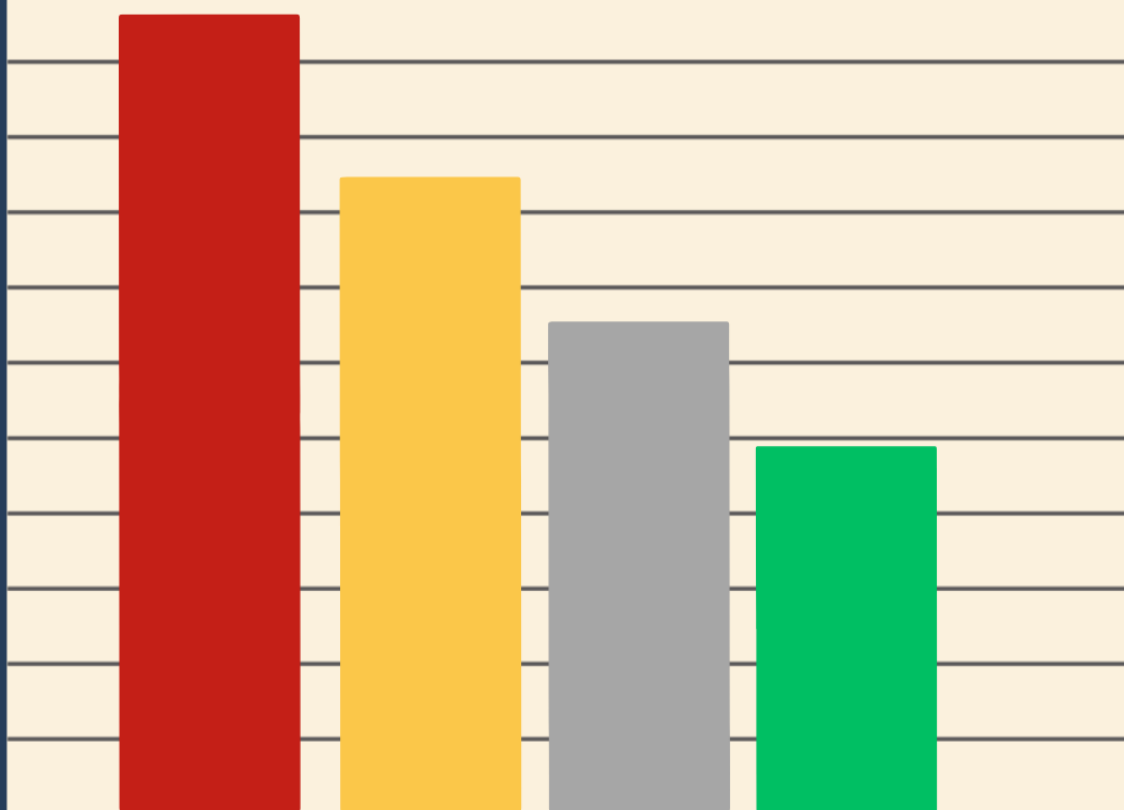


CIVIC EFFORT FOR GOVERNANCE

NATIONAL GOVERNANCE INDICATORS (NGI 2025)

सुशासनको राष्ट्रिय सूचक



Vision

A world with scientific culture, safe nature, and equal progression of human beings.

Mission

To promote good governance, justice, and humanity.

Goals

Develop scientific culture through research, innovation, and policy reform.

Objectives

- To bring transformation through research and development (R&D), experimentation, and networking.
- To promote rational thinking and scientific temperament through policy discourse, capacity building evidence-based policy advocacy and awareness raising.



**CIVIC EFFORT FOR GOVERNANCE
NATIONAL GOVERNANCE INDICATORS
(NGI 2025)**

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ACKNOWLEDGEMENT

The publication *Civic Effort for Governance: National Governance Indicators (NGI 2025)* has been made possible through the collective commitment, expertise, and generous contributions of numerous individuals and institutions. On behalf of the Alternative Foundation, I extend my sincere appreciation to everyone who contributed to the successful completion of this important initiative.

We express our deep gratitude to Hon. Ramhari Khatiwada, Chairperson, and the Honorable Members of Good Governance Committee of House of Representative Nepal for their encouragement and continued support for this initiative.

We are especially grateful to the members of the Advisory Committee Mr. Rameshwor Ray Yadav, Mr. Lilamani Poudyal, Prof. Dr. Shivalal Bhusal, Ms. Yashoda Timsina, Ms. Durga Sob, Dr. Mukti Rizal, Mr. Matrika Prasad Niraula, Ms. Anjita Khanal, and Mr. Uday Manandhar for their invaluable guidance, constructive feedback, and expert insights throughout the study. Their knowledge and commitment significantly strengthened the quality and credibility of this publication.

Our sincere appreciation goes to the study team, led by Dr. Janak Raj Shah, with the dedicated contributions of Mr. Balkrishna Pokhrel, Mr. Om Prakash Lamichhane, and Mr. Pradip Prasad Chaulagain. Their professionalism, technical expertise, and unwavering commitment were instrumental in successfully conducting the research and producing this report.

We also extend our heartfelt thanks to the Board Members of the Alternative Foundation for their strategic guidance, encouragement, and continuous support throughout the implementation of the project. We are equally grateful to Ms. Samjhana Shrestha, Mr. Sajan Shrestha, and Ms. Swastika Shrestha for their dedicated administrative and logistical assistance, which greatly facilitated the successful execution of the study.

Finally, we sincerely acknowledge the valuable cooperation of the parliamentary committees, government agencies, development partners, civil society organizations, local governments, academic and research institutions, governance experts, and all other stakeholders who generously shared their knowledge, experiences, and perspectives during the preparation of the National Governance Indicators (NGI 2025).

It is our sincere hope that this publication will serve as a valuable evidence-based resource for policymakers, government institutions, development partners, researchers, academia, civil society organizations, and all those working to advance transparent, accountable, participatory, and inclusive governance in Nepal. We trust that the findings and recommendations presented in this report will contribute to informed policy dialogue, improved governance practices, and strengthened democratic institutions.

Mr. Prakash Bikalpa
President
Alternative Foundation

**CIVIC EFFORT FOR CITIZEN CENTRIC GOVERNANCE
NATIONAL GOVERNANCE INDICATORS
(NGI 2025)**

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Governance is the way rules, decisions, and actions are made and implemented in an organization or a country to manage and control its affairs effectively. The state wields power and is the principal actor in government, governance involves the entire society in managing public affairs. Nepal faces a range of governance related issues in political, economic, administrative, social and legal domain. these can be stipulated as criminalization of politics, misuse/abuse of political power, delayed justice, issue of under trials, lack of accountability, lack of sensitivity, transparency, and accountability, bureaucratic delays, lack of devolution of powers, corruption, poor management of economy, persisting fiscal imbalances, regional disparities, denial of basic services, marginalization and exclusion, voiceless poor, deterioration of the physical environment, etc. These are the common issues inherited by countries like ours.

Nepal's governance system has undergone significant transformations, transitioning from a traditional monarchy to a federal parliamentary republic. This transition was marked by a people's movement in 1990, the establishment of a multi-party parliament, and the abolition of the monarchy in 2006. The federal system, established in 2015, features a president as head of state and a prime minister as head of executive, with the prime minister holding significant power.

Nepal faces challenges in its transition to federalism, including the need for effective governance at the local level and the need to address governance risks in various sectors. Corruption, political instability, lack of accountability, poor service delivery, behavior and attitudes are some of the governance risks that need to be addressed. Thus, developing governance indicators and overseeing these indicators would be helpful in assessing the state of governance and effective service delivery of the various sectors in the country.

1.2 GOVERNANCE CONTEXT IN NEPAL

Good governance is essential in the development process. The new federal structure in Nepal departs from the past in terms of inter-governmental sharing of power and jurisdictions, as well as mutual expectations and obligations between the state and citizens.

