

SERVICE DELIVERY INNOVATION IN LOCAL LEVEL GOVERNMENTS:

COMMITMENTS AND REALITIES

Center for Research and Development
Nepal Administrative Staff College



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Research and Consulting Service Department
Nepal Administrative Staff College

Research Team

Pramod Niroula

Shailendra Prasad Bhatt

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Corresponding Author:

Pramod Niroula: pramod.niroula@nasc.org.np

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ABSTRACT

New class III officers in Nepal express their commitment to “innovation” in service delivery during the Basic Administration Training (BAT) organized by Nepal Administrative Staff College (NASC). This study explores the status of service delivery innovation by those officers who were posted to local level governments of Nepal. The status of service delivery innovation has been analyzed with the framework of service gap model as suggested by Parasuraman et al. (1985). This study obtained insider-perspectives through face-to face and online conversations and interviews. The perspectives and insights were then transcribed, and content- analyzed to generate a pattern that indicated and accounted the realities of service delivery innovation. This study revealed the wide gap between the officers’ pre-service commitment of service delivery innovation and reality at local governments. The status of innovation in service delivery from local governments is not to its best at the present. It is due to limited congruence in the thought, and decision-making process between elected and selected officials accompanied by the inherent practice of being at ‘status-quo’. These factors undermine the importance of innovation culture in service delivery as a formalized and systemic approach. The reluctance to accepting and implementing systemic change has been perceived as a critical threat to professional career by elected representatives and local representatives. Gazetted class III officers, despite their competencies and enduring efforts; still have ample space to break the silos and establish service delivery innovation as the formal culture and system in the local level governments.

Key Words: Service, Innovation, Service Delivery Innovation, Local Level Governments, Nepal

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ABBREVIATIONS

BAT	Basic Administration Training
COVID	Corona Virus Disease
GAP Model	Service Quality GAP Model
GoN	Government of Nepal
ICT	Information Communication Technology
NASC	Nepal Administrative Staff College
NPM	New Public Management
OECD	Organization for Economic Co-operation and Development
SDI	Service Delivery Innovation



INTRODUCTION

1.1 General Background

With the promulgation of new constitution in 2015, Nepal is practicing three-tiered federal governance system. Within this system, local level governments operate at the front line, residing at the closest proximity to the citizens. This creates overarching and compelling obligation for them to deliver effective and efficient services (Vargo & Lusch, 2004) that best caters the needs and aspirations of the citizens. Service delivery innovation in local level governments either consists of the implementation of a single significant change, or of a series of smaller incremental changes that together constitute a significant change (Evans et al., 2012). Each region and community at local level governments has unique characteristics, opportunities and challenges requiring tailored service delivery at their locality (Vargo & Lusch, 2004). To cater this diversity, public service delivery should be innovative and multi-dimensional (Baker & Shinkula 2007). Innovation by nature requires changes in existing systems and procedures to bring out the efficiency in achieving desired results (Patterson & Kerrin, 2009).

Innovation in service delivery is challenged by diverse social needs, ageing societies, economic pressure, income inequality, and unequal access to services. Service delivery innovation is concerned with the where, when, and how a service product is delivered to the customer and whether it is fair or unfair in nature. Local level governments must deliver their services in a new and creative ways applying their specialized competences in the form of knowledge and skills (Bason, 2010). Bureaucracy in local level governments serves both as the machinery and driver to render public services. The academic literature in service delivery innovation seems to be in consensus about the negative relationship between bureaucratic rules and procedures on one hand and innovation on the other (Walker, 2008). However, literature is rarely very specific about how rules and procedures concretely inhibit innovation in the service delivery innovation.

1.2 Problem Statement

Recently adopted federal governance system necessitates changes in the local level government's work styles, thought processes and behaviors of value chain actors to meet the citizens' diverse needs and aspirations. Bureaucracy is one of the major value chain actors in governance system to implement local level governments' plans and programs

(Eggers & Singh, 2009). Service delivery innovations are often being reflected as the flagship principles of the bureaucrats in recent past (Gupta et al., 2020). Systematic examination and exploration of this flagship principle; however, is yet to be verified. In this context, this research paper attempted to identify and explore out the gaps between gazzetted class III officers' pre-service commitments, and realities of service delivery innovation at the local level governments (Municipalities and Rural municipalities) across seven different provinces of Federal Nepal.

1.3 Research Objectives

1.3.1 General Objective

The main objective of this paper is to identify the pre-service commitments and explore out the realities of service delivery innovation facing gazzetted class III officers of government of Nepal at local level governments.

1.3.2 Specific Objectives

The specific objectives of this study are:

1. To identify and evaluate the pre-service value commitments of gazzetted Class III officers at Basic Administration Training (BAT) with regard to innovation in public service delivery.
2. To analyze the realities of service delivery innovation opted by gazzetted class III officers in their workplace at local governments.
3. To assess the gap between commitments and realities in service delivery innovation at local governments using the service delivery gap model.

1.4 Limitations of the Study

This study has been conducted under following circumstances.

1. Study has only focused on the Gazzetted class III officers at local level governments of Federal Nepal.
2. Pre-service commitments of gazzetted class III officers have been based upon the identification and evaluation of pre-service value commitments of gazzetted Class III officers in BAT 31, BAT 32 and BAT 33 conducted by Nepal Administrative Staff College (NASC).
3. Among different dimensions of innovations, this study centered on incremental innovations at the workplace and evaluated it from the lens of the GAP model.

1.5 Rationale of the Research

Nepal has witnessed over half dozens of different administrative reforms since Rana regimes. However, till date; the behavior and mind-set of politicians and bureaucrats have not changed significantly to deliver result-oriented and innovative service delivery to the public (Shakya, 2009). National Planning Commission's 15th five years' plan, (2018) has envisioned citizen centric, dynamic, and result oriented public administration through adoption and development of competent, ethical, dynamic, and innovative bureaucratic culture at all three levels of government. This requires relentless political and bureaucratic commitment of service delivery innovation at all levels of governments including the local level governments. Public service delivery is one of the mandatory components of governance landscape regardless of its nature and type. Till date, in Nepali context; neither the evidence from the academic literature nor the data from the practice literature on public sector innovation convincingly support the claim that rules and procedures in the strict sense pose a major or frequent obstacle to innovation. In order to get a more precise idea about roles of bureaucratic regulations and procedures in service delivery innovation at local level governments, a systematic and in-depth study is needed. In this context, this study attempted to bridge this gap by exploring out the status of commitments and realities of service delivery innovation rendered by gazzetted class III officers deputed at local level governments in federal Nepal using service quality GAP model.



REVIEW OF LITERATURE

2.1 Endeavors to Public Service Delivery Innovation in Nepal

Agendum of public service delivery innovation in Nepal has been observed to reinforce through several administrative reforms since Rana regimes (Ghimire & Ashraf, 2016). The history of administrative reforms in Nepal goes back to the early 1960s. At least eight administrative reform efforts have been made since then namely M. N. Buch Committee-1952, Administrative Reforms Planning Commission-1956, Administrative Reform Commission-1968, Administrative Reform Commission-1975, Administrative Reforms Commission-1991, Governance Reform Program-2001, Vision Paper for Civil Service-2007, and Empowered Federal Administrative Restructuring Committee-2017. The Committees and Commissions came up with a number of recommendations mainly for making public administration efficient, effective, responsive, competent, accountable and innovative. The efforts of reform mainly aimed for right sizing bureaucracy, modernizing civil service rules and regulations, delegating power and authority, simplifying work procedures, developing human resource, bringing efficiency in services delivery, and controlling corruption. However, recommendations made by the reform initiatives were/are not fully implemented.

Lack of strong commitment, absence of ownership of reforms on the part of the civil service, conspicuous absence of built-in incentive with the reform process, inadequate communication among the stakeholders, limited institutional coordination involved in the implementation of the civil service reform measures, and lack of ownership are the major factors that have hindered the implementation of reform initiatives (Bista, 1991; Gautam, 2008). To keep up the change process intact and make successful, a robust monitoring is required which is lapsed in the reform journey of Nepal (Shakya, 2009). All these administrative deficiencies indicate that the time and again made reform initiatives have not been successful to bring significant changes in governance system and public service delivery innovation in Nepal.

