

## **E-governance and Public Service Delivery in Nepal**

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### **Abstract**

E-governance has emerged as a critical catalyst for transforming public service delivery in Nepal. This study examines the role of E-governance in public service delivery. This review also explores the implementation and impact of ICT-driven e-government frameworks, focusing on their role in transforming public service delivery. This article identifies the status, opportunities, constraints and challenges of adopting e-governance with an emphasis on improving public service delivery. Ultimately, effective e-governance has the potential to strengthen institutional capacity, increase transparency, reduce bureaucratic bottlenecks and foster more inclusive, citizen centered governance in Nepal. The finding underscore that the government should focus on making coordinated strategies that combine technological investment with governance reform and capacity building.

**Keywords:** *E-governance, Digital literacy, Cyber Security, Digital divide, public service delivery.*

### **Background**

The service provided by the government and its partners on behalf of the state to its citizen is called public service. Public service delivery in its simple sense, denotes a procedure for making goods and services available to the intended recipients. In the digital era, governments worldwide are increasingly leveraging information and communication technology (ICT) to enhance

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public service delivery (Radhakrishnan, 2024). Public service delivery in Nepal has been constrained by several structural, institutional and legal challenges and diverse bad administrative culture including bureaucratic inefficiencies, delays, widespread corruption and maladministration, limited accessibility to public service, status quo-oriented behavior, buck passing, nepotism, favoritism, red tapism, risk avoidance, power-oriented behavior, status oriented, lack of innovation and technology. These challenges and bad administrative culture have contributed to reduce citizen trust in public institution and hindered quality based and impartial service delivery.

In Nepal there is rapid rise of digital technologies to make effective e-governances across the country from federal to local. Public sector institutions have been using different system, software, tools and techniques (LMBIS, TSA, SuTRA, RMIS, PAMS, and MIS etc.) to enhance quality service delivery. These all system, tools and techniques provided new opportunities for governments to transform service delivery and improve transparency, efficiency, accountability and enhance interaction between citizens and government institutions. E- governance enhance public service delivery, increase transparency, and foster citizen involvement and e-governance has the capacity to transform public engagement with governmental entities, diminishing obstacles and enhancing access to vital services (Radhakrishnan, 2024). More and more government agencies of Nepal have started to create and regularly update their websites. E-governance enhance the prospects of good governance and it differs from the traditional governance is the sense that it is based on computer- based, internet-based and web-based records, processing and other applications instead of manual, paper-based, and file-based systems (Acharya, 2024).

However, its success is contingent on several factors such as technological infrastructure, digital literacy, policy provision and public trust. Digital divide, resistance to change, cybersecurity risk which can hinder the effectiveness of e-governance (Radhakrishnan, 2024).

## **Objectives**

E-governance enhance efficiency and transparency of the governance service. This article is about the e-governance and service delivery. The main purpose of this article is to find out the role of e-governance in public service delivery. This article aims:

- To find out the current status of E-governance in Nepal
- To analyze the role of E-governance in effective public service delivery

## **Literature review**

### **Concept of E-governance**

E-governance refers to the use of information and communication technology (ICT) by government institutions to improve quality of public service delivery, enhance efficiency, effectiveness, transparency and facilitate effective interaction between citizens and state (Barrett et al., 2025). E-governance is the method of governance which manage the public affairs through electronic tools, techniques and system that focuses on digitizing administrative processes and integrates technologies more holistically into governance structure. E-governance now can be applied to even rural areas, though it needs to increase access to internet and reduce the digital divide (Acharya, 2024). The concept of E-governance has gained significant attention in modern society due to its ability to provide efficient service delivery (Ahmed, 2024). Effective e-governance initiatives are underpinned by several components, including ICT infrastructure, policy frameworks, digital literacy and citizen engagement (Radhakrishnan, 2024).

Thabit and Yaser 2021, defines it as the use of electronic tools to manage government activities ethically, transparently, and effectively to achieve set goals. Lawan and Muhammad (2018) stated that e-governance represents a transformation in how governments function involve citizens, share information, and provide services. E-governance has been successfully used in payment of bills, taxes and fees, vital registration of citizens, providing information.

