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**A Comparative Study on Local Governments' Institutional Capacity of
Service Delivery in Bhojpur**

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Abstract

This study is a comparison of Local Governments' Institutional Capacity Self-Assessment (LISA) scores on service delivery of local governments in Bhojpur district during four fiscal years. The principal objective is to compare and analyze the LISA scores and find out the status on service delivery area of local governments in Bhojpur district. It has focused on comparative analysis of the status of local governments using their self-assessment scores to find out the progress in service delivery of local government institutions. The methodology used in this study is collecting secondary data of self-assessment reports from the website, and compare and analyze the data of all local governments over the four fiscal years. This study has followed descriptive and analytical approach as well as used document review, and website observation as research tools. Data collection has been done from secondary sources of data. The finding of this study reveals that the service delivery status of local governments has been gradually increased in LISA scores over the period. The emphasis on service delivery during the self-assessment has been given most and provided largest weightage and most indicators included. The Bhojpur municipality, where headquarter of the district located has been evaluated less scores than another municipality and the far remote rural municipalities, such as Salpa Silichho and Amchowk rural municipalities.

Key Words: Local Government, Service Delivery, Self-assessment, E-governance, ICTs

Introduction

Local government is the very nearest government of people among three layers of government in the federal system. Local governments are led by elected representatives and they are trying to make development of their own areas. Local governments try to deliver public services effectively and efficiently. Effective service delivery is a key

indicator of good governance. The effectiveness of public service delivery depends on the capability; resources, inputs, and the motivation of service providers (Kharel, 2018). Without being transparent and accountable, people never get satisfaction from the system of service delivery provided by the local government institutions. The use of ICT can make possible more transparent and accountable revenue generation systems to benefit both government and taxpayers as well as ICTs can provide efficiency by decreasing costs and increasing productivity to enhance provision of better-quality services to the citizens (Canares, 2016). Local governance system that understands the concern of local people, status of local wellbeing and service delivery. (Kharel, 2018b.)

The Ministry of Federal Affairs and General Administration has started Provincial and Local Governance Support Program (PLGSP) to strengthen provincial and local governments since 2017 after phasing out the LGCDP. Local level institutional capacity self-assessment working procedure (2020) has been implemented to evaluate the local governments' institutional capacity for service delivery and other core areas. The aim of the working procedure is to identify the strengths and weakness of local government institutional capacity and inform the weakness on good governance by appraisal of working process in different areas. The expected goal of this self-assessment is to find out the overall institutional capacity for service delivery and to make local government efficient and effective by competitive improvement and get the basis of periodic review. It has described the areas of self-assessment and indicators for the evaluation of local governments. All local level governments have discussed and decided their institutional capacity self-assessment scores from local executives under the provision of working procedure.

Local governments are directly accountable with local people and should maintain downward accountability. E-governance applications are used to automate both the front-end and back-end processes involved in government services and automation of front-end citizen facing processes has often been a priority in the country (Prakash, 2016). Local governments have taken ownership and responsibility towards the local level development sector. Local governments are the closest public institutions for the people which are operated by the legislation and provide public services to them. The ultimate beneficiary of the process is the citizen for whom the whole governance and administrative system exists (Thottunkel & Kuppathanath, 2015). Local governments should follow the transparent process to provide services under the act, rules and procedures and should be accountable with their services towards the stakeholders. The sound institutional base and good technical and infrastructural facilities already existed can make fast results of the service delivery in developing countries (Haldenwang, 2004).

Envisioning a federal system consisting of three levels of government, the Constitution of Nepal has made federal, provincial, and local governments and the provisions for exclusive and concurrent powers and functions for the three level governments in its annexes. People, process, and technology are potential means of

organizational transformation and change management, knowledge management, ICT governance and business processes are the enabling factors on transformation process (Khan & Hussain Bokhari, 2018). Nepal's approach to local government has emphasized local participation and empowerment rather than creating institutions for service delivery though the restructuring of local governments reduced the number of 753 local governments from more than 39 thousand service units. The administrative staffs of municipality, though some were capable for offering services, were not sufficient to deliver public services and the physical infrastructure of municipal and ward offices found very poor to offer efficient public service delivery (Kharel & Tharu, 2019).

Local government, as the closest government of the people, should be accountable to local people for delivering services. ICT based governance matter is for socio economic development performance at local level and better governance is positively associated with improved service delivery of local government. Sound political management is a key to enhance municipal service delivery and ultimately good local governance and if local government fails, South Arica fails (Reddy, 2016). So, all local level governments should make policy to zero tolerance against corruption for effective and efficient service delivery. Transparency and ICT based mechanism are the tools to make the service delivery effective and efficient at the local level.