The Constitution of Nepal establishes the framework for the governance system. The Prime Minister heads the executive as the government head. The President is the head of the state of Nepal. The legislature is two-tier, consisting of the House of Representatives and the National Assembly. The judiciary is independent of the executive and legislature. It includes the Supreme Court (headed by the Chief Justice), High Courts and District Level Courts. The governance system in Nepal has four branches that play different roles in ensuring checks and balances among them. The Parliament is the legislative body that makes laws for the governance system in Nepal. The Executive is constitutionally a key institution competent to preside over governance, use executive power and the administration of the state mechanism. The power vested under the President goes into carrying out all laws passed by Parliament. The judiciary, meanwhile, is responsible for settling disputes related to enforceable law in exercising executive power.

The Constitution of Nepal, while pledging to protect life and property of the citizens and their civic liberty and equality, has set the goal of establishing a welfare state that can ensure justice in all walks of life through the rule of law, the values and ideals of fundamental rights and human rights, gender equality, proportional inclusion, governance based on federal democratic republic, citizens' participation and social justice. Ensuring governance reforms and good governance provides groundwork for establishment of a welfare state. With changes in time, the field and scope of governance reform have also widened. When aspirations of the citizens for all-round development and wellbeing are included in the agenda of governance improvement, it is possible to establish the goal set by the constitution.

After the promulgation of the constitution, the federal, provincial and local government elections have been held twice through the mixed election system according to the provision of the constitution. All three levels of government have completed the first term and entered the second term. This has institutionally established a democratic republic. Public bodies are becoming politically inclusive. As a result, it has helped to establish good governance through the democratic governance process. Although the legal and structural arrangements, citizens' awareness level, the role of rights groups and the media have increased to implement the state's policy of guaranteeing good governance, the progress of most of the indicators of various dimensions of governance reform and good governance is, however, not satisfactory as expected.

The goal of the constitution can be fulfilled through the joint efforts and commitment of people's representatives and civil servants. In order to increase contribution and role of civil servants in achieving the constitutional goals by enhancing the capacity of the civil servants, it is necessary to revise the policies, regulations, work and ethical behavior related to the civil service, which comprise not only an important standard of public service, but also a guide to other government and semi-government services.

The Sixteenth Plan (Fiscal Year 2024/25 – 2028/29) has adopted a vision of “good governance, social justice and prosperity”. The main goal of the sixteenth plan is attaining development and good governance that can be perceived in the life of the common people. Sector wise, among the main goals as envisaged by the plan's vision is to promote good governance in political, administrative, judicial, private and non-governmental sectors.

The major Issues and challenges regarding governance are the National Security and National Unity, Policy and legal arrangements for governance reform and good governance, Institutional development of e-governance, Ensuring financial governance, Financial transparency of political parties, technology-friendly and prudent election management, promotion of ethics, morality and integrity in the administrative and judicial sector, Institutional development of administrative federalism, strengthening the role of multi-actors in governance (role of public, private, cooperative, community and non-governmental organizations, good governance in the financial -banking, microfinance, cooperative sector, private, non-governmental and community sectors, and good governance in development management (The Sixteenth Plan, NPC). The indicators of governance mentioned in the Sixteenth Plan document are presented in following table:

GOVERNANCE INDICATORS

SN	Indicators
1	Rule of Law
2	Effectiveness of the government
3	Controlling corruption
4	Corruption Control Perception Index
5	Voice and accountability
6	Political stability/existence of violence
7	Quality of regulation
8	Political empowerment index
9	Social empowerment index

10	Proportion of registered incidents to investigations of crimes including gender-based violence
11	Open government index
12	Voter's participation in elections
13	Void ballot paper
14	Political parties that submit an audited statement of annual income and expenditure
15	Hello Government complaint settlement (with complainant's feedback)
16	Management audit (with self-assessment)
17	Local levels with self-assessment of local level governance capacity
18	Border observation post
19	Total legal case settlement (Annual)
20	Execution of court decisions

Source: The Sixteenth Plan (Fiscal Year 2024/25 – 2028/29), NPC.

In the context of Nepal being a party to the United Nations Convention against Corruption, the National Strategy and Action Plan for the Implementation of the United Nations Convention against Corruption, 2012 has been formulated and implemented as per the provisions of the convention. Nepal is also a party to the Convention on the Political Rights of Women, International Convention on the Elimination of All Forms of Racial Discrimination, Convention on the Elimination of All Forms of Discrimination against Women, and two of the voluntary Protocols to the International Covenant on Civil and Political Rights. Therefore, necessary laws and structures for the implementation of these conventions are being developed and programs are being conducted.

Corruption always remains as big and horrifying issue the context of state of governance. In the Corruption Perceptions Index-2024, Nepal scored 34 out of 100, which was 35 points in 2023. In the 2024 Corruption Perceptions Index (CPI), Nepal scored 34 out of 100 and was ranked 107th out of 180 countries. The CPI is a leading global indicator of public sector corruption, measuring how corrupt public sectors are perceived to be. Governance and anti-corruption efforts in Nepal face challenges due to a lack of effective tools for assessing public sector accountability, transparency, and citizen participation. Despite various anticorruption provisions study reports like Corruption Perceptions Index, Corruption Reflection study (CRN, 2023), etc. indicate widespread public dissatisfaction and entrenched corruption. Factors contributing to corruption include patronage politics, weak law enforcement, and bureaucratic inefficiency. While institutions like the CIAA exist, public confidence in their effectiveness is low, with many unaware of their roles.

However, the Government of Nepal has undertaken several initiatives to combat corruption, focusing on legal reforms, institutional strengthening, and public awareness. Central to this effort is the Commission for the Investigation of Abuse of Authority (CIAA), which investigates and prosecutes cases of corruption involving public officials. Additionally, the government has introduced measures such as digitalization of public services, the implementation of the Right to Information (RTI) Act, and the adoption of anti-money laundering laws to enhance transparency and reduce opportunities for corrupt practices. Despite these steps, challenges persist in enforcement, political interference, and public trust, highlighting the need for sustained and inclusive governance reforms.

Thus, the Constitution of Nepal 2015, Commission for the Investigation of Abuse of Authority Act 1991, The Prevention of Corruption Act 2002, Public Procurement Act 2007 and Rules 2008, Good Governance Act 2008, Right to Information Act 2007 and Rules 2009, Local Government Operation Act 2017 etc. are the primarily statutory measures to ensure good governance in Nepal. But the legal provisions and practice is not sufficient for ensuring good governance in Nepal. Public policy plays a vital role in serving people in a satisfactory way; however, Nepali public policies are also not beyond the criticism in various respects.

Therefore, to ensure good governance, transparency, accountability, public responsibility, ethical work system and behavior are required in political, administrative, judicial, business, social and media fields. It is

indispensable to strengthen the rights, obligations and duties, work responsibilities and effective coordination among the governments at different levels in a federal governance system. It is the responsibility of the state to guarantee good governance by ensuring equal and easy access for the people to services and facilities provided by the state.

In this respect, Nepal lacks National Governance Indicators and an assessment framework from the citizen's perspective. This endeavor from citizen's part can play a crucial role in developing evidence-based Governance Indicators with the Assessment Framework.

This study outlines a comprehensive initiative to develop citizen-service centric Governance Indicators in Nepal through a participatory approach initiated from the civic level. The proposed framework of governance indicators will be a critical tool for evaluating the effectiveness of governance in citizen-centered state deliver.

The development of the governance indicators can play a central role in driving reforms and hearings of citizens' voices. Further, this initiative can be instrumental and rationalized in establishing a governance system that is responsive, inclusive, and built on public trust by enhancing policy reforms, transparency and accountability, empowering stakeholders.

The Asia Foundation's survey findings underscore the need for a bottom-up, citizen-driven assessment mechanism. As public trust in formal institutions remains fragile and citizen engagement is inconsistent, developing a governance indicator based on public perception can bridge the gap between citizens' expectations and state performance. These findings highlight the importance of inclusive, participatory governance reform where civil society actors monitor and mobilize to complement state-led efforts.

