

Good Governance Status of Sankharapur Municipality

A Thesis Submitted to
The Central Department of Rural Development,
Tribhuvan University,
In Partial fulfillment of the Requirements for the
Degree of the Masters of Arts (M.A)
In
Rural Development

Submitted By

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DECLARATION

I hereby declare that the thesis entitled **Good Governance status of Sankharapur Municipality** submitted to the Central Department of Rural Development, Tribhuvan University, is entirely my original work prepared under the guidance and supervision of my supervisor. I have made due acknowledgements to all ideas and information borrowed from different sources in the course of preparing this thesis. The results of this thesis have not been presented or submitted anywhere else for the award of any degree or for any other purposes. I assure that no part of the content of this thesis has been published in any form before.

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RECOMMENDATION LETTER

The thesis entitled **Good Governance status of Sankharapur Municipality** has been prepared by **Mr. Sakar Lohani** under my guidance and supervision. I hereby forward this thesis to the evaluation committee for final approval and acceptance.

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APPROVAL LETTER

This thesis entitled **Good Governance status of Sankharapur Municipality** submitted by **Mr. Sakar Lohani** in partial fulfillment of the requirements for the Masters of Arts (M.A) in Rural Development has been approved by the evaluation committee.

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This study entitled **GOOD GOVERNANCE STATUS OF SANKHARAPUR MUNICIPALITY** has been prepared for partial fulfillment of master's degree in rural development.

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ABSTRACT

The title “Good governance status of Sankharapur Municipality” has been entitled to access the good governance status such as participation of stake holders, accountability & transparency of the representatives & public institutions & ultimately to assess the challenges of the local government & public institutions in Sankharapur municipality. The title also put light on the public institution jurisdiction & manner of service delivery to the sewagrahi. The change in political structure brought the dynamic change in the understanding of the new style of governing pattern; in fact development can only flourished by the effectiveness & efficiency of such public institution, after long run of people struggles ‘Singhadurbar to village’ is possible. Now, Local institution autonomously carries the functioning of the problems & can come in mainstream to advocate for the needs of their citizen in national policy making platform.

As for the completion of the research Sankharapur municipality was selected as the main universe of the study, various ward of Sankharapur municipality’s ward number 2, 4 & 8 were taken according to the cluster sampling into Rural & urbanizing part of the municipality. Both qualitative as well as quantitative data were collected with the help of both Primary & secondary sources of data. The tools used for data collection were questionnaires, checklist and guidelines as well as secondary data and research paper analysis.

The 20 % land is only covered by the households while 80 % lands were still untouched there which carries the immense potentialities of development of Sankharapur

municipality in a new model like sample town, agriculture as a back bone, cultural heritage sites & traditional values, norms & archeological gifts from forefathers added the value to further self-evolving prosperity of this place, unexplored natural resources, ore of baluwa needs proper allocation & wise and optimum utilization of those resources can have no doubt for the development of this area which is reliant on the participation of the local people, effective & efficient public institution. After, change in local institution structure people experience the positive changes but still there remains a lot of problem & challenges which is needed to be address.

Lastly, the prioritization of problems should be done and potentialities should be explored, policy & strategy should be made by consensus of citizen in each status & level. Lack of coordination between central & local government seems as the severe mistake which should be rectify as soon as possible, lack of nijamati officer basically in rural areas is coming as the main challenge, so it should be managed by the policy level as soon as possible, proper allocation of budget is most & local people should contribute their physical effort (Shram dan) & in case of revenue & tax only 3 % of total municipality budget is from the internal source. It has been very essential now for analyzing the manner of the service provider & understanding level of the service recipient, Good governance is not only obtained by analyzing the manner of the public service provider rather consciousness & seeking of answerability, transparency by public themselves helps to flourish good governance in such institutions.

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Acronym/ Abbreviation

LSGA: Local Self Governance act

USA: United States of America

LRCC: Local Road Coordination Committee

PART: Participation Accountability Responsibility & Transparency

UNESCAP: United Nation Economic & Social Commission for Nepal

IMF: International Monetary Fund

WB: World Bank

DDFG: Demand for Good Governance

RTI: Right to Information

ECA: Extra Curricular Activities

WHO: World Health Organization

PRSP: Poverty Reduction Strategic Paper

ETC: Etcetera

NGO: Non-Governmental Organization

VDC: Village Development Committee

DDC: District Development Committee

DCC: District coordination Committee

KII- Key Informant Interview

FGD- Focused Group Discussion

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Nepal's Politics has adopted new political structure in 2072 BS 3rd Ashoj (20th September, 2015) & Nepal became a federal democratic Republic nation. Now Nepal is divided into 7 provinces & 77 Districts (Nepal: It's New Political structure, 2017) . With the advent of time, demand of needs, people consciousness towards the political ideologies Nepalese can get their new constitution & that constitution envisioned 3 levels of government structure i.e. Federation, province & local level. The hardcore struggle for the democracy by the people of the country has brought the concept of participative democratic mechanism & responsive institution at all levels on contrary to decade long insurgency period of the country costing 1000 of lives of the people. Decentralization of the power is now raised as the burning issue, thus LSGA (1999) was legislated for making decision of the matter affecting the lives of the people & carrying out the plans at local levels. The Ninth Five-Year Plan Document 1998-2002, Tenth Five-Year Plan 2002-2007 and other policies. These guidelines, rules and acts have a vital role in setting the conceptual framework for good governance (Dahal, Upreti, & subba, 2001). Good governance participates citizen in decision making process & it enjoys political freedom enhancing participation, help people from economic & political catastrophes & empower citizen to reflect their priorities by influencing policies (Asaduzzaman & Virtanen, 2017).

Federalism give a good account to the governance; as a country entering to the new dimension of the political structure is questioning to the federal jurisdiction in another hand federalism is not only the decentralization of power but transferring of sovereign power from the central level to the local level. Federalism of Nepal is unique one & doesn't follow any model like of USA,

Switzerland & India (Jha, 2017). Nepal is a small landlocked country carrying history of independence & unity in the diversity trying to implement federalism by deliberative process and learning by doing. Local level is basically divided into Municipalities, Gaunpalika & District coordination committee, recently there are 6 municipalities, 11 sub metropolitan cities & 276 urban Municipalities. However, this local public institution are always subjected to look after the public affairs basically to take into account for the minorities views & voice of the most vulnerable & unheard people in decision making process so good governance assures for the minimization of corrupt practices in such institution; it generally is based upon the 8 pillars as shown in figure below :

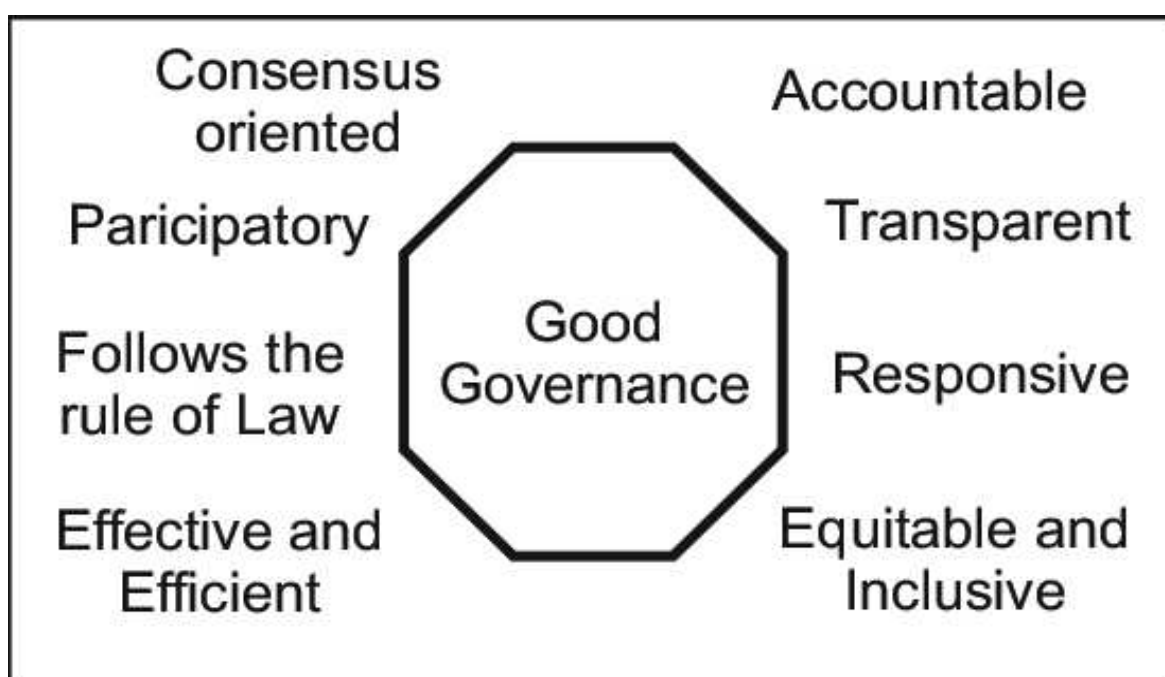


Figure 1 : 8 Pillars of good governance (UNESCAP, 2009)

Government is one of the actors in governance. There are multiple actors that make significant role in decision making process and influences in the process. Such actors consists media, lobbyists, international donors, Multinational Corporation, self-help groups and powerful locality

people etc. sometimes some informal practices due to the influences on decision making process by under discussion actors may lead to corrupt practices so above shown characteristics of good governance navigates the way. Concept of accountability has been critical turning point including in policy discussion and even in the World Bank discourse after the famous “corruption speech” by Jim Wolf Henson (Demand for good governance team, 2010).