Statement of the Problems

Existing literatures have focused on the public service delivery, people participation, accountability and transparency of the public institutions but very few research have been conducted on the issue of indicators of public service delivery, self-assessment procedures and indicators of LISA as well as the criteria of giving priority to service delivery at local government. ICTs, if effectively designed, implemented, and supported can further the instrumental and constitutive roles of peoples' freedoms and help create a stronger democratic framework to support people's empowerment (Puri & Sahay, 2007).

The governance mechanisms need to foster institutional capability by mobilizing skilled human resources implementing devolved power or jurisdictions in local government (Kharel, 2018b.). So, everyone should know the indicators of service delivery, status of service delivery of local governments and the self-assessment results. ICT is an effective tool for the different dimensions of rural development and set up of ICT infrastructure has enormous usefulness for the rural people (Kharel, 2018a.). Research is necessary to find out the access of stakeholders to the information and which local government has been demonstrating the better performance in service delivery area in Bhojpur district. This study has its' rational to analyze the status of service delivery of local governments as an indicator of LISA and compare it's' self- assessment scores during

four fiscal years. This study has analyzed the overall, average, process, and quantitative status of service delivery of local governments in Bhojpur district.

Research Questions

The main research questions for this study are as follows:

- a. Do local governments give priority to service delivery?
- b. What are the overall, average, process and quantitative statuses of local governments?
- c. What are the indicators of service delivery which are used in self-assessment during the LISA procedure?
- d. Which local government has played the better performance in service delivery area in Bhojpur district?

Objectives

The main objectives of this study are to compare and analyze the LISA scores of local governments of Bhojpur district. The specific objectives of this study are as follows:

- a. To find out the status of institutional capacity to service delivery of local governments.
- b. To compare and analyze the performance status of local governments in self-assessment.

Limitations

The limitation is in the area of the study and the sources of data for the research. Local governments of Bhojpur districts are only the study area. It is limited to the comparison of self-assessment report published by the ministry. It is limited to the secondary data sources and quantitative research approach. Document review and analysis of the data are only the major tools of methodology. Four fiscal years' self-assessment results related to service delivery are compared and analyzed. So, this is limited to a district level local governments and particular self-assessment report produced by them selves. The result of this study cannot generalize whole status of service delivery at local governments in the country.

Review of Literature

Some legal provisions for local government self-assessment and other legal status for local government have been reviewed. The theory of freedom as development is also reviewed as theoretical perspectives. The following are the theoretical and empirical review of existing provisions and literatures:

Theoretical review

Principal-agent theory offers interesting insights into the analysis of local government behavior by focusing on the efforts of local constituents (voters) to impose constraints on government or bureaucracy monopoly power (Bravo, Ana Bela Santos; Silvestre, António Luís, 2004). This theory has been applied to examine the power exercise of people representatives in service delivery of local governments. Similarly, another relevant theory on this study related to capability approach which comprises concepts of functioning, freedom of choice, capabilities and well-being development and focuses on human life with concentration on the means of living to the actual opportunities of living. So, it has developed logical propositions closely linked with local governance and rural development process. (Kharel, 2018b.)

Sen (2022) has given two reasons for freedom in the concept of theory of development as a freedom based on the capability approach. First, the primary element of development is the enhancement of freedom and ultimately acceptable evaluation of human progress and second, the achievement of development is based on the free agency of people. Sen argues that conception of development must go much beyond the accumulation of wealth and the growth of gross national product and other income related variables. The implication of this theory to society as well as local governments is most important in our country.

Policy review

The Local Self Governance Act (1999) had various provisions to run the affairs of local bodies. An elected local body consisted of elected representative chairman, vice chairman and ward chair, woman ward member and ward members. Similarly, there is a position of executive secretary appointed by the Ministry of Local Development. The function of local bodies was divided into executive and legislative. The local bodies also exercise the judicial functions. Local level judicial committees chaired by vice chairman are functioning for justice.

Local level operation acts, rules, directives, and guidelines are made by the local governments for adopting to provide services. People are paying taxes in the public purse, and they have more expectation for quality service delivery from the public institutions. Local government operation act (2074) has elaborated the constitutionally granted functions and power of local government. Local governments are accountable to the people and responsible for managing the local administrative and development functions. Local governments aim to achieve peace, good governance, justice, and prosperity of the people.

