

Administrative Reform in Nepal: A Conceptual Discussion

Binod Kumar Shahi

Abstract

Administrative reform in Nepal has been a continuous process aimed at promoting administrative efficiency, effectiveness, transparency, accountability, responsiveness, through restructuring policy, structure, and adopting new administrative norms, values, technology. The set up of the ancient administrative system in Nepal was based on centralized, hierarchic and rigidity which also had negative effects such as corruption, maladministration, political patronage, nepotism, favoritism. A number of efforts were made to make the effective administrative system adopting various conceptual and theoretical development in this field. This article examines the theoretical foundation in line with the efforts made through administrative reform in Nepal. The study also reviews the implementation of recommendations given by different reform commissions in Nepal. It is based on historical research design and relies on secondary data collected from books, research article, legal provisions, government report, and the archives. Findings reveal that such efforts contributed for improving in administrative structure, service condition and power sharing through decentralization, however, practical application is very challenging due to political interference, nepotism, favoritism, status quo-oriented behavior, corruption, redtapism, buck passing nature. This is mainly due to lack of professionalism, neutral competencies, meritocracy, political commitment, ethical culture, technology friendly administration, citizen centric administration to ensure effective, efficient, responsible, transparent and accountable administration.

Keywords: *Administrative Reform, NPM, e-Governance, Decentralization, Meritocracy, Foundation*

Corresponding Author

Binod Kumar Shahi, Email: shahibinod72@gmail.com

1. Introduction

Public administration is a dynamic subject which is evolving continuously around politics, administration, business, economy and social behavior. public administration has moved from traditional hierarchical based, rigid, bureaucratic approach to new public management, new public service and new public governance each of these has significant impact in the administrative reform (Acharya, 2024). Administrative reform refers to the process of making changes and improvements to the structure, functions, and processes of government agencies and institutions. The goals of administrative reform are often to enhance efficiency, effectiveness, transparency and accountability in the delivery of public service. According to Caiden (1968) administrative reform is the artificial inducement of administrative transformation against resistance. It is artificial because it is manmade, deliberate, and planned. It is not natural, accidental or automatic (As cited by Ghimire & Ashraf, 2016). There are many terms which are used to spell out the meaning of administrative reform such as: administrative change, administrative modernization, administrative development, administrative innovation, administrative reorganization, downsizing government, right sizing government, reengineering government Since the formation of states in the past, the government required capable and efficient administration to maintain law and order, extract necessary resources, protect the country from external aggression and enhance physical boundaries.

After the second world war, a number of states were free from colony in Asia, Africa, and other countries. At this moment, these new states and newly independent states have to attain the goal of economic development, social reforms, nation building and internal harmony, security etc. But fulfilling the several points raised by the leader during the struggle for freedom was impossible for new government to fulfill. The working hand of government (administrative System) was inadequate and incapable to meet the challenges. Therefore, this situation emphasized on reforming the administrative system in the changed context. The impetus of administrative reform was experienced since the 1853 reformed movement started by the UK, and the major reforms initiated by the US government in 1883. The Scientific Management Movement developed new techniques and inspired the western governments to eliminate waste, improve output, maintain financial requirements and maximize resource utilization (Taylor, 1911). Ultimately, there emerged the human relation approach in administration. The external inducements towards the administrative reform provided a flow of assistance for administrative modernization and transfer of technology and institutions.

Besides, Development administration, Comparative Public Administration, New public Administration etc. have urged the administration to reform so that the administrative system would be able to meet the needs and aspirations of people. In more recent time there are some of the recent trends in public administration i.e. NPM (the leading themes have included privatizing state institutions, reducing the size of bureaucracies, building management capacity and promoting greater accountability) NPS, (focused on people's participation in administrative mechanism, and citizen friendly administration), NPG (focused on networking governance) Administrative reform has certain trends across the world society i.e. Policy reform, Structural reform, Functional reform/procedural reform, normative attitudinal reform. The administrative basically focus on an existing universe of public administration and seek to deal with government-wide problems (Rana, n.d.). The main purposes of administrative reform are to minimize bureaucratic inefficiency, building administrative capability, identify the reasons behind the market failure and addressing the issues emerged due to market failure.