1.2 Statement of the problem

After long run of the struggle & political dilemmas, now the people of the country are hopeful for the political stability, peace & development; Political stability has eluded Nepal for 27 years in response to this new situation, the new governing constitution came into existence replacing the interim constitution of 2007. As “every cloud has a silver lining” federal jurisdiction has also brought the light in the darkness, but there are lots of questioning in the federal jurisdiction.

Federalism is a new born baby in context of Nepal, political structure hence should be nurtured & mothered. Just entering into this system within some years conflicts has been aroused on the basis of clear division & distinction of restructuring & drawing the line in ethnicity, language, Geographic features, mainly the resource conflicts arising boundary disputes for an example “Madesh parties demanding one madesh one pradesh”. LLRC report which suggests annexing the Sankharapur municipality with Kageshwori municipality was objected by locals & so resident of that municipality padlocked Municipal office (Rastriya samachar samiti, 2017). During the implementation of federal system huge requirements of qualified human resources and advanced technologies are pre-requisite for an effective & efficient functioning of an Institution. Likewise, huge investment is required as per the demands of local needs which also clamor accountability, transparency & responsiveness by public institutions; Due to lack of coordination in some extent to collect revenue, grievance readdress & in many more issues

public institution may not accept the national law; obstructing the enforcement of national law . All of these issues remains unsolved & create the hindrances to perpetuate good governance status of any institution.

1.3 Objectives

The purpose of study is to analyze the good governance status in Sankharapur municipality;

1. To assess the participation level of the stake holders in the good governance.
2. To know the accountability, responsibility & transparency status in terms of good governance
3. To find out the challenges of local government in terms of good governance.

1.5 Assumptions

Good governance has been widely used in the development discourses & has been applied on corporate, international, national & local level. Also, to conduct the public affairs and manage the public resources by public institutions good governance plays vital role to the effective & efficient functioning of such institutions. This study may help to understand & to tackle the challenges faced by the public institutions in terms of good governance.

1.6 Importance

This study will be touching to the (PART) status study in terms of good governance brought by the new dimension of political structure in public institution & it would be helpful for the researcher as well as policy makers to investigate on how to conduct public affairs & manage public resources in wise manner. Bureaucracy increasingly gaining negative reputations in today's context of Nepal; this research will be milestone for navigating the right way to manage the human resources in public institutions. Ultimately, study ensures to perpetuate good

governance status which helps to increase civil engagement with more member of the community in order to get the best options that serves the people. So, this research will be helpful for advocating all the sewagrahi of Sankharapur municipality as well in terms of acquiring reliable service from that institution.

1.7 Limitations

The study was Limited to Sankharapur Municipality & 3 wards of that municipality. General population was considered as research sample frame as the objectives are oriented to service consumer satisfaction & intervene to personal issue so research study got inclined to respondent temperament. Sewagrahi were Very few in the rural wards which also stimulated negatively in the study.

1.8 Organization of the study

The first chapter is an Introduction where the idea on the Good governance will be briefly written along with the objectives and the basic idea on the research.

The second chapter is Literature Review where different ideas from different writers and pre-studied ideas are assembled along with the Good governance.

The third chapter is the Research methodology where the ways to complete the research and the ways to extract the data are elaborated.

The fourth chapter is the data analysis where the data is put into solution or mathematical calculation (as per the requirement).

The last is conclusion where the final verdict on the finding is written.

1.9 Operational Terminologies

The concern for attitude for service delivery of public institution is the main priority of the study where general people of Sankharapur Municipality is identified, which also includes participation of the both the stakeholders i.e. government & citizen are taken in verdict to justify the consciousness of citizen towards service delivery such as accountability, responsibility, transparency of service provider, as well as, the concern of service provider to facilitate recipient for the good governance. Good governance with local government aims to increase civil engagement with more members of the community in order to get the best options that serves the people. The participation acknowledges equal standing for citizen in setting the agenda, proposing policy option & shaping the policy dialogue actually, participation that includes collaboration & empowerment which also seeks accountability & transparency from those institutions. Evaluating the ongoing effectiveness of public officials or public bodies ensures that they are performing to their full potential, providing value for money in the provision of public services, instilling confidence in the government and being responsive to the community they are meant to be serving assures for the transparency & accountability of that institution.

1.10 Justification

Good governance is burning issue in context of world, for any experiment in the world firstly an experiment is scrutinized with good governance. It is very essential for every institution to regularly analyze the present scenario basically, public institutions which is responsible for citizen is very necessary to evaluate & monitor good governance status continuously for consistency, efficiency and effective functioning of that institution. Good governance is the central guide & reference which is actually based on ethical code of conduct in decision making process.

CHAPTER TWO: LITERATURE REVIEW

2.1 Background

The concept of governance is as old as human civilization, thus, governance is the process of making decision & implementation of those decisions by formal & informal actors (UNESCAP, 2009). Now a day's governance, good governance & global governance is an emerging issue in international public policy (Weiss, 2000). However, the concept of good governance is unsettled until 1980s & 1990s, as donor countries & agencies such as IMF, WB, USA are increasingly insisting recipient countries for performance & good governance as prerequisite for aid, a practice called “**selectively**” (Ved, 2006).

Good governance is associated with efficient and effective administration in democratic framework and is committed to improve the quality life of people & enlarge the scope of participation in decision making process of development. After accountability is raised as the big demand issue by public; the demand for good governance came into existence for minimizing the short comings of supply side of good governance which was actually top-down accountability mechanism & met only limited success in many countries. So, new measure for pro-active disclosure & for administration efficiency and effectiveness, pro accountability agencies like vigilance commissions & ombudsman have been tried (Demand for good governance team, 2010).

The increasing legitimacy of the decision is concerned with wider dissemination of information which improves quality of decision making, promotes greater transparency in decision making. From the demand side, Armstrong (2005) describes transparency as the “unfettered access by the public to timely & reliable information on decision & performance in the public sector”. As

technological changes have revolutionized every aspect of human life, it also has great significance on good governance. so; it is widely used as e-governance which includes e-participation, tools, e-decision making, e-consultation, and e-communication & aims to make the interaction between government & citizen (G 2 C), government & business enterprises (G 2 B) & interagency relationship (G 2 G) (Barthwal, 2003). Basically, in developing countries like India & Nepal, responsive & people friendly administration & probity in public life refers to good governance (sangita, 2002).

Figure 2 : Demand side tools for good governance

2.2 Historical Review

In kautilya's arthashastra while highlighting principle of Good governance "In the happiness of his people lies kings happiness, in their welfare his welfare, whatever pleases himself he shall not consider as good but whatever please his people he shall consider as good". In ancient Hindustan scriptures the jataka tales, shanti parva, Anushashan parva of mahabharat, Sukracharya nitisar and valmiki ramayan was some of the eastern philosophy to advocate the raj dharma which aims to establish good governance in the society. The term good governance was derived from the French word '**gouvernance**' initially referring to acts of manner of government. However, the popularity of the term governance was popular during 1980s under economic reforms (Tripathi, 2017).

The concept of good governance was steadily moving in the center stage of national developing agenda. For instance, national planning commission for the first time devoted a separate chapter on good governance & development administration in ninth plan (1997-2002) (Baral, 1993). Basically, In Nepal evolution of good governance can be categorized into three different phase; (1951-1990) as first phase, (1990-2006) as second phase, 2006-present as third phase thus various activities & institution to advocate good governance had evolved. During first phase, PSC, administration reform commission, civil servant act & Supreme Court. The mass movement of 1990 can be another series of event for good governance (Higher public administration reform commission, LSGA 2055). During third phase new constitution & good governance act was drafted (Dahal G. , 2017).

2.3 Theoretical Review

Communicative action theory

Habermas argued “communicative action is shaped at the seam of the system & life world & is concerned about the domination & rationalization of the life world, in which science & technology are Modi operandi to address complex public issue”. So, it must be balanced by hermeneutic knowledge & emancipatory as third dimension of knowledge (Bolton, 2005). The perspective of participation, accountability in terms of good governance where a diversity of voices are heard in order to explore problems, test solutions & make changes to policies when the local people find flaws in local institution.