Process of self-assessment

Local level institutional capacity self-assessment working procedure (2020) clause-4 has explained the process of self-assessment to follow by all local governments. The first step of this process is to inform the objective and procedure of self-assessment to all elected public representatives and employees followed by the involvement of related department, division, section of related subject areas for self-assessment. The Chief administrative officer should appoint an officer as a contact person for coordination with all departments, divisions, and sections of local government. All departments, divisions and sections should provide the progress report of the related subject areas to the contact person and the contact person should integrate and submit the initial report proposal to the chief administrative officer. The Chief administrative officer will be responsible for submitting the initial result agenda to the municipal executive meeting for discussion. The municipal executive meeting will discuss and analyze the initial result to determine the real scoring of concerned areas and finally decide the final self-assessment result. The assessment result should be published on the website and official notice board within seven days after deciding the result from the executive meeting. The local government should send the result to related district coordination committee, chief minister of provincial government, and council of ministers of provincial government and the federal affairs and general administration ministry. Finally, the result of self-assessment should be submitted to the municipal assembly for discussion. All results of self-assessment should be submitted using IT based software managed by the ministry. The self-assessment process should be completed by the middle of January for the previous fiscal year.

Table 1

Self-assessment work plan of local government

S.N.	Activities	Timetable
1.	Include activities of LISA in yearly program	Within Ashad 10 (Deadline of yearly development program)
2.	Appoint focal person under section three	First week of Shrawan
3.	Collection of all means of verification of initial self-assess report in coordination with contact person and concerned units. It is continuous process to submit data in the system via IT.	Continuous
4.	Conduct preparatory meeting for local government self-assessment to ensure means of verifications.	Within last day of Shrawan
5.	Orientation program to disseminate objective, method and system of LISA under section three	Within last day of Kartik

S.N.	Activities	Timetable
6.	Prepare initial report on the basis of participatory discussion and analysis to determine weightage	Within 15 th of Mangsir
7.	Send initial report to district coordination committee (DCC) for feedback	Within last day of Mangsir
8.	Submit final draft of initial report after incorporating feedback of DCC to municipal executive meeting	Within 15 th of Poush
9.	Approval/acceptance of final initial result of self-assessment from municipal executive	Within last day of Poush
10.	Overall review of final self-assessment result to identify strength and weakness, compare the result with last year's result and other local governments' results within the year and make work plan to improve the weaknesses.	Within last day of Poush
11.	Publish the result of LISA via website and notice board after acceptance of municipal executive	Within first week of Magh
12.	Table the final result of LISA to municipal assembly	Rural/Municipal assembly time

Note. Local level self-assessment working procedure-2020 (Annex-4)

Provision for reporting of LISA score

The district coordination committee will assess the quality of institutional self-assessment result of local governments and can provide feedback for improvement of any areas. The ministry will prepare the integrated report of all self-assessment reports of local government and release the report province-wise and district-wise separately. The ministry will analyze all self-assess reports to identify the weak status and support them to strengthen the capacity development and provide feedback. The ministry will inform the district coordination committees about the feedback provided to local governments. The ministry will review the report yearly in each province. The ministry will declare best local governments on the basis of this report. The declaration will be separated for municipalities and rural municipalities. The ministry will manage the quality assurance evaluation of self-assessment result itself, or by district coordination committee, or providing responsibility to third party.

Provision of assessment level and weightage ratio

There are three levels of assessment category as a basis of result analysis and weightage determination with different weightage ratios. Overall Status is identified by the indicators for overall status of local governments. Overall status has got 21 percentweightages, and this status is determined with four conditions. Similarly, the

process status has got 34 percent and quantitative status has got 45 percent weightages in the assessment. The process Status is observed by daily administration and service delivery and process related indicators of local concerns and quantitative status is related to quantitative indicators to compare and measure the areas of self-assessment. Process status and quantitative status are analyzed and determined with three conditions for each indicator as weak, normal, and best conditions. The following table shows the weightage ration at assessment levels:

Table 2

The weightage ration at assessment levels

Assessment Level	Weightage Ratio	Basis of Result analysis and weightage determination
Overall status	21 percentage	Conditions for each indicator: Condition 1 : 0, Condition 2: 0.5, Condition 3: 0.75, Condition 4: 1
Process status	34 percentage	Conditions for each indicator: Weak: 0, Normal: 0.5, Best: 1
Quantitative status	45 percentage	Conditions for each indicator: Weak: 0, Normal: 0.5, Best: 1

Note. Local level self-assessment working procedure-2020 (Annex-1)

Areas of assessment for service delivery

There are 10 core institutional capacity areas of local government determined to assess by self-assessment. Service delivery is one of the areas among them. Government management, organization and administration, yearly budget and planning management, financial management, service delivery, judicial performance, physical infrastructure, social inclusion, environment protection and disaster management and cooperation and coordination are the areas determined for self-assessment by the procedure.