2.2 Service Delivery Innovation

An innovation is an idea, practice, or object that is perceived as new by an individual or other unit of adoption. Aspects of an innovation may be expressed in terms of knowledge, persuasion, or a decision to adopt (Everett, 1983). Innovation activities are all scientific, technological, organizational, financial, and commercial endeavors to adopt and implement it. Some innovation activities are themselves innovative, others are not, but are necessary for the implementation of innovations. Innovation activities also include research and development that is not directly related to the development of a specific innovation. A common feature of an innovation is that it must have been implemented (Oslo Manual, 2005).

Previously, innovation was focused on the manufacturing sector, technological product development, process innovation, and thus innovation in services was addressed from a manufacturing perspective (Gallouj & Savona, 2009). However, at present, service innovation studies have tried to go beyond the manufacturing-based perspective (Gallouj, 2002; Gallouj & Weinstein, 1997). Numbers of studies have shed light on the specificities of innovation in services beyond the traditional biased point of view, which constrained it to the adoption and use of technology (Gallouj & Weinstein, 1997; Sundbo & Gallouj, 1999; Tether, 2005). Innovation in services involves transformation in a variety of aspects ranging from how the service is designed and developed to how it is delivered and managed (Miles, 2010). Agarwal & Selen (2011a) conceptualize service innovation with new client interface/customer encounter; new service delivery system; improvements in productivity and performance through human resource management.

2.3 Types Service Delivery Innovation

Service innovation is often distinguished by whether changes arise in what is offered: product innovation, or how these offerings are produced and delivered: process innovation. In addition, the type of service innovation also differs based on their level of newness or the degree of change, ranging from major service innovations for radically new markets, to relatively minor innovations such as service line extensions and improvements to existing services (Francis & Bessant, 2005; Lovelock, 1984). Service innovation depends on the state of development of the organization being explored. The degrees of innovation can be measured in seven dimensions; place, novelty, significance, utility, effectiveness, longevity, and transferability and can be categorized as strategic innovation, product innovation, service innovation, and governance innovation (Evans et al., 2012). Strategic innovations introduce new missions, worldviews, objectives, strategies and rationales which impact directly on the nature of decision-making. Product innovation involves the development of new local government products which have a commercial or private value and are often associated with the development, use and adaptation of relevant technologies. Service innovation involves the production of new services which have public rather than private value and sometimes draw on the development, use and adaptation of relevant technologies.

Governance innovations involve new or altered ways of solving implementation tasks with other sectors and knowledge bases, delivering services or otherwise interacting with clients for the purpose of supplying specific services.

On the contrary, Hertog (2000) identifies four key dimensions of service innovation namely service concept, client interface, service delivery system, and technological options. This provides a useful framework to classify different types of service innovation. Service innovation can also be classified based on the type of service that is innovated—physical services, human services, and information services (Miles, 1993). Innovation in physical services involves physical transformation often through the adoption of new technologies. Innovation in human services takes the form of improvements in administrative data processing in public sector services and customized IT systems in medical services. Information services are mainly characterized by innovations in IT (Miles, 2005).

2.4 Process of Service Delivery Innovation

The innovation-decision process passes from knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision. It consists of five stages: 1. Knowledge occurs when decision maker is exposed to the innovation's existence and gains some understanding of how it functions. 2. Persuasion occurs when decision maker forms a favorable or unfavorable attitude toward the innovation. 3. Decision occurs when decision maker engages in activities that lead to a choice to adopt or reject the innovation. 4. Implementation occurs when decision maker puts an innovation into use. 5. Confirmation occurs when decision maker seeks reinforcement of an innovation-decision already made, but one may reverse this previous decision if exposed to conflicting messages about the innovation (Everett, 1983). Service innovation is delivered through the process of new service development that encompasses stages from idea generation to market launch of new service offerings (Goldstein et al., 2002). In developing a new service, attention needs to be paid not only to designing the core service features and attributes, but also to the service delivery processes that augment the value for its consumers (Trott, 2012).

Russo, Spena and Mele, (2012) developed a process of five 'Co-s': co-ideation, co-valuation, co-design, co-test and co-launch, through which the network lead users, customers, partners and intermediaries co-innovate. The collaborative and distributed processes of open service innovation that combine ideas, knowledge, and resources among a network of actors can be challenging as it calls for a balance between multiple aspects such as: (1) identification of the rationale for co-innovation; (2) coordination of the processes and mechanisms of co-innovation; (3) maintenance of policies to deal with conflicts between collaborating entities; and (4) maintenance of service quality and consistency (Bughin et al., 2008). Systemic diffusion of innovation, characterized by the spread and adoption of new ideas and knowledge (Cohen & Levinthal, 1990), is critical to the success of any innovation including service innovation.

2.5 Bureaucracy and Innovation

In order to understand the role of bureaucratic regulations and procedures in the innovation in the public sector, it is useful to take a broader look at the bureaucratic environment. These roles and procedures arise from the values that government and society want to uphold: rational decision making, integrity, effectiveness, efficiency, transparency, accountability, fairness, etc. (Peters, 2003; Etzioni-Halevy, 1985; Cels et al., 2012). In this context, Evans et al., (1983) mentioned the major barriers to the public service innovation in local level government which include: conceptual barriers that creates a blame culture among value chain actor and poor communication among them, dysfunctional institutional norms and values that undermine problem-solving efforts, and political support mechanisms that goes beyond the control of local government leaders such as the need for a crisis to facilitate change or stable socio-economic conditions

The work of Kruiter et al., (2008) and Cels et al., (2012) has shown that the laws and regulations itself often not provide the barrier to service delivery innovation but its conservative interpretation by bureaucrats' do. The laws and regulation may provide the space for innovation, but civil servants are not using it, and as a result, whole service environment may feel rule-driven, strictly regulated and highly procedural. Thus, even if the rules leave room for innovation, civil servants may not feel it is possible, let alone desirable or imperative, to explore and use that room. There is not a clear and common understanding of what the "bureaucratic obstacles" to innovation are. A number of recent surveys have measured the perception of the problem among public servants (Gallup Organization, 2011; Patterson & Kerrin, 2009) and underscored the difference in definitions based on own respondent interpretation.

Eggers and Singh (2009) argue that the bureaucratic principles of regulated continuity can function as a barrier to innovation as it creates a risk averse environment. Public sector bureaucracies typically have narrowly defined jobs and organizations dominated by individual professions (Borins, 2001). Part of the reason for this is to enable the efficient division of labour and to de-concentrate power. When organizations fail to co-ordinate and collaborate, division of labour immediately fails to be efficient and may inhibit innovative solutions. This "silo system" has been identified as a main barrier to innovation (Bason, 2010; Australian Government, 2010; Walker 2008). Hierarchies may prevent the skills and knowledge that are gathered at the bottom of the organization from travelling upwards (Sørensen & Torfing, 2012). Additionally, in their systematic review of the academic literature from the period 1990-2013 (AD), De Vries et al., (2014) consistently observed strict bureaucratic regulation as a barrier to innovation. Empirical studies show that part of that ecosystem would be administrative structures that are conducive to innovation (Bloom & Dees, 2008). While acknowledging that regulations and procedures are in place to control inappropriate behavior, their rigidity can stand in the way of innovation by not allowing the necessary flexibility (Eggers & Singh, 2009). The 2012 cross-country report (Rivera et al., 2012) presents anecdotal evidence for organizational structures, internal bureaucracy and lack of an innovation culture as major barriers, but it is not clear how frequently these are real obstacles and to what extent they hamper innovation.