## **Dimensions of e-governance**

Dimensions means different aspects, components, and areas through which a concept is viewed and implemented. Dimensions of e-governance according to Dahal, (2079 BS).

- Infrastructure: technological and physical foundation is basic element for the e-governance this includes electricity services, internet services, information management tools, and telecommunication services.
- Policy: without making policy regarding e-governance it is not possible to have e-governance in the country that's why it is also another basic dimension of e-governance. This refers to the rules, guidelines, and procedures related to information communication, technology.
- Governance: The governance in the context of e-governance refers to the combination of arrangements made to ensure effective performance of public bodies through electronic tools, techniques and device.
- Outreach: Outreach of the e-governance can be explained as follows:
  - i. G2C mode: Use of ICT for providing services and information directly to citizens. Such as e-citizenship, e-registration, e-health, e-education, -e-transportation, e-help, e-taxation, e-feedback- e-democracy.
  - ii. G2B mode: This is electronic transaction between government and business sector such as e-taxation, e-procurement, e-licensing, e-services.
  - iii. G2G mode: This is another mode of e-governance through which the governments can coordinate and share information to each other. Such as e-administration, online fiscal transfer, online monitoring and reporting,

## **Phases of e-governance**

Phases of e-governance means how government across the world community have been adopting different stages of e-governance. The phases of governance according to Barrett et al. (2025).

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**Information phase:** This is the first phase of e-governance in this stage government provides basic information through online.

**Interaction phase:** There is two-way communication between government and citizens.

**Transaction phase:** government starts full online services through this stage such as, online payment, and online applications.

**Integration phase:** Different government services are linked into each other.

**Transformation phase:** Enabling proactive, data-driven governance through new technologies.

### **Concept of service delivery**

The service delivery is the principal functions of government with the rise of development administration, delivery of services started to be a major area of concern in governments (Acharya, 2024). Public service delivery needs to be considered in terms of two important dimensions (Rana, n.d.).

- **Focus on customer service:** Customer satisfaction is key to public service delivery to which the capacity of service providing organizations (plus employee development) is crucial. Focus on customer service needs meeting the requirements of the customer to ensure continuity of customer satisfaction, and even going beyond the expectations of the customers.
- **Focus on the use of ICT:** In the developing world, one can notice an increasing realization to use ICT in service delivery. Hence the need for e-governance to provide efficient and customer focused services is obvious.

### **Guiding principles in service delivery**

Principles in service delivery are the fundamental values and standards which makes service delivery more effective, efficient, responsible, and impartial and quality based. The guiding principles in service delivery according to Acharya (2024).

- **Principle of subsidiarity:** This principle stresses that service should be provided to people by agencies as close to them as possible. This principle is also applied in the decentralization of government functions.
- **Demand-led service delivery:** According to this principle service to the people should be provided on the basis of their demands. The demand-led service delivery is against the norm of supply-centered service delivery.
- **Right based delivery of services:** Access to public service is the right of people. This requires that the delivery of service should be treated in the right based perspective.
- **Non-discrimination in public services:** According to this principle government cannot discriminate one consumer from other in the service they provide
- **Value for money:** Better service can be provided with the same amount of money that amount should be spent for that better alternative service.
- **Economics of scale:** Service should be aggregated to reduce the cost without compromising the accessibility of service receivers and quality of services.
- **First come first service:** People who arrive first at the office should be given first priority.
- **Government reaching out to the people not the other way round:** It has been accepted that services should be available to the people wherever they are and they should not be asked to come to the government offices to receive the same.
- **Compensation for non-delivery of service:** Public offices should provide compensation to people who are denied service delivery on time.

### **Types of public services**

Public services are those services provided and regulated by the government for the fulfillment of basic needs of citizens and public services are also ensure

social welfare and are classified in several ways. The type's public services According to Aryal (2025).

- **Traditional services:** Revenue collection, security, defense.
- **Regulatory services:** Formulation and implementation of laws.
- **Basic needs fulfillment services:** Food, habitat, and cotton.
- **Human development services:** Education, health, drinking water and sanitation.
- **Welfare services:** Social security, social justice.
- **Infrastructure services:** Agriculture, irrigation, transportation, and communication.
- **Recreational services:** Cinema, music, parks, and dance halls.
- **Promotional services:** Trade, industry, market promotion.
- **Information and records services:** Collection, records and communication of information.
- **Counseling and training services:** Counseling and training services work.