Service delivery is a fifth area of self-assessment under which sixteen indicator areas are listed. Service delivery of local government, services from ward level, satisfaction of services, Use of token system, online registration or computerized billing technology on service delivery, Strategic operational plan (SOP), payment using banking system, alternative provision of service delivery at ward, redressal of public complaints, payment via bank account for social security allowance, birth registration within 35 days, public hearing, roaming services on service delivery, access of all children in education, access of citizens in health service, agriculture and animal services and supply and marketization of local production are the indicators for service delivery. The following table shows the legal provision for each indicator areas and weightage to the indicators:

Table 3
Indicator areas and weightage to the indicators

Code	Legal provision	Indicator area	Weightage (Score)
5.1.1	LG Operation Act, 2074 (Clause 11)	Service delivery	1
5.1.2	LG Operation Act, 2074 (Clause 12)	Services from ward level	1
5.1.3	LG Operation Act, 2074 (Outcome of Clause 11 & 12)	Satisfaction of services	1
5.2.1	LG Operation Act, 2074 (Clause 11 (2) (N1))	Use of token system, online registration or computerized billing technology on service delivery	1
5.2.2	LG Operation Act, 2074 (Clause 11 (2) (N1))	SOP (Strategic Operational Plan)	1
5.2.3	LG Operation Act, 2074 (Clause 11 (2) (N7))	Payment using banking system	1
5.2.4	LG Operation Act, 2074 (Clause 16 (4) (Ga6) & Clause 18 (3))	Alternative provision of service delivery at ward	1
5.3.1	LG Operation Act, 2074 (Clause 11 (2) (N7))	Redressal of public complaints	1
5.3.2	LG Operation Act, 2074 (Clause 11 (2) (Ta2))	Payment via bank account for social security allowance	1
5.3.3	LG Operation Act, 2074 (Clause 11 (4))	Birth registration within 35 days	1
5.3.4	LG Operation Act, 2074 (Clause 78 (5))	Public hearing	1
5.3.5	LG Operation Act, 2074 (Clause 11 (2) (Na7))	Roaming services on service delivery	1
5.3.6	LG Operation Act, 2074 (Clause 11 (2) (Ja))	Access of all children in education	1
5.3.7	LG Operation Act, 2074 (Clause 11 (2) (Jha))	Access of citizens in health service	1
5.3.8	LG Operation Act, 2074 (Clause 11 (2) (Na & Da))	Agriculture and animal services	1
5.3.9	LG Operation Act, 2074	Supply and marketization of local	1

(Clause 11 (2) (Na7)) production

Note. LISA working procedure, 2020.

Empirical review

Kharel & Tharu (2019) have studied on institutional capacity and the effectiveness of service delivery practices of a local government in federal context and the finding reveals that the administrative staffs were not sufficient to deliver public services and the physical infrastructure of municipal and ward offices found very poor to offer efficient public service delivery in Banganga municipality. Similarly, Acharya (2019) has concluded that an equal distribution of development is difficult, in terms of the rate of population below the poverty line is in decreasing trend, commercialization of agriculture is only the mean for rural development and sustainable development is only the way of sustainable rural development to reduce poverty using participatory model of development.

Kharel (2018) has revealed that the people's experience of the public services at local government is below the satisfactory level on the effectiveness of public service delivery which depends on the capability, resources, inputs, and the motivation of service providers because of political instability and political reluctances for local election. The natural way of governing citizens, way of deepening democracy-power devolution reaching from central to the local level, accountability and responsiveness of the government, correction of the failure of top-down approach; and the cost effectiveness of the government are the major five issues of governance to the creation and strengthening the local institutions.

Kharel (2018a.) has described the importance of Information and Communication Technology (ICT) for rural development on the basis of Nepal Ageing Survey 2014. The findings show that ICT is an effective tool for the different dimensions of rural development and the setup of ICT infrastructure has enormous usefulness for the rural people. Proper implementation of ICT infrastructure and tools can serve as enabler of the development of rural areas, reduce the economic and digital divide and facilitate the development of small micro-finance entrepreneurship (SMEs).