2.6 The GAP Model of Service Quality Assessment

Developed by Parasuraman et al., (1985), the GAP model of service quality assesses differences between service expectation (of service receivers) and service performance (of service provider) along with the service quality dimensions. The various gaps visualized in the model are:

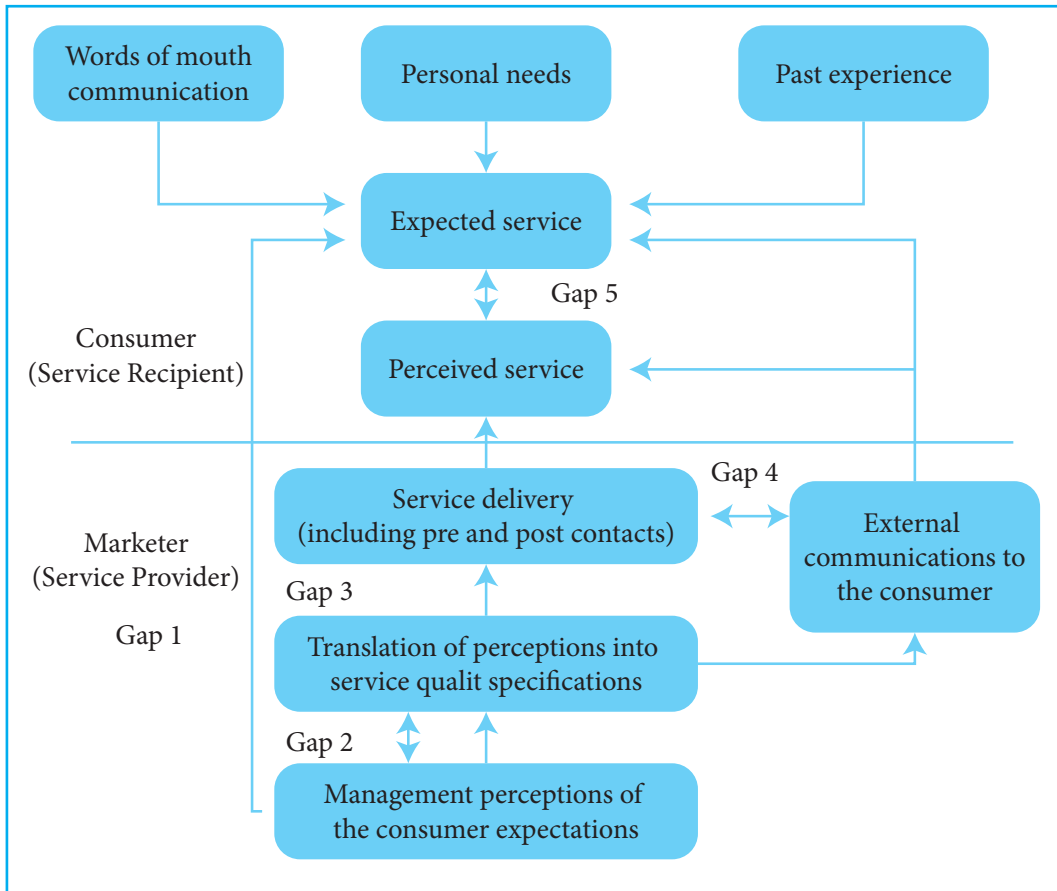


Figure 2.1 The Gap Model in Service Delivery

Source: Parasuraman et al. (1985)

Gap 1: Knowledge Gap

The knowledge gap is the difference between the service receivers' (herein, the citizens) expectations of the service and the service providers' (herein the local level governments) provision of that service. Essentially, this gap arises because management doesn't know exactly what customers expect. There are a number of reasons this could happen, including; lack of management and customer interaction, lack of communication between service employees and management, insufficient market research, insufficient relationship emphasis and failure to listen to customer complaints.

Gap 2: The Policy Gap

The policy gap is the difference between service provider's perception of consumer's expectations and service quality specifications (i.e., improper service-quality standards). This gap reflects management's incorrect translation of the service policy into rules and guidelines for employees (Kasper et al., 2006). There are a number of reasons why this gap can occur; lack of customer service standards, poorly defined service levels, failure to regularly update service level standards.

Gap 3: The Delivery Gap

The delivery gap is the difference between service delivery policies and standards and the actual delivery of the service. This gap exposes the weakness in employee performance and could be the result of; deficiencies in human resources policies, failure to match supply to demand, employee lack of knowledge of the product, and lack of cohesive teamwork to deliver the product or service.

Gap 4: The Communication Gap

Communication gap is the disparity between what is promised to customers and what actually gets delivered. It can lead to customer dissatisfaction. There are a number of reasons why this can happen; overpromising, viewing external communications as separate to what's going on internally, and insufficient communications between the operations and advertising teams.

Gap 5: The Customer Gap

The customer gap is the difference between customer expectations and customer perceptions. Customer perception is totally subjective and is based on the customer's interaction with the product or service. Perception is derived from the customer's satisfaction of the specific product or service and the quality of service delivery. This gap occurs because customers do not always appreciate what the service has achieved for them or misinterpret the service quality. This gap could go unnoticed by service providers. This gap can happen because of one of the other four gaps, or simply because the customer perceives the quality of the service incorrectly.



RESEARCH METHODS

3.1 Study Method

Informed by inter-pretivist research paradigms, researcher explored the subjective reality about service delivery innovation at local level government. Researcher used inductive path of qualitative approach, where case study was adopted as strategy of inquiry. Within case study, multiple cases were selected to capture varied perspective. During the selection of cases, geography, population, province and socio-cultural diversities have been considered. Researcher used purposive sampling Merriam (1998) to select fourteen research participants at local level governments. Research participants were BAT graduates from Nepal administration service group deputed and/or adjusted at local level governments of Federal Nepal. Before interview, respondents were informed about the nature of the study to the extent possible. The interviews were started only after research participants consent. Interviews were in-depth where researcher and research participants engaged in forms of informal communication. In-depth interviews were carried out in two forms namely physical and virtual. During the interview, an enabling/ convenient environment was created to offer ample space for respondents to express and share their point of view and experiences freely (Gupta et.al, 2020). Privacy, anonymity and confidentiality of the research participants were ensured. As soon as interviews were completed, researcher involved in transcription process and summarized it to develop themes and subthemes to generate its meaning.

3.2 The COVID 19 Pandemic Outbreak and New Normal Situation

This study has been undertaken at two different situations. First one is the situation before the outbreak of COVID-19 pandemic and the second one is the new normal situation after the outbreak of COVID-19 pandemic. The new normal situation after COVID-19 outbreak provided opportunity to explore virtual connectivity means with the targeted respondents through the use of ICT tools and techniques which facilitated the data collection process through online meetings, telephonic conversations, and virtual interviews. The pandemic limited the face-to-face data collection procedures to the large extent and might have influenced the respondents; given their psychology in the pandemic outbreak.

ANALYSIS AND RESULTS

4.1 The Pre-Service Commitments of Service Delivery Innovation

Newly appointed gazetted class III officers who completed their BAT organized by NASC have committed themselves towards innovation in service delivery once they are deputed in their respective government organizations. This commitment toward service delivery innovation came out as an outcome of value commitment workshop.

The three-day long workshop is an integrative and rigorous process of professional value generation that begins from individual level and ends up reaching towards a common consensus at group level. In this process, the ideas of individual are reflected in a consciously and cautiously articulated meaningful terminologies referred to as “values” along with their operational definition against which all the officers have their individual written commitment plus attested signature as a professional bureaucrat.

Among different set of values and commitment, one is common across different batch of BAT training, i.e., “Innovation in service delivery”. The operational definition of innovation in service delivery depicts officer’s commitment on adoption of dynamic and result oriented service delivery mechanisms (Values of BAT 31, BAT 32, and BAT 33) respecting national diversity, keeping citizen at the center, and rendering efficient, equitable and justice driven service delivery approaches for innovation to take place (refer to appendix for details). This reflects that all the BAT graduates are highly committed to ensure innovative service delivery in their workplace once they assume their office after completion of their basic administration training at NASC.