### **Importance of public service delivery**

Public service delivery is basis of governance and one of the major tasks of government. It is essential for the functioning of the state. Its importance can be understood from multiple perspectives. The importance of public service delivery is to build public trust in the government, Addresses the desires, needs, and aspirations of citizens, Enhances government accountability, Reduces societal conflict and promotes harmony, Contributes to balanced national development, Improves access to service and quality of life, Stimulates economic activities leading to national economic growth, Achieves citizen's needs, Strengthen the state-citizen relationship and fosters state functionality, Ensures smooth, simple, transparent, and quick service provision, enhancing user satisfaction (Aryal, 2024).

### **Measures to assess the effectiveness of public service delivery**

Effectiveness of public service delivery means how well services are managed and delivered. Effectiveness of public service delivery can be assessed using

multiple measures. According to Aryal (2025) effectiveness of public service delivery are assessed through following measures.

- Conduct customers surveys and gather feedback
- Simplify administrative procedure
- Establish grievance redress mechanisms
- Increase interaction between service providers and users
- Conduct public hearing and market testing
- Implement quality assurance mechanisms
- Set up telephone systems for complaints
- Perform regular inspections and supervision.

### **Models of service delivery**

Models of public service delivery means the way of organizing, financing, and delivering services to citizens. These models are evolved along with the changing time. The models of public service delivery according to Acharya, (2024).

- **Bureaucratic model:** Reliance on bureaucracy as mechanism for service delivery, strong on authority and weak in participation.
- **Institutional model:** Development of delivery institutions, such a service-centers.
- **Community model:** Utilizes community organizations, self-help and local level participatory bodies in provision of services.
- **Market model:** Encouraging the private sector and market mechanism to provide the services for a price or subsidy provided by the government.

Besides these models acharya highlights some alternative service delivery mechanisms which are given below.

- De-licensing or deregulation of services to allow the private sector competition and market mechanism to provide the services.

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- Decentralization of services delivery through local governments
- Contracting out of service delivery to the private sector
- Asking NGOs for delivery of services
- Public private partnership in provision of services, in which the government makes provision for infrastructure and the private sector collects the revenue for service it provides.

ICT has been widely recognized as a tool to enhance efficiency and transparency in public administration. Globally e-governance enhance government-citizen (G2C), government-government (G2G), government-business (G2B), government employee (G2E) interactions through ICT to improve service delivery (Gajendra & Jena, 2025).

## **Methodology**

All relevant materials are collected from published literature (Gautam, 2024). This study employed a thematic research approach and primarily relies on secondary data related to e-governance initiatives and its impact on public service delivery. All relevant information is collected from previously published research publications, government policies and reputable online resources. The article comprehensively analyzes the role of E-governance in public service delivery and particularly highlights the positive aspects and challenges associated with the role of e-governance in public service delivery (Ahmed, 2024). And research aims to identify current status of e-governance and impact of e-governance on service delivery. This method is chosen because qualitative narratives enriched the interpretation of institutional and cultural factors influencing e-governance in public service delivery. This article will provide a thematic review based on the available material.

## **Analysis and Discussion**

### **Current status of E-governance in Nepal**

In Nepal the government has introduced the concept of e-governance, though its implementation remains sketchy. A number of government institutions are involved in the application of ICT in Nepal. The government has also introduced an e-governance master plan. There are several provisions

regarding e-governance to make better public service delivery in Nepal which are discussed as follows.

### ❖ **Constitutional provisions**

Current Constitution of Nepal has addressed following provisions regarding e-governance

- The right to communication and the right to information are guaranteed as fundamental rights, under Article 19 and Article 27 of the constitutions respectively
- Article 51 (b) of the constitution provides a state policy to make mass media clean, healthy, impartial, dignified, responsible and professional
- The constitution has clearly divided powers and responsibilities related to mass communication among the federal, provincial and local level of government.

