

**A Thesis on  
Promotion Management System  
at Ministry of General Administration**

*By*

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**RECOMMENDATION**

This is to certify that the thesis

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Administration”**

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**DECLARATION**

I hereby declare that this thesis entitled “**Promotion Management System at Ministry of General Administration**” submitted to the Dean, Faculty of Management, Tribhuvan University is my own original work in partial fulfillment of the requirements for the degree of Master of Business Studies. This report is conducted by Shankar Dev Campus under strict supervision and guidance of thesis supervisor Shree Bhadra Neupane and Er. Shanker Adhikari (Subject Teacher).

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## Table of Contents

<u>Topics</u>	<u>Pages</u>
<b>RECOMMENDATION LETTER</b>	
<b>VIVA VOCA</b>	
<b>ACKNOWLEDGEMENTS</b>	
<b>TABLE OF CONTENTS</b>	
<b>LIST OF TABLES</b>	
<b>TABLE OF FIGURES</b>	
<b>ABBREVIATION</b>	
CHAPTER -I INTRODUCTION.....	1
1.1Background.....	1
1.2 Organizational Background.....	2
1.3Present Status.....	6
1.4 Components of Information Management System.....	7
1.5 Focus of the Study:.....	11
1.6 Objectives of the study.....	11
1.7 Hypothesis / Proposition.....	11
1.8 Scope of the study.....	12
1.9 Limitations of the study.....	12
1.10 Significance of the study.....	13
1.11 Organization of the study.....	13
CHAPTER - II.....	15
2.1 Conceptual Review:.....	15
2.1.1 General Background of MIS.....	15
2.1.2 Concept of MIS.....	17
2.2 Introduction of E-Governance.....	28
2.3. Review of Journals and Articles:.....	32
2.4 Review of Previous studies/Master's Degree Thesis.....	32
2.5 Review in E-governance.....	39
CHAPTER - III RESEARCH METHODOLOGY.....	42
3.1 Research Design:.....	42

3.1.1 Population of the Study .....	43
3.1.2 Sample Framework.....	43
3.2 Data Collection Methodology .....	43
3.3 Data Processing, Presentation and Analysis.....	44
CHAPTER - IV SYSTEM ANALYSIS , DESIGN AND DATA PRESENTATION .....	46
4.1 Flowchart.....	46
4.1.1 Process Flowchart of PMS .....	47
4.2 Data Flow Diagram (DFD).....	51
4.3 Conceptual Data Model:.....	55
4.4 Entity Relationship Diagram .....	56
4.5 Data Dictionary.....	58
4.6 Assessment of Promotion Management system .....	59
4.6.1 Legal Provision of Civil Service Act 2049, Second Amendment .....	59
4.7 Analysis of Existing System:.....	72
4.8 Hardware and Software Status: .....	72
4.8.1 Hardware Status:.....	72
4.8.2 Software Status:.....	74
4.9 Strengths and Weaknesses of Existing System .....	74
4.9.1 Strengths of the Existing System:.....	74
4.9.2 Weaknesses of the Existing System: .....	76
<b>CHAPTER- V SUMMARY, RECOMMENDATIONS AND CONCLUSIONS.....</b>	<b>77</b>
5.1 Summary.....	77
5.2 Recommendation.....	78
5.3. Conclusion.....	79
<b>Annexure</b>	<b>81</b>
<b>BIBLIOGRAPHY .....</b>	<b>103</b>

## List of Tables

Table 1.1	Organizational Structure of MOGA	-	5
Table 2.1	Information Characteristics versus Decision Types	-	23
Table 4.1	Fulfillment of Vacancy in Civil	-	50
Table 4.2	ERD Object Symbol and description	-	52
Table 4.3	Entities along with Major Attributes	-	55
Table 4.4	ERD Object Symbol and description	-	56
Table 4.5	Educational Qualification	-	68
Table 4.6	Hardware Status of MOGA	-	73

## List of Figures

Fig 1.1	Existing Organization Structure	-	60
Fig 1.2	Integrated IMS	-	8
Fig 2.1	Conceptual View of an MIS	-	20
Fig 2.2	MIS and its components	-	20
Fig 2.3	Relation of Data to Information	-	22
Fig 2.4	Parts of a system	-	25
Fig 2.5	Information Systems are more than computers	-	28
Fig 4.1	Process flowchart of PMS First level	-	50
Fig 4.2	First level Data of PMS	-	53
Fig 4.3	High level DFD	-	54
Fig 4.4	ER Diagram of PMS	-	54

# CHAPTER- I

## INTRODUCTION

### 1.1 Background

The world is rapidly transforming into one society driven by an outstanding increase in the amount of communication between civilizations. It has really become information driven society, in which information and communications technologies are playing important and indispensable roles. Keeping up with the 21<sup>st</sup> century, governments around the world are embracing Information Technology (IT). In every region of the globe-from developing countries to industrialized ones - central and local governments are putting critical information online, automating bulky processes and interacting electronically with their citizens.

The arrival of new information and communication technologies (ICTs) has significantly enhanced our capabilities to collect, process, and distribute information. Almost all developing countries regard ICTs as an important factor while preparing their national development plans. So in this scenario, MoGA has initiated information management in electric version using different information system.

Information, as a vital resource for problem solving, decision making, education and knowledge updating, has no boundaries. Everybody, state and society requires it to achieve their goals and objectives. Therefore it is considered as a power resource as equal to other natural resources. In some cases it is more important than other resources. It has played significant role for the overall development of the societies since ancient time. Hence, information, as an important asset, has come up as the driver of all scientific, technological, social, economical and political activities. And information is also considered as a basic need of human beings. D.A. Kemp has recognized information as a basic need of human beings ranking after air, water, food and shelter (Kemp; 1976:28). Information is globally the fastest growing sector, which grows approximately at 5 percent per year as compared to the world economy growth of approximately 3 percent. There is growing tendency to access relevant and potential information with no time lost. The increasing volume and the redundancy of information pose problems of information handling and facilitation of timely access to relevant and needed information. Therefore, the reorganization, acquisition, storage,

process, retrieval and dissemination of right information to the right users without loss of time are challenging job.

## **1.2 Organizational Background**

Ministry of General Administration (MOGA) is one of the line ministries of the Government of Nepal. It is basically involved in establishing an administrative system capable of coping with the timely need of the country. The Ministry in its present form was established in B.S. 2038 (1981). Actually, it is the outcome of frequent changes in the process of institutionalization of functions related to the development of administrative system in the country. Up to B.S. 2012(1956) the then Ministry of State Affairs was responsible for the central administration of government, which was heavily concentrated on personnel administration. In 1957 the personnel administrative function were transferred to the Ministry of Home Affairs; and in the same year in line with the recommendation of the Administrative Reorganization Planning Commission, an Organization and Methods (O&M) Section was created in the Ministry of Finance so as to initiate administrative reform measures. Again in 1958, Administrative Training Centre was established as a separate institution to develop human resources. The Ministry is directly related with the public service commission which is responsible to recommend the appropriate process according to law. As a central personnel agency, the ministry should consult and coordinate with Public Service Commission for the policy decision making process and Public Service Commission should provide the recommendation and permission of the terms and condition related to civil service, security of the service, departmental action, service and group change and matter relating to promotion providing the scholarships to the children's of civil service. The history of the Ministry goes back to 1957 when all these frequent changes including functions of different organizations could not help much to move forward in a consolidated way. Consequently, in 1968 a separate Department of Administrative Management was established and made responsible for personnel administration, administrative reforms and training. Thus all the scattered functions related to administrative development were brought together under one single umbrella. Although it was department by name, the status was equal to that of a Ministry. It was headed by Permanent Secretary under the portfolio of a Minister. In 1981, the then Department of Administrative Management was converted into Ministry of General Administration (MoGA).

**Vision**

A fair efficient accountable and transparent administrative system

**Mission**

To cope with the dynamic and changing need of the nation, develop and operate the administrative system effectively for better and quality service delivery to people

**Goal**

To create an administrative system capable of coping with the changing need of the nation

**Objectives**

The objectives of the Ministry are as follows:

- To establish and maintain efficient and effective public administration system.
- To provide efficient service delivery by improving managerial and administrative capability.
- To develop sustainable personnel administration system.

**Functions**

As the Central Personnel Agency of the Government of Nepal, the functions of Ministry of General Administration are as follows:

- Formulation and implementation of plan, policies and programs related to personnel administration and civil service record system.
- Formulation of training policies and coordination and evaluation of various training programs conducted by various agencies of Government of Nepal as well as foreign scholarships.
- Formulation, implementation and timely review of plans, policies and programs related to the appointment, placement, transfer, promotion, disciplinary actions, retirement, etc. of the civil servants.
- Conduct management audit of the government offices in conformity with the provision of Civil Service Act.
- Act as a focal point for Governance Reform Program.

- Act as 'Secretariat of Promotion Committee'.
- Act as liaison ministry to 'Public Service Commission'.
- Publication of the administrative journal 'PRASHASAN' .
- Inter-ministerial transfer of civil servants.
- Conduct O & M survey; review the organizational structures and its management practices and procedures.
- Administration and operation of Nepal Administration Service, Nepal Miscellaneous Service and Nepal Economic, Planning and Statistics Service.
- Co-ordination of various personnel services within the civil service.
- Creating and restructuring of the organizations of the government of Nepal.
- Advice on the policy and principles relating to salary and other fringe benefits.

### **Organizational Structure**

The ministry has two divisions and eight sections headed by joint secretary and under secretaries respectively. Current structure of the organization is summarized in the table below:

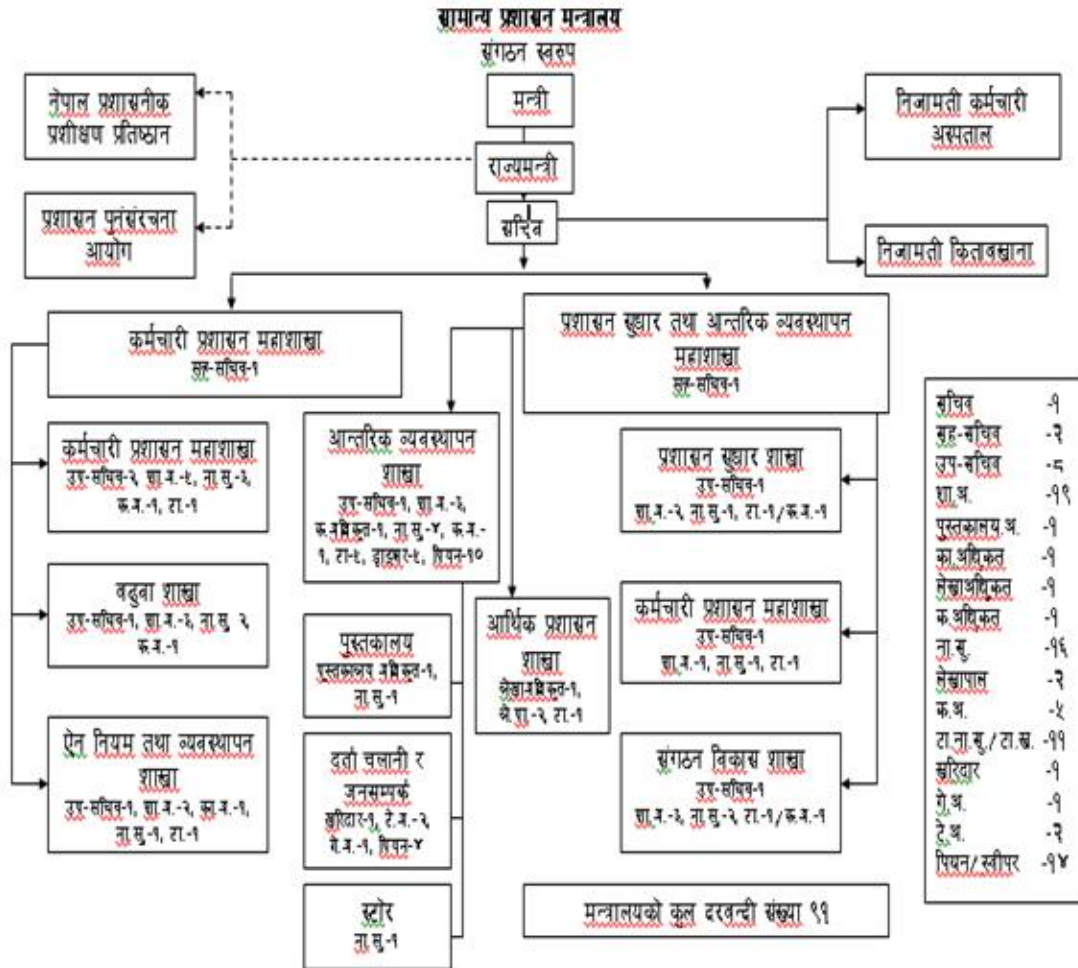
**Table: 1.1**  
**Organizational Structure of MoGA**

<b>Post</b>	<b>Level</b>	<b>Number</b>
Secretary	Special Class	1
Joint Secretary	Gazetted 1 <sup>st</sup> Class	2
Under Secretary	Gazetted 2 <sup>nd</sup> Class	8
Section Officer	Gazetted 3 <sup>rd</sup> Class	19
Computer Officer	Gazetted 3 <sup>rd</sup> Class	1
Legal Officer	Gazetted 3 <sup>rd</sup> Class	1
Account Officer	Gazetted 3 <sup>rd</sup> Class	1
Library Officer	Gazetted 3 <sup>rd</sup> Class	1
Nayab Subba	Non-Gazetted 1 <sup>st</sup> Class	16
Computer Operator	Non-Gazetted 1 <sup>st</sup> Class	5
Accountant	Non-Gazetted 1 <sup>st</sup> Class	2
Typist	Non-Gazetted 1 <sup>st</sup> / 2 <sup>nd</sup> Class	11
Kharidar	Non-Gazetted 2 <sup>nd</sup> Class	1
Telephone Operator	Non-Gazetted 2 <sup>nd</sup> Class	2
Gestetner Operator	Non-Gazetted 3 <sup>rd</sup> Class	1
Driver	Classless	5
Driver/Peon/Sweeper	Classless	14
<b>Total</b>		<b>91</b>

## Organizational Chart

**Figure: 1.1**

### Existing Organization Structure



### 1.3 Present Status

Ministry of General Administration is committed to improving the quality of service to the civil servant and public. It has the direct and indirect relation with all other ministry and other government offices. So its main objective is to provide the qualified human resource to the government with the help of Public Service Commission (LOK SEWA AYO). NIJAMATI KITABKHANA is an organization under this ministry to keep the record of each activities of the civil servant. STAFF College is another organization under this ministry to provide the necessary training to upgrade the quality of the civil servant.

Ministry of General Administration lacked efficiency, competency since it could not cope with the volume of works to catch up with the pace of technological applications and

finally to satisfy the public ever growing demands of new services in the information age. In the context of globalization, competition, technological innovations and continuous demand of new services there is an urgency to transform the traditional way of working style into a modern, systematic and competitive way through improving the quality of general services through computerization.

In addition, the need for affordable access to ICT and delivery of basic services through ICT is quite acute in rural and remote areas, where the personnel have difficulty to access with the ministry and its services.

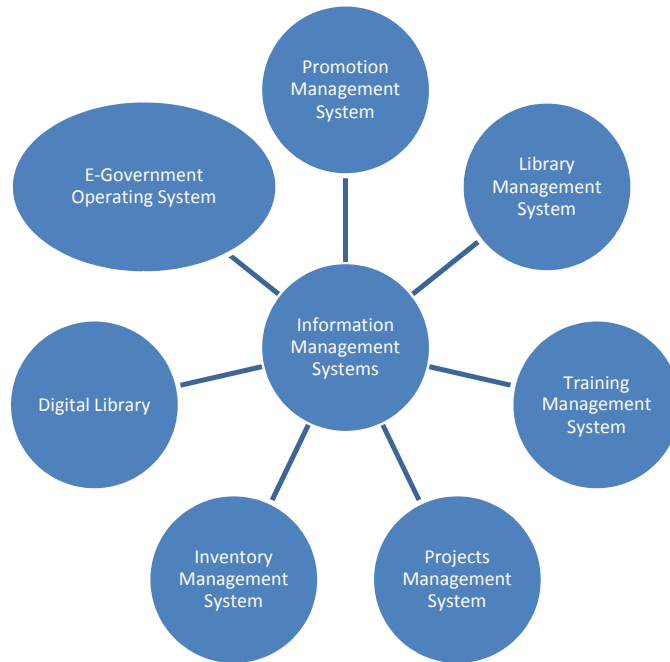
These initiatives envisage computerization of Ministry of General Administration and its operation using ICT with the aim of providing information management and related services graduating to provision of higher order digital services as well as engaging the civil personnel in digital process.

#### **1.4 Components of Information Management System**

Before the implementation of information management systems, all tasks of the ministry were performed manually and all records were kept in the registers. In 2063 BS, the ministry implemented the E-government Operating System, a complete system for the work flow from Darta to tippani and ultimately to the Chalani process that is followed in every government organization together with the Library Management System in order to computerize the books, journals and other reports available at the ministry; and then gradually implemented other e-government initiatives. Later the system was further enhanced into a more intelligent, interactive and a complete information management system with the addition of different subsystems like Promotion Management System (PMS), Training Management System, the concept of Digital Library, Projects Management System and Inventory Management System. Apart from all of these systems, MoGA has hosted in its own server a comprehensive website that houses a wealth of documents, forms and other information. The website hit counter shows 20,000 hits per month which indicates the strength of this website.

The figure below shows how the different sub-systems of the complete information management system are integrated together to form a cohesive system that aids in providing the required information.

**Figure: 1.2**  
**Integrated Information Management system**



The complete information managements system is designed to generate different kinds of relevance reports which facilitate the decision making process for the policy makers. The brief description of the sub-systems of information management system is as follows:

### **Electronic Government Operation System**

The Electronic Government Operation System is a database application that allows the ministry to enhance its efficiency in the daily routine work from darta to chalani. The features of the e-government operation system are as follows:

- Central and electronic registration (darta) and dispatch (chalani) of letters, documents
- Easy to find out the position of the letters
- Tracking of the jobs done by each employees
- Tippani, Internal memo, Document Share and File management
- Online office - the users of the system can easily log into the system database and perform various tasks from anywhere by using a simple Internet web browser

### **Promotion Management System**

The ministry has fully implemented the computerized promotion management system. The system facilitates the automatic calculation of the marks obtained by the civil personnel for the promotion. Other features are as follows:

- Timely calculation of promotion result
- Store the information on Affiliation, civil personnel who filed the application, the subject and the degree.
- Store the Performance evaluation forms,
- Calculation of open marks
- Store the information on the certification of the degrees, concerned university etc.
- Online publication of the promotion result

### **Library Management System**

The Library Management System is the computerized record keeping of the Books, journals and other reports available at the library of the Ministry of General Administration. The features of this system can be listed as follows:

- Issue and return of the books from library
- Membership facility for issuing of the books
- The books are classified following the international standard.
- Barcode reading of the books and the members of the library
- Easy searching of books, journals, reports and other documents.

### **Digital Library**

Digital Library is an enhancement to the Library Management System which stores the digitized contents of the 'Prashashan' journal and other reports. The system facilitates the users to access online the digital contents of the journals, reports etc. It has the inbuilt interactive search system through which anybody can search the digital contents.

### **Training Management System**

Training management system is the comprehensive system that stores the information on training and scholarships including the exposure visits to foreign countries according to the subject, institute and sponsor of the foreign trainings and scholarships. Other features of this system include:

- Keep track of the organization to which the training, scholarship was granted.
- Keep track of the civil employee to whom the scholarship, training (pre-service, in-service or foreign) was granted.
- Easy tracking of the trainings – which country granted what type of training
- With its efficient use, training distribution will be transparent
- Helps to analyze the training subjects and the future training needs in the civil service
- Record keeping of the history of the formulated training policies,
- Tracking of various training programs imparted to civil personnel conducted by Nepal Government or foreign governments.
- Store the subject, institute, sponsor, country, etc. of the foreign trainings.

### **Projects Management System**

Projects Management System stores the records of the temporary projects of the government of Nepal. The major features of this system include:

- Tracking of the records of the projects, their positions (darbandi structure) and personnel
- Tracking of the civil employees deputed to these projects.

### **Inventory Management System**

Inventory Management System keeps the inventory records of the resources of the ministry. Other features of this system include:

- Supply of the office stationeries
- Tracking of different demands of the stationeries and other assets

- Ordering of the stationeries and other materials
- Allocation of resources to different personnel

### **1.5 Focus of the Study:**

The proposed study focuses on the collection, management, processing and dissemination of information regarding civil personnel promotion through in –analysis of different sub-systems (mainly Promotion Management System), Information Management System at MoGA. The study will also focus information management systems to explore the root causes that hindered the full utilization system. Moreover, the study looks forward to suggest the solutions ultimately keep the system function smoothly and gain its momentum.

