follow regulations/procedure-SOP, Circular • Visible information /information sharing • Transparent process/system-discussion with public, selection for low-cost buyer & voting system 	<ul style="list-style-type: none"> • Observation from other party • Partnership 	<p>Transparency outward-inward</p> <p>Organizational transparency</p> <p>Transparency upward-downward</p> <p>Political Stability</p> <p>Joint Venture</p>
Engagement Mechanism	N/A	N/A	<ul style="list-style-type: none"> • Discussion/Consultation-informal/formal way • Development Research via collaboration 	<ul style="list-style-type: none"> • Online platform • Official Meeting 	<ul style="list-style-type: none"> • Various Media 	<ul style="list-style-type: none"> • Announcement • Mass Invitation • Official Ceremony • Procurement via voting 	<ul style="list-style-type: none"> • Public Engagement Ceremony, • Site Visit • Outcome Evaluation-Survey 	<ul style="list-style-type: none"> • Public engagement-community activities, ceremony 	<ul style="list-style-type: none"> • Procurement via voting • Outcome evaluation • Site visit 	<p>Face to face interaction-Official ceremony, Announcement</p> <p>Public Direct-engagement,</p>

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
			<p>with others-survey technique</p> <ul style="list-style-type: none"> • Master Plan for undeveloped PERDA land R-survey technique • Direct-engagement via JKK and discussion with local leaders, NGO. • Community activities-gotong royong, program K-komuniti, religious program, community development program • ICT-Social Media, Google Form 			system for contractors	<ul style="list-style-type: none"> • ICT-Social Media, Google form • Workshop 	<ul style="list-style-type: none"> • Meeting/Discussion/Consultation formal & informal • ICT-social media & google form • Survey-Master Plan/research 		<p>Community activities, Site visit, Survey, Workshop, official meeting, discussion (informal & formal)</p> <p>System voting-transparency</p> <p>ICT Utilization-Social media, Google Form, Online platform,</p> <p>Various Media</p>
Project Management	<ul style="list-style-type: none"> • Command & control • Project governance • Project Cycle/phase • Social obligation 	• Project Funding-from govt & Private	<ul style="list-style-type: none"> • Project cycle-ideation/planning to finish try to involve public from local leaders/representative discussion 	<ul style="list-style-type: none"> • Project cycle/phase-follow Govt procedure from start to finish, observation every stage is made, deliver to 	<ul style="list-style-type: none"> • Project cycle/phase-execution, freedom on appointment of lawyer • Project cycle/phase- 	<ul style="list-style-type: none"> • Project cycle/phase-start to finish/delivery involve public, house buyers 	<ul style="list-style-type: none"> • Project cycle/phase-Planning to finish in housing project by public from demands on 	<ul style="list-style-type: none"> • Project cycle/phase-start to finish involve public. • Social obligation 	<ul style="list-style-type: none"> • Command & control • Project governance • Procedure Compliance 	<p>Project Cycle/Phase-Ideation/Planning till Evaluation</p> <p>Joint Venture-Collaboration</p>

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
			<ul style="list-style-type: none"> • Procedure Compliance- Public not included in procurement matters but project is based on govt procedures • Project cycle/phase-closure-delivery involve public • Selection freedom-houses for buyers provided in low-cost housing • Social Obligation- Win-win situation • Joint venture-Collaboration 	<ul style="list-style-type: none"> • buyer & final evaluation • Joint venture-collaboration • Project funding • Social Obligation • Project cycle/phase-execution-delay, extension, increase cost • Project cycle/phase-execution, Solutions of issues-on one-to-one basis • Pandemic Impact 	<ul style="list-style-type: none"> • closure-delivery, negotiation on differences if any, Defect Liability Period 		<ul style="list-style-type: none"> • houses until hand over to them • Project cycle/phase-execution, challenges during pandemic 	<ul style="list-style-type: none"> • Joint venture- • Project funding- govt & private 	<ul style="list-style-type: none"> • Project Financing • Pandemic Impact 	<ul style="list-style-type: none"> • Social Obligation • Project Financing • Pandemic Impact • Procedure Compliance
Belief Influence		<ul style="list-style-type: none"> • Islamic Influence • Transparency • Public Participation 	<ul style="list-style-type: none"> • Public Participation • Transparency • Positive Value & Mindset 					<ul style="list-style-type: none"> • Public Participation • Transparency • Islamic Influence 	<ul style="list-style-type: none"> • Positive Value & Mindset 	<ul style="list-style-type: none"> • Islamic Influence
Sustainable Community Development	N/A	N/A	<ul style="list-style-type: none"> • Public demand-PERDA 	<ul style="list-style-type: none"> • Public satisfaction - outcome report 	N/A	N/A	N/A	<ul style="list-style-type: none"> • Public demand for 	<ul style="list-style-type: none"> • Social cultural & Services 	<ul style="list-style-type: none"> • Public Satisfaction