4.2 The Realities of Service Delivery Innovation

This study explored out the realities of service delivery innovation as committed in the Basic administration training by the gazetted class III officers deputed/adjusted at local level governments. The status of service delivery innovation opted by the officers has been analyzed with the framework presented in Figure 4.1. Almost every innovative plan moves across different and distinct stages. All these stages are crucial for any innovative plan to be feasible and implementable. Assessment of the innovation realities in the service delivery

mechanism of local level governments is often challenging because of the diverse nature of functions and roles devolved at these governments with the promulgation of the new constitution of Nepal, 2015.

Starting from the vital registration (birth, death, marriage, and so forth), physical infrastructure planning and management, then being first line government agency to cater and serve at the best interest of its citizens being at their proximity, local level governments; by category of their functional deliverables, render about two hundred plus distinct and core functions at the present. These functions are highly interlinked with each other. The innovative actions thus could not be assessed unless the integrated and holistic picture of the functional deliverables of local level governments is comprehensively explored and evaluated.

For this purpose, Figure 4.1 serves as the comprehensive analytical framework to access and explore the realities of service delivery innovation status at local level governments. This framework encompasses four distinct stages under which status of service delivery innovation has been assessed.

As shown in Figure 4.1, the successful diffusion of innovation basically passes through the four distinct stages and each stage require ample interventions to take place and get materialized. The stage-by-stage evaluation of realities of service delivery innovation indicates the maturity and sustainability of the service delivery innovation. These stages include Initiation, Communication, Management, and Impact level assessment of service delivery innovation.

“Initiation” of service delivery innovation, the first stage to begin entire process of innovation is the stage where most of the respondents mentioned that they are stalked at. Respondents mentioned that they have been able to figure out the needs of changes that could enhance the performance of institution. For this purpose, they have identified some critical problems which needs to be addressed and upon the discussion with their supervisor and colleagues, they have developed a plan of action which they have also communicated with their sub-ordinates and also have received their feedback as well. Up to this stage, respondents mentioned that they have confidence about their idea and innovation plan. A trigger and intervention always start from a point from where the entire gamut is than implemented. Identification of this inflection point was a real challenge for the respondents. It was really tough to determine the point from where, if rectified and intervened will give out the best possible results. This was because, conflicting ideas came across the functional team and those ideas were merely congruent and convergent in nature. Anchoring with these overarching minds and transforming it into a persuasive single input in the form of “innovative inflection point” was, indeed a grueling task. Once the identification of the innovative plan and its “inflection point” of intervention have reached to a consensus in a core functional team, along with the generation of action plans thereof, the process enters into the second stage where it is communicated to the internal stakeholders (employees, elected representatives and so forth) and external stakeholders (citizens, interest groups,

user groups, intermediaries and so forth). Respondents mentioned that the implementation of the innovation plan is largely dependent upon the change that it would make in the 'status-quo' of activities being enjoyed by the stakeholders at the existing situation. Respondents also mentioned that if the innovation poses significant threat to the interest groups and other stakeholders in the circle, they have to face significant hurdles and obstacles in the implementation process. These hurdles and obstacles have range of reactions, modest being verbal disagreement, note of dissent, followed by threats, ultimatums and even physical encirclement and abuse in extreme cases. Respondents have also mentioned about the unsupportive internal stakeholders including elected representatives and locally appointed bureaucrats as well; however, the way they do so differs to a large extent than that of the one depicted by the external stakeholders. Humble facial presence, supportive verbal commitments, favorable advocacy in the formal meetings, accompanied by deft minutes and agreements but lack of any form of behavioral and action- oriented compliance are the most common sets of camouflage the internal stakeholders depict in the workplace. These activities are indicated through holding of time, delayed document file processing, misleading and fallacious communication for provocation of issues and so on. This basically explains the incongruence of activities that has been shown against service delivery innovation plan in the local government.

Very few incidents have been reported to successfully pass through second stage of service delivery innovation to reach into the third stage wherein the innovation gains sustainability by inculcating itself into the formal organization culture and operative system of local government administrative proceedings. This is the stage where the triggers of service delivery innovation overshadow its pitfalls in organizational activities and formally re-orient existing philosophy and essence of internal stakeholders (value chain actors) to be open towards creativity, innovation and change, breaking their 'status-quo', pre-conceived notion and eliminating the 'silo-effect' in their mindsets. This stage is the incubator of standardization formalization, and stabilization of innovativeness in organizational functions and preparation for withstanding all possible encounters against innovation from the external stakeholders as well. It is the stage where innovation culture gets embedded in the system and becomes functional even in the absence of the leader who paved it, making it impersonal and systemic. However, none of the respondents mentioned that they were sure of their innovation being established as a culture and embedded in the administrative system itself. This implies that the service delivery innovation is still at the first two stages and is personalized rather than being established as a formal culture and being embedded in bureaucratic system itself. Additionally, the sustainability of the actions taken by the respondents for service delivery innovation is questionable and is likely to fade along with time.

Once the service delivery innovation gets sustainability through the acquisition of progressive organization culture and gets embedded into the organizational system, it enters into the fourth stage where the visible changes start to appear in the service delivery. This stage is reflective of the 'impacts' the innovation in service has rendered to the service recipients and citizen at large. However, in this study, not a single respondent mentioned

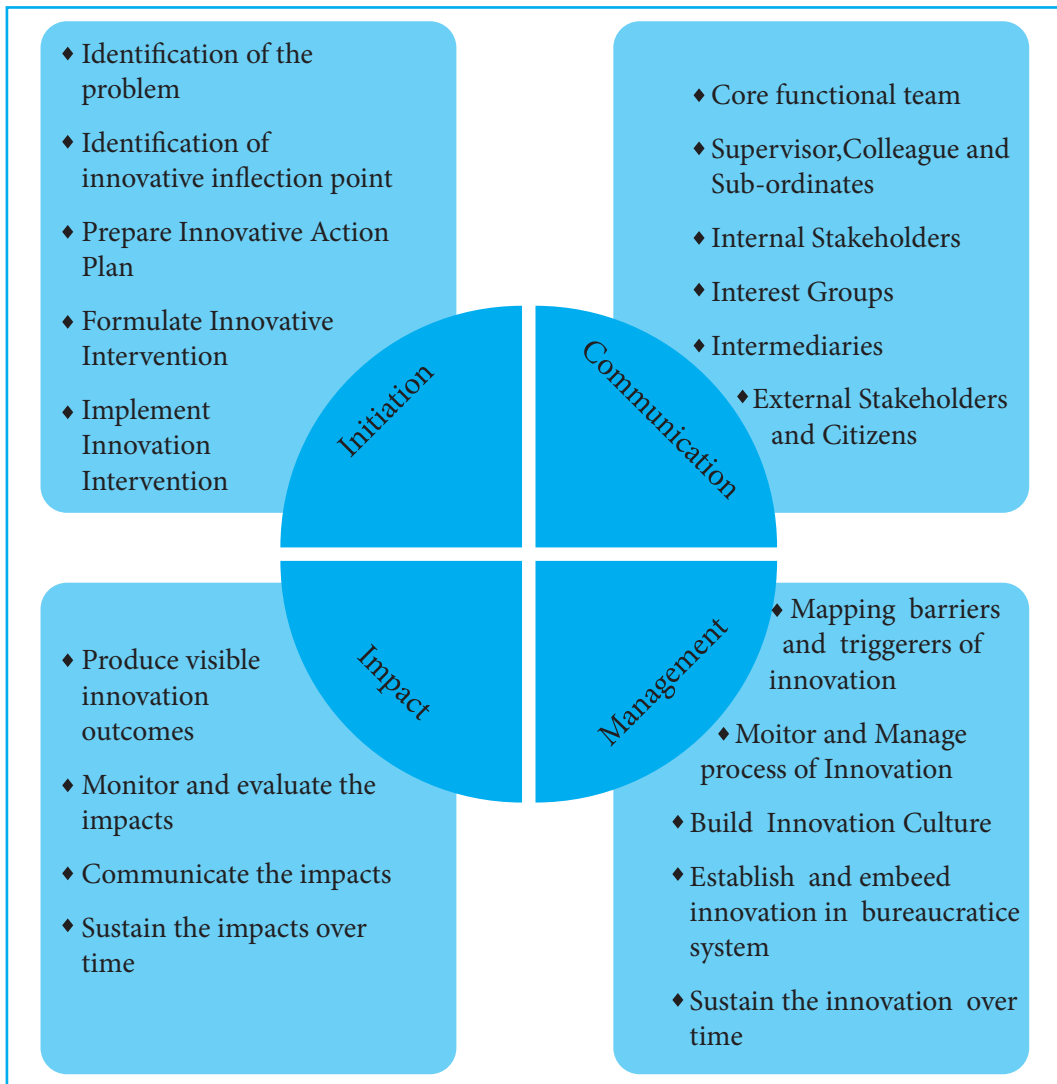


Figure 4.1 Service Delivery Innovation Assessment Frameworks for Local Level Governments