### **1.6 Objectives of the study**

The objective of this study is to analyze information management systems at MoGA. In this reference the following objectives of the MoGA have been analyzed.:

- To enable the General Administration sector effectively co-ordinate with other sectors.
- To generate timely, reliable and accurate data.
- To use the data for quick and accurate decision making for planning processes.
- To maintain up-to-date records, exercise effective control over the personnel and help achieve increased output with effective use of scarce resources.
- To facilitate the general staffs by providing instant message dispatch services.
- To provide access of the civil personnel to computer and communication.
- To provide the access of the civil personnel to the library of Ministry of General Administration.
- To provide the provision of digital library for all the civil personnel through the internet.

### **1.7 Hypothesis / Proposition**

The general proposition of the study:

- “MoGA’s information management system can be a stepping stone towards the achievement of the good governance and information management with using the different information system like Promotion Management System.”

The hypothesis of the study:

- “MoGA’s information management systems will be an effective tool to facilitate the transparent, effective and efficient service delivery”

### **1.8 Scope of the study**

Ministry of General Administration is using the different information systems. One of them is Promotion Management system. There is need of the information which should be managed and stored in the system.

- Though the information management in MoGA includes both manual and computerized systems, the study will be strictly focused to MoGA's Promotion Management System; it doesn't go further to other different information management systems at MOGA.

### **1.9 Limitations of the study**

The major limitations of the study are as follows:

- Due to the constraint of resources and time, the size of sample could not be increased.
- The study will be conducted through utilizing both primary as well as secondary data. The data will be gathered through published/ unpublished documents, reports, questionnaire, formal/ informal discussions with concerned personnel. However, due to the limited number of documents available, secondary data might not be enriched.
- Due to the small sample size the study may not represent the whole spectrum of the information management systems in Nepal.

## **1.10 Significance of the study**

Information relating to civil personnel is important. Civil personnel record plays the vital role in promoting, transferring and other related factors. MoGA has developed the different information management system to manage the database and the civil personnel record like promotion management system, library management system and many more. Hence, MoGA has initiated the E-governance. E-governance is a new field of study in Nepal. There is a lot to be done in this area. So the study of information management and e-governance initiatives will be of importance for me, campus, university and the nation itself.

## **1.11 Organization of the study**

The structure of the research paper will be as follows:

### **Chapter I: Introduction**

This chapter deals with introduction, organizational background, present status, focus of study, objective of the study, rationale of the study, scope and limitation of the study and significance of the study.

### **Chapter II: Literature Review**

This chapter deals with review of literature such as conceptual review, review from different studies, review from journal, article and magazine and review from master's thesis for the concerned topic.

### **Chapter III: Research Methodology**

This chapter includes all the topics describing how the entire data have been collected and designed to carry out the entire task on this research paper. This chapter is followed by research design, data collection methods, sample collection, data processing and data analysis.

#### **Chapter IV: System Analysis, design and data presentation**

It contains the entire contents related to system analysis, data presentation and analysis. In fact, this is an important chapter that shows the presentation of data, strength and weakness of the system.

#### **Chapter V: Summary, Conclusions and Recommendation**

This chapter contains summary, conclusion and recommendation for the improvement of promotion management system in the organization.

## **CHAPTER-II**

### **REVIEW OF LITERATURE**

In order to study the information management and influence of the information management at Ministry of General Administration, the conceptual review of information management and e-governance will be of importance for the study. The detailed conceptual review will be done at the time of the study, whereas a brief review has been done in this section.

The review of literature is divided into two major sections: Conceptual Framework and Review of Related Studies. Conceptual framework deals with the core concepts and theories based on which research work is carried out. Only after acquiring the in-depth theory based conceptual knowledge, one could be crystal clear on related field and could carry out practical oriented researches. Review of related studies is required to analyze the past/historical researches done by other researchers. This helps the researcher in making his vision clear on what previous researcher/Researcher has accomplished in his research, under what circumstances he has completed his research work and what kind of obstacles the former researcher had faced. Lessons learned from previous researchers' study could be used as guidelines to avoid similar adverse situations and complete the research with less overhead and uncertainties. Review of Related Studies is further divided into Review of Journals and Review of Master Degree Thesis.

#### **2.1 Conceptual Review:**

Conceptual framework deals with the core concepts and theories based on which research work is carried out. Only after acquiring the in-depth theory based conceptual knowledge, one could be crystal clear on related field and could carry out practical oriented researches.

##### **2.1.1 General Background of MIS**

At the start, in businesses and other organizations, internal reporting was made manually and only periodically, as a by-product of the accounting system and with some additional statistics, and gave limited and delayed information on management performance. But the innovation of new technology has changed the way doing business and managing data needed in the business. The complexity of modern business management and competitive

nature of business requires a best-computerized automatic system for handling the business operations with skill and precaution to avoid the business management crisis.

In their infancy, business computers were used for the practical business of computing the payroll and keeping track of accounts payable and accounts receivable. As applications were developed that provided managers with information about sales, inventories, and other data that would help in managing the enterprise, the term "MIS" arose to describe these kinds of applications. Today, the term is used broadly in a number of contexts and includes (but is not limited to): decision support systems, resource and people management applications, project management and database retrieval application.

The use of computer technology in today's world has changed the concept of management and; makes the managerial activities easier. Thus, the use of computer provides up-to-date information to managers to run their organizations efficiently. (Adhikari, 2005:21) Almost all of the organizational activities are based on availability of proper managerial information such as planning, organizing, staffing, directing, controlling etc. All these activities can be conducted effectively only if information provided are relevant and accurate and made available in time.

At present world, Information is materialized as one of the most important resources of the organization among Men, Machine, Materials, Land, and Capital. Information system plays a vital role in obtaining organizational goal. Success of any organization largely depends upon the Information System that they are using and how effectively it has been used. In the last two decades, Information Technology has emerged in the world affecting our personal, social, and public life and has made a significant impact on the quality of life. It handles data and information represented in digital, text, image, graphics or voices media and deals with communication, storage, processing and printing or exhibition in the manner and kind as desired by the users. It is an outcome of the advances in telecommunication and computer technology.

Information Technology (IT) helps to optimize the use of scarce resources through intelligent information support for decision-making, and helps further in its implementation by supporting coordination effort without wasteful delays. Decision-making has become a very complex process due to competitive environment, scarce resources, time pressures, and unavoidable compulsions to achieve goals. Information technology has made decisive

inroad in all occupations in offices, factories, airports, communications, entertainment, banking, education, hotels, hospitals, transportations, and shopping. It is used extensively for decision-making; ease of operations, communication, and record keeping and for obtaining higher productivity from the system in which it is put to use.

It replaces old outdated slow methods by fast ones. It allows you to handle big and complex data and its structure with ease, which was never possible earlier. It helps you to test the solution without implementing them. The distance and access are no longer technical or operational problems, as information stores anywhere can be used without its personal possession. It has affected the work culture in organization and lifestyle of each individual.

Information, therefore, is considered as sixth productive resources along with Men, Machines, Materials, Money and Management. It can be developed only by designing proper information systems for the management of the organization. Management Information Systems (MIS) are precisely such resource management agents. The initial concept of MIS was to process data from the organization and to present it in the form of reports at regular intervals.

In today's world, the concept of MIS is a system, which handles the databases, provides computing facilities to the end user, and gives a variety of decision-making tools and technique to the user of the system. MIS is also popularly known as the Information System, the Information and Decision System, the Computer Based Information System (CBIS). In this regard, MIS can be defined as the systematic or organized way of providing informational support to the managerial functions of an organization. The system utilizes computer hardware, software, manual procedures, and models for analysis, planning control and decision-making and a database. In other words, MIS is an automated system, which presents information both internal and external to the organization that aids in making a specific set of routine decisions.

### **2.1.2 Concept of MIS**

It goes without saying that all managerial functions are performed through decision-making; for taking rational decisions, timely and reliable information is essential and is procured through a logical and well-structured method of information collecting, processing and disseminating to decision-makers. Such a method in the field of

management is widely known as Management Information System (MIS).

In today's world of ever-increasing complexities of business as well as management, every business organization, in order to survive and grow, must have a properly planned, analyzed, designed and maintained MIS so that it provides timely, reliable and useful information to enable the management to take speedy and rational decisions.

The era of liberalization and globalization, in which the organizations are required to compete not locally but globally, has further enhanced the necessity for such a system. Computers and Information Technology (IT) have added yet another dimension in this direction. It is because of the above-cited reasons, that MIS, nowadays, is considered to be of paramount importance, sometimes regarded as the nerve of an organization. Such information assists decision-makers in organizations by providing Management Information (MI) at various stages of decision-making and thus greatly helps the organizations to achieve their pre-determined goals, objectives. On the other hand, the MIS, which is not adequately planned, analyzed, designed, implemented or is poorly maintained, may provide inaccurate, irrelevant or obsolete information, which may prove costly or even fatal for the organization. (*Goyal, 2001: 3-4*)

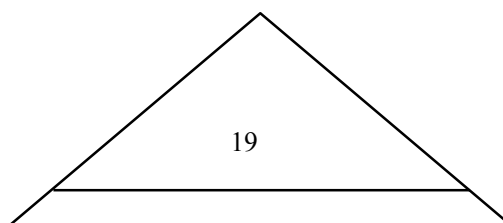
The term MIS is of recent origin. But it does not mean that organizations were doing without such a system. In fact MIS has been in existence since the advent of business organizations; however, business as well as management happened to be simple at that time. The statement – “MIS is not new; only its computerization is new. Before computers, MIS techniques existed to supply managers with the information that would permit them to plan and control operations. The computer has added one or more dimensions, such as speed, accuracy, and increased volumes of data, that permit the consideration of more alternatives in a decision.” (*Murdick, 2001:5*) – also proves the existence of MIS in yesteryears.

The initial concept of MIS was to process data from the organization and presents it in the form of reports at regular intervals. The system was largely capable of handling the data from collection to processing. It was more impersonal, requiring each individual to pick and choose the processed data and use it for his requirements. After making distinction between data and information, it was demanded that the system concept should be individual- oriented, as each individual may have a different orientation towards the information. This concept was further modified, that the system should present information

in such a form and format that it creates an impact on its user, provoking a decision, an action or an investigation. It was later realized that even though such an impact was a welcome modification, some sort of selective approach was necessary in the analysis and reporting. Hence, the concept of exception reporting was imbibed in MIS. The norm for an exception was necessary to evolve in the organization. The concept remained valid till and to the extent that the norm for an exception remained true and effective. Since the environment turns competitive and is ever changing, fixation of the norm for an exception becomes a futile exercise at least for the people in the higher echelons of the organization. The concept was then evolved that the system should be capable of handling a need-based exception reporting. This need maybe either of an individual or a group of people. This called for keeping all data together in such a form that it can be accessed by anybody and can be processed to suit his needs. The concept is that the data is one but different individuals can view it in different ways. This gave rise to the concept of DATABASE, and the MIS based on the DATABASE proved much more effective.

Over a period of time, when these conceptual developments were taking place, the concept of the end user computing using multiple databases emerged. This concept brought a fundamental change in MIS. The change was decentralization of the system and the user of the information becoming independent of computer professionals. When this became a reality, the concept of MIS changed to a decision-making system. The job in a computer department is to manage the information resource and leave the task of information processing to the user. The concept of MIS in today's world is a system, which handles the databases, provides computing facilities to the end user and gives a variety of decision-making tools to the user of the system. (*Jawadekar, 1998:3-4*) Different academic disciplines such as Management Science, Management Accounting, Operations Research, Organizational Behavior, Engineering, Computer Science, Psychology and Human Behavior are used in designing the MIS, evolving the decision support tools for modeling and decision-making. The concept, therefore, is a blend of principles, theories and practices of the Management, Information and System giving rise to single product known as Management Information System (MIS). The conceptual view of the MIS is shown as a pyramid in the figure below.

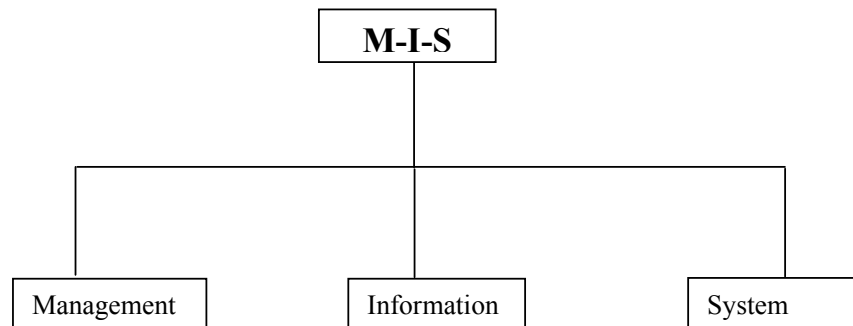
**Figure: 2.1**  
**Conceptual View of MIS**



Information system  
Business Goals and Mission  
Application of Pure and Social Science Application of  
Principles and Practices of Management Use of  
Database and Knowledge Base  
Computers and Information Technology

The scope, purpose and concept of MIS can be better understood by defining each three terms viz. Management, Information and Systems individually.

**Figure:2.2**  
**MIS and its Components**



**Management:**

Management can be defined as the processes or activities that describe what managers do in the operation of their organization. Further, management is an act of planning, organizing, staffing, directing and controlling the activities of the organization to achieve its ultimate goal.

Koontz's definition of management is widely recognize and used, which runs as follows.

“Management is the art of getting things done through and with the people in formally organized groups”. (*Koontz, 1972*).

Management is often included as a factor of production along with machines, materials, and money. According to the management guru Peter Drucker (1909-2005), the basic task

of a management is twofold: marketing and innovation. Practice of modern management owes its origin to the 16th century enquiry into low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535). As a discipline, management consists of the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing an organization's resources to achieve the policy's objectives.

The directors and managers who have the power and responsibility to make decisions to manage an enterprise. The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. In large organizations the board of directors formulates the policy which is then implemented by the chief executive officer. Some business analysts and financiers accord the highest importance to the quality and experience of the managers in evaluating an organizations current and future worth.

As stated earlier, managers plan, organize, initiate and control operations of their organization. They plan by setting strategies and goals a selecting the best course of action to achieve the plan. They organize the tasks necessary for the operational plan, set these tasks up into homogeneous groups, and assign authority delegation. They control the performance of the work by setting performance standards and avoiding deviations from standard.

Because decision-making is such a fundamental prerequisite to each of the foregoing processes, the job of an MIS becomes that of facilitating decisions necessary for planning, organizing, and controlling the work and functions of the business. *(Murdick, 2001:5-6)*

**Information:**

Information, the second component in the term Management Information System, is considered as a valuable resource required by the management in order to run a business organization. Information is data that is processed and is presented in a form, which assists decision-makers. It may contain an element of surprise, reduce uncertainty or provoke a manager to initiate an action. Whereas data is a term used for raw figures, facts, symbols, etc., that are currently not being used in a decision-making process. Data usually takes the form of historical records. In contrast to information, raw data may not be able to surprise us, may not be organized and may not add anything to our knowledge. *(Goyal,*

2001:9)

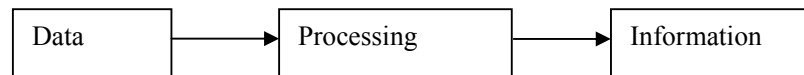
However, many of us treat the two terminologies viz., data and information as being the same, giving the same meaning and use them interchangeably. These two terms are different and so data must be distinguished from information. Data are facts and figures that are not currently being used in a decision process and usually take the form of historical records that are recorded and filed without immediate intent to retrieve for decision-making. (Murdick, 2001:6)

On the other hand, information is the processed form and/or outcome of data, which in turn is utilized to make decisions. Information consists of data that have been retrieved, processed, or otherwise used for informative or inference purposes, arguments, or as a basis for forecasting or decision-making. (Murdick, 2001:6)

Another definition of information as suggested by Davis and Olson is “Information is data that has been processed into a form that is meaningful to the recipient and is of real perceived value in current or prospective decisions.” (Davis, 1985:6)

**Figure: 2.3**

**Relation of Data to Information**



**Characteristics of Information**

Information can be characterized in a number of ways; some kinds of information are more suitable for decision making than others. The table shown below helps to decide which decision type should be used for different information characteristics.

**Table :2.1**  
**Information Characteristics versus Decision Types**

<b>Characteristics</b>	<b>Decision Type</b>		
	<b>Operational Control</b>	<b>Managerial Control</b>	<b>Strategic Planning</b>
Time frame	Historical	————→	Predictive
Expectation	Anticipated	————→	Surprise
Source	Largely internal	————→	Largely external
Scope	Detailed	————→	Summary
Frequency	Real time	————→	Periodic
Organization	Highly structured	————→	Loosely structured
Precision	Highly precise	————→	Not overly precise

The time frame of information can be historical or predictive. Historical information can be used to design alternative solutions and to monitor performance. Information may be expected or it may be unanticipated. Some information systems experts feel that information is worthless unless it is a surprise to the recipient. However, information that confirms something also reduces uncertainty. Surprise information often alerts us to the existence of a problem; it is also important in developing and evaluating different alternatives. Information may come from sources internal to the organization or from external sources, such as government agencies.

Information may be presented in summary form or in detail and vary in accuracy. Summary information is often sufficient for problem finding, but summary and detailed information may be needed for other uses. Information can be frequently updated, relatively old, loosely organized, or highly structured. *(Lucas, 2000:30-31)*

### **Information management**

Information Management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. This sometimes involves those who have a stake in, or a right to that information. Management

means the organization of and control over the structure, processing and delivery of information.

Information, as we know it today, includes both electronic and physical information. The organizational structure must be capable of managing this information throughout the information lifecycle regardless of source or format (data, paper documents, electronic documents, audio, video, etc.) for delivery through multiple channels that may include cell phones and web interfaces. Given these criteria, we can then say that the focus of IM is the ability of organizations to capture, manage, preserve, store and deliver the right information to the right people at the right time.

Information management environments are comprised of legacy information resident in line of business applications, Enterprise Content Management (ECM), Electronic Records Management (ERM), Business Process Management (BPM), Email Management (EMM), Information Organization and Access (IOA), Knowledge Management (KM), Web Content Management (WCM), Document Management (DM) and Enterprise 2.0 (E2.0) technology solutions and best practices. Information management requires the adoption and adherence to guiding principles that include:

- Information assets are corporate assets. This principle should be acknowledged or agreed upon across the organization otherwise any business case and support for IM will be weak.
- Information must be made available and shared. Of course not all information is open to anyone, but in principle the sharing of information helps the use and exploitation of corporate knowledge
- Information the organization needs to keep is managed and retained corporately. In other words the retention and archiving, of information. If you save a document today, you expect it to be secured and still available to you tomorrow

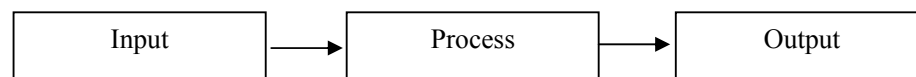
Information management is a corporate responsibility that needs to be addressed and followed from the upper most senior levels of management to the front line worker. Organizations must be held and must hold its employees accountable to capture manage, store, preserve and deliver information appropriately and responsibly. Part of that responsibility lies in training the organization to become familiar with the policies, processes, technologies and best practices in IM.

**System:**

A system is a way of integrating different operations of the organization and thereby achieving one or more objectives/outputs. Basically, system is an integration of set of elements to achieve the common objective. A system comprises of number of units or parts arranged in an orderly manner and these units or parts are termed as sub-systems of a system. A sub-system is a part of larger system and further all systems are part of larger systems. System is therefore, one of optimizing the output of the organization by connecting the operating sub-systems through the medium of information exchange. A carefully worded definition of system that identifies the common features of different systems states- A system is a set of elements forming an activity or processing procedure/scheme seeking a common goal or goals by operating on data and/or energy and/or matter in a time reference to yield information and/or energy and/or matter. (Murdick, 2001:15)

If a system in any field is analyzed, it will be observed that it has three basic parts which are organized in an orderly manner. These three parts can be represented in a model as shown below. (Jawadekar, 1998:103)

**Figure: 2.4**  
**Parts of a System**



A system cannot operate in an isolate. Moreover, it exists and functions in an environment. However, it is separated from its environment by its boundary. A system that interacts with its environment and exchanges inputs and outputs is known as an open system whereas a system that does not interact or exchange any of its inputs or outputs with its environment is called a closed system.