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
			<p>housing (even in pandemic)</p> <ul style="list-style-type: none"> • Public satisfaction- with housing price, quality, amenities development • Social cultural & Services • Business activities • Transport & Connectivity • Full package development • PERDA Governance- Defect Liability Period- warranty/repair • PERDA Governance- Instilling& Developing Positive Mindset & Character 	<ul style="list-style-type: none"> • Small unsatisfied public • Value for money • Mix- development • PERDA Governance- Investigation 				<p>PERDA's housing/ Public Satisfaction</p> <ul style="list-style-type: none"> • Small unsatisfied public • PERDA Governance • Mix/full development 	<ul style="list-style-type: none"> • Business activities • Transport & Connectivity • Value for Money 	<ul style="list-style-type: none"> • Sustainable Community- Housing and Built Environment • Sustainable Community- Governance • Sustainable Community- Social Cultural and Services • Sustainable Community- Economy • Sustainable Community- Transport and Connectivity

Theme/ Respondent	A1	A2	A3	A4	A5	A6	A7	Similar	Different	Final
Emerging Findings/ Others	<ul style="list-style-type: none"> • Political Interference • Leadership • Pricing Affordability 	<ul style="list-style-type: none"> • Professionalism • Political Stability 	<ul style="list-style-type: none"> • Interference • Public Satisfaction • Collaborative Research/Research Development • Political Interference • Joint venture-Collaboration 	<ul style="list-style-type: none"> • Joint venture-Collaboration • Pandemic Impact • Third Party Assessment • Joint venture-Collaboration 	<ul style="list-style-type: none"> • Pandemic/Disaster Impact • Guarantee for economic stability 	<ul style="list-style-type: none"> • Public capability & interest-in housing price & design • Pandemic occurrence-obstacle and new approach 	<ul style="list-style-type: none"> • Pandemic approach • Pandemic Impact 			



Waseda University

Date: June 23rd, 2020

General Manager
Penang Regional Development Authority (PERDA)
No. 1, Lorong Kampung Gajah 2,
Jalan Kampung Gajah,
12200 Butterworth,
Pulau Pinang
Phone: +604-314 1100
Fax : +604-3103178
E-mail: webmaster@perda.gov.my

Graduate School of Social Sciences (GSSS)
Waseda University
1-6-1 Nishi-waseda, Shinjuku-ku,
Tokyo, JAPAN Zip 169-0051
Phone: +81(0)3-3203-4141
E-mail: sohda@waseda.jp
URL: <http://www.f.waseda.jp/sohda/>

Dear Sirs,

REQUEST FOR PERMISSION TO CONDUCT STUDENT PhD RESEARCH-INFORMATION
COLLECTION AND PRELIMINARY MEETING VIA ONLINE APPLICATION

With all due respect, the above is referred.

2. My student name is **Fara Adilah binti Firdaus Mohd Rom**, student ID :39191571-1 and she is a Government of Malaysia sponsored student (HLP 2019) which a PhD Student under Graduate School of Social Sciences (GSSS), Waseda University in Tokyo, Japan. The research she wishes to conduct for Doctoral Dissertation involves “Delivering Good Governance in Regional Development Authority (RDA) Public Project Management towards Sustainable Community Development in Malaysia: A Case Study of PERDA’s Housing Project (inclusive of Bandar PERDA) and Japan RDA (focusing on Sustainable Cities)”. This project will be conducted under the supervision of myself and other supervisor in GSSS.

