# Effectiveness Analysis of Civil Service Using ICT in Nepal

## Shailendra Giri; Subarna Shakya

Government of Nepal, Ministry of Federal Affairs and General Administration, Singha Durbar, Kathmandu, Nepal
Department of Electronic and Computer Engineering, IOE, Tribhuvan University, Nepal
shailenda.giri@rec.edu.np; drss@ioe.edu.np

*Abstract— Measuring effectiveness analysis of civil service is not so easy job as we think. Information and Communication Technology (ICT) is being a fundamental tool of human being which is making our daily life activities easy, smart and simplify. ICT has played a role of pool between civil service and day to day service delivery. In this study, the author is trying to examine and investigate the effectiveness analysis of civil service using ICT in Nepal. Survey research with qualitative research technique has applied to collect primary data from civil servants of government organizations, whose primary role is to deliver public service. This paper concludes that the successful, effective civil service delivery of the country has been in itself a harbinger of national peace, progress and prosperity. The success of government is dependent on the trust and honesty of ruling political leaders; the civil servants; conscious people and one door delivery system. Researcher claims that ICT has been recognized as a critical component for the successful delivery of many existing services of government and it enables the service delivery to build on these successes and use ICT to operate in a more efficient, shared and integrated manner across all the government sectors. The government should create ICT awareness for the people, trust on technology and e-governance by decreasing the digital divide between common people and other citizens. People should adopt their ownership towards the electronic service delivery system. The service delivery system in Nepal seems poor in the sense of efficiency and effectiveness.*

*Keywords— ICTs, civil service, public service delivery and e-governance*

## I. INTRODUCTION

New developments in information and communication technology (ICT) seem fundamentally changing the way we live, work and interact with each other [17]. The proper uses of ICT have made human daily life activities easy, cheap, and smart and simplify [28]. E-governance is defined as the use of ICT in public sector to improve its operations and delivery of services [8]. Over the past two decades, governments have used ICTs to integrate their internal functions and improve their delivery of services [1]. The pressure has kept rising in recent years on the government to deliver services in a more effective and cost-efficient way [11]. The service delivery mechanism of government, department and business organizations have been fast, efficient and reliable [17]. For the overall improvement of the total performance of any organization, there should be the effective combination of the human resources, structure, system and the technology [23].

E-government usually refers to the use of IT, ICTs and other web-based communication technologies to improve and develop efficiency and effectiveness of service delivery in the public sector [7]. World have embraced ICTs to serve a variety of different ends better services delivery to citizens which results in less corruption, increased transparency, greater convenience, revenue growth and cost reduction[9]. Civil service is one of the most important mechanisms for public service delivery and the

use of ICT for public service delivery can be more effective through integration, linkage and inter-operability among government organizations, departments and business entities [18].

E-government has the potential to build better relationships between government and the public by making interaction with citizens smoother, easier and more efficient [3]. The potential for improvements through the innovative use of technology is significant and the implementation will require a transformational programme of change, not just technological but administrative and cultural also [10].

Civil service is the strong vehicles of the government to materialize the national vision, mission, goals, aims and objectives [21]. It is one of the most important government machinery to deliver the public service effectively and efficiently. It is said that 'no government is better than its civil service' [16]. But civil servants are often charged not providing effective services though they have sufficient resources and technological knowhow [29].

In order to make service delivery simple, transparent and faster, in relation to the land administration work, online services have been introduced via the Land Record Information Management System (LRIMS). The National Identity Card Processing System has been installed and the installation & technical testing of the remaining technical aspects are in the final phase. The token system has been started in delivering services from the Department of Consular Service and Digital Display Board has been installed. Online service has been started in consular-related services [38]. Public services are depending on online these days which are making daily life activities easy and smart but facing various challenges of cyber attract, threat and security. Huge numbers of criminal activities are increasing repeatedly using ICT tools and applications. Government services are also being victims by cyber crime and threats [32].

Adopting technology based administration and implemented ICT tools and technique in the civil service made service delivery effective. 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 [34]. The Office of the Prime Minister and Council of Ministers (OPMCM) have been adequately handled and settled the grievances ventilated of the desk of Hello Sarkar. The rate of settlements of such complains, suggestions and information received by the Hello Sarkar desk has been 82 percent. In addition, the Hello Sarkar's Facebook page, Twitter and Mobile Apps systems have also been used to settle the complaints [38]

## II. OBJECTIVE OF THE RESEARCH

Now, all nations have their own civil service as a permanent government, for the implementation of the national policies and enforcement of law and order. The civil service in Nepal is under restructuration and reform for better service to public affair. The nature of service is permanent and most of the government services are using ICT as a vital factor for efficient and effective service to the people. The main objective of this study is to explore the effectiveness analysis of civil service using ICT.

