

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 beneficiaries, inclusive development policies and the strengthening of the capacities of the service delivery agencies (Paudel, 2017). The concept of service delivery started with the state and the government. The concept of an efficient, accountable and citizen-centric government emerged in the 1980s. In 1982, Prime Minister Margaret Thatcher established the organization's "Next Step Agency," which helped to minimize the inefficient, badly managed and unresponsive administration.

Delivery of common goods and services is one of the principal functions of the state and the government; it denotes a process by which the concerned organizations are required to provide goods and services to the target population. The state has been involved in

providing welfare to its citizens. It is the system or mechanism that allocates the benefits of an organization in the form of goods and services. Service delivery is one of the government's most important functions, which can improve service delivery through a combination of functions like policy, enactment of laws, and provision of regulating mechanisms, fixing standards and monitoring services provided by other sectors. "Service is an activity or series of activities of more or less intangible nature that normally but not necessarily take place in the interaction between customer and service employees and physical or intangible goods for and the system of the service provider that is provided as solutions to customer problems" (Gronroos, 1990).

The Government of Nepal has provided many goods and services to its people since ancient times in different ways. After the unification of Nepal by Prithivi Narayan Shah, services were provided at the centre level, which was not easily accessible at the local level. When democracy was established in 2007, the local bodies got some power and authority from the central government, which is a form of decentralization. The distribution of power, authority and responsibility towards the local level is called decentralization. The goods and services delivered by the public sector have a vital role in maintaining, promoting and improving the quality of people's lives. So, the governments provide different goods and services through the central and local bodies (Parajuli, 2019).

When the people's demands and supply from the government's side meet simultaneously, public service delivery plays a vital role in promoting and maintaining the quality of life. "All activities delivered by the government for the fulfilment of the needs that society requires are known as public services" (Anwaruddin, 2005). Also, the authentic expectation of the public is that they have the right to get necessary goods and services. "Public services are not a privilege in a civilized and democratic society; they are legitimate expectations" (WPTPS, November 24, 1995). So the government, through local bodies, province-level bodies and central government, provides different types of goods and services according to the constitution of Nepal (2072).

The public administration, particularly the local bodies, mainly provide three types of services: (i) administrative services, which include various kinds of formal documents such as national identity cards, vital event registration certificates, and driving licenses; (ii) goods or services that facilitate different needs, such as distribution of food, meeting daily needs, installation of telephones, drinking water supply, electricity networks and (iii) facilitating services that include different kinds of public facilities, such as education, health care, mail delivery, transportation, (Anwaruddin, 2005). Public service is different from public goods as "public goods have the characteristics of excludability and divisibility" (Oppenheimer, 1972)

As most countries have a decentralized governance system, a centralized government could not provide sufficient goods and services at the local level as per local demand. Decentralization systems are believed to ensure the efficiency and quality of public service delivery by devolving resources and decision-making power to the local Government (Robinson, 2012). It is clear that decentralization gives the power and authority to the local level to make the policy they want, so it maximizes productivity and allows better decisions on the allocation of resources.

Liberalization, privatization and globalization spread all over the world after the 1990s. Due to this LPG concept, most countries are taking new steps towards good governance, the rule of law and democratic principles. Decentralization is one of the best tools for good governance. Decentralization will ensure public services that meet the constituents' needs in a given jurisdiction (Furtado, 2002). Local governments have greater knowledge of the priorities in their areas than central governments. Therefore, they are more responsible for managing local issues and problems because local people elect them. In the context of Nepal, decentralization (federalism) is a new concept, but it is the most popular mode of development at the local level. It focuses on the involvement of the local level in every aspect of the developments, like production, consumption and distribution of goods and services at the grassroots level. The development of the Decentralization Act 2039, the promulgation of the Local Self Governance Act 2055 and the Local Government Operation Act 2074 are the pioneers of the continuous movement for decentralized governance systems and public service delivery (Paudel, 2017).

1.2 Research Problem

The Nepal government has been emphasizing effective and efficient public service delivery. The government's main agenda is efficient, responsive, competent, and prompt service delivery. In the context of Nepal, central, provincial and local bodies all have authority. They are responsible for delivering the basic services to the people faster, easier and more efficiently. However, the concept of public service delivery has developed with the development of the state. From the period of Prithivi Narayan Shah, public service delivery was germane in visible form but became more practical after the restoration of democracy in 2007 BS. The development of periodic plans, the Decentralization Act 2039, the Local Self-Governance Act 2055, the Local Self-Governance Regulation 2056, and the Local Government Operation Act 2074 emphasize the role of local bodies in public service delivery (Parajuli, 2019). The Government of Nepal is providing service delivery based on different plans and policies. It has many policies that are good enough and of a high standard, but when it comes to applying them in practice, the government fails to do so due to the weak implementation of the plan and policies.

The study's main research question is, "What is the status of service delivery effectiveness at the local level?" Other research questions to support the main question are as follows:

- a) What are the bases for effective service delivery?
- b) Are service receivers satisfied with the present public service delivery system?
- c) What types of challenges are public officials facing during service delivery?
- d) What are the factors affecting service delivery at the local level?

1.3 Objective of the Study

The study's primary objective is to examine the service delivery system to the people at the local level and their satisfaction with the provided services. The other specific objectives are as follows:

- a) To measure the satisfaction level of beneficiaries with service delivery.
- b) To analyze factors affecting service delivery at the local level.

1.4 Significance of the Study

This study mainly focuses on service delivery and its effectiveness. Many studies have been conducted on service delivery, but only some have been conducted on effective service delivery after federalism. This kind of study added some knowledge to the existing literature on central Government, Provincial Government and local government service delivery. This research discovered the government's accountability responsibility in public service delivery.

David Brayen (2019) states that "federalism" is the division of sovereignty or ultimate governing authority between national and state governments. Federalism is the best form of decentralization. It helps bring decision-making closer to the citizen. Therefore, plan policies and programs that better understand local demands and aspirations (Furtado, 2002). Fulfilment of the needs at the three levels shows the people's satisfaction. The satisfaction level of beneficiaries can measure the efficiency and effectiveness of the central, provincial and local bodies (Paudel, 2017). Federalism attempts to reconcile the inconsistent claims of the national sovereignty of states. Sovereignty consists of forming the constitution, under which the ordinary powers of sovereignty are elaborately divided between the common or national government and the separate states. (Anderson, 2008).

This research may help get attention to the concerned organization regarding education service delivery. Not only this, but this research also exposes the process of service delivery. It also shows the issues and challenges of the central, provincial and local bodies in the service delivery process. It may also provide different data and suggestions to the government for effective service delivery. The conclusions and recommendations based on the research findings would be useful for decision-making bodies to understand different problems related to the challenges of central, provincial and local government in service delivery. Finally, this study may reveal new ways to lead future researchers to further studies in the same field.

1.5 Limitations of the Study

The research is limited from the perspective of service receivers and service providers at the local level and its effectiveness in public service delivery. This research is a small-scale study prepared for the supplementary fulfilment of the M.Phil. Degree. The respondents also remain limited. This research concerns a limited area.

- a) This study only focuses on the service delivery by the Kirtipur municipality.
- b) Research is conducted in a limited area.
- c) The respondents' personal biases and other external factors during the time of the survey are not taken into consideration.

1.6 Organization of the Study

There are five chapters in this thesis. Chapter I provide an overall view of the research background. This chapter includes the background, research problem, objectives, limitations and significance of the study

Chapter II mainly discusses the conceptual and theoretical aspects of public service delivery. This chapter focuses on the literature on the definition of service delivery, its types, historical background and the present service delivery conditions at the local level.

Similarly, research methodology is presented in Chapter III. This chapter discusses the methodology that was used throughout the whole study. This chapter includes, research design, sources of data, population and sample size, data processing and data analysis procedure

The data collected from the fieldwork is analyzed and expressed in this Chapter IV. This chapter is about the presentation and data analysis with specific research methodologies. The objectives of the thesis are analyzed in this chapter.

On the basis of data analysis and presentation, the whole thesis is concluded in Chapter V. This chapter discusses the summary and conclusion of the whole research.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the theory of public service delivery and some of the theoretical and empirical debates raised. Here, a few public service delivery models have been reviewed that support the development of the independent variables chosen for the study and help establish a relation between dependent and independent variables. Based on these models, a conceptual framework is developed. Finally, a set of hypotheses has been prepared to be tested and discussed.

2.2 Public Service Delivery: A Conceptual Overview

Public service delivery is the mechanism through which public services are delivered to the public by local, municipal or federal governments (IGI Global, 2020). The government provides essential public services to its citizens. It works as a policy implementation instrument between the government and the public. The government provides these services via its administrative channels.

Service can be defined as the performance of work or duty by an official or an act of helping others, or power to control or use resources, or an organization or system providing the public with something useful or necessary (The Universal Dictionary 1961; 413). Service delivery focuses on delivering a service or product by a public authority to a citizen.

Most countries try to make public service delivery efficient and effective, but no panacea exists to solve the existing problems. Modern technological advancements have been suggested to make service delivery more effective and efficient while providing services for citizens. Improving public services requires making policymakers, public servants and service providers accountable to citizens and promoting citizen engagement and trust in public institutions (World Bank, 2015). According to Aristotle, "The state exists not merely to make life possible, but to make life good. All actions of the executive authority

of a state should thus be directed at ensuring the continued existence of the state”. But the state should also realize that people do not only want to exist; they want to exist in an orderly environment and state (Boetes et al., 1992, p. 3)

Service is an activity or series of more or less intangible activities that normally but not necessarily take place in the interaction between customer and service employees and physical or intangible goods for and the system of service provider which are provided as solutions to customer problems (Gronroos, 1990).

Hanekom et al. (1987: 11) opined that public administration's core is the basic public services, such as policing and property protection. Cloete (1978: II) adds that the main purpose of establishing the Governmental institutions is to serve the people continuously. All activities delivered by the government for the fulfilment of the needs that society requires are known as public services (Anwaruddin, 2005).

Public service delivery is the act of providing a service to citizens, and public service is different from public goods as public goods have the characteristics of excludability and divisibility (Frohlich, 1978).

Public service delivery is the concern of regulating the what, when, and how of services. It denotes an articulated and systematic attempt to make goods and services available to the customers and improve the state of delivery based on the feedback or information received from the customers and the overall evaluation of the service delivery mechanism. (Rana, 2008)

Public service clarifies that it is a mechanism with which all the stakeholders are directly or indirectly associated. Public service encompasses not just the well-recognized services the state provides, such as health, education, police, fire service, welfare, and social services. It covers all aspects of people's lives, from pre-womb to post-tomb. (Quality of Public Administration, EU, 2017).

The decentralization system is believed to ensure the efficiency and quality of public service delivery by devolving resources and decision-making power to the local

Government (Robinson, 2003.p.8). Public services by the local body mean the services the local government provides to its citizens that may be with cost or free of cost.

According to Smith (1752), those public institutions and those public works that are of such a nature that the profits could never repay their expenses to any individual or small number of individuals and that it cannot be expected, therefore, that any individual or small number of individuals could ever correct or maintain, the public sector cannot be provided for private gain. Those services vital to the community's survival are called public services.

Public service delivery is how the government executes and implements its plans and policies for the people. The government has a crucial role in delivering services from different public or private organizations for the welfare of the people. Public service delivery covers a wide range of services. The paradigm of service delivery is changing in modern times. Traditional public services were mainly focused on two facts: tax collection and security. Health care, education, administrative services, and the delivery of licenses and permissions are demands of modern society. Service delivery is also defined as contact between the two parties within the prescribed rules and regulations to provide goods and services. The modern governance system is focused on effective, predictable, reliable and customer-friendly manners in public service delivery. The citizens' demands are increasing daily due to the democratic and welfare governance system, which results in numerous demands and complexity in public service delivery. The use of information and communication technologies in service delivery makes service more effective and reduces service costs, both in time and money.

According to Specht (1974), service delivery is effective when the administration is going from centralized form to decentralization, combining services such as health, education and welfare, offering a single service, locating services under one roof or maintaining separate facilities physically, coordinating their efforts or communicating, or relying on professionals or employing customers to give services and transferring decision-making authority to the community or service users.

When the government makes policy to replicate the grassroots demands and tries to address the people's demands, and service is delivered per the rules and regulations, then quality public service is delivered.

SIGMA assists countries in enhancing service delivery practices by supporting the development, revision and implementation of regulations to ensure consistent and coherent administrative procedures and public liability, by offering expertise in the use of quality assurance tools, and by providing diagnostic tools to help monitor, assess and re-design the service delivery processes.

Public officials help the government by converting its plans into actions through which they provide different services. Nepal's Public service delivery is becoming more efficient and effective in delivering goods and services to the people due to the decentralization of the governance system. Nepalese public service delivery is criticized for being rigid and system-oriented; it is also blamed for being influenced more by political motives than established rules and norms (Baral et al., 2004). Several studies have shown that personal connections are the most important factors for getting things done in the public sector in Nepal (Baral et al., 2004; Jamil, 2007; Aryal, 2008; Dahal et al., 2002). Now, citizens are satisfied with their local goods and services and express greater support for federalism. However, local institutions need help to satisfy their demands. In that case, citizens may express their discontent with local governments and be increasingly dissatisfied with how democracy works in the entire nation (Montalvo, 2009).

The public service delivery strives to meet client demand for innovative public service delivery, which a solution especially seeks to (World Bank, 2015).

- To discover the problems and barriers to service delivery and tools for solving them based on local issues and problems.
- Develop specific problem-solving tools for specific problems and challenges in service delivery.

- Enhance the service delivery mechanism to address the citizen's choice, voice and rights and reform political, managerial, institutional and sustainable sector-wise solutions.
- Disseminate all the experience of the public officials, which helps to understand the service delivery problems and solutions.

Public services may be provided either directly or indirectly to the citizens. Getting public service according to the rules and regulations is the citizen's right and the government's obligation to deliver public goods and services. The state has a very important role to play in making available essential public goods and services that ensure a certain minimum level of well-being to everyone in need of them. (Ramachandran, 2014)

The services would generally be required in large numbers, yet the financial and other resources available are always limited. At the same time, the quality of services is mainly constrained by managerial inefficiency. Governments resort to continuous improvement to improve the quality and quantity of service delivery.

Public service delivery is a complex phenomenon. It has a wide array of issues and problems, demands and supplies; in that case, more than the expertise and experience of government officials is needed to address and understand the service receivers' demands and aspirations. Service users should be involved in expressing their needs and expectations; this approach helps to establish a new relationship between the administrator and the citizens, which helps to gain insight into their perceptions, expectations and commitment through active participation. (European Commission, 2017).

The people's trust in government is one of the beauties of democracy. In a democratic context, service providers are always ready to answer the questions raised by the people's side, and they are also ready for criticism and feedback on their services. Such feedback, criticism, comments, complaints and suggestions are the best sources of information to improve service standards and quality. The following are the barriers to quality and effective service delivery in Nepal (Paudel, 2017).

- The main barriers to effective public service delivery are corruption, bribery, bureau pathology, lengthy processes, subjectivity, and an incompetent and inefficient system in public service delivery.
- Lack of accountability, transparency, responsibility, accessibility, ethics, efficiency and trustworthiness in public service.
- Lack of harmonious relations between service provider and service receiver and lack of trust in bureaucracy.
- There is Unequal treatment of the citizens in the delivery of public services.

Effective public service delivery requires political will and commitment from the government and the political parties, a properly designed concept of service delivery from the central to a local level, a good governance system, the rule of law, ICTs as a means, not an end because they are the most necessary tools in the 21st century, constant capacity development of the service delivery institution, a provision for taking public feedback on every step of service delivery, innovative and resilient implementation plans, an evolutionary approach related to the new ideas, a citizen-oriented plan and policies. There should be reforms in public service delivery mechanisms.

