



Good Governance Practices in Godawari Municipality of Lalitpur

Rajan Binayek Pasa¹, Chiranjibi Katuwal², Devendra Adhikari³

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Abstract

Good governance is a state management system which offers well-public service deliveries. This study aimed to explain good governance practices in Godawari Municipality in Lalitpur district, Nepal. We applied the post-positivism research paradigm and institutional/exit poll survey research design. The data were generated from 180 sample respondents who were elected leaders, administrative staff, local intellectuals, and service receivers in the municipality, and these were selected purposively and randomly. We applied reliable self-administered questionnaires (0.91 > 0.78 Cronbach's alpha value) consisting of seven indicators: accountability, transparency, participation, the rule of law, corruption, responsiveness, and effectiveness and efficiency. This study is explained through the theoretical insights from decentralization and the new public management theories. This study found that good governance practices in Godawari Municipality were satisfactory and fair. Participation of local youths in the local government is remarkable, and the women elected representatives are more the men. The educational status of the respondents is good, and their level of education and the transparency score in the municipality are positively correlated. Service receivers perceive that political leaders and administrative staffs are mainly responsible for corruption. There exist between the principles of good governance and the practice in the study area, which nine possible implications of the research can address.

Keywords: Decentralization, good governance, governance, local government, public service

¹ Assistant Professor, Central Department of Rural Development, Tribhuvan University (TU)

² Member, Ex-Student Alumni Central Department of Rural Development, TU

³ School of Education, Kathmandu University, Nepal

Correspondence should be addressed to **Rajan Binayek Pasa**; Email: rajan.pasa@cdrd.tu.edu.np

1. Introduction

Governance is an exercise of the decision-making process by which such decisions are implemented and evaluated. It is an institutional and leadership function for exercising power/jurisdictions (Kauzya, 2003) and exercising economic, political and administrative authority to manage a country's affairs at all levels (UNDP, 1997). Governance is a system of state management. It is a tradition and institution by which authority in a country is exercised (Kaufman et al., 1999). At the local level, government authorities are allowed by law to issue acts to adjust the way of Governance (Hasluck, 2010) for managing their affairs by the local people of their locality (Godwin, 2014), regarded as service receivers. This, in turn, assumes the presence of a local authority with authority to act independently of external oversight and the involvement of the local community people or service receivers in the administration of its affairs (Robson, 1937). Hence, governance, local government, and good governance are intertwined constructs.

Good governance enables a government to effectively deliver administrative and other services to the service receivers (Wolfowitz, 2006). Good governance has appeared as an instrument for reducing the poverty of the mass people (Grindle, 2004). The good governance indicators (accountability, transparency, participation and predictability) are found to be directly related to poverty alleviation in countries such as Bangladesh (Sarker et al., 2018). This is why public management reforms have incorporated good governance in the last two decades of the twentieth century (Huges, 2003), and this has been initiated in developing countries (Shah, 2006). World Bank started to advocate sound governance principles by applying conditionality for loans to developing countries (WB, 2014).

Federalism and good governance are intertwined such that decision-making and the exercise of authority work together for the benefit of mass people. Federalism devolves constitutional powers/jurisdiction to the central and state governments (IDEA, 2017) as it seeks unity without resorting to uniformity (Jinadu, 1979). Federal governance is a new practice in

Nepal which began after the promulgation of the 2015 Constitution. The constitution has adopted three tiers of governance structure: federation, province and local level (CAS, 2015/Article 56). The constitution has sought to guarantee good governance by ensuring equal and easy access of the people to the services and facilities delivered by the State.

However, good governance practices are not functioning properly in Nepal. A survey by TIN (2014) mentioned that around 90% of Nepali believed political parties are corrupt, 85% considered the public administrative staff to be corrupt, and 72% believe that corruption in the country has increased over the last two years. Besides, >80% of Nepali think that government corruption is a severe problem as the country secured 117/180 ranked with a 33/100 score in 2021 (TIN, 2022). The governments lack transparency, accountability, coordination, people's participation, and the rule of law. The public expenditure at federal, provincial and local levels was NRs. 1191.6 billion in FY 2019/20 (MoF, 2021). Despite the massive scale of financial resource investment, governance quality has been continuously blamed as poor by various institutions and individuals. And researching such issues at the federal setup is still lacking. In this context, this study investigated good governance practices in the Godawari Municipality of Lalitpur district.