Theory of Structural Functionalism

Structural functionalism is created by Emile Durkheim, who believes society as a stable arrangement of parts that moved together.

- a. Social bonds are held together by shared value of people,
- b. Everyone contributes to the society as a whole & each person has their own parts of the society,
- c. Looks society on Macro level.

Social Facts

- These are things that cannot be influenced by an individual.
- Persuasive effect over individual.
- People donot notice things unless they try to resist them.

Institution

- Structure that meets the needs of society.
- They let society function correctly.
- There is two function that are Manifest (Intentional Function) & latent(Unintended Consequenses).

For an example if you send child to school then the manifest function is the child get better education but the child has unintended consequences such as good friend circle encouraging to participate in ECA & so on. Structural functionalism sees society as a living cell, for it to be alive every part need to be working & functioning as one. So, change will happen very slowly in a society thus, drastic change in a functioning lead to problem & destruction in society. Good governance is achieved by the participation of all the stake holders in the one framework such as

Government has its own role, Market & civil societies have their own jurisdiction. However, in the public institution the manifest function is to provide service & the latent function is the wellbeing of citizen of the society, constructive society, citizen having desire for development, conscious citizen etc. so, for the functioning of public institution they implies law and code of conduct which is necessary to be followed therefore individual cannot change that law it need a group of people so, there exist persuasive effect over individual like if people go against law then S/he is penalized also, there is an institutional structure that meets the needs of society & let functioning correctly.

2.4 Empirical Review

The good governance practices, challenges, administrative reforms & policy performance in some Asian countries are discussed.

Governance & Development: The challenge for Bangladesh

Bangladesh has achieved some political success due to holding of three national election under caretaker government, presence of active civil society & Assertive position of supreme court but governance failure obtained are mainly due to imperfect competition & non democratic intervention in political markets as well as within political industry & this failure contributes to high tax evasion & poor recovery of non- performing loans, presently 25 % of total loans. The institutional problems resulted in corruption & poor quality of public service such as education, health, issuance of passport. It is necessary to increase the political accountability through a process of debate & consultation. There are under discussion dimensions to establish good governance that are:

Political governance dimension

Elimination of nondemocratic intervention in political markets to achieve good national governance & political accountability can be obtained through effective parliamentary system, office of (RTI) ombudsman, independent anticorruption commission & effective media to perform Vigilance function.

Institutional dimension

As the demands grows the institution lacks to meet the demands due to lack of resources which also generates the bureaucratic corruption due to poor quality of public service delivery which brought the concept of the privatization but on contrary to affordability of general public but there are problems of effective regulatory system on quality control & accountability in private health care thus partnership with NGO and International organization such as UNICEF, WHO made possible for the functioning even, though the pace of improvement has slowed down without institutional governance, The public institution dimension has much greater effect on per capita income & consequently on social development. It is necessary to break vicious circle of bad governance as first PRSP recognize the challenges of governance and highlighted it as a major thrust (Roy, 2005).

Good governance, Accountability & Administrative reforms in Singapore

Singapore has attained a high level of governance because of people's action party (PAP) government success has been achieved by comprehensive reforms, controlling corruption & transforming president into elected president. According to WB six indicators, Comprehensive reforms introduced by PAP government are analyzed with institutional & attitudinal reforms, meritocracy, the anticorruption measures, and competitive salaries for the

ministers & senior civil servant & the establishment of the elected president in 1991 to ensure PAP governments accountability (Quah, 2008).

Governance & Policy Performance in Korea

East Asian tigers & their successful economic development has been taken granted for strengthening autonomy of the state in an authoritarian fashion can produce better policy outcomes. Empirical studies of 1990s, on both developing & developed countries has doubt on the assumption of governance model to provide new system of a rule to incorporate two way or multilateral cooperation between competent & actors (active interaction, communication, partnership & network). The research was conducted for the test case of decision making on the location for radioactive waste respiratory & the study found; firstly governance type approach actively took advantages of social capital in particular trust (fair rules of game & trust between participants helped reduce transaction cost in policy making & implementation process). Secondly local governance to be formed (play the role between center government & citizen) increases the citizen participation & above all civic participation improvement. Thirdly transparency & openness to eliminate complexity & uncertainty. The main concern of this study was to deny entirely the efficacy of state-led policy management in Korea (Lee & Lim, 2010).

2.5 Policy Review

The LSGA act 2055 (1999)

Village development committee act, 2048 (1991), The Municipality act, 2048 (1991), The District Development Committee act, 2048 (1991) & The Decentralization act, 2039 (1982)

are hereby repealed. The principle & policies of LSGA in accordance with the guidelines set forth in the constitution of kingdom of Nepal, 1990 on decentralization are:

1. Devolution of such powers, responsibilities & means & resources are required to make local bodies capable & efficient in local self-governance;
2. Building & development of institutional mechanism & functional structure in local bodies capable of considering for local people & bearing responsibilities;
3. Devolution of powers to collect & mobilize such means & resources as are required to discharge the function, duties, responsibility & accountability conferred to local bodies;
4. Having the local bodies oriented towards civil society based on democratic process, transparent public accountability & peoples participation in carrying out function devolved on them;
5. Developing local leadership, arrangement of effective mechanism to make the local body accountable to the people in its own area;
6. Encouraging the private sector to participate in local self- governance in task of providing basic services for sustainable development.

According to local self- governance by-laws, 2056 for MCPM

Clause 273(D): On the basis of minimum condition & performance measure the local bodies grant can be analyze and therefore the amount of grant are increases or decreases as well as reward also can be given.

According to local self- governance by-laws, 2056

Clause 236: On the basis of excess population, level of development Revenue mobilization can be done.

Act of Right to Information, 2064

This act was implemented by executive council as act no. 4 which proposes that; in public institution, valued public information should have access by all people in a people centric system to assure openness & transparency for citizen to be accountable & responsible. This act was again amended in 3rd falgun, 2072.

Act no.36 (Good governance management & operation act, 2064)

This is act of 5 chapters regarding execution of the national governance. The government of Nepal shall pursue the following policies while carrying out the administrative function of the country: economic liberalization, Poverty alleviation, Social justice, sustainable development, empowerment of women & promotion of gender justice, environmental protection & uplifting ethnic groups, Dalit, economically & socially backward classes, development of rural areas and balanced regional development.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Rationale of selection of the study area (Sankharapur Municipality)

The sovereign power is transferred to the local level for their self-evolving development of each part of the country; Sankharapur municipality is very close to capital city Kathmandu, yet very far in course of development, this municipality is just formed & is in very transitional stage though having immense potentialities in its virgin natural resources, cultural & historical significance. Thus, sentinel role of local government & participation of all the stake holders as well as citizen is major beam of the development & effective & efficient administrative service; good governance in such service providing public institution plays the vital role.

3.2 Research Design

Research design is “a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings”. According to F.N Kerlinger, “Research design is the plan, structure and strategy of the investment conceived so as to obtain answer to research questions and to control variables.” The research techniques will be the KII, Interview, FGD, Observation, library, internet. In order to achieve the research objectives, all the available data collection techniques will be used. The qualitative data and quantitative data are also placed in appropriate places.

Descriptive Research Design has been used where descriptive research design means the process of accumulating facts. According to Best and Khan, “A descriptive study describes and interprets

what is, it is concerned with conditions or relationships that exists, opinions that are held, processes, that are going on, effects that are evident or trends that are developing.

3.3 Sample Design

Universe: The sewagrahi of Sankharapur Municipality & different ward were the Universe for the study.

Sample size: Sample Size of this research was 19 sewagrahi of Municipality itself & 10 sewagrahi each from 3 Wards respectively i.e. 49 total sewagrahi.

3.4 Sampling Technique

Sampling denotes the process of selection of an area and population of study. First Sankharapur was taken as sampling area. The sampling methods were based on purposive sampling method. Firstly, sampling area was selected by dividing in two clusters as rural & urbanizing wards & including municipality. Ward 2 as the rural part of the municipality, Ward 4 as the rural & only ward with the congress representative & Ward 9 having main access of road & in urbanizing stage.

3.5 Data Collection tools and techniques

For the collection of data, Survey has been conducted along with Key Informant Interview, Focused Group Discussion and General Interview. Questionnaires were the tool for collecting the data in survey.

Interview

Male sample and female sample respondents will be interviewed

Interview was done with the help of interview guidelines that were asked with people as well as the staff members to get the required information on the good governance status and the effectiveness of public institution functioning in Sankharapur Municipality. Almost 49 Sewagrahi were interviewed in different wards & municipality. It was used as data collection technique where mainly sewagrahi were presented with set of questions that were asked by researcher himself/herself to get the answer.