Maintain social stability and addressing the problem of unemployment are also major purposes of administrative reform. Administrative reforms are necessitated for meeting demand and expectations of people, Fulfilling the political demands and supports, ensuring democracy and people's participation, inducing new values and norms, Institutionalizing the government bureaucracy, giving multi-dimensional role to bureaucracy. political leaders, expert and academicians, bureaucrats, consultants and experts are responsible for the administrative reform. Historically Nepal has unitary government system based on monarchy. Highly centralized administrative system dominated by hierarchy, authority driven, top-down, rigid, status quo oriented, political patronage, corruption, weak accountability, nepotism, favoritisms, due to this all-bad administrative culture the concept of administrative reform was emerged as response to the changing political, economic, social and culture scenario of the country.

This article is based on historical design by reviewing a number of published and unpublished research works such as books, articles, monographs, etc. The analysis is made on the basis of recommendation of reform commission against the implementation of such recommendations. There is also discussion on the effectiveness, efficiency, trends, challenges and practical applications regarding administrative reform in Nepal. The information is mostly generated from secondary sources reviewing research articles, books, legal instruments, government reports and policy documents.

2. Literature review on administrative reform

The administrative systems of different nations differ because of their cultural orientations. Administrative systems operate in their environment consisting of the historical, socio-cultural, economic and political factors (Rana & Gautam, 2026). Administrative reform refers to the change in administrative structure, policy, procedure, norms, values, which ultimately enhances efficiency, effectiveness, accountability, transparency, in public sector. It also focuses to reform in relation with individual, groups and institutions in the public affairs domain. The areas of reform regarding individuals focuses on attitude, values, enhancement of capacity building, skill development, and their motivating, Reform also covers the areas such as leadership, roles, status, dynamics and communication. It also focuses on the development of institution with covers decision making, organizing structure, procedure etc. (Acharya, 2024). In the past background of Nepalese administrative system was highly featured with hierarchy based, rigid, top-down authority driven, rule, regulation based, power oriented, status quo-oriented behavior. As a result, flexibility and discretion was almost absence. Rather suffered from politicization, corruption, maladministration, procedural complexity weak cooperation, coordination, negotiation participation, and poor service delivery. However, demands of administrative reform and effective governance has demanded over the time particularly introduction of federal democratic republic in Nepal. In this context academics as well, the practitioners have emphasized the need for administrative reform through restructuring, capacity building, decentralization and door step governance in the federal context of Nepal.

Application of different theories with regards to administrative reform in Nepalese administrative system can be explained in different literatures. Bureaucratic theory as developed by Max Weber in the 1920s regarded as classical approach of public administration focuses on hierarchy, rule, regulation based, merit based, neutrality, classification of personnel, work division, written decision, career development opportunity, job security (Weber, 1922). Nepalese administrative system has highly influenced this bureaucratic theory by creating a number legal instruments focusing personnel system, decentralization, procedural improvement etc. However, in the context of Nepal scholars argue that more hierarchy based, rigid, top-down authority driven, excessive proceduralism, centralized, rule, regulation based administrative system should be reformed to make efficient, flexible, discretion, result oriented, decentralized, participative particularly on-ward 1990s.

New Public Management (NPM) was emerged on the basis of two sorts of theoretical foundation i.e., Managerialism and Economic theories. The NPM advocates about efficiency, outsourcing, deregulation, discretionary power, result orientation, productions orientation, performance-based pay, performance-based promotion and job rotation, privatization, profit motive, lean and thin administrative structure (Osborne and Gaebler, 1992). Nepal has focused on privatization, e-governance, decentralization, administrative restructuring, performance evaluation. Despite the adoption of these new practices in administration there are certain administrative culture in the Nepalese administration due to political interference and bureaucratic hurdles.