2. Measurement Indicators on Good Governance

There are several ways to measure good governance practices in an institution. Gandhian concept of 'Su-raj' (trusteeship) is pertinent to good governance. His thought emphasized the importance of moral/ethical conduct in political and public life. According to UNESCAP (2013), the actual measure of effective governance is the extent to which it upholds several human rights commitments, including civil rights, cultural rights, economic rights, political rights, and social rights. The indicators of good governance are mentioned differently by various international development actors (see Table 1).

Table 1
Indicators of Good Governance

Organizations	Elements
UNDP	Accountability, participation, the rule of law, transparency, consensus, orientation, equity, effectiveness, efficiency, strategic vision
ESCAP	Accountable, participatory, the rule of law, consensus-oriented, equitable and inclusive, effective, efficient and responsive
WB	Accountability, participation, the rule of law, control of corruption, effectiveness, regulatory, political stability and absence of violence
ODA/DFID	Accountability, participation, legitimacy, transparency
ADB	Accountability, participation, predictability, transparency
OECD	Legitimacy, accountability, competence to make policy and deliver services, respect human rights and the rule of law

Sources: Turner & Hulme, 1997; Waheduzzaman, 2007

Chien and Thanh (2022) opine that the independent variables accessibility, administrative procedures, civil servants' ethics and capacity, procedure settlement results, reception and handling of comments, feedback and recommendations have a significant relationship with the dependent variable in research on Vietnamese people's satisfaction with administrative services. CGGI report (2022) highlights that a well-governed country is found to be more likely to be prepared for a pandemic such as COVID-19 than simply wealthy ones. The report further mentioned that the indicators such as the rule of law, property rights and anti-corruption are most closely correlated with a country's good governance index.

Good governance elements of accountability, responsiveness, transparency, and the rule of law are positively associated with citizens' trust in the Kuantan and Pahang districts of Malaysia (Ridzuan et al., 2021) and local government in Ethiopia (Beshi & Kaur, 2020). K.C. (2017) revealed that the main threat to good governance in Nepal is a lack of political will and corruption in political representatives and bureaucracy. He further unpacks the reason

for political corruption due to human greed, the rising cost of the election, the nature of political campaigning and the culture of corruption. WB report (2014) suggested the local government of Nepal improve accountability mechanisms, financial management, an intergovernmental finance framework, local bodies and citizens relation pattern, monitoring, reporting and evaluations of the activities. Adhikari (2010) argue that institutional capacity, participation, inclusiveness and representativeness, the viability of financial resources, human resource development, accountability and transparency are the major challenges of local government in Nepal.

The above reviews show that good governance practices in developing countries, including Nepal, are still critical. Thus, good governance is the central concept in academic research and policy arenas aiming to foster social and economic development since the 1990s (Grindle, 2004). Hence, this study is vital for explaining the good governance practices of local governments in Nepal. In doing so, the focus is given to explaining seven measurement indicators: accountability, transparency,

participation, the rule of law, corruption, responsiveness, and effectiveness and efficiency. Hence, this study provides empirical evidence about the study area in matters of good governance status, practices, and condition of service delivery function. Beyond doubt, it has academic relevance in the education and research sector and practical relevance in the governance and public administration sectors.

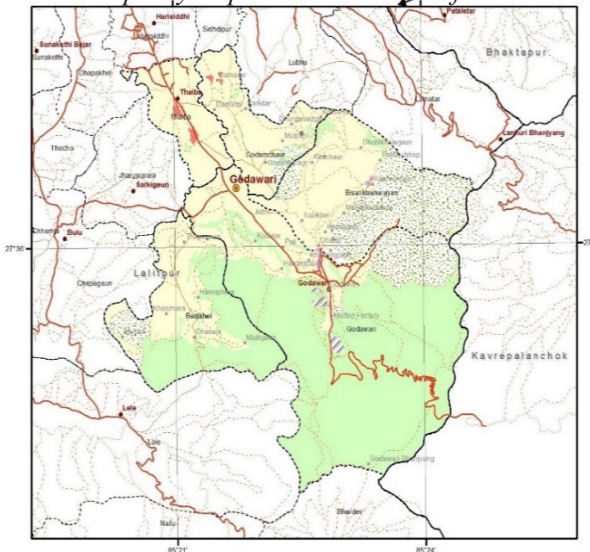
3. Materials and Methods

The scientific paper is an integral part of the research design and communication

methods (Khatri, 2022). We applied the post-positivism research paradigm, deductive logic and extrinsic constructs for measuring good governance practices in this paper (Creswell, 2014). We affirm that the issues of good governance are measurable and quantifiable independently. We applied institutional survey and exit poll survey research design and survey questionnaires techniques (Sarantakos, 2005) to explain the general truth through a value-free and neutral system (Pathirage, Amaratunga, & Haigh, 2008).