KII

Key Informant Interview has been used to abstract specific and specialized information on the political structure change. The subject of the study was officials and specialized persons. In case of municipality the interviewer was Mayor & Chief Administrative officer & for Ward; Ward representative himself was KII. KII was done in order to get the in-depth information on any topic as any specialists who deals with the problem in their day to day lives are taken as the main subject for data acquisition.

FGD

- Ward representative and members of ward number 2,4 & 8

A focus group discussion has been conducted as unique method of qualitative research which involves a Ward chairman, ward members, executive members; discussing specific set of issues & problems. It was a formal discussion with 4-6 people of that ward on a specific topic. The focus group was facilitated by a researcher who kept participants focused on the topic of interest. It was a discussion of 4-6 persons guided by a researcher during which group members interact freely and spontaneously about a certain issue. The main purpose of a focus group was to explore the range of perspectives on the problem of ward, cause of the problem & solution of the

problem to find out the challenges of local government & around a particular issue and to obtain detailed qualitative data from a predetermined group of ward staffs

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Observation

Observation means data collection technique where the data was collected by visualizing and coming to a specific decision on our own. The observation method has been widely used for checking the answers thus presented to the researchers by the respondents are valid or not. The visual analysis has been able to differentiate between the answers presented by the respondents and the actual facts that are embedded in the research area.

3.6 Source of Data

Data of research was both qualitative & quantitative in nature. The sources of data were both primary & secondary thus, by using interview, questionnaire, previous research; journals were the instrument of data collection.

CHAPTER FOUR: INTERPRETATION & SURVEY DATA ANALYSIS

4.1 Description of the study area

Sankharapur is a Municipality in Kathmandu District about 13 km north east from capital of country Nepal. Historically Sankharapur was trade path of Tibet; its name was famous anciently by the country under the Tibet which was Sakwo de. In Northern side, Sindhupalchwok/Nuwakot, Southern side Bhaktapur/Nagarkot/Channgunarayan, Eastern side Sindhupalchwok, Kavre/ Bhaktapur & Western side Kageshwori Manahara Municipality distinct the boarder of Sankharapur municipality. Sankharapur municipality was formed by merging 6 former VDCs Bajrayogini, Indrayani, Lapsiphedi, Naglebhare, Pukulachi & Suntol. It was formally established as municipality on 2 december, 2014. It is located in the north east from the capital of the country between longitude $83^{\circ} 30' 35''$ E & latitude $27^{\circ} 44' 48''$ N & covers 60.21 sq Km. salinadi, fedi nadi, hile khola, dovan nadi, raile khola, narayan khola, dandakhola are some of the primary river. This municipality is very famous for the cultural heritage sites as the settlement is also very ancient & carries a lots of cultural significance. According to national census 2011, total Population of this municipality is 25,338 out of which 12992 are male & 12,346 are female. The number of total house hold is 5,406. The committee formed under the Municipality as decided by municipal council are Resource allocation & Budget limit indict committee, Revenue counselling committee, plan monitoring & evaluation committee, Good

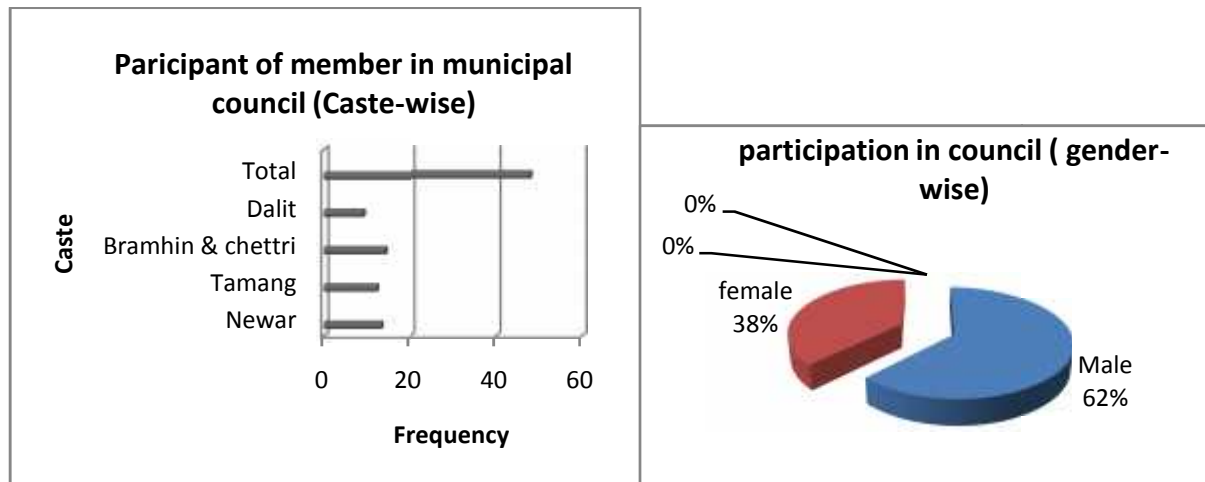
Governance Committee, Accounting committee. Ordinance (BIdhyak) committee & Judicial committee. Also, some of the active civil societies & groups in municipality are:

Citizen Awareness center	11
Children clubs & Networks	15
Farmers Group	56
Aama Samuha	107
Pshycological counselling center	1
Development information center	1

Sankharapur municipality can be divided into two clusters that is Rural & urbanizing. Primary stake holders for Municipality programs are assigned to different NGOs, Civil organizations & private sectors such as Disaster management committee, Lumanti, Lurthan, NDRC, WHR, Sankharapur Byapar samuha, Sankhu Bus Byabasai Sangh, Oxfam, Shri Madhav narayan Swasthani barta Tatha salinadhi Sudhar Samiti etc. According to the Constitution of Nepal in Section 18, article 223, Municipal council is done according to the Local government operational act which is mentioned in Paragraph 4, Meeting of municipal council is done twice in a year in the chairmanship of Mayor. One third of the member should participate & at least 50 % of Members participation means the qualitative number of the council. In the end of this fiscal year on 30th Asar latest municipal council was held in Sankharapur municipality devi forest resort &

almost 19 decision were made under unanimous agreement of 48 members out of 96 participant in that council & 50 % of member were present.

Figure 3: Participation of members in municipal council gender/ caste wise



Source: Fiscal year 075/ 76's policy, budget & program book.

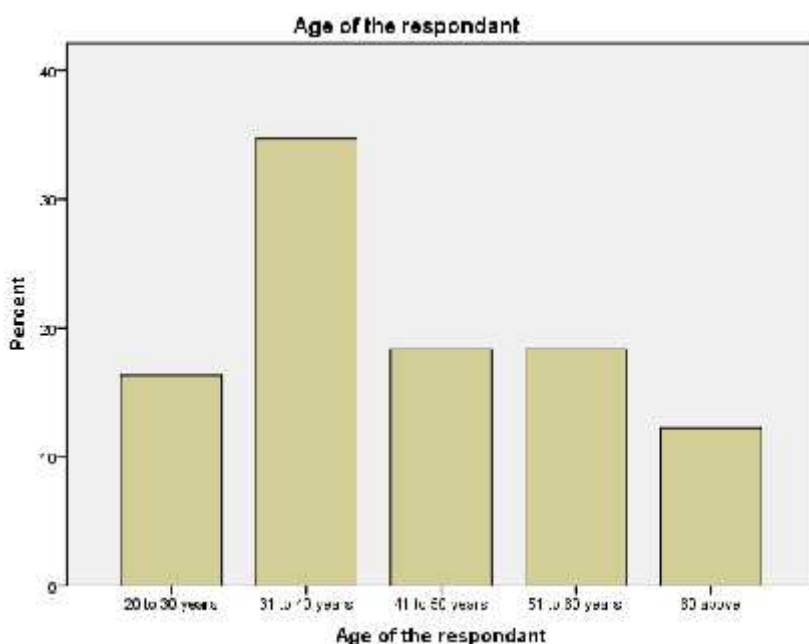
The participation of dalit member count were 9 in municipal council & 38 % of female member were participant, the main agenda & decision wore income & expenditure of this fiscal year,policy & program, earthquake service,salary of staffs,monthly 10,000 rs for ward for program,transparency of income & expenses discussion, regulation of NGO & INGO, province law, resource allocation & mobilization, committee formation, provision of wages , ordinance pass, directives & administrative jurisdiction & laws & policy with in the agreement of all present members.

4.2 Demographic profile of the Respondents

This section provides demographic overviews of the respondent in terms of age, sex, caste/ethnicity & occupational background of the respondents, etc. Demographic profile of the respondents is important as they help to increase our understanding on the pulling & pushing factors.

Age of the respondents : Age of the respondent is classified into five class interval. The age distribution of the respondent is shown in following figure.