Good governance theory emphasizes upon the transparency, accountability, rule of law, participation, constitutionalism, responsiveness, efficiency, effectiveness (UNDP, 1997). In federal Nepal there is decentralization of power, and resource from central to local level through delegation, de-concentration and devolution to make governance participative, efficient and effective. There are so many legal provisions in Nepal regarding participation, transparency and accountability which ultimately enhance the good governance.

As per the institutional theory there are two types institutions i.e. formal (governmental rule, regulation) and informal institutions (social norms, values, and practices). These both institutions shape administrative behavior (North, 1990). Nepalese administration is influenced by informal institutions. Which weaken meritocracy, and obstruct the reform implementation. Administrative reform therefore not only require the structural change but also the change in the bureaucratic culture.

New Public Service (NPS) was emerged as a theoretical approach to response the limitations of traditional public administration and new public management (Denhardt & Denhardt, 2000). NPS emphasizes people`s supremacy. It focuses on people`s participation, accountability, and seeking public interest. In the context of Nepal, the relevancy of New Public Service has increased after the adoption of federal system. Inclusion, citizen engagement in development, decentralization, participatory planning, public hearing are the practices of New Public Service adopted by Nepal.

New Public Governance (NPG) was emerged as new paradigm shift in public administration. NPG emphasizes on collaboration, participation, negotiation, and cooperation among the different actors of governance i.e., government, private sector, nongovernmental organization and civil society (Osborn, 2006). NPG focuses on dispersion of power. Scholars argue that the government itself cannot

manage all public affairs but it has to make network with rest of the actors in governance. In the context of Nepal NPG is reflected through intergovernmental relation, decentralization, public private partnership, digital governance and participatory planning.

3. Empirical review

Studies conducted by the government of Nepal found that the decentralization enhanced transparency and accountability and empowered people through their participation in decision making and implementation. Ghimire (2019) conducted the research regarding administrative reform in Nepal. The study basically focused on administrative reform from the 1960s onward and found that due to political interference, bureaucratic resistance and corruption most reform commission are failed to implement their recommendations about administrative reform.

Kim (2017) analyzed the administrative reform during Nepal's transition phase and found that the transition from unitary governance to federal governance system created reform needs to public administration. Another study by Gautam (2023) critically analyzed about local self-governance in federal Nepal and found that federalism play the significant contribution to local participation and democratic representation

Bhul (2023) reviewed over the practice of affirmative action in Nepal and found that inclusion improved participation of the marginalized, backward and disadvantage people in bureaucracy. A study report by united nation's development program (UNDP, 2019) found that local governments in Nepal are much more active in planning, budgeting, and formulating developmental programs and projects after federal democratic republic in Nepal.

There are so many discussions and debate regarding administrative reform efforts in Nepal such as institutional restructuring, application of e-governance properly, simplification of service delivery, reduction of bureaucratic hurdles, adoption of new administrative norms and values from the global society. One of the key issues raised in different forums and discussions regarding administrative reform after promulgation of constitution in 2015 is on missing coordination and cooperation among the three layers of government.

Various scholars have discussed on the administrative reform in Nepal from the theoretical and empirical perspectives but several research gaps remain. Most of the studies primarily focused on the theoretical part however there is limited

research regarding the practical effectiveness and efficiency of administrative reform. Previous research emphasized on the political interference, bureaucratic resistance and corruption as barrier of administrative reform but not analyzed about the administrative culture, informal institutions and behavior patterns within the administrative mechanism influence over the administrative reform. Studies have highlighted about the reform efforts in current scenario but not explained details about the historical evolution regarding administrative reform in Nepal hence this research attempts to fill all of these gaps.

4. Efforts of Administrative Reform in Nepal

Historical evolution of Nepalese administrative reform can be studied in following chronological periods:

Administrative features before 1951

The practice of administrative reform in Nepal was started from the ancient period but the significant efforts emerged after the democratic movement in 1951. Basically, the administrative reform effort in Nepal started from Buch Commission in 1952. government formulated some of the reform commission over the period of time and every reform commission recommended in diverse field of administration.