Kharel (2018b.) has made an appraisal on local governance and rural development practices of Nepal from the perspective of decentralization theory and capability approach. It reveals that local governance system understands the concern of local people, status of local wellbeing and service delivery and local authorities are encouraged to play own power jurisdiction roles and responsibilities effectively and efficiently following two principles of jurisdictional design and three basic principles of citizen-centered local governance system. The two principles of jurisdiction design are the closer a representative government is to the people, the better it works and people should have the right to vote for the kind and number of public services they want. Similarly, three basic principles of citizen-centered local governance are responsive, responsible, and accountable governance

systems. These principles are also relevant to empower local people through a rights-based approach of development and grassroots accountability of local governments till the date.

Khan & Hussain Bokhari (2018) has highlighted the complex phenomena of ICT enabled organizational transformation from socio-technical perspective. The finding reveals that the people, process and technology are potential means of transformation and an essential aspect for successfully implementing and sustaining transformation process has realized on the enabling role of change management, knowledge management, ICT governance and business processes. Management of any organization should adopt a socio-technical approach for ICT enabled organizational initiative, to develop pro-active strategy regarding people, process, and technology for identifying socio-technical problems. ICT enabled organization transformation can be relevant to local governments for service delivery processes.

Prakash (2016) has revealed that the shift of the design of public service delivery focuses on e-governance projects and empowers the local health functionaries on enhancing information-processing capabilities. The vision of the National e-Governance Plan was to make all government services accessible to the common people in their locality to ensure efficiency, transparency, and reliability of such services at affordable costs. E-governance applications are used to automate both the front-end and back-end processes involved in government services and automation of front-end citizen facing processes has often been a priority in the country. E-governance designs have been largely oblivious to the need of improving their overall work content and environment in the grassroots functionaries of local governments in meeting performance goals.

Kumar (2016) has described a roadmap to the implementation of e-services to improve the quality of education using ICTs via e-services and improve the system of governance to provide better services to citizens. The effective use of ICT services in the higher education sector can greatly enhance efficiency of the existing system, decrease the costs and increase the transparency in the functioning of public institutions. Increasing transparency via e-governance to share information with stakeholders and governing bodies can involve in decision making for rural development.

Canares (2016) has revealed that ICT can be adopted, scaled, and used to achieve better governance and to assess e-governance initiatives by policies, strategies, processes, information, technologies, applications which make up a technology friendly environment. ICTs can provide efficiency by decreasing costs and increasing productivity and enhance provision of better-quality services to the citizens. These findings are policy feedback to the local governments to be transparent and accountable, improving service delivery in the municipalities.

Thottunkel & Kuppathanath (2015) have presented that the ultimate beneficiary of the ICT based e-governance process is the citizen for whom the whole governance and

administrative system exists by reducing effort and time and became an administrative benefit. Democratization of the decision-making process using ICT is also apparent through computerization which enables democratically elected representatives and citizens to have more say in how decisions are made.

Puri & Sahay (2007) have revealed that ICT-based innovation can thrive among poverty within the context of a rural development, and participation and use of ICTs are being integrated within the rural development initiatives in developing countries. Similarly, Haldenwang (2004) has revealed that using e-government in service delivery, transparency, greater efficiency of the public institutions, improvements in public services and political participation can be the benefits and the changes consist of the provision of information, ICT solutions to improve communication between citizens and the state, transaction digitally and openness and transparency of political process. The sound institutional base and good technical and infrastructural facilities already existed can make fast results of the service delivery in developing countries. This finding is also appropriate to local governments to improve their service delivery.

Research Gap

As discussed above in theoretical, policy, and empirical review, further research is necessary to find out the effectiveness and quality of service delivery using ICT based mechanism in local governments. Many stakeholders have few awareness about the overall, average, process and quantitative status of local governments' institutional capacity that has been self-assessed and released by the respected local governments via websites and notice boards. The result of LISA is the perspectives of service providers but not yet triangulated by empirical research with service receivers which shows the research gap of this area of LISA report. This study has specifically focused on the service delivery area and the rest of the nine areas of LISA component and their indicators can be the research areas to analyze the results for further study.

