

**EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL  
LEVEL  
WITH REFERENCE TO KIRTIPUR MUNICIPALITY**

**Submitted to:**  
Central Department of Public Administration  
Faculty of Management  
Tribhuvan University, Kathmandu, Nepal

**Submitted By:**  
Ajay Krishna Parajuli  
MPhil Scholar  
Roll No: 391/2019  
T.U. Registration No: 5-1-50-14-2005

In the partial fulfillment of the requirement for Degree of MPhil in Public  
Administration.  
Balkhu, Kathmandu  
October, 2023

EFFECTIVENESS OF SERVICE DELIVERY AT  
LOCAL LEVEL  
WITH REFERENCE TO KIRTIPUR MUNICIPALITY

Submitted to:

Central Department of Public Administration  
Faculty of Management  
Tribhuvan University, Kathmandu, Nepal

Submitted By:

Ajay Krishna Parajuli

MPhil Scholar

Roll No: 391/2019

T.U. Registration No.: 5-1-50-14-2005

In the partial fulfillment of the requirement for Degree of MPhil in  
Public Administration.

Balkhu, Kathmandu

October, 2023



# Tribhuvan University Central Library



Kirtipur, Kathmandu, Nepal

Ref. No. ....

Date: 2023-10-08


## Plagiarism Test Report

The M. Phil. Thesis titled **EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL LEVEL WITH REFERENCE TO KIRTIPUR MUNICIPALITY** submitted by **Ajaya Krishna Parajuli** for a plagiarism test on 10/08/2023 has been checked by the iThenticate plagiarism checker software. The software found an overall similarity index of 04% based on the following criteria.

### Criteria:

- Quotes - Excluded
- Bibliography - Excluded
- Exclude Sources Matches - 1%
- Exclude Words Matches - 10 Words
- Abstract - Excluded
- Methods and Materials - Not Excluded

Note: Kindly be advised that the similarity index produced by software may not comprehensively reflect the caliber and criteria of the document. Consequently, it is highly advisable for the appropriate authority to manually assess the examined file to ascertain its adherence to the essential benchmarks of being articulate, well-investigated, and upholding academic integrity.

  
Sagar Raj Subedi  
(Acting Chief)

# EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL LEVEL

By: Ajaya Krishna Panthali

As of: Oct 8, 2022  
24,184 words - 277 sources

Similarity Index

4%



STDS  
08/10/22

Similarity Report

Copy text

## DECLARATION OF AUTHORSHIP

EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL LEVEL WITH REFERENCE TO KIRTIPUR MUNICIPALITY Ajaya Krishna Panthali

CHAPTER I INTRODUCTION This chapter aims to provide background information for explaining the effectiveness of service delivery at the local level in Nepal. This chapter consists of the research background, research problem, the research objective, limitations of the study and organization of the thesis.

1.1 Background The Local Government Operation Act (2074) is being launched to manage all the local service delivery and governance concerns. It also acted to eradicate the demerits of the Local Self Governance Act-2055. According to LOGA-2074, the local level is the rural municipality, municipality or district assembly. The local level in this study refers to the municipality or the lowest tier of government mechanism that directly provides services to citizens. Municipal offices and ward offices are the service delivery units at the local level (Paudel, 2017). Local units are formed to manage the public-related problems, issues and delivery of services close to the people. Public service is difficult to define because it depends on the context and tradition of a given country and the state's organization, rules and regulations. Public service composition also has several definitions. The OECD (2022) defines it in terms of what information needs to be provided by a citizen or business and when and how it needs to be provided in the public service request and delivery process. Public services cover all interactions between citizens, businesses and their governments at all levels. Public service means any interaction between public bodies, citizens, businesses and other users of services that takes place directly or through intermediaries. It includes well-known state services, such as health care, education, police, fire or welfare, but is also broader than this. They also include every instance in which citizens, businesses and others come into contact with the administration, and some form of information exchange occurs: registering, licensing, applying, paying, borrowing, or making an inquiry. Public services are mostly intangible but can also involve physical works or the supply of goods. (European Commission, 2017) The public sector is collectively the world's largest service provider. Traditionally, the public sector has been seen as a passive vehicle for executing social policy mandated by legislation. The state is primarily accountable for delivering all government goods and services. The state has a very important role in making essential public goods and services available to ensure a certain minimum level of well-being for everyone in need (Ramachandran, 2014). Every state, in line with institutions, culture, traditions, law and their choice for citizens, communities and individuals, organizes its government services as a mandatory function. In recent decades, Nepal has played a significant role in providing services to its people. Willingness of the people and improvement of service delivery are good indicators of "good governance". The marginalization of various communities by their geographic location away from the centre, exclusion on account of ethnicity and alienation from the state machinery has left many people outside the Government's Service. There have been genuine efforts to improve service delivery through the legislation of the "Good Governance Act", the introduction of the "citizen charter", "e-governance", and the implementation of the "right to information" provisions. There are further opportunities for improving service delivery through better governance, the application of information and communication technology, the empowerment of



## DECLARATION OF AUTHORSHIP

This is to certify that this thesis comprises only my original work, and no part of this research has been used for the award for another course or degree. I declare that any part of this work is my own. I have indicated that it is my own by acknowledging the source of that part or those parts of the work.