Figure 1

Godawari Municipality <https://shorturl.at/GefUo>



Purposively, Godawari municipality of Lalitpur District was selected for the study. The municipality has a total 96.12 km² area coordinated at 27.6° N to 85.37° E and situated above 457 meters to 2831 meters from sea level (GM, 2022). It has a total 100,972 population, including 51,265 (50.8%) females and 49,707 (49.20%) males with 1,051/km² density (CBS, 2022). Most people are in their middle age, with a population of 8408, which is 34.59% of the total population. At the same time, senior citizens are the least, with a population of

1,582, which is 6.51% of the total population (GM, 2022). The municipality is divided into 14 administrative wards for the management of public administrative functions. The administrative centre of this municipality is located at Bajrabarahi ward number 11. Finally, the sample respondents (N=180) were selected by using purposive, cluster and stratified random sampling from three wards and a municipal office (see Table 2) for data analysis (Gupta & Gupta, 2015).

Table 2
Sampling Process

Categories	Wards						Municipal Office	
	1		7		11		SP	SN**
	SP*	SN	SP	SN	SP	SN	SP	SN**
Elected leaders	5	5	5	5	5	5	24	18
Local intellectuals	10	5	10	5	10	5	10	5
Administrative staffs	5	5	6	5	6	5	28	21
Service receivers	30	15	40	15	45	15	120	46
Total	50	30	61	30	66	30	182	90

Source: Field Study, 2022

*SP=Sample population; **SN=Sample number

We applied self-administered questionnaires comprising two sections. The first section deals with the characteristics of the respondents. The second section highlights five measurement indicators, including 76 items: accountability (1-15), transparency (16-34), participation (35-43), the rule of law (44-52), corruption (53-59), responsiveness (60-63), and effectiveness and efficiency (64-76). The items were developed based on a nominal scale (1: yes, 2: no, 3: I do not know) and five - a point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree). The tool was highly reliable as we obtained $0.91 > 0.78$ Cronbach's alpha value (Taber, 2017). Even there is no issue of content validity as we obtained a strong positive correlation between the accountability and transparency index ($r=.79^{**}$), accountability and participation index ($r=.58^{**}$), accountability and the rule of law index ($r=.39^{**}$) and accountability and efficiency/effectiveness index ($r=.58^{**}$) (Heale & Twycross, 2015). Besides, we duly complied with research ethics related to institutional and professional regulations and codes of conduct (Creswell, 2014). The hand-given questionnaires were filled up by 180 respondents who were visited from January 26th 2022, to February 30th 2022. We ran SPSS version 25 and applied frequency tabulation, central tendency, summative analysis (Chakrabartty, 2014),

composite index (Sava, 2016) and multiple regression models (Field, 2009) for organizing, summarizing, describing and generalizing data. We brought theoretical insights from decentralization, multi-level governance and new public management theories during the interpretation.

4. Findings of the Study

4.1. Respondents' characteristics

Of the total 180, majority 91(50.6%) of the respondents are service receivers followed by 36(20.0%) administrative staffs, 33(18.3%) elected leaders and 20(11.1%) local intellectuals. The majority of 74(41.1%) of the respondents' age group falls between 31 to 40 years, and the average age is 31 to 50. The majority, 107(59.4%), are male, and the remaining 73(40.6%) are female, which represents the political empowerment of women in Nepal from human rights perspective (Melander, 2005). The numbers of female elected leaders are higher than male. Female intellectuals are slightly lower than males, but female administrative staffs are > half number of male counterparts. The majority, 142(78.9%), follow the Hindu religion. Majority 78(43.35%) are Janajati followed by 47(26.1%) Chhetri, 25(13.9%) Brahmin, 29(16.1%) Dalit and 1(0.6%) Madhesi respectively.