Research Methodology

This study follows the analytical and comparative research model. It has been done with documents' review and data analysis of authentic data source. During this research, it has been collected secondary data from websites, collect necessary information and analyze the data. This research has applied comparative methods to analyze the information after collecting data. In order to meet the objectives, set by this research, the quantitative research approach has been adopted and necessary data has been collected for four fiscal years since FY 2076-77 up to FY 2079-80 from LISA website and analyzed the data with comparison among the local governments in Bhojpur. A document review of LISA working procedure, local government operation act and other legal documents has

been done during this research. Review of empirical literature related to local government, good governance and ICT based e-governance has been carried out for this study.

Subject Matter

The subject matter for this study is the result of local government institutional capacity self-assessment (LISA) analysis specially focused on the area of service delivery among the indicators of local governments in Bhojpur district.

Analysis of Data

LG Institutional Capacity Self-Assessment (LISA) Scores are shown in the tabulation form. During this study, it is found that average status, overall status, process status and quantitative status are presented in percentage and scores obtained in each indicator are presented in numerical form. The allocation of weightage to each indicator has been seen in the working procedure. Each local government's LISA results are comparatively presented here separately in tabulation form highlighting the score of service delivery area among all areas of self-assessment.

Table 4

Weightage Score of Indicators of LISA

Indicators	Weightage Score
Government Management	9
Organization and Administration	8
Yearly Budget and Planning Management	11
Financial Management	11
Service Delivery	16
Judicial Performance	7
Physical Infrastructure	13
Social Inclusion	10
Environment Protection and Disaster Management	9
Cooperation and Coordination	6
Total:	100

Note. Local government institutional capacity self-assessment (LISA)

There are ten core indicators with different weightages to self-assess the institutional capacity of local governments. The highest weightage, i.e. 16 percent, has been given to the institutional capacity area of service delivery. The second priority with 13 percent weightage has been given to the institutional capacity on physical infrastructure. Yearly budget and planning management and financial management have been given equally 11 percent weightage followed by social inclusion with 10 percent.

Table 5
Weightage score of assessment levels of LISA

Assessment Level	Weightage Ratio	Basis of Result analysis and weightage determination
Overall status	21 percentage	Conditions for each indicator: Condition 1 : 0, Condition 2: 0.5, Condition 3: 0.75, Condition 4: 1
Process status	34 percentage	Conditions for each indicator: Weak: 0, Normal: 0.5, Best: 1
Quantitative status	45 percentage	Conditions for each indicator: Weak: 0, Normal: 0.5, Best: 1

Note. Local level self-assessment working procedure-2020 (Annex-1)

The three assessment levels are determined in the working procedure. Quantitative status has allocated 45 percent weightage followed by process status with 34 percent weightage and overall status has allocated 21 percent weightage.

Table 6
Indicators and Weightage of Service Delivery Area of LISA

Indicator code	Legal provision	Indicator area	Weightage (Score)
5.1.1	LG Operation Act, 2074 (Clause 11)	Service delivery	1
5.1.2	LG Operation Act, 2074 (Clause 12)	Services from ward level	1
5.1.3	LG Operation Act, 2074 (Outcome of Clause 11 & 12)	Satisfaction of services	1
5.2.1	LG Operation Act, 2074 (Clause 11 (2) (N1))	Use of token system, online registration or computerized billing technology on service delivery	1
5.2.2	LG Operation Act, 2074 (Clause 11 (2) (N1))	SOP (Strategic Operational Plan)	1
5.2.3	LG Operation Act, 2074 (Clause 11 (2) (N7))	Payment using banking system	1
5.2.4	LG Operation Act, 2074 (Clause 16 (4) (Ga6) & Article 18 (3))	Alternative provision of service & delivery at ward	1

Indicator code	Legal provision	Indicator area	Weightage (Score)
5.3.1	LG Operation Act, 2074 (Clause 11 (2) (N7))	Redressal of public complaints	1
5.3.2	LG Operation Act, 2074 (Clause 11 (2) (Ta2))	Payment via bank account for social security allowance	1
5.3.3	LG Operation Act, 2074 (Clause 11 (4))	Birth registration within 35 days	1
5.3.4	LG Operation Act, 2074 (Clause 78 (5))	Public hearing	1
5.3.5	LG Operation Act, 2074 (Clause 11 (2) (Na7))	Roaming services on service delivery	1
5.3.6	LG Operation Act, 2074 (Clause 11 (2) (Ja))	Access of all children in education	1
5.3.7	LG Operation Act, 2074 (Clause 11 (2) (Jha))	Access of citizens in health service	1
5.3.8	LG Operation Act, 2074 (Clause 11 (2) (Na & Da))	Agriculture and animal services	1
5.3.9	LG Operation Act, 2074 (Clause 11 (2) (Na7))	Supply and marketization of local production	1

Note. Local level self-assessment working procedure-2020

Sixteen indicators have got equal weightage (i.e. 1) in service delivery area. All indicators are taken from the legal provision of LG operation act, 2074. Service delivery area is largest assessment area with equal weightage scoring indicators of LISA.