**System Approach to Management**

Manager has to use variety of tools, techniques and skills while executing the management process of planning, organizing, staffing, coordinating and controlling. Manager could handle this process effectively if they treat the organization as a system.

System approaches to organization is the wholestic approach which provide total figure of organization. It includes and shows the relationship between factors that affects

organization's operation and goal achievement directly and indirectly. It takes management as transformation process of organization.

A organization system is a unified whole composed of interrelated and interacting subsystems or parts (e.g. marketing, operating, human resource, finance) to achieve organization objectives. Organization is a dynamic social system consisting of input, processing, output and feedback. Since organization is open system, components of internal and external environment of organization continuously affects its performance directly and indirectly.

### **Features of system approach**

- It comprehensively includes all interrelated and interacting parts.
- As an open system, it accepts continuous interaction with environment.
- Organization gets required resources and support from its environment.
- It defines and describes boundary of organization.
- It shows how organization tries to maintain in a equilibrium by taking corrective actions.

### **Advantages of system approaches to management**

- **Synergy effect** – System approach enable managers to see the critical variable, constraints and their interactions. Managers look at the total picture and carefully handle the managerial process by giving needed importance to all the elements. Functional myopia is replaced by system approach. Sub optimization is avoided through synergy effects.
- **Organizational effectiveness** – System approach forces the manager to look at the situation and its consequences arising out of interaction with the related elements. So taking corrective actions is possible after analyzing to ensure objectives are achieved effectively.
- **Environmental adaption**– System approach facilitates environmental adaption. Changing forces in the environment are carefully responded to in designing the organizational activities.

### **Management Information System:**

In this topic many studies had been conducted and explain the concept, application, problem and prospects of the management information system in the past. However, some

available books and literature were review and noted as follows.

Information system is a system consisting of the network of all communication channels used within an organization. An information system is comprised of all the components that collect, manipulate, and disseminate data or information. It usually includes hardware, software, people, communications systems such as telephone lines, and the data itself. The activities involved include inputting data, processing of data into information, storage of data and information, and the production of outputs such as management reports.

Modern concept of Management Information Systems (MIS) has evolved in late 70's with the introduction of computers in management. This means, MIS is not new; only its computerization is new. Before computers, MIS techniques existed to supply managers with the information that would permit them to plan and control operations. The computer has added one or more dimensions, such as speed, accuracy, and increased volumes of data that permit the consideration of more alternatives in a decision. (*Murdick, 2001:6*)

As defined by Jawadekar" Management Information system is defined as an integrated system of man and machine for providing the information to support the operation, the management and the decision making function in the organization". (*Jawadekar, 1998:6*)

Nowadays, MIS has evolved as a system capable of handling a need- based exception reporting. This called for keeping all data together in such a form that it can be accessed by anybody and can be produced to suit his needs. This gave rise to the concept of database and the MIS based on database proved much more effective. (*Murdick, 2001:6*) "The objective of MIS is to provide information for decision making on planning, initiating, organizing, and controlling the operations of the subsystems of the firm and to provide a synergistic organization in the process".

MIS refers broadly to a computer-based system that provides managers with the tools for organizing, evaluating and efficiently running their departments. In order to provide past, present and prediction information, an MIS can include software that helps in decision making, data resources such as databases, the hardware resources of a system, decision support systems, people management and project management applications, and any computerized processes that enable the department to run efficiently. Within companies and large organizations, the department responsible for computer systems is sometimes called the MIS department. Other names for MIS include *IS* (Information Services) and *IT* (*Information Technology*)( <http://www.webopedia.com/TERM/M/MIS.html>)

As such MIS has more than one definition, some of which are given below:

- ✓ The MIS is defined as a system, which provides information support for decision-making.
- ✓ The MIS is defined as an integrated system of man and machine for providing the information to support the operations, the management and the decision making function in the organization.
- ✓ The MIS is defined as a system based on the database of the organization
- ✓ evolved for the purpose of providing information to the people in the organization.
- ✓ The MIS is defined as a computer-based Information System.

**Fig. 2.5**  
**Information Systems are more than Computers**



## 2.2 Introduction of E-Governance

1. E-Governance is the use of information and communication technologies to support good governance. (*Sachdeva, 2002*)
2. E-Governance is the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. (*UNESCO-CI*)
3. E-Governance is:
  - Use of ICT to enhance access to and delivery of government services to benefits its constituents
  - Transformation of Processes, operations, and transactions (*Ona, 2006*)

4. E-Government is a way for governments to use the new technologies to provide people with more convenient access to government information and services, to improve the quality of the services and to provide greater opportunities to participate in our democratic institutions and processes. (*Agrawal et al*)
5. Electronic Governance is the application of Information Technology to the processes of Government functioning to bring about SMART (Simple Moral Accountable Responsive and Transparent) Governance. (MIT, 2002 available at <http://www.mit.gov.in>)
6. E-governance is composed of information technology, people, and governments. (*Waisanen, 2002, 84(5), 6-9*)
7. The strategic objective of e-governance is to support and simplify governance for e-governance community comprised of citizens, civil society organizations, private companies, government lawmakers, and regulators on *networks* (*Tapscott and Agnew (1999). 36(4), 34-37*).
8. The term e-governance refers to the process of using information technology for automating both the internal operations of the government and its external interactions with citizens and other businesses. (*Mittal et al, 2004*)
9. E-governance is defined as the application of electronic means in (1) the interaction between government and citizens and government and businesses, as well as (2) in internal government operations to simplify and improve democratic, government and business aspects of Governance. (*Backus, 2001*)
10. E-Government is the use of information technology, especially telecommunications, to enable and improve the efficiency with which government services and information are provided to citizens, employees, businesses, and government agencies. (*Carter & Belanger*)
11. E-Government refers to the use of information and communications technologies to improve the efficiency, effectiveness, transparency and accountability of government. (*World Bank*)
12. Electronic government (hereafter e-government) refers to a situation in which administrative, legislative and judicial agencies (including both central and local governments) digitize their internal and external operations and utilize

networked systems efficiently to realize better quality in the provision of public services. (GBDe)

13. E-Government:

- is more about government than about “e”
- improves efficiency
- improves services
- helps achieve specific outcomes
- can contribute to broad policy objectives
- can be a major contributor to reform
- can help build trust between governments and citizens
- can open up the policy process
- challenges existing ways of working
- Seamless government services will drive agencies closer together. (OECD)

14. E-government is defined as utilizing the internet and the world-wide-web for delivering government information and services to citizens. (United Nations)

15. E-Government is concerned with the delivery of services to the people efficiently, effectively, equitably and in a cost effective manner. It is a tool for poverty alleviation by creating jobs and generating the employment opportunities and ultimately it enhances the living standard of people. (*HLCIT Newsletter, 2061*)

16. E-Government is:

- E-Government: information is a key to good governance in society.
- E-Government: aim is impossible without the vision.
- E-Government: is not only the technological change but also the cultural change.
- E-Government: is not only the service delivery but also an art of living.

- E-Government: is administrative reform; is the modernization of the governance; is a highway to enter into the modernization from the tradition.
- E-Government: is the modern tool to institutionalize democracy; is a medium to make sure the participation of all aspects in governance.
- E-Government: is not the aim but the medium; is a tool to socio-economic transformation (*Joshi, 2006*)
- E-Government ensures transparency, accountability, efficiency and effectiveness in the government activities. It improves the efficiency of public administration at large and it develops the partnership between public and private sector as well. It improves the financial management system and disseminates all kind of information to the general public. Thus, e-government ensures the people's access to the government affairs. In this way e-government complements the ingredients of the good governance. (*Tamrakar, 2006*)
- Government-owned or operated systems of information and communication technologies (ICTs) that transform relations with citizens, the private sector and/or other government agencies so as to promote citizen empowerment, improve service delivery, strengthen accountability, increase transparency, or improve government efficiency. (*World Bank – cited from Joshi, 2006*)
- E-Government refers to the use of ICT, particularly the Internet, as a tool to achieve better government. E-Government is not an aim in itself. It is a tool to enable:
  - better policy outcomes
  - higher quality of services
  - more efficient use of public funds
  - more efficient government processes
  - greater engagement with citizens and businesses
  - Improvements in other selected performance indicators etc. (*Janowski, 2007*)

### **2.3. Review of Journals and Articles:**

While having the review I could not find any articles published in any journals about my research.

### **2.4 Review of Previous studies/Master's Degree Thesis**

Review of Master's Degree Thesis plays vital role for thesis writing. In order to make this study more comprehensive, some of the most nearest thesis related to information Management in organization from different points of view are conducted and reviewed as per below.

Lamgade (2007) conducted research on “*Customer Relationship Management in e-Business*”. The main focus of the study was to identify the objective of CRM in e-business organization, to examine the management of the Customer relationship in e-business organization and to evaluate the effectiveness of customer relationship management in e-business organization. The data for the research was collected through the websites and from the structured questions. Based on the research done, here is the recommendation given by Prem Lamgade.

The researcher has mentioned that, as CRM is new term, limited amount of research focusing on how CRM objectives can be described in e-business and CRM exist, this study provides the foundation from which further studies can be concluded.

Furthermore he has reveal that the study contributes to the theory, which focus on how to manage customer relationship in e-business and how the effectiveness of CRM is measured, this study provides a foundation from which further studies can be conducted. For the further studies the topics Prem lamgade has suggested are as follows:

- Conducting the same study for business to business (B2B) organization.
- Investigating CRM in e-Business from a customer perspective.
- Comparing online and off-line CRM efforts.

Adhikari (2005) conducted a research on "*Information Technology in Security Management*". Adhikari has analyzed the present situation of the country and provides e-solution to management security problems with the following objectives.

- Identify various reasons behind the conflicts and terrorism
- Study the existing status of IT application in security management in Nepal
- Identify basic information required for security management purpose
- Develop MIS and DSS information system models and architectures for the security management information system
- Develop conceptual DFD and ER models for the proposed SMIS
- Survey for appreciation of proposed information system

He has emphasized to implement information technology integrated with GIS (Geographical Information System) in the system. GIS can give detail information showing map of the location where corresponding searches are done. The security management information system is widely useful and highly appreciable however opinion survey has been made. The findings are based on the review of the literatures, decision making principles, interaction with security personnel in security management like senior officer of police department. Further researcher has made a survey with some security personnel as well as general public. The response from the survey reveals that the concept is widely acceptable.

**Findings are summarized as follows:**

According to researcher, information system development and implementation is in very primitive stage in Nepal. Applying information in security management is a new and challenging field. There is very little application of information technology in the security management issues. Police Department and Nepalese Army has very little used the information technology in their security management process.

The research study shows that there is an immense need of information in support of security management. A personal information system integrated with the geographic address will not only serve as a good security management information base data but also serve in several other conflict management issues. This will not only help the security management department through the management information system and decision support system in the security management, but also help to manage overall security management issues from the root causes of origins terrorism or conflicts. Adhikari's presented his observation on the nature and function of the security management department reveals that the personal information and the location information are the two most, vital information essential for the security management purpose. The personal Identification number system associated with GIS and applied in the overall management of the national issues will help to make system transparent and efficient which helps to reduce the conflict find the root cause of the conflict and problems in the society. Further the researcher expressed his views as; Major problems are in taking the initiatives and the management of information technology in overall management of IT projects. The approach of applying information technology in the security management is widely appreciated in ail the related sectors.

It has been realized the need of such system is vital still there is lack of professional technical management as well leadership to materialize the concept. Adhikari's study can be useful to address social security base e-services management issues. One of the significant use of his research application is use of personal ID to uniquely identify the contributors nationwide and can be integrated various personal data so that, the management of e-services becomes effective and efficient.

Shrestha (2005) conducted research entitled “*Human Resources Information System in Yeti Airlines*”. The study focused on the human resources information system of yeti airlines.

The main objectives of study were:

- To examine the existing information system of Yeti Airlines
- To evaluate the application of existing Information system in Human Resource Management activities in Yeti Airlines
- To identify problems or any gaps in the existing Information System in Yeti Airlines

- To recommend suggestive packages to improve the Information System of Yeti Airlines.

He conducted study based on primary and secondary data. Primary data were collected through formal and informal discussion with different sections chief, computer programmers, and data entry persons and data coder/editors, Secondary data were collected from the published and unpublished documents of the airlines. The data so collected was analyzed by using different tools and techniques such as Flowchart and Data Flow Diagram.

On his research study he found that the personal department of this organization is handling all the information regarding the human resource management. The foundation of human resource management includes the recruiting system, payroll system, personal information system and others. He found that information processing was partially automated and the organization has potential capacity of making whole information system fully automated. The study was mainly based on the data provided by the Yeti Airlines; Primary data to cover the individual opinions was not considered.

Joshi (2005) carried out a study "*Management Information System in Nepalese Hospital*". He analyzed whether the current flow of information that normal hospital flows is good enough to get the required information at the right time, in the right quantity and in the right format. To support his research study, he further analyzed the system of Bir Hospital with compare to Tilganga and Siddhartha Apollo Hospital. The study is based on the information provided by the staff members and doctors. He used different tools and techniques such as Database and Tables, Data Flow Diagrams and Flowcharts to analyze the data.

On his research he found that current scenario of most of the private and public hospital are totally manual where the same data are entered many times which makes the retrieval of information very complicate and data analysis techniques are not feasible and effective. He recommended that the implementation of MIS in Hospital would improve the transaction of hospital drastically. From the new system the concerned personnel can generate required information at the right time and in the right format.

He considered only the Impatient and Outpatient transaction in his study. The transaction such as posting of cash related transaction to the accounting; housekeeping and nutrition

etc. were not interlinked on study. The study based on research conducted on only three hospitals: Siddhartha Apollo Hospital, Tilganga Eye Hospital, and Bir Hospital. It was not good enough to project the hospital related transaction and develop the Hospital Management Information System based on only these three hospitals.

Bhattarai (2003) has conducted research entitled "*Performance of Management Information System in Kumari Bank*". His master degree thesis is fully based on primary data collected through observation, direct communication with respondents and by questionnaire method. In his master degree thesis he argues that most organization spend huge amount of resources in setting up MIS infrastructure but on other hand they have not been able to fully capitalize the benefits of MIS, therefore, he tended to study the utilization of MIS and the factors which affect the performance of MIS.

His major findings are as following:

- Majority of the users of the MIS consider MIS to be important.
- Majority of the users of the MIS consider that MIS helps in decision making.

Thapa(2003) conducted research entitled "*Future Prospective of Online Banking in Nepal*". He collected data based on the primary. The primary data were collected from structured interview. The analysis of data was presented on the tabular form, simple bar diagram and pie chart. The analysis of data has been done through various ways like percentage, average etc. and concluded that banks in future cannot survive without the support of Information Technology. On his survey he found that only 5% respondents are satisfied with the traditional banking system and rest 95% want immediate technical improvement in their service system.

Respondents feel that the bank should imply online services to provide better facilities to them. Based on the above conclusions, Thapa gave the following recommendations:

- The bank should developed standard based solutions, which consist of open system architecture, with scalability as its main feature for taking care of future volumes in growth.

- The IT industry should closely collaborate with the banking sector in providing such services at cost-effective prices and should gear itself to meet the requirements of the banking and financial sector with a spirit of co-operation, and partnership in making the banking industry scale the heights of international excellence.
- In order to minimize frauds and security problems, the Central Vigilance Commissioner (CVC) should direct all banks to compulsorily offer Electronic Clearing Services (ECS) to their customers.

Thapa carried out the study with the following objectives:

- To find out opportunities of the online banking in the context of Nepalese commercial bank
- To find out the security threats on online banking system
- To find out the advantages of online banking to the Nepalese people
- To suggest measures to improve the IT policy regarding online banking

Although there are 17 commercial banks in Nepal and all banks have various departments, this study has been confined to Treasury Department of Kumari Bank Ltd. The gap of this study is that the data used are only primary data. The conclusion and recommendation made in this study cannot generalize in other banks.

Acharya (2002) has conducted research study entitled “*Implementation of Management Information System in Royal Nepal Airlines Corporation*” (a case study in marketing department). In his master’s degree thesis, he used both primary and secondary data and information but findings are based on primary data which are collected through observation, questionnaire and interview methods.

His major findings are as follows:

- Royal Nepal Airlines is one of the complex organizations due to its nature of service and wide area of marketing activities.

- Marketing Department of RNAC has a multidivisional structure but in reality the structure is ambiguous.
- The information system in marketing department is based on Traditional Paper-Based Information and manually filling system. Manual flow of documents except computerized Reservation System of International flight ticket through ABACUS and other CRS software.
- Lack of capable manpower and IT experts to handle sophisticated information technology to maintain proper information system within the department.
- Centralization of authority, manual flow of documents and unnecessary political pressure generally creates obstacle to perform marketing activities smoothly.
- Information announced in Nepali medium through Radio Nepal regarding flight schedules by the marketing departments is quite traditional.
- Lack of proper informational infrastructure to communicate different domestic station causes problems in planning flight schedules.
- Use of micro computers in each division and units are off use. They are used to keep record to some extent and used to type materials whenever needed in order to submit the report to the department director and CEO, RNAC.
- Information does not flow systematically due to absence of Network based computerized Information System to coordinate and communicate different divisions and units of the Marketing department.
- Due to mishandling, misunderstanding and gap of information creates frequent flight delay, flight cancellation and changes in flight schedules.
- Network-based computerized information system is necessary for the systematic flow of information.
- Traditional paper-based information system creates delay in making decision. It should be eliminated through computerized information system.
- It is difficult to implement MIS due to lack of necessary infrastructure of the Marketing department of RNAC such as: equipment & accessories, technical manpower, IT experts and Budget for installation of new technology, and others.

## 2.5 Review in E-governance

Since the e-governance initiatives at MoGA has been taken from the last three fiscal years and it has not yet been spread to other ministries in its real sense, there has not been any previous study of the information management and e-governance initiatives at MoGA. Only one article “e-government and e-government operating System” has been found in “Prashasan – the Nepalese Journal of Public Administration” written by Baldev Prasad Joshi, under secretary of the Ministry of General Administration. The review of the studies of the computerization of the work process – the first step towards e-governance – at other ministries and the review of the studies of e-governance initiatives in other countries will also be of importance during the study for the comparison and the assessment of the e-governance initiatives at MoGA. However, these reviews of the studies will be done during the study but the review of the article by Baldev Prasad Joshi will be done in detail in this section.

Joshi has pointed out some of the challenges in implementing the e-government.

- Computer security
- Maintaining secrecy
- Government’s investment in information technology
- Legislative difficulties
- Human resource
- Technological training
- Technological infrastructure
- Result oriented mind set in resource utilization
- Standardization
- Administrative and Political stability

He has also listed the functions of “e-government operating system”

- Darta i.e electronic registration of the documents received
- Chalani i.e. electronic dispatch of the documents generated in the ministry

- Internal memo
- Tippani
- File management
- Establishment of Paperless, timeless and location less office

The advantages of the e-government operating system as listed by him are as follows:

- The position/condition of the Letters or documents that are registered or dispatched
- Decision making with the analysis of the statistics
- Development of e-literate human resource
- Performance evaluation will be subjective because the jobs done by each employee can be easily traced out and counted
- Establishment of timeless, location less and paperless office
- Decision maker can make the decision during his absence in the office
- Promotion of transparency in the functions of government
- Satisfaction of the stakeholders-service receivers
- Elimination of nepotism and favoritism
- Maximum output with a few number of human resource
- Work culture of the public authorities can be changed completely
- Enhancement of users' discipline and continuous activeness
- Enhancement of group motion

He has also listed some of the weaknesses of the system

- The system has been developed as R&D, so all the features of the e-government has not been incorporated in the system
- It might take a long time to implement the complete system because the system has been built by developing and implementing the small modules of the system

- The system has been implemented during the development phase, there are a lot of possibilities of reform and weaknesses on one hand and on the other hand the chances of dropping the system by pointing on the weaknesses.
- The lack of enthusiasm might increase in the users due to the inflexibilities of the system
- Work might be obstructed due to small technological problems
- Dependency might be felt due to the continuous technological assistance.

### **Research Gap**

During the study of this research I am not able to collect data and information from other researcher in the same topic. So there are many problems while collecting the data, information and in dissemination of the promotion management system.

## **CHAPTER - III**

### **RESEARCH METHODOLOGY**

Research Methodology is the way to systematically solve the research problem. It includes the various steps that are adopted by the researcher to solve the problem along with the logic behind them. The research methodology applicable differs from problem to problem. Hence, researchers need to design his methodology for his problem.

This section, which describes the research methodology adopted in the study, is organized in different sub-headings like research design, population and sample, sources and methods of collecting data, data processing, presentation and analysis.