2.3 Models of Service Delivery

According to Pathak (2059), Public Service is an activity of the state with some elements of intangibility associated with it and involves crucial interaction with citizens. Public services are needed to address the people's demands, including quality of life, equality and an increased standard of the people. The government provides public services by various means.

There are various types of public services. Mainly they are classified into six types, which are as follows (Shahi, 2018).

- Basic services
- Development services
- Utility services
- Welfare services

- Infrastructure services
- Promotional services
- Relaxable services

Similarly, services are mainly categorized into fourteen subjects in Nepal, such as (Bista, 2069)

- Health services
- Education services
- Social welfare services
- Agriculture services
- Forestry and land services
- Home Services
- Irrigation services
- Electricity services
- Telephone services
- Transport services
- Land services
- Industrial and business services
- Banking services and
- Tax revenue services

Public services are mainly categorized into three types:

- Administrative services
- Goods, services and
- Facilitation services

Public service delivery is a process through which organizations are supposed to provide goods or services to their target groups. Effective service delivery is possible through decentralization, coordination and effective decision-making. (Upadhyay, 2007) Public service delivery is mainly based on the following model:

Bureaucratic model: The bureaucratic model is one of the most practised models in service delivery around the globe. The government develops a mechanism which works as a bridge between the government and citizens. The bureaucracy governs the bureaucratic model, also called a permanent government. This model relies on bureaucracy as a mechanism for service delivery and has strong authority and weak participation.

Institutional model: The institutional model is another service delivery model where the government provides a service through a specific institution or organization. This model focuses on developing service delivery institutions, such as service centres.

Community model: Community service delivery is also known as a participatory service delivery model. This model focuses on the cooperation and harmony of the community in service delivery. This model utilizes community organizations, self-help groups and local-level participatory bodies to provide service.

Demand-led model: This model itself clarifies that service is delivered based on demand and the needs of the citizen. There are lots of services provided by the government, but knowing the demand of the people is necessary for the service delivery to be worthwhile. This model focuses on responding to demands made by the constituencies.

Supply-centred model: The Government wants to treat everyone equally and make policies based on equity and equality principles. However, all the time, by equal treatment, the state could not maintain justice for all in this way, with this model delivering a package of services to people through various means such as mobile teams.

Right-based model: Right-based models focus on the citizen's choices and rights. The state exists for the citizen's welfare and happiness. Citizens have many legal rights and choices stated in the constitution, which are obligations of the state. That is why there is a legal provision for guarantees of minimum services as a right of the people (Acharya, 2015).

2.4 Theoretical Framework of Public Service Delivery

Public service delivery is a mechanism that builds interactions between the service provider and the service receivers through different methods. The government makes a law, and government official implements that for the betterment of the citizens. It is also known as the chain of public service delivery. The state or government's existence, the government's status, good governance, and the rule of law can be measured by the citizen satisfaction of the government or the services delivered by government officials. How effectively and efficiently the government provides the service measures the status of the government as well as the status of the state in a world scenario.

Social security and protection have been the prime functions of the government since ancient times. Citizens want to fulfil their rights, choices and voices and have duties and obligations towards the state. This agreement confirms the governing body's responsibility to govern on behalf of the citizens of such communities and to protect their interests (Du Toit & Van der Waldt 1999:22).

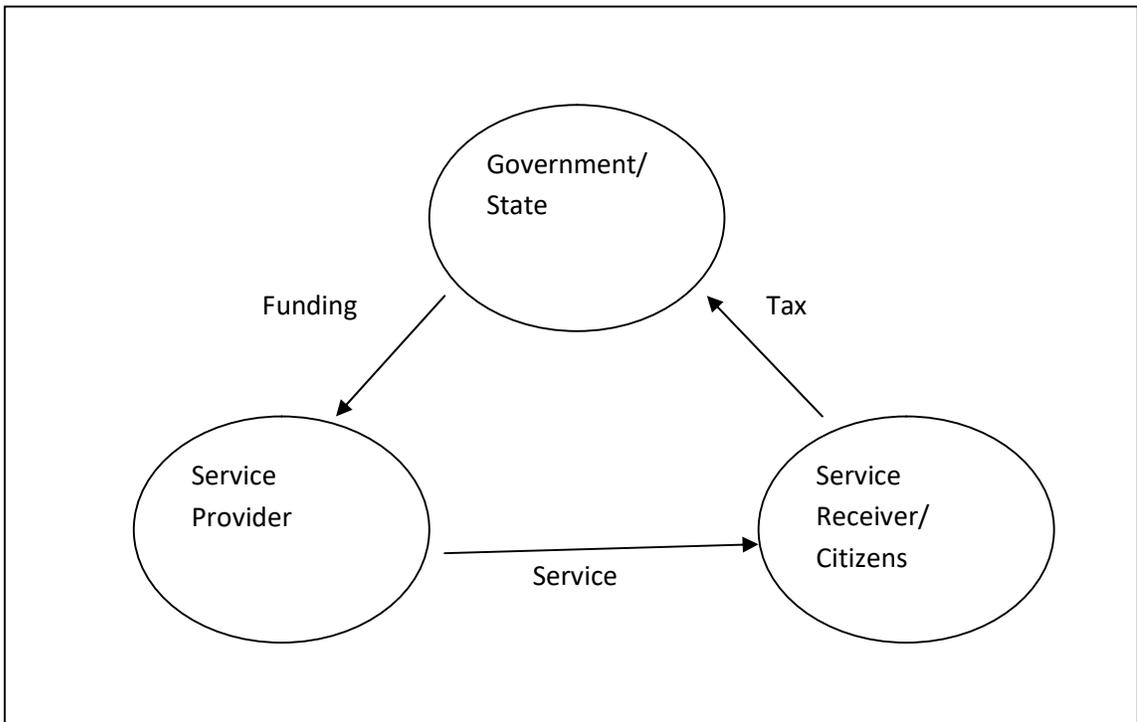
Democratic governance systems, liberalization, and socialism-oriented governance systems are outputs of political dynamism. The political system guides the government's plans, policies, and service delivery. Governance is the maintenance of law and order, the defence of society against external enemies, and the advancement of what is thought to be the welfare of the group, community, society or state itself (Fox & Meyer, 1995, p. 55).

Public service delivery is the government's relation and the public administration's role to the citizen. Public administration can be defined as the executive function mechanism of plans and policies governed by the state. The six general functions of public administrations are policy-making, financing, personnel provision and use, organizing, determining work procedures and methods and controlling (Cloete, 1998, p. 86).

Mutual relations between the service provider and the citizen affect the quality and efficiency of service delivery. Public services should be accessible and acceptable to the citizens or beneficiaries to whom they are directed. Drezner et al. (2012) argue that

service should be delivered at the demand point. It will maximize the effectiveness of service delivery.

Figure: 1
Relationship between State, Service Provider and Service Receiver



Source: Peter C. Humphreys (Improving Public Service Delivery)

Mutual relations between the government, service provider, and service receiver improve the effectiveness of service delivery. Improved service delivery enhances customer satisfaction and higher productivity. Citizens pay a tax to the government, and the government makes plans and policies for the betterment of the citizens. The government official or service provider puts those plans and policies into action. It clarifies how the service is delivered and the importance of public service delivery.

2.5 The Role of Government

Governments are established to serve their citizens. One of the most important functions of the government is public service delivery. Public service delivery is associated with the role of government and its functions. Service delivery always focuses on the citizens'

physical, mental and psychological advancement and ease. On the other hand, people's welfare, happiness, quality of life and satisfaction are the main agendas of public service delivery. Barker (1964: 226-228) opines that state mechanisms serve the citizen; it is the main function of government. The government serves the people because the government's role and the people's rights cannot be segregated from each other's responsibilities. It also believes that serving the people only regarding their rights is unnecessary. However, public service delivery also secures those rights. It concludes that public service delivery is a citizens' right and the most important bond between government and citizens.

The goals and objectives of the government are directly linked to public service delivery. Freysen (1990: p. 60) concludes that the purpose of the state is to promote the self-development of the individual, which results in the development of the community itself. Democratic governance focuses on the citizens' voice, choice, and rights, managed by maintaining law and order and protecting citizens' lives. The government has many responsibilities towards the citizens; the main responsibility is to create a good and quality life for all.

2.5.1 Public Service

Governments are established with special characteristics. The ultimate goal of the Government is Service to the people. Goods and services are classified based on their characteristics as either public or private. They are also classified as either collective or particular. Services would be classified as public services if they were (Gildenhuis, 1997, p. 13).

- It is only permissible for the public sector to serve because of its nature;
- When the private sector fails to serve the people, the government achieves its goals and objectives through service delivery.
- Public service is delivered when more than individual effort is required to address the demands concerning time and cost.

For continuous improvement in the public service, the following strategies should be applied in public service delivery (White Paper on the Transformation of the Public Service, 1995)

- The service should be delivered with a legal guarantee by the officials.
- Service priority should be maintained for citizens, and there must be the provision of redistribution of the service for target groups.
- Standards of delivery of services, public officials' performance, and the target should be internationally acceptable.
- There should be appropriate monitoring and evaluation structures and mechanisms.
- Proper human resource management and strategic capacity-building mechanisms, according to the nature of service delivery,
- Trained human resources, a fair, just, and positive attitude towards differently-abled people, and
- Public officials must have a willingness to adopt new innovative ideas and technologies.

Service delivery requires that all users of public services be consulted about their needs, priorities, and standards of Service (Riekert 2001: 84). Public officials will have to adjust the governmental settings. They should be accepted as customers, and that position in the public service implies the occupant is a public servant rather than a public official. (Riekert, 2001: 85) mentioned the following points for effective and efficient service delivery.

- All levels of government should improve service delivery.
- First, the government should identify the demand and barriers to service delivery.
- The government should identify the failures and mistakes and seek corrective measures in service delivery.
- Public officials should be responsible for service delivery and equal treatment for all.

Government offices ensure a conducive environment for efficient and effective service delivery. Service delivery is created to enhance the capacity of service providers. Strong willpower, commitment, readiness for change, skill, and knowledge of public officials are the most important factors in eradicating outdated practices. For effective public service delivery, a service program should include the following (Acharya, 2015).

- There must be categorization of services based on time frames (short, medium and long term)
- Objective monitoring and evaluation standards;
- Trained and skilled human resources;
- Provision of training, supervision, and appraisal arrangements;

2.5.2 Quality Service Delivery

Quality service is a structure of corporate culture that should set and manifest the values, regulations and standards. Quality service is generally referred to as the output of a service delivery system. Service quality is one of the best tools for effective service delivery. Service quality is a complex construct incorporating multiple attributes that may change rapidly and dramatically, facilitating precise measurement (Karatepe, 2013). The quality of service depends on the overall performance of the service delivery mechanism. Quality service delivery administration mainly focuses on the following facts (Quality of Public Administration, EU, 2017).

Understanding the users' needs and expectations

If the service is supply-driven, the government cannot understand the people's demands, and people are unsatisfied with the service. Therefore, by knowing the needs and expectations of the people, public service delivery could be more efficient and effective. It could help meet the state's objectives as well as the demands of the people.

Improving systems and processes to benefit service users

Citizens want public services at low or no cost. If public service delivery systems improve through re-engineering, system rethinking, or administrative simplification, then

the administrative burden could be managed properly. Regulatory reform desires to achieve administrative burden reduction (ABR). Searching for newness in service delivery and making corrections to malfunctioning systems is the main concern of regulatory reform.

Accessible service according to the demand of people

Accessibility is one of the most important aspects of service delivery. It helps measure the effectiveness of public service delivery. Physical or digital channels should be available to meet user expectations and provide easy access to public service delivery.

Using ICT to make a service better as well as time and cost-effective

E-governance is not the panacea for service delivery. It is the only way to reduce fraud and bad practices. It is effective in enhancing accessibility and opportunities in service delivery. Using ICTs in public service delivery builds openness and sharing of information and data with the stakeholders of public services. It also helps to know the emerging practices of service delivery internationally.

Committing to service standards and measuring satisfaction

Committing to a set of service standards and measuring the customers' satisfaction ensures the performance level of service delivery. Measuring and managing the satisfaction level of customers improves the effectiveness of public services. Both of these tools are the catalysts for effective public service delivery.

Managing service portfolios

Administrations are increasingly obliged to consider what they offer, how they organize service delivery and who they involve. Portfolio management manages the specific task with a strategic and special team, which helps to optimize efficiency and service quality. If the service provider has specific service portfolios, it helps with effective service delivery. A citizen-centric government manages all the service portfolios for special tasks or services. If a service is not delivered within a specific period, there may be a problem. Managing service portfolios is a proper idea for effective service delivery.

Relationships between the general public and the public service

Description of members of the public	The service relationship is strongly shaped by the following:
Client	The dominance of the client by the professional.
Customer	The experience of the customer in using the organization
Consumer	The interest of the consumer in the product or service provided
Citizen	The citizen's concern is to influence public decisions affecting quality of life.

Source: based upon Burns et al. (1994)

Service delivery occurs whenever citizens, businesses, and NGOs contact public administrations, whether face-to-face, by telephone, mail, or online. Central, provincial, local governments, executive agencies, or other intermediaries can provide the service.

2.6 Characteristics of Public Service

The government or state governs public service and has its specific characteristics. The private sector also delivers services. Private sector services focus on clients' demand, and public services are designed for the citizens. Public services have a service motive, while private services have a profit motive. That is why they have distinct characteristics in comparison with private services. Spicker (2009) identified four distinct characteristics of public services.

Determination of public policy

The government makes policies to manage people's lives. Public policy is the instrument of the government as well as the people. Public policies are made to solve or manage the issues and problems of society or the state. The government formulated and implemented the policy in the form of service delivery.

Service provision

The main agenda of the government is delivering services. Public services have service motives that differ from the private service. People get public services at a low or no cost, while private services have a certain cost. Without any cost, people could not get private services; this is why public service is quite different from private service.

Consumer preferences

Private service is directed towards the client, whereas public service focuses on the citizen or general public. Private services are designed to meet the aspirations of the clients who can pay for them. However, public services are designed to meet the demands and aspirations of the general public.

Redistribution

Distributive justice is not fair in all situations. To manage inequality and discrimination and to follow the equity and equality principle, redistribution is an important tool to balance the difference between rich and poor, elites and the general public. Spicker (2009) notes that paid people might need to receive the services. To manage inequality and injustice in resource distribution, the government executes redistributive functions to balance between the rich and poor.

Public service as a trust

Government plans and policies are always based on the people's choices and demands. The government formulates and implements policies for the people's welfare. That is why the government and citizens trust each other. The government provides a service, and

citizens pay taxes to the state. Public trust in public service could be measured through effective public service delivery.

2.7 Function of Public Service

Public service delivery performs both the special and general tasks of the government. The rise of the democratic governance system, liberalization, technological advancement and many other things bring complexity and more responsibility to public services. Public services have boundary-less roles and responsibilities. The role of public service starts in the womb and does not end at the tomb. The following are the main functions of public Service (Shittu, 2020).

Provision of social services

Public Service has become the basic element for survival in modern society. Social service enhances the people's harmony and brotherhood. People could not survive in isolation for long; they needed a society and social services. People could not feel like citizens if the government boycotted social services. Providing social services is one of the most important public service functions. It is also the responsibility of public service delivery.

Formulation and implementation of policies

The core function of the government is to make plans and policies for the people's quality of life. Public service delivery is a mechanism that converts government policies into action in the form of service. When public officials implement the policy, public service delivery can be realized and experienced by citizens.

Continuity of permanent Government

The government exists to serve the people. Public service delivery is the best evidence of the existence and continuation of the government. The government's status and significance are based on the delivery of public services as per the citizens' demands.