Regarding educational status, 51(28.3%) completed Bachelor degree followed by 31(17.2%) Intermediate, 29(16.1%) Masters, 26(14.4%) secondary, 25(13.9%) lower secondary, 11(6.1%) Primary and remaining 7(3.9%) are illiterate. Administrative staff and local intellectuals are more highly educated than elected leaders. The local intellectuals and service receivers belong to diversified professional/occupational statuses, such as teachers/lecturers, students, farmers, people in business, social workers, house caretakers,

health workers, journalists, wage labourers and foreign remitters. Majority 149(82.2%) of them are married while 29(16.1%) are unmarried and 2(1.1%) are widow/widower. For the party politics, 27(15%) elected leaders are affiliated with Nepali Congress (Right wing), 4(2.2%) with Nepal Communist Party (Left wing), 3(1.7%) with United Maoists (Left wing), 1(0.6%) in Rastriya Prajatantra Party (Right wing) and remaining 145(80.6%) are not political cadre.

4.2. Indicator wise measurement

4.2.1. Accountability

Accountability is very crucial for understanding good governance issues. The study found that most service receivers used the Citizen Charter, indicating their vigilance in administrative functions. In addition, about 95% of respondents responded positively on 13 item variables related to accountability tools, whereas the remaining might lack such knowledge (see Table 3).

Table 3

Accountability Tools Practiced

Items	Response	N	%
Use of citizen charter	Yes	163	90.60
	No	2	1.10
	I do not know	15	8.30
Public audit	Yes	105	58.30
	No	62	34.40
	I do not know	13	7.20
Social hearing	Yes	165	91.70
	No	2	1.10
	I do not know	13	7.20
Social audit	Yes	118	65.60
	No	38	21.10
	I do not know	24	13.30
Community scorecard	Yes	3	1.70
	No	153	85.00
	I do not know	24	13.30
Consumer or service recipient survey	Yes	2	1.10
	No	123	68.30
	I do not know	55	30.60
Participatory planning and decision-making	Yes	107	59.40
	No	65	36.10
	I do not know	8	4.40
Local legislative oversight	Yes	126	70.00
	No	40	22.20
	I do not know	14	7.80
Result/performance management	Yes	16	8.90
	No	105	58.30
	I do not know	59	32.80
Internal auditing	Yes	152	84.40
	No	9	5.00
	I do not know	19	10.60
Citizen complaint/suggestion box	Yes	155	86.10
	No	7	3.90
	I do not know	18	10.00
Checklist of standards/indicators	Yes	98	54.40
	No	57	31.70
	I do not know	25	13.90
Declaration of the assets	Yes	140	77.80
	No	15	8.30
	I do not know	25	13.90
Total		180	100.00

Source: Field Survey, 2022

4.2.2. Transparency

Transparency means the free flow of information to all concerned with the decisions (Saremi & Mohammadi, 2015). Our findings show that almost 99% of respondents were cognizant of transparency and gave positive responses on 12 items (see Table 4). However, the items; that sought information of public concern and cases of hiding any information got negative responses.

Table 4
Awareness of Transparency Practiced

Item	Response	N	%
Knowing the concept of transparency	Yes	178	98.90
	No	2	1.10
knowing the concept of the right to information	Yes	163	90.60
	No	17	9.40
Appointed spokesperson to provide administrative service-related information	Yes	159	88.30
	No	1	.60
	I do not know	20	11.10
Sought public information from the municipal office	Yes	26	14.40
	No	154	85.60
Proactive disclosure and updating of information every three months	Yes	82	45.60
	No	67	37.20
	I do not know	31	17.20
The information provided is accurate and accessible	Yes	88	48.90
	No	24	13.30
	I do not know	68	37.80
Cases of hiding any public information	Yes	65	36.10
	No	81	45.00
	I do not know	34	18.90
Use of ICT to provide information	Yes	166	92.20
	I do not know	14	7.80
Publicly disclosing procurement procedures	Yes	135	75.00
	No	20	11.10
	I do not know	25	13.90
Vacancies announced within the institution are accessible to all	Yes	159	88.30
	No	8	4.40
	I do not know	13	7.20
Public review of budget/financial reports	Yes	103	57.20
	No	49	27.20
	I do not know	28	15.60
The municipal office publishes an annual progress report	Yes	126	70.00
	No	30	16.70
	I do not know	24	13.30
Total		180	100.00