#### **3.1 Research Design:**

Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximum information with minimal expenditure of effort, time and money. Research design is the advance planning of methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of resources. Research design can be categorized as:

- a. Research design in case of exploratory research studies
- b. Research design in case of descriptive and diagnostic research studies
- c. Research design in case of hypothesis testing research studies.

The research design utilized in this thesis work is Exploratory Field Study Research. The study attempts to explore the flow of data in and within the different departments/sections of the organization under study. Moreover, the study looks forward to know the different processes, through which the data traverses and processed; how the information in the form of reports are generated. Thus, to achieve the objective of the study, exploratory as well as descriptive research design is more appropriate and is utilized.

In this study, both exploratory as well as descriptive research design has been used. In exploratory research design, this study has tried to collect information about the study area i.e. MoGA. And then the study has assessed the effectiveness of the information management Systems describing the manual and the computerized work process.

### **3.1.1 Population of the Study**

In order to study the overall influence of the information management Systems at MoGA, all the concerned stakeholders from the MoGA staffs, other government employees and government/non-government agencies to the general public have been taken as the population of the study.

### **3.1.2 Sample Framework**

Since this information management System has been taken just recently in MoGA and has not been so widespread, it is not worth taking all the population for the study. So, some of the MoGA staffs and some of the employees of other government agencies have been taken as the sample of the study. The work process of the MoGA staffs has been examined closely in order to know whether or not the information management Systems has simplified it.

## **3.2 Data Collection Methodology**

During the study both the primary and the secondary data have been collected. The following data collection methodology has been adopted to study the information management Systems at the ministry.

### **Primary Source**

The primary data includes the information collected from different divisions and sections of the ministry and its employees. Specific data, which is required as per the needs, has been collected by direct observation of the working procedure – manual as well as with the use of ICT – at the ministry. Interviews have been taken with some of the selected employees. Interactions and focus group discussions (FGD) have been carried out with the employees of the ministry.

1. Direct Observation

The study has been carried out by direct observation of the day to day functioning of the employees of the ministry.

2. Interviews and interactions

Personal interviews and intensive interactions have also been carried out with staffs, officers and the executives at the different levels of the organization.

### 3. Questionnaires

All relevant structured and unstructured questionnaires have been developed in a written format and distributed to the selected respondents.

### 4. Focus Group Discussions

The in-depth focus group discussion has been carried out with the users of the system.

### **Secondary Source**

The secondary source of data includes the reports and documents collected from different sources and the past histories of the ministry. General data has been collected and studied from annual, trimester, and monthly reports, publications, booklets, research reports and other official documents of the ministry. Besides direct observation, a series of formal/informal discussions were held with undersecretary of Promotion section, Computer Officer and Computer Operators of MoGA. To gain the further knowledge on performance as well as benefits and drawbacks of the system, structured questionnaire was distributed to the computer operators of Ministry of General Administration. The sources of secondary data and information are:

1. MoGA's brochures/ literature/manuals/organization website.
2. MoGA's office records concerned with Promotion Management System
3. MoGA's transaction's record and logbook
4. Electronic Database maintained by the MoGA.

### **3.3 Data Processing, Presentation and Analysis**

The data collected using different techniques are given due attention to process and to present them in suitable formats so that it can be analyzed using various analytical tools. Raw data are edited, coded, classified, tabulated and presented in graphical charts so that they are amenable to analysis.

Quantitative as well as qualitative analysis on the data collected through formal/informal discussion and direct observation was done. Mostly, the qualitative data are presented in textual form. Quantitative data are presented in tables and charts; and the different statistical tools are used wherever applicable. When analyzing the existing system and its processes, different tools of system analysis and design were taken into account. After the direct observation of the system, following tools for System analysis and design

are used to analyze it.

- Flowchart
- Entity Relationships Diagram ( E-R Diagram)
- Data Flow Diagram
- Data Dictionary

## CHAPTER – IV

### SYSTEM ANALYSIS, DESIGN AND DATA PRESENTATION

This chapter looks forward to present the mechanism for collecting data from different sources, processing and record keeping of those data, and presenting the information in suitable formats. The chapter mostly concentrates on computerized system designed to process the data, however, manual processing procedures are also taken into consideration wherever possible. When analyzing the existing system and its processes, different tools of system analysis and design were taken into account.

The information that is collected through interview, questionnaires, discussion and other primary and secondary sources has been coded, tabulated and processed. Then they have been analyzed with the help of content analysis tool as well as SWOT analysis method. Tables and pictures have also been presented to interpret the findings of the study wherever needed.

This chapter wills analysis data with the different criteria.

- Flowchart
- Data Flow Diagram (DFD)
- Conceptual Data Model
- Entity Relationship Diagram (E-R Diagram)
- Data Dictionary

#### 4.1 Flowchart

A flowchart is a diagrammatic representation that illustrates the sequence of operations to be performed to get the solution of a problem. Flowcharts are generally drawn in the early stages of formulating computer solutions. Flowcharts facilitate communication between programmers and business people. These flowcharts play a vital role in the programming of a problem and are quite helpful in understanding the logic of complicated and lengthy problems. Once the flowchart is drawn, it becomes easy to write the program in any high level language. Often we see how flowcharts are helpful in explaining the program to others. Hence, it is correct to say that a flowchart is a must for the better documentation of a complex program.

**Some convention followed while drawing the flowchart is following:**

1. The flow direction should be either top to bottom or from left to right if the flow line do not contain any arrow heads.
2. If the flow line contains arrow heads, then the direction of the flow is indicated by the arrow heads.
3. Each symbol should be interconnected with flow lines.
4. The decision box is connected with one line but it can sprout more than one line.

### **Benefits of Flowchart**

1. Quicker grasp: Procedures may be understood more rapidly through the use of charts.
2. Effective analysis: The flowchart becomes a model of a program that can be broken down into detailed parts for study.
3. Communication: Flowcharts aid in communicating the facts of a problem to solve whose skills are needed in the solution. The old saying that “a picture is worth a thousand words” contains an element of truth when the pictures happen to be flowchart symbols.

### **4.1.1 Process Flowchart of PMS**

When organization finished organization survey and management, the new vacant seats on the various position is collected in Ministry of General Administration. After collection from all the line ministries and department, MoGA will send the accumulated seats to Public Service Commission (PSC). PSC will allocate the seat within the boundary of rules and regulations (Civil Service Act 2049).

**Fulfillment of vacancy in civil service:** (1) The posts of Gazette special class of the civil service shall be fulfilled pursuant to Section 19 and following posts shall be fulfilled as follows:

**Table No 4.1**  
**Fulfillment of vacancy in civil services**

Post	Through open Competition	Through Promotion		
		Through evaluation of competency	Through internal competitive examination	Through adjustment of promotion by evaluation of work performance and experience
Class less/Non gazette fifth class	100%			
Non gazetted fourth class	-	-	-	-
Non gazetted third class	-	100%	-	-
Non gazetted second class	60 %	20%	20%	-
Non gazetted first class	60%	20%		20%
Gazetted third class	70%	10%	10%	10%
Gazetted secondclass	10%	60%	20%	10%
Gazetted first class	10%	60%	20%	10%

The employees serving in the post of Bahidar or equivalent thereto of the non-gazetted forth class at the time of commencement of this Section shall ipso facto be settled into nongazetted third class from the date of commencement of this Section.

(3) Notwithstanding anything contained in Clauses (c) of Subsection (1), if any post of non-gazetted third class is not held by any civil employee that post shall ipso facto lapse. If the employee holding the post of non-gazetted third classes has completed such service period and possesses such minimum educational qualifications as required for the post to which he/she is to be promoted, he/she shall ipso facto be promoted to the one class higher post. The higher class post shall ipso facto be created for making such promotion; and the lower post shall ipso facto lapse after such promotion to the higher post.

(4) The Government of Nepal shall specify the classless posts into those of main workers and assistant workers by a Notification in the Nepal Gazette.

(5) The posts falling vacant at the time of commencement of this Section and the classless posts with duties of assistant workers specified pursuant to Sub-section (4) falling vacant after the commencement of this Section shall ipso facto lapse. The concerned office shall inform the Civil Employees Records Office to terminate such posts. The duties of such posts shall be contracted out to any person or institution by making a contract with such person or institution and with specification of the minimum salary.

(6) Out of the posts to be filled up through internal competitive examination as referred to in Clause (d) of Sub-section (1), the non-gazetted second class posts shall be filled up through open competition from amongst the employees who are serving in non-gazetted third class and classless posts and have obtained minimum educational qualification and minimum service period .

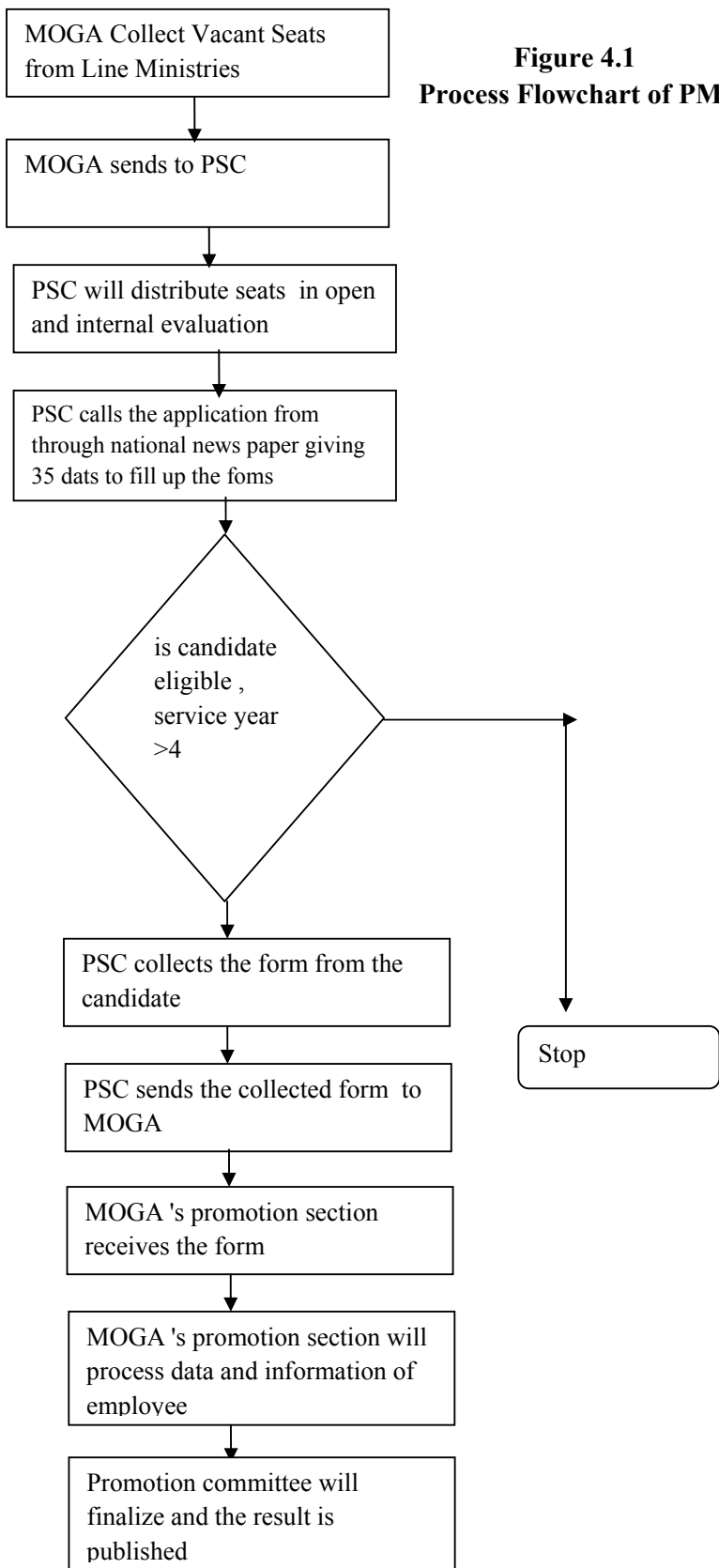
(7) Notwithstanding anything contained in Sub-section (1), in order to make inclusive the civil service, forty-five percent posts of the posts to be fulfilled by open competition shall be set aside and be filled up by having separate competition between the following candidates only, by considering the percentage into cent percent:

- |                                  |                       |
|----------------------------------|-----------------------|
| (a) Women                        | -Thirty Three Percent |
| (b) Adiwasi/Janjati              | -Twenty Seven Percent |
| (c) Madhesi                      | -Twenty Two Percent   |
| (d) Dalit                        | - Nine Percent        |
| (e) Disabled (differently able)- | Five Percent          |
| (f) Backward Area                | - Four Percent        |

Then PSC will divide the seats in open competition and by promotion in different stages.

1. By evaluation of Competency
2. By internal competitive examination
3. By adjustment of promotion by evaluation of work performance and experience

After allocation, PSC will publish the vacancy in daily national newspaper giving the 35 days to fill up the form in evaluation of competency. PSC will collect the forms from the eligible candidates. When the time finished, PSC will send the original form and other supporting document to promotion section of MoGA. Then the MoGA's promotion section performs the checking of the forms, entering the data in the computerized PM system.



## 4.2 Data Flow Diagram (DFD)

A data flow diagram (DFD) is a graphical representation of the "flow" of data through an information system but it does not show program logic or processing steps. A data flow diagram can also be used for the visualization of data processing (structured design). It is common practice for a designer to draw a context-level DFD first, which shows the interaction between the system and outside entities. This context-level DFD is then "exploded" to show more detail of the system being modeled.

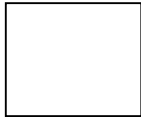


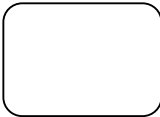
With a dataflow diagram, users are able to visualize how the system will operate, what the system will accomplish, and how the system will be implemented. Dataflow diagrams can be used to provide the end user with a physical idea of where the data they input, ultimately has an effect upon the structure of the whole system from performance evaluation form to the final result how any system is developed can be determined through a dataflow diagram. A data flow diagram illustrates the processes, data stores, and external entities in a business or other system and the connecting data flows. The four components of a data flow diagram (DFD) are:

- External entities / terminator / sources / sinks (represented by oval or square).
- Process (represented by circle or rounded square).
- Data flows (represented by arrow ahead).
- Data stores (represented by two parallel lines, sometimes connected by vertical lines).

## DFD Object Symbols:

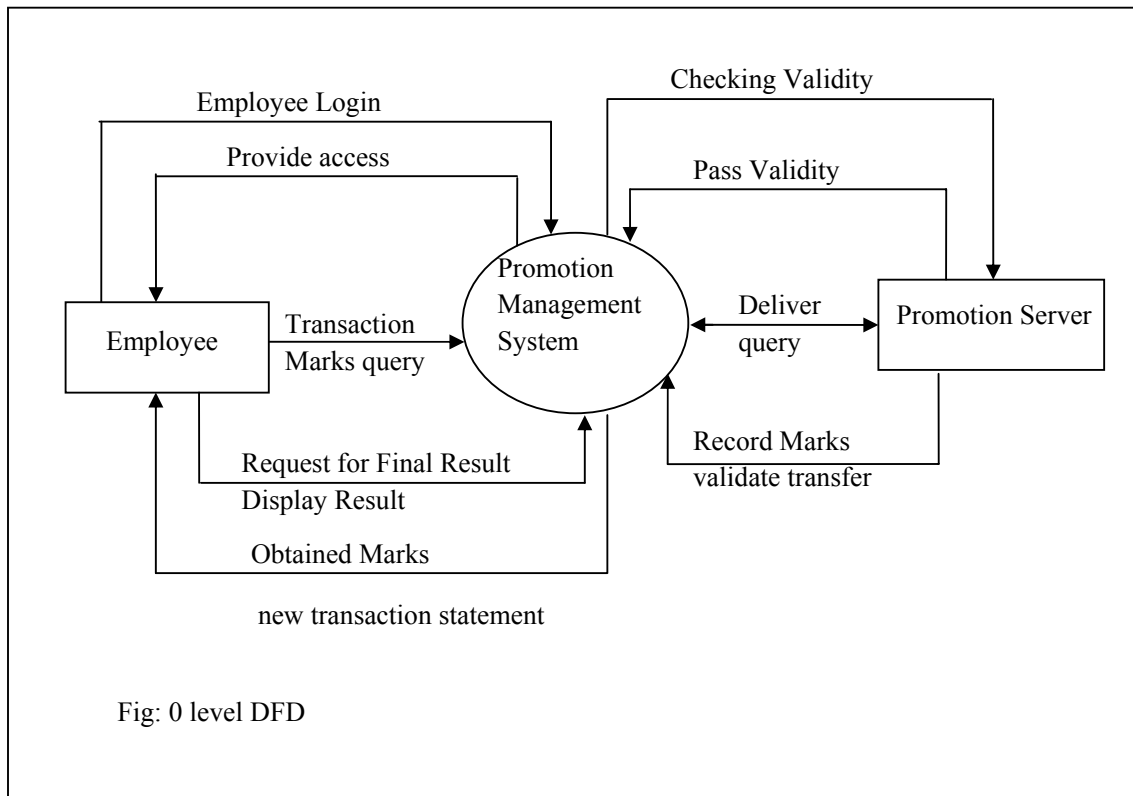
**Table: 4.2**

### ERD object symbol and description

Object	Symbol	Description
External Entity		An external entity is a source or destination of a data flow which is outside the area of study. E.g. employee, education, evaluation etc
Data Flow		Data flow shows the flow of information from its source to its destination. A data flow is represented by a line, with arrowheads showing the direction of flow. Information always flows to or from a process and may be written, verbal or electronic. Each data flow may be referenced by the processes or data stores at its head and tail, or by a description of its contents.
Data Store		A data store is a holding place for information within the system. It is represented by an open ended narrow rectangle. Data stores may be long-term files such as promotion data, or may be short-term accumulations: for example batches of documents that are waiting to be processed.
Process (Activity Function)		The process shows a transformation and manipulation of data flows within a system. Depending upon the level of diagram, it may represent whole system in a context level diagram (0 level diagrams) or a business area, process, function, etc in lower levels.

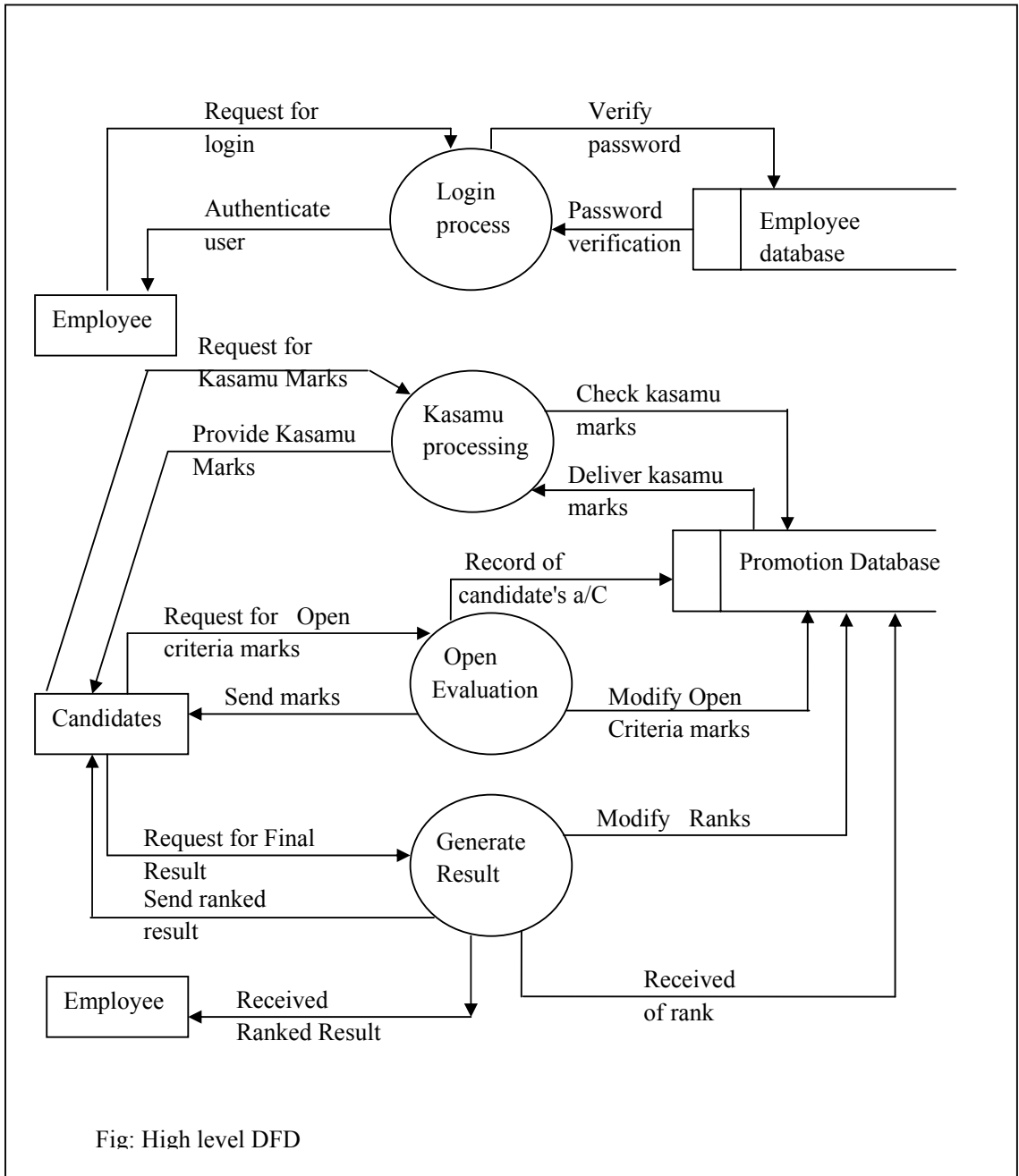
**Figure No. 4.2**

**First Level Data Flow Diagram of PMS**



The employee who is working in promotion section should login the system. The system user with the valid username and password be be provided the database to work on it. The user can work in two ways i.e open performance evaluation of any candidate. Only the performance evaluation form data is very confidential that is with the general user working in the promotion management system cannot visualize the data.