Figure 4: Age of the respondent

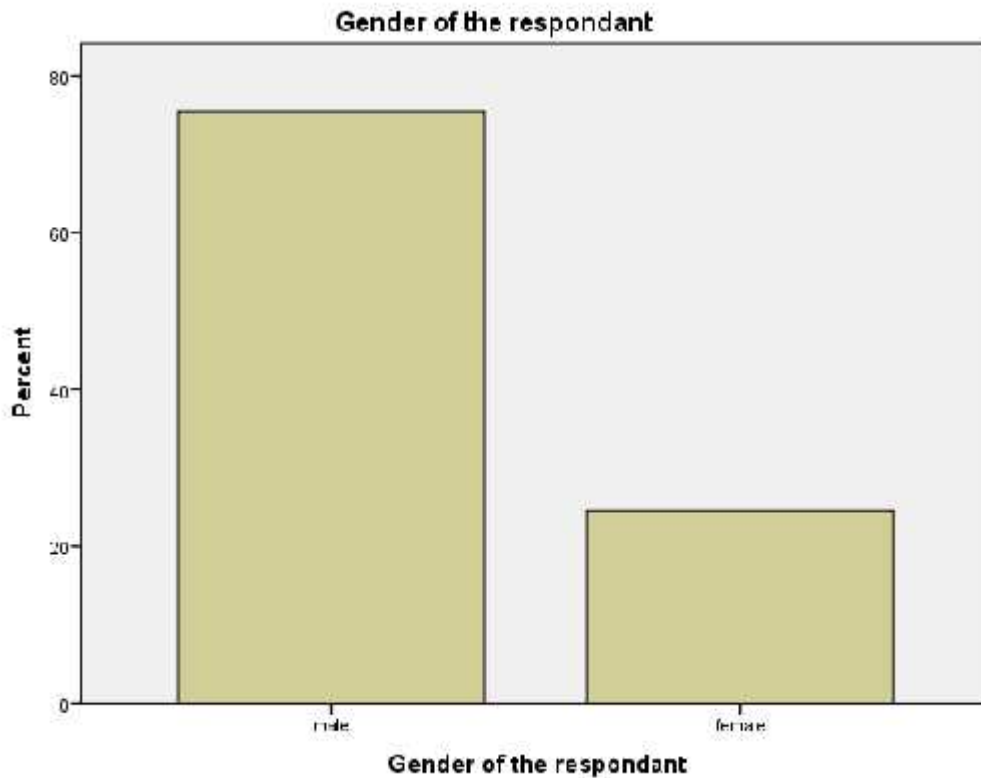


Source: Field survey 2018

Above figure shows that 16.3 % of respondents were between the ages of 20 to 30 years, 34.7 % were between the age group from 31 to 40 years, 18.4 % were between 41 to 50 years, 18.4 % were 51 to 60 years & 60 above were 12.2%.

Gender of respondent: Following figure shows the gender wise as Male & female distribution of the respondents.

Figure 5: Gender of the respondent



Source: Field survey 2018

Of the total respondents the largest positions were Male (75.5%) followed by the female (24.5%). Above figure shows that Majority of respondent were male.

Education: The distribution of the population of the sampled Sewagrahi in terms of academic Qualification is shown in the following table. Below table shows Education status of respondent in terms of gender, about 12.2 % of respondent have primary level education, 34.7% respondent have Secondary level education, 22.4% completed bachelors level & 8.2% completed masters level. Among the respondent 22.4% were illiterate.

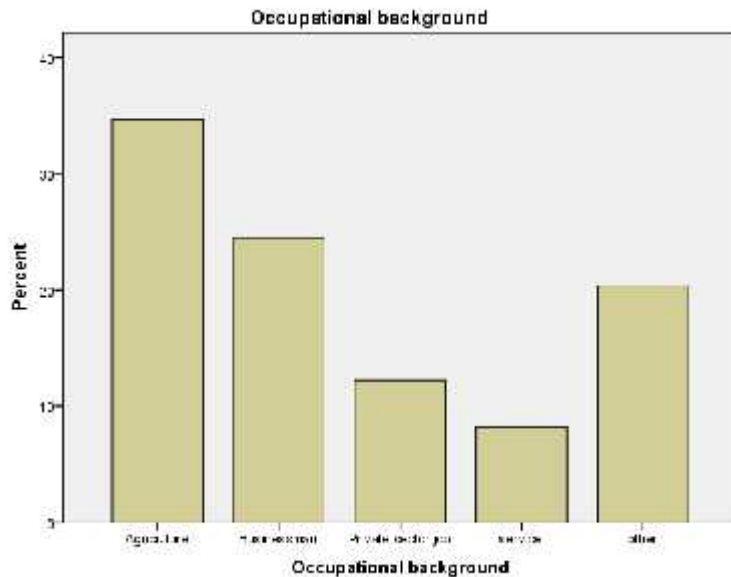
Table 1: Education of the respondent

Education of the respondent						
	Education Level		Gender of the respondent		Total	
			Male	female		
	primary level (1-5)	Count	4	2	6	
		% within Gender of the respondent	10.8%	16.7%	12.2%	
	Secondary level (6-12)	Count	15	2	17	
		% within Gender of the respondent	40.5%	16.7%	34.7%	
		Bachelors	Count	9	2	11
		% within Gender of the respondent	24.3%	16.7%	22.4%	
		master level	Count	3	1	4
% within Gender of the respondent	8.1%	8.3%	8.2%			
	None	Count	6	5	11	
		% within Gender of the respondent	16.2%	41.7%	22.4%	
Total		Count	37	12	49	
		% within Gender of the respondent	100.0%	100.0%	100.0%	

Source: Field survey 2018

Occupational background of the Respondent: Sankharapur municipality is one of the potential areas for the agriculture & carries the immense perspectives in tourism sector. The main motto of Sankharapur municipality is “Tourism, agriculture prosperities as main basis, cultural, Development local government” & policy is made under designed vision.

Figure 6: Occupational Background of the respondent



Source: Field survey 2018

Table 2: Occupational Background of the respondent

Occupational Background	Frequency	Percent
Agriculture	17	34.7
Businessman	12	24.5
Private sector job	6	12.2
Service	4	8.2
Other	10	20.4
Total	49	100.0

Source: Field Visit 2018

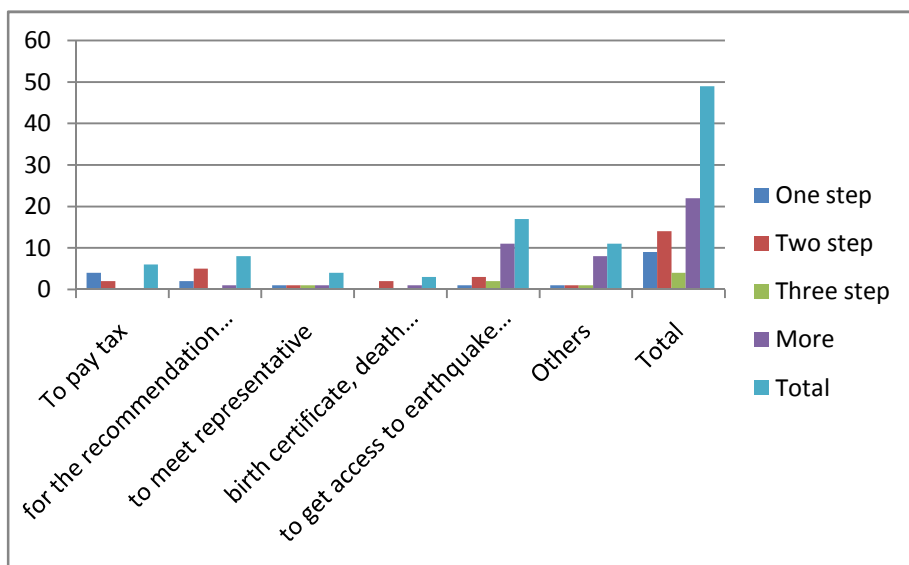
The above figure shows that majority of the respondent were engaged in agricultural sector, about 34.7% of respondent follows agriculture as occupation, While 24.5 % had adopt Business & attaining self-employment. 12.2% of people were involved in Private sector job. About 8.2% of respondent were engaged in service & 20.4 % have adopted other occupation.

4.3 Survey Analysis

Purpose of Visit

To the respondent; question about the purpose of visit to that specific institution, step to complete the work & tentative time period for getting the service was also asked sequentially just after receiving service.

Figure 7: Purpose of visit to public institution & completion of work in certain steps



	How many steps does it take to complete your work done?				Total
	One step	Two step	Three step	More	
To pay tax	4	2	0	0	6
for the recommendation letter	2	5	0	1	8
to meet representative	1	1	1	1	4
birth certificate, death certificate	0	2	0	1	3
to get access to earthquake service	1	3	2	11	17
Others	1	1	1	8	11
Total	9	14	4	22	49

Source: Field visit 2018

Out of total 49 respondents, 17 respondent visited institution for getting access to the earth quake services & among them 11 respondent needed more steps to complete their work done. Sankharapur municipality is one of the victimize area of recent earth quake of 2072 BS, total 6452 house hold were destroyed completely, 587 house hold were partially destroyed, 4 heritage sites were completely destroyed & 31 partially destroyed heritage sites was recorded by Sankharapur municipality. Below table also shows the day count of the respondent visit.