Public Service Delivery

The government or state has a great responsibility to enhance the living standards and liberty of the people. In a democratic context, people are the principal, and public officials are the public servants or agents of service delivery. The government has a specific objective to enhance the people's living standards by implementing the policies. Al-Ghazali (2008:5) identifies the following checklist for measuring the capabilities of public service for effective service delivery:

- Public service delivery should focus on the service's objective measurement in terms of time and cost. That helps in effective service delivery.
- The government service tries to implement the policy transparently to maintain equitable justice.
- Public officials and the government should respect the law of the land and the fundamental rights of the citizens while delivering goods and services.
- Public services are delivered based on the choice of citizens. Therefore, the government should be aware of using coercion and physical force to implement policies.
- Public service should be delivered in a peaceful manner so that citizens can choose goods or services without fear.
- Finally, service should be delivered in an equitable and bias-free manner.

2.8 Barriers to Effective Public Service Delivery

Barriers create problems in the process of public service delivery. They are the resistance to effective public service delivery. They may be internal or external factors. Barriers create an adverse effect on the public service. Barriers to effective public service delivery are as follows (Kingsley, 2000).

Poverty: Poverty is considered a barrier to progress in all aspects. Poverty creates lots of problems in an individual's life. Due to this reason, there may be lots of difficulty accessing the public service. And failure to bear the implied cost, even for receiving free services (e.g., health and education facilities)

Physical infrastructure: Poor infrastructure and poor management create inefficiency in service delivery. It is one of the most important barriers to effective service delivery. Physical landscapes or geographical structures sometimes create complexities in public service delivery (e.g., health, education, banking).

Vested interest: Public services are designed based on demand and the needs of the people. Sometimes, policymakers and public officials enforce their interest in policy formulation and implementation, creating inequalities in public service delivery.

Less efficiency and Corruption: Inefficient and corrupt behaviour seeks loopholes in the system and tries to maximize the personal benefit from it. It needs to be more responsive towards the citizens, negatively impacting the service delivery outcome.

Psychological barrier: Psychology is the mental process of behaviour. Social psychology depends on the societal values and perceptions of people. If disagreement arises in the thought process between the service receiver and the service provider, then that is a psychological barrier in public service delivery. It could not make public service delivery effective.

Time factor: In the present context, time is considered money. We can fulfil a compensation of money by doing other things. However, we could not fulfil the compensation for lost time. That is why this is the most important factor in effective service delivery. Justice delayed is justice denied. A mismatch between the time slot of the service provider and the receiver creates a barrier to effective service delivery.

Language: In various cases, language is a barrier to effective service delivery. If the government's plans and policies are not implemented or accepted in the local language, this may cause ineffectiveness in public service delivery.

Public service delivery to the citizens can be improved when the service provision system remains people-centric and demand-driven, giving them choices. There are various ways to make public service delivery effective; some of them are as follows.

By increasing the citizens' choices and power, Addressing the people's choices and voices is the beauty of democracy. Suppose there is lots of choice in services, and they have full power to decide. In that case, it increases participation in public service delivery and results in effective public service delivery.

By raising people's voices: There are many provisions to raise the people's voices, choices and rights. If people can raise their voices, a real demand from the people could be seen. It helps in an effective public service delivery.

By rewards and punishment: Rewards and punishment are the best tools to manage public service delivery. This tool helps to create positive motivation for effective work while penalizing ineffective work.

2.9 Determinants of Effective Public Service Delivery

Adequacy means being enough or satisfactory for a particular purpose or the quality of being good enough for a particular purpose. A satisfactory level of government goods, services and resources helps ensure effective service delivery (Jiwan, 2016).

Transparency: Transparency is one of the most important characteristics of good governance. Transparency in all the government and administrative systems enhances the efficiency and effectiveness of the government. It builds the trust level of the citizen towards the system, and the citizen will be able to assert his rights and choices.

Accountability: This is one of the most important factors of good governance. If the government is accountable to the citizens and the service provider is accountable to the service receiver, it creates a strong bond between the two parties, which helps in effective public service delivery.

Monitoring and evaluation systems: The governance and administration must have proper monitoring and evaluation systems. It makes corrections and helps improve a weak section of service delivery. Public service effectiveness is ensured by monitoring and evaluation by all the stakeholders in the public service.

Complaint management system: This also helps in effective public service delivery. A good complaint management system for all government departments with citizen advisory enhances people's trust in public service. It helps in effective public service delivery.

Simplification of processes: Nepalese public service delivery is famous for its system orientation and complex processes. It could be managed by simplifying the processes, forms, procedures, rules and regulations.

Strong measures against maladministration. If there are strong and speedy measures against corruption, delays in services, bribes and maladministration, then there is effective and efficient service delivery in the governance system.

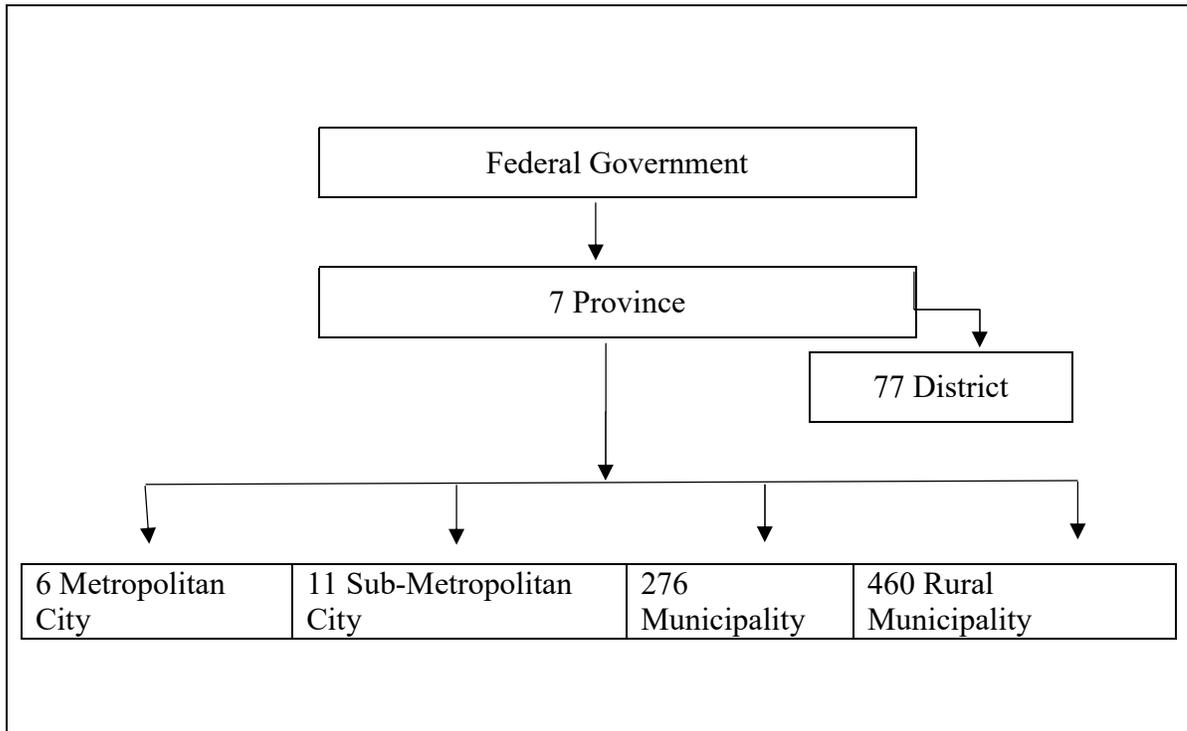
Usage of IT: After the development of information technology, the demands of the people, the demands of the services, and the modes of service delivery also changed. In the 21st century, public service delivery must change with citizens' demands. Therefore, technology-friendly service makes significant changes to effective public service delivery.

2.10 Public Service Delivery at the Local Level

The administrative divisions of Nepal are sub-national administrative units of Nepal. The highest levels of country subdivision are the provinces. Each province is further subdivided into districts, and each district is divided into municipalities and rural municipalities. Before 2015, Nepal was divided into five development regions and 14 zones instead of provinces.

Fulfilling the requirement of the new constitution of Nepal in 2015, all old municipalities and villages (which were more than 3900 in number) were restructured into 753 new municipalities and rural municipalities. The former 75 district development committees (DDC) were replaced by 77 new district coordination committees (DCC), which have much less power than the DDCs. There are six metropolitan cities, 11 sub-metropolitan cities, 276 municipalities, and 460 rural municipalities.

Table: 1
Administrative Division of Nepal



Source: Nepal Parichaya (2017)

Nepal’s approach to local government has historically emphasized local participation and empowerment rather than creating institutions for service delivery. The concept of local governance encompasses institutional networks, interactions, collaborations, and collective action that enhance democratic practices at the local level. This broader notion of local governance can foster democratic norms, values and practices in diverse locally functioning institutions. It is a new phenomenon evolving around human collectivism. It is expected to provide spaces for diverse community groups and networks to promote and engage in collective action for a locally defined agenda (Rai, 2011).

The provision of services is the core function of local government. It is the point of direct interaction with citizens; waste collection services, patients in public hospitals, or children in preprimary education facilities are the basic facilities the local government provides. Local governments must deliver their services and ensure they are provided effectively, efficiently, equitably, and transparently. High quality and integrity standards must be applied to ensure the client has been served professionally. It demands a client-

focused and quality-centred management approach, sensitive to integrity risks arising from close client relationships or when officials misuse their positions to take advantage of clients.

Common people are confronted with delays, bribes, responsibility shifting, non-responsiveness and lack of accountability in service delivery. Also, people had to come to the office physically because there was no mechanism for getting the information without visiting the respective offices. The Administrative Reform Commission (ARC) report identified several problems in service delivery and recommended several measures to increase the effectiveness of the provision of services demanded by the people. ARC identified the following problems in the delivery of services (Acharya, 2015).

- There is a need for more clarity between the services being provided and the necessities and expectations of the people.
- Inability to reach the targeted groups of people. And the provision of services available to a limited number of people.
- Low-quality standards of the service provided.
- Poor provision and ineffective utilization of available financial and human resources in the provision of services.
- Low priority and weak political commitment to the provision of services.
- Lack of accountability and responsiveness on the part of public servants responsible for the delivery of services.
- They need to consider the local economic, cultural, social, and geographical diversity
- Fix the modalities of the services from the centre.
- Procedure-oriented working styles and methods.
- Lack of constant monitoring and supervision of the activities of the organizations supposed to provide services.
- Lack of awareness and adequate public pressure on recipient populations about providing services and their delivery.
- Non-availability of civil servants in district and rural areas and
- Weak morale and motivation among those providing services.

Many of these problems have continued in the Nepalese administration; some have become more complicated. There are other problems as well (Kharel, 2015).

- Instability and populism.
- Service's inability to reach out to remote areas and vulnerable populations.
- Duplication and overlapping.
- Lack of accountability, responsiveness and transparency.
- New concepts, old styles
- Dual system in service delivery
- Lack of people's participation in decision-making systems for service delivery.
- Unnecessary role of brokers in the service delivery.

2.11 Conceptual Framework

Reviewing the public service-related literature has constructed a conceptual framework for effective public service delivery at the local level. So many actors and factors play a significant role in effective service delivery. Some of them are intervening variables. Only a few variables are selected as an independent variable from the study's literature review.

2.11.1 Dependent Variables

A dependent variable is tested or measured and is causally influenced by another variable, i.e., an Independent variable. The effectiveness of public service delivery is the dependent variable of the study. The main purpose of this research is to determine the effectiveness of the local government's service.

In this regard, public service delivery is designed to provide doorstep service to the citizens. It enhances good governance and citizens' trust towards the government and helps manage citizens' demands, resulting from our constitution's basic assumptions. Federalism is the best form of decentralization, and now it is implemented and analyzed by observing the public service delivery. It also depends on the assessment of the following.

- a) Whether people were aware of the service provided by the municipality.

- b) Whether people get timely services from the municipality.
- c) Whether the conditions of usage of ICT on service delivery.
- d) Whether the service provider is responsive to service receivers
- e) Whether there is proper communication between service providers and service receivers
- f) Whether employees have the willingness to provide services
- g) Whether the services are reliable
- h) Whether the services are accessible

2.11.2 Independent Variables

Independent variables are the variable that is not changed by the other variables or is also called the influencing factor of dependent variables. In this research, independent variables are the determinants factor of effective service delivery. Independent variables are used to predict the dependent variables, i.e. effective public service delivery. The value of dependent variables is derived by examining the independent variables.

2.11.2.1 Peoples Participation

People's participation is the most important factor in effective service delivery. It is the backbone of democracy. People's participation in service delivery transfers representative democracy into participatory democracy. Participation focuses on effective performance service delivery. It helps to make responsive administration or public service per the citizens' demands. Government must be accountable towards a citizen and deliver effective public service. It also helps to implement a "bottom-up approach" in decision-making. Participation is possible if both the service provider and service receivers are willing to work together to achieve a desired goal.

2.11.2.2 Public Information

The Constitution of Nepal ensures that the right to information is a fundamental right of the citizen. Every citizen shall have the right to demand and receive information on any matter of his or her interest or public interest (Shrestha, 2072). Public information plays a vital role in the effectiveness of public service delivery. Public information helps to

disseminate public policies, regulations and other matters of public interest. It provides a platform for transparency, civic engagement and the democratic process by allowing all public information. By this service providers and service receivers could make a harmonious relationship in public service delivery.

2.11.2.3 Knowledge of ICT

Globalization has brought significant changes in the government mechanism. The role of government has become more complex and diversified today. More than past policies, programs and mechanisms are needed to meet the people's demands in the present context. Proper utilization of technology ICTs and technical friendly employees could provide an effective and efficient service delivery. Technological advancement is necessary for prompt service and easy access to the services. Technology also plays a major role in a service delivery system. The government should change the service delivery mechanism within the change in the governance system and the aspiration of the people. It measures the effectiveness of the service delivery provided at the local level. It includes,

- Proper usage of ICT on service delivery.
- Decentralized service system.
- E-governance system on service delivery.

2.11.2.4 Proper Communication between Service Provider and Receiver

It is a way of conveying messages from one to another. A good communication system builds harmonious relations between the service receivers and the service providers. It creates a mutual benefit for both sides. It measures the relations between the service provider and receivers. It includes,

- Proper communication between the service provider and receivers
- Friendly relations between service providers and receivers.
- Positive attitude towards the service receivers.

- Explaining about the service simply.
- Employee's efforts to understand customer's needs.
- Explaining about the service itself.

2.11.2.5 Attitude & Behaviors of Service Provider

An attitude is an individual's choice that everyone can make. It is a psychological construct. It depends on the behaviour and the culture of the service provider. The service provider's positive attitudes and behaviour change the service receivers' mindset. The right attitudes turn upset customers into happy customers and negative customers' experiences into positive customers' experiences. It measures the effectiveness of the service delivery provided at the local level. It includes,

- Positive attitudes towards service receivers.
- Non-discrimination on service delivery.
- Prompt and effective Service.

2.11.3 Influencing Factor of Effective Public Service Delivery

So many actors and factors play a significant role in effective service delivery at the local level. Some of them are internal, and some are external factors. The organization could manage the internal factors in all situations, and external factors are out of the control of the organizational system. The following are the main influencing factors of the effective public service delivery system at the local level.

2.11.3.1 Legal Provisions and Framework

Legal provisions and frameworks are the guiding principles of public service delivery. The government policy and principles guide all the services the officials deliver, which is a main factor affecting the service delivery system. Legal provisions and frameworks are the sum of government rules and regulations that guide the service provider and receivers. If there is any contradiction or inadequacy in the legal provision of public service, it affects service delivery systems. Adequate and clear legal provisions and

frameworks are vital in an effective service delivery system. It measures the effectiveness of the service delivery provided at the local level. It includes,

- Decentralization and Authority delegation.
- Adequate numbers of Laws and Bylaws.
- Clear and not contradictory laws.