**Figure No. 4.3**  
**High Level DFD**



In the above context diagram, the system user is going to enter the different data in different process. In evaluating the work efficiency of the civil employee, a maximum of 100 marks shall be granted as follows:

- (a) For work performance evaluation -Forty marks
- (b) For seniority - Thirty marks

- (c) For educational qualifications - Twelve marks
- (d) For service in geographical region-Sixteen marks
- (e) For training - Two marks

With evaluating with all process, the promotion section organizes the promotion committee and analyzes with data and finally published the result in national news paper.

### 4.3 Conceptual Data Model:

A data model is a conceptual representation of the data structures that are required by a database. The data structures include the data objects, the associations between data objects, and the rules, which govern operations on the objects. As the name implies, the data model focuses on what data is required and how it should be organized rather than what operations will be performed on the data.

The researcher, going through formal/informal discussions with the user of the system and concerned officer, has identified a number of data objects often called entities. Further, reviewing the promotion management system identified many of the entities. Entities identified along with its major attributes are presented in the table below.

**Table No: 4.3**  
**Entities along with Major Attributes**

<b>Entities</b>	<b>Major Attributes</b>
Employee	Personnel ID, Name, Address, Date of Birth, Gender, Religion, Citizenship No.,
Service	Department, Position, Service, Service Event, Decision Date, Joined
Education	Qualification, Faculty, Passed Year, Division, Institution, Country
Training	Training Title, Institution, Division, Duration, Country
Leave	Leave Type, Duration
Award	Award Type, Received Date
Punishment	Punishment Type, Decision, Decision Date, Punished Date
Department	Department Name, District, Zone, Phone No., Fax No. etc.
Position	Position Name, Service, Position Level etc.

The relationships between different entities as identified in the system can better be presented pictorially. To model the existing system, E-R model is used. In E-R model, Entity-Relationship Diagram (E-R Diagram) is used to visually represent entities and

their relationships.


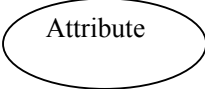
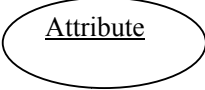
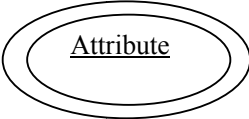
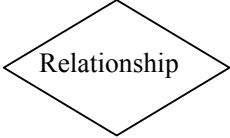
#### 4.4 Entity Relationship Diagram

An entity-relationship (ER) diagram is a specialized graphic that illustrates the interrelationships between entities in a database. ER diagrams often use symbols to represent three different types of information. Boxes are commonly used to represent entities. Diamonds are normally used to represent relationships and ovals are used to represent attributes.

##### ERD Object Symbol:

Table: 4.4

ERD object symbol and description

Object	Symbol	Description
Entity		An entity is an object or concept about which you want to store information.
Attribute		Attributes are the properties or characteristics of an entity.
Key attribute		A key attribute is the unique, distinguishing characteristic of the entity. For example, an employee's social security number might be the employee's key attribute.
Multi-valued attribute		A multi valued attribute can have more than one value. For example, an employee entity can have multiple skill values.
Relationship		Relationships illustrate how two entities share information in the database structure.

**Figure No 4.4**  
**The ER Diagram of PMS**

## **4.5 Data Dictionary**

A data dictionary contains a list of all file/tables in the database, the names, types and length of each field and constraints applied if any. Data dictionaries do not contain any actual data from the database, only book keeping information for managing it.

The computerized system utilized in the promotion management system currently holds fifty plus tables. These include both parametric (look up) as well as transaction tables. Data dictionary of major transaction tables are depicted in Annexure I.

## **4.6 Assessment of Promotion Management system**

### **4.6.1 Legal Provision of Civil Service Act 2049, Second Amendment**

**Promotion:** (1) While making promotion to the gazetted post of the other civil services, except the gazetted post of Nepal Judicial Service, it shall be made on the recommendation of the promotion committee as referred to in Section 20.

(2) Notwithstanding anything contained elsewhere in this Act, promotion to the post of gazetted special class shall be made as follows:

(a) Government of Nepal shall, while making promotion to the post of Chief Secretary of the gazetted special class, make promotion by making selection on the basis of seniority and work efficiency from amongst the incumbent Secretaries.

(b) The promotion committee shall, to the extent of availability, recommend those candidates who have secured the highest marks on the work performance evaluation, from amongst the potential candidates, in a number that is three times higher than the number of vacant posts, for promotion to the vacant posts of Secretary of gazetted special class or equivalent thereto; and Government of Nepal shall promote such candidate, from amongst the candidates so recommended, as it may hold appropriate on the basis of leadership capacity and work efficiency.

(c) In order for any gazetted first class employee to be a potential candidate for the post of Secretary or special class post equivalent there to, such employee must also have passed such a high level management training as prescribed by Government of Nepal. Provided that, this provision shall not be applicable to any promotion to be made within one year after the commencement of this Section.

(d) In counting the work performance evaluation pursuant to Clause (b) for the promotion to the special class, the work performance evaluation of such years of minimum service period as required for promotion shall be counted. Provided that, while making promotion within the last day of the month of Kartik of the year 2064 after the commencement of this Section, promotion shall be made on the basis of the work performance evaluation of the last Three years in the case of women, Aadibashi/Janjati, Madhesi, Dalit, disabled employees and employees permanently residing in backward region and that of the last Four years in the case of the other employees.

<sup>1</sup>(e) Action for promotion shall be carried out twice in a year, one within the month of Poush and the other within the month of Ashad month, each year.

**Promotion committee:** (1) There shall be a promotion committee as follows to make recommendation for promotion to the other gazetted post of the civil service, except for promotion to the ▲<sup>2</sup>gazetted post of Nepal Judicial Service and for promotion from the non-gazetted post to the gazetted post:

- (a) Chairperson of the Public Service Commission or Member of the Public Service Commission designated by him/her - Chairperson
- (b) Member of the Public Service Commission designated by the Chairperson of the Public Service commission -Member
- (c) Chief Secretary - Member
- (d) Expert in the concerned subject nominated by the Public Service Commission - Member
- (e) Secretary at the Ministry of General Administration -Member secretary

(1a) There shall be a promotion committee as follows, to make recommendation for promotion to the gazetted third class from the non-gazette first class:

- (a) Member of the Public Service Commission designated by the Chairperson of the Public Service Commission Chairperson
- (b) Secretary at the Public Service Commission Member
- (c) Secretary at the Ministry of General Administration Member
- (d) Expert in the concerned subject nominated by the Chairperson of the Public Service Commission Member
- (e) Secretary at the Ministry relating to Service, Group or Sub-group or Gazetted First Class Officer designated by him/her Member-Secretary

• (1b) The secretariat of the promotion committee referred to in Sub-section (1a) shall be at the Ministry operating the service, group or sub-group.

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<sup>1</sup> Inserted by the second amendment

<sup>2</sup> ▲ Inserted by the First Amendment.

(2) There shall be a promotion committee, as prescribed, to make recommendation for promotion to the non-gazetted post of the civil service.

(3) The procedures to be followed by the promotion committee to make recommendation for promotion of the civil employees shall be as prescribed.

(4) The promotion committee must, while publishing a promotion name list, also publish the marks obtained by the potential candidates who have filled up the forms for promotion.

•(4a) The promotion committee shall publish the results of promotion within four months from the last date of submission of application forms.

▲(5) The promotion committee must prepare an annual plan of operations and carry out its functions as per that plan.

▲20A. Special provisions relating to promotion: (1) Notwithstanding anything contained elsewhere in this Act, if any civil employee of the gazetted \_first class or below than that holding the same post for at least Fifteen years has One month left to get retirement pursuant to Section 33, such employee shall be promoted to one \_class higher post.

(2) Notwithstanding anything contained elsewhere in this Act, if any civil employee of the gazetted first class or below than that holding the same post for at least Fifteen years intends to have voluntary retirement pursuant to Section 35 and makes an application therefore, such employee shall be granted retirement by promoting him/her to One \_class higher post.

(3) A special post shall ipso facto be created to make promotion pursuant to Sub-section (1) or (2) and that post shall ipso\_ Amended by the Second Amendment.

▲ Inserted by the First Amendment. Facto lapse upon the retirement of such a civil employee from service.

•(4) Notwithstanding anything contained elsewhere in this Section, an employee who dies after the completing the period as referred to in this Section in the same post, the pension and other facilities payable to one level higher post shall be provided to the family of such an employee.

•(5) Notwithstanding anything contained elsewhere in this Section, any employees of gazetted first and second class holding the same post for at least fifteen years wish to take retirement with promotion, such employees shall be granted retirement by promoting them to one class higher post.

**21. Minimum service period and educational qualifications required to be candidate**

**for promotion:** (1) In order to be a candidate for promotion, one must possess the educational qualifications as prescribed for the post that is One class below the class of the post to which promotion is made and have completed the minimum service period as follows:

(a) Three years for a non-gazetted post,

(b) Five years for a gazetted post.

(2) Notwithstanding anything contained in Sub-section (1), even though any •women, Adiwasi/Janjati, Madhesi, Dalit, Disable and permanently residing in the backward area civil employee has a service period that is the above-mentioned service period less one year, she shall be a potential candidate for promotion.

**22. Ineligibility for being potential candidate for promotion:**

Notwithstanding anything contained in Section 21, a civil employee shall not be eligible to be a potential candidate for promotion in the following circumstances and during the following period:

(a) In the event of suspension, during the period of suspension,

(b) In the event of withholding of promotion, during the period of withholding,

(c) In the event of withholding of increment in salary, during the period of withholding,

•(d) During the period of five years after the date of change in the service or group in the case of an employee who has so changed the service or group pursuant to Section 26 and after the change in the service or group in the case of an employee who has got such a change upon an application made by himself/herself.

**▲ 22A. Withholding and sanction of promotional appointment:** If any civil employee is suspended or his/her appointment or salary increment is withheld after he/she has been recommended for promotion but before he/she gets promotional appointment, his/her promotional appointment shall then be withheld during the said period; and in the event of his/her acquittal of the suspension or after the expire of the period of withholding, he/she shall be granted appointment and only seniority shall be maintained as if he/she were not suspended or his/her promotion or salary increment were not withheld.

**23. ♣ Repealed by the First Amendment.**

**24. Criteria for promotion on ground of work efficiency:** (1) The promotion committee shall recommend a civil employee for promotion based on the total marks secured for the work efficiency.

(2) In evaluating the work efficiency of the civil employee, a maximum of 100 marks shall be granted as follows:

**(a) For work performance evaluation -Forty marks**

**(b) For seniority - Thirty marks**

**(c) For educational qualifications - Twelve marks**

**(d) For service in geographical region-Sixteen marks**

**(e) For training - Two marks**

(3) In calculating the marks for the work performance evaluation of a potential candidate, the marks shall be calculated based on the last day of Ashad, and in calculating the other marks, the marks secured by the deadline for making application for promotion shall be calculated.

**The form used by PSC for promotion of an employees is presented in Annex II**

**▲ 24A. Evaluation of work performance:** (1) The work performance evaluation form as prescribed shall be used to evaluate the work performance of civil employee.

(2) The distribution of the total marks for the work performance evaluation of civil employee shall be as follows:

(a) Maximum marks that may be granted by the supervisor –Twenty five marks

(b) Maximum marks that may be granted by the reviewer-Ten marks

(c) Maximum marks that may be granted by the review committee –Five marks

**The work performance evaluation form is presented in Annexure III**

(3) The supervisor, reviewer and review committee must, while granting marks for the work performance of a civil employee, grant marks in accord with the criteria mentioned in this Section and in the work performance evaluation form.

4) The work performance evaluation of the gazetted civil employee shall be carried out on a semi-annual (half yearly) and annual basis and that of the non-gazetted employee on an annual basis.

(5) In carrying out the work performance evaluation on a semi-annual basis pursuant to Sub-section (4), the concerned gazetted employee must fill up the form in duplicate in the prescribed format, indicating the specified functions, discharged functions, functions which could not be completed and reasons for the same and submit it to the supervisor within Seven days after the expiry of that period. The supervisor must evaluate the form so submitted, mention feedbacks to be provided in the specified space of the form and return a copy to the concerned employee within another Seven days. The annual work performance evaluation form must be evaluated based on every work performance evaluation form filled up on a semi-annual basis. The Authority may take departmental action against the employee who fails to fill up the semi-annual work performance evaluation form in the specified time and against the supervisor who fails to examine it and provide feedbacks.

(6) In respect of the work performance evaluation to be carried out on an annual basis, the concerned Head of Office and Head of Department must, in the case of the non-gazetted and classless employee, carry out or cause to be carried out evaluation within the specified period, prepare it in triplicate, send a copy each to the Public Service Commission and the promotion committee secretariat and retain the other copy in the concerned office. In the case of gazetted civil employee, the Secretary at the concerned Ministry, Secretariat, Commission or central body must carry out, or cause to be carried out, evaluation within the specified period, prepare it in triplicate, send a copy each to the Public Service Commission and the promotion committee secretariat and retain the other copy in the concerned Ministry, Secretariat, Commission or central body. Each body carrying out work performance evaluation must publish a notice, also containing a name list sent to the body to which it has to submit the form evaluated by it within the prescribed period, on the notice board of its office within seven days.

•(6a) Each civil employee must fill up his/her work performance evaluation form and register it with the concerned office within the prescribed period of time. If the concerned employee fails to register it within such period of time and makes an application, accompanied by reasonable reasons therefore, for the extension of time limit, the supervisor may, if he/she thinks the reasons mentioned in the application to be reasonable, extend the time limit for a period not exceeding fifteen days after the date of expiry of the

prescribed period of time. The promotion committee shall subtract one mark from the total marks for the work performance evaluation form registered within the extension time of that fiscal year. Provided that, if any employee has to go for a foreign training, workshop or study tour during the period of filling up the work performance evaluation form, the employee has to fill up the

work performance evaluation form and register it with the concerned office prior to make such departure. The work performance evaluation form so registered shall be evaluated as if it were registered with the specified time.

- (6b) Departmental action shall be taken against the office bearer who does not evaluate, within the prescribed period of time, the work performance evaluation form filled and registered by the civil employee in time.

- (6c) If, after the review committee has carried out the annual work performance evaluation to be carried out each year, the concerned employee makes an application for information of the total marks of work performance evaluation that he/she has secured in that year, the review committee secretariat must give such information. Provided that, information of the marks given by the review committee shall not be given.

- (6d) After receiving information pursuant to Sub-section (6c), if any employee is not satisfied with the evaluation made by the supervisor or reviewer may make a complaint, accompanied by the solid ground and reason for such dissatisfaction, to the prescribed authority within seven days. Where a complaint is so made, such authority shall conduct necessary investigation, in consultation with the concerned supervisor and reviewer, and may, if so required, amend, as prescribed, the marks obtained in such an evaluation form.

(7) If the supervisor or the reviewer grants more than Ninety Five per cent or less than Seventy Five per cent marks for the work performance evaluation to be carried out annually, he/she must set

out clear reasons therefore; and where he/she grants less than Seventy Five per cent marks, he/she must inform the concerned employee thereof and submit it to the review committee, along with the reactions, if any, made by such employee. The review committee may, if it is not satisfied with the evaluation of the work performance carried out by the supervisor or the reviewer or by both, return it, also setting out the clear reasons therefor. In cases where it is so returned, the concerned evaluator must reevaluate it or set out justifiable reasons

why it is not necessary to amend the evaluation carried out previously and forward it accordingly.

(8) While calculating marks for purposes of work performance evaluation, the marks shall be calculated on the basis of the average figure of the work performance evaluation form of such last year as the service for which is required to become a potential candidate for promotion.

Provided that:

(1) Marks due for the work performance evaluation for the period of training and study undergone or of the period of suspension where the suspension of an employee has been released shall be granted in proportion of the marks secured in the year immediately preceding the departure for such study or training or preceding such suspension.

(2) The potential candidacy shall be calculated only by deducting the period of extra-ordinary leave undergone; and the work performance evaluation form shall not be filled up for the period of such leave. The work performance evaluation of the subsequent period shall be calculated after deducting the period of extra-ordinary leave undergone, for the service period of such years as required to be a potential candidate for promotion.

(9) deleted with second amendment

(10) Other provisions relating to the work performance evaluation shall be as prescribed.

**24B. Evaluation of seniority:** While granting to the civil employee marks for seniority, a maximum of thirty marks shall be granted as follows:

(a) At the rate of 3.75 marks for each year of service in the post of non-gazetted third and second class,

(b) At the rate of 3 marks for each year of service in the post of non-gazetted first class,

(c) At the rate of 2.5 marks for each year of service in the post of gazetted third and second class.

Provided that-

(1) While calculating marks for seniority, marks shall be calculated on a proportional basis for a period of more than One year by a few months or days.

(2) For purposes of this Clause, no marks shall be granted for the period of absence or extraordinary leave undergone.

**24C. Categorization of geographical regions:** (1) While granting marks to the civil employee for his/her experience of work in different geographical regions, the different geographical regions of the country shall be classified into four categories viz. 'a', 'b', 'c' and 'd', respectively, and marks shall be granted as follows not in excess of Sixteen marks for the work experience in one or more categories thereof:

**(a) For the post of non-gazetted third and second class-**

(1) At the rate of 4 marks for each year of service in category 'a',

(2) At the rate of 3.25 marks for each year of service in category 'b',

(3) At the rate of 2.50 marks for each year of service in category 'c',

(4) At the rate of 2 mark for each year of service in category 'd'.

**(b) For the post of non gazetted first class-**

(1) At the rate of 4 marks for each year of service in category 'a',

\_ Amended by the Second Amendment.

(2) At the rate of 3.25 marks for each year of service in category 'b',

(3) At the rate of 2.50 marks for each year of service in category 'c',

(4) At the rate of 1.50 mark for each year of service in category 'd'.

**(c) For the post of gazetted third and second class-**

(1) At the rate of 4 marks for each year of service in category 'a',

(2) At the rate of 3.25 marks for each year of service in category 'b',

(3) At the rate of 2.50 marks for each year of service in category 'c',

(4) At the rate of 1.25 mark for each year of service in category 'd'.

(2) Notwithstanding anything contained in Sub-section (1), the marks already secured by any civil employee for geographical region at the time of commencement of this Section shall not decrease.

(3) For purposes of Sub-section (1), the description of different geographical regions shall be as prescribed.

(4) No marks of any one geographical region shall be granted unless and until any employee makes continuous office attendance for at least Two Hundred Thirty Three days in that region. For a period more than Two Hundred Thirty Three days, marks of the same geographical region shall be granted pro rata; and marks equivalent to that of category 'd' shall be granted for a period less than that irrespective of the geographical region where the employee has served. The marks obtainable for the service in geographical region shall be calculated only if the marks have been obtained in the post that is one class lower than the class to which promotion is to be made.

(5) The marks equivalent to that of category 'd' shall be granted to the civil employee who serves in a Nepalese Diplomatic Mission or any other office situated abroad and who goes on deputation for a study leave or foreign training.