1.3 DEFINING AND MEASURING GOVERNANCE

The term "governance" simply denotes the exercise of power in managing public affairs. It encompasses the norms, values, and regulations that dictate how public matters are handled in a transparent, participatory, inclusive, and responsive manner. The concept of "good governance" originated from the efforts of international donor organizations, notably the World Bank, rather than from scholarly discourse. It was first introduced in the 1989 World Bank Report on Sub-Saharan Africa, which characterized the region's condition as a "governance crisis," marked by widespread corruption and resistance from recipient governments to reforms, rendering aid ineffective. In the late 1980s, the World Bank and the International Monetary Fund observed that underperforming public sector institutions and fragile governments were hindering the growth and fair development of numerous developing countries. This led to the emergence of the concept of good governance on a global scale.

The United Nations Development Program (UNDP), 1997, defined governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences". This definition of governance has been adopted for the purpose of this study.

The main essence of measuring governance is to evaluate the performance of the government and learning ways to improve in the future. The Constitution of Nepal, associated Acts, Regulations and Policies are properly intended for each government to perform its duty at its best, yet the results are not quite satisfactory. For a nation, continuous measurement of the performance of governance actors such as politicians, bureaucrats, civil servants, non-state actors and citizens, is important to check, guide and improve in future. However, the mechanism of measurement and indicators applied must also be compatible with the country's context.

Nepal lacks its own measurement indicators, approaches and mechanisms rather follows various measurement indicators developed by multilateral institutions such as the UN, World Bank, Transparency International, and Amnesty International.

Finally, it is learned that no single technique or tool is sufficient to truly reflect the situation of a particular country and blanket adoption of these international approaches and indicators of measuring governance would be misleading. Nepal needs to conduct prudent assessment and customization of the indicators and approaches for measuring governance of all three tiers of government. Therefore, an attempt has been made from the civic level to develop National Governance Indicators and their measuring mechanism.

1.4 STUDY OBJECTIVES

The National Governance System is a composite of various elements of the State. The social, political, economic and cultural contexts impact on governance system in varying ways. In such context the study from the civic level sets out to develop major aspect of governance indicators so as to enable the elected leaders and policy-makers at federal, provincial and local levels to make informed choices on governance and institutional measures needed for implementation of good governance framework.

The study aims to explore the service-oriented governance indicators for Nepal to measure governance status. The study aimed to explore the approaches, tools, and indicators around the world to measure governance. Measuring governance is a complex phenomenon because it depends on the context in which it is being discussed. The periodic assessment of governance indicators urges countries to continuously strive for better service delivery for further improvements on these governance indicators. However, there is no single best universally accepted method and indicator for measuring governance.

Therefore, the main objective of this civic effort is to develop a credible Governance Framework for Nepal. The specific objectives are as follows:

- to develop a practical, National Governance Indicators for Nepal.
- To suggest and make recommendations a mechanism responsible for overseeing these indicators and assess the state of governance across various sectors.

1.5 REPORT STRUCTURE

This report has one introductory chapter followed by 5 main chapters. Chapter One presents the background and Governance Context in Nepal. It defines governance and explains about measuring governance. Finally, it also explains objectives of this study. Chapter Two presents methodology of this study. Chapter Three reviews practices of national governance indicators in different context. Chapter Four identifies relevant sectors and main indicators of governance. It also presents a Framework of National Governance Indicators. Chapter Five presents a mechanism of measuring National Governance Indicators. The final Chapter presents the recommendations and conclusion regarding application of National Governance Indicators.

CHAPTER TWO

METHODOLOGY

2.1 METHODS

Qualitative analysis based on information collected purely from secondary sources is the methodology followed for developing governance indicators. Literature review and the information is collected from books, reports, published articles and online platforms. Similarly, information on governance measurement practices is collected from reports of multilateral institutions such as the World Bank, Asian Development Bank (ADB), and Transparency International (TI). The information thus collected is processed and synthesized. Basically, Desk Review of Related Literatures and bench marking practices on governance framework has been conducted to develop National Governance Indicators. Furthermore, a critical explanatory approach of qualitative analysis is performed under the discussion and analysis section. The qualitative and structured information has been gathered through:

Formation and Engagement of the National Governance Indicator Advisory Group

As part of an innovative civic initiative to promote democratic governance, accountability, integrity, and ethical conduct in Nepal, a significant step was taken to develop a National Governance Indicator. To ensure the credibility, relevance, and effectiveness of this initiative, an Advisory Group for the Development of the National Governance Indicators was formed comprising the different experts from different governance sectors.

Key Activities Completed:

i. Formation of the Advisory Group:

- The advisory group was officially formed through a formal nomination process, recognizing the importance of collective wisdom and multi-stakeholder engagement.
- The group included governance experts, civil society leaders, academic professionals, and representatives from relevant institutions.

ii. Consultative Meetings and Inputs:

- A series consultative meetings were organized with members of the advisory group.
- These meetings focused on refining the conceptual framework, defining indicators, setting criteria, and ensuring alignment with national and international governance benchmarks.
- Members provided valuable technical and strategic inputs based on their professional expertise and institutional perspectives.

iii. Review and Finalization of the Indicator Framework:

- Based on the feedback and recommendations received from the advisory group, the draft of the Governance Indicator was revised.

- The final version of the indicator framework was prepared after extensive discussions and review sessions.
- The inputs from the advisory group significantly contributed to making the indicator more practical and purposive.

This effort marks a historic milestone in Nepal's journey toward evidence-based governance reform. The successful formation and engagement of the Advisory Group laid a strong foundation for the institutionalization and future implementation of the National Governance Indicators.

iv. Stakeholder's Consultation

Stakeholders from different sectors such as government institutions, policy makers, bureaucrats, elected representatives and political leaders, oversight bodies, academicians, experts, researcher, media, private sector, CSOs, local communities, DPs etc. were involved throughout the process for input, validation, and feedback.

v. Key Informant Interviews (KIIs)

Policymakers, civil servants, legal professionals, journalists, development partners, etc. have been considered as Key Informants. Key Informant Interviews have been conducted to gather expert insights and information.

vi. Focus Group Discussions (FGDs)

Focus Group Discussions were held with CSOs, citizens, women's groups, youth networks, private sector and communities in rural and urban settings to explore lived experiences of governance.

2.2 ANALYSIS OF THE INFORMATION

A qualitative approach has been adopted to analyze the collected information from primary and secondary sources and inferences have been drawn based on such analysis.

CHAPTER THREE

PRACTICES OF NATIONAL GOVERNANCE INDICATORS

3.1 BACKGROUND

International organizations like the United Nations Development Program (UNDP), the World Bank, and the OECD Development Assistance Committee (DAC) define governance as the exercise of authority or power to manage a country's economic, political, and administrative affairs. In the 2009 Global Monitoring Report, governance is described as encompassing power relationships, formal and informal methods of policy-making and resource allocation, decision-making processes, and mechanisms for government accountability. The term "good governance" is widely used in development literature, with donors emphasizing its importance as a prerequisite for creating a conducive environment for poverty reduction and sustainable human development. Good governance has also been identified as one of the Millennium Development Goals (MDGs).

The World Bank's Worldwide Governance Indicators (WGI) assess governance perceptions across over 200 countries and territories from 1996 to 2022. The six key indicators are:

Voice and Accountability	The Voice and Account- ability metric evaluates the extent to which a country's citizens can participate in selecting their government. It also measures the freedom of expression, as- sociation, and media.
Political Stability and Absence of Violence/Terror- ism	This dimension assesses the likelihood of political instability and politically motivated violence, including terrorism.
Government Effectiveness	This gauges the quality of public services, civil service ca- pacity, and the independence of the bureaucratic apparatus from political pressure.
Regulatory Quality	Examines the government's ability to formulate and imple- ment policies and regulations that promote private sector de- velopment.
Rule of Law	The Rule of Law metric evaluates the extent to which agents have confidence in and abide by the rules of society, includ- ing the quality of contract enforcement, property rights, the police, and the courts
Control of Corruption	The Control of Corruption dimension measures the extent to which public power is exercised for private gain, encompass- ing petty and grand forms of corruption.