2.11.3.2 Administrative Culture

Administrative culture is the sum of individual and collective performance of the service provider. , the culture is the symbol of the society; it denotes the past practices of the societal norms and values, and it directly relates to the service delivery provided by the government. It also affects public service delivery. Culture is also a treasury of knowledge. In the case of public service delivery, administrative culture is the most important factor which makes significant changes in the relations of the service providers and the service receivers. The administrative culture also reflects government policy and political culture. Bureaucracy is also known as the permanent government and administrative culture depending on the type of governmental plan, policies, program, adequacy of resources, employee competencies, proper communication, reliability of services, accessibility of services and proper communication between service receivers and service providers. It measures the effectiveness of the service delivery provided at the local level. It includes,

- Political loyalty and responsiveness.
- Professional Neutrality.
- Professionalism, Accountability, responsibility.

2.11.3.3 Organizational Setting

Organizational setting refers to the organizational structure. Proper setting of all the resources helps to achieve organizational goals and objectives. Well, managing all the resources, i.e. human, physical, fiscal and infrastructure, significantly changes public service delivery. The structure of the institution determines the capability of offices in service delivery. Organizational structure helps to maintain the demand and supply chain

service delivery. It measures the effectiveness of the service delivery provided at the local level. It includes,

- Different management levels.
- Administrative information.

2.11.3.4 Environment

The environment covers a wide area. It is the main affecting factor of the service delivery system, and the environment is the sum of all other factors and actors. Various causes affect service delivery systems. Some services are beyond the control of the organization or the institutions. At that time, the environment was vital in a service delivery system. It also influences the effectiveness of the service delivery provided at the local level. It includes,

- Internal environment of the local office.
- External environment.
- Culture, customs, belief system.
- Social Psychology

2.11.3.5 Economy

It is also a major concern of public service delivery. The economic status of the government determines the criteria for public service delivery, and the affordable economic status of the recipients to get the service is also an important fact. It also influences the effectiveness of the service delivery provided at the local level. It includes,

- Economic status of the government.
- Economic Status of the People.
- Income and expenditure capacity of the citizen.

2.11.3.6 Social Structure

Social structure also plays a major role in the service delivery systems. Heterogeneous structure, diversified culture, and beliefs norms are also the affecting factors of the society in a service delivery system. It also influences the effectiveness of the service delivery provided at the local level. It includes,

- Economic status of the Peoples.
- Culture, Customs, Belief system.
- Education, Income, and Occupation status of the citizen
- Demographic variables.

2.11.3.7 Competencies

The delivery system will be prompt and efficient if the service providers are competent. Competencies measure the effectiveness of the service delivery. Competency refers to the service provider's professionalism and to what extent service providers are skilful and knowledgeable in completing the assigned tasks. It also clarifies the ability of the service provider. It includes,

- Professionalism of the service provider.
- Skill and knowledge of the service provider.
- Employee's effort to understand customer's needs.
- Ability to provide service as per goals.
- Good knowledge of customer's needs and demands.

2.11.3.8 Adequacy of Services

Different service users have different ideas of the adequacy of services; in this way, service providers want to deliver services based on rules and regulations, with standards of services knowing whether a service is adequate as per the needs of the people.

Adequacy measures the satisfaction and the effectiveness of the service delivery. It covers,

- Adequacy of the service provider
- Adequacy of the resources
- Adequacy of the services
- Choices of the services

2.11.3.9 Responsiveness

Responsiveness is directly linked with the behaviour of the service provider and the management of the government; it measures to what extent the service provider is ready to deliver services and his willingness to service delivery. It covers,

- Prompt and timely service delivery.
- Readiness to address the demands of the people.
- Willingness to deliver services.

2.11.3.10 Accessibility

Accessibility discusses the relations between the service providers and service receivers; it creates an admitting approach for the service receivers. It measures how easily the service and service provider are accessible. It covers,

- Accessibility of the services.
- Accessibility of the service provider
- Acceptable services
- Affordable services

2.11.3.11 reliability

Reliability means that the service providers can provide promised services dependently and accurately. The quality of the service provider or performing well on assigned tasks is known as reliability. It involves the consistency of the performance. It includes,

- Reliability of the services.
- Evidence of the service facilities.
- Availability of the services as per need.

HYPOTHESES

Hypothesis setting in social science research helps narrow the research objective, through which causal relationships between the variables can be analyzed and explained. A hypothesis is a statement through which the researcher can obtain reliable and factual information about the social phenomenon. Based on the above discussion, the following hypotheses were developed in the research. The following hypotheses were tested with appropriate statistical tools.

H1: There is association between people's participation and effective public service delivery

H2: There is association between public information and effective public service delivery.

H3: There is association between knowledge of service provider on ICT and effective public service delivery

H4: there is association between proper communication between a service provider and service receiver and effective service delivery

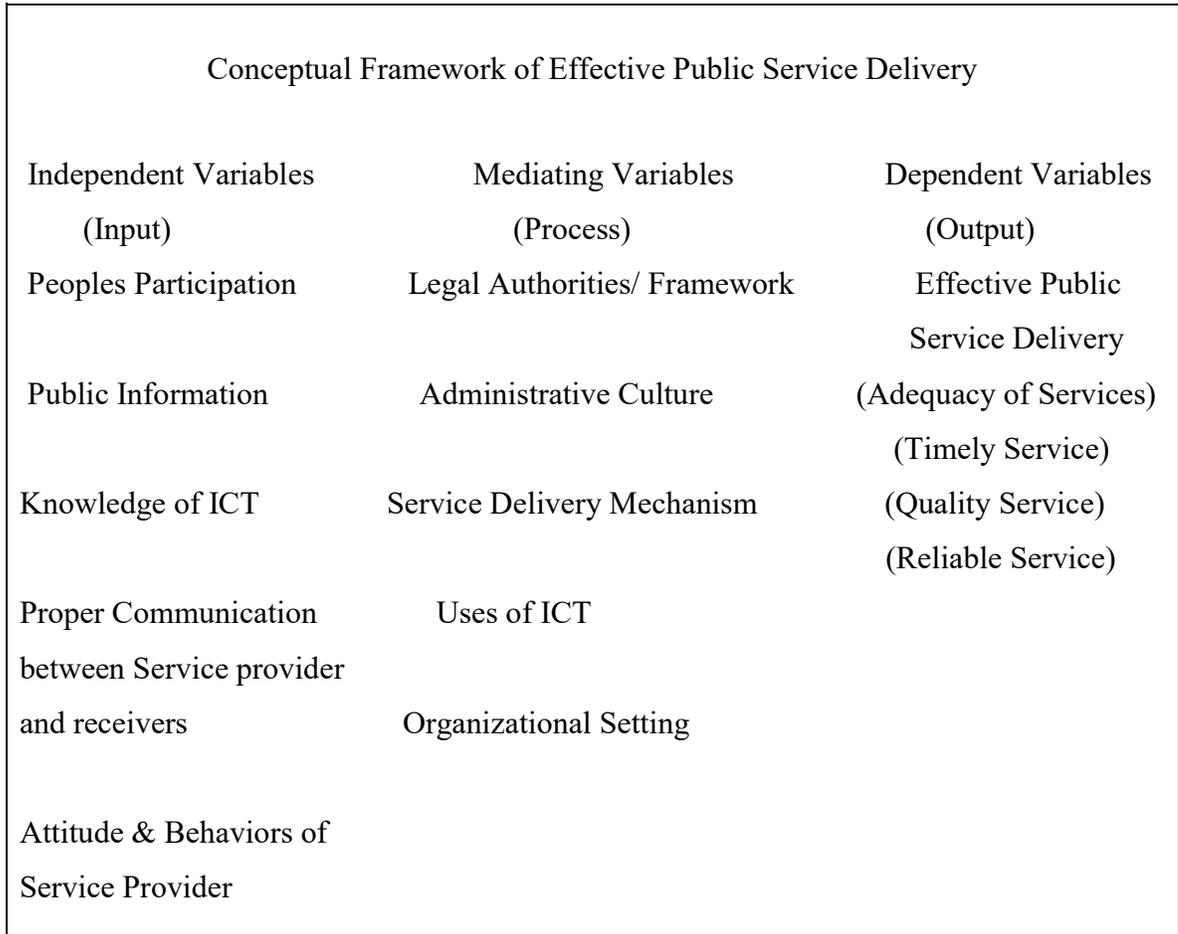
H5: There is association between attitude and behavior of service provider and effective public service delivery

People's participation, public information, knowledge of ICTs, proper communication and attitude and behaviour of the service providers are the independent variables, and the effectiveness of service delivery is a dependent variable. In this study, people's participation refers to the participation of the people in public service delivery. Public information refers to all the government-related information to enhance the effectiveness of public service delivery. Knowledge of ICT refers to the use of information communication technologies by a service provider in public service delivery. Proper communication between a service provider and service receiver refers to the friendly communicative environment between both sides in service delivery, and the service provider's attitude and behaviours refer to the service providers' willingness towards service receivers in public service delivery.

Mediating variables are those variables which play a role as a mediator between independent and dependent variables. Legal authorities, administrative culture, service delivery mechanism, uses of ICT, and organizational setting are mediating variables; these variables are the parts of the causal relation of dependent and independent variables.

A legal authority refers to the rule and regulations of the government. It is the guiding principles of the public service delivery. Administrative culture refers to the sum of individual and collective performance of the service provider. It denotes the past practices of the societal norms and values. Service delivery mechanism refers to the internal settings of service delivery and organizational setting refers to the organizational structure. In this research, mediating variables play a role in the process of the service delivery system, where independent variables are the input and dependent variable is the system's output.

Based on the above discussion, the following conceptual framework is developed.



Source: Constructed by Researcher (2023)

2.12 Conclusions

Conceptually, service delivery is delivering goods and services to the citizens. It started with the establishment of the state. The public sector is responsible for providing essential services to citizens. The most essential characteristic of service delivery is the timely and adequacy of services. There are various types of services delivered by the state. The structure and scope of public service can vary from one country to another, depending on political, economic, cultural, and many other factors. Due to the change in globalization, liberalization and the democratic context, many changes are taking place in the service delivery system. Central Government, the federal government, and local Government (doorstep government) are all the new provisions of federalism. Public service delivery exists for the welfare of the people and for effective service delivery.

A conceptual framework is drawn from the literature review. Administrative services provided at the local level are considered the most appropriate because the government sector provides a service, and many mechanisms are conducted for effective public service delivery. The above-listed independent variables are also the determinant factors of good governance and development.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to discuss the methodology applied in this research study. This study follows the mixed research method according to the nature of the data and study. It also describes the rationale for selecting the study area for the study. Methods of data collection, data analysis procedure, and ethical considerations are also discussed in this chapter.

3.2 Research methods

Research methodology defines the research activity, how to proceed, and how to measure progress. Research methodology can be understood as the science of studying how research has been done. This study used mostly quantitative data; the primary data was obtained directly from the service provider and the service receivers through different methods of investigation, such as questionnaires and interviews. The secondary data was collected from published journals and unpublished information sources. This study is guided by the descriptive research method. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. Descriptive research design can use a wide variety of research methods and can answer the what, when, where and how questions accept the why questions.

Research is a systematic and organised effort to investigate a specific problem and provide a solution (Sekeran, 2009). A research design is a plan or proposal to conduct research. It involves intersections of philosophy, strategies of inquiry and research methods. A research design is the set of methods and procedures used in collecting and analysing measures of the variables specified in the problem research. The design of the study defines the study type: descriptive, correlation, review, meta-analytic and subtypes: descriptive-longitudinal case study, research problem, hypothesis, independent and dependent variables, experimental design and, if applicable, data

collection methods and a statistical analysis plan. A research design is a framework created to find answers to research questions.

Therefore, this research design has been thought out to achieve the study's objective and find answers as mentioned under the statement of the problem. For this study, a descriptive research design has been applied because this type of study is generally conducted to assess the respondents' opinions, behaviours and perceptions. To realise the objectives of the study, mixed research methodologies were used. Mixed methods are popular for collecting and analysing quantitative and qualitative data (Creswell, 2009). This design is appropriate because the study intends to identify the perceptions of the service receivers about the service provided by the local-level office municipality. The research intends to know the perceptions of different people, both service receivers and service providers, on effective service delivery. The main objective of this research method is to maximise the validity and reliability of the research.

3.3 Brief Profile of Study Area

Our country, Nepal, is administratively divided into seven provinces, 77 districts and 753 local bodies. There are three levels of government: central, provincial and local. There are six metropolitan cities, 11 sub-metropolitan cities, 276 municipalities and 460 rural municipalities.

For this study purpose, Kirtipur municipality has been selected. Kirtipur municipality is an ancient city in Nepal. It is one of the ancient and historical cities in the valley. Newar is a native of this Kirtipur municipality. It is located in Bagmati province in Kathmandu district, 5 km southwest of the Kathmandu valley, and has a total area of 14.76 km². It lies at about latitude 27°40' north and longitude 85°16' east. The Kirtipur municipality has a total population of 81,576 people, of whom 53% are male and 47% female. Kirtipur municipality is a highly populated area where the population density is 5,527 per km². It is an urban municipality characterised by household size, facilities, high population density and other developmental activities. Around 83% of the population is literate. Compared to the country's literacy rate, the people of

municipalities are more literate. Kirtipur municipality has a central office of Tribhuvan University and several private colleges. There are ten wards in Kirtipur municipality for the delivery of services.

3.4. Selection of Study Area

For collecting primary data, Kirtipur municipality from Kathmandu district was chosen based on service delivery because Kirtipur municipality is an ancient city with a historical presence in the country. It is located about 5 kilometres southwest of Kathmandu. The literacy rate of this municipality is 83%, which is more significant than the other municipalities. It is also higher than the national literacy rate of 76.2. It is a basic unit of government called the local level or unit.

The constitution of Nepal gives authority to local-level municipalities and rural municipalities for public service delivery, and the Local Government Operation Act LGOA-2074 gives individual responsibility to the local level.

3.5 Methods of Data Collection

This research study begins with a survey to analyse the output and effectiveness of service delivery at Kirtipur municipality. This study follows mixed methods for data collection. The main purpose of the data collection is to analyse the relationships between the dependent and independent variables developed in this research study. This study focuses on the adequacy of services, quality of service delivery, reliability of the service, proper communications between the service provider and the citizens and timely service delivery in public service delivery. Research on effective service delivery requires two types of data: primary and secondary. Primary data was obtained directly from the respondents (service provider and service receiver) through different methods, such as interviews and questionnaires. On the other hand, secondary data was obtained from the reports, articles and other published and unpublished documents of the municipality.

3.5.1 Primary Data

The study's main objective is to examine the effectiveness of the service delivered by the Kirtipur municipality. Primary data are the data observed and collected directly from first-hand experience. The proposed study is based on primary data. Primary data was collected by administering structured and semi-structured questionnaire surveys and open-ended interviews with the respondents and other stakeholders. The respondents were selected by a convenience sampling method. The researcher himself collected the primary data from the mentioned population group and sample size. Primary data are mainly focused on the respondent's empirical experience and perceptions about the service delivery of the Kirtipur municipality.

3.5.2 Secondary Data

Secondary data is also known as second-hand data or data that has already been published or used for different purposes. Secondary data was collected from different sources. In this research, the demographic value of the municipality, the socio-economic structures of the respondents, and other needed facts were taken from the secondary data. Published data and the data collected in the past are secondary data for the research study. The secondary data are obtained through related journals, municipality directives, reports, government publications, government rules and regulations, the Constitution, Local Government Operation Act-2074, LSGA-2055, laws and bylaws, directive manuals, professional journals and newspapers.