Ajay Krishna Parajuli

October, 2023

## RECOMMENDATION LETTER

Master of Philosophy in Public Administration (M.Phil) Program

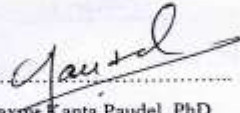
This is to certify that the thesis

Submitted by:

Ajay Krishna Parajuli

### EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL LEVEL WITH REFERENCE TO KIRTIPUR MUNICIPALITY

has been prepared as approved by this program in the prescribed format of the Faculty of Management, Central Department of Public Administration. This thesis is forwarded for examination.

  
Laxmi Kanta Paudel, PhD  
Thesis Supervisor

Date: 2080/06/22

## VIVA-VOCE SHEET

We have conducted the viva-voce examination of the thesis

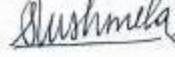
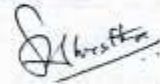
Submitted by :  
Ajay Krishna Parajuli  
entitled

**"Effectiveness of Service Delivery at Local Level with Reference to Kiratipur Municipality"** and found the thesis to be the original work of the students and written according to the prescribed format. We recommend the thesis to be accepted as the partial fulfillment of the requirements for the Master of Philosophy.

### Evaluation Committee

1. Prof. Yashoda Kumari Kafle
2. Prof. Dr. Shreekrishna Shrestha
3. Prof. Dr. Purushottam Sharma
4. Dr. Susmita Acharya
5. Dr. Buddhiman Shrestha (Member Secretary)
6. Dr. Laxmi Kanta Paudel

Signature



Date: 2080-02-14

## **ACKNOWLEDGEMENT**

At the moment of completing this thesis, I thank everyone who helped me during my study. I would especially like to express my sincere gratitude to my supervisor, Dr. Laxmi Kanta Paudel, for this endless commitment, guidance and support throughout the research period. I sincerely thank Prof. Yashoda Kafle, Head, Central Department of Public Administration, Tribhuvan University, Dr Buddhiman Shrestha, Coordinator, Central Department of Public Administration, and other respected professors of Public Administration Campus for their inspiration and academic support.

I am thankful to the University Grant Commission, Nepal, for providing financial support to pursue this study. I would also like to sincerely thank the Campus Chief, Mr. Hari Bhakta Shahi, for his positive support and encouragement. Similarly, I sincerely thank the librarian and all administrative staff at the Public Administration Campus. I am grateful to Er. Prabin Babu Dhakal for his help during my study and data analysis through SPSS, I am especially thankful to the administrative staff of the Kirtipur municipality office for their support in the data collection. I also sincerely thank all of my respondents and informants for providing their valuable responses and information in my questionnaire. I thank my colleagues and friends- Mr Sudil Ghimire, Mr Sunil Khanal, Mr Binod Shahi, Ms Rita Bhandari, and Mr Shahadev Gautam, with whom we shared stress, courage and knowledge.

I am greatly indebted to my parents for their continuous support and encouragement in the pursuit of knowledge.

Finally, I am indebted to my wife, Dina G.C., for her support in completing my thesis. I dedicate this thesis to my family.

Ajay Krishna Parajuli  
August, 2023



## **Executive Summary**

It is clear that globalisation has brought significant changes to government mechanisms. The role of government has become more complex and diversified today. Governmental plans and policies are the instruments of the service delivery. The public service achieves this function by converting government plans and policies into action. Local-level offices are the subunits of the central government and help with the plans and programs developed and initiated by the central government. Thus, there is a need to analyse the various ways of delivering services and the determinants of effective service delivery at the local level.

This study, entitled "Effectiveness of Service Delivery at the Local Level, with Reference to Kirtipur Municipality", examines the determinants of effective service delivery. The study analysed the service delivery system, various determinants of effective service delivery and the different service delivery models.

The study used both qualitative and quantitative methods for its research methodology. The main achievement of the study is to explore new knowledge and ideas regarding service delivery in the context of federalism from present perspectives. The effectiveness of the service delivery at the local level was measured by using the different components such as accessibility, adequacy, responsiveness, competencies, reliability, awareness, communication and attitudes, and the findings revealed that people's participation, public information, proper communication between service receivers and service providers, knowledge of service providers on ICT and attitudes and behavior of service providers of the local bodies make significant change in service delivery. This result shows the effectiveness of service delivery at the local level.