Source: Field Survey, 2022

4.2.3. Participation

The basic philosophy of participation is to provide a meaningful role in the local government's decision-making process. On the flip side, Gaventa (2004) argued that establishing mutual relationships between the general public and the institutions that impact their lives, particularly those of government, is a significant problem for the 21st century. Putnam (1993, p. 117) also asserted that recently civic engagement and good government have become locked together in a "virtuous circle" – in contrast to a parallel "vicious circle" of distrust, disorder and poor government. In this study, the participatory

decision-making process has been affirmed by 77.8% of respondents. Categorically, service receivers do not agree with this assertion. Participatory public hearing program is seen to be lower as 30.6% of respondents were not involved. However, the majority, 115(63.9%) of the respondents, have acknowledged the participatory project management practices and public concerns.

4.2.4. Rule of law

The objective of the rule of law is to subject the government to the 'rule and

principles of law' so that exercise of discretion becomes restricted. This study got a positive response on six items developed for measuring the rule of law (see Table 5). However, two items related to political interference and the tendency to evasion of duty and responsibility conditionally are not satisfactory as values are slightly above the low-rank group response.

Table 5
Rule of Law Practiced

Items	N	Min	Max	\bar{x}
Political interference in administrative functions	180	1	5	2.42
Violate code of conduct by administrative staff	180	1	4	3.07
Fair application of law in municipal/ward office	180	1	5	3.32
Comply with non-discriminatory service to all by administrative officials and elected leaders	180	1	5	3.54
Practicing transparent and inclusive rules by municipal office/wards	180	1	5	3.22
Not comply duty/responsibilities sometimes by administrative staff	180	1	5	2.44
Access to justice in the judicial committee	180	1	5	3.61
Follow the rule of law properly by administrative staff	180	1	5	3.72

Source: Field Survey, 2022

4.2.5. Corruption

Larmou and Wolanin (2013) highlight notable negative impacts of corruption on administrative capacity, legitimacy, and misuse of government resources. In this study, corruption items were found <50%, which indicates that respondents do not have very extreme perceptions and experience of corruption. In the response on the rate of corruption level, 31.7% of respondents claimed that corruption has slightly increased in the federal structure, which is followed by 30% shared slightly decreased and 20% shared significantly decreased. More precisely, misappropriation of budgets and grants was perceived by 52.2%, taking extra charge for providing services by 46.1%, maladministration of public resources by 30.9%, nepotism by 22.2%, asking for unnecessary documents by 21.1% and irregularities in awarding tender/contracts by 20.6% as well. Similarly, 38.9% attributed that elected leaders are responsible for causing corruption, which is followed by 29.4% of administrative staff (chief officers and engineers). Contrary to that, Khalid et al., (2016) found a high level of corruption among the service groups in Malaysia, where the engineering group was the highest in the practice of good governance.

4.2.6. Responsiveness

The study found that 60% of respondents gave positive responses consenting those public officials responded properly to them, while 39.4% provided disproving remarks claiming contradictory. The majority, 66.7% of respondents, affirmed that administrative staff served smiling service with friendly/cordial behaviour. Their institutional capacities have positively affected administrative functions shared by the 94% of respondents satisfied with local governance practices in the study area.

4.2.7. Effectiveness and efficiency

We got positive responses from the respondents on the items or statements developed for measuring the effectiveness and efficiency of governance functions (see Table 6). The majority of them have appreciated e-governance offering efficient services. In addition, Jameel et al. (2019) discovered that in Pakistan, the e-government acted as a mediator in the relationship between good governance and public trust.

Table 6
Effectiveness and Efficiency Practiced

Items	Response	N	%
Administrative staff properly respond to concerns of service receivers	Yes	109	60.60
	No	71	39.40
They provide information about the service	Yes	95	52.80
	No	85	47.20
They use polite language and behave in a friendly/cordial manner	Yes	120	66.70
	No	60	33.30
The municipal office has a strategic plan	Yes	159	88.30
	No	7	3.90
	I do not know	14	7.80
Special service delivery mechanism for the disabled, the disadvantaged group and women	Yes	37	20.60
	No	114	63.30
	I do not know	29	16.10
The capacity of administrative staff affected people's satisfaction	Yes	169	93.90
	No	11	6.10
Provide service within the timeframe of citizen character	No	35	19.40
	Yes	91	50.60
	No	56	31.10
E-governance model matters good governance	I do not know	33	18.30
	Yes	168	93.30
	I do not know	12	6.70
Total		180	100.00