### ❖ **Legal and policy provisions**

There are so many legal or policy provisions in Nepal regarding e-governance some of which are given below:

- **Electronic transaction Act, 2063 and Rules 2064:** Provisions regarding the official use of electronic records and digital signatures.
- **Good governance (management and operation) Act 2064 and Rules, 2065:** Provisions related to the use of information technology in government bodies.
- **Right to information Act, 2064 and Rules, 2065:** Provision for government bodies to publish information
- **Public procurement Act, 2063 and Rukes, 2064:** Provision of electronic procurement e-biding, e-tendering
- **Government decision process simplification guideline, 2065:** Provision that information received through Fax, Email, and the internet can be considered as the basis of the decision
- **Information communication and technology policy, 2072:** This policy-built vision to transform Nepal into an information and

knowledge-based society which uses ICT to enable accelerated inclusive and sustainable development.

- **Mass communication policy, 2073:** Promotes responsible and accountable media to ensure press freedom and citizen`s right to information.
- **Telecommunication policy, 2060:** This policy provides the foundation for regulatory and market reforms in the telecom sector with broader national goal to promote telecommunication services accessible and affordable to all rural and remote area of Nepal.
- **Earth satellite policy, 2077:** The policy guides the establishment, operation, and use of satellites, for the disaster monitoring, navigation and national security communication.
- **Broadband policy, 2071:** This policy aims to build and expand high-speed, robust, secure and reliable broadband infrastructure for all segments of society.
- **Hello sarkar grievance management Directives, 2078:** This directive resolves public grievances in timely, transparent and accountable manner to promote good governance and E-governance.
- **Digital Nepal framework, 2076:** It is a national strategic framework adopted by government of Nepal to promote digital governance and efficient public service delivery.

#### ❖ **Institutional arrangements**

There are so many institutional provisions regarding e-governance some of which are Ministry of education, science, and technology, Ministry of communication, information and technology, National information commission, High level information technology commission, National information technology center, Cyber security monitoring center, IT park development committee, Nepal telecommunication Authority, and Nepal Telecom and other telecommunication service providers

#### ❖ **Practical applications**

Government of Nepal has been using different sorts of system, software, and program, for making effective service delivery through e-governance, which are as listed below.

- Different public services are available through websites (national ID, passport, driving license)
- **Electronic attendance:** E-attendance has been making employees arrive and leave on time and reduce absenteeism which makes employees become more responsible and service are delivered without delay.
- **Mobile banking:** Mobile banking providing access of banking service such as fund transfer, payment, balance inquiries for making faster processing of public service delivery.
- **E-procurement:** E-procurement increasingly used to improve transparency, accountability, and efficiency by reducing corruption.
- **E-banking, SMS banking, online banking:** These systems help to reduce physical visits to banks and improves accessibility for citizens.
- **E-business:** Helps to reduce paperwork, manual errors
- **CC Camera:** CCTV cameras have become an important tool for the prevention, detention, and investigation of crime and helps to make transparent and efficient public service delivery
- **Automated System for Customs Data (ASYCUDA):** ASYCUDA has significant contribution to reduce transaction cost and clearance time at dry ports, customs office and airports which helps to promote transparent and corruption-free service delivery.
- **Online application of PAN (permanent account number):** This practice improved public service delivery in taxation.
- Online payment of tax, VAT returns
- **Budgetary management information system (BMIS):** BMIS has ensured timely, realistic and priority-based budget allocation for public service.
- **Citizen Management Information System (CMIS):** This system reduces duplication and errors through maintaining digital records of birth, death, marriage and migration.
- **TSA (Treasury Single Account):** ensures timely availability of fund for public purpose through consolidating all government cash resources into single account.

- **PAMS (Public Asset, Management System):** It ensures availability and proper use of assets through maintaining digital records public properties.
- **RMIS (Revenue Management Information System):** RMIS supports efficient revenue administration at federal, provincial, and local level which ensures timely and accurate revenue collection.
- **Su-Tra (Sub-national Treasury Regulatory Application):** It has significant contribution to provide a common financial platform for province and local governance.
- Arrangement of web security audits for the protection of government websites
- Operation Disaster Recovery Data Center to protect government data from alternative locations
- Awareness programs on the use of electronic services for fast, secure, and reliable service delivery.

Through all of these provisions Nepal has been making remarkable transformation on the way of service delivery which helps the service seeker to build trust on the public institutions.