## **TABLE OF CONTENTS**

<b>Contents</b>	<b>Page No.</b>
Plagiarism Test Report	I
Declaration	II
Recommendation Letter	III
Viva-voce sheet	IV
Acknowledgement	V
Executive Summary	VI
Table of Contents	VII
List of Tables	X
List of Figures	XI
Abbreviation	XII

### **CHAPTER I**

#### **INTRODUCTION**

1.1 Background	1
1.2 Research Problem	5
1.3 Objective of the Study	5
1.4 Significance of Study	6
1.5 Limitation of the Study	7
1.6 Organization of Study	7

### **CHAPTER II**

#### **LITERATURE REVIEW**

2.1 Introduction	8
2.2 Public Service Delivery: A Conceptual Overview	8
2.3 Models of Service Delivery	13
2.4 Theoretical Framework of Public Service Delivery:	16
2.5 Role of Government	17
2.6 Characteristics of Public Services	22

2.7 Functions of Public Service	24
2.8 Barriers to Public Service Delivery	25
2.9 Determinants of Effective Public Service Delivery	27
2.10 Public Service Delivery at Local Level	28
2.11 Conceptual Framework	31
2.12 Conclusion	41

### **CHAPTER III**

#### **RESEARCH METHODOLOGY**

3.1 Introduction	43
3.2 Research Methods	43
3.3 Brief Profile of Study Area	44
3.4 Selection of Study Area	45
3.5 Methods of Data Collection	45
3.6 Data Collection Procedure	47
3.7 Data Analysis Procedure	48
3.8 Inferential Statistics	49
3.9 Data Quality Assurance	49
3.10 Ethical Consideration	50
3.11 Conclusion	50

### **CHAPTER IV**

#### **DATA PRESENTATION AND ANALYSIS**

4.1 Introduction	51
4.2 Characteristics of Respondents	52
4.3 Awareness of Services	54
4.4 Timely Delivery of Service	54
4.5 Matter Most in Service Delivery	55
4.6 Impact of Usage of ICT in Service Delivery	56

4.7 Ways of Getting Timely Service	57
4.8 Reliability of Services	58
4.9 Accessibility of Services	59
4.10 Competencies of Service Provider	60
4.11 Service Delivery Cost	61
4.12 Satisfaction with Online Service	62
4.13 Conditions of Demands and Supply of Service Delivery	63
4.14 Quality of Service Delivery	64
4.15 Status of E-governance System in Service Delivery	65
4.16 Institutional Arrangement	66
4.17 Role of Service Provider	67
4.18 Quality of Service Provider	68
4.19 Inferential Analysis	69
4.20 Problems, Challenges and Opportunities in service delivery	77
4.21 Findings of the Study	78
4.22 Conclusion	83

## **CHAPTER V**

### **SUMMARY AND CONCLUSIONS**

5.1 Summary	85
5.3 Conclusion	88

### **References**

### **Appendix:**

Appendix I: Survey Questionnaire

## LIST OF TABLES

<b>Table No.</b>	<b>Contents</b>	<b>Page No.</b>
2.1	Administration Division of Nepal	29
3.1	Population of the Study	47
4.2	Demographic Characteristics of Respondents	52
4.3	Awareness of the Service	54
4.4	Timely Delivery of Services	55
4.5	Matters on Service Delivery	56
4.6	Impact of ICT in Service Delivery	57
4.7	Ways of Getting Timely Service	58
4.8	Reliability of Service	59
4.9	Accessibility of Service	60
4.10	Employee of Competence in Providing Service	61
4.11	Service Delivery Cost	62
4.12	Satisfaction with Online Service	63
4.13	Conditions of Demand and Supply	64
4.14	Quality of Services	65
4.15	Status of E-governance	66
4.16	Institutional Arrangement	67
4.17	Role of Service Provider	68
4.18	Quality of Service Provider	69
4.19	People's participation and effective PSD Cross tabulation	72
4.20	Public information and effective PSD Cross tabulation	73
4.21	Knowledge on ICT and effective PSD Cross tabulation	74
4.22	Proper communication and effective PSD Cross tabulation	75
4.23	Attitude and behavior and effective PSD Cross tabulation	76



## **LIST OF FIGURES**

<b>Figure No.</b>	<b>Content</b>	<b>Page No.</b>
1	Relationship between State, Service Provider and Service Receivers	17
2	Conceptual Framework of the Effective Service Delivery	41

## **ABBREVIATION AND ACRONYMS**

ABR	:	Administrative Burden Reduction
AD	:	Anno Domino
ADB	:	Asian Development Bank
ARC	:	Administrative Reform Committee
CC	:	Citizen Charter
CDPA	:	Central Department of Public Administration
DDC	:	District Development Committee
DCC	:	District Coordination Committee
GON	:	Government of Nepal
GRP	:	Governance Reform Program
ICT	:	Information Communication and Technology
LG	:	Local Government
LSGA	:	Local Self Governance Act
LGOA	:	Local Government Operation Act
NPA	:	New Public Administration
NPM	:	New Public Management
NPG	:	New Public Government
OECD	:	Organization for Economic and Co-operation and Development
OPA	:	Old Public Administration
PA	:	Personnel Administration
PSD	:	Public Service Delivery
SD	:	Service Delivery
SPSS	:	Statistical Package for Social Science
UNDP	:	United Nations for Development Program
WB	:	World Bank