3.5.3 Population and Sample

Sampling denotes a small group of people or things taken from a larger group and used to represent the larger group. The population for this study was taken from Kirtipur Municipality, and purposive sampling was done. The purposive sampling method uses a non-probability sample based on the population's characteristics and the study's objective. Purposive sampling is also known as judgmental, selective or subjective sampling. This type of sampling can be very useful when researchers need to reach a targeted sample quickly and where sampling for proportionality is not the main concern. The total sample population of this study was taken from 50

respondents in the Kirtipur municipality. Some key informants were directly engaged in the service delivery process, which was a fixed number.

The structured survey questionnaire was administered to the respondents by the purposive sampling method. Therefore, adequate measures are developed to accommodate respondents from different backgrounds, such as gender, ethnicity, religion, age group, occupation and education, to avoid bias. To obtain the information, the researcher spent the required time in the municipality to explore the respondent's views on the effectiveness of service delivery. The details of the respondents for the research are presented below.

Table: 3.1
Sample Population of the Study

Categories of the Respondents	Total no. of Respondents
Service receivers	50
Service Provider	10
Total	60

3.6 Data Collection Procedure

Data collection aims to collect people's perceptions and views on public service delivery. Data collection is a component of research in all fields of study, and its emphasis on ensuring accurate and honest collection remains the same. Data collection is a systematic approach to gathering and measuring information on targeted variables in an established system. It then enables one to answer relevant questions and evaluate outcomes.

i) Quantitative data collection

The questionnaire survey was administered to the service receivers at the ward office. The questionnaire aimed to find out the respondents' opinions, knowledge, perceptions, attitudes and demographic values. It was most relevant to measuring the effectiveness of service delivery at the local level (municipality). Quantitative data was obtained from both service providers and service receivers. The total sample for quantitative data was taken from 50 respondents. The main objectives of the questionnaire were to find out the real answers of the respondents on how effectively the municipality delivered services in terms of quality, reliability, technology friendliness, adequacy and timing.

ii) Qualitative data collection

An interview occurs as a conversation between a researcher and a respondent. This research conducted interviews with the municipality's service providers (government officials and bureaucrats), and open-ended questionnaires were administered to the service providers. These interviews were chosen purposively, and the method of interview was face-to-face. Such interviews and open-ended questionnaires help to collect information without being restricted by researchers' perceptions, limited thinking or knowledge. Qualitative data was obtained from both service providers and service receivers. The total sample for qualitative data was taken from 10 respondents. Including both groups provided an opportunity to see the complexities and understand the effectiveness of the service delivery pattern.

3.7 Data Analysis Procedure

This section presents the processes and method of data analysis. Data were analysed descriptively following the data analysis tools used in this research study. After collecting primary and secondary data, they are analysed using simple and suitable statistical and non-statistical tools like tabulation, frequency, percentage mean and St.deviation. Mostly, Quantitative data analysis was carried out with SPSS using descriptive statistics. Data were presented in tables, figures, means and percentages. The chi-square test was used. The Chi-square statistic is a non-parametric

(distribution-free) tool designed to analyse group differences when the dependent variable is measured at a nominal level. Like all non-parametric statistics, the Chi-square is robust concerning the data distribution. Cross tabs were used to analyse the relationship between dependent and independent variables. Descriptive statistics were used to describe the demographic characteristics of the respondents. Both qualitative and quantitative techniques were used to analyse the collected data.

3.8 Inferential Statistics

The chi-square test for independence also called Pearson's chi-square test of association, determines whether the relationship between two categorical variables is associated. The chi-square test gives the relationships between the attributes at a certain significance level rather than their strength and direction. In order to test whether attributes are associated or not, we need to calculate the chi-square value and then compare it with the table value at a certain level of significance and degree of freedom. The Chi-square is a significant statistic and should be followed with a strength statistic. The Cramer's V is the most common strength test used to test the data when a significant Chi-square result has been obtained.

While comparing the calculated value of chi-square with the table value, we must determine the degree of freedom. It is several classes in which the values can be assigned arbitrarily. The degree of freedom for χ^2 : (V) = (c-1) × (r-1), where c refers to columns and r refers to rows. Since the significance of the chi-square is less than 0.05, we reject the null hypothesis that variables are not associated and accept the alternative hypothesis that the variables are associated.

Written as: χ^2 (Degree of freedom, N= sample size) = chi-square value, p=p value)

3.9 Data Quality Assurance

This research is mainly based on primary data. Data quality assurance is the most important aspect of a quantitative research study. It is the process of screening for anomalies by removing obsolete information. The quality of data should be assured through the following:

- By the well-managed data collection tool.
- The questionnaires were administered in both Nepali and English.
- The researcher directly contacts the respondent through the survey questionnaire and interviews.
- Service providers are qualified, so they provide real and exact data.

3.10 Ethical Consideration

Ethics refers to doing what is morally and legally right in research. It mainly focuses on the discipline of that study and the standards of conduct in research. It is also considered a method, procedure or perspective depending on the nature of the problem and issues. It depends on the integrity and values of the researchers. Ethical issues play a vital role in the density of the research study. To make this research more valid, the following ethical issues were taken into consideration during the research study:

- The identities of the service receivers and the service providers were not disclosed.
- Participants were told everything that might occur during the study. Participation was voluntary.
- All the respondents were treated fairly and equally; the research had no discriminatory attitude.
- Respondents were free to answer the questions, and there was no time limitation to complete the questionnaire.

3.11 Conclusion

This chapter provides a detailed concept of the research design and methodology applied in the study. A descriptive cum analytical research study had used in this research to analyse the effectiveness of service delivery local level.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter aims to discuss, present and analyse the results to claim the objectives specified in the introduction chapter and test the hypothesis mentioned in the second chapter with the help of data analysis. The qualitative and quantitative information was collected from service receivers and service providers. This chapter begins with presenting the results and analysis of the data revealed from the study area on the overall service delivery of the Kirtipur Municipality. The collected data and views from the respondents have been interpreted and analysed to extract the major findings of the research work. The chapter consists of the service delivery status of the Kirtipur Municipality.

The effectiveness of service delivery is mainly explained in terms of time, cost, quality, reliability, accessibility, customer satisfaction, and demand-driven delivery of services. This chapter also presents the major problems service providers and service receivers face. It also includes suggestions for improving service delivery at a grassroots level. This research was conducted to determine service delivery status and the instruments that improve public service delivery effectively and efficiently. The researcher collected data mainly from survey questionnaires and interviews for this research. The survey questionnaire information obtained from the receivers has been analysed with SPSS. The quantitative data are presented in tables with percentages, and the qualitative data have been substantiated by qualitative information received from interviews.

In order to analyse the effectiveness of service delivery at the grassroots level, this study combines quantitative and qualitative methods for collecting two different types of data. The quantitative data was collected by a structured questionnaire administered to 50 respondents, which is needed to map the service receivers' attitudes, beliefs and perceptions on the effectiveness of service delivery at the grassroots level in Nepal. Qualitative data was obtained from service providers (N = 10) and service receivers (N =

50). The respondents and key informants were people from the local level, and this study used a sequential descriptive and explanatory research design. The respondents were the people responsible for service delivery and the receivers of service delivery. Descriptive analysis is a brief description of a coefficient that summarises a given data set, which can represent the entire population or a sample of it. Descriptive statistics are broken down into frequencies, central tendency measures, and variability measures.

4.2 Demographic Characteristics of Respondents

Respondents are the key informants of primary data; secondary data are collected from secondary sources. Respondents have a significant role in any research; they are the main source of information about the present scenario of public service delivery.

Table: 4.2

Demographic Characteristics of Respondents

		Frequency	Percentage
Gender	Male	31	62
	Female	19	38
Age	Below 20	2	4
	20-30	10	20
	30-40	14	28
	40-50	19	38
	50 -60	5	10
Occupation	Students	6	12
	Business	20	36
	Govt. Job	5	10
	Private Job	17	28
	Housewife	2	4
Education	School	4	8
	SLC/SEE	11	22
	College	22	44
	University	13	26

Source: Field study, 2023

Researchers collect primary data from the different stakeholders in public delivery to find out the research objective. Only 50 samples were taken from the Kirtipur Municipality, Kathmandu, for this study. Nepal is constitutionally multicastr, multilingual, and multicultural with the legal provision of no discrimination relating to class, caste, region,

language and religion. To know about the status of the effectiveness of public service delivery at Kirtipur municipality, a total of 50 samples were selected by the convenience sampling method. This table shows that 62% of males and 38% of females were selected for the data collection. This table shows that the percentage of male respondents is greater than that of female respondents. That means most men visit the municipal office to get the service. In other words, the participation of men in official work is greater than women's.

Age is another important demographic variable in research. Social acceptance, perseverance, trust, attitude, response and many other things change with age. A researcher collects data from different age groups to learn about the different perceptions. Different age groups respond differently because they have different perceptions of service delivery. This table shows that only 4% of the respondents visited the municipality to get service, and this table shows that most people in the age group (40-50) visited the municipality office to get service. Depending on the age group, the age group (40-50) is more active and connected with public services and social issues.

Occupation is a means of earning money in an individual's life. It is a common way to make money. It is a source of income. Occupations also have a significant role in research because different occupations have different experiences with and acceptance of public service delivery. This research found that 36% of the respondents are engaged in business. 28% of the respondents have private jobs, 12% are students, 10% are in government jobs, and only 4% are homemakers. It shows that many business people visit municipality offices, and a few housewives visit municipalities to get public services.

Education is the most important demographic variable in all types of research. There is a worldwide accepted assumption that education enhances people's awareness. Researchers categorised the respondent's education level into four categories: school level refers to classes below 10; SLC/SEE refers to classes below 12; college refers to up to bachelor's level; and university level refers to masters and above. The literacy rate of the research area (Kirtipur) is greater than the country's. This table shows that no one is illiterate in this research, and 70% of the respondents have college and university levels of education. This shows that most educated people visit the municipality to get a service.

4.3 Awareness of Public Services

, awareness means knowledge about something. Awareness is the ability to know directly about the facts or events. It is the state of being well-known about something. Awareness is the most important factor in an individual's life when deciding something. Public service awareness is a prerequisite for effective service delivery, enabling people to decide what services to choose and what not to. People must have good knowledge of what type of service the local office provides, which enhances their participation and helps identify their needs and decision-making capacity. The following table presents the awareness level of the people about public service delivery at the local level (municipality).

Table: 4.3

Awareness of the Respondents about Public Service

	Frequency	Percent
Yes	46	92.0
No	4	8.0
Total	50	100.0

Source: Field study, 2023

The above table shows that among 50 respondents, only 8% were unaware of the services provided by the municipality. In contrast, 92% of the people who visited the municipality office were aware of the type of services provided by the municipality office. This study shows that most people are aware of public service delivery.

4.4 Timely Delivery of Services

Time is the most important factor in every aspect of an individual's life. In the present context, time is more important than money. The time factor is one of the major measures of effective service delivery. Timely delivery of service helps enhance the satisfaction level of the respondents. Punctuality, prompt and timely delivery of services enhance the effectiveness of service delivery. If the service is delivered within the period promised to a citizen, it increases the trust and prestige of the government. To know about the people's perception of the timely delivery of services by a municipality, the researcher

has asked the respondents in closed questionnaire forms, "Do you get timely services from the municipality?" The following table demonstrates the respondents' perception of the timely service delivery by the municipality.

Table: 4.4

Do you get Timely Service from the municipality?

	Frequency	Percent
Yes	20	40.0
No	30	60.0
Total	50	100.0

Source: Field study, 2023

This table shows that 60% of the people get timely service from the municipality, and 40% of the people do not get timely service from the municipality. This result makes it clear that respondents are not satisfied with the time taken by the municipality for service delivery. This proves the average effectiveness of service delivery.

4.5 What Matters Most in Service Delivery

The basic principle of the rule of law is "equality before law." This means there is equal treatment to all. It is clearly mentioned in the Constitution of Nepal article 18 (Right of Equality) that all citizens shall be equal before the law. No person shall be denied the equal protection of the law. There shall be no discrimination in the application of general laws on the grounds of origin, religion, race, caste, tribe, sex, physical condition, disability, health conditions, matrimonial status, pregnancy, economic conditions, language, geographical region, ideology or any other such grounds. Many actors and factors play a significant role in service delivery.

To know the influencing factors in service delivery, the researcher asked the respondents in closed questionnaire forms, "While service is delivered from the municipality, what matters most?" The matter of receiving service delivery from the municipality ranges from due process to personal relations, persuasion, and political ideology. The following table demonstrates the perception of the respondents on the matter of service delivery by the municipality.

Table: 4.5

While service is delivered, what matters most?

	Frequency	Percent
Due Process	36	72.0
Personal Relation	8	16.0
Persuasion	2	4.0
Political Ideology	4	8.0
Total	50	100.0

Source: Field study, 2023

This research found that most of the respondents agree with due process in service delivery i.e., 72% of the respondents confirm that service is provided by due process, 16% of the service receivers opine that service is delivered based on personal relationships, 4% of the respondents believe that service is delivered based on persuasion, and 8% agree with the matter of political ideology in service delivery by the municipality. If all the people are not treated equally, then the trust of the people is decreased, and there is a lack of effective service delivery. This shows that there needs to be equal treatment for all in service delivery.

4.6 Impact of Usage ICT in Service Delivery

A model of public service delivery is changing with the people's demands. There are lots of means designed to make public service delivery effective. Information and communication technology is one of the most prominent means of effective service delivery. Paperless governance, e-payment, and e-service are the best examples of the usage of ICT in service delivery. The use of ICT makes service delivery prompt and efficient. It helps minimise the time and cost of the government and the citizens' service delivery. The government disseminates information using technology, and citizens can get authentic information within a minute. E-services, e-payment, e-communication and e-citizen charter are examples of the usage of ICT in service delivery.

To know about people's perceptions on the impact of the usage of ICT in service delivery, the researcher has asked the respondents in closed questionnaire forms, "Do you think the usage of ICT helps to make service delivery effective?" The following table

demonstrates the respondents' perception of the impact of the usage of ICT in service delivery.

Table: 4.6

Do you think the Usage of ICT helps to make Service Delivery Effective?

	Frequency	Percent
Yes	41	82.0
No	9	18.0
Total	50	100.0

Source: Field study, 2023

This study found that 82% of people said yes, which means they agree that ICT helps improve service delivery. Moreover, the rest of them, only 18% of respondents disagree; they do not believe that using ICT helps make service delivery effective. From this study, we may conclude that all of the respondents are not familiar with the use of ICT. The government sites need to be updated in time, and sometimes, the server needs to be fixed. These are the reasons for the disagreement among the respondents.

4.7 Ways of Getting Timely Services

Many laws, bylaws, policies and plans are designed to serve the people within the promised time. Timely service is the best sign of good governance. Timely delivery of services helps to ensure the satisfaction of service.

To know about the people's perceptions on ways of getting timely services from the municipality, the researcher has asked the respondents in closed questionnaire forms, "What should be done to get timely services from the municipality?" The following table demonstrates the perceptions of the respondents on ways of getting service on time.

Table: 4.7

What should be done to get timely service from the municipality?

	Frequency	Percent
Monitoring	19	38.0
Training to the Service Provider	23	46.0
Public awareness of their rights	4	8.0
Increasing the number of service centres	4	8.0
Total	50	100.0

Source: Field study, 2023

This study found that 38% of the respondents agreed with monitoring by the authority. 46% of the respondents believe in training the service provider, which helps deliver timely service. 8% of the respondents opine that public awareness helps with timely service delivery, and only 4% of the respondents focus on increasing the number of service centres to enhance the timely delivery of service. This shows that monitoring and training service providers enhance the chances of timely services.

4.8 Reliability of Service

Reliability is the measurement of the performance standards of the service provided by the municipality. The reliability of service delivery at the grassroots level is a dependent variable in this study. To analyse the reliability of service delivery, various components such as acceptable services, quality of service time, availability of the services, non-discriminatory service, and adequate services are considered. All the measures mentioned earlier are summarised and categorised into five values: strongly agree to disagree strongly. The following table demonstrates the reliability of the services at the local level (municipality).