Source: Authors, 2021

that they were sure about the ‘impact’ of the service delivery innovation they have made in the local level government they are deputed at. This implies that the service delivery innovation intervention, so far; taken by the respondents in the local level governments are either at the first stage of “initiation” or at the second stage of ‘communication’. The pre-service commitment of the ‘service delivery innovation’ is yet to be fully materialized by the gazetted class III officers deputed at local level governments and there still remains long way ahead to capitalize and internalize it.

4.3 The Barriers of Service Delivery Innovation

Assessment and exploration of realities of service delivery innovation provided insights over the pitfalls of existing situations facing local level governments which can be divided and analyzed into five broader categories as follows.

4.3.1 The Perceptual Barriers

Perceptual barriers refer to staff understanding innovation as ‘creating a blame culture’, ‘as a diversion from real work’, or ‘extra work’ or ‘risky work’. Concern was also raised over whether local government had access to the knowledge both within and without the organization that they needed to innovate. Moreover, local government leaders have not been persuasive enough to communicate the benefits of innovation to their staff and elected representatives. There is the existence of perceptual myopia which is well reflected in the operational activities of the people, be it from political appointment or from the bureaucrats. Failure to recognize that “new knowledge and idea” will often challenge dominant conceptions of ‘the way we do things around here’ have embarked questionable culture of “reflexivity on new ideas” thereby aggravating the culture of problem-solving in local government.

4.3.2 The Behavioral Barriers

Local level government has well established culture of setting agendas in their periodic and regular meetings and discussions. Getting into yes and benchmarking the standards are no new endeavors. Everyone agrees to align their respective roles in line with the agreement made thereof. However, when it comes to actual implementation, the alignment does not actually prevail over. Political support mechanisms affect the capacity of local level governments to engage in service delivery innovation. Many of these are beyond the control of local government leaders such as the need for a crisis to facilitate change or stable socio-economic conditions. Others require effective community or stakeholder engagement to solicit public support and involvement, and manage and integrate the views and resources of constituency groups. Perhaps the three critical dilemmas to tackle in this area is the need to garner support from elected members, to understand innovation as a whole of local government and dare it be said, ‘community’ endeavor and to use a language of change that unites rather than divides.

4.3.3 The Institutional Barriers

It was also observed that many dysfunctional institutional norms and values persist in local government. These can be categorized as problems of capacity, commitment, and cohesion. The poor accountability over the roles and ultra-focus on the compliance mechanism has made the whole institution at the trap of “status-quo”. Provocation of the exclusive needs in the papers with better articulated chunk of “operating procedures” does not make sense unless the thirst of service delivery innovation does not come actually into a mandatory

“ethos” of institutional culture of “delivering actual results”. Often observed to be involved in the “blame-game” and highlighting on “if only”, “It Should/Must have been”, the local government authorities have been consistently found to highlight the shortcomings of their existing opportunities and undermining their unique strengths and potentials.

4.3.4 The Technological Barriers

There is no doubt that new technologies can both spark innovations and support its successful implementation by facilitating and mediating the integration of every departmental/sectional effort to realize visible innovative service. But the big question underlying is the widening gap between “know what” and “know how” when it comes to the efficient use of technology available with the local level governments at date. It seems that vast majority of the people have realized the importance of using existing technological interventions in accomplishing their tasks but very little have acquainted themselves to get the most out of it. As a result, technological interventions, although practiced, have not been able to assimilate and integrate the whole organizational proceedings to uplift and transform the service delivery mechanism to make it innovative enough. This situation has severely halted the actual benefit that could have been obtained and capitalized for better innovation in service delivery.

4.3.5 The Psychological and interest Barriers

Often silent but predominant barriers include psychological and interest barriers between elected representatives and the bureaucrats in the local level governments. Within the bureaucrats also, the superiority complex is often observed between gazzetted officials and locally selected government officials. The questionable harmonization of their psychology and interest thereof has been observed in the routine operations of institutional activities. The rising conflict of interest among these institutional drivers has persistently hindered the pace of actions that; if was harmonized and focused, could have accelerated the service delivery innovation plans and its mechanism of actions. As a result, these innovation mechanisms, which should have been guided, strengthened, fostered, and anchored by systemic approach, rather became largely dependent over the interpersonal relationships between them. Although little symmetry has been noticed in prioritizing and articulating visions and plans of elected representatives at local level governments by the bureaucrats in terms of framing and crafting it into the existing legal frameworks and constitutional provisions, yet much more needs to be scrutinized.

4.4 Linking Pre-Service Commitments and Workplace Realities by Service GAP Model

The service delivery innovation gaps which prevail between the respondent’s pre-service commitments and work-place realities has been analyzed with the use of service gaps model as follows.

4.4.1 The Knowledge Gap

Respondents argued that federal system has significantly changed the operational environment and demanded new knowledge, skills and experiences to execute the administrative procedures. According to a respondent, locally appointed staff lacks that level of skill, knowledge and experience to implement the constitutional provision in local level. Elected political representative also have inadequate knowledge of procedural and legal provisions, they claimed. Respondents also argued that local level representative and staff lack administrative and financial knowledge as defined by constitution and local government operation act. Similarly, lack of procurement expertise, accounting skill and technical expertise made the service less effective and innovative. Management information system and digitalization has not been properly established and developed in the local level. In addition, there has been a poor documentation and unmanaged institutional memory which impedes to take rational decisions, make appropriate plans and control the activities in right time.

4.4.2 The Policy Gap

In the federal system, local level government has right to formulate and implement rules and regulations under the provision of Nepali Constitution. Most of the respondent accepted that local level government have not formulated their rules and regulation yet to govern the local government due to which local level is not properly functioning to deliver different types of service as committed. There is inconsistency in delivering service and conducting internal task among different offices and wards. In addition, inappropriate and unfriendly organizational structure poses major obstacle to perform internal task efficiently and effectively. One respondent claimed that service delivery barriers has been created by the staff who were politically recruited because they hardly maintain discipline, time schedule, dress code, and authoritative command rather focus on searching the loopholes with their political interest. Such local level staffs often are closely tied with political representative and have a tendency of resisting new and effective approach of service delivery standing against positive changes. Another respondent claims that much of decisive power allocated to political entities sometimes makes it difficult to implement innovative ideas. "In the vacuumed situation of laws, service dimensions solely depend on the will of the Chief Administrative Officer to implement new ideas. Initially, one the officer from the same rank did not allow me to join and attend the office too" another respondent said. This situation depicts that lack of governing laws, unclear job description and undefined organizational structure brings problem in proper functioning of the system in local level. Another respondent claimed that procurement management is crucial for local level development including road construction, irrigation project, building construction, procurements of machine/equipment etc. in the local level. However, the umbrella public procurement act and regulation is not feasible in the local level because of the unavailability of eligible suppliers and consultants. Present policy is creating more trouble both in management and work performance in conducting internal task, obeying procedure and generating output.