Source: The Worldwide Governance Indicators (WGI)

In India, the Good Governance Index (GGI) is a comprehensive framework designed to assess the state of governance across Indian states and union territories (UTs). It enables the ranking of states and districts based on common indicators. The Index was launched by Department of Administration Reforms and Public Grievances (DARPG). Good Governance Day, instituted in 2014, observed annually in India on December 25th, marking the birth anniversary of former Prime Minister Atal Bihari Vajpayee. In India, the Department of Administrative Reforms and Public Grievances is the nodal department responsible for overseeing governance indicators.

The GGI 2019 encompassed 10 Governance Sectors and 50 Governance Indicators. For GGI 2020-21, same 10 Governance Sectors such as 1. Agriculture and Allied Sector, 2. Commerce and Industry, 3. Human Resource Development, 4. Public Health, 5. Public Infrastructure and Utilities, 6. Economic Governance, 7. Social Welfare and Development, 8. Judiciary and Public Safety, 9. Environment and 10. Governance, are retained while indicators have been revised to 58 (GGI 20-21, Good Governance Assessment Report, DARPG, India).

China's governance indicators, as measured by the World Bank's Worldwide Governance Indicators (WGI), generally show improvement in some areas, but notable challenges remain. Specifically, China scores relatively high on "Government Effectiveness" and "Political Stability and Absence of Violence/Terrorism," but faces significant challenges in "Voice and Accountability" and "Control of Corruption". The WGI project, which provides data on China's governance indicators, focuses on six key dimensions such as Voice and Accountability, Political Stability and Absence of Violence/Terrorism, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption:

Conceptual Framework of KU Index for Governance in Pakistan attempts to ameliorate different dimensions such as Safety and Security, Rule of law and Institutional Quality, Social and Environmental Governance, Economic Governance, and Social Development of governance by including forty-two social, political, economic, demographic and environmental indicators (Khan, Rana Ejaz Ali, ULLAH Shafqut, 2014).

3.2 RATIONALE IN NEPALESE CONTEXT

Good governance helps countries increase economic growth, build human capital, and strengthen social cohesion. In this respect, the Worldwide Governance Indicators (WGI) describe broad patterns in perceptions of the quality of governance across countries and over time. So far concerned in Nepal, the new federal structure departs from the past in terms of inter-governmental sharing of power and jurisdictions, as well as mutual expectations and obligations between the state and citizens.

Looking into historical background of Nepal, the advancement of good governance in Nepal is marked by three distinct phases. The initial phase spanned from 1951 to 1990, followed by the second phase from 1990 to 2006, and the ongoing third phase from 2006 to the present. Establishing provisions and ensuring the implementation of good governance has been pivotal for effective planning and enhancing the well-being of both individuals and the nation as a whole.

Despite the fact that democracy is the precondition of good governance, because it is the only one capable of upholding the principles of economic and political freedom, fostering individual development, and encouraging public participation, all of which are key aspects of good governance. Competent governance is essential for strengthening democracy, although even democratic administrations may face challenges in governance.

Nepal, as a democratic nation, embraces governance practices aligned with these principles. The Constitution of Nepal (2015) officially proclaimed Nepal as a "federal democratic republic," ushering in a federal political structure comprising three tiers of governance: the Federation, the Province, and the Local level. Within this redefined constitutional framework, federal laws and revisions to other sector specific laws delineate the authorities and responsibilities of the federal, provincial, and municipal governments.

However, Nepal, lacks a proper functioning form of good governance. Several rules and strategies for good governance are included in Nepal's constitution and other laws. One cannot deny that Nepal's governance system is still in its early stages of improvisation. However, in the coming days, vital actions will be more important than the provisions guaranteed by the Constitution but never implemented practically (Govinda Prasad Guragain in International Journal of Research - GRANTHAALAYAH July 2024).

In this context the study set out to develop the mechanism of governance so as to enable the elected leaders and policy-makers at federal, provincial and local levels to make informed choices on governance and institutional measures needed for implementation of good governance framework. National governance indicators, may help in measuring the effectiveness of government systems, are used globally to assess how well countries are governed. These indicators are based on various dimensions, including accountability, participation, transparency, rule of law, service delivery and the control of corruption. However, it may vary country to country and specific indicators may be used for diverse purposes.

CHAPTER FOUR

IDENTIFYING SECTORS AND SELECTING NATIONAL GOVERNANCE INDICATORS

4.1 BACKGROUND

Nepal lacks a comprehensive integrated approach and tools for monitoring and measuring the performance of the governance apparatus. The Constitution of Nepal (2015) has provisioned the establishment of the Election Commission by Article 245 to conduct a free, fair, and credible election by conducting periodic elections to make political leaders accountable and responsible at all tiers of government. Similarly, Article 238 has provisioned CIAA to investigate any abuse of authority. In addition, Article 248 established NHRC to serve as a national watchdog over human rights issues. Article 241 of Nepal's Constitution 2015 and the Audit Act 2019 highlight that OAG is a legal entity and Nepal's ultimate audit institution. The OAG is authorized to conduct audits of several government offices such as the office of the President and Vice-President, Provincial Governments, the Federal Parliament, and the Supreme Court. Provincial Assemblies, Constitutional bodies and their offices, district courts, Office of the Attorney General and the Nepal Army, Nepal Police and Armed Police with due regard for the efficiency, economy, uniformity, effectiveness and transparency of government expenditures. Each institution prepares its annual progress report and submits it to the President.

The Nepal National Governance Survey conducted by Nepal Administrative Staff College (2018) in association with the Central Bureau of Statistics was the first of its kind effort for assessing the effectiveness of the governance apparatus. The survey had three specific objectives namely, capture citizen perspective on governance, provide evidence-based insight into policies and provide insight for capacity building exercises, and generate academic discourses. The major findings of the survey were mixed across four dimensions; foundations of the governance, infrastructure of governance, service delivery and economic outlook and prospects (for the country and household) that are investigated. Transparency International Nepal conducted its framework for Integrity System of Nepal in 2015.

Mostly Nepal depends on the indicators published by various international institutions and multilateral for measuring its own governance performance temporally and spatially compared to other countries. The most widely used governance measurement tools globally are Liberal Democracy measured by Freedom House, Constitutional Democracy measured by Polity IV, Global Governance measured by Kaufmann-Kraay (K-K) Indicators, Corruption Perception Index measured by Transparency International, Human Rights measured by Amnesty International and CIRI Index, The World Value Survey (WVS) (Badri Nath Baral Prof. Khadga K. C, in, Journal of Political Science, Vol. 23, February 2023).

In Nepal, localizing Good Governance Indicators has many folds' benefits. Indicator reporting can help to hold the government accountable for its actions and improve transparency. It can inform policy decisions by providing data on the effectiveness of existing policies and programs and improve Nepal's investment climate and attract foreign investment. Sound governance is also positively correlated with economic growth and development. At large, Good Governance can lead to improved services for citizens, a greater level of public participation, and increased citizen satisfaction through government effectiveness. Regarding Government Effectiveness Percentile Rank in Nepal was reported at 21.7 % in 2023, according to the World Bank collection of development indicators, compiled from officially recognized sources (World Bank 2025). Government Effectiveness come through good governance system practiced which captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence

from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Percentile rank indicates the country's rank among all countries covered by the aggregate indicator, with 0 corresponding to lowest rank, and 100 to highest rank.

As practiced, different countries may focus on specific indicators and utilize them for diverse purposes, such as policy formulation, resource allocation, and accountability. Indicators developed by international organizations might not be fully applicable to Nepal's context. Nepal needs to conduct prudent assessment and customization of indicators to suit its specific circumstances and needs.