Table: 4.8
Reliability of services

	Frequency	Percent
Strongly agree	1	2.0
Agree	27	54.0
Neutral	22	44.0
Total	50	100.0

Source: Field study, 2023

This study found that all the respondents had a positive response to the reliability of the service provided by the municipality. 54% of the respondents agree on the reliability of service; only 2% strongly agree on that, and 44% are neutral. From this study, we may conclude that the service provided by the Kirtipur municipality is reliable.

4.9 Accessibility of Service

Accessibility means the ability to get services when needed. It makes information available and ensures the sensible participation of as many people as possible. Accessibility can be viewed as the "ability to access" and benefit from some system or entity. For the effectiveness of the services, services must be easily accessible to the service receivers without delay and at a minimum cost. Accessibility of the services was judged under the measures of whether service providers are responsive to service receivers, friendlier to receivers, easily accessible to service receivers, non-discriminatory towards receivers, have good knowledge of receivers needs to address their demand, can provide services as per goals, and have positive attitudes towards service receivers.

To know about people's perceptions of the accessibility of services provided by a municipality, the researcher has asked the respondents through closed questionnaire forms. All the measures mentioned above are summarised and categorised into five values: strongly agree to strongly disagree. The following table demonstrates the accessibility of the services at the local level (municipality).

Table: 4.9
Accessibility of Services

	Frequency	Percent
Strongly agree	1	2.0
Agree	18	36.0
Neutral	27	54.0
Disagree	4	8.0
Total	50	100.0

Source: Field study, 2023

This study found that 54% of the respondents are neutral, 38% of the respondents agree on the accessibility of the service, 8% disagree on the easy accessibility of the service and only 2% of the respondents strongly agree on the accessibility of the service of the municipality. From this, we may conclude that all the respondents do not have the same accessibility to services. This shows that there needs to be more effective service delivery.

4.10 Competencies of Service Provider

Competency is the ability of someone to do the assigned task efficiently. Competencies play a significant role in public service delivery. The professionalism of service providers determines to what extent they are skilled and knowledgeable to complete the task. Competencies of service the service provider are judged under skill, knowledge, his or her effort to understand the demands of the citizen, discretionary power and rational decision-making ability.

To know about people's perceptions of service providers' competencies, the researcher asked the respondents through closed questionnaire forms. All the above-mentioned measures are summarised and categorised into five values: strongly agree to strongly disagree. The following table demonstrates the competencies of the service provider at the local level (Kirtipur Municipality).

Table: 4.10

Competencies of service provider

	Frequency	Percent
Strongly agree	2	4.0
Agree	28	56.0
Neutral	1	2.0
Disagree	19	38.0
Total	50	100.0

Source: Field study, 2023

This study shows that 56% of the respondents agree on the competencies of the service provider, and 38% of the respondents are negative on the competencies of the service provider, which means they have a question mark on the competency of the service provider. 4% of the respondents strongly agreed on the competencies of the service provider, and only 2% were neutral. From this study, the municipality should be serious about the competencies of their employees.

4.11 Service Delivery Cost

Cost means the amount of money to be paid to get something. It has a vital role in making the service delivery effective in public service delivery. Public services are always service-motivated but have a minimum cost, or the service receiver pays something to get a service. The government collects money under different headings, e.g., service, renewal, and registration charges.

To know people's perceptions of service delivery costs, the researcher asked the respondents in closed questionnaire forms, "How do you rate the service delivery cost?" To collect data, responses are categorised into five values, from very high to very low. The following table demonstrates the rating of service delivery costs at the local level (Kirtipur Municipality).

Table: 4.11

How do you rate the service delivery cost?

	Frequency	Percent
Very high	11	22.0
High	34	68.0
Moderate	4	8.0
Low	1	2.0
Total	50	100.0

Source: Field study, 2023

This study found that 68% of the respondents rated the service delivery cost as high, and 22% agreed that it was a very high service. 8% of the respondents are neutral in this rating, and only 2% rate the service delivery cost as low. This shows that the people want service at zero cost.

4.12 Satisfaction with Online Service

When customer expectations and needs are fulfilled by the municipality in service delivery, then citizen's level of satisfaction increases. Nowadays, most local governments give online services to their citizens. This study's dependent variable is effective service delivery at the grassroots level. Satisfaction is a pleasant feeling when you receive something you want or have done something you want to do. Satisfaction with online services helps to determine the service effectiveness. It is judged under the measures as regards whether the service is acceptable, provided on time, affordable, understandable, non-discriminatory, and adequate.

To know about the people's perception of satisfaction with online services, the researcher asked the respondents in closed questionnaire forms, "How satisfied are you with the online service provided by the municipality?" To collect data, responses are categorised into five values, from very satisfied to very dissatisfied. The following table demonstrates the satisfaction rating with online service at the local level (Kirtipur Municipality).

Table: 4.12

Level of satisfaction with online service

	Frequency	Percent
Very satisfied	1	2.0
Satisfied	23	46.0
Neutral	26	52.0
Total	50	100.0

Source: Field study, 2023

This study found that 52% of the respondents are neutral with this statement, 46% are satisfied with the online service, and only 2% are very satisfied with the online service provided by the municipality. By these results, we may conclude that no one is dissatisfied with the online service and a large number of people are neutral, which means there is little gap in the delivery of the online service.

4.13 Condition of Demand and Supply of Service Delivery

The demand and supply of goods and services are the major functions of the market. People's demands and government supply create a mutual relationship between the government and citizens. Public service is considered the people's right, and supply as a demand is the duty of the state or government. Demand and supply chains play significant roles in effective service delivery. If there is any problem in the demand and supply chains, then the government loses the public's trust. Demand and supply have a direct relationship with service delivery, and they also help to understand the status of government and governance systems. There are lots of demands from the citizens and a limited supply of the service from the government because of the limitation of sources.

To know about the people's perception of the condition of demand and supply of service delivery, the researcher has asked the respondents in closed questionnaire forms, "How do you rate the condition of demand and supply of service delivery?" To collect data, responses are categorised into five values, from excellent to very poor. The following table demonstrates the rating of the condition of demand and supply of service delivery at the local level (Kirtipur Municipality).

Table: 4.13

How do you rate the condition of demand and supply of service delivery?

	Frequency	Percent
Good	4	8.0
Average	40	80.0
Poor	6	12.0
Total	50	100.0

Source: Field study, 2023

It is seen that 80% of the respondents rate the conditions of demand and supply as average, 4% agree on the good, and 12% agree on the poor conditions of demand and supply of service delivery. From this table, the condition of demand and supply for service delivery is neither good nor bad; it is an average condition. The government or supply side must be serious about this condition of service because conditions of demand and supply determine the effectiveness of service delivery and the presence of the government in the public's demands and welfare.

4.14 Quality of Service Delivery

Quality of service is the main element of effective service delivery. The quality of service affects every aspect of service delivery. It is the description and measurement of the overall performance of a service. It is the ability to provide different priorities to different service sectors. It is judged in terms of service reliability, accessibility of the service, service provider attitudes, proper communication, unbiased service, service provider efficiency, service delivery on demand, and adequacy of the services.

To know about people's perceptions of the quality of service delivery, the researcher has asked the respondents to a closed questionnaire. To collect data, responses are categorised into five values, from strongly agree to strongly disagree. The following table demonstrates the rating of the quality of service delivery at the local level (Kirtipur Municipality).

Table: 4.14
Quality of services

	Frequency	Percent
Strongly agree	1	2.0
Agree	35	70.0
Neutral	13	26.0
Disagree	1	2.0
Total	50	100.0

Source: Field study, 2023

This study found that 70% of the respondents agree on the quality of service delivery, 26% are neutral on it, 2% strongly agree, and 2% disagree on the municipality's service quality. With this result, most people are satisfied with the service quality delivered by the municipality.

4.15 Status of E-governance System in Service Delivery

ICT-friendly environments and e-governance play a main role in public service delivery. This study's dependent variable is effective service delivery at the grassroots level. To analyse the effectiveness of service delivery, various components such as e-services, e-payment, e-communication, e-citizen charter, and electronic services are considered. All the above-mentioned measures are summarised and categorised into five levels.

To know about the people's perception of e-governance systems in service delivery, the researcher has asked the respondents in closed questionnaire forms, "How do you rate the status of e-governance systems in service delivery by the municipality?" The following table demonstrates the existing status of e-governance in service delivery at the grassroots level.

Table: 4.15

How do you rate the status of the e-governance system in service delivery?

	Frequency	Percent
Excellent	1	2.0
Good	26	52.0
Fair	22	44.0
Poor	1	2.0
Total	50	100.0

Source: Field study, 2023

This study found that 52% of the respondents agreed on the good status of the e-governance system in service delivery, 44% agreed on its fair status, 2% agreed on the excellent status, and 2% agreed on the poor status of the e-governance system in service delivery. From this table, we may conclude that all respondents are not familiar with the e-governance system of the municipality. Moreover, the municipality must focus on this case to enhance the friendly environment for service delivery through the e-governance system.

4.16 Institutional Arrangement

Institutional arrangements are the main part of public service delivery. The organisational environment plays a major role in service delivery. It includes all the organisation's resources, economic status, adequacy of the resources, optimum number of service providers, plan and policies, and objectives set by the institution. These are all measures of effective service delivery at the grassroots level. All the above-mentioned measures are summarised and categorised into five levels.

To know about the people's perception of institutional arrangements in service delivery, the researcher has asked the respondents through closed questionnaire forms, "What is the status of institutional arrangements in service delivery in the municipality?" The following table demonstrates the respondents' perception of the quality of service providers in service delivery at the grassroots level.

Table: 4.16

What is the status of institutional arrangement in service delivery in a municipality?

	Frequency	Percent
Outstanding	3	6.0
Very satisfactory	22	44.0
Satisfactory	16	32.0
Unsatisfactory	9	18.0
Total	50	100.0

Source: Field study, 2023

This study found that 44% of the respondents are very satisfied with the institutional arrangements of the municipality in service delivery, 32% of the respondents are satisfied with these arrangements; 18% of the respondents are negative, i.e., they are dissatisfied with the institutional arrangements of the municipality; and only 2% of the respondents rate the institutional arrangements of the municipality as outstanding. Based on these results, we may conclude that the institutional arrangement of the municipality is better, which helps in effective service delivery.

4.17 Role of Service Provider

Public officials are the key persons to put the government's plans and policies into action. They are the main agents who provide a service to the citizens. They have a significant role in public service delivery. If the service provider perceives them as government agents and service receivers as a principle, then effective service delivery could occur. To analyse the effectiveness of service delivery, various components such as facilitator, attitude, ethics, accountability, responsibility, and equal treatment of services are considered. All the above-mentioned measures are summarised and categorised into five levels.

To know about the people's perception of the role of service providers in service delivery, the researcher asked the respondents in closed questionnaire forms, "How do you rate the role of service providers in the municipality?" The following table demonstrates the respondents' perceptions of the role of service providers in service delivery at the grassroots level.

Table: 4.17

How do you rate the role of service providers in service delivery?

	Frequency	Percent
Excellent	1	2.0
Good	12	24.0
Average	36	72.0
Poor	1	2.0
Total	50	100.0

Source: Field study, 2023

The above table shows that 72% of the respondents agreed on the average, 24% agreed on the good, 2% agreed on the excellent and only 2% agreed on the poor. This means most of the people rated the role of service provider as neither good nor bad; it is average. This shows that more than the role of the service provider is required as per the citizens' demands.

4.18 Quality of Service Provider

Service providers play an important role in the effectiveness of service delivery. The service provider's skill, knowledge, and performance govern the service's effectiveness. If the service providers are competent, they are ready to accept the new challenges and demands of the citizens. If they are well-known about the service and have knowledge about the local language and cultures, they could play a significant role in delivering a public service. To analyse the effectiveness of service delivery, various components such as skills, knowledge, training, monitoring and evaluation, motivation, tolerance, commitment, experience, and performance on services are considered. All the above-mentioned measures are summarised and categorised into five levels.

To know about the people's perception of the quality of service providers in service delivery, the researcher has asked the respondents in closed questionnaire forms, "How do you rate the quality of service providers in your municipality?" The following table demonstrates the respondents' perception of the quality of service providers in service delivery at the grassroots level.

Table: 4.18

How do you rate the quality of service provider?

	Frequency	Percent
Very good	1	2.0
Good	13	26.0
Acceptable	36	72.0
Total	50	100.0

Source: Field study, 2023

This study found that 72% of the respondents agreed that the quality of service provider is acceptable, 26% agreed that it is of good quality, and only 2% agreed that the quality of service provider in the municipality is very good. No one commented negatively on the quality of service providers. From this, we may conclude that service providers have a minimum level of quality for service delivery.

4.19 Inferential Analysis

This chapter presents the inferential analysis conducted to explore the relationship between dependent and independent variables. Regression estimates describe the data and explain the relationship between one dependent variable and one or more independent variables. Simple linear regression is similar to correlation as both measures to what extent there is a linear relationship between the variables. But the major difference between these two is that correlation makes no distinction between independent and dependent variables, while regression does.

Here, all the variables are nominal (Categorical). So, to measure the relationship between these variables, we need to apply some non-parametric tests. Non-parametric tests make fewer assumptions about the data and are useful when one or more of the common statistical assumptions are violated. However, their inferences could be stronger with parametric tests. When our experiment is trying to draw a comparison or find the difference between the two categorical random variables, then we can use the chi-square test, to test the statistical difference.

4.19.1 Chi-square Test of Association

The chi-square test for independence also called Pearson's chi-square test or the chi-square test of association, is used to discover if there is a relationship between two categorical variables.

The Chi-square statistic is a non-parametric (distribution-free) tool designed to analyse group differences when the dependent variable is measured at a nominal level. Like all non-parametric statistics, the Chi-square is robust with respect to the distribution of the data. Specifically, it does not require equality of variances among the study groups or homoscedasticity in the data. It permits the evaluation of both dichotomous independent variables and multiple group studies. Unlike many other non-parametric and some parametric statistics, the calculations needed to compute the Chi-square provide considerable information about how each of the groups performed in the study. This richness of detail allows the researcher to understand the results and, thus, to derive more detailed information from this statistic than from many others.

The Chi-square is a significant statistic and should be followed with a strength statistic. The Cramer's V is the most common strength test used to test the data when a significant Chi-square result has been obtained. Advantages of the Chi-square include its robustness concerning the distribution of the data, its ease of computation, the detailed information that can be derived from the test, its use in studies for which parametric assumptions cannot be met, and its flexibility in handling data from both two group and multiple group studies. Limitations include its sample size requirements, difficulty of interpretation when there are large numbers of categories (20 or more) in the independent or dependent variables, and tendency of the Cramer's V to produce relatively low correlation measures, even for highly significant results.

Using a chi-square test for independence is only appropriate if data passes these two assumptions. We cannot use a chi-square test for independence if it does not. These two assumptions are:

- Two variables should be measured ordinal or nominal (i.e., categorical data).
- Two variables should consist of two or more categorical, independent groups. Example independent variables that meet this criterion include gender (2 groups: Males and Females), ethnicity (e.g., three groups: Brahmin, Dalit, Ethnic), Satisfaction level (e.g., three groups: Dissatisfied, satisfied, very satisfied), Level of interest (e.g., five groups: Very low level of interest, low interest, some interest, high level of interest, very high level of interest), and so forth.
- The sample size is fairly large, so there is a minimum of 1 data in all the classes, and it should be at least 5 for the majority of the classes. We have 50 cases that are fairly distributed among all classes.

4.19.2 Hypothesis Testing Results

Once data and the impact of independent and dependent variables have been analysed, the final results of hypothesis testing are determined. They are summarised below.

H₀₁: There is an association between people's participation and the effectiveness of public service delivery.