**Categorization of geographical regions is presented in Annexure IV**

**▲ 24D. Evaluation of educational qualifications and training:** (1) While granting marks to the civil employees for educational qualifications, a lump sum of twelve marks shall be granted for the minimum educational qualifications required to join any post of the civil service and additional educational degree, which is higher than the minimum educational qualifications and in a subject related with the service, group or sub-group. Both marks shall be granted even if the employee has obtained only the education qualification that is higher than the minimum required educational qualification.

**Table 4.5**  
**Educational Qualification**

Educational Qualification (Title)	Number		
	First Class	Second Class	Third Class
For the minimum educational qualification as required for the entry of service	9	8.75	8.50
For the any one educational qualification or the concerned subject higher than the minimum educational qualification for the entry into services	3	2.75	2.50

(2) Deleted with second amendment

(3) Except the minimum educational qualification prescribed for the posts of the gazette second and first classes, to be filled up through open competition pursuant to Clauses (f) and (g) of Subsection (1) of Section 7, the minimum educational qualification prescribed for the entry into the gazette third class service shall be deemed to be the minimum educational qualification also for the promotion to the posts higher than gazetted second class.

(4) Deleted with second amendment

(5) For the in-service training, 2 marks, 1.75 marks and 1.5 marks shall be granted for the first, second and third division, respectively.

(6) While granting marks to the civil employee for training, marks shall be granted for an in-service training of a period of one month or more, in a subject related with the service. In calculating marks for the training, the marks shall be calculated only for that class while in which class he/she has been nominated for the training.

•Explanation: One month training shall mean a training of a period of thirty working days or more.

(7) The civil employee shall submit certified copies of the educational qualifications and the in-service training. No marks shall be granted therefor if he/she fails to submit them.

•(8) Whether the educational qualification submitted by a civil employee along with the application for the purpose of promotion is related with the service, group and sub-group or not shall be as decided by the equivalency determination committee as prescribed. If the equivalency of the educational qualification submitted along with the application for the purpose of promotion is made prior to a date before the holding of the meeting of the promotion committee, the marks of such educational qualification shall be counted for promotion.

•(9) Provisions relating to training institutions and training standards shall be as prescribed by Ministry of General Administration, in coordination with the Ministry operating the service, group and sub-group.

•**24D1. Special provision of promotion by evaluation of work performance and experience:** (1) Notwithstanding anything contained elsewhere in this Act, the civil employee shall be promoted up to one class, upon having completed the following service period in the following class, and obtained the above educational qualification than

prescribed educational qualification at the earlier time of entry or group division or after the entry or group division:

- (a) Non-gazetted Second Class - Ten years
- (b) Non-gazetted First Class - Twelve years
- (c) Gazetted Third Class - Fifteen years
- (d) Gazetted Second Class - Eighteen years

(2) Notwithstanding anything contained in Sub-section (1) , those civil employees shall be promoted up to one class upon having completed the service period of Eighteen, Fifteen and Thirteen years

or more in the permanent post of the same class of gazetted third class, non-gazetted second class and having the educational qualification and obtained the minimum educational qualification of the prescribed subject at the time of entry of service or group division of the concerned service, group or sub-group.

(3) The following conditions shall have to be fulfilled for the promotion pursuant to sub-sections (1) and (2)

- (a) Not being subject to action pursuant to Section 22;
- (b) Having obtained the marks average of ninety percent or more in the performance education of last three years.

(4) There shall be a promotion committee as follows to make recommendation for promotion pursuant to sub-sections (1) and (2) except the post of gazetted post of Nepal Judicial Service, and the promotion of gazetted post of Nepal Judicial Service shall be conducted by the Judicial Commission.

- (a) Member of the Public Service Commission designated by the chairperson of the Public Service Commission -Chairperson
- (b) Secretary at the Ministry or Institution where the employee is working - Member
- (c) Secretary at the Ministry of General Administration or gazetted first class officer of the ministry designated by him/her - Member

Explanation: The Secretary of the Office of the Prime Minister and Council of Ministers will be the member in a condition of the promotion of the employee of Ministry of General Administration.

(5) The promotion Committee Secretariat pursuant to Subsection(4) shall be at the Ministry or Institution where the employee worked as candidate for the promotion.

(6) The special post of concerned service, group, sub-group of above class ipso facto at the employee working office for the promotion pursuant to Sub-section (1) or (2) and the Civil Employee Record Office shall register of such post from the date of the commencement of promotion after the concerned institution provide promotion.

(7) The position shall ipso facto lapse if the employee is promoted, pursuant to Sub-section (6), gets retirement by any reason or is promoted to above post or adjusted to the registered post and the post shall ipso facto be settled as the earlier post before the post of his/her promotion, and the Civil Employees Record Office shall maintain the records of such post accordingly.

(8) The civil employee promoted for the special post pursuant to Sub-section (6) shall have to conduct work of the post where he/she work before the promotion except in the case of adjustment pursuant to Sub-section (7). Provided that, the seniority of the employee promoted as per this Section shall be counted as promoted post and shall eligible for the competition of the above post of above class then promoted class.

(9) The transfer of the employee promoted as per this Section shall be with the special post created as per the promotion of this Section of other institution until the adjustment pursuant to Subsection(7).

(10) Notwithstanding anything contained elsewhere in this Act, in cases where the employee of the same class of one office promoted as per this Section and might be the office chief post, the senior employee among such class employee worked as office chief.

(11) Notwithstanding anything contained elsewhere in this Act, the promotion proceeding work performance evaluation shall be conducted before and then after the recommendation of promotion according to this Section the conducted except the first time of the commencement of this Act.

(12) Notwithstanding contained anything elsewhere in this Section, the promotion provision of this Section shall not commence for the layer increase.

(13) Notwithstanding anything contained elsewhere in this Section, no adverse effect shall be made to the provision of open competition by promotion pursuant to this Section.

(14) The procedures for inviting applications for promotion by evaluation of work performance and experience, result publication and duration, claim of promotion and adjustment of promoted employees and other relevant provisions shall be as prescribed.

#### **4.7 Analysis of Existing System:**

An effort made on gathering information regarding the existing system—to understand the operation and flow of data— is presented in this section. System approach is adopted to analyze the existing system. Through the use of different data collection procedures like direct observation, formal/informal discussion and interview with concerned authorities, data were extracted. The questionnaire was also given to the promotion section to collect the data and information. The questionnaire is presented in the Annexure V. The current status of hardware and software being used to run the system smoothly were also noted. The data gathered are presented using various system analysis and design tools like flowchart, Data Flow Diagram, Conceptual Data Model, Entity Relationship Diagram and Data Dictionary.

#### **4.8 Hardware and Software Status:**

For the smooth functioning of any computerized system, there should be a perfect blend of hardware and software. Ministry of General Administration is equipped with different hardware and software which is presented below:

##### **4.8.1 Hardware Status:**

MOGA has two dedicated centralized high-end servers for processing of data transactions with optical fiber network. Each of the transactions is stored in these centralized servers. Both the servers used in the MOGA have following configuration:

- Dell 2950 Intel Xeon based Quad Processor
- 150 GB X 8 Ultra Scssi Hard Drive with RAID 5
- 8 GB RAM
- DVD/R/W
- Network

Besides these servers, the Ministry has been furnished with nearly 80 workstations more of which are I7 core processor computers with 2GB of RAM. These all computers are interconnected with each other thorough Category-5 Local Area Network (LAN).

The MoGA is connected to Intranet through a optical fibre provided with government internet connectivity of 1 mbps bandwidth. The promotion management system is totally network based architecture where employee used can enter and sees the data and information from all over the world. The database architecture of promotion system database is highly secured and integrated. The specifications of the workstations are represented in the given the table.

**Table No. 4.6**  
**Hardware Status of MoGA**

<b>Computer Brand</b>	<b>Specification</b>	<b>Quantity</b>
Dell 330	Pentium 4, 2.4 GHz Processor 512 MB RAM 120 GB HDD Network Card DVD/R Drive	20
Dell 360	Pentium 4, 2.8 GHz Processor 1 GB RAM 160 GB HDD Network Card DVD/R/W Drive	25
Dell 380	Pentium 4, 3.2 Dual Core Processor 2GB RAM 320 GB HDD Network Card DVD/R/W Drive	25
Acer Inspiron Vetron	Pentium 4, I7 Processor 4GB RAM 500 GB HDD Network Card DVD/R/W Drive	10

The computers in the promotion section are high powerful, dedicated to internet and to the database server. The user stores data in client server architecture. So to work in client server architecture the hardware configuration of the computer should be powerful. Almost 15 powerful client computers are in working condition in promotion section.

#### **4.8.2 Software Status:**

Both the server used in Ministry is running on Red Hat Linux 8.0 Platform. Out of these two identical servers, Ministry has configured one as web server with Apache Version 4. PHP compiler is used as server-side scripting for the online data transaction. The other one is used as database server. Ministry has been using MYSQL Enterprise Edition for back-end data engine which is regarded very powerful database software. For the front-end tool, the Ministry has been using VB Forms 6. Generally all the computers connected in the LAN are using Windows XP Professional and Windows 2000 Professional as operating systems with traditional Nepali Unicode.

### **4.9 Strengths and Weaknesses of Existing System**

This section attempts to highlight the strengths or benefits that can be gained through the system and weaknesses of the current system.

#### **4.9.1 Strengths of the Existing System:**

Different benefits –which can be termed as strengths– gained by utilizing the current system are:

- Development of computerized system has provided a strong platform to maintain centralized data repository of civil personnel. System is capable of maintaining data of every civil employee from the time an employee is appointed to the date he/she retires from government service.
- System is capable of providing various inputs for efficient and effective planning of human resources. Information regarding education, trainings and total service period can be utilized for better planning of human resources.
- Since the system is capable of storing every performance evaluation form it provides greater transparency within civil service i.e employee cannot change the

performance evaluation marks through the concerned ministry. .

- Different real-time reporting facility is a major strength of the system. Reports that used to take over a week or more to generate are now produced in a couple of minutes. System is capable of delivering various MIS reports, which can be extremely useful for the upper-level management for day-to-day decision-making process.
- Data and information is entered in system after the evaluation of work performance i.e KASAMU form.
- Performance evaluation will be subjective because the jobs done by each employee can be easily traced out and counted
- Establishment of timeless, location less and paperless office
- Decision maker can make the decision during his absence in the office
- Promotion of transparency in the functions of government
- Satisfaction of the stakeholders-service receivers
- Elimination of nepotism and favoritism
- Maximum output with a few number of human resource
- Work culture of the public authorities can be changed completely
- Enhancement of users' discipline and continuous activeness
- Enhancement of group motion
- Human resource of promotion section performs the task in very confidential manner
- With the use of PMS, the result is published in one week.
- The result can also be obtained from the websites.
- The candidate can also find in chronological order.
- The systems are totally developed in Nepali Unicode language i.e support natural language processing capability. So promotion users can easily work in the system. This has made the system very user-friendly.
- This auditing feature helps identify who has made changes in the database along with the day and time the changes occurred. The system is made accessible through web. The result is obtained from anywhere by using a simple Internet web browser.
- The real process of the promotion management system is presented in the Annexure VI.

#### **4.9.2 Weaknesses of the Existing System:**

The major drawbacks of the system are -

- Due to the absence of instant help facility, it is seen that the upper-level management is not able to operate the system themselves. For a small queries/reports –which can be prepared with a single mouse click– they have to rely on system users.
- Although, the system can generate various reports, there is a strong need for customizable reports. Decision makers want different reports at different situations besides those pre-defined reports.
- Frequent transfer of employee from promotion sections as a result there is a problem of retaining trained manpower
- No orientation for the new staff who works in promotion section as a result it create a lot of time to be familiar with system
- There are not sufficient ICT trained manpower in promotion section, there is a problem of sustainability of a system in long run from the prospective of its smooth functions.

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## CHAPTER- IV

### SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

#### 5.1 Summary

The terminology 'Management Information Systems' was rarely heard three decades ago, however, in present days it is of great concern for the enhancement and smooth operation of any organization whether it be small or big. MIS in any organization is established to provide information through scheduled reports based on data from the organization's transaction processing systems. These reports help managers in making day-to-day decisions and policy formulation. The major function of MIS is to forecast trends. By using previous information recorded using MIS, managers are able to predict events and are then able to build and make decisions based on the forecasts provided by MIS.

At present days, when one speaks of MIS, the use of computers comes along with it. The revolution in Information and Technology has tremendous effect in data handling and information management. Hence, in today's world, one cannot dream of appropriate MIS without computers.

In under-developed countries like Nepal, most of the organizations whether it be public or private, are using computers as a replacement of type- writer. However, there are certain organizations that are using computers as a complete computing device. One of these organizations is Ministry of general administration processing the promotion management system. The use of promotion management system computerized systems in government organizations helps to improve the efficiency, effectiveness, transparency and accountability of government by reaching out to the civil service eligible candidate and other arms of the government. This in turn will facilitate e-governance.

The Ministry of General Administration is the central personal agency of the government. MOGA is responsible for maintaining the records of civil personnel from the very beginning of his/her appointment to his/her retirement. Each and every service event a civil employee passes through is maintained in the promotion management system electronically and manually.

The ministry of general administration is responsible for the employee career development by promoting them to the higher positions.

The data and information flow from different institutions and within the ministry is not quite satisfactory. The system has helped to strengthen the working procedure of the ministry and to some extent has reduced the paper work. However, the various reports compiled in the systems are not sufficient to cope with the wide range of reporting needs of upper level management.

The great impact of promotion management systems of the ministry is giving more credit in making the result in time and with efficient and effective manner and the results can be obtained through the websites. Due to the system, a lot of paper works and the time for the result calculations have been noticeably reduced. Prior to the implementation of the systems, the promotion results used to take almost a year; whereas after the implementation of the system it takes hardly a week for the result.

It can be concluded that the efforts and resources that has been spent for building and bringing out the computerized system has finally paid-off. The returns are in the form of increased productivity, enhanced service delivery to service recipient and various MIS reports that help to make decision as well as to formulate appropriate policies.

## **5.2 Recommendation**

Maintaining and keeping the system moving is as important as developing and implementing a new system. So, to keep the system away from being stagnant and to gain its momentum, the following recommendations are suggested:

An effective reward and punishment mechanism should be developed to motivate the employees within the ministry such that they are willing to perform their task using ICT.

Human Resource is the crucial factor for the successful implementation of the promotion management systems. Hence existing computer section of the ministry should be converted into IT section headed by Computer Joint Secretary (Gazetted First Class) with supporting staffs consisting IT Under Secretary, Computer Officers and Computer engineers. The section should be made responsible for making appropriate plans and implementing it for smooth running of e-governance systems.

Training is another aspect for the success of the change in the organization. So, new employees should be given basic operation training of the system immediately after they join the ministry as well as they should be given refresher training from time to time as and when needed.

The trend of frequent transfer of trained and qualified manpower from the ministry has played an adverse effect on smooth functioning of the system. Therefore, there should be some good retention policy to retain the trained and qualified manpower.

Finally, the commitment from top-level management is the most for any system to progress and gain momentum. Top-level management should be highly committed to smooth functioning of the system and should take necessary decisions and actions to sustain the system.

For the successful implementation and true institutionalization of the e-governance systems within the ministry and to other ministries the following Critical Success Factors should be considered

- Government urgency and Leadership for ICT
- Strong commitment from top leaders
- Minimize change resistance
- Matching of applications development with capacity constraints
- Strong Institutional Arrangement
- Information/Knowledge Network
- Data Security Network (authenticity, privacy, integrity, non-repudiation)
- Technology adaptation and Workflow adaptation
- Effective user relationship
- Trust to e-Services and Develop ownership
- ICT Workforce and Infrastructure etc.

### **5.3. Conclusion**

The promotion management system of the organization is providing the overall credit to the employee in civil service. The civil service employee wants to get promoted in higher position in time. Before the use of system, the promotion section cannot do the result in

time. It takes almost one year to make the result in time. With the use of PMS following significance is seen.

- Employee satisfaction is found to be an important benefit provided by PMS
- Speed at which the transactions have been processed and their rate of accuracy is an advantage provided by Promotion management systems.
- Reliable employees, availability of the latest information technology were some of the added benefits provided by PMS
- Though the PMS is used but it is very slow in operation.
- The frequent transfer of employee is another problem in the ministry.
- The database is used is pirated database management system i.e. MYSQL
- The design and implementation of system is done in unsystematic way.

In conclusion, Promotion Management System is playing the crucial role in government organization to the civil service. MOGA is only the government institution applying the computer based Promotion Management System. Indeed the majority of the task of MOGA's decision maker goes in transfer of the civil service employee. With the use of promotion management system in MOGA, the time of the decision maker drastically reduced because any kind of the reports can be generated. When the promotion committee makes the decision of the promotion, the promotion section will published the result in its organization website i.e [www.moga.gov.np/promotionresult](http://www.moga.gov.np/promotionresult) and on the national newspaper. If the candidate employee is not satisfied with the result, the employee can make complain in public service commission within 35 days. If any of the candidate does not make any complains in the result published positions. MOGA will provide the appointment letter to the promoted employee in the above position. Further MOGA is going to add some more options to issue the appointment letter to the promoted employee.

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# **ANNEXURE**

## Annexure I

## Data Dictionary of Promotion Management System

<b>area</b>				
<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
<u>areaid</u>	int(11)	No	0	
areaname	varchar(255)	No		
disid	int(11)	No	0	
<b>education</b>				
<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
<u>eduid</u>	int(11)	No		
qualification	varchar(50)	No		
division	varchar(20)	No		
subject	varchar(100)	No		
affiliation	varchar(10)	No		
openid	int(11)	No	0	
edustatus	int(11)	No	0	1-required, 2-extra
<b>edulevelsetup</b>				
<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
<u>eduid</u>	int(12)	No	0	
edudesc	varchar(50)	Yes	<i>NULL</i>	
<b>empinfokasamu</b>				
<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
<u>eid</u>	int(11)	No		
ministryid	int(11)	Yes	<i>NULL</i>	
pisid	varchar(20)	Yes	<i>NULL</i>	
empname	varchar(100)	Yes	<i>NULL</i>	
kasamu_sub_off	varchar(200)	Yes	<i>NULL</i>	
regdate_nep	varchar(15)	Yes	<i>NULL</i>	
regdate_eng	date	Yes	<i>NULL</i>	
regno	varchar(50)	Yes	<i>NULL</i>	
evl_stddate_nep	varchar(15)	Yes	<i>NULL</i>	
evl_stddate_eng	date	Yes	<i>NULL</i>	
evl_enddate_nep	varchar(15)	Yes	<i>NULL</i>	
evl_enddate_eng	date	Yes	<i>NULL</i>	
position	varchar(50)	Yes	<i>NULL</i>	
postlevelid	int(11)	Yes	<i>NULL</i>	
serviceid	int(11)	Yes	<i>NULL</i>	

groupid	int(11)	Yes	NULL	
subgroupid	int(11)	Yes	NULL	
officename	varchar(200)	Yes	NULL	
emp_prev_office	text	Yes	NULL	
insertedby	varchar(50)	Yes	NULL	
positionid	int(11)	No	0	
entrydate	date	No	0000-00-00	
gender	int(1)	No	2	1:female,2:male

<b>geoareaexp</b>				
<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
<u>geoid</u>	int(12)	No		primary key
openid	int(12)	No	0	
class	varchar(12)	Yes	NULL	
fromdate_nep	varchar(12)	Yes	NULL	
fromdate_eng	date	Yes	0000-00-00	
todate_nep	varchar(12)	Yes	NULL	
todate_eng	date	Yes	0000-00-00	
area	varchar(100)	Yes	NULL	
entrydate	date	Yes	NULL	