### **Impact of E-governance on public service delivery**

Through this research it was found that E-governance has different sorts of positive impact on service delivery in the context of Nepal, such as There is an increasing popularity of ICT related higher education, as computer application has entered the high school curriculum in the country. Citizens can access services without visiting offices repeatedly which helps to save time and cost. Similarly, Digital records helping to reduce manipulations, corruption and file loss in government office, in a same way Different systems, software and programs in the public sector have been promoting transparency, accountability and Automation helps to minimize nepotism, favoritism, Red-tapism, so it can be said that E-governance has positive contribution in efficiency and cost effectiveness in public sector; it also supports participatory governance through which Citizen can access information anytime, anywhere

### **Constraints of E-governance**

There are some sort of issues associated with implementing e-governance in developing countries some of the constraints are the culture of resistance, Civil servant lacks necessary skills and motivation to apply ICT, Geographical complexity, Lack of innovation and technology, Digital divide, Limited digital literacy (Abdulnabi, 2024).

### **Need for the use of ICT in public service delivery**

The use of ICT in public service delivery is essential for the following reasons.

- To modernize and make public service delivery more scientific and technology-driven
- To make effective communication between the governments and citizens
- To deliver services with new public demands, expectations and changing needs
- To improve the service quality
- To increase citizen participation in public sector
- To strengthen accountability and transparency in public institutions.

### **Prospects/opportunities of E-governance in Nepal**

Nepal has significant prospects in the field of E-governance these prospects can be highlighted as follows:

- Gradual development and expansion of ICT infrastructure
- Inclusion of computer skill testing in public service examinations
- E-governance board in office of prime minister and council of ministers
- Increase in the production of ICT friendly human resources
- Existence of government acts, policies, and programs that promote e-governance
- Use of computer education the school curriculum

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- Significant growth in the use of information technology after the covid-19 pandemic
- Rapid increase in access to internet, mobile phones, and social media
- Increasing private sector investment in information technology
- Continuous growth in digital literacy among citizens
- Increased use of website, mobile apps, online service in service delivery
- Ongoing advancement of modern technologies.

### **Challenges behind the implementation of E-governance in Nepal**

Although the transformation of governance system from the paper based to ICT based has contributed to better service delivery in public sector. But different sorts of challenges have become constraints factors for the digital governance in Nepal. Such challenges include:

- Bridging digital divide
- Maintaining cyber security and privacy of digital information
- Increasing investment in research and development on the use of ICT in service delivery
- Maintaining inter-agency cooperation
- Expanding access to ICT infrastructure in remote areas
- Enhancing management capacity
- Integrating the service delivery through integrated online portals
- Controlling the growing abuse of social media
- Eliminating bureaucratic constraints.
- Making electronic transaction accessible, secure, and effective
- Accustoming older employees to modern ICT related service delivery

### **Findings**

E-governance has emerged as critical method or technique of governance to improve public service delivery in Nepal. Use of ICT in public sector has also made accountable, transparent, efficient, effective public service delivery and

reduced corruption, re-tapism, nepotism, favoritism. This contributed Citizens to experience reduced travel/time cost and faster service delivery. It was found that the digital divide, limited digital literacy, resource gap, bureaucratic bottlenecks, inadequate infrastructure, resistance to advancement among administrative officials exacerbate the inefficiencies in public service delivery. The finding underscore that the government should focus on making coordinated strategies that combine technological investment with governance reform and capacity building.

## **Conclusion**

This study has demonstrated that e-governance plays a crucial role in transforming public service delivery in Nepal. The adoption of digital platforms (TSA, RMIS, Su-Tra, PAMS, LMBIS etc.) has contributed significantly to improve transparency, accountability, increase efficiency and effectiveness and minimizes Corruption, Nepotism, Favoritism, Red-tapism, Despite these all positive contribution of e-governance in public service delivery the research highlights persistent challenges and constraints (digital divide, limited digital literacy, cybersecurity, vulnerabilities, status quo oriented behavior, institutional resistance, resource gap etc.) hinder the full realization of e-governance benefits. Addressing these challenges the government of Nepal must invest more in ICT related technology, its education and should focus on making coordinated strategies that combine technological investments with governance reforms, capacity building process and inclusive policies.

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