## III. LITERATURE REVIEW

The application of ICT has been the primary tool that enables the objectives of e-governance to be driven into complete momentum as facilitated by web technology [8]. E-government is no-doubt a mechanism for the management of civil service at the global level and the implementation of e-government could not be realized without the adoption of modern day technologies [4]. It has been adopted as a new 'paradigm shift' for better service delivery both by the developing countries and the developed countries [10]. Governments are going online and using the internet to deliver public services to its citizens. It has the potential to establish better relationships between government and the public by making interaction smoother, easier and more efficient [2]. Implementation of e-government has increased in number of countries but the rate of adoption varies from nation to nation. Usually developing countries have been lagging behind in e-government implication as compared to developed countries [12]

According to the Article 285 of present constitution of Nepal government services including federal civil service will be as follows: 285. Constitution of government service: (1) The Government of Nepal may, in order to run the administration of the country, constitute the Federal civil service and such other Federal government services as may be required. The constitution, operation and conditions of service of such services shall be as provided for in the Federal Act. (2) Positions in the Federal civil service as well as all Federal government services shall be filled through (3) The State Council of Ministers, Village Executives and Municipal Executives may by law constitute and operate various government services as required for the operation of their administration[4]. These are the provisions of the constitution of Nepal regarding the civil service of the nation. As the given framework of the constitution civil service shall be three tired including federal civil service, state government service and the local government service.

The rapid advancement in the number of services available online or the cultural shifts in civil service attitudes towards the cross-agency arrangements seem important. Due to rapid development of science and technology, the effects have been seen in different sectors of knowledge. The study of e-government in general, is to examine whether the government being created is more democratic, along some dimension, than the government being left behind [3].

ICTs have undoubtedly influenced positive changes in carrying out administrative functions in government institutions [10]. In order to meet the global challenges in administrative management, the use of ICT for service delivery cannot be

abandoned [1]. The major issues that are drawing attention of governments as challenges for development of human resources in the civil service are related to: inadequacy and imbalanced coverage; lack of objective recruitment practices, missing linkages with individual and organizational need; lack of mindset of civil servant to meet the demand of accountable and service oriented civil service; absence of coordination among major policy makers and human resource development; low utilization of developed competencies, inadequate learning organization on the part of civil servant [5]. Due to globalization, citizens' personal freedom, expansion and more utilization of ICT, rapid development of science and technology, awareness of the citizens have changed the traditional role of service delivery and expanded the activities of partnership, collaboration, and the task oriented networking [22].

The service delivery system in Nepal seems poor in the sense of efficiency and effectiveness. The cost is high and parameters for service delivery are not determined, there is duplication in service delivery, ICT not fully utilized for information dissemination, lack of regular monitoring, scattered human settlement. The process of getting any type of service from government unit is lengthy and cumbersome. The service seeker could not get due attention and response from service delivering unit. The lack of flexibility in resource utilization and lack of separate rule for expenditure, procurement and administration of service delivery are some of the problems encountered by government service delivery unit in Nepal [22]. If the civil service becomes inactive in providing the service, its direct negative impact may reflect on the service delivery and it will negatively affect its image and credibility. The basic need of the civil servants should be fulfilled to make active and enthusiastic to the civil service [24].

Success of the government mostly depend on the capability and effectiveness of the civil service. In line with this, a well known scholar O Glehn Stahi has said that no government can be much better than its civil service permits.' [26]. It is dependent on the trust and honesty of ruling political leaders and the civil servants. Further, he claims to make public administration people oriented, efficient, impartial and neutral political leaders should be conscious about the values, norms and ethics of civil service and there should not be any unnecessary political presser and hurdles [16]. The recommendations given by the Public Service Commission are related with the management of the public service in most cases and are for the effectiveness expansion of the entire working system by increasing its morale and capacity [6]. Due to the traditional thinking, Nepalese public administration could not become technology based; its working style is not contemporary and its ability and quality demands the reforms. Thus, endeavour is going on to make it result oriented using new concepts [25]. The lack of staffs in the entities and the working place where the citizens get the service and over staffing in the central level are main reasons for the diminishing of the effectiveness of the public service delivery [22].