#### **kasamu**

<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
<u>kasamuid</u>	int(12)	No	0	primary key
pisid	varchar(20)	No		
ministryid	int(12)	No	0	foreign key
kasamu_sub_off	varchar(200)	Yes	NULL	
regno	varchar(50)	Yes	NULL	
regdate_nep	varchar(12)	Yes	NULL	
regdate_eng	date	Yes	NULL	
empname	varchar(100)	No		
evl_stddate_nep	varchar(12)	Yes	NULL	
evl_stddate_eng	date	Yes	NULL	
evl_enddate_nep	varchar(12)	Yes	NULL	
evl_enddate_eng	date	Yes	NULL	
position	varchar(200)	Yes	NULL	
postlevelid	int(12)	Yes	NULL	
serviceid	int(12)	Yes	NULL	
groupid	int(12)	Yes	NULL	
subgroupid	int(12)	Yes	NULL	
officename	varchar(200)	Yes	NULL	
emp_prev_office	text	Yes	NULL	

empsign	varchar(5)	Yes	<i>NULL</i>	
empdatea_nep	varchar(12)	Yes	<i>NULL</i>	
empdatea_eng	date	Yes	<i>NULL</i>	
seca_reason	varchar(200)	Yes	<i>NULL</i>	
seca_solution	varchar(200)	Yes	<i>NULL</i>	
seca_supsign	varchar(5)	Yes	<i>NULL</i>	
seca_suppis	varchar(12)	Yes	<i>NULL</i>	
seca_supdate_nep	varchar(12)	Yes	<i>NULL</i>	
seca_supdate_eng	date	Yes	<i>NULL</i>	
secb_supsign	varchar(5)	Yes	<i>NULL</i>	
secb_supdate_nep	varchar(12)	Yes	<i>NULL</i>	
secb_supdate_eng	date	Yes	<i>NULL</i>	
secb_psign	varchar(100)	Yes	<i>NULL</i>	
secb_ppid	varchar(100)	Yes	<i>NULL</i>	
secb_pdate_nep	varchar(12)	Yes	<i>NULL</i>	
secb_pdate_eng	date	Yes	<i>NULL</i>	
lastdate_nep	varchar(12)	Yes	<i>NULL</i>	
lastdate_eng	date	Yes	<i>NULL</i>	
tmarksno	int(12)	Yes	<i>NULL</i>	
tmarksletter	varchar(150)	Yes	<i>NULL</i>	
secb_sup_totalmarks	varchar(20)	No		
secb_pun_totalmarks	varchar(20)	No		
secc_totalmarks	varchar(20)	No		Total marks from section C
reason	text	Yes	<i>NULL</i>	
sectionC	varchar(10)	Yes	<i>NULL</i>	status
enteredby	varchar(50)	No		
seca_sup_post	varchar(20)	No		
secb_sup_post	varchar(100)	No		
secb_p_post	varchar(100)	No		
status	int(1)	No	0	0-New Entry, 1-Edited Entry, 2-Reedited Entry
entrydate	date	No	0000-00-00	
gender	int(1)	No	2	1-Female,2-Male
uniqueid	varchar(50)	No		
editedby	varchar(15)	Yes	<i>NULL</i>	
editdate	date	Yes	<i>NULL</i>	
reeditedby	varchar(15)	Yes	<i>NULL</i>	
reeditdate	date	Yes	<i>NULL</i>	

edate	timestamp	Yes	CURRENT_TIME STAMP	
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### serviceduration

Field	Type	Null	Default	Comments
<u>servid</u>	int(12)	No	0	primary key
openid	int(12)	Yes	NULL	foreign key
position	varchar(100)	Yes	NULL	
startdate_nep	varchar(12)	Yes	NULL	
startdate_eng	date	Yes	NULL	
enddate_nep	varchar(12)	Yes	NULL	
enddate_eng	date	Yes	NULL	
days	varchar(50)	Yes	NULL	
days_datestatus	int(1)	Yes	NULL	1-date,2-days
leavetypestatus	int(1)	No	0	1-ingeneral,2- absence,3- Temporary
remarks	text	Yes	NULL	Kaifiyat for educational leave

### tmpgeomarkcal

Field	Type	Null	Default	Comments
mstatus	int(11)	No		
openid	int(11)	No		
rank	varchar(2)	No		
area	varchar(20)	No		
areaeffdate	date	No		
fromdate	date	No		
todate	date	No		
wdays	int(11)	No		
inlvdays	int(11)	No		
abslvdays	int(11)	No		
stdlvdays	int(11)	No		
ftlvdays	int(11)	No		
remarks	varchar(250)	No		
marks	float	No		

### training

Field	Type	Null	Default	Comments
<u>tid</u>	int(11)	No		

training	varchar(200)	No		
institute	varchar(200)	No		
position	varchar(50)	Yes	NULL	
startdate_nep	varchar(15)	No		
startdate_eng	date	Yes	NULL	
enddate_nep	varchar(15)	No		
enddate_eng	date	No	0000-00-00	
affiliation	varchar(10)	No		
openid	int(11)	No	0	foreign key, Open table
<b>finalreports</b>				
<b>Field</b>	<b>Type</b>	<b>Null</b>	<b>Default</b>	<b>Comments</b>
sno	int(11)	No		
position	varchar(100)	Yes	NULL	
service	varchar(5)	Yes	NULL	
groups	varchar(5)	Yes	NULL	
informno	varchar(15)	No		
meetingno	varchar(25)	No		
freports	mediumblob	No		
savedate	date	No	0000-00-00	
reporttype	varchar(20)	No	Unpublish	
publish	int(11)	No	0	

**training**

Field	Type	Null	Default	Comments
<u>tid</u>	int(11)	No		
training	varchar(200)	No		
institute	varchar(200)	No		
position	varchar(50)	Yes	NULL	
startdate_nep	varchar(15)	No		
startdate_eng	date	Yes	NULL	
enddate_nep	varchar(15)	No		
enddate_eng	date	No	0000-00-00	
affiliation	varchar(10)	No		
openid	int(11)	No	0	foreign key, Open table
<b>finalreports</b>				
Field	Type	Null	Default	Comments
<u>sno</u>	int(11)	No		
position	varchar(100)	Yes	NULL	
service	varchar(5)	Yes	NULL	
groups	varchar(5)	Yes	NULL	
informno	varchar(15)	No		

meetingno	varchar(25)	No		
freports	mediumblob	No		
savedate	date	No	0000-00-00	
reporttype	varchar(20)	No	Unpublish	
publish	int(11)	No		0

## Annexure II

### The form used by PSC for promotion of an employees

लोक सेवा आयोग

निजामती कर्मचारीको बढुवाको दरखास्त फाराम  
(नि से नि , २०५० को परिच्छेद १० नियम ७४(३) सँग सम्बन्धित)

कर्मचारी सकेत न :

लोक सेवा आयोगको सूचना न :	बढुवा हुने पदको सख्या :
श्रेणी :	सेवा :
समूह	उपसमूह :

उम्मेदवारको पूरा नाम, थर :	बहाल रहेको कार्यालय :
जन्म मिति :	सेवा :
बाबुको नाम :	समूह :
बाजेको नाम :	उपसमूह :

१ नोकरी विवरण (शुरुदेखि हालसम्मको पदसम्म)

क्र.स.	पदको नाम, श्रेणी, सेवा, समूह, उपसमूह	कार्यालयको नाम	नियुक्ति वा बढुवाको निर्णय मिति	बहाल रहेको मिति		असाधारण विदा बसेको भए अवधि		कसरी आएको (खुला/अस्थायी)	कैफियत
				४	५	६	७		
१									
२									
३									
४									
५									
६									
७									

टिप्पण्य : (१) नि से ऐन, २०४९, दफा २२ अनुसार बढुवाको उम्मेदवार हुन असर पर्ने केही छैन भनी कैफियतमा उल्लेख गर्ने।

(२) स्थायी, विकास, अस्थायी, सेवा परिवर्तन, समूह, उपसमूह परिवर्तन आदि कसरी आएको भन्ने व्यहोरा महल न ८ मा स्पष्ट खुलाउने

२. नि.से.ऐन २०४९को दफा २१ को उपदफा (२) बमोजिम सेवा अवधि गणना हुने वर्गको भए सो वर्गमा चिन्ह

(√) लगाउने :

महिला  आदिवासी/जनजाति  मधेशी  दलित  अपाग  पिछडिएको क्षेत्र

३. विभिन्न वर्गीकृत क्षेत्रमा गई काम गरेको अनुभव (हालको श्रेणीको मात्र)

बहाल रहेको मिति		बहाल रहेको जिल्ला	कुन वर्गको जिल्ला हो खुलाउने	रुजु हाजिर भएको दिन (वर्ष, महिना, दिन)	कैफियत
देखि	सम्म				
१	२	३	४	५	६

टिप्पण्य :- (१) महल न ४ मा नि से ऐन, २०४९ को परिच्छेद ४ को दफा २४ अनुसार वर्ग खुलाउनु पर्नेछ।

(२) वर्गीकृत क्षेत्र सम्बन्धमा रुजु हाजिर कति (वर्ष, महिना, दिन) भएको हो ५ को महलमा स्पष्ट खुलाउनु पर्नेछ।

४. कार्य क्षमता मूल्यांकनको गणना हुने पछिल्लो ५ वर्षको का.स.मु. पेश गरेको कार्यालय :

कार्यालयको नाम	आ.व.
(क)	
(ख)	
(ग)	
(घ)	
(ङ)	

४. शैक्षिक योग्यता (नि.से.ऐन, २०४९ को दफा २४ घ अनुसार पाउने मात्र)

शैक्षिक योग्यता	अध्ययनको अवधि		श्रेणी	शिक्षण सस्थाको नाम, ठेगाना	कैफियत
	देखि	सम्म			
१	२	३	४	५	६

द्रष्टव्य :- (१) फाराममा उल्लेखित सबै उपाधिहरूको प्रमाणित प्रतिलिपि पेश गर्नुपर्नेछ । प्रतिलिपि पेश नगरेमा सो बापतका अक पाइने छैन ।  
 (२) सेवा प्रवेशको निमित्त तोकिएको न्यूनतम शैक्षिक योग्यताभन्दा माथि सम्बन्धित विषयको अतिरिक्त शैक्षिक उपाधिको सम्बद्धता निर्धारण भै नसकेको भए नि से नि २०५० को नियम १२७ अनुसार सम्बद्धता निर्धारण समितिबाट सम्बद्धता निर्धारण गराएको हुनु पर्दछ । साथै उपर्युक्त महल ६ मा शैक्षिक योग्यताको सम्बद्धता निर्धारण भैसकेको भए सम्बद्धता निर्धारण भएको मिति सो उपाधि सेवा समूह, उपसमूह, सग सम्बन्धित हो भने प्रमाणित भएको मिति उल्लेख भएको हुनु पर्नेछ ।

५. सेवासँग सम्बन्धित सेवाकालीन तालिम (हालको श्रेणीको मात्र)

तालिमको विषय	तालिम दिने सस्थाको नाम र ठेगाना	अवधि		श्रेणी	कैफियत
		देखि	सम्म		
१	२	३	४	५	६

द्रष्टव्य :- (१) नि से ऐन २०४९ को दफा २४घ(६) अनुसारको तालिमको प्रमाणपत्रमा अवधि हुनुपर्नेछ ।  
 (२) नि से नि २०५० को नियम १२७ अनुसार आफूले प्राप्त गरेको तालिमको स्तर निर्धारण भै नसकेको भए सम्बद्धता निर्धारण समितिबाट स्तर निर्धारण गराएको हुनुपर्नेछ ।  
 (३) सेवाकालिन तालिम बापत कुनै एउटा तालिमलाई मात्र अक दिइनेछ ।  
 माथि उल्लेखित विवरणमा कुनै कुरा भुटा लेखिएको वा जानाजानी साँचो कुरा दबाउने उद्देश्यले लेखिएको ठहरे कानून बमोजिम सजाय स्वीकार गर्नेछु भनी सहीछाप गर्ने ।

कर्मचारीको नाम :	सही र मिति :
पद :	
दायाँ ओलाको व्याप्चे सहीछाप :	

उपरोक्त व्यहोरा कार्यालयमा रहेको निजको रेकर्ड अनुसारको हो र यसमा निजले मेरो रोहवरमा सहीछाप गरेको ठीक हो भनी प्रमाणित गर्ने :

कार्यालयको छाप : विभागीय/कार्यालय प्रमुखको नाम :  
 दस्तखत :  
 मिति :

## The work performance evaluation form

खण्ड - ख

राजपत्राङ्कित निजामती कर्मचारीको निमित्त वार्षिक कार्य सम्पादन मूल्याङ्कन फारामको ढाँचा  
 मूल्यांकन अवधि आर्थिक वर्ष ..... साल श्रावण महानादेशिब ..... साल आपाह मसान्तसम्म  
 विवरण पेश गरेको कार्यालय ..... दता नं. .... मिति .....

कर्मचारीको नाम ..... कर्मचारी सकेत नं. .... पद र श्रेणी .....

सेवा ..... समूह ..... उपसमूह .....

हाल कार्यरत कार्यालय ..... हालको पदमा नियुक्ति मिति .....

यस मूल्यांकन अवधिमा सुरुवा भएका कार्यालयहरु (क्रमशः) .....

.....

सुपरीवेक्षक समक्ष पेश गरेको मिति .....

सम्पादन काम (लक्ष्य नोकिएका र ननोकिएका) (१)	कर्मचारीले भने			कार्य सम्पादन सूचकाङ्क अनुसार सम्पादन कार्यको प्रगति (३)	कार्य सम्पन्न हुन नसकेका भाए साकेका कारण (४)
	कार्यसम्पादन सूचकाङ्क (२)				
	एकाइ (समय भएसम्म परिमाण, लागत र समय समेत उल्लेख गनपने)	अर्ध वार्षिक लक्ष्य	वार्षिक लक्ष्य		
कार्य विवरण र वार्षिक कार्यक्रम बमोजिमका कार्यहरु (क)					
(ख)					
(ग)					
(घ)					
(ङ)					
आफुनै पहलमा गरेका अन्य कार्यहरु					
(क)					
(ख)					
		१०० प्रतिशत	१०० प्रतिशत	अतिम प्रतिशत	

कर्मचारीको दम्नखत : ..... मिति .....

कार्य सम्पादन गर्न लागेको समयको मापनको आधार		कार्य सम्पादनको प्रगतिको मापनको आधार	
१। नोकिएको समय र सो भन्दा अगावै कार्य सम्पन्न भएमा -	अतिउत्तम <input type="checkbox"/>	१। ८०% देखि १००% सम्म -	अतिउत्तम <input type="checkbox"/>
२। कुन काम मध्ये १५% सम्म काम नोकिएको समयभन्दा पछि सम्पन्न गरेमा -	उत्तम <input type="checkbox"/>	२। ६५% देखि ७९.९% सम्म -	उत्तम <input type="checkbox"/>
३। कुल काम मध्ये ३०% सम्म काम नोकिएको समयभन्दा पछि सम्पन्न गरेमा -	सामान्य <input type="checkbox"/>	३। ५०% देखि ६४.९९% सम्म -	सामान्य <input type="checkbox"/>
४। कुल काम मध्ये ३०% भन्दा बढी काम नोकिएको समयभन्दा पछि सम्पन्न गरेमा -	न्यून <input type="checkbox"/>	४। ५०% भन्दा कम -	न्यून <input type="checkbox"/>

टिप्पणी :

- १। वार्षिक मूल्याङ्कनको लागि उपर्युक्त ढाँचामा महल, १, २, ३ र ४ सम्मको यथाथं विवरण भरी प्रत्येक वर्षको श्रावण सात गते भित्रमा सम्बन्धित कर्मचारीले सुपरीवेक्षक समक्ष पेश गर्ने प्रयोजनको लागि आफ्नो कार्यालयमा दता गनुपर्नेछ।
- २। सम्पादन कामको विवरणमा न्यूनतम ५ वटा कार्यहरु उल्लेख भएको हुनु पर्नेछ।
- ३। काम उल्लेख गर्दा सगठनको उद्देश्य अनुरूप र पदको कार्य विवरण तथा वार्षिक कार्ययोजनासग मिल्नु पर्नेछ।
- ४। वार्षिक लक्ष्य शुरुमा नै तोकन नमिल्ने कामको लागि वर्ष भरीमा सम्पादन गरिएका कामहरुलाई नै वार्षिक लक्ष्य मान्नु पर्नेछ।

खण्ड (ग)

पुनरावलोकन समितिको मूल्याङ्कन

पुनरावलोकन समिति समक्ष पेश गरेको मिति : .....

सुपरीवेक्षक र पुनरावलोकनकर्ताले गरेको मूल्याङ्कनमा सहमत भए सोही स्तरको अङ्क दिने अन्य स्थितिमा कैफियत खुलाई मूल्यांकन गर्ने

कर्मचारीको नाम :  पद :  श्रेणी :

व्यक्तिगत गुण एवं आचरण	स्तर	अति उत्तम	उत्तम	सामान्य	न्यून
	अङ्क	१	०.७५	०.५०	०.२५
(क) राजपत्राङ्कित प्रथम श्रेणीका निजामती कर्मचारीहरूको लागि					
(१) नीति विश्लेषण गर्ने क्षमता					
(२) छलफल तथा वाता गर्न क्षमता					
(३) विवेकको प्रयोग, निर्णय गर्ने क्षमता र मूल्याङ्कन					
(४) नेतृत्व र सगठनात्मक क्षमता					
(५) पेशागत स्वदेनशीलता (इमान्दारिता, गोपनीयता आदि)					
पूर्णाङ्क <input type="text"/> प्राप्ताङ्क अङ्कमा <input type="text"/> अक्षरमा <input type="text"/>					
(ख) राजपत्राङ्कित द्वितीय श्रेणीका निजामती कर्मचारीहरूको लागि					
(१) विषयवस्तुको ज्ञान र सिप					
(२) विवेकको प्रयोग र निर्णय गर्ने क्षमता					
(३) कार्य चाप बहन गर्न क्षमता					
(४) सृजनशीलता र अग्रसरता					
(५) श्रोत साधनको प्रभावकारी उपयोग					
पूर्णाङ्क <input type="text"/> प्राप्ताङ्क अङ्कमा <input type="text"/> अक्षरमा <input type="text"/>					
(ग) राजपत्राङ्कित तृतीय श्रेणीका निजामती कर्मचारीहरूको लागि					
(१) विषयवस्तुको ज्ञान र सिप					
(२) विवेकको प्रयोग र निर्णय गर्ने क्षमता					
(३) कार्य चाप बहन गर्न सक्ने क्षमता					
(४) सृजनशीलता र अग्रसरता					
(५) पेशागत स्वदेनशीलता (गोपनीयता र मर्यादा र्हन)					
पूर्णाङ्क <input type="text"/> प्राप्ताङ्क अङ्कमा <input type="text"/> अक्षरमा <input type="text"/>					

पुनरावलोकन समितिका पदाधिकारीहरूको

नाम	पद	कर्मचारी सङ्केत नं.	दस्तखत	कूल प्राप्ताङ्क : अङ्कमा	<input type="text"/>
१.				अक्षरमा	<input type="text"/>
२.					
३.					

द्रष्टव्य :

- यसरी पुनरावलोकन समितिमा प्राप्त हुन आएको कार्यसम्पादन मूल्याङ्कन फारामहरूको मूल्याङ्कन गरी समितिले भाद्र मसान्त भित्रै लोक सेवा आयोग र बहुवा समितिको साँचवालयामा पठाई सक्नु पर्नेछ ।
- पुनरावलोकन समितिले कुनै निजामती कर्मचारीलाई कार्यसम्पादन मूल्याङ्कन बापत १५ प्रतिशत भन्दा बढी र ७५ प्रतिशत भन्दा घटी अङ्क प्रदान गर्न परेमा सोको स्पष्ट कारण खुलाउनु पर्नेछ । प्राप्ताङ्कमा टिपेक्स लगाउने मूल्याङ्कनकर्तालाई अख्तियारवालाको विभागीय कारवाही गर्नेछ ।

सुपरीवेक्षक र पुनरावलोकन कर्ताको मूल्याङ्कन

सुपरीवेक्षक समक्ष पेश गरेको मिति : .....

पुनरावलोकनकर्ता समक्ष पेश गरेको मिति : .....