Developing National Governance Indicators (NGI 2025) in Nepal also can be viewed in this light which may involve assessing and collecting stakeholder's perceptions on different aspects of state agencies of governance system to track progress and identify areas for improvement. These indicators can be used to measure how well the government functions and the degree of citizen participation in decision-making.

4.2 IDENTIFYING THE GOVERNANCE SECTORS

Reviewing the various literatures and various country specific practices followed by a process of National Consultation workshop with meaningful participation of Parliamentary Committee, members of parliament, CSOs and various other stakeholders, this study has explored a Framework of National Governance Sectors with the main Indicators specific in Nepal. These Governance Sectors have been articulated as state agencies and nonstate actors/agencies involved in the governance system such as Political Parties, the government (Legislature, Executive, and Judiciary) Law enforcement Agencies, anti-corruption agencies, Civilsociety and Media as described in following table.

SN	Sector	Description
1	Political Parties	Nepal is a multi-party democracy and encourages the emergence of political parties. There are over 121 political parties. Fourteen of the parties are represented in the House of Representatives through general election process. There are 14 parliamentary parties. The rest function as political pressure groups. There are oppositional parties in the parliament- House of Representatives and National Assembly. Political parties had been unpopular for their indifference towards their function. The oppositional parties' sometime stand to block the parliament to operate normally and decisively in law making has also earned defame. Major party leaders appear to dominate the others. They compete with each other while in power and in opposition. The rest - small parties - do not have much voice in national politics.
2	Legislature	A legislature is a deliberative assembly with the legal authority to make laws for a political entity such as a country, nation or city on behalf of the people therein. They are often contrasted with the executive and judicial powers of government. The Federal Parliament of Nepal is the two-tier federal and supreme legislature of Nepal established in 2018. It consists of the National Assembly and the House of Representatives thematic committees and joint committees, as parallel houses. Nepal's legislature is the body responsible for making laws, ensuring checks and balances, and representing the people's interests in the governance of the country.
3	Executive	The Executive is constitutionally a key institution of Nepal competent to preside over governance and the administration of the state mechanism. There are seven Provincial Governments and 753 local governments. The government formed after the second Constituent Assembly election, unlike its predecessor, is democratically representative and politically legitimate and powerful. Yet it has not been able to close the gap between the existing laws and practice. Various factors such as the pull and push within the political forces of coalition government, opposition by political parties in the Legislature-Parliament and pressure tactics from other political parties outside the legislature interfere with its activities.

4	Judiciary	The Supreme Court is the highest court in the Country's Judiciary. Nepal has the provision for Supreme Court, High Courts of District courts. The judiciary is endowed with laws but it has not been able to gain public trust on providing justice. There is also corruption in the judiciary. The SC had the least number of verdicts and the highest number of cases. There is also political interference in the SC. The legacy of appointing judges on the basis of recommendations of political parties continues. This has raised questions on the independence of the judiciary.
5	Public Sector	The public sector refers to organizations that are owned and controlled by the government, providing services to the public and funded by taxes. This sector encompasses various levels of government, including central, provincial, and local authorities, as well as public institutions and state-owned enterprises. In Nepal, a number of provisions have been enacted for providing public services to the people. One of the important branches of the Public Sector is the Civil Service.
6	Law Enforcement Agencies	Home Ministry, Police Forces, and the Office of the Attorney General are the main Law Enforcement Agencies in the country. They must be conscious of their duty towards citizens, society and their profession. But political interference continues to weaken them in the discharge of their duties and hindering them from using their expertise and modern techniques in fighting crime particularly corruption. Because they have not been able to erase the public perception that the rule of law is not observed in Nepal.
7	Anti-corruption Agencies	The Anti-Corruption Agencies particularly the CIAA became comparatively more active raising hope among people about curbing corruption. The CIAA expanded its presence in all provinces. The other anti-corruption agencies were also active. Political interference continues to affect their performance. The anti-money laundering investigations were also affected and it was structurally unable to investigate cases involving politically connected individuals.
8	The Supreme Public Audit Institution	The Supreme Public Audit Institution is responsible for audit of various institutions including government bodies and reveals financial indiscipline. It suggests various measures to correct. It points out various revenue leaks, non-transparency in government financial transactions, low investment in projects of national pride, mobilization of foreign aid beyond the periphery of the budget, extra-budget expenses, malpractices in procurement, and poor management of public investment.
9	The Electoral Management Body	The Election Commission, the independent electoral management body of Nepal, has the institutional capacity of holding polls in the country in a systematic manner. It must demonstrate its capacity to hold free, fairness and reliable elections. But it is not capable of taking decisions on holding elections. The Election Commission has not been able to create an environment to inculcate that political campaigns are fair and money cannot buy votes. It has also not been able to press political parties to make their election finance transparent.
10	Business (Private Sector)	The business or private sector is one of the prominent pillars of our economy. The business sector, although capable of serving society with a sense of service, does not do so. That is why people in general have the perception that the business sector is mainly profit-oriented with the aim to maximize profit. Their role in society is not appreciated as expected. Although there are various Associations and Organizations representing varied private sector interests, it has not been a reliable agent for delivery of goods and services to the people. By manipulating prices in the market, compromising the quality of goods and services and non-compliance with the business code of conduct are issues that make the business sector unpopular with the people.
11	Civil Society	Civil society/CBOs/NGOs of the country plays an instrumental role in advocacy of some issues of social change, democratic values, and governance. But it has not been able to create a conducive environment for effective civic participation in Nepali society.

12	Media	Media is assumed to play its role constructively as a fourth estate in the country despite financial dependence on business houses or political parties. Media has been expanded with the development of ICTs and IT based social platforms. Its role as a watch dog is sometimes questioned but most often it plays a very important role in disseminating information from the government to the people and from the people to the government. Informing the people in a balanced manner, free from partisan politics is an unfulfilled dream of the media. The media over the years has not been able to augment its capacity, governance and role.
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4.3 SELECTING THE INDICATORS

Considering the sectors, the main indicators for each sector such as policy and regulatory quality, rule of law, integrity, accountability, transparency, participation and inclusion, corruption control mechanism and effectiveness have been empirically identified followed by selecting Sub-Indicators of Major Indicators for each Sector of Governance based on observation of the stakeholders.

The main indicators of governance are enumerated with their associated core principles as follows:

Main Indicators of Governance with Core Principle

SN	Indicators	Core principle
1	Policy and Regularity Quality	The ability to formulate and implement sound policies and regulations that permit and promote the development of governance system.
2	Rule of Law	The extent to which stakeholders have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.
3	Integrity	The core principle of integrity involves being consistently honest, truthful, and ethical in one's actions and decisions. It's about adhering to a strong moral compass and acting in a way that demonstrates trustworthiness and reliability. These principles are fundamental to building trust and maintaining strong ethical behavior in personal and professional life.
4	Accountability	Accountability involves taking responsibility for one's actions and decisions, and being answerable for them.
5	Transparency	Transparency, as a core principle, emphasizes open and honest communication, ensuring easy access to information for all stakeholders and also includes being accountable for decisions, following established rules, and being responsive to inquiries.
6	Voice and Participation	Core principles of voice and participation emphasize inclusivity, respect, and meaningful involvement in decision-making processes. They highlight the importance of ensuring that all voices are heard, especially those of marginalized or vulnerable groups, and that people are empowered to actively contribute to shaping decisions that affect their lives as well as freedom of expression, freedom of association, and a free media.
7	Inclusion	Core principles include equity, equality, non-discrimination, participation, and embracing diversity. Inclusion emphasizes creating equitable and accessible environments where all individuals feel safe, respected, and empowered to reach their full potential. It's about actively engaging with diversity and ensuring that all individuals have equitable access to opportunities and resources.
8	Corruption Control	Preventing and combating corruption in both the public and private sectors. The extent to which power is exercised for private gain or interest, and capture by elite including both petty and grand forms of corruptions.
9	Efficiency and Effectiveness	Efficiency aims to achieve desired outcomes with the least amount of effort, time, and cost. Effectiveness revolves around successfully achieving desired outcomes or goals. The quality of services and the degree of its independence from pressures, the quality of policy formulation and implementation, and the credibility of the commitment to such policies are the example effectiveness.