Since in ancient times in Kirat, Lichhavi, Malla and the Rana regimes, basis for administration was religion and ethics as well as tradition rather than systematic and scientific written legal provisions (Aryal, 2081). However, the Rana prime ministers tried some sort of improvement in administrative matters.

Kirat – the first dynasty in Nepal ruled the country up to 2nd century as per the religious principle. In Kirat regime there was provision of administrative council which was known as Chumlung (ministers, military officers, representation of local people). The kings were assisted by Bhumlung. Kirat administration also focused on decentralized local administration through Thum and village. Governance system was semi-democratic, community oriented, decentralized and welfare focused as well.

The Lichhavi ruled during 2nd to 8th century had three tiers of government such as central, Visayas (as district level), and local, i.e., village/town administrative system. Religious principle and traditional practices were the main ideas for ruling the countries. King was considered the source of power for appointing council of ministers, army administration, and the justice system, etc. Institutions

like kuther, adda, mam chok, lingwal, Shuli etc. were established as administrative and judicial bodies during Lichhavi period. As the main moto of administration was service delivery and justice to the citizens administration during this period was also considered as 'golden age of ancient period. The administrative system in the Malla period was also somehow similar to Lichhavi period. The economic prosperity, social and cultural development during this period was quite developed. However, administrative institutions were not strong and division of the country created infighting among the Malla kings which displaced their regime.

Most authority in state administration was limited to the king. In 1950, Bir Shamsheer divided Nepal into 35 districts for administrative purposes. Chandra Shamsheer established Shrestha School to train officials. Bhim Shamsheer introduced Saturday as a holiday and set office hours from 10 AM to 4 PM. Juddha Shamsheer created a military fund to provide pensions to military and civil employees.

Soon after unification in 1769 of the country, the then Shah governments were overburdened to efficiently administered the expanded country. Recruitment of employees from Thar ghar (special six castes), pajani (annual screening of employees) and khangi (salary) system was employed to run personnel system. The country was divided into 12 districts. Due to the absence of systematic administrative system and quarrelling of royal family members the absolute power from the king shifted to Rana prime ministers particularly after Kot and Bhandarkhal massacre in 1903. In Rana regime, administrative power was highly centralized, however, 35 districts were created in the country. Recruitment of employees and salary system was continued in Rana regime as it was practiced before. However, a number legal instruments such as Ain, Sawal, and social codes were created.

Administrative reform initiatives onward 1951

Modern administrative initiatives started after over throne of Rana rule in the country. A number of commissions and committees has been formed and provided recommendations to reform traditional practice of administrative system in Nepal (Acharya, 2024). One of the first initiatives was creation of Public Service Commission in 1951 to institutionalize administrative system. the Civil Service Act was enacted in 1956 similarly in 1961 Nepal was divided into 14 zones and 75 districts then it was divided into 4 development regions in 1972. Finally, Nepal was divided into 5 development regions in 1980 Civil Service Act 1992 and Civil Service Regulations 1993 were enacted.

In spite of different administrative reform, before democracy the bureaucracy was not effective nor efficient or transparent, the government still remained only with its vested interest (Ghimire & Ashraf, 2016). After the establishment of democracy in Nepal the government formed different commissions, they provided different recommendations regarding administrative reforms. which are explained below

After political changes in 1951 with the promulgation of Interim Constitution in 1951 the then government formed a three-membered 'administrative restructuring committee' under the then chairmanship of M.N. Buch in 1952 (Ghimire & Ashraf, 2016) for providing a modern administrative system in Nepal (Aryal, 2081). Key highlights of the recommendations of this committee were as follows:

- Reducing the number of ministries
- Creation of post of chief secretary
- Necessity of civil service Act
- Highlight the necessity of accounting and financial regulations
- Need for administrative training
- Not necessity of planning commission
- Establishment of police office
- Recruit senior official from India
- Review salaries and benefits through public service commission
- Appoint new employees only based on the recommendation of the public service commission
- Implement decentralization policy

As the Buch Committee's recommendations were not fully implemented Tanka Prasad Acharya government formed another high-level another committee "Administrative Restructuring and Planning Commission' in 1957 was formed under the chairmanship of then prime minister Tanka prasad Acharya. The recommendations provided by this commissions are given below (Bhatta, 2076). Some of the major areas of recommendation were:

- Introduction of civil service rule regulation
- Establishment of O and M office
- Establishment of institute of public administration and training center
- Necessity of national planning commission
- There should be technical committee in every ministry
- Need of district development committee and Bada hakim should be the chief of the committee

- Establishment of Nepal Rastra bank
- Draft laws regarding employee service conditions and other necessary administrative laws.
- Establish an Organizational and Management Survey Office under the Ministry of Finance.
- Establish the Ministry of Planning and Development for plan formulation.
- Classify the recurrent and development budget
- Initiate five-year development plans
- Anti- corruption Act
- Administrative procedure Act
- Emphasize rural development program
- Implement new pay scale
- Initiate five-year development plans
- Form subject specific service within the civil service

In the changed context Panchayat Polity, the government had again constituted another administrative reform committee called “Administrative Reform Commission” in 1968 to overview the role and functions of administration. The commission was headed by the then Home Panchayat Minister Bedananda Jha. The main purpose of this reform commission was to provide necessary suggestions and recommendations to make the existing administration effective, efficient, and apparatus fast (Aryal, 2081). Major suggestions covered as:

- Reducing number of ministries
- Implement Position classification in the civil service
- Unified civil service
- Merge institutions with similar functions or operate them under a single management committee
- Define tenure for first and special class employees
- Consultation with public service commission
- Detach the role of Bada hakim from panchayat
- Adopt the principle of decentralization and treat zones and districts as local administration units
- Programmed budgeting
- Do not assign technical staff to departmental administrative work
- Implement code of conduct for employee
- Reducing political role in personnel management

- Necessity of administrative court
- Necessary of national planning council and prime minister should be the chief of the council
- Initiate program budgeting

Again another commission “Administrative Reform Commission” was formed under the chairmanship of the then Finance and General Administration minister Bhekh bahadur Thapa in 1975 (Pokhrel, 2076). The recommendations were as follows:

- Organizational development
- Reduce decision making levels while assigning proper authority
- Integrate government institution
- Allow lateral entry into civil service based on the recommendation of the public service commission
- Procedural improvement
- Institutionalize program based-budgeting
- Improving financial administration
- Establishing civil service training institute
- Promoting regional service by establishing regional offices

The focus of the recommendation was for making the administrative more professional and recommended two more ministries such as Mistry of Tourism and Ministry of General Administration.

After re-establishment of democracy in 1990 the elected government formed Administrative Reform Commission was formed under the chairmanship of then Prime Minister Girija Prasad Koirala in 1991. Major highlights of the recommendations of that commission were as follows:

- Review over the Scope of government and loosen strict the government control
- Establishing efficiency in service delivery
- Make citizen charter mandatory
- Reducing the role of NPC
- Define tenure for special class employees
- Improving budgetary system
- The involvement of non-government sectors in service delivery
- Reforming civil service
- Implement an integrated civil service system

- Abolish the assistant secretary post
- Allow lateral entry into the civil service
- Introduction of job descriptions
- Reduce the number of employees by 25%

The commission was formed to make the administration capable and effective in fulfilling the demands of democracy and development (Aryal,2081).

