



Obstacles of Civil Service in Public Service Delivery in Nepal: E-Governance for Good Governance

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Abstract— Electronic Governance (e-Governance) is all about providing effective and efficient internet service to the citizens in a cheap and best way. Civil service and the public service delivery is being essential since its establishment in the country but facing numerous obstacles in Nepal. The survey method is used in this study. The study claimed that e-governance is considered as a backbone of good governance which would help to maintain good governance in the nation. Without implementing e-governance, it is impossible to believe good governance. For developing effective e-governance implementation, there has been obstacles like Information Technology Act and Policy, not in government's priority, commitment of leadership, lack of sufficient budget, poor physical infrastructure, and aware of people on IT. The study concluded that implementing by making human resource planning, preparing clear standards for promotion, due use of reward and punishment, making work performance evaluation objective and scientific and making promotion, transfer neutral and transparent help for making public service delivery, smart, effective and efficient. Likewise, providing similar opportunity for studies, visit transparent and objective, and making public service delivery effective. The successful, efficient and effective civil service system of the country is in itself a harbinger of national peace, progress and prosperity.

Keywords— e- Governance, good governance, civil service, public service delivery, ICT tools.

I. INTRODUCTION

E-governance is the use of Information Communication and Technology (ICT) by the government to provide the government service to the citizens and other stakeholders [3]. It is all about doing the business online and in a secure manner. The E-governance helps government authorities to be more accountable to public in the decision making processes. The e-Governance function means to get must result in success, so that investments on the technological side give up more than they cost. The proper decision-making, the clearer prioritization of projects, and commitments on the job required for success are essential [15].

Electronic government (e-Government) generalization and execution of information, communication, and processes within and between governmental institutions, and also citizens or organizations. The e-government focuses on all services and public transactions directed at citizens and government agencies. It facilitates the government to make simplify daily administration and

to make public service delivery simple and tidy [18]. The aim of the e-Government is to collect and organize the knowledge about the principles and the policies adopted in the country. The e-Government intervention is going to take place, in order to provide a detailed and planned perspective on the facets of the political vision and on the related goals basically focuses on public service delivery [12].

The advance of the e-government concept is regarded today in the world not only as part of the reforms undertaken by many countries in a universal attempt to make public administration more cost-efficient, but also as service delivery that is beginning to have a significant impact on public service delivery. The transformation of traditional communication channels between people and state; and perhaps making them more transparent, accountable, cheap and best way. The possibility of immediate transmission of information between two different subjects of the communication process not only provided new directions for the development of such areas as economy and education, but also outlined the prospects for administrative principles of using interactive technologies in public service delivery precisely because the phenomenon of e-government emerges [16,17].

Civil service is the strong vehicle of the government to materialize the national vision, mission, goals, aims and objectives. It plays prominent roles in assuring good governance [20]. According to [4] Nepal's Civil service says despite talking more about good governance, less governance and down-sizing the government in the present time, the presence of the central government cannot be negated. In order to mobilize the Civil Service in an effective manner, reforms in some weaknesses are needed to make its development-oriented, goal-oriented, service-oriented and ultimately pro-people. Any government for being familiar to the people from the face of its Civil Service should adopt a concrete policy to ensure a dignified position for the Civil Service.

Efficient public service delivery is one of the most important tasks of the civil service. It plays prominent roles in assuring good governance. The civil service has the direct bearing on the smooth progress and prosperity of the civil society. The successful, efficient and effective civil service system of the country is in itself a harbinger of national peace, progress and prosperity [20]. Civil service is the significant component of the country, which is established to fulfil the entire requirement of the citizens but civil servants are often charged not providing effective services though they have sufficient resources and technological knowhow [8]. The quality of public services can be improved the use of new technology like ICTs and government employees should make familiar with new technology and train [23].