Table 3: Tentative time period of getting service

What is the purpose of your visit in this institution?	What is the tentative time period for getting service?				Total
	Half day	one full day	Two day	More days	
To pay tax	3	3	0	0	6
for the recommendation letter	3	4	0	1	8
to meet representative	0	1	1	2	4
birth certificate, death certificate	1	1	1	0	3
to get access to earthquake service	5	1	2	9	17
Others	5	3	1	2	11
Total	17	13	5	14	49

Source: Field Visit 2018

Most of the respondent complains about the time taken & steps to complete to get the financial assistance which has been given in installment basis is complex & to tackle the problem mayor said “the main challenge there is the lack of coordination between Rehabilitation Association & local government, central governance has assigned 3 lakh Nepali rupees to each whose house have been completely destroyed by the earth quake but the problem is those grant providing by

the central government & coordination with District coordination committee is a very long process & grant is not timely accessed by the Victim, he further said “responsibility of singhadurbar to the village was the main aim but it has been demoralized”. However Ward 1, 2, 3 is quite rural part of the municipality & mostly affected household by earthquake can be found there such as 646 house hold destroyed completely in ward 1, 498 in ward 2 & 617 in ward 3 respectively. Further, mayor said “Layout design of house is made with the coordination in each ward & sewagegrahi can be directly benefited”.

Citizen Charter

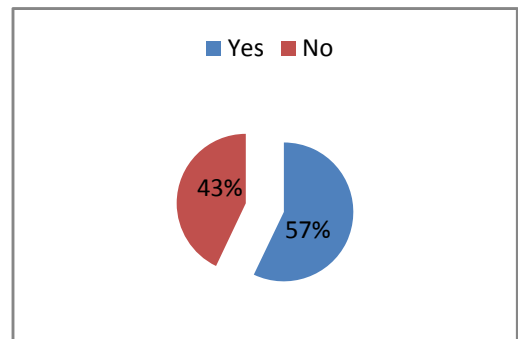
To the respondent; question about how informed about the citizen charter was asked, Does service is accessed according to the citizen charter is also taken into the point as well as how they got access to the service is also measured.

Table 4: sewagegrahi Informed about Citizen Charter

Are you informed about citizen charter?	Frequency	Percent
Yes	28	57.1
No	21	42.9
Total	49	100.0

Source: Field visit 2018

Figure 8: About citizen Charter



Above table shows that out of total respondent 42.9% of sewagegrahi were not informed about the citizen charter. Citizen charter is defined as “The charter demonstrates ability to consistently provide quality products and efficient and responsive services that meet requirements of Citizens

with applicable legal, statutory and regulatory requirements. It aims to enhance Citizen’s satisfaction and to continually improve products and service delivery process”.

Table 5: Education level & service according to the Citizen charter

Education of the respondent	Have you received service according to citizen charter?		Total
	Yes	No	
primary level (1-5)	2	4	6
Secondary level (6-12)	7	10	17
Bachelors	5	6	11
master level	0	4	4
None	2	9	11
Total	16	33	49

Source: Field visit 2018

Are you informed about citizen charter		Total
Yes	No	
2	4	6
9	8	17
9	2	11
4	0	4
4	7	11
28	21	49

Source: Field Visit 2018

Above table shows that out of 49 respondents, 33 respondents did not get the service according to the citizen charter & also above shown table denotes that mostly uneducated person have less

information about the citizen charter. According to the CAO “The functioning of the institution is done according to the citizen charter but there are some challenges like the main challenge is the transitional stage of municipality followed by the lack of manpower & expectation of the sewagehahi mainly due to the public process pressure & there is a help desk but not formal officer”.

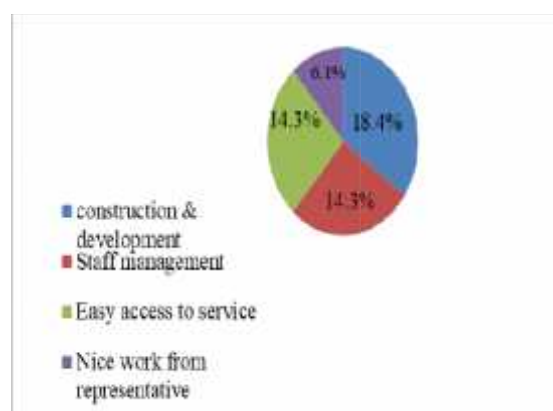
Experience after structural change: Sankharapur is a municipality in Kathmandu District in the Province No. 3 of Nepal that was established on 2 December 2014 by merging the former Village development committees Bajrayogini, Indrayani, Lapsiphedi, Naglebhare, Pukhulachhi and Suntol. The office of the municipality is that of the former Pukhulachhi village development committee in the old Newari town of Sankhu. In the Local Level Election 2074, Suwarna Shrestha of Communist Party of Nepal (Unified Marxist–Leninist) was elected as mayor securing 4,833 votes and Sukralaxmi Shrestha of Communist Party of Nepal (Unified Marxist–Leninist) was elected as Deputy Mayor securing 4,501 votes.

Positive Changes

Table 6: Positive change after structural change

People Experiencing positive changes	Frequency	Percent
construction & development	9	18.4
Staff management	7	14.3
Easy access to service	7	14.3
Nice work from representative	3	6.1
Total	26	53.1

Figure 9: Positive change in chart



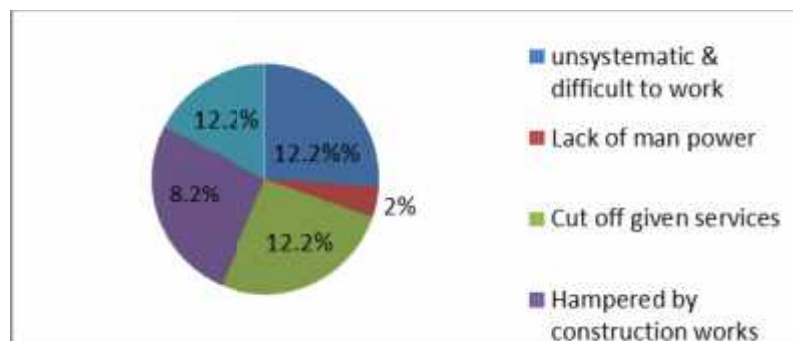
Source: Field Visit 2018

Among 49 respondents, 26 people experience positive changes in Sankharapur municipality, 18.4 % sewagrahi actually feel the changes in the construction & development work is being rapid. 7% sewagrahi feels the management of staff is getting good. 7% is satisfied with the easy access to the service.3% sewagrahi feels that representative contributes for development.

Negative changes

Among 49 respondents, 23 respondents experience negative change after restructuring of local government in Sankharapur municipality. Almost 12.2 % of people feel that there is unsystematic management & is getting difficult to work. Sankharapur municipality’s major drawback is having less manpower, 2% sewagrahi felt that there is less manpower in public institution. Local people have grouchiness about the government that due to the unnecessary expansion of the road; cultural significant pillars, doors & other important ancient property is getting destroyed, 8.2% sewagrahi complains that construction without plan is hampering them. 12.2 % sewagrahi felt that services have been cut off, 12.2% of sewagrahi didn’t felt any kind of changes.

Figure 10: Negative change after structural change



Source: Field Visit 2018

Participation of Sewagrahi

Development is possible only if citizen participate generously. Local people know their own problem; to solve those problem people need to carry out the challenges & help government. Main target of local government can be attracting people to get trainings, according to the cultural, archeological, physical, social, economic & geographical attributes of that specific place, Mayor said “only 20 % of land is only used in house hold purpose, 80% of land is available for doing agriculture & any entrepreneur activities. By looking at the scenario different vision is made according to the potentiality of development of an area by tourism & agriculture. To, enhance participation different women groups, farmer group’s tolsudhar samiti are given responsibilities to enhance & encourage to participate”.

Table 7: Participation of Sewagrahi in different civil societies & self- help groups

Education of the respondent	Are you engaged in any tolsudhar samiti, small farmer help group, aama samuha?		Total
	Yes	No	
primary level (1-5)	2	4	6
Secondary level (6-12)	8	9	17
Bachelors	4	7	11
master level	4	0	4
None	4	7	11
Total	22	27	49

Source: Field visit 2018

Education is the bulwark of nation, but prevailing of illiteracy define the underdevelopment of any nation, to those uneducated people shall be encouraged & enhance in such self-help group so that they can enhance their capabilities & open up for their own development & overall

development of their society. Above data shows that among 49 people; 27 people are not engaged in any such groups, out of 11 people (not literate), only 4 people are engaged in such self- help groups. Rup Chandra Bista started ‘Taha abhiyan’ in Makwanpur district; the common people did not realize the right to information. Information should be flowed properly to the entire citizen, according to the mayor “firstly citizen should be targeted & proper information about the right to information should be given through various programs as well as the issue pertaining to RTI by motivating RTI activist on various wards of the municipality. The major problem is public should be self-encouraged & fight for their own right”. Almost 51% of respondent is not concerned about the right to information.