The sectors and main indicators of governance with their associated sub-indicators are described in the following manner:

1. POLITICAL PARTIES

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Fair and Predictable Action 2. Proper Execution 3. Democratic Decision 4. Internal Democracy
Integrity	1. Demonstration of moral values & Self-discipline 2. Execution of code of conduct 3. Commitment guided by rules 4. Level of corruption
Accountability	1. Open Communication 2. Grievance Handling System 3. Accomplishment of commitments 4. Reporting and Answerable for Action 5. Financial Accountability
Transparency	1. Circulation of Publications 2. Internal Communication 3. Disclosure of Financial Information (Including Election Expenses and Sources) 4. Application of Right to Information
Participation	1. Participatory Decision Making 2. Participation in Membership 3. Leadership Succession 4. Interest Aggregation and Representation 5. Feedback Mechanism

Inclusion	1. Equal Excess/ Participation Environment 2. Promotion of Diversity-Age, Gender, caste, ethnicity, etc. 3. Responsiveness to Diverse Public
Corruption Control	1. Internal Control Mechanism 2. Internal Compliance 3. e-Governance 3. Anti-corruption commitment and Initiatives
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Quality of Service 3. Competence and Quality of Leaders 4. Credibility of Commitment 5. Achievement of Objective 6. Trust-Impact on Stakeholders

2. LEGISLATURE

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Supremacy of Law 2. Due Process 3. Public Access 4. Respect Human Rights
Integrity	1. Parliamentary Codes of Conducts 2. Follow rules & Regulations about the Integrity of members 2. Action Against Disobeying Codes of Conducts 4. Demonstration of Parliamentary Disciplines 5. Level of corruption

Accountability	1. Open Communication 2. Addressing Questions of Opposition party and Members of Parliament 3. Follow Parliamentary Procedures and Rules 4. Attendance and participation of parliamentarian 5. Relevance of Topics of Discussions 6. Reporting and Answerable for Action 7. Disruptions of the house 8. Financial Accountability
Transparency	1. Openness of Legislature Parliament 2. Notice & Publications 3. Application of Right to Information
Participation	1. Representation in Legislative Bodies-Federal, Provincial & Local-level 2. Women's Representation 3. Citizen Participation in Lawmaking Processes 4. Consultation with Stakeholders, Special Measures for Women 5. Feedback Mechanism
Inclusion	1. Equal Excess/ Participation Environment as per Constitutional Mandates 2. Proportional Representation of Diverse Social Groups 3. Specific Provisions for Persons with Disabilities and various GESI Guidelines
Corruption Control	1. Discussion on Corruption Issues 2. Lawmaking Against Corruption 3. Parliamentary Investigation 4. e-Governance
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Executive Oversight 3. Public Sector Management 4. Legal system/ Goals Achievements 6. Trust-Impact on Stakeholders

3. EXECUTIVE

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholders Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Legality of Actions 2. Separation of Powers 3. Equality Before the Law 4. Respect Human Rights
Integrity	1. Demonstration of Ethical conduct 2. Level of Moral responsibility responsible 3. Practice of Ethical Governance 4. Level of corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Executive Action 3. Addressing Public Grievances 4. Financial Accountability
Transparency	1. Information Dissemination System 2. Disclosure of Assets and Properties of Authorities 3. Application of Right to Information 4. Application of Citizen Charter
Participation	1. Representation and Participation in decision making across different levels of government, particularly focusing on gender and social inclusion 2. Public Consultation on serious Public Issues 3. The extent of Civil Society Engagement 5. Feedback Mechanism

Inclusion	1. Representation in the Council of Ministers 2. Appointments to Constitutional Bodies 3. GESI Policies implementation 4. Financial Inclusion 5. Budget Allocation 6. Accessibility of Services 7. Support for Inclusive Practices
Corruption Control	1. Reward and Punishment System 2. Occurrence of Corruption Cases and Scandals 3. Departmental Action in Corruption cases 4. e-Governance 5. Complaints Handling Mechanism
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Effective Implementation 3. Achievement of Budgetary Targets 5. Frequencies Unintended Consequences 6. Effective Public Service Delivery of Bureaucracy 6. Trust-Impact on Stakeholders

4. JUDICIARY

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Independence 2. Equality before the law 3. Accessibility 4. Due process 5. Individual Rights Protection

Integrity	1. Application of Codes of conduct 2. Demonstration of Ethical conduct 3. Deliver Timely and Impartial justice 4. Level of corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Financial Accountability
Transparency	1. Openness of Judicial System (Transparency of Proceedings) 2. Information Dissemination System 3. Accessibility of Courts 4. Clarity of Legal Language 4. Disclosure of assets and properties 5. Application of Right to Information 6. Application of Citizen Charter
Participation	1. Representation of different social groups in the judiciary 3. Citizen Participation in Public Related Issues 4. Consultation with Stakeholders 5. Feedback Mechanism
Inclusion	1. Representation in the Judiciary System 2. Appointments of Judges 3. Stakeholder Engagement 4. Judicial Committees at the Local Level 5. Accessibility of Services- Access to Justice
Corruption Control	1. Reward and Punishment System 2. Occurrence of Corruption Cases and Scandals 3. Departmental Action in Corruption cases 4. Corruption Prosecution 4. e-Governance 4. Complaints Handling Mechanism

Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Mechanisms & Timeliness: Case Processing Time 3. Backlog Reduction 4. Protection of Rights 5. Enforcement of Judgments 6. Clarity and Coherence- Judicial Decisions 7. Service Delivery 8. Oversight of Executive 9. Trust-Impact on Stakeholders
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5. PUBLIC SECTOR

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Legality of Actions 2. Fairness and Equality 3. Strengthens Public Trust 5. Reduce Abuse of Power
Integrity	1. Application of Codes of Conduct 2. Professionalism 3. Sense of Service Provider 4. Abuse of Public Resources 5. Level of corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Financial Accountability 5. SR Activities

Transparency	1. Information Dissemination System 2. Annual Audit and Financial Disclosure 2. Disclosure of Assets and Properties 3. Procurement System 4. Recruitment System 5. Application of Right to Information 6. Application of Citizen Charter
Participation	1. Citizen Engagement in Public Issues- 2. Public Access to Services 3. Public Hearings 4. Social Audits 5. Feedback Mechanism
Inclusion	1. Representation in the Bureaucracy Through recruitment 2. GESI Policies implementation 4. Financial Inclusion 5. Budget Allocation 6. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Action in Corruption cases 5. e-Governance 6. Complaints Handling Mechanism 7. Public education in fighting corruption
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Perceptions of Public Service Quality-Public Service Delivery 3. Implementation Commitments 4. Trust-Impact on Stakeholders

6. LAW ENFORCEMENT AGENCIES

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Legal Framework 2. Oversight Mechanism 3. Human Rights awareness 4. Political Influence 5. Public Perception
Integrity	1. Application of Codes/ethics 2. Demonstration of Ethical conduct -Ethical Policing 3. Deliver Timely and Impartial Investigation 4. Level of corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability
Transparency	1. Openness of Investigation Process 2. Information Dissemination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter
Participation	1. Citizen Engagement in Public Issues 2. Public Access 3. Public Hearings 4. Consultation with Stakeholders 5. Feedback Mechanism

Inclusion	1. Demographic Representation 2. Equitable treatment 3. Equal Access to Justice 4. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in fighting corruption 8. Corruption Prosecution
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Overall Situation of Law and Order, National Security 3. Combating Disaster Management 4. Human Rights Situation 5. Trust-Impact on Stakeholders