Table 7

Comparison of average scores of Indicators of LISA at local governments

Name of Local Government	Obtained Average Score (In percentage)			
	FY 2079-80	FY 2078-79	FY 2077-078	FY 2076-077
Koshi Province	73.21	66.34	59.26	49.31
Bhojpur District	72.83	63.44	57.72	49.44
Bhojpur Municipality	54	39.25	45.5	30.75
Shadananda Municipality	69	68.25	71.5	73.25
Amchowk Rural Municipality	69.25	60.75	51.25	42.25
Arun Rural	73	52.5	46.5	59

Name of Local Government	Obtained Average Score (In percentage)			
	FY 2079-80	FY 2078-79	FY 2077-078	FY 2076-077
Municipality				
Hatuwagadhi Rural Municipality	73	60.75	73	47.75
Pauwadungma Rural Municipality	82	77.25	61.5	42.5
Ram Prasad Rai Rural Municipality	84	73	58.25	39
Salpasilichho Rural Municipality	76.75	72.75	0	64.75
Tyamke Maiyung Rural Municipality	74.5	66.5	54.25	45.75

Note. Local Government Institutional Capacity Self-Assessment (LISA)

The average score of Bhojpur district is 72.83 percentage. Ram Prasad Rai Rural Municipality has obtained highest score with 84 percentage in FY 2079-80. Bhojpur municipality has lowest score of 54. Though, all local governments have improved their status of process scores since FY 2076-77.

Table 8

Comparison of overall scores of Indicators of LISA at local governments

Name of Local Government	Obtained Overall Score (In percentage)			
	FY 2079-80	FY 2078-79	FY 2077-078	FY 2076-077
Koshi Province	73.35	65.57	60.43	51.1
Bhojpur District	74.6	61.9	58.78	53.7
Bhojpur Municipality	40.48	32.14	54.76	32.14
Shadananda Municipality	78.57	75	78.57	79.76
Amchowk Rural Municipality	69.25	58.33	53.57	44.05
Arun Rural Municipality	76.19	52.38	45.24	52.38
Hatuwagadhi Rural Municipality	88.1	60.71	57.14	55.95
Pauwadungma Rural Municipality	85.71	72.62	61.9	50
Ram Prasad Rai Rural Municipality	80.95	71.43	58.33	50

Salpaslichho Rural Municipality	77.38	65.48	0	67.86
Tyamke Maiyung Rural Municipality	71.43	69.05	60.71	51.19

Note. Local Government Institutional Capacity Self-Assessment (LISA)

The overall average score of Bhojpur district is 64.87 percentage. Pauwadungma Rural Municipality has obtained highest score with 88.1 percentage in FY 2079-80. Bhojpur municipality has lowest score of 40.48. Though, all local governments have improved their status of process scores since FY 2076-77.

Table 9

Comparison of process scores of Indicators of LISA at local governments

Name of Local Government	Obtained Process Score (In percentage)			
	FY 2079-80	FY 2078-79	FY 2077-078	FY 2076-077
Koshi Province	67.89	61.14	52.91	43.31
Bhojpur District	64.87	56.54	51.1	39.54
Bhojpur Municipality	48.53	33.82	39.71	27.94
Shadananda Municipality	55.88	58.82	66.18	57.35
Amchowk Rural Municipality	51.47	47.06	41.18	35.29
Arun Rural Municipality	67.65	54.41	38.24	50
Hatuwagadhi Rural Municipality	67.65	48.53	61.76	36.76
Pauwadungma Rural Municipality	82.35	77.94	63.24	32.35
Ram Prasad Rai Rural Municipality	82.35	66.18	54.41	32.35
Salpaslichho Rural Municipality	63.24	66.18	0	54.41
Tyamke Maiyung Rural Municipality	64.71	55.88	44.12	29.41

Note. Local government institutional capacity self-assessment (LISA)

Ram Prasad Rai Rural Municipality and Pauwadungma Rural Municipality have obtained equal highest score with 82.35 percentages in FY 2079-80. The average score of Bhojpur district is 64.87 percentages and Bhojpur municipality has lowest score of 48.53. All local governments have improved their status of process scores since FY 2076-77.