Work performance contract system with the department and office head, posting and transfer to develop and utilize the specialization and specialty of the sector, implementation of the predictable promotion and career development system, system of getting equal opportunity of the training to develop knowledge, skill and efficiency to fulfil the present requirements, development of research based system to create synchronization between performance based incentive, inclusiveness and merit system and executive leadership development are also required [22]. 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 the organization [27]. It seems better to use ICT based performance evaluation system in an organization to achieve the result of an organization. Nepal is one of the developing country, it should start to use own sever and satellite for communication as well as data centre or data bank [33] to provide security to the data and information.

Service delivery shortages at present are highly visible and serious, and the situation is only deteriorating [15]. Due to the scattered public service delivery entities, to take public service is found more complicated, expensive and process oriented. The public service delivery units would be unified from the local levels, one window service delivery system would be managed and the service centers would be extended. Like this, policy and plan would be made and implemented to run the all government offices in one premises [22]. There should be managed one window system, one man system, desk system in the offices to create the environment of easily getting services [13]. Citizens play a major role to make government success or failure [35]

The use of ICT for service delivery can be more effective through integration, linkage and inter-operability mechanism among government organizations, departments and business entities. Besides, central government has to bring regular program for capacity development of civil servant and servant and servant and service providers towards new ICT tools and systems is essential [28].

Civil service and the public service delivery is being essential since its establishment in the country but facing numerous obstacles in Nepal like: making human resource planning, preparing clear standards for promotion, due use of reward and punishment, making work performance evaluation objective and scientific; transparent 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 and efficient. The successful, efficient and effective civil service system of the country is itself a harbinger of national peace, progress and prosperity [30].

For making civil service professional, qualitative and responsible to the people, technology based institution and human resources development requirements should be addressed in time. There is need of planning of immediate and long term reform and to determine the strategic direction, set up the performance culture and behavioral outstanding of the civil service [36]. Some issues related to e-service can be regulatory, legal, technical and procedural measures as well as civil service

personnel's education, capacity building and continuous upgrading the technology [35]. Manage the three level of employees and administration smooth way that is Federal, province and local level; and cooperate each other are the major challenges of civil service [31].

The study has been completed to review, merge or adjustment of the various bodies like institutions, committees, trusts, councils constituted by the decisions of Nepal Government and Development Committee Act. The classification of acts, rules, policies and working policies have been conducted on the basis of the overall policy guidelines and spirit of the constitution of Nepal. Areas of policy lapses have been identified and necessary works to formulate new policies as per the spirit of constitution have been initiated. National policy governing civil service, draft of Federal Civil Service Act, draft of State Civil Service Act and draft of sample Act of local services have been prepared. In order to adjust the employee in the central, provincial and local government offices, The Government Employee Adjustment Act, 2074 B.S. and Government Employee Adjustment Regulations, 2074 B.S. have been formulated according to the provision of the article 302 of the Constitution of Nepal. The committee for O & M study has been constituted and the study is being underway [38]

## IV. RESEARCH METHODOLOGY

The researchers has adopted quantitative research technique and collected the primary data from civil servants of government organizations who work in centre, provinces and local level governance. The researcher has developed questionnaires that consists information about demographic, physical facilities, ICT accessories, social network & MIS and others. Some focal group discussions and in-depth interview has conducted with government employees as wells as leaders of civil service organization. Books, academic journals, government survey, annual reports and websites were also used for literature review. The collected data have been entered into SPSS 22 and data analysis has been done. For preparing charts Microsoft Excel 2007 has also been used.

## V. RESULT AND ANALYSIS

Primary data have been collected from civil servant of government organizations. The total numbers of respondents were 100 from Ministries, province, local governance offices.