Source: Field Survey, 2022

4.2.8. Measurement of association

We applied the composite index (function f from $R^n \rightarrow R$ corresponding to n -number of component variables) method (Sava, 2016) for obtaining five measurement indexes: accountability index (N=180, Min 1, Max 5, \bar{x} 3.09), transparency index (N=180, Min 1, Max 5, \bar{x} 3.09), participation index (N=180, Min 1, Max 5, \bar{x} 3.19), the rule of law index (N=180, Min 1, Max 5, \bar{x} 3.17), and effectiveness and efficiency index (N=180, Min 1, Max 5, \bar{x} 2.92). After that, we again computed those five indexes to obtain a single construct good governance index (N=180, Min 1, Max 5, \bar{x} 3.09) for developing a multiple regression model (MRM).

MRM serves as the dependent variable (index) through the help of independent variables (nominal) in a certain value (Field, 2009). MRM for the dependent variable good governance index (GGI) concerning 12 independent variables (respondents' types, age groups, religion, gender, marital status, ward number or strata, ethnicity, education, occupation, type of organization, party affiliation of elected leaders, staffs designation) is given below. Results of MRM, as presented in Table 8 and Table 9, indicated that there was a significant collective effect between the independent variables characteristics of the respondents with the dependent variable GGI with $F(2301.94, 52.76) = 43.62, p < 0.05, R^2 = 0.75$

Table 8*Model Summary*

	SS	Df	Mean Square	F	Sig.	R= .87 ^a R ² = .75 Adjusted R ² = .74 SE of the estimate = 7.26 Durbin-Watson =1.48
Regression	27623.37	12	2301.94	43.62	.00 ^b	
Residual	8811.18	167	52.76			
Total	36434.55	179				

Source: Field Survey, 2022

Table 9*Coefficients for Predictors to Describe the Good Governance Index*

	B	SE	β	t	Sig.	Tolerance	VIF
(Constant)	112.13**	6.91		16.21	.00		
Age	.25	.55	.02	.46	.64	.81	1.23
Education	1.84**	.41	.21	4.50	.00	.62	1.59
Gender	-2.03	1.15	-.07	-1.75	.08	.90	1.10
Religion	-.65	.76	-.03	-.85	.39	.91	1.09
Ethnicity	.46	.55	.03	.83	.40	.85	1.16
Wards/strata	-.49	.71	-.04	-.69	.49	.42	2.34
Type of organization	1.60	1.80	.05	.88	.37	.36	2.76
Occupation	.13	.18	.03	.76	.44	.57	1.72
Staff designation	-1.27**	.29	-.53	-4.29	.00	.09	10.71
Marital status	-5.81**	1.32	-.19	-4.39	.00	.75	1.33
Party affiliation of elected leaders	.60	.74	.06	.81	.41	.24	4.04
Respondents category	-4.57*	1.81	-.294	-2.52	.01	.10	9.35

Source: Field Survey, 2022

* $p < .05$, ** $p < .01$

According to table 9, all the predictor variables were not found significant. Among them, education ($t= 4.50$, $p<0.05$), staff designation ($t= -4.29$, $p<0.05$), marital status ($t= -4.39$, $p <0.05$) and respondents' category ($t= -2.52$, $p <0.01$) are the significant predictors in the model. The model presented in Table 8 has no issue of multicollinearity as VIF for each of the predictors was <5 except 9.35 for the respondents' category and 10.71 for staff designation. Moreover, the accepted level of autocorrelation (Durbin-Watson = 1.48) (Table 8) signifies that GGI is well explained by all the predictor variables. However, Table 9 shows that GGI is largely defined by education. That means the respondents who completed graduates/post-graduates are on top of good governance practices. Pasa (2021) also revealed leadership of education of local youths had played a functional transformative role in tourism development in the Panchmul

area of Aandhikhola rural municipality, Nepal. However, it was surprising to see that respondents' type negatively contributed to the index.