Table 10*Comparison of quantitative scores of Indicators of LISA at local governments*

Name of Local Government	Obtained Quantitative Score (In percentage)			
	FY 2079-80	FY 2078-79	FY 2077-078	FY 2076-077
Koshi Province	77.17	70.62	63.51	53
Bhojpur District	78.02	69.38	62.22	54.94
Bhojpur Municipality	64.44	4.67	45.56	32.22
Shadananda Municipality	74.44	72.22	72.22	82.22
Amchowk Rural Municipality	81.11	72.22	57.78	46.67
Arun Rural Municipality	75.56	51.11	53.33	68.89
Hatuwagadhi Rural Municipality	70	70	88.89	52.22
Pauwadungma Rural Municipality	80	78.89	60	46.67
Ram Prasad Rai Rural Municipality	86.67	78.89	61.11	38.89
Salpasilichho Rural Municipality	86.67	81.11	0	71.11
Tyamke Maiyung Rural Municipality	83.33	73.33	58.89	55.56

Note. Local government institutional capacity self-assessment (LISA)

Ram Prasad Rai Rural Municipality and Salpasilichho Rural Municipality have obtained equal highest score with 86.67 percentages in FY 2079-80. The second highest score of 81.11 percentage of Amchowk Rural Municipality. All local governments have improved their status of quantitative scores since FY 2076-77.

Table 11*Comparison of status of service delivery*

Local governments	Weightage Score	Obtained Scores			
		FY 2079-80	FY 2078-79	FY 2077-078	FY 2076-077
Bhojpur Municipality	16	9.25	10.25	8.75	4.75
Shadananda Municipality	16	13	12	14.25	12.25
Amchowk Rural Municipality	16	12.25	11.75	9.75	6.75
Arun Rural Municipality	16	10	7.5	8.5	8.5
Hatuwagadhi Rural Municipality	16	14	11.75	15	7.75

Pauwadungma Rural Municipality	16	15	14.75	11	8.25
Ram Prasad Rai Rural Municipality	16	14	12	10.5	5.5
Salpasilichho Rural Municipality	16	13	13.25	0	8.5
Tyamke Maiyung Rural Municipality	16	14	12	8.5	8.5

Note. Local government institutional capacity self-assessment (LISA)

The highest score is 15 out of 16 given by Pauwadungma Rural Municipality in FY 2079-080 and Hatuwagadhi Rural Municipality in FY 2077-78. The lowest score is 4.75 given by Bhojpur municipality in FY 2076-77 followed by the score of 5.5 of Ram Prasad Rai Rural Municipality in the same year. Pauwadungma Rural Municipality has given highest score of 14.75 in FY 2078-79 and Arun Rural Municipality has obtained lowest of 7.5 scores in the same year. Salpa Silichho Rural Municipality didn't participate in this LISA process in FY 2077-78. It has been found that the status of service delivery has been assessed with gradually increased scores at all local governments during four fiscal years.

Conclusions

Local governments are self-ruled autonomous governments, closest government of people and power exercise platform of the people's representatives. It has found that the local governments are operated by the local government operational act and regulations to provide services to the people. The highest weightage has been given to service delivery area among the ten areas of self-assessment in LISA score. Positive improvement in all indicators of service delivery area has been revealed during the analysis of the data. Local governments are going to be technologically advanced for service delivery using ICT based services and information sharing via websites and social media. It has been concluded that all rural municipalities and municipalities are trying to improve their institutional capacity status in the score of service delivery since fiscal year 2076-077 till now. So, all local governments should follow the governance related legal provisions to implement their all laws and procedures. Good governance policy is best to imply at local government for effective service delivery.

Recommendations

This study may be the vital reference for further researchers who want to do research in local government, social accountability, e-governance, and transparency. The governance policy of the local government is most important for service delivery. The recommendations to the authority and people representatives of local governments are to deliver public services transparently and become accountable towards the public service

delivery among the people and regularly update the LISA report via website as provision of working procedure. Similarly, service delivery issue is the highest weightage burning issue for local governments and they should provide priority to this area using ICT based governance system. So, further researchers may design the action research to find out the quality of self-assessment result for triangulation at local governments. New researchers may imply this model of research to find out the impact of service delivery on local areas and target groups beyond Bhojpur district. It also may conduct the research about satisfaction of the people at ward level with primary sources of data. It is better to use this LISA model to assess the institutional capacities of service delivery at tertiary education institutions.

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