After settling down of the Maoist movement in 2006 the elected government again formed 'Administrative Restructuring Committee under the chairmanship of the then Minister of General Administration Pampha Bhusal in 2008. The committee suggested to reform the administrative system as follows:

- Make transparency in security organizations
- Not to create new posts, to fill any vacancies in the Gazette unnumbered,
- End impunity,
- No political interference in administration
- No political and trade union involvement in job promotion and rotation of personnel.
- Implementing the machine-readable password
- Peace and security will be given priority and proper management of necessary resources will be made,
- Establish certain service centers to bring basic services to the doorsteps of the people and keep them within one door system as much as possible,
- To make citizen charter systematic and implement it compulsorily and inform the citizens,
- To prepare the work descriptions of the civil servants and make each employee responsible for his/her work descriptions.

The recommendation highlighted on transparent, inclusive and result-oriented administrative system.

Again the government of Nepal has formed 'Administrative Reform Suggestion Committee' under the chairmanship of Kashi Raj Dahal in 2012. Following points are included in the recommendation.

- Reducing the number of ministries to 18
- Establish National planning commission by law
- Strengthen sector such as education, health, and foreign affairs
- Dissolve the regional offices

- There should be only one trade union
- Remove provision for lateral entry
- Emphasis on inclusion through reservation as well as empowerment,
- Adoption of scientific and technology-based records management system,
- Prepare and implement operation guidelines,
- Review the foreign aid policy
- Set the retirement age of employee at 60 years
- Make the Nepal law commission effective
- Form a temporary commission for the special protection of the Chure Region

To make administration result oriented, dynamic, maintain good governance and transparency, introduce new values and principles

The government reform often falls short of targets because strategies designed to advance administrative reforms fails to incorporate a sound implementation plan. Implementation rests on a solid understanding of the readiness of the system's components (OECD, 1998). The government intended receiving some of the recommendations from different reform commissions to improve administrative system but could not implement properly (Ghimire & Ashraf, 2016).

Reservation system introduced particularly after 2006 for women, indigenous peoples, Madhesi, Dalit, disabled, and marginalized regions seems making the administrative system inclusive and participative. At the state is restructured into three tier government system, public administration has been functioning at three levels: federal, provincial, and local through federal civil service, provincial civil service, and local service. Nepal's public administration has been moving towards merit-based by employing principles of good governance,

5. Result and discussion

Administrative reform in Nepal has been a continuous process of reform even from ancient period to present time. It is shaped by political change, socio-cultural transformation and global trends as well. Nepalese administrative reform from ancient period to present federal democratic republic has undergoes through significant changes in structure, policy, norms, values and procedures.

Historically the administrative system was fused in structure i.e. a single structure used to carry out diverse functions, The previous practice of administration was highly centralized, bureaucratic, rigid, influenced by corruption, patronage

system, nepotism, favoritisms, Due to these negative characteristics of administration the administrative system was obliged to be changed and administrative reform efforts were made to ensure efficient, responsive, accountable, transparent, participative, democratic, citizen-centric, result oriented, administrative system.

After the establishment of democracy in 1951 different reform commissions were formed. They made so many recommendations regarding administrative reform. The recommendations had given a number of practical suggestions focusing on civil service management, organizational restructuring, financial administration, capacity building, decentralization, improving service delivery, through transparency, and accountability with the adoption of new technology and administrative culture. Although many recommendations of reform commission were relevant and significant their implementation remained weak due to different reasons including corruption, weak state, bureaucratic inefficiency, status quo-oriented nature, political interference, lack of political commitment, and administrative neutrality.

Theoretical foundations i.e. bureaucratic theory, new public management, new public service, new public governance, institutional theory, good governance theory provides important sources of literature review regarding administrative reform in Nepal. Bureaucracy focused on merit system, neutral administration, career system. New public management focused on the result, outsourcing, efficiency, deregulation, discretion. Similarly new public service citizen centric and citizen friendly administration. New public governance emphasizes coordination, cooperation, co-construction, co-construction, dispersion of power, and network among government, private sector, civil society, and non-governmental organizations. Likewise institutional theory explains about the role of informal institutions over the administrative system. Overall, we can say that these theories play crucial adoption in administrative system of Nepal.