Table 8: Concern about Right to information

Concern about RTI	Frequency	Percent
Yes	24	49.0
NO	25	51.0
Total	49	100.0

Source: Field Visit 2018

4.4 Satisfaction level of sewagrahi

The sewagrahi were asked to rate their satisfaction level in terms of selection of the representative, commitment of the staffs, providing the information, standard quality of service & ease level were considered as the level of the satisfaction.

Table 9: Satisfaction level for selection of representative

Satisfaction level	Frequency	Percent
Very satisfied	1	2.0
Satisfied	34	69.4
Undecided	8	16.3
Dissatisfied	4	8.2
Very dissatisfied	2	4.1
Total	49	100.0

Source: Field Visit 2018

Among total respondent 69.4% of respondent are satisfied with selection of their representative, in case of the selection of mayor he was already a VDC chairman and knows the problems & potentialities of the Sankharapur, so people there were satisfied, 16.3% are still analyzing the work of the representative so they could not decide for the selection of representative, 8.2 % are dissatisfied for the selection of the representative & 4.1 % of sewagrahi were very dissatisfied.

Table 10: Satisfaction level of sewagrahi for work completion by nepotism & Favourism

Satisfaction level	Frequency	Percent
Strongly Agreed	17	34.7
Agreed	23	46.9
Undecided	7	14.3
Disagreed	2	4.1
Total	49	100.0

Source: Field Visit 2018

Above table shows that ease level of the respondent for work completion in their public institution by the nepotism & favourism; 34.7 % responded strongly agreed for the easiness with the work completion by nepotism, 46.9% agreed with the easiness to work by nepotism & favourism, 14.3 % couldn't decide, 4.1 % disagreed that nepotism & favourism make easy for work completion.

Table 11: Satisfaction level of sewagrahi for commitment of staffs

What is the purpose of you visit in this institution?	Rate your satisfaction level for the commitment of the staffs while providing you service?					Total
	Very satisfied	satisfied	Undecided	dissatisfied	very dissatisfied	
To pay tax	0	4	2	0	0	6
for the recommendation letter	0	4	3	0	1	8
to meet representative	0	1	0	3	0	4
birth certificate, death certificate	0	3	0	0	0	3
to get access to earthquake service	1	9	3	3	1	17
Others	1	5	0	4	1	11
Total	2	26	8	10	3	49

Source: Field visit 2018

Among total sewagrahi 53.1 % of them are satisfied with the commitment of staffs while providing the service & only 4.1 % are very satisfied. It has already been discussed above that due to lack of coordination between disaster risk associations, central government & municipality; Sewagrahi are unable to get the service related to earth quake which ultimately lead dissatisfaction of sewagrahi for the commitment of the staffs of the institution. Almost 26.5 % are dissatisfied with the commitment of the staffs.

4.5 KII Analysis

Nagarpalika jurisdiction operation

For finding the Nagarpalika's functioning & operation mechanism KII was conducted to CAO & Mayor. The organization is working under the proposed organogram according to LOGA 2074, though staffs were not been placed as per the organogram due to lack of section for the service delivery. The performance appraisal of the staffs were done according to the performance form; staffs were given 100 marks for working capability ranking out of that supervisor does have 25 marks, committee have 5 marks & punarablokan karta have 10 marks i.e. 40 marks, thus evaluation of performance is done on the basis of different indicators such as punctuality, commitment, regularity, consistency etc. The staffs are motivated by trainings, welfare funds, provident funds, participation in making the decisions & exposure for broadening an opportunities, there were no any kind of rewards & punishment system in Nagarpalika, just by the latest council meeting different committee were formed. Usually public hearing use to happen once in a 4 month, but it's been already 8 months for the last public hearing, however the participants input of the public hearing were done according to LOGA act with the line agencies & illaka prashasan. Thus, such issue of public concern are recorded & posted in Facebook & Nagarpalika's Application & if necessary they provide Compact disk. Even though institution run by following the citizen charter but there were some challenges such as pressure of public process, Expectation of the public, Inefficiency due to lack of man power, As a whole Nagarpalika is in a transitional stage.

Actually, after the survey with sewagrahi; the aim was to draw the mayor's concern towards the sewagrahi issues thus, The main responsibility of Mayor were taken into interpretation such as to call the municipal council meeting, be the in charge of meeting, propose the list of working

jurisdiction, Annual budget & program, implementation of the decision, evaluate & monitoring & grievance readdress. As mayor was previously the Village development council chairman he was more concerned about the challenges & changes in service delivery after the restructuring local government; he found there is the maximization of opportunities in local level, minimization of the challenges by making vision by participation of local for enhancing the cultural significance of the place & encouraging people to come in boundary of tax, he further said still this is the most prevailing challenge because internal revenue resources is just 3 %, which means lack of participation of public to help the government likewise the administrative service delivery is ineffective & hampered due to lack of man power as Sankharapur municipality is very rural & nijamti officials are centralized in the place where exists proper facilities, due to some rigid mentality of people & pressurizing for the work by unconcluded documentation are usual problems, instance service & own building & lack of physical infrastructure has also been major problem in efficient service delivery, This municipality carries a lots of potentialities in ore of baluwa, agriculture, tourism & cultural significance places.

Ward jurisdiction Operation

The ward chairman is the representative that people chose for their well-being & authorized person of that specific ward, so ward chairman was taken as key informant interviewer. Recently, every ward has formed ward committee, thus the problem that generally exists in every ward were related to individual specific land encroachment & property, polygamy etc. These problems were addressed in front of the ward committee & if remains unsolved then only it goes to the judicial committee. For efficiency & easiness sangrila software is used for the accounting, every ward has their own building & proper jurisdictional activities can be done, but the problem is same as lack of manpower, Performance appraisal were analyzed by the Nagarpalika, staffs

weren't happy that some provisions were also cut down so, they weren't happy also the tax & revenue collected by the wards are deposited to the Nagarpalika's bank account, for the instant service Nagarpalika gives 5 lakh for each ward to mobilize the work, Ward chairman were on dilemma for the public hearing either on Magh or in chaitra, However, the well-informed person of that ward about related field were called in public hearing, somehow the distance of ward is accessible & can be reached with in average of 2 hrs.

4.6 FGD as a tool to analyze challenges of local government

The ward chairman, ward secretary, Ward member including female ward member & Dalit member & technical staffs were allotted for the discussion of their specific ward problems, causes of the problem & solution within from those well-informed & authorized personnel was taken. The most prevailing problem in this municipality in common is remote Roadways, drainage system, lack of health facilities & birthing center & natural calamities like landslide & earthquake.

Problem, Cause of the problem & solution for 2 number ward

Ward number 2 is touched by shivapuri rastrya conservation area; the main road access is dharapani Patap road & Nangle Patap road which is at the risk of getting hit by landslide. This ward is quite remote & has rural topography. Basically, paithu pani , karki tol & neupane tol is risk zone to the landslide, wild animals like monkey, wild boar, deer, tiger's terror is usual for the sewage. Lack of production due to the poor irrigation facility from sisne khola to jurge khola & large numbers of fertile lands is left uncultivated. The increasing social evils like women violence, early marriage are the main problem of this ward.

The main cause of the landslide is earth quake, monsoon season road construction works, lack of participation of local people, lack of budget, unmanaged drainage system, deforestation. Ward is

near by the jungle & there is no proper fence to stop animals, the social evils like women violence & child marriage is due to lack of information, women unemployment, free market of alcohol etc. To tackle this problem of landslide participation of local people & technical sound help is very essential, afforestation should be done & managed drainage system is necessary, Proper fence wall should be made in shivapuri ratriya nikunja & wild animal's essential needs should be targeted by central government, Social awareness, strictness in alcohol market, formal education to the parents & scholarship program to the children are main things to eradicate such social evils.

Problem, Cause of the problem, solution of the problem for 4 number ward

The ward number 4 is also somewhat remote area of the Sankharapur municipality; however the main problem of this ward is unmetalled road, landslide, wild animal terror, and wildfire in jungle, problems of open wire, Wood poles risking for the electric current, lack of health facilities & no secondary school in the ward. The main road should be pitch & sub road should be gravel, landslide can be managed by putting Gavin (retaining) walls, Dustbin should be kept for proper waste management, waste management also is coming as prior problem as well as budget should be properly managed to put the proper covered wire, steel pole & wire management. Cigarette is main problem to get caught by wildfire, so strict rules should be implemented.