3. I am hereby seeking your consent for her to conduct the research within your organization in the near future by initially giving information pertaining the research theme under your agency and



Waseda University

will soon set up a preliminary meeting with your agency online via zoom application (if it possible). In connection with this, I would like to request your good office to allow her to do so and she will be presenting brief research that she wishes to do in the occasion. If permitted, the suggestions date will be informed by her later on by taken into your consideration.

4. If you require any further information, please do not hesitate to contact her on [[019-6512650](tel:019-6512650)/[070-4330-1008](tel:070-4330-1008), faraadilahf@akane.jp]. Thank you for your time and consideration in this matter.

We hope that this request will merit your most favourable response.

Sincerely,

Osamu SODA, Vice-Dean, Professor
Graduate School of Social Sciences (GSSS)
Waseda University

APPENDIX F: CONSENT LETTER



Lembaga Kemajuan Wilayah Pulau Pinang (PERDA)
Kementerian Pembangunan Luar Bandar
No.1, Lorong Kampung Gajah 2,
Jalan Kampung Gajah,
12200 BUTTERWORTH,
PULAU PINANG



Tel : 043141100
Faks : 043103178
Portal Rasmi : www.perda.gov.my

Rujukan : Bil (40) dlm. PERDA :
KP 19/6 Jld 8
Tarikh : 03 Julai 2020
11 Zulkaedah 1441H

Puan Fara Adilah binti Firdaus Mohd Rom
ID Pelajar : 39191571-1
Pelajar PhD (HLP) Malaysia
Universiti Waseda, Tokyo
Jepun

Puan,

PERMOHONAN KEBENARAN BAGI MENJALANKAN KAJIAN DI PERDA – PENGUMPULAN MAKLUMAT DAN PERTEMUAN AWAL SECARA ATAS TALIAN (ONLINE) SERTA BERSEMUKA (DI MASA AKAN DATANG)

Dengan segala hormatnya saya merujuk kepada emel puan bertarikh 23 Jun 2020 berkaitan perkara tersebut di atas.

2. Sukacita Lembaga ini merakamkan setinggi penghargaan kerana puan telah memilih untuk menjalankan kajian di PERDA. Lembaga ini tiada halangan untuk memberikan kebenaran kepada puan bagi maksud tersebut dan berharap agar kerjasama ini akan mendapat manfaat bersama.

Sekian, terima kasih.

**“BERKHIDMAT UNTUK NEGARA”
“LUAR BANDAR SEJAHTERA”**

Saya yang menjalankan amanah,

(NORAIDA BINTI ZAININ)
Bahagian Khidmat Pengurusan
b.p. : Pengurus Besar
Lembaga Kemajuan Wilayah Pulau Pinang
Kementerian Pembangunan Luar Bandar

s.k : Profesor at Graduate School of Social Sciences
Waseda University
Tokyo, Japan

MEREALISASIKAN HARAPAN RAKYAT



PENGIKTIRAFAN MS ISO 9001 : 2015 NO SIJIL : QMS 01822

APPENDIX F: CONSENT LETTER



Graduate School of Social Sciences
Waseda University, Tokyo Japan

To: General Manager
Penang Regional Development Authority (PERDA)
No. 1, Lorong Kampung Gajah 2,
Jalan Kampung Gajah,
12200 Butterworth,
Pulau Pinang
Phone: +604-314 1100
Fax : +604-3103178
E-mail: webmaster@perda.gov.my

Date: 2021 April 23

Dear Sir,

REQUEST FOR PERMISSION TO CONDUCT STUDENT PhD RESEARCH-IN PERDA FROM JULY TILL SEPTEMBER 2021

With all due respect, the above is referred and as well as my previous letter dated 23rd June 2020.