After the federal democratic republic in Nepal there is much more opportunities for local people participation in administrative mechanism and federalism also promotes inclusive governance and decentralized administrative system which ultimately facilitates door step services.

6. Conclusion

Administrative reform in Nepal has been continuous and significant process which aims to create an effective, efficient, accountable, transparent, result oriented, citizen centric, responsive, and appropriate administrative system. Nepal

shift to federalism brought service delivery more localized, responsive, accountable, equitable, and accessible (Pokhrel, n.d.).

Despite different reform initiatives practiced in ancient to present regimes various challenges such as nepotism, favoritism, corruption, political interference, weak administration still persists. After the federal democratic republic there are so many prospects of administrative reform i.e. decentralization, participation, inclusion, improved service delivery however, implementation is still weak. Though the local governments have become more active in policy making, decision making, resource mobilization, planning, budgeting, public private partnership sustaining this achievement is challenging. Therefore, administrative reform should not only focus on reform in structure and policy but also should focus on changing administrative culture, promoting meritocracy and ethical behavior which will help to make administration accountable, transparent, effective, efficient and result oriented. To maintain sustainability in administrative reform we should pay due attention to the strong political commitment, neutral administration, professionalism, and technology friendly administration.

References

- Acharya, M.R. (2024). *Business of bureaucracy*. (6th edition). Vidyarthi Pustak Bhandar.
- Aryal, S. (2081, BS). *Public service knowledge booster*. Ashish Book House.
- Bhatt, B. (2076, BS). *Foundation of public administration* (In Nepali), 10th edition. Sopan Masik.
- Bhul, B. (2022). *Reforming issues in the governance of public administration of Nepal*. SSRN. <https://doi.org/10.2139/ssrn.5166545>
- Denhardt, J. V., & Denhardt, R. B. (2000). The new public service: Serving rather than steering. *Public Administration Review*, 60(6), 549–559.
- Gautam, D. R. (2023). Local-self governance in federal Nepal: A Critical review. *Pragnya Sarathi*, 21(1), 60–66. <https://doi.org/10.3126/ps.v21i1.59462>
- Ghimire, B., & Ashraf, M. (2016). Beleaguered administration: A study of administrative reforms in Nepal. *International Journal of Development Research*, 6(5), 7966–7972.

- Ingrams, A. (2020). Administrative reform and the quest for openness: A Popperian review of open government. *Administration & Society*, 52(2), 319–340. <https://doi.org/10.1177/0095399719875460>
- Kim, P. K. (2022). A behavioral approach to administrative reform: A case study of promoting proactive administration in South Korea. *Public Administration and Policy*, 25(3), 310–322. <https://doi.org/10.1108/PAP-08-2022-0093>
- Ngouo, L. B. (2024). Performance of administrative reforms: Can the organizational development approach reconcile utopia and dystopia? *Journal of Service Science and Management*, 17, 1–54. <https://doi.org/10.4236/jssm.2024.171001>
- North, D. C. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge University Press.
- Osborne, D. & Gaebler, T. (1992) *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. Addison-Wesley, Reading.
- Osborne, S. P. (2006). *The New Public Governance?* Public Management Review, 8(3), 377–387.
- Pokhrel, K. (2076, BS). *State public administration and public affairs*. M.K Publisher and Distributor.
- Pokhrel, K. P. (n.d.). *Federal system in Nepal: Accountability and civil participation*. Journal of Political Science.
- Rana, R.B. (n.d). *Development and contemporary public management*. R.B. Rana Publication.
- Rana, R.B., & Gautam, S. (2026). *Conceptual perspective on governance*. Mukta Foundation.
- Taylor, F.W. (1911). *The principles of scientific management*. Harper & Brothers.
- UNDP (n.d). *Public administration reform: Practice note*. UNDP
- United Nations Development Programme (UNDP). (1997). *Governance for Sustainable Human Development*. New York: UNDP.
- Weber, M. (1922/1978). *Economy and Society: An Outline of Interpretive Sociology*. University of California Press.