II. OBJECTIVE

When Internet became strong and people get perfect in its operation for e-Governance; that will transform the existing government system into e-governance system that will direct to good governance. The implementation of e-Governance in the country is not as easy as people and government's thought. Still there are many problems in civil service and public service delivery. They should eradicate the problems of public service delivery as soon as possible; or else they hold the civil service and service delivery. The major objective of this article is to discuss and tries to explorer about e-Governance versus good governance and obstacles of civil service within public service delivery in Nepal.

III. LITERATURE REVIEW

The United States was the first countries in the world which initiated and implemented the concept of e-government. The first tentative step has taken in the early 1990s to reform the entire system of public administration throughout the use of new technologies [16, 17]. E-governance is a rapidly-growing phenomenon at present era. E-government in a broad sense defined as: all use of information technology in the government and public sector. It covers a broad range of service delivery issues: from high-level strategy to detailed tactics; from the technicalities of data flows and process mapping to the policy of e-governance [13].

Good Governance Services from e-Governance lead to the successful implementation of Government to Citizen (G2C), Government to Business (G2B), Government to Employee (G2E) and Government to Government (G2G) applications that would integrate all levels of government functions. The trust given by mobile apps and ICT application lead to better public service delivery. Government of Nepal, Ministry of information and communication technology focused on ICT based delivery of service [6]. E-Governance system is based on potentials provided by today's Information and Communications Technologies (ICT) and the e-Governance has been working as good governance [14].

There is a limited provision in the Good Governance (Management and Operation) Act, 2064, due to the lack of effective monitoring and evaluation of the public entities, performance is not being effective and it is found to be hampering the public service delivery. It is necessary to prepare effective monitoring mechanism with adequate resources and capable manpower for the monitoring of the performance of all level [1].

Only after Good Governance (Management and Operation) Act, 2064; grievance handling has been given due importance in public administration sector. This act has been enforced to guarantee the good governance by making public service people oriented, accountable, transparent, inclusive and participatory to provide its benefit to the general public by internalizing the

basic principles of good governance like rule of law, corruption free and smart administration, decentralization, economic discipline and efficient management of public works [21].

Civil service was started from china, at first. Test system for the recruitment of the assistant level civil servants was started on 1855 in Britten. Since 1870 test system was started for the recruitment of all civil servants. There is an important role of civil service to operate the state. Through it, state delivers service and provide assistant to the general citizens. Hence, the civil servants are called permanent executives and civil service is called permanent government; and to make Nepalese civil service effective, efficient, impartial, capable and to control the corruption, there should be the attraction of the various talents especially from technical sector [2]. Civil Service is the important instrument of the implementation of the government policy, so capability of civil service, to make civil service capable to meet the challenge and opportunity of the changing context, making it productive, responsible and creative; contemporary adjustment and the strategic management in the personnel management, Public service commission and training can be helpful to improve the aspects [5] and regular programme for capacity development of service providers towards new ICT applications and systems is essential for civil servant [10].

Despite the overall political change requiring the neutral to the committed bureaucracy, civil service has not drastically changed as per the requirement[11]. There is a need of the development of the synchronizing mechanism between the carrier development and the organizational structure and balancing and coordinating in the reservation system and performance based civil service [7]. Performance evaluation system is agreed to be very important to improve the performance capacity, moral and motivation of the civil servants and improve the efficiency and effectiveness of public service delivery as well as organization too [22].

Nepal has been facing numerous challenges during service delivery while implementing e-governance. Infrastructure development, human resource development and management, digital divide, are identified as the major challenges. Unnecessary influence of middleman and syndicate created by some hidden groups make government service holdup. Needless expansion of government agencies and its employees; too many layers in decision making process; more process oriented service delivery rather than result oriented, failure to make individual officials responsible; and a lack of decentralization of necessary authority to the officials are the other challenges [8,9,10,11].