To test this hypothesis, chi-square is used with the help of SPSS. For this analysis (Dependent variable data) were re-corded in two categorical values. These alternatives were merged effective (moderately effective, very effective and extremely effective) and ineffective (slightly effective and ineffective). Moreover, (Independent Variable data) were also recorded and merged into two categories: good (satisfactory, very satisfactory and outstanding) and poor (unsatisfactory and poor).

Table: 4.19

Effectiveness of public service delivery and people's participation in public service delivery, Cross tabulation				
		people's participation in public service delivery		Total
		Poor	Good	
Effectiveness of public service delivery	Ineffective	2	15	17
	Effective	1	32	33
Total		3	47	50
Pearson chi-square value=1.518, p value=0.218, d.f.=1, level of significance (α) = 5%				
Phi Value=0.174 Cramer's V= 0.174				

Source: Field Survey, 2023

For examining the association between people's participation and effective public service delivery, the Pearson chi-square (χ^2) test was performed. The tabulated value of χ^2 at a 5% significance level for a degree of freedom 1 is 3.841. The calculated value of the chi-square is 1.518, with a p-value of 0.218. Since the tabulated value is greater than the calculated value. Furthermore, a p-value is greater than 0.05. i.e. ($p > 0.05$), Thus H_{01} is rejected. It can be concluded that there is no significant association between people's participation and effective public service delivery. Cramer's V and Phi show the strengths of association. The values of Cramer's v and Phi are 0.174, which shows the poor associations between the attributes. Therefore, it can be concluded that people's participation does not increase the effectiveness of public service delivery.

H₀₂: There is an association between public information and effective public service delivery.

To test this hypothesis, chi-square is used with the help of SPSS. For this analysis (Dependent variable data) were re-coded in two categorical values. These alternatives were merged effective (moderately effective, very effective and extremely effective) and ineffective (slightly effective and ineffective). (Independent Variable data) were also recoded and merged into two categories: good (satisfactory, very satisfactory and outstanding) and poor (unsatisfactory and poor).

Table: 4.20

Effectiveness of public service delivery and Public information in public service delivery, Cross tabulation				
		Public information in public service delivery		Total
		Poor	Good	
Effectiveness of public service delivery	Ineffective	11	6	17
	Effective	5	28	33
Total		16	34	50
Pearson chi-square value=12.662, p value=0.000, d.f.=1, level of significance (α) = 5%				
Phi Value=0.503 Cramer's V= 0.503				

Source: Field Survey, 2023

For examining the association between public information and effective public service delivery, the Pearson chi-square (χ^2) test was performed. The tabulated value of χ^2 at a 5% significance level for the degree of freedom 1 is 3.841. The calculated value of the chi-square is 12.662 with a p-value of 0.000. Since the calculated value of χ^2 is greater than the tabulated value. Moreover, the p-value is less than 0.05. i.e. ($p < 0.05$), Thus H_{02} is accepted. It can be concluded that there is a significant association between public information and effective public service delivery. Cramer's V and Phi show the strengths of association. Cramer's V and Phi values are 0.503, showing strong associations between the attributes. Therefore, it can be concluded that public information increases the effectiveness of public service delivery.

H₀₃: There is an association between knowledge of service providers on ICT and effective public service delivery.

To test this hypothesis, chi-square is used with the help of SPSS. For this analysis (Dependent variable data) were re-coded in two categorical values. These alternatives were merged effective (moderately effective, very effective and extremely effective) and ineffective (slightly effective and ineffective). (Independent Variable data) were also recoded and merged into two categories: good (satisfactory, very satisfactory and outstanding) and poor (unsatisfactory and poor).

Table: 4.21

Effectiveness of public service delivery and Knowledge of service provider on ICT, Cross tabulation				
		Knowledge of service providers on ICT		Total
		Poor	Good	
Effectiveness of public service delivery	Ineffective	11	6	17
	Effective	8	25	33
Total		19	31	50
Pearson chi-square value=7.797, p value=0.005, d.f.=1, level of significance (α) = 5%				
Phi Value=0.503 Cramer's V= 0.395				

Source: Field Survey, 2023

For examining the association between knowledge of service providers on ICT and effective public service delivery, the Pearson chi-square (χ^2) test was performed. The tabulated value of χ^2 at a 5% significance level for the degree of freedom 1 is 3.841. The calculated chi-square value is 7.797, with a p-value of 0.005. Since the calculated value is greater than the tabulated value. Moreover, the p-value is less than 0.05. i.e. ($p < 0.05$), Thus H_{03} is accepted. It can be concluded that there is a significant association between the knowledge of service providers on ICT and effective public service delivery. Cramer's V and Phi show the strengths of association. Cramer's V and Phi values are 0.395, showing moderately strong associations between the attributes. Therefore, it can be concluded that knowledge of service providers on ICT helps increase public service delivery's effectiveness.

H₀₄: There is an association between effective public service delivery and proper communication between the service receiver and the service provider.

To test this hypothesis, chi-square is used with the help of SPSS. For this analysis (Dependent variable data) were re-coded in two categorical values. These alternatives were merged effective (moderately effective, very effective and extremely effective) and ineffective (slightly effective and ineffective). (Independent Variable data) were also

recoded and merged in two categories: satisfactory (satisfactory, very satisfactory and outstanding) and poor (unsatisfactory and poor).

Table: 4.22

Effectiveness of public service delivery and Proper communication between service provider and service receiver, Cross tabulation				
		Proper communication between a service provider and a service receiver		Total
		Poor	Satisfactory	
Effectiveness of public service delivery	Ineffective	12	5	17
	Effective	10	23	33
Total		22	28	50
Pearson chi-square value=7.390, p value=0.007, d.f.=1, level of significance (α) = 5%				
Phi Value=0.384 Cramer's V= 0.384				

Source: Field Survey, 2023

For examining the association between proper communication between service provider and service receiver and effective public service delivery, the Pearson chi-square (χ^2) test was performed. The tabulated value of χ^2 at a 5% level of significance for degree of freedom 1 is 3.841. The calculated value of the chi-square is 7.390, with a p-value of 0.007. Since the calculated value is greater than the tabulated value. Moreover, the p-value is less than 0.05. i.e. ($p < 0.05$), Thus H_{04} is accepted. It can be concluded that there is a significant association between proper communication between service providers and service receivers and effective public service delivery. Cramer's V and Phi show the strengths of association. Cramer's V and Phi values are 0.384, showing moderately strong associations between the attributes. Therefore, it can be concluded that proper communication between service providers and service receivers helps increase public service delivery effectiveness.

H₀₅: There is an association between the attitude and behaviour of service providers and effective public service delivery.

To test this hypothesis, chi-square is used with the help of SPSS. For this analysis (Dependent variable data) were re-coded in two categorical values. These alternatives were merged effective (moderately effective, very effective and extremely effective) and ineffective (slightly effective and ineffective). (Independent Variable data) were also recoded and merged into two categories: agree (strongly agree, agree,) and disagree (disagree, strongly disagree).

Table: 4.23

Effectiveness of public service delivery and attitude and behaviour of service provider, Cross tabulation				
		Attitude and behaviour of service provider		Total
		Disagree	Agree	
Effectiveness of public service delivery	Ineffective	8	9	17
	Effective	11	22	33
Total		19	31	50
Pearson chi-square value=0.897, p value=0.344, d.f.=1, level of significance (α) = 5%				
Phi Value=0.134 Cramer's V= 0.134				

Source: Field Survey, 2023

For examining the association between the attitude and behaviour of service providers and effective public service delivery, the Pearson chi-square (χ^2) test was performed. The tabulated value of χ^2 at a 5% significance level for the degree of freedom 1 is 3.841. The calculated value of the chi-square is 0.897, with a p-value of 0.344. Since the tabulated value is greater than the calculated value. Moreover, the p-value is greater than 0.05. i.e. ($p > 0.05$), Thus H_{05} is rejected. It can be concluded that there is no significant association between the attitude and behaviour of service providers and effective public service delivery. Cramer's V and Phi show the strengths of association. The values of Cramer's V and Phi are 0.134, which shows the poor associations between the attributes. Therefore, it

can be concluded that proper communication between service providers and service receivers helps increase public service delivery effectiveness.

4.20 Problems, Challenges and Opportunities in Service Delivery

The public sector faces many complex problems, challenges and opportunities, which require careful attention and solutions. In the case of qualitative data collection for effective service delivery at the local level (Kritipur Municipality), ten different respondents are accidentally selected, and they identify the following problems, challenges, and opportunities in service delivery at the local level:

Problems

Bureaucratic inefficiency and lack of skilled resources are adequate in number but not sufficient according to the nature of the job. There needs to be a performance evaluation system; there is a communication and understanding gap between the service provider and receivers. Public expectations are very high, service receivers are not friendly with the e-service, and public service is system-oriented rather than output oriented. There is a weak supervision system and political interference in the administration. Underuse of available resources in service delivery. Budget constraints. A mismatch between the service demand and supply of the citizen. Low priority and weak political commitment are the main problems in service delivery at the local level.

Challenges

Fulfilling the demand and expectation of the citizens, delivery of service without any cost, increased government expenditure in goods and service delivery, restructuring and re-engineering the service delivery mechanism, outdated laws, enhancing the efficiency of the service sector as compared to the private sector, traditional mindset and perception of the service provider, accountability and responsibility of the service provider, ICT-friendly service provider, e-governance, and a paperless governance system are the main challenges seen in public service delivery at the local level.

Opportunities

The Constitution of Nepal recognises Nepal as a federal republican democratic country and delegates power and authority to the local level for public welfare and effective service delivery. The Local Government Operation Act-2074 mandates the local level as local government or doorstep government. Periodic plans, sustainable development goals, and other government policies are opportunities for public service delivery at the local level.

To address all the challenges mentioned above and problems in public service delivery at the local level, the government can involve people in the decision-making process, policy reforms, technological innovations, improved management practices, and an effective governance system. It also requires the active involvement of citizens, civil society and public officials committed to the public interest. Governments must adapt and evolve to meet citizens' changing needs and expectations with transparency, accountability, responsibility and ethical standards.

4.21 Findings of the Study

To collect data for this research, 50 respondents were selected by purposive sampling, and data were collected through the survey questionnaire and interview. The collected data were analysed using the computer-based program Statistical Package for the Social Sciences (SPSS). Descriptive analysis, ranking and comparing data through cross-tabulation, correlation and regression analysis have been conducted. A statistical analysis of the collected data found the following results:

1. In the case of citizen awareness of public services among 50 respondents, only 8% were unaware of the service provided by the municipality, whereas 92% of the people who visited the municipality office had an awareness of the type of service provided by the municipality office. This shows that most people are aware of the public service delivery.
2. In the case of timely delivery of services, among 50 respondents, 60% of the people get timely service from the municipality, and 40% of the people do not get timely service from the municipality. This result makes it clear that respondents

are not satisfied with the time taken by the municipality for service delivery. This proves the average effectiveness of service delivery.

3. In the case of service delivery in a municipality, among 50 respondents, most agreed with due process in the service delivery, i.e., 72% of respondents confirmed that service was provided by due process, 16% of the service receiver opined that service was delivered on the basis of personal relationships, 4% believed that service was delivered on the basis of persuasion, and 8% agreed with the matter of political ideology in service delivery by the municipality. If all the people are not treated equally, then the trust of the people is decreased, and there is a lack of effective service delivery. This shows that there is no equal treatment for all in service delivery.
4. In the case of the impact of the usage of ICT on service delivery, among 50 respondents, 82% said yes, which means they agree with the statement that the usage of ICT helps to make service delivery effective. And the rest of them only 18% of the respondents disagree: they do not believe that using ICT helps make service delivery effective. From this study, we may conclude that all of the respondents are not familiar with the use of ICT. The government sites need to be updated in time, and sometimes, the server needs to be fixed. These are the reasons for the disagreement among the respondents.
5. In the case of a way to get timely service from the municipality, 38% of the respondents agreed on monitoring from the authority. 46% of the respondents believe in training the service provider, which helps deliver timely service. 8% of the respondents opine that public awareness helps with timely service delivery, and only 4% of the respondents focus on increasing the number of service centers to enhance the timely delivery of service. This shows that monitoring and training service providers enhance the chances of timely services.
6. An analysis of the reliability of the service found that all the respondents had a positive response to the reliability of the service provided by the municipality. 54% of the respondents agreed on the reliability of service, only 2% of the respondents strongly agreed on that, and 44% of the respondents were neutral. From this study, the service provided by the Kirtipur municipality is reliable.

7. Analysis of the accessibility of the service found that 54% of the respondents were neutral, 38% agreed on the accessibility of the service, 8% disagreed on the easy accessibility of the service, and only 2% strongly agreed on the accessibility of the service of the municipality. From this, we may conclude that all the respondents do not have the same accessibility to services. This shows that there is a small gap in effective service delivery.
8. Competencies of the respondents found that 56% of the respondents agreed on the competencies of the service provider, and 38% of the respondents were negative on the competencies of the service provider; this means they have a question mark on the competency of the service provider. 4% of the respondents strongly agreed on the competencies of the service provider, and only 2% were neutral. From this study, we may say that the municipality should be serious about the competencies of its employees.
9. In the case of service delivery cost, 68% of the respondents rated the service delivery cost as high, and 22% of the respondents agreed that it was very high. 8% of the respondents are neutral in this rating, and only 2% of the respondents rate the service delivery cost as low. This shows that the people want service at zero cost.
10. The analysis of online service satisfaction found that 52% of the respondents were neutral with this statement, 46% of the respondents were satisfied with the online service, and only 2% of the respondents were very satisfied with the online service provided by the municipality. By these results, we may conclude that no one is dissatisfied with the online service, and a large number of people are neutral, which means there is little gap in the delivery of the online service.
11. Regarding the conditions of demand and supply of the service, 80% of the respondents rated the conditions of demand and supply as average, 4% agreed on the good, and 12% agreed on the poor conditions of service delivery. From these results, the condition of demand and supply for service delivery is neither good nor bad; it is an average condition. Moreover, the government or supply side must be serious about this service condition because conditions of demands and supply

determine the effectiveness of service delivery and the presence of the government in the public's demands and welfare.

12. Analysis of the quality of service found that 70% of the respondents agreed on the quality of service delivery, 26% of the respondents were neutral on it, 2% strongly agreed and 2% disagreed on the service quality of the municipality. With this result, we may conclude that most people are satisfied with the service quality delivered by the municipality.
13. This study found that 52% of the respondents agreed on the good status of the e-governance system in service delivery, 44% agreed on its fair status, 2% agreed on the excellent status, and 2% agreed on the poor status of the e-governance system in service delivery. From this table, we may conclude that all respondents are not familiar with the e-governance system of the municipality. And the municipality must focus on this case to enhance the friendly environment for service delivery through the e-governance system.
14. The analysis of ratings of institutional arrangements found that 44% of the respondents were very satisfied with the institutional arrangements of the municipality in service delivery, 32% of the respondents were satisfied with these arrangements; 18% of the respondents were negative i.e., they were dissatisfied with the institutional arrangements of the municipality; and only 2% of the respondents rated the institutional arrangements of the municipality as outstanding. Based on these results, the institutional arrangement of the municipality is better, which helps in effective service delivery.
15. In the case of rating the role of the service provider, 72% of the respondents agreed on the average, 24% of the respondents agreed on the good, 2% of the respondents agreed on the excellent, and only 2% of the respondents agreed on the poor. This means most people rated the service provider role as neither good nor bad; it is average. This shows that more than the service provider's role is required per the citizens' demand.
16. This research found that 72% of the respondents agreed that the quality of the service provider is acceptable, 26% agreed that it is of good quality, and only 2% agreed that the quality of the service provider in the municipality is very good. No

one commented negatively on the quality of service providers. From this, we may conclude that service providers have a minimum level of quality for service delivery.