कार्य सम्पादनका स्तर (कार्यविवरणको आधारमा)	सुपरीवेक्षकको मूल्याङ्कन						पुनरावलोकनकर्ताको मूल्याङ्कन				
	स्तर	कुल अङ्क	अति उत्तम	उत्तम	सामान्य	न्यून	कुल अङ्क	अति उत्तम	उत्तम	सामान्य	न्यून
	अङ्क	१-२५	२-२५	४-२५	६-२५	८-२५	२५	२५	२	१-५	१
१) सम्पादन कामको समय परिमाण											
२) सम्पादन कामको समय लागत											
३) सम्पादन कामको समय समय											
४) सम्पादन कामको समय गुण											
जम्मा	२५						१०				
	कुल प्राप्त अङ्क	अङ्कमा	अक्षरमा				कुल प्राप्त अङ्क	अङ्कमा	अक्षरमा		
१५% भन्दा बढी र ७५% घटी अङ्क दिदा खुलाउनुपर्ने कारण	सुपरीवेक्षकको नाम : पद : कर्मचारीको सङ्केत नं : दस्ताखत : मिति :						पुनरावलोकनकर्ताको नाम : पद : कर्मचारीको सङ्केत नं : दस्ताखत : मिति : कैफियत				

समयलाई मूल्याङ्कन गर्ने सम्भव तर्कहरूमा हासिल गरेको समय परिमाण समेतको आधारमा विश्लेषण गरी मूल्याङ्कन गर्नु पर्नेछ । कुनै महत्वमा विवरण नभएको छुट्टै पानामा खुलाई प्रमाणित गरी संलग्न गर्नु पर्नेछ । सुपरीवेक्षक र पुनरावलोकनकर्ताले निजामती सेवा ऐनको दफा २४क र निजामती सेवा नियमावलीको नियम ७८ मा तोकिएको आधारमा मूल्याङ्कन गरी निजामती सेवा नियमालीको नियम ७८ख बमोजिमको अर्वाधम पुनरावलोकनकर्ता वा पुनरावलोकन समिति समक्ष पेश गर्नु पर्दछ । साथै निजामती सेवा ऐनको दफा २४ क को उपदफा ३ बमोजिम १५ प्रतिशतभन्दा बढी र ७५ प्रतिशतभन्दा घटी अङ्क प्रदान गर्नु परेमा सोको स्पष्ट कारण खुलाउनु पर्दछ । प्राप्त अङ्कमा टिप्पणी लगाउने मूल्याङ्कनकर्तालाई अख्तियारवालाको विभागीय कारवाही गर्नेछ ।

**दृष्टव्य :**

- १) निजामती कर्मचारीले भरेको अर्धवार्षिक मूल्याङ्कन फारामहरूको आधारमा सुपरीवेक्षकले राजपत्राङ्कित निजामती कर्मचारीको वार्षिक कार्य सम्पादन मूल्याङ्कन फारामको मूल्याङ्कन गरी श्रावण महिना भित्रै पुनरावलोकनकर्ताले प्राप्त गरि सक्ने गरी पेश गर्नुपर्नेछ ।
- २) पुनरावलोकनकर्ताले आफू समक्ष पेश भएको कर्मचारीको वार्षिक कार्यसम्पादन मूल्याङ्कन फारामको मूल्याङ्कन गरी भाद्र पन्ध्र गते भित्रै पुनरावलोकन समितिले प्राप्त गरिसक्ने गरी पेश गर्नुपर्नेछ ।
- ३) वार्षिक रूपमा गरिने कार्य सम्पादन मूल्याङ्कन बापत सुपरीवेक्षक वा पुनरावलोकनकर्ताले १५ प्रतिशतभन्दा बढी र ७५ प्रतिशत भन्दा घटी अङ्क दिनेमा सोको स्पष्ट कारण खुलाउनु पर्नेछ र ७५ प्रतिशत भन्दा घटी अङ्क दिनेमा सम्वन्धित निजामती कर्मचारीलाई जानकारी गराई निजले प्रतिक्रिया दिएमा सो समेत राखी पुनरावलोकन समिति समक्ष पेश गर्नु पर्नेछ ।

## Categorization of geographical regions

### अनुसूची- १६

(नियम ८० को उपनियम (२) सँग सम्बन्धित)

#### भौगोलिक क्षेत्रको विवरण

##### “क वर्ग”

- १ मेची अञ्चलको ताप्लेजुड
- २ कोशी अञ्चलको नुमसहित दक्षिण क्षेत्रबाहेक सम्पूर्ण सखुवासभा
- ३ सगरमाथा अञ्चलको सोलुखुम्बु
- ४ जनकपुर अञ्चल, दोलखा जिल्लाको लामोबगर र रोल्वालिङ क्षेत्र
- ५ बागमती अञ्चल, धादिङ जिल्लाको सेतीवास उत्तरको सिहार क्षेत्र
- ६ गण्डकी अञ्चलको मनाङ र गोरखाको सैर्दिवास उत्तरको लार्के क्षेत्र
- ७ धवलागिरी अञ्चलको टुकुचेभन्दा दक्षिणी क्षेत्र बाहेकको मुस्ताङ जिल्ला र उत्तरी बाग्लुङको ढोरपाटन क्षेत्र
- ८ राप्ती अञ्चलको रोल्पा र रूकुम
- ९ कर्णाली अञ्चलको हुम्ला, जुम्ला, मुगु, कालिकोट र डोल्पा
- १० भेरी अञ्चलको जाजरकोट
- ११ सेती अञ्चलको बझाङ र बाजुरा
- १२ महाकाली अञ्चलको दार्चुला

##### “ख वर्ग”

- १ मेची अञ्चलको पाँचथर
- २ कोशी अञ्चलको भोजपुर, तेह्रथुम र सखुवासभाको नुमसहित दक्षिणी क्षेत्र
- ३ सगरमाथा अञ्चलको ओखलढुंगा र खोटाङ
- ४ जनकपुर अञ्चल, दोलखा जिल्लाको लामोबगर र रोल्वालिङ क्षेत्र बाहेक बाँकी क्षेत्र, रामेछाप
- ५ बागमती अञ्चलको रसुवा जिल्लाको राम्चेभन्दा उत्तरको क्षेत्र
- ६ गण्डकी अञ्चलको लमजुङको खुदी उत्तरी क्षेत्र
- ७ लुम्बिनी अञ्चलको अर्घाखाँची र गुल्मी
- ८ धवलागिरी अञ्चलको म्याग्दी, पर्वत, मुस्ताङ जिल्लाको टुकुचेभन्दा दक्षिणी क्षेत्र र उत्तरी बाग्लुङको ढोरपाटन क्षेत्र र म्याग्दी जिल्लाको निरकोट पहाडबाट दक्षिणतर्फ बाग्लुङ

जिल्लाको तारा गाउँ विकास समितिमा पर्ने रातामाटा गाउँ हुँदै गुल्मी जिल्ला उत्तर दक्षिण अक्षांश रेखाको पूर्वी भाग बाहेकको बाग्लुङ

- ९ राप्ती अञ्चलको सल्यान र प्यूठान
- १० सेती अञ्चलको डोटी र अछाम
- ११ महाकाली अञ्चलको डडेल्धुरा र बैतडी
- १२ भेरी अञ्चलको दैलेख

"ग वर्ग"

- १ मेची अञ्चलको इलाम
- २ कोशी अञ्चलको धनकुटा
- ३ सगरमाथा अञ्चलको उदयपुर
- ४ जनकपुर अञ्चलको सिन्धुली
- ५ बागमती अञ्चलको सिन्धुपाल्चोक र सेतीवास उत्तरको सिन्धु क्षेत्रबाहेक बाँकी धादिङ जिल्ला र रसुवा जिल्लाको राम्चेसहित दक्षिण क्षेत्र
- ६ गण्डकी अञ्चलको तनहुँ, स्याङ्जा र सेदीवास उत्तरको लार्के क्षेत्रबाहेक बाँकी गोरखा र लमजुङ जिल्लाको खुदी उत्तरी क्षेत्रबाहेकको बाँकी भाग
- ७ लुम्बिनी अञ्चलको पाल्पा
- ८ म्याग्दी जिल्लाको निरकोट, पहाडवाट दक्षिणतर्फ बाग्लुङ जिल्लाको तारा गाउँ विकास समितिमा पर्ने रातामाटा गाउँ हुँदै गुल्मी जिल्लालाई छुने उत्तर, दक्षिण अक्षांश रेखादेखि पूर्व पर्ने बाग्लुङ जिल्लाको बाँकी भाग
- ९ राप्ती अञ्चलको दाङ
- १० भेरी अञ्चलको बर्दिया र सुर्खेत
- ११ सेती अञ्चलको कैलाली
- १२ महाकाली अञ्चलको कञ्चनपुर

"घ वर्ग"

- १ मेची अञ्चलको भद्रापा
- २ कोशी अञ्चलको मोरङ र सुनसरी
- ३ सगरमाथा अञ्चलको सप्तरी र सिराहा
- ४ जनकपुर अञ्चलको धनुषा, महोत्तरी र सर्लाही

- ५ बागमती अञ्चलको तुवाकोट र काभ्रेपलाञ्चोक
  - ६ नारायणी अञ्चलको बारा, पर्सा, रौतहट, चितवन र मकवानपुर
  - ७ गण्डकी अञ्चलको कास्की
  - ८ लुम्बिनी अञ्चलको रूपन्देही, नवलपरासी र कपिलवस्तु
  - ९ भेरी अञ्चलको बाँके
  - ३९९१० बागमती अञ्चलको काठमाडौं, भक्तपुर र ललितपुर
- “ड वर्ग” ३९९

सामान्य प्रशासन मन्त्रालय

**Questionnaire**

As a partial fulfillment of the requirements for the degree of Masters in Business Studies from Tribhuvan University, I am conducting a study in Promotion Management System at Ministry of General Administration. My thesis is titled “Promotion Management System at Ministry of General Administration”. I, therefore, would like to request you to kindly spare a few minutes to complete the questionnaire. Thank you in advance for your kind co-operation.

Your name as well as response will be kept confidential and will be used only for the purpose of this study.

---

Name:

Designation:

Organization:

Address:

Telephone/Mobile:

E-mail:

Signature:

---

1. How long are you using the system?  
a) >4 years      b) >2 < 4 years      c) >1 year < 2 years      d) < 1 year
2. Have you received any formal orientation (system operation training) of the system?  
a) Yes      b) No
3. How long do you think a new user should receive a formal orientation so as to get acquainted with the system?  
a) 4 weeks      b) 3 weeks      c) 2 weeks      d) 1 week
4. What percentage of the work has been done with the use of the system?  
a) >90%      b) >85%      c) >80%      d) < 75%
5. How do you find the interface of the system?  
a) Excellent      b) Good      c) Moderate      d) Bad
6. Is the system user-friendly?  
a) Very Friendly      b) Friendly      c) Not Friendly

7. In your opinion, how is the overall performance of the system?  
 a) Excellent      b) Good                      c) Moderate                      d) Bad
8. How often have you noticed inconsistency in the system?  
 a) Frequently      b) Sometimes                      c) Rarely                      d) Not at all
9. How often does the problem occur while using the system?  
 a) Frequently      b) Sometimes                      c) Rarely                      d) Not at all
10. Does the system have built-in help facility?  
 a) Yes                      b) No
11. If there is help facility in the system, does it help you properly to solve the problem that occurs while working in the system?  
 a) Yes                      b) No
12. If there is not help facility, how do you solve the problem when problem arises in the system?  
 a) Yourself                      b) Co-worker                      c) Your senior                      d) Consultant
13. Among the entered information, what percentage of data is up-to-date and correct?  
 a) >90%                      b) >80%                      c) >70%                      d) < 60%
14. Is the system based on Internet technology?  
 a) Yes                      b) No
15. How much technological knowledge do you have?  
 a) Adequate                      b) Moderate                      c) Not at all
16. Is the number of technical manpower in the ministry sufficient?  
 a) Yes                      b) No
17. Is there any technically sound manpower in the ministry who can handle the system smoothly?  
 a) Yes                      b) No
18. How do you find the reporting facility of the system?  
 a) Excellent                      b) Good                      c) Moderate                      d) Bad
19. When asked by your senior or other individual/institution for a report based on the system you are using, are you able to provide such reports?  
 a) Yes                      b) No
20. Does your ministry provide you any computer trainings (mostly related to the technology used in the system) to enhance your capabilities?  
 a) Yes                      b) No


Detailed questionnaire will be prepared consulting with the thesis guide during the study and data collection.

## Annexure VI

### Snapshots of the Promotion Management System of MoGA

The screenshot displays the MoGA website interface with the following sections:

- Welcome to Ministry of General Administration:** A blue header with a red underline. Below it is a small image of a building and a text block describing the ministry's role in regulating and managing the civil service.
- अधिकार प्रत्यायोजन (Authority Delegation):** A blue header with a white underline. Below it is a list of items including 'राज्यमंत्री' (Minister of State) and a 'More >>' link.
- Approved Reports & Directives:** A blue header with a white underline. Below it is a list of reports and directives, including 'निजामती कर्मचारी छात्रवृत्ति निर्देशिका २०६८', 'निजामती सेवा राष्ट्रिय दानीम नीति, २०५८', 'ब्यवस्थापन परिषद निर्देशिका २०६७', and 'Tahagat'. A 'More >>' link is also present.
- Promotion Result:** A blue header with a white underline. Below it is a 'Promotion Result' link.
- e-government system:** A red header with a white underline. Below it are input fields for 'Username' and 'Password', and a 'Login' button.
- EROPA SEMINAR 2010:** A grey header with a white underline. Below it is a link for 'EROPA SEMINAR 2010' and a 'More >>' link.
- Study Reports For Comments:** A grey header with a white underline.


**सामान्य प्रशासन मन्त्रालय**
| home | help | logout |

सिंहदरबार , काठमाडौं
 Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०३:१७:३१

सामान्य प्रशासन मन्त्रालय >बटुवा 2007-04-08

[My Profile](#) | [Change My Password](#) | [View My Login History](#)

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > संबद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्ना
- > admin
- > Back

मन्त्रालय सचिवालय आयोग निकाय

मन्त्रालय सचिवालय आयोग निकाय

उचित निकाय छान्नुहोस

-----

मन्त्रालय

सचिवालय

आयोग


निकाय

[Save](#)

सम्पर्क | सोदपुर्छ | सामाग

Internet

start
www.phpmyadmi...
Member's Page - ...
New Microsoft W...
ABHINAWA (F:)
EN
9:02 AM


**सामान्य प्रशासन मन्त्रालय**
| home | help | logout |

सिंहदरबार , काठमाडौं
 Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०९:०९:२९

सामान्य प्रशासन मन्त्रालय >बटुवा 2007-04-08

[My Profile](#) | [Change My Password](#) | [View My Login History](#)

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > संबद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्ना
- > admin
- > Back

सेवा

सेवा

समुह

सेवा

समुह

उपसमुह

सेवा


समुह

उपसमुह

[Save](#)

Internet

start
www.phpmy...
Member's Pa...
baldev sir
New Microsof...
EN
10:50 AM


**सामान्य प्रशासन मन्त्रालय**
| home | help | logout

सिंहदरबार, काठमाडौं
 Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०९:०९:४१

सामान्य प्रशासन मन्त्रालय > बटुवा 2007-04-08

[My Profile](#) | [Change My Password](#) | [View My Login History](#)

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > सम्बद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्सा
- > admin
- > Back

### अनुसूचीमा समावेश शैक्षिक योग्यता

श्रेणी	<input type="text"/>	सेवा	<input type="text"/>
समूह	<input type="text"/>	उपसमूह	<input type="text"/>
शैक्षिक योग्यता	<div style="border: 1px solid #ccc; padding: 2px;"> <ul style="list-style-type: none"> <li>जन्मभूमि विहार</li> <li>जन्मभूमि इधम</li> <li>जन्मभूमि हिन्दू</li> <li>जन्मभूमि तुदीय</li> <li>जन्मभूमि इधम</li> <li>जन्मभूमि हिन्दू</li> <li>जन्मभूमि तुदीय</li> <li>जन्मभूमि चतुर्थ</li> <li>श्रेणीविहीन</li> </ul> </div>	लह	<input type="text"/>


---

### निर्दिष्ट भएका शैक्षिक योग्यता

श्रेणी	<input type="text"/>	सेवा	<input type="text"/>
समूह	<input type="text"/>	उपसमूह	<input type="text"/>
शैक्षिक योग्यता	<input type="text"/>	लह	<input type="text"/>

Internet

start
www.phpmy...
Member's Pa...
baldev sir
New Microsof...
EN
10:50 AM


**सामान्य प्रशासन मन्त्रालय**
| home | help | logout

सिंहदरबार, काठमाडौं
 Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०९:०९:५६

सामान्य प्रशासन मन्त्रालय > बटुवा 2007-04-08

[My Profile](#) | [Change My Password](#) | [View My Login History](#)

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > सम्बद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्सा
- > admin
- > Back

### कर्मचारी विवरण फारम

<input type="text"/>	मन्त्रालय सचिवालय आयोग निकाय
कर्मचारी संकेत नं.	कर्मचारीको नाम
विवरण पेश गरेको कार्यालय	मिति
दर्ता नं.	
मूल्याङ्कन अवधि	देखि <input type="text"/> सम्म
१. पद	२. श्रेणी
३. सेवा	४. समूह
५. उपसमूह	६. कार्यालयको नाम

७. यस मूल्याङ्कनको अवधिमा सरुवा भएका कार्यलयहरू (क्रमशः)

सम्पर्क | सोदपुर्छ | सामाज्य |

Internet

start
www.phpmy...
Member's Pa...
baldev sir
New Microsof...
EN
10:51 AM

**सामान्य प्रशासन मन्त्रालय**

सिंहदरबार, काठमाडौं

Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०९:१५:५१

2007-04-08

My Profile | Change My Password | View My Login History

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > संबद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्ता
- > admin
- > Back

### कार्य सम्पादन मूल्याङ्कन फारम

सामान्य प्रशासन मन्त्रालय सचिवालय आयोग निकाय

कर्मचारी संकेत नं	<input type="text"/>	कर्मचारीको नाम	<input type="text"/>
विवरण पेश गरेको कार्यालय	<input type="text"/>	मिति	<input type="text"/>
दर्ता नं.	<input type="text"/>		
मूल्याङ्कन अवधि	<input type="text"/>	सम्म	<input type="text"/>
देखि	<input type="text"/>		
१. पद	<input type="text"/>	२. श्रेणी	<input type="text"/>
३. सेवा	<input type="text"/>	४. समूह	<input type="text"/>
५. उपसमूह	<input type="text"/>	६. कार्यालयको नाम	<input type="text"/>

७. यस मूल्याङ्कनको अवधिमा सत्या भएकको कार्यालयहरू (क्रमशः)

**खण्ड (क)**  
सम्पादित कार्यको विवरण

कुनै काम सम्पादन हुन नसकेको भए त्यसका कारणहरू

कारणहरू	कारणहरू	समाधान गर्न गरिएका प्रयासहरू
---------	---------	------------------------------

**सामान्य प्रशासन मन्त्रालय**

सिंहदरबार, काठमाडौं

Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०९:०५:२९

2007-04-08

My Profile | Change My Password | View My Login History

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > संबद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्ता
- > admin
- > Back

### खुल्ता मूल्याङ्कन फारम

कर्मचारी संकेत नम्बर	<input type="text"/>	कार्यालयको नाम	<input type="text"/>
कर्मचारीको नाम	<input type="text"/>	पद	<input type="text"/>
श्रेणी	<input type="text"/>	सेवा	<input type="text"/>
समूह	<input type="text"/>	उपसमूह	<input type="text"/>

सेवा अवधि

नियुक्ति मिति (yyyy/mm/dd)	<input type="text"/>	ज्येष्ठता गणना हुने मिति	<input type="text"/>
असाधारण विदा	<input type="text"/>	देखि (yyyy/mm/dd)	सम्म (yyyy/mm/dd)
		<input type="text"/>	<input type="text"/>
गयल कटौती	<input type="text"/>	देखि (yyyy/mm/dd)	सम्म (yyyy/mm/dd)
		<input type="text"/>	<input type="text"/>
अस्थायी सेवा श्रेणी	<input type="text"/>	देखि (yyyy/mm/dd)	सम्म (yyyy/mm/dd)
		<input type="text"/>	<input type="text"/>

शैक्षिक



| home | help | logout |

## सामान्य प्रशासन मन्त्रालय

सिंहदरवार, काठमाडौं

Welcome जोशी, बलदेव प्रसाद | Activities ActivityCount | Logged in at ०९:०७:१७

सामान्य प्रशासन मन्त्रालय > बटुवा 2007-04-08

My Profile | Change My Password | View My Login History

- > मन्त्रालय सचिवालय आयोग निकाय
- > सेवा
- > संबद्धता /अनुसुचि
- > कर्मचारी विवरण फारम
- > का.श.मु.
- > खुल्सा
- > admin
- > Back

कर्मचारिको नाम : बलदेव प्रसाद जोशी

Administration	from	to
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

[Save Permission](#)

सं. नं.	जन्मदिनको सङ्ख्या	data entry	edit	reedit	from	to
1	open	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
2	kasamu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
3	kasamu Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

[Save Permission](#)

Internet

start | www.phpmy... | Member's Pa... | baldev sir | New Microsof... | EN | 10:52 AM

**बटुवाका संभाव्य उम्मेदवारहरूको कार्यक्षमताको आधारमा तथार पारिचको योग्यताक्रम नामावली**

पद र श्रेणी:-

सेवा:-

सम्बन्ध/उपसम्बन्ध:-

बटुवा सुचना नं. :-

बटुवा समितिको बैठक संख्या:-

नेपाल प्रशासन सेवा

सामान्य प्रशासन समूह /

पदपूर्ति हुने संख्या :-

दुखास्त दिने उम्मेदवारहरूको संख्या:-

कायम भएकको संभाव्य उम्मेदवार संख्या:-

अंक गणना अवधि:-

मिति:-

सम्म

२०६८.१२.२६

योग्यता क्रम नं.	कर्मचारी संकेत नं	कर्मचारीको नाम	कुन प्रासङ्क
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