7. ELECTORAL MANAGEMENT BODY

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Constitutional & Legislative Framework 2. Enforcement of Election Code of Conduct 3. Independence and Impartiality 5. Public Perception
Integrity	1. Application of Codes of conduct 2. Demonstration of Ethical conduct 3. Deliver Timely and Impartial Justice 4. Level of corruption

Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability
Transparency	1. Openness of Election Process 2. Information Dissemination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter
Participation	1. Ensuring Inclusive Representation 2. Consultation with Stakeholders 3. Accessibility 3. Public Hearings 4. Feedback Mechanism
Inclusion	1. Representation in Electoral Bodies 2. Equitable Treatment 3. Equal Access to Justice 4. Participation of Stakeholders in Election-related Activities 5. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Actions 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in fighting Corruption in Election affairs
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Campaign Regulation 3. Election Administration 4. Controlling Election Irregularities 5. Timely Election 6. Registration of Political Party 5. Trust-Impact on Stakeholders

8. SUPREME PUBLIC AUDIT INSTITUTION

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Constitutional & Legislative Framework 2. Audit Standards 3. Independence and Impartiality 4. Compliance with Laws and Regulations 5. Public Perception
Integrity	1. Application of Codes/ethics of Conduct 2. Demonstration of Ethical conduct 3. Professionalism 4. Deliver Timely and Impartial Reports 5. Level of corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability
Transparency	1. Openness of Audit Process 2. Information Dissemination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter
Participation	1. Citizen Participation in Performance Audits 2. Budget Oversight 3. Public Hearings 4. Feedback Mechanism

Inclusion	1. Representation in Audit Team 2. Equitable Treatment 4. Equal Access to Justice 5. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Actions 5. e-Governance 6. Detecting and Investigating misbehavior 7. Complaints Handling Mechanism 8. Public Education in fighting Corruption
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Effectiveness of Financial Audit 3. Controlling Fraudulent Behavior 4. Improving Financial Management 5. Trust-Impact on Stakeholders

9. ANTI-CORRUPTION AGENCIES

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Constitutional & Legislative Framework 2. Investigation by rules 3. Independence and Impartiality 4. Compliance with Laws and Regulations 5. Public Perception

Integrity	1. Application of Codes/ethics 2. Demonstration of Ethical conduct 3. Deliver Timely and Impartial Investigation and Prosecution 4. Level of corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability
Transparency	1. Openness of Investigation Process 2. Information Dissemination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter
Participation	1. Citizen Engagement in Public Issues 2. Public Access 3. Public Hearings 4. Consultation with Stakeholders 5. Feedback Mechanism
Inclusion	1. Demographic Representation 2. Equitable treatment 3. Equal Access to Justice 4. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in fighting corruption 8. Corruption Investigation & Prosecution

Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Mechanisms & Timeliness: Case Processing Time 3. Backlog Reduction 4. Success Rate of Prosecution Defending 5. Clarity and Coherence- Investigative Decisions 6. Oversight of Executive 7. Corruption Perceptions Index 8. Trust-Impact on Stakeholders
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10.BUSINESS (PRIVATE) SECTOR

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People/service Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Effectiveness of Contract Enforcement 2. Regulatory Environment 3. Protection of property rights 4. Efficient Dispute Resolution Mechanism 5. Access to Justice 6. Image
Integrity	1. Application of Business Ethics & Codes of conduct 2. Regulatory Compliance Business 3. Fair Competition 4. Consumer's Rights Protection 5. Regulatory Compliance 6. Employee 7. Level of corruption

Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Corporate Governance 4. Consumer/Customer Friendly 5. Corporatization 6. CSR
Transparency	1. Information Dissemination System 2. Annual Audit and Financial Disclosure 2. Disclosure of Assets and Properties 3. Recruitment System 4. Application of Right to Information
Participation	1. Participatory Business Environment 2. Gender Representation 3. Labor Relations 4. Community Engagement
Inclusion	1. Conducive Work Environment 2. Equitable Treatment 3. Inclusive Contribution to Key Sectors of Economy 4. Equal Opportunities 5. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases 4. Internal Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in Fighting Corruption 8. Support for/Engagement with Civil Society

Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Customer Service Orientation 3. Economic Opportunities 4. Business Environment 5. Impact of Economic Policies 6. Economic Contribution 7. Competitive Strength 8. Trust-Impact on Stakeholders
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11. CIVIL SOCIETY

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Legal Framework and Implementation 2. Internal Governance 3. Freedom from Political Interference 5. Protection of Fundamental Rights 6. Public Trust and Credibility
Integrity	1. Application of Civic Ethics & Codes of conduct 2. Practice of Self-Regulation 3. Regulatory Compliance 4. Level of Corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. CSO's Governance 4. Social Audit 5. CSR

Transparency	1. Information Dissemination System 2. Annual Audit and Financial Disclosure 3. Monitoring and Evaluation 4. Procurement System 5. Recruitment System 6. Application of Right to Information 7. Application of Citizen Charter
Participation	1. Participatory Environment 2. Gender Representation 3. Work Relations 4. Citizen & Community Engagement
Inclusion	1. Conducive Work Environment 2. Equitable Treatment 3. Inclusivity in Leadership 4. Equal Opportunities 5. Support for Inclusive Practices
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases 4. Internal Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in Fighting Corruption
Efficiency & Effectiveness	1. Capacity-Independence & Resources 2. Service Delivery 3. Social Contribution 4. Advocacy and Lobbying 5. Trust-Impact on Stakeholders

12. MEDIA

Main Indicators	Sub-Indicators (local indicators)
Policy and Regulatory Quality	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Rule of Law	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms
Integrity	1. Application of Media Ethics & Codes of conduct 2. Practice of Self-Regulation 3. Regulatory Compliance 3. Level of Corruption
Accountability	1. Open Communication 2. Reporting and Answerable for Action 3. Corporate Governance 4. Watch dog of Society 5. CSR
Transparency	1. Information Dissemination System 2. Annual Audit and Financial Disclosure 3. Organizational Disclosure 4. Recruitment System 5. Application of Right to Information 6. Application of Citizen Charter

Participation	1. Media Plurality and Diversity 2. Democratic Discourse 3. Public/Community Engagement 4. Easily Noticeable by the Public 5. Social media and Online Platforms
Inclusion	1. Conducive Work Environment 2. Equitable Treatment 3. Inclusivity in Media Leadership 4. Media Ownership Diversity, and Representation 5. Diverse Content Inclusion
Corruption Control	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases 4. Internal Action 5. e-Governance 6. Complaints Handling Mechanism 7. Investigate and expose cases of corruption 8. Inform public on corruption 9. Public Education in Fighting Corruption
Efficiency & Effectiveness	1. Capacity-Independence (Non-Partisan Media) & Resources 2. Professionalism 3. Correct Information 4. Privacy Reservation 5. Trust-Impact on Stakeholders

4.4 THE FRAMEWORK OF NATIONAL GOVERNANCE INDICATORS

This study proposes, following framework of National Governance Indicators which includes all the sectors and associates main indicators with sub-indicators:

SECTORS AND INDICATORS OF NATIONAL GOVERNANCE FRAMEWORK (NGI 2025)