Problem, cause of the problem, Solution of the problem for 8 number ward

The 8 number ward is urbanizing part of the Sankharapur municipality; the main problem here exists road & drainage, lack of budget for road construction, water facilities having no reservoir, traditional way of farming, lack of management of collection center, poor irrigation facilities, lack of health facilities & birthing center.

There is lack of coordination between central government & participation of the locals for the issue of road, there is lack of resources & mobilization of resources in case of both road construction as well as water facility, Due to lack of budget proper health associated institutions cannot be formed, traditional birthing style is still in the practice.

Management of drainage system, retaining wall, and gravel should be done, Budget allocation & management should be done properly, Participation of local people & stake holders is most and Public land should be utilized for making meeting hall for old citizen & proper birthing shall be established by governmental level.

CHAPTER FIVE: CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Nepal politics have adopted new dimension & structure; federalism is a new born baby & still is necessary to be mothered & nurtured, in anticipation of that administration jurisdiction that run effectively in every nook & corners is very essential; decision of Nepal government about the transferring of sovereign power by establishing public institution & uplifting their own status by themselves plays vital role in dynamic development of their own community by targeting the participation of their own local citizen & public consensus of all level & status is very necessary for development of all way aspects of their own place. Good governance is a widely used term as it reflects the manner of government while providing the service, the change that is occurred due to the consciousness of the public toward the politics, its structure & dynamic perspective of societal change should be kept on the weighting instrument for finding out which side is getting heavier; either it is on the right path way or not, increasing bad reputation of the bureaucrats over the world is further risking to navigate its way on the wrong track, however from the study it can be concluded that, Participation enhances the consensus building which helps in decision making by getting deeper to the actual problem, stakeholders has lots of influence over the decision making, Most of the sewagrahi felt positive changes in the municipality, however municipality is in a transitional stage of development, Demographic status of sewagrahi also reflects the attitude of getting service from such public institution, 'Problem lies there, problem is being analyzed there & Problem solution is there'. The representative

selected by public should be answerable in each & every steps to his public; Transparency is a key for accountability.

5.2 Recommendation

1. The participation of all citizen having their own value, norms, culture & attributes should come in mainstream in national platform while making decision in policy & strategic level. This is the perfect time for Nepali people to come in front line & develop their own village, areas by themselves. Sankharapur municipality has its own cultural & archeological significance, still 80 % of land is not covered by house hold, so many immense potentialities of unexplored natural resources, and majority of Newar & Tamang culture, norms, values, tradition & different cultural heritage sites makes this place much more beautiful.
2. The main point is lack of coordination between central & local level should be minimized & manpower that is essential for the public institutions should be attracted by different kinds of provision, gratuity & incentives.
3. The construction work should not hamper the existing heritage sites & local beliefs that may leave the bad impacts, people have right to get the information about the existing scenario of their place, about the service they get access to. So, proper help desk & social activist related to right to information should be mobilized.
4. It is very essential to organize public hearing timely, it is really important to understand both the representative & local people that they both are Nail & flesh & are interrelated to each other; voice of citizen to reach out in the policy level should be the main aim of the representative & people should be aware for their right & institution malfunctioning & raise voice in every wrong deeds.

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ANNEX I

Questionnaire

Demographic status

Name	
Age	
Sex	
Ethnicity	
Occupation	
Education	
Political party affiliation	

General Information of sewagrahi

I. What is the purpose of your visit in this institution?	
II. How many steps does it take to complete your work done?	a. One step b. Two step c. Three step d. More
III. What is the tentative time period for getting service?	a. Half day b. One full day c. Two day d. More days
IV. Are you informed about Citizen Charter?	a. Yes b. No

V. Have you received service according to citizen charter?	<ul style="list-style-type: none"> a. Yes b. No
VI. If No then, how do you get access to the service?	<ul style="list-style-type: none"> a. Through officials b. Through representative c. Through third party d. Others
VII. Do you experience any kind of changes in service delivery after new structure of local institutions?	<ul style="list-style-type: none"> a. Yes b. No
VIII. If yes then, what kind of changes does u experienced? & If no, why not?	
IX. Are you engaged in any tol sudhar samiti, small farmer help group, Aama samuha?	<ul style="list-style-type: none"> a. Yes b. No
X. If yes then, do you put your challenges in front of the representative?	<ul style="list-style-type: none"> a. Yes b. No
XI. Do you think those representative addresses your Issue?	<ul style="list-style-type: none"> a. Yes b. No

<p>XII. What do you think only locally powerful people are heard but not yours?</p>	<p>a. Yes b. No</p>
<p>XIII. Are you concerned about Right to information & ombudsman Section in your public institution?</p>	<p>a. Yes b. No</p>
<p>XIV. Do you think representative comes in front line for the development of your area?</p>	<p>a. Yes b. No</p>

S.no.	Question	Very satisfied	Satisfied	Undecided	Dissatisfied	Very dis satisfied
1	How do you rate your satisfaction level in terms of the selection of your representative?					
2	Rate your satisfaction level for commitment of staff while providing you service					
3	On what level do you rate for the Information provided by the institution?					
4	How satisfied are you with current standard quality service delivery of administration?					

ANNEX II

Questionnaire for KII with CAO, Ward secretary

1. Do you have organization organogram proposed according to LOGA 2074?	Yes No																																			
2. If yes then, is the Staffs Placed as per organogram?	Yes No																																			
3. Is there existing or required section for the service delivery?	Yes No																																			
4. Can you provide no of Positions & recruited Staffs in officer/junior their academic qualification, trainings & Experiences?																																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;">S.no.</th> <th style="width: 25%;">Employee's Name</th> <th style="width: 15%;">Section</th> <th style="width: 15%;">Position</th> <th style="width: 10%;">Service Year</th> <th style="width: 15%;">Qualification</th> <th style="width: 10%;">Training</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	S.no.	Employee's Name	Section	Position	Service Year	Qualification	Training																													
S.no.	Employee's Name	Section	Position	Service Year	Qualification	Training																														
<p>5. How do you analyze performance appraisal of staffs in your institution?</p> <p>Please Can you elaborate for indicators such as punctuality, commitment & others?</p>	<p>a) performance form b) Annual working performance evaluation c) Other</p>																																			
6. What are the Motivation factors for the staffs for their career development?	<p>a) Training b) Welfare Funds c) Provident Fund d) Gratuity e) Financial Assistance f) Medical Insurance g) others</p>																																			
7. Is there Award & Punishment System Based on Performance?	Yes No																																			

<p>8. Do you organize public hearing?</p> <p>If Yes then, Can you provide number of public auditing & Minute?</p>	<p>Yes</p> <p>No</p>
<p>9. How often do you organize public hearing?</p>	<p>a) 1 month b) 3 month c) 6 month d) 1 years</p>
<p>10. Who were the participants of the program?</p>	<p>a) Users community b) Users c) Representative of political parties d) NGO federation representative e) Key informant f) Media g) Others h) All Above</p>
<p>11. What were the issues rose?</p> <p>How coverage to public concern is reached to public?</p> <p>a) By Newspaper b) Radio & television c) Internet & Mobile d) Others.</p>	<p>a) Quality of material b) Technical part c) Cost d) Benefits as per work e) Other</p>
<p>12. Is there a citizen charter?</p>	<p>Yes</p> <p>No</p>
<p>13. Does the functioning of your institution is done according to citizen charter?</p>	<p>Yes</p> <p>No</p>
<p>14. What are the challenges you have faced while functioning according to citizen charter?</p>	

<p>15. Is there a grievance readdress system?</p> <p>What kind of problem public usually bring?</p>	<p>Yes</p> <p>No</p>
<p>16. Is there a Nodal officer in your institution?</p>	<p>Yes</p> <p>No</p>
<p>17. Does organization follow RTI?</p>	<p>Yes</p> <p>No</p>
<p>18. How do you apply the application of IT in municipal governance?</p>	<p>a) Software for accounting</p> <p>b) Digital notice board</p> <p>c) E-attendance system</p> <p>d) Above all</p> <p>e) others</p>
<p>19. Is there an e governance system (Website, online forms)?</p>	<p>Yes</p> <p>No</p>

Physical Infrastructure

Is there an office Building?	Yes
	No
Is this Building is sufficient for administrative service delivery?	Yes
	No
Is this Building disable people friendly?	Yes
	No
Numbers of Vehicle of an organization?	
Is Access of road is viable from each place to get facility in that municipality/ Ward?	Yes
	No

MCPM Result & Marks obtained in each indicator

Performance Measure	No of Indicators	Full Marks	Marks Obtained by Municipality this year
1) Local Governance	8	20	
2) Fiscal & Financial resource mobilization	10	26	
3) Planning & Program Management	8	20	
4) Organization & Human resource Development	6	12	
5) Urban Basic Service Management	8	22	
6) Total	40	100	

Economic Resources

Total amount granted for the municipality	
Tax granted (Based on this Fiscal year)	