TABLE I. TOTAL NUMBER OF RESPONDENTS

The primary data have been collected from employees of government organizations who works in different part of the nation. The total number of respondents were 100 and out of them 60 (60%) are technical and 40 (40%) are non-technical background respondents and tabulated in table 1.

| Background | Female | Male | Missing | Total |
|---|---|---|---|---|
| Technical | 12 | 30 | 12 | 60 (60%) |
| Non-technical | 10 | 22 | 8 | 40 (40%) |
| | | | Total | 100 |

TABLE II . EXISTING CAPACITY OF RESPONDENTS ON SOCIAL NETWORK SOFTWARE AND APPS IN THEIR ORGANIZATIONS

Table 2 describes existing capacity of social network, software and apps at respondent office. It shows that the organizations which are using antivirus 13.75%, website 11.25%, data backup 10%, application software 8.75%, facebook 7.5% and date converter 6.25% are satisfactory but are using firewall, electronic calendar, GPS, Skype not satisfactory in government organization and are varies in the different location of the country.

| Social Network/ Software/ Apps | No. of Respondents | Percentage |
|---|---|---|
| Website | 9 | 11.25 |
| Application software | 7 | 8.75 |
| Facebook | 6 | 7.5 |
| Twitter | 3 | 3.75 |
| Skype | 3 | 3.75 |
| Instagram | 2 | 2.5 |
| GPS | 2 | 2.5 |
| Electronic calendar | 2 | 2.5 |

| | | |
|---|---|---|
| Youtube | 4 | 5 |
| Date converter | 5 | 6.25 |
| Font translator | 4 | 5 |
| Viber | 3 | 3.75 |
| Electronic dictionary | 4 | 5 |
| Whatsapp | 3 | 3.75 |
| Antivirus | 11 | 13.75 |
| Firewall | 4 | 5 |
| Data backup system | 8 | 10 |
| Total | 80 | 100 |

TABLE III. RESPONDENTS USING MANAGEMENT INFORMATION SYSTEM.

Table 3 illustrated that the purpose of using the MIS in government organizations is for improve service delivery 20%, to save time and money as well as data and information 17.50%, to support e-governance and to maintain transparency as well as accountability 16.25% and grievance handling 12.50 %.

| Purposes | No. of Respondents | Percentage |
|---|---|---|
| To improve service delivery | 16 | 20.00 |
| For grievance handling | 10 | 12.50 |
| To support e-governance | 13 | 16.25 |
| To save data and information | 14 | 17.50 |
| To maintain transparency and accountability | 13 | 16.25 |
| To save time and money | 14 | 17.50 |
| **Total** | **80** | **100** |

TABLE IV. CHALLENGES OF COOPRATEING MANAGEMENT INFORMATION SYSTEM.

Table 4 demonstrated that the skilled human resources 18.75%, ICT infrastructure 17.50%, lack up budget 15%, user friendly software 13.75%, power backup and data security 12.50% and computer virus 10%, are being a great challenges to government organization for implementing e-governance and provide public service delivery effectively and efficiently.

| Challenges/ Problems | No. of Respondents | Percentage |
|---|---|---|
| Skilled human resource | 15 | 18.75 |
| Power backup | 10 | 12.50 |
| ICT infrastructure | 14 | 17.50 |
| Lack of budget | 12 | 15.00 |
| User friendly software | 11 | 13.75 |
| Virus | 8 | 10.00 |
| Data security | 10 | 12.50 |
| **Total** | **80** | **100** |

## VI. DISCUSSION

The majority of the government organizations have been using website, antivirus software, data backup, application software and facebook as well but the organizations are failure to provide effective service delivery using ICT due to lack of proper handling of above things; and negligence in repair and maintenance of ICT accessories. Proper using of the MIS in government organizations and their proper handling as well as protection. Poor ICT infrastructure, lack of budget, unskilled human resources, and data security are not only factors which are affecting the service delivery but also there are so many

causes which are creating huddles in service delivery. Such factors could find inside government organization and out of office premises which plays the key role to make the service impede.

## VII.    CONCLUSION

Today's civil service is not being service oriented; it is being incentive oriented. The success of government is dependent on the trust and honesty of ruling political leaders; the civil servants; conscious people and one door delivery system. The civil service is a profession and one cannot remain in the profession without observing its rules, code of conduct, professional ethics and morality. Researcher claims that ICT has been recognized as a critical component for the successful delivery of many existing services of government and it enables the service delivery to build on these successes and use ICT to operate in a more efficient, shared and integrated manner across all the government sectors. The government should create ICT awareness for the people, trust on technology and e-governance by decreasing the digital divide between common people and other citizens. People should adopt their ownership towards the electronic service delivery system. The successful and effective civil service delivery of the country has been in itself a harbinger of national peace, progress and prosperity.

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