17. *H₀₁: There is an association between people's participation and the effectiveness of public service delivery*

The tabulated value of χ^2 at a 5% level of significance for degree of freedom 1 is 3.841. The calculated value of the chi-square is 1.518, with a p-value of 0.218. Since the tabulated value is greater than the calculated value. Moreover, the p-value is greater than 0.05. i.e. ($p > 0.05$), Thus H_{01} is rejected. It can be concluded that there is no significant association between people's participation and effective public service delivery.

18. *H₀₂: There is an association between public information and effective public service delivery.*

The tabulated value of χ^2 at a 5% significance level for the degree of freedom 1 is 3.841. The calculated value of the chi-square is 12.662 with a p-value of 0.000. Since the calculated value is greater than the tabulated value. Moreover, the p-value is less than 0.05. i.e. ($p < 0.05$), Thus H_{02} is accepted. It can be concluded that there is a significant association between public information and effective public service delivery.

19. *H₀₃: There is an association between knowledge of service providers on ICT and effective public service delivery.*

The tabulated value of χ^2 at a 5% significance level for the degree of freedom 1 is 3.841. The calculated chi-square value is 7.797, with a p-value of 0.005. Since the calculated value is greater than the tabulated value. Moreover, the p-value is less than 0.05. i.e. ($p < 0.05$), Thus H_{03} is accepted. It can be concluded that there is a significant association between the knowledge of service providers on ICT and effective public service delivery.

20. *H₀₄: There is an association between effective public service delivery and proper communication between the service receiver and the service provider.*

The tabulated value of χ^2 at a 5% level of significance for degree of freedom 1 is 3.841. The calculated value of the chi-square is 7.390, with a p-value of 0.007.

Since the calculated value is greater than the tabulated value. Moreover, the p-value is less than 0.05. i.e. ($p < 0.05$), Thus H_{04} is accepted. It can be concluded that there is a significant association between proper communication between service providers and service receivers and effective public service delivery.

21. H_{05} : *There is an association between the attitude and behaviour of service providers and effective public service delivery.*

The tabulated value of χ^2 at a 5% significance level for the degree of freedom 1 is 3.841. The calculated value of the chi-square is 0.897, with a p-value of 0.344. Since the tabulated value is greater than the calculated value. Moreover, the p-value is greater than 0.05. i.e. ($p > 0.05$), Thus H_{05} is rejected. It can be concluded that there is no significant association between the attitude and behaviour of service providers and effective public service delivery.

4.22 Conclusions

The main objective of this chapter is to present, analyse and find the effectiveness of the service delivery provided at the local level (Kirtipur municipality). At present, the Local Governance Operation Act 2074 is in operation. It guides and controls the local bodies to deliver public service effectively and efficiently. However, there is overlap in the jurisdiction of central, provincial and local bodies. There are many contradictions in the LOGA-2074, the constitution, and the role of local bodies. As a result, the local body could not provide a public service per the constitution and Local Government Operation Act 2074.

Various aspects of effectiveness, such as timely delivery of services, quality of services, achievement of goals, accessibility of services, and satisfaction with services, have been analysed. It was found that people are satisfied with the service delivered by the municipality. The quality and accessibility of services were found to be good, and most people are satisfied with the service delivered by the municipality. Most people opined that monitoring, adequate staff, physical facilities, people's participation, public awareness, and timely training for the service provider increase the effectiveness of service delivery at the local level.

Finally, public service at the local level was not effective as mandated by the constitution and the LOGA-2074 due to the improper implementation of federalism, a centralised mentality, resistance to change, lack of resources, and political instability. Local levels are considered a doorstep government with a self-and-shared rule, but the service delivery could have been more effective.

CHAPTER V

SUMMARY AND CONCLUSIONS

This chapter describes the summary of the study conclusion, suggestions, and recommendations to improve the effectiveness of public service delivery at the local level (Kirtipur Municipality). This chapter aims to analyse the factors affecting effective and quality service at the local level in Nepal. Effective and quality service delivery has been discussed to achieve state goals and put policy into action.

5.1 Summary

The first chapter of this research has described the introduction, background of the study, statement of the problem, objective of the study, limitations of the study, and organisation of study related to public service delivery. The second chapter has a literature review and a comprehensive summary of previous research on effective public service delivery. The third chapter has discussed the research methodology, including the research design, data sources, population, and sample size. The fourth chapter has discussed the presentation and analysis of data with appropriate tools and techniques. Moreover, the fifth chapter describes the summary and conclusions of effective public service delivery.

Service delivery is a process or mechanism by which the government's plans, policies, and programs address the people's demands. It is the way in which the government's plans are converted into actions. It is a process for achieving a policy's specified mission, vision, and goals. It is the major element in the state-citizen relationship. Delivering services is the duty of the states, and getting prompt service is the right of the people. States provide necessary services to the people, and citizens support the state by following the rules and regulations, paying taxes, and in other ways mentioned in Article 48 of the Constitution of Nepal. Public services are those types of services that could be tangible, intangible or in many other forms.

As the state's obligations towards its people range from pre-womb to post-tomb, the socio-economic status of the people also depends on the quality and effectiveness of the service delivery. Quality and effective service delivery change the lifestyle of people; it

also changes their attitudes, behaviours and status. Effective service delivery is a measure of good governance. It raises questions about the quality and effectiveness of service delivery.

The study's objective is to understand the perceptions of service receivers and providers of public service delivery and the determinant effects on the delivery of services. How the effectiveness of service delivery can be increased. In addition, perceptions about service delivery are taken as the dependent variable. The research has identified that effective and quality public service delivery depends on the combined efforts of the service providers, service receivers, and users and their interactions.

To fulfil the study's objective, a descriptive and exploratory, i.e., mixed approach, has been followed. The quantitative data was received from service receivers from survey-based questionnaires, and the qualitative data was taken from service receivers and service providers by interview methods. Regression analysis is used to show the relationship between dependent and independent variables. The effectiveness of the service delivery at the local level is the dependent variable, and the determinants of effective service delivery such as people's participation, public information, attitude and behaviour of service provider, knowledge of ICT in service, and proper communication between service provider and receiver, are the independent variables.

To conduct the study, the regular service of the Kirtipur municipality was chosen to know about the effectiveness of the service provided at the local level, because it is the most public issue related to the people's daily lives. Considering the limitations of the area of the study field study conducted in the Kirtipur municipality, service users were selected by the purposive sampling method, and they were administered questionnaires that were prepared in both Nepali and English for their convenience.

A computer-based program called Statistical Package for the Social Sciences (SPSS) was used to analyse the data. Ranking comparing data through cross-tabulation and correlation and regression analysis have been conducted. Responses to the determinants of effective and quality service delivery vary with the level of education and perception

of the service receiver. Respondents believe the determinants mentioned above play a high role in effective service delivery.

The overall status of service delivery is acceptable at the local level. We hope it will further prosper with its experience and management skills. Moreover, the local level is trying to provide effective service delivery in rural and urban areas.

Local levels are equipped with equally competitive personnel, which have helped them a lot in determining effective public service delivery. However, further consideration on their part to include certain aspects of service delivery will be more effective.

- Discussions with the service receiver to improve service facilities are very effective. The service provider will be able to know the demands and aspirations of the customer. The discussion will help to build a good relationship with the citizens, which is very important in today's service delivery. The municipality needs to focus on this.
- The municipality should monitor and evaluate the service delivery system that helps ensure effective service delivery.
- Accessibility, online services, and adequacy of services are the main issues in effective service delivery. Therefore, the municipality should ensure that accessibility, adequacy, and online service are provided correctly. The municipality should maintain this aspect.
- As discussed earlier, service providers' attitudes towards citizens must be positive. They should treat all citizens equally. They need to have specialised skills and knowledge in service delivery.
- Service providers should be more careful with the quality of their services and be politically unbiased.
- Any decision made on the part of service delivery should be immediately communicated to the citizen. Immediate information is required in the sense that good service and quick response are measures of effective service delivery.
- Service providers should be strict in implementing the rules and regulations in the case of public service delivery.

- The service delivery process seems lengthy at the local level. Therefore, it should be improved.
- Staff working in the municipality should be provided with the required training frequently.

The general suggestion is that effective service is what a citizen wants at the local level. Though a municipality is a small unit of government, it should pay attention to the main motto of the constitution, LOGA-2075, periodic plans and policies, sustainable development goals, and the state's commitment towards the citizens.

5.2 Conclusions

The studies find out the effectiveness of service delivery at the grassroots level. Independent variables such as people's participation, public information, attitude and behaviours of service providers, knowledge of ICT in services, proper communication between service providers and receivers, as well as mediating variables such as legal authorities and framework, administrative culture, service delivery mechanism, uses of ICT, and organisational setting, directly affect on the service delivery. Determinant factors such as adequacy, competencies, accessibility, responsiveness, communication, and attitudes that affect the effectiveness of service delivery have been discussed; the following conclusions have been drawn based on the analysis made in the above chapters:

For effective and quality service delivery, there should be competent human resources with skill, knowledge, experience, and training, a token system in service delivery and the “first come, first service” principle in government offices. There should be a need to enhance public awareness. Public awareness enhances the level of thinking, knowledge about the service, and decision-making, and it also helps to know the rules, regulations, and procedures for getting service from the municipality. There should be provisions for mobile teams for the delivery of specific services, a friendlier relationship between the service provider and service receiver, a system of public grievance handling and complaint readdress, a system of monitoring of service delivery for any wrongdoing or

graft from watchdog and anti-corruption institutions, and an introducing system of “consumer satisfaction” for services delivered by the government.

Finally, the municipality performs its activities according to the guidelines of the Local Government Operation Act (LOGA-2074). The Local Government Operation Act- 2074 aims to make local governments effectively deliver their duties. Accordingly, a detailed review of the nature of their jobs was identified in different areas of concern, and the respective authority and responsibility were delegated to them. According to the constitution of Nepal, in Schedule 8, there is a list of powers and jurisdictions for the local level. The scope of local refers to the functions relating to agriculture, rural drinking water, works and transport, education and sports, irrigation and soil erosion and river control, infrastructure development and housing, health services, forest and environment, language and culture, tourism, cottage industry, and others. Therefore, it is clear that a positive employee attitude, knowledgeable and skilled workforce, institutional capacity, e-governance system, and people's participation ensure effective service delivery.

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SURVEY QUESTIONNAIRE

Dear Sir/Madam,

I am a scholar of M.Phil. Degree, Faculty of Management, Central Department of Public Administration, Tribhuvan University, Kathmandu, Nepal. I'm conducting a research on the topic **"EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL LEVEL WITH REFERENCE TO KIRTIPUR MUNICIPALITY"**, more especially the questionnaire administered to you aims to find the state of service delivery with reference to distribution of education service delivery, this research project is partially funded by the University Grant Commission Nepal, and I assure that all the information provided by you will be kept confidential. Your cooperation and support will be more valuable to draw a clear picture of state of service delivery with reference to education service delivery and its objectives.

With regards
Ajay Krishna Parajuli
Research Scholar
CDPA
Faculty of Management
Tribhuvan University

Respondents Personal Information:

Date:

- a) Name:
- b) Age/ Sex:
- c) Designation/Position:
- d) Education/ Experience:
- e) Contact No.:

Specific information:

1. Do you think municipality has sufficient no. of employee?

2. Do you think municipality has trained human resources?

SURVEY QUESTIONNAIRE

Dear respondents,

I am a scholar of M.Phil. Degree, Faculty of Management, Central Department of Public Administration, Tribhuvan University, Kathmandu, Nepal. I'm conducting a research on the topic **“EFFECTIVENESS OF SERVICE DELIVERY AT LOCAL LEVEL WITH REFERENCE TO KIRTIPUR MUNICIPALITY”**, more especially the questionnaire administered to you aims to find the state of service delivery with reference to distribution of education service delivery, this research project is partially funded by the University Grant Commission Nepal, and I assure that all the information provided by you will be kept confidential. Your cooperation and support will be more valuable to draw a clear picture of state of service delivery with reference to education service delivery and its objectives.

With regards

Ajay Krishna Parajuli
Research Scholar
CDPA
Faculty of Management
Tribhuvan University

Respondents Personal Information:

Date:

- a) Name:
- b) Age:
- c) Sex:
- d) Religion:
- e) Education:
- f) Occupation:
- g) Marital status:
- h) Family Structure:
- i) Contact No.:

Specific information:

1. Are you aware about the service provided by the municipality? a) Yes b) No					
2. Do you get timely services from municipality? a) Yes b) No					
3. While service is delivered from municipality, what matter most? a) Due process b) Personal relation c) Persuasion d) Political ideology e) Other (If any? mention.....)					
4. What should be done to get timely services from municipality? a) Monitoring b) Training to the service provider c) Public awareness on their rights d) Increasing the number of service center					
5. What are the conditions of usage of ICT on service delivery? a) Outstanding b) Very Satisfactory c) Satisfactory d) Unsatisfactory e) Poor					
6. Do you think usage of ICT helps to make service delivery effective? a) Yes b) No					
7. Please provide your opinion on the following statement.	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
a) Evidence of the service facilities and personnel					
b) Reliability of services					
c) Willingness of employees to provide services					
d) Accessibility of services					
e) Employees of competence in providing services					
f) Employees efforts to understand customers' needs					
g) Proper communication between service providers and service receivers					

8. Do you think there are any other ways by which better quality of services can be provided? a) Decentralization of powers b) Increasing peoples participation c) Increasing salary d) Reward and punishment system					
9. please provide your opinion	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
a) Service provider are prompt and efficient					
b) They are responsive to service receivers					
c) They are friendlier to receivers					
d) They are easily accessible to service receivers					
e) They are non-discriminatory towards service receivers					
f) They have good knowledge of receivers needs to address their demand					
g) They have ability to provide services as per goals					
h) They have positive attitudes towards service receivers					
10. In your opinion what are the main constraints of effective service delivery? a) Attitudes of service provider b) Government policy c) Poor Communication d) Service delivery mechanism					
11. How do you rate the service delivery cost? a) Very high b) High c) Moderate d) Low e) Very low					
12. How satisfied are you with the online service provided by the municipality? a) Very satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very dissatisfied					

13. Please provide your opinion on the following statement	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
a) Service are acceptable					
b) Service are provided in time					
c) Service are affordable					
d) Service are available as per needs					
e) Services are non-discriminatory					
f) Services are adequate					
<p>14. What is the condition of demand and supply of service delivery?</p> <p>a) Excellent b) Good c) Average d) Poor e) Very poor</p>					
<p>15. What is the status of people's participation in public service delivery?</p> <p>a) Outstanding b) Very satisfactory c) Satisfactory d) Unsatisfactory e) Poor</p>					
<p>16. How do you rate the knowledge of service provider on ICT?</p> <p>a) Excellent b) Good c) Fair d) Poor e) Very poor</p>					
<p>17. How do you rate the role of municipality on public information?</p> <p>a) Excellent b) Good c) Average d) Poor e) Very poor</p>					
<p>18. How do you rate the quality of service provided by municipality?</p> <p>a) Very good b) Good c) Acceptable d) Poor e) Very poor</p>					

<p>19. How do you see the status of proper communication between service provider and service receiver on service delivery?</p> <p>a) Excellent b) Good c) Average d) Poor e) Don't know</p>
<p>20. How do you rate the effectiveness of public service delivery?</p> <p>a) Extremely effective b) Very effective c) Moderately effective d) Slightly effective e) Not at all effective</p>
<p>21. In your opinion, what are the main causes of ineffective service delivery?</p> <p>a)..... b)..... c).....</p>
<p>22. What problems do you face to receive public service from municipality?</p> <p>a)..... b)..... c).....</p>
<p>23. What should be done to get regular and effective service from Municipality? State any three ways.</p> <p>a) b) c)</p>

Thank You!