1. My student's name is Fara Adilah binti Firdaus Mohd Rom, student ID :39191571-1 and she is a Government of Malaysia sponsored student (HLP 2019) which a PhD Student under Graduate School of Social Sciences (GSSS), Waseda University in Tokyo, Japan. The research she wishes to conduct for Doctoral Dissertation involves "Delivering Good Governance in Regional Development Authority (RDA) Public Project Management towards Sustainable Community Development in Malaysia: A Case Study of PERDA's Housing Project (inclusive of Bandar PERDA) and Japan RDA (focusing on Sustainable Cities)". This project will be conducted under the supervision of myself and another supervisor in GSSS.

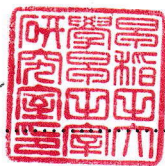
2. I am hereby seeking your consent for her to conduct the research within your organization soon from the month of July 2021 until September 2021 in PERDA, Pulau Pinang and the designated research area that has been selected and agreed before by your agency. In connection with this, I would like to request your good office to allow her to do so and she will be presenting current progress upon the research that she is doing. If permitted, the exact suggestions date will be informed by her later by taken into your consideration.

3. If you require any further information, please do not hesitate to contact her on [019-6512650/070-4330-1008, faraadilahf@akane.waseda.jp]. Thank you for your time and consideration in this matter.

We hope that this request will merit your most favourable response.

Sincerely,

Osamu Soda



.....
SODA, Osamu
The Senior Dean, Professor at Faculty of Social Sciences
Waseda University
Tokyo, Japan
Email: sohda@waseda.jp
Web Page URL: <http://www.f.waseda.jp/sohda/>

APPENDIX F: CONSENT LETTER



Lembaga Kemajuan Wilayah Pulau Pinang (PERDA)
Kementerian Pembangunan Luar Bandar
No.1, Lorong Kampung Gajah 2,
Jalan Kampung Gajah,
12200 BUTTERWORTH,
PULAU PINANG



Tel : 043141100
Faks : 043103178
Portal Rasmi : www.perda.gov.my

Bil. (42) dlm PERDA:
PS 11/1

27 April 2021
15 Ramadan 1442

Fara Adilah binti Firdaus Mohd Rom
ID Pelajar: 39191571-1
Pelajar PhD (HLP) Malaysia
Graduate School of Social Sciences
Universiti Waseda
Tokyo
Jepun

Puan,

PERMOHONAN KEBENARAN MENJALANKAN KAJIAN LAPANGAN (SECARA BERSEMUKA) DI PERDA DARI BULAN JULAI HINGGA AWAL SEPTEMBER 2021

Dengan segala hormatnya saya merujuk kepada emel puan bertarikh 24 April 2021 dan surat PERDA, Bil (40) dlm. PERDA: KP 19/6 Jld 8 bertarikh 3 Julai 2020 adalah berkaitan mengenai perkara yang tersebut di atas.

- Untuk makluman puan, PERDA tiada halangan dan menyokong penuh untuk puan pulang ke Malaysia bagi melaksanakan kajian di lapangan kerana kajian lapangan adalah sangat penting untuk puan mendapatkan idea atau konsep tertentu bagi kajian tersebut.
- PERDA juga berharap agar kerjasama ini akan terus memberikan manfaat bersama.

Sekian, terima kasih.

"PRIHATIN RAKYAT : DARURAT MEMERANGI COVID-19"

'BERKHIDMAT UNTUK NEGARA' "LUAR BANDAR SEJAHTERA"

Saya yang menjalankan amanah,

(**MOHD. ASRI BIN BAHARUM**)

Timbalan Pengurus Besar (Pembangunan)
b.p Pengurus Besar
Lembaga Kemajuan Wilayah Pulau Pinang (PERDA)
Kementerian Pembangunan Luar Bandar (KPLB)

MEREALISASIKAN HARAPAN RAKYAT



s.k : SODA, Osamu
The Senior Dean, Professor at Faculty of Social Sciences
Waseda University, Tokyo Japan
Email: sohda@waseda.jp
Web Page URL: <http://www.f.wasedajp/sohda/>