4.4.3 The Communication Gap

Communication is the key to formulate, disseminate and implement policy, plan and programs. Most of the respondents argued about the lack of proper coordination between stakeholders while formulating and implementing the plan because of conflict of interests and political influence from multiple interest groups. One respondent argued that arrangement of regular meeting and discussion about improving the service delivery system is crucial to deliver quality service. However, insufficient staff meeting has created coordination crises among various stakeholders which hamper quality service delivery in local level. In the same line, another respondent argued that the participation of stakeholder in meetings is very low, and the tendency of quality discussion and bringing ideas of innovation is still lacking which promotes only the traditional and inefficient way of delivering service. Another respondent claimed that language differences, diverse social and caste, psychological and perceptual differences among staffs, public and representative creates misunderstanding in the internal administrative and financial procedures which ultimately hampers the service delivery. Many respondents accept that clear communication mechanism is not properly planned and executed at local level. Similarly, lack of clear direction from the decision makers creates confusion and delay in delivering services.

4.4.4 The Customer Gap

Understanding the customer's actual need and expectation is very crucial for providing required service with quality. One of the respondents argued that customers complain regarding service delivery especially in payment system is increasing day by day and they are dissatisfied with the service delivery of the local level, he added. Identification and categorization of the customer is very essential to provide better service with justice. Inability to assess the actual status, expectation and need of the customer impedes the quality service to needy people. One respondent accepted that during relief distribution actual needy people are left behind due to their poor political access or other reasons. Most of the respondent agreed that neither they have been able to conduct customer survey to identify the actual need nor expectation and satisfaction level of the customers. One respondent claimed that there is no any formal mechanism of handling complains and responding to those complains. This depicts that the customer satisfactions are undermined and local level government provide service as per their convenience without understanding customers' requirement.

4.4.5 The Delivery Gap

In local level, most of the employees who were already there from earlier reluctance to adopt change, adopt new and advance technology while creating and providing service to service seekers. The quality of the service delivery is not satisfactory because of insufficient number and specialized staff. One respondent argued that "as this is a big municipality with fourteen wards, two to three ward offices are run by one secretary which negatively

influence the quality of service”. Another respondent agreed that poor work division and lack of terms of responsibility creates confusion among staffs to perform the internal task and to deliver services that ultimately hamper the quality of service. Infrastructure are basic means of delivering the service to public, however, in most of the local level the status of basic physical infrastructure (ward office, staff room, meeting room, transportation) is very poor, said another respondent. Constitution of Nepal has a provisioned equal right of every citizen on services provided by the government of Nepal. However, one respondent argued that the lack of openness, red tapes, favoritism and political influence on every plan and programs affect the equality and fairness of service delivery. Similarly, systematic, rule based, prompt and fairness payment system are crucial to maintain financial discipline and to gain client's trust. One of the respondents argued that there are many cases in which client's faces unnecessary hurdles to receive their payment even after successful completion of the tasks. Regarding the support from supervisor, one respondent said, “While creating and delivering service, sometime immediate supervisor does not support the innovative ideas probably because of personal interests or pressure from other stakeholders”. Talking about subordinate, they provoke others creating unnecessary chaos and obstacles. Similarly, another respondent argued that subordinate staffs do not want any change in the service and mostly they oppose the ideas. Another respondent argued “staffs think that putting on more effort and making service effective is meaningless because it does not contribute to increase their salary. They think if they sign less there is less chance to be caught. They do not want to take any risk”. Another respondent claimed that the mindset of local level employees is that as government job is permanent, they do not need to work hard for making service delivery more effective.

5

DISCUSSION AND CONCLUSION

5.1 Discussion

This study explored the status of service delivery innovation opted by gazzetted class III officers at local level governments of federal Nepal. The prevailing status at the local level governments were explored and evaluated through comparison between bureaucratic regulation at local level governments and the status of service delivery innovation against the pre-service commitments.

As argued by (Borins, 2014), the respondents' insight on obstacles to service delivery innovation in this study reflect the tendency of innovations to challenge occupational patterns, standard operating procedures, and power structures. The results of this study are in line to the literature from the period 1990-2013 which identified a general consensus and consistent observation that tight regulation hampers innovation (De Vries et al., 2014). Black et al. (2005) pointed out a misalignment between conditions for innovation needed by initiators (decentralization and flexibility) versus those needed by adopters (centralization and formalization). In the local level governments, there are few or no formal means for conducting the service delivery innovation process. This implies that procedures could also play a positive role in service delivery innovation processes by creating some sense of safety for innovators. Additionally, lack of sufficient human and material resources (Gallup Organization, 2011) and anecdotal evidence for organizational structures, internal bureaucracy, and lack of an innovation culture as major barriers (Rivera et al., 2012) to service delivery innovation are in line with the findings of this study.

Service delivery innovation requires conscious adoption of public value management principles. The local level governments should search for public value being committed towards ethos of innovative service delivery. For this purpose, decision centers in local government structures needs to be inclusive of the key governance partners. However, official's perception towards service delivery innovation in local level governments has been found to be more pejorative. This implies that local level governments are in a serious need of problem-solving culture and a language that better reinforces social purpose to optimize the public value. Service delivery innovation entails novelty and therefore requires local level governments to accept a certain level of uncertainty and transform it into manageable

risk. Understanding what went wrong is a powerful source of learning, given the level of risk inherent in service delivery innovation. For this, local level governments need opportunities to think about how their service delivery innovation interventions interact with those of other bodies, and how they can collaborate more effectively to solve common challenges. It is a non-linear process and requires evidence at a faster and more agile pace than through the traditional notion of service design and delivery.

A successful service delivery innovation needs political and/or administrative leader with focused and aligned service reform agendum to lead innovation. Differential interests between elected and appointed officials at the local level governments, having little taste for the uncertainty and chance of failure has been observed to sluggish the process of service delivery innovation. Constraints which are inherent in the principles of democratic government and responsible public administration preclude public sector innovative actions. Bellone and Goerl (1992) argued that such action can and ought to be an integral part of the public sector. Unrelenting support from political leaders, senior management and other community leaders (interest and pressure groups, activists) are essential prerequisites for the successful service delivery innovation. However, local level governments are lacking these prerequisites at the moment.

The process of innovation is lengthy, interactive and social; many people with different talents, skills and resources have to come together (Leadbeater, 2009). Innovation requires finding and executing dreamtime for actually setting the agenda rather than just witnessing it. Realization of importance of service delivery innovation as an engine for the economic growth and development at local level governments is a recent phenomenon. However, incongruent synergy between elected and selected officials at local level governments has been found to impede service delivery innovation.

There is a deep inter-relationship between bureaucracy and innovation. Attitudes and behavior of bureaucrats at local level governments towards service delivery innovation and formalizing it through development of systematic rules and procedures really matters. Laws and regulations themselves do not provide the barrier but its conservative and stereotyped interpretation made by civil servants does (Kruiter et al., 2008; Cels et al., 2012). The laws and regulation may provide the space for innovation, but selected officials at local level governments have been observed myopic towards it. This may be due to a lack of imagination, or they may be explicitly or implicitly discouraged from taking such initiatives. Organizational cultures may either not value innovation – there is not an explicit statement of reward for innovation – or accountability for failure may be discouraging employees taking risks. The rewards for innovation may be much smaller than the sanctions for trying and failing. The broader context in which civil servants operate may present them with a reality that is not conducive to innovation, even when it is difficult to pinpoint the exact rules and procedures that stand in the way. The whole environment may feel rule-driven, strictly regulated and highly procedural. Thus, even if the rules leave room for innovation, civil servants may not feel it is possible, let alone desirable or imperative, to explore and use that room.

If an innovation is blocked by rules and regulation, it might be that the proposed novel practice would not sufficiently satisfy the values that the public want to see protected, or the innovator has not yet convincingly made the case that it will. The notion that there is an inherent negative causal relationship between governmental procedures and the capacity for innovation in the local level governments appears to originate in a pejorative conception of bureaucracy. Expanding the definition of rules and regulations to include the broader context of bureaucratic organizations in the public sector helps to separate the impact of individual rules and regulations from what informs individuals' attitudes towards and behavior around them.