Sector	Main Indicators								
	Policy and Regulatory Quality	Rule of Law	Integrity	Accountability	Transparency	Participation	Inclusion	Corruption Control	Efficiency & Effectiveness
	Sub-Indicators (local indicators)								
1. Political Parties	1.Prevalence of Required Regulations	1.Fair and Predictable Action	1.Demonstration of moral values & Self-discipline	1.Open Communication	1. Circulation of Publications	1.Participatory Decision Making	1.Equal Excess/Participation Environment	1.Internal Control Mechanism	1.Capacity-Independence & Resources
	2. People Oriented	2.Proper Execution	2. Execution of code of conduct	2.Grievance Handling System	2. Internal communication	2.Participation in Membership	2.Promotion of Diversity-Age, Gender, caste, ethnicity, etc.	2.Internal Compliance	2.Quality of Service
	3.Long-term Sustainability	3.Democratic Decision	3.Commitment guided by rules	3.Accomplishment of commitments	3. Disclosure of Financial Information (Including Election Expenses and Sources	3.Leadership Succession	3.e-Governance	3.e-Governance	3.Competence and Quality of Leaders
	4. Public Consultation and Stakeholder Engagement	4.Internal Democracy	4.Level of corruption	4. Reporting and Answerable for Action	4.Application of Right to Information	4.Interest Aggregation and Representation	3.Re-sponsiveness to Diverse Public	3.Anti-corruption commitment and Initiatives	4.Credibility of Commitment
	5. Quality of Regulations			5.Financial Accountability		5.Feedback Mechanism			5.Achievement of Objective
	6. Legal Reforms								6.Trust-Impact on Stakeholders
	7. Review Mechanisms								

2. Legislature	1.Prevalence of Required Regulations 2. People Oriented 3.Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1.Supremacy of Law 2.Due Process 3.Public Access 4.Respect Human Rights	1.Parliamentary Codes of Conducts 2.Follow rules & Regulations about the Integrity of members 2.Action Against Disobeying Codes of Conducts 4. Demonstration of Parliamentary Disciplinary lines 5.Level of corruption	1.Open Communication 2.Addressing Questions of Opposition party and Members of Parliament 3.Follow Parliamentary Procedures and Rules 4.Attendance and participation of parliamentarian 5. Relevance of Topics of Discussions 6.Reporting and Answerable for Action 7.Disruptions of the house 8.Financial Accountability	1.Openness of Legislature 2.Notice & Publications 3.Application of Right to Information	1.Representation in Legislative Bodies-Federal, Provincial & Local-level 2.Women's Representation 3.Citizen Participation in Lawmaking Processes 4.Consultation with Stakeholders, Special Measures for Women 5.Feedback Mechanism	1.Equal Excess/Participation Environment as per Constitutional Mandates 2.Proportional Representation of Diverse Social Groups 3.Specific Provisions for Persons with Disabilities and various GESI Guidelines	1.Discussion on Corruption Issues 2.Law-making Against Corruption 3.Parliamentary Investigation 4.e-Governance	1.Capacity-Independence & Resources 2.Executive Oversight 3.Public Sector Management 4.Legal system/ Goals Achievements 6.Trust-Impact on Stakeholders
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3. Executive	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholders Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1. Legality of Actions 2. Separation of Powers 3. Equality Before the Law 4. Respect Human Rights	1. Demonstration of Ethical conduct 2. Level of Moral responsibility 3. Practice of Ethical Governance 4. Level of corruption	1. Open Communication 2. Reporting and Answerable for Executive Action 3. Addressing Public Grievances 4. Financial Accountability	1. Information dissemination System 2. Disclosure of Assets and Properties of Authorities 3. Application of Right to Information 4. Application of Citizen Charter	1. Representation and Participation in decision making across different levels of government, particularly focusing on gender and social inclusion 2. Public Consultation on serious Public Issues 3. The extent of Civil Society Engagement 5. Feedback Mechanism	1. Representation in the Council of Ministers 2. Appointments to Constitutional Bodies 3. GESI Policies implementation 4. Financial Inclusion 5. Budget Allocation 6. Accessibility of Services 7. Support for Inclusive Practices	1. Reward and Punishment System 2. Occurrence of Corruption Cases and Scandals 3. Departmental Action in Corruption cases 4. e-Governance 5. Complaints Handling Mechanism	1. Capacity-Independence & Resources 2. Effective Implementation 3. Achievement of Budgetary Targets 5. Frequencies Unintended Consequences 6. Effective Public Service Delivery of Bureaucracy 6. Trust-Impact on Stakeholders
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4. Judiciary	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1. Independence 2. Equality before the law 3. Accessibility 4. Due process 5. Individual Rights Protection	1. Application of Codes of conduct 2. Demonstration of Ethical conduct 3. Deliver Timely and Impartial justice 4. Level of corruption	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Financial Accountability	1. Openness of Judicial System (Transparency of Proceedings) 2. Information Dissemination System 3. Accessibility of Courts 4. Clarity of Legal Language 4. Disclosure of assets and properties 5. Application of Right to Information 6. Application of Citizen Charter	1. Representation of different social groups in the judiciary 3. Citizen Participation in Public Related Issues 4. Consultation with Stakeholders 5. Feedback Mechanism	1. Representation in the Judiciary System 2. Appointments of Judges 3. Stakeholder Engagement 4. Judicial Committees at the Local Level 5. Accessibility of Services Access to Justice	1. Reward and Punishment System 2. Occurrence of Corruption Cases and Scandals 3. Departmental Action in Corruption cases 4. Corruption Prosecution 5. e-Governance 6. Complaints Handling Mechanism	1. Capacity-Independence & Resources 2. Mechanisms & Timeliness: Case Processing Time 3. Backlog Reduction 4. Protection of Rights 5. Enforcement of Judgments 6. Clarity and Coherence- Judicial Decisions 7. Service Delivery 8. Oversight of Executive 9. Trust-Impact on Stakeholders
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5. Public Sector	1.Prevalence of Required Regulations 2. People Oriented 3.Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1.Legality of Actions 2.Fairness and Equality 3.Strengthens Public Trust 5.Reduce Abuse of Power	1. Application of Codes of Conduct 2.Professionalism 3.Sense of Service Provider 4.Abuse of Public Resources 5.Level of corruption	1.Open Communication 2. Reporting and Answerable for Action 3.Addressing Public Grievances 4.Financial Accountability 6. SR Activities	1.Information dissemination System 2.Annual Audit and Financial Disclosure 2.Disclosure of Assets and Properties 3.Procurement System 4.Recruitment System 5.Application of Right to Information 6.Application of Citizen Charter	1.Citizen Engagement in Public Issues 2.Public Access to Services 3.Public Hearings 4.Social Audits 5.Feedback Mechanism	1.Information in the Bureau-cracy Through recruitment 2.GESI Policies implementation 4.Financial Inclusion 5.Budget Allocation 6.Support for Inclusive Practices	1.Internal Control System 2.Reward and Punishment System 3.Occurrence of Corruption Cases and Scandals 4.Departmental Action in Corruption cases 5.e-Governance 6.Complaints Handling Mechanism 7.Public education in fighting corruption	1.Capacity-Independence & Resources 2.Perceptions of Public Service Quality-Public Service Delivery 3.Implementation Commitments 4.Trust-Impact on Stakeholders
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6. Law Enforcement Agencies	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1. Legal Framework 2. Oversight Mechanism 3. Human Rights awareness 4. Political Influence 5. Public Perception	1. Application of Codes/ethics 2. Demonstration of Ethical conduct -Ethical Policing 3. Deliver Timely and Impartial Investigation 4. Level of corruption	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability	1. Openness of Investigation Process 2. Information Dissemination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter	1. Citizen Engagement in Public Issues 2. Public Access 3. Public Hearings 4. Consultation with Stakeholders 5. Feedback Mechanism	1. Democratic Representation 2. Equitable treatment 3. Equal Access to Justice 4. Support for Inclusive Practices	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in fighting corruption 8. Corruption Prosecution	1. Capacity-Independence & Resources 2. Overall Situation of Law and Order, National Security 3. Combating Disaster Management 4. Human Rights Situation 5. Trust-Impact on Stakeholders
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7. Electoral Management Body	1.Prevalence of Required Regulations 2. People Oriented 3.Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1.Constitutional & Legislative Framework 2. Enforcement of Election Code of Conduct 3.Independence and Impartiality 5.Public Perception	1.Application of Codes of conduct 2.Demonstration of Ethical conduct 3.Deliver Timely and Impartial Justice 4.Level of corruption	1.Open Communication 2.Reporting and Answerable for Action 3.Addressing Public Grievances 4.Extent of Discretionary Power 5.Financial accountability