Ensuring equal and easy access of all citizens to public services and facilities by making public administration clean, impartial, transparent, corruption free and accountable towards public is the good governance [19]. By adopting technology based administration and implemented information and communication technology tools and technique in the civil service could make service delivery cheap, easy and fast. The restructuring of Nepal into a federal state has posed more challenges to government for implementing policies, plan and to deliver efficient services to general public using new technology. There is a need of huge leap-frog to make it ultra modern technology-based service provider as smart as of the developed countries, which is the major aspiration of the Nepalese people [9]. Failure of public service to win people's trust and confidence still persists. Public services in federalism need to be rendered through technology friendly and high-morale human resource for strengthening of good governance [19].

IV. RESEARCH METHODOLOGY

The government services are made available to the citizens in an efficient, convenient and transparent way through e-governance. E-government usually refers to the use of IT, ICTs and other web-based communication technologies to improve and develop efficiency and effectiveness of public service delivery in the government and public sector. Survey method was used to generate data and adopted quantitative research technique. The survey is completed by filling survey form at different province level with civil servants. Schemes from various authentic a dashboards, platforms and news reports from Nepal Governments' websites are also used as reference materials for study.

V. RESULT, ANALYSIS AND DISCUSSION

E-governance is considered as a backbone of good governance which would help to maintain good governance in the nation. Without implementing e-governance, it is impossible to believe good governance. Employees were required if there is the relation between e-governance with good governance and what they perceive. The responses are displayed in table I. 84.4% gave the positive answer to support this statement. It is the good symbol for the nation.

Without implementation of e-Governance in the nation. We could not think about good governance but there are many challenges among them and difficult to reduce them basically in developing countries like Nepal.

TABLE I. DO YOU THINK E-GOVERNANCE FOR GOOD GOVERNANCE

	Frequency	Percent
No	25	15.6
Yes	135	84.4
Total	160	100.0

Source: Fieldwork data 2018

Nothing comes in the vacuum. For making an effective service delivery system by the government office there requires many activities to be performed by government offices. These are displayed in table II. They are: implementing by making human resource planning as responded by 86.9%, preparing clear standards for promotion order as responded by 81.9%, due use of reward and punishment as responded by (80.6%), making work performance evaluation objective and scientific (79.4%), and making promotion, transfer neutral and transparent (79.4%) creating posts based on objective and scientific basis (75.6). Similarly, there come making opportunities for studies, implementing salary for life sustenance, visit transparent and objective, making public service delivery efficiency, etc.

The country could not move ahead whenever government and citizens are not ready to improve the public service delivery. There might be many reasons for improving service delivery but must essential things is that government's willing power dedication of government employees and peoples interest in national building. Technology friendly working environment at the workplace, e-administration at the organization, equal opportunity for all staffs, necessary Rules and Acts, proper monitoring, supervision and control mechanism is necessary for the improvement in service delivery.

TABLE II. WHAT ARE NEEDED TO IMPROVE FOR MAKING EFFECTIVE SERVICE DELIVERY?

Activity	Response	Percent
Making structure of services prompt and scientific	98	61.3
Implementing by making human resource planning	139	86.9
Creating posts based on objective and scientific basis	121	75.6
Making promotion, transfer neutral and transparent	125	78.1
Preparing clear standards for promotion order	131	81.9
Making work performance evaluation objective and scientific	127	79.4
Ensuring supplies of skilled technical human resources	116	72.5
Making opportunities for studies, visit transparent and objective	118	73.8
Implementing salary for life sustenance	112	70.0
Due use of reward and punishment	129	80.6
Making public service delivery effective	118	73.8

Source: Fieldwork 2018

Government of Nepal is facing several obstacles during implementing e-governance. Some of them are very complicated to wipe out. Majority of the people like good governance but they didn't get it. According to the table no III, we can say that for developing effective e-governance implementation, there has been obstacles as responded by respondents. The main obstacles are Information Technology Act, Policy (77.5%), not in government's priority. 70.6%), commitment of leadership (68.1%), lack of sufficient budget (55.6%), poor physical infrastructure (43.8%) and awareness of people on IT (43.1%).