The enduring prevalence of highly regulated hierarchical bureaucratic system has been observed to inhibit bottom-up service delivery innovation in local level governments. This strict regulation has been discouraging people working in the frontline from coming up with approaches they think would be an improvement. As a result, frontline employees at local level governments have been less likely observed to step forward with their ideas because they anticipate not being heard. Hierarchies in bureaucracy have been found to prevent the skills and knowledge at the bottom to travel upwards. The argument of Kelman (2005) that "organizations often recruit after their own image, consolidating the nature of the workforce, reducing diversity and protecting the status quo" fits well in case of the local level governments. Such recruitment at local level governments have led to a public sector workforce that lacks diversity in skills and ideas, which has been found as a barrier to service delivery innovation. Respondents in this study agreed that the rewards on offer from successful innovation are low, even if the innovation could create huge gains for the local level governments and citizens as a whole, while the impact of failure can be significantly higher.

In an era of governance, local level governments should be qualified on the creation and implementation of new products, services and methods of delivery through collaboration with citizens and stakeholders. To realize this, as mentioned by Bhattarai, (2017), their public service delivery process should be transformed and institutionalized from supply driven orientation to demand driven. The supply driven inclination of service delivery innovation mechanisms at the local level governments is one of the major reasons for the existence of wider gaps between gazetted class III officers' pre-service commitments and workplace realities.

Service delivery innovation crusade in local level governments has been observed to create a culture of disengagement; leading to stagnation over innovation. As a result, a blame culture is in practice and it has stifled creativity in local level governments. Endeavors to service delivery innovation have been interpreted as an accusation of incompetence. This implies the serious need of innovation culture and language of problem-solving and learning in local level governments.

5.2 Conclusion

Based upon the analysis of the responses, it can be concluded that there is a wide gap between gazetted class III officers' pre-service commitment of service delivery innovation and the status at local level governments. This study explored these gaps using the framework of service gaps model and came to the conclusion that local level governments' status of service delivery innovation has not been realized to its best at the present. There are multiple reasons for this. First, there is limited congruence in the thought and decision-making process among elected and selected officials which impedes the pace of innovation. Second, the inherent practice of being at 'status-quo' and undermining the importance of inculcating culture of innovation in service delivery as a formalized and systemic approach. Third, the enduring fear & reluctance to injecting and implementing systemic change being largely perceived as a critical threat to professional career by elected representatives and locally appointed selected representatives. Fourth, the re-oriented mindset of gazetted class III officer to harmonize the prevailing situation rather than rectifying it becoming a change agent. Fifth and the most important, despite their enduring effort, the gazetted class III officers have ample space to break the silos and establish the culture and system of service delivery innovation at local level governments through captivation of bureaucratic team spirit.

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APPENDICES

Appendix 1: Questionnaire Checklists

Q. N	Statements
1	Province
2	District
3	MCP/RMCP
4	Tenure
5	Service Group
6	BAT Batch
7	Please explain the nature of the work your office generally delivers
8	What was the established practice of delivering these works when you joined this position here?
9	In your evaluation, were they effective and efficient?
10	If yes, how?
11	If not, what were the circumstances and limitations there?
12	You being freshly appointed here, at first instance, what did you feel about the service delivery mechanisms prevailing over here?
13	At which moment did you realize that some better ways could be devised and implemented to make these services more appealing?
14	What was your effort in doing so which falls under your jurisdiction?
15	Would you please explain the process you followed to implement your ideas?
16	What was your strategic intent doing so?
17	Would you please explain your strategic inflection point? (The action you took to implement your ideas)
18	Do you remember the situation where you had to face obstacles/hurdles?
19	From which stakeholders you had to face it?
20	What is your impression over them as a professional now?
21	Is there any legal provision that you think as an obstacle?
22	Do you have any effective way of solving the problem you identified?
23	Can you see the space of doing things effectively under existing legal framework?
24	Did you face communication barriers in course of implementing your innovation plan?
25	What were the communication barriers?

Q. N	Statements
26	Were they intensive from internal stakeholders?
27	Were they intensive from external stakeholders?
28	How did intermediary react to your implementation plan?
29	Please explain how did you address those concerns from stakeholders?
30	How did your immediate supervisor react to your ideas?
31	How did your sub-ordinates react to your ideas?
32	Were both of them supportive enough to implement your plan?
33	If yes, how?
34	If not, how?
35	Why you think they reacted in that way?
36	What could be their hidden interest behind that?
37	Among the various obstacles, could you please rate which are the top five ones?
38	What is your next move to overcome those?
39	In next five years, do you feel your implementation plan shall be formally established as working culture in this organization?
40	If yes, what is your argument behind this?
41	If not, what is your argument on that?
42	What are the top five issues you want to improve in this organization for better service delivery?
43	At present, please evaluate your impression about citizens' impression about services delivered by your organization?
44	Why do you think so?
45	Have you ever taken before-during-after service interview with service recipients?
46	How was their reaction in your evaluation?
47	Please share some critical incidents which made you feel really bad in terms of service delivery?
48	Please share some critical incidents which made you feel really good in terms of service delivery
49	Do you think those good reactions came out of our innovative ideas?
50	Do you think those bad reactions were the outcome of status quo in service delivery mechanisms?
51	Would you please elaborate what factors will contribute to enhance your innovative action?

Appendix 2: Values and Commitments of BAT 31



नेपाल प्रशासनिक प्रशिक्षण प्रतिष्ठान

नेपाल सरकारका मन्त्रिपरिषद्को तृतीय श्रेणीका
अधिकृतहरूका लागि संचालित ३१औं आधारभूत प्रशासन प्रशिक्षण

मूल्य-मान्यताप्रतिको प्रतिवद्धता

हामी ३१औं आधारभूत प्रशासन प्रशिक्षणका प्रशिक्षार्थी (नेपाल सरकारका राजपत्राङ्कित तृतीय श्रेणीका अधिकृत)हरू सार्वजनिक सेवाप्रति समर्पण भावका साथ बस्नको गरिमा र पैसागत मर्यादा कायम राखी सदैव जनता र राष्ट्रको हितका लागि कार्य गर्न सामूहिक रूपमा तपस्विन बर्माजिमका मूल्य मान्यताहरू निर्माण गरी आजैका मितिदेखि व्यवहारमा उतार्ने र सोको प्रवर्द्धनका लागि जिम्मेवारीका साथ कियारीतिन रहने प्रतिवद्धता व्यक्त गर्दछौं ।

संस्कार र नैतिकता	हामी उच्च आरम्भ अनुशासन कायम गर्दै नैतिकवान् भनी प्रचलित कानून एवम् सामाजिक मूल्यमान्यता अनुरूप ब्रह्मस आचरण र व्यवहार प्रदर्शन गर्नेछौं ।
सकारात्मक मनोवृत्ति	हामी सकारात्मक सोचले जीवनमा उर्जा प्रदान गर्ने तथ्यलाई मनन गर्दै आफ्नो कर्तव्य पुष्टी, 'दृढ', 'सक्छौं' र 'गर्छौं' भन्ने भावनाबाट प्रेरित भई अनुकरणीय रूपमा सेवा प्रवाहमा आफूलाई समर्पित गर्नेछौं ।
नागरिक मैत्री सेवा	हामी सेवाग्राहीलाई सबीपरी राखी उनीहरूको आवश्यकता र अपेक्षा अनुसार सम्मानजनक व्यवहार सहित सरल र सहज ढंगले पञ्चाशीष्ट गुणस्तरीय सेवाप्रदान गर्नेछौं ।
निष्पक्षता, पारदर्शिता र जबाफदेहिता	हामी कानूनको अधीनमा रही निष्पक्ष रूपमा आफ्नो जिम्मेवारी, कार्यप्रक्रिया र परिणामको बारेमा नागरिकलाई जानकारी दिनेछौं र त्यस सम्बन्धमा सरोकारवालाबाट उठेका प्रश्न एवम् गुनासो तत्परेताका साथ सम्बोधन गर्नेछौं ।
परिवर्तन प्रवर्तक	हामी सेवा प्रवाहको कार्यशैली र शैलीमा समयानुकूल परिवर्तन गरी सार्वजनिक प्रशासनमा नवीनतम ज्ञान र सीपहरू विकास गर्दै सामाजिक रुपान्तरणका लागि सौकर्य र सिर्जनशील भई सेवाग्राहीलाई महत्सुख हुनेगरी सेवा प्रवाह गर्नेछौं ।