4.3. Theoretical reflections

The federation, seven provinces and 753 local levels of Nepal applied multi-centred governance or multiple jurisdictions (Borzal, 2020; Rondinelli et al., 1983) under a decentralized system. The decentralization theory also intensifies the level and nature of political competition (Qian & Weingast, 1997). The municipal government has been implementing 22 devolved power/jurisdictions as decentralization fulfils highly heterogeneous demands emerging from different local governments (see Tiebout, 1956). The elected representatives, administrative staff, and local intellectual and service receivers are collectively exercising devolution or transfer authority for

decision-making from the central to the local level (Tannenwald, 1998). This might be the reason decentralization, and the devolution of power and autonomy can be seen as rationales for federalism in Nepal (Sharma, 2014). The educational status of administrative staff and local intellectuals was found to be sound and higher level. This might be familiar with the administrative argument and 'the administrative philosophy' of new public management theory (Hood, 1991).

Most of the people knew accountability, and they could get access to accountability-related documents. The role and responsibility of elected officials, the conduction of public hearings and the municipality's decision-making process are satisfactory. This is likely due to the new public management practices that use the principle of de-bureaucratisation or restructuring government to emphasize results rather than processes (Hughes, 2003). The participatory mechanism in municipal-level decision-making and the public hearing program is not found satisfactory. However, the participation of people in local government development projects and programs is acknowledged by the majority of the service receivers. The duty bearers use the principle of decentralization or moving decision-making closer to the service recipients (Hughes, 2003). Most of the respondents do not have very extreme feelings, perceptions or experiences of corruption. This might be impossible without new public management practice that combines modern management practices with the logic of economics while retaining the core public values (OECD, 1998).

The elected representative and administrative staff are becoming responsive to the service receivers, which is regarded as one of the most important theoretical arguments concerning decentralized government (Faguet, 2014). They are serving, smiling service in a friendly and cordial manner. In terms of easy access, easy procedure, integrity and capacity of officials, the denser views of the respondents

aligned with the response 'good'. This might be the reason service delivery practices and trust in public officials were found satisfactory, as they are providing advanced public administrative functions (Hood, 1991) with a plural state model (McLaughlin et al., 2002) in the federal context. Adequacy of knowledge, skill and efficiency of administrative staff are found to be good as the majority of the respondents' denser view upon this statement was directed towards agreeing on strong points. Overall, the prevalence of good governance practices was not poor but was found fair. Hence, good governance and decentralization are often considered two-way relationships influenced by multi-level governance systems (Marks, 1993).

5. Conclusions and Policy Implications

The study concludes that the good governance practice in Godawari Municipality is fair enough. This might be possible due to the collective efforts of concerned stakeholders, including local intellectuals. The indicator transparency is positively correlated with educational status, and good governance index is largely shaped by education. However, corruption is still perceived to have a powerful connection with costly local elections, impunity, political protection, nepotism, favouritism, and a lack of an effective reward and punishment system. People still perceive that political leaders are responsible for corruption which is not a good sign for good governance. Political protection, lack of punishment and morality, financial influence or expensive local election system are causing factors of corruption argued by the respondents. They had higher expectations with the federal and local government, but the observed matching of expectations with present reality is figured out to be not exciting. Proactive disclosure of public information, ease and support to get information is expected by people, which is the foundation to make people vigilant and part of good governance. Our study has the following implications in relation to good governance:

- Service recipient score card and a checklist of citizen entitlements need to be utilized to ensure result-based management accountability.
 - Raising civic awareness to get services following the citizen charter is imperative.
 - Meaningful participation of concerned stakeholders in social hearings, public audits, consumer group formation and monitoring/evaluation needs to be practised.
 - Administrative staff who evade duty/responsibility need to be strictly penalized along with an effective, functional remedial mechanism for people's complaints.
 - Promoting institutional morality, integrity, and value in public institutions is desirable.
 - Proactive disclosure of information in a timely and accurate format must be utilized to ensure efficient administrative functions.
 - It is better to apply result-oriented human resource management and professionalism to ensure quality administrative functions.
 - It is better to practice depoliticization of bureaucracy as well as reward and motivation, avoiding bureaucratic delay, reducing election expenditure, and abolishing nepotism and favouritism to ensure the effectiveness of administrative functions.
 - Concerned stakeholders must be more responsible and transparent towards service receivers to upgrade fair governance into good governance.
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Competing Interests

The authors declare that they have no competing interests.

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