Nepal is one of the land lord and one of the developing countries. It has much diversity like geographical, cast, cultural, religion, education, skill and knowledge. Most of the technology and system should import from out of the nation. Democratic and republic culture is not being matured. There are many conflicts between government and citizen's issues, interest and necessity. Government not only being able to fulfil the public's daily requirement but also unable to improve service delivery. So, government should acquire initiation of the people and national development.

TABLE III. OBSTACLES TO E-GOVERNANCE IMPLEMENTATION

Problems	No of respondents	Percentage
Poor physical infrastructure	70	43.8
Information Technology Act, Policy	124	77.5
Awareness of people on IT	69	43.1
Commitment of leadership	109	68.1
Lack of sufficient budget	89	55.6
Not in government's priority	113	70.6

Source: Fieldwork data 2018

Nepalese civil service is facing different problems during public service delivery. The table IV lists all the problems currently felt by respondents on public service as a whole. It includes not only civil service but other public sectors, too, like services of government-owned business and non-business organizations. Proper use of reward and punishment is not objectively implemented is the main problem as responded by 76.9%. This is followed by the petty interest of leadership (73.8%), the third-ranked problem is lack of institutional memory (70.6%). The fourth-ranked problem is only the officials from inside the civil service have taken benefit of the lateral entry, it has not encouraged new thoughts, technology, and innovation in the civil service (65.6%). Changing the number of work performance by keeping the officials' promotion in mind got a fifth rank (60%). There are frequent changes of laws at sixth rank as stated by 53.8%. Lack of harmonious relations between political and administrative leadership (50%).

A successful implication of Public Service Delivery (PSD) requires that governments develop better capacity to handle potential hazards. Government should well appreciate the public attitude through interactive communication which will ensure the bureaucratic reform and effective public service delivery. Nepal is just facing central, provincial and local governance practice. It is being difficult to provide sufficient employees in provincial and local level. Public aspersion and demand is so high but government's supply chin and mechanism very slow. There is not harmonious relationship and behaviour between government and employees. There is not performance based evaluation and working system and Trade union is also breaking the government's speed. It has been holding lots of employees. Government employees give more emphasis to Trade Union leader rather than their official job and duty.

TABLE IV. CURRENT PROBLEMS IN PUBLIC SERVICE DELIVERY.

Problems	Response	Percent
Petty interest of leadership	118	73.8
Lack of proper planning on HR development	101	63.1
Lack of institutional memory	113	70.6
Frequent changes in laws	86	53.8
Changing the number of work performance by keeping the officials' promotion in mind	96	60.0
Wrong practice of inclusion in the service	93	58.1
Proper use of reward and punishment is not objectively implemented	123	76.9
Lack of harmonious relations between political and administrative leadership	80	50.0
Trade union working as the obstacle in service delivery	98	61.3
As only the officials from inside the civil service have taken benefit of the lateral entry, it has not encouraged new thoughts, technology and innovation in the civil service.	105	65.6

Source: Field data 2018

VI. CONCLUSION

E-governance is considered as a backbone of good governance which would help to maintain good governance in the nation. Without implementing e-governance, it is impossible to believe good governance. For developing effective e-governance implementation, there has been obstacles like Information Technology Act and Policy, not in government's priority, commitment of leadership, lack of sufficient budget, poor physical infrastructure, and aware of people on IT. For making an effective service delivery system the following point should be noted are implementing by making human resource planning, preparing clear standards for promotion, due use of reward and punishment, making work performance evaluation objective and scientific and making promotion, transfer neutral and transparent. Similarly, providing similar opportunity for studies, visit transparent and objective, and making public service delivery effective. The civil service has the direct bearing on the smooth progress and prosperity of the civil society. The successful, efficient and effective civil service system of the country is in itself a harbinger of national peace, progress and prosperity. Future research needs a deep investigation with empirical data to understand the bureaucratic reform for smooth e-governance process and its influence on service delivery.

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