Appendix 3: Values and Commitments of BAT 32



नेपाल प्रशासनिक प्रशिक्षण प्रतिष्ठान

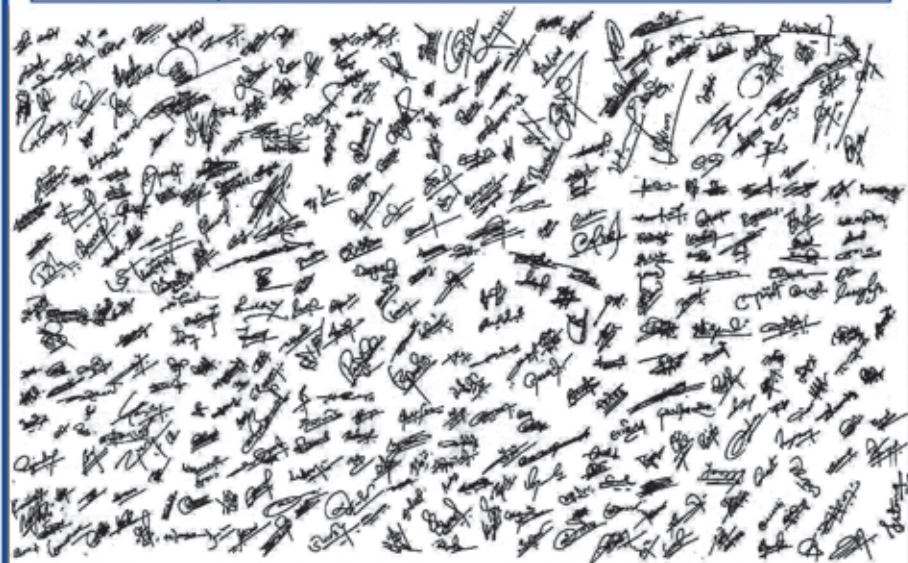
नेपाल सरकारका नवनिर्वाचित राजपत्राङ्कित
तृतीय श्रेणीका अधिकृतहरूका लागि संघालित

३२औं आधारभूत प्रशासन प्रशिक्षण

मूल्य-मान्यताप्रतिको प्रतिवद्धता

हामी ३२औं आधारभूत प्रशासन प्रशिक्षणका प्रशिक्षार्थीहरू (नेपाल सरकारका राजपत्राङ्कित तृतीय श्रेणीका अधिकृतहरू) सार्वजनिक सेवाको गरिमा र पेशागत निष्ठा कायम राखी आफ्नो अस्तित्व एवम् सन्तुष्टिलाई सदैव जनता र राष्ट्रको हितमा समर्पण गर्दै सेवा प्रवाह गर्न तपसील बमोजिमका मूल्यमान्यताहरू निर्माण गरी आजैका मिति देखि व्यवहारमा ल्याउने र सोको प्रवर्द्धनकालागि जिम्मेवारीकासाथ क्रियाशील रहने प्रतिवद्धता व्यक्त गर्दछौं ।

सच्चरित्रता	हामी आफ्नो क्षमता र दक्षता अभिवृद्धिका लागि निरन्तर क्रियाशील रही सकारात्मक सोच, उच्च नैतिकता तथा व्यवसायिकता प्रदर्शन गर्दै तटस्थ रूपमा सच्चरित्रका साथ गुणस्तरीय सेवा प्रदान गर्नेछौं ।
कानूनको पालना	हामी नेपाल राष्ट्र र नेपाली जनताको बृहत्तर हितलाई सर्वोपरि राखी निष्पक्ष रूपमा सदैव कानूनको पालना गर्ने गराउनेछौं ।
पारदर्शिता र उत्तरदायित्व	हामी सेवा प्रवाह प्रक्रियालाई सरल र पारदर्शी बनाउँदै सम्पादित काम एवम् परिणामको बारेमा राष्ट्र र नागरिकप्रति जवाफदेही हुनेछौं ।
नव प्रवर्तनशीलता	हामी विविधताको सम्मान गर्दै नवीन सोच, सीप र कौशलको माध्यमबाट सामाजिक पूँजीको समेत उपयोग गरी सेवाग्राहीको आवश्यकतालाई सम्बोधन गर्नेछौं ।



Appendix 4: Values and Commitments of BAT 33



नेपाल प्रशासनिक प्रशिक्षण प्रतिष्ठान

नेपाल सरकारका नव-नियुक्त राजपत्राङ्कित
तृतीय ग्रेणीका अधिकृतहरूका लागि सञ्चालित
३३औं आधारभूत प्रशासन प्रशिक्षण

मूल्य-मान्यताप्रतिको प्रतिबद्धता

हामी ३३औं आधारभूत प्रशासन प्रशिक्षणमा सहभागी शाखा अधिकृतहरूले राष्ट्रहितलाई सर्वोपरि राखी विधि र बिबेकको प्रयोग गर्दै सुशासन, समता, दिगो विकास र समृद्धिको बृहत लक्ष्य हासिल गर्नका निमित्त जबाफदेही र उत्तरदायी ढंगले नतिजामुखी सार्वजनिक सेवा प्रवाह गर्ने सामूहिक रूपमा तपसीलका मूल्यमान्यताहरू निर्माण गरेका छौं। मुलुकको हित, सार्वजनिक सेवाको गरिमा र सार्वक जीवनयापनका लागि यी मूल्य मान्यताहरूलाई सदैव व्यवहारमा उतार्ने छौं र त्योको प्रबर्द्धन समेत गर्ने प्रतिबद्धता व्यक्त गर्दछौं।

सदाचारिता र इमान्दारिता	हामी नैतिकबान् एवम् राज्य, जनता र आफै प्रति इमान्दार भई शिष्टता, नम्रता र उच्च मनीबलका साथ सकारात्मक कार्यसंस्कृतिको अवलम्बन गर्दछौं।
तटस्थता र निष्पक्षता	हामी विधि र पद्धतिका आधारमा पारदर्शी र समतामूलक ढंगले बिना भेदभाव तटस्थ रहँदै निष्पक्ष सेवा प्रदान गर्दछौं।
पैसागत व्यवसायिकता	हामी पैसागत आचरण र मर्यादाको पूर्ण पालना गर्दै व्यक्तिगत तथा सामूहिक सीप, क्षमता र दक्षताको प्रयोग एवम् उपलब्ध स्रोत साधनको महत्तम परिचालनबाट प्रतिपक्षी र नतिजामुखी सेवा प्रवाह गर्दछौं।
अतिशीलता	हामी सृजनशीलता एवं नवप्रवर्तनशीलता प्रबर्द्धन गर्दै नवीनतम प्रविधिको प्रयोग र प्रक्रियागत सरलीकरण मार्फत गुणस्तरीय सेवाप्रवाह गर्दछौं।
सेवाग्राही केन्द्रित	हामी सेवाग्राहीको आवश्यकता, अपेक्षा र सन्तुष्टिलाई केन्द्रमा राखी अर्थपूर्ण सहभागिता, सह-उत्पादन र सन्निधताको सिद्धान्तको अवलम्बन गर्दै जनमुखी सेवा प्रवाह गर्दछौं।
विविधताको सम्मान	नेपालको भौगोलिक, सामाजिक, सांस्कृतिक, धार्मिक, भाषिक, जातीय, वर्गीय, लैङ्गिक लगायतका विविधताको सम्मानगर्दै समावेशी र सहभागितामूलक सेवाप्रवाहगर्दछौं।





Center for Research and Development
Nepal Administrative Staff College

www.nasc.org.np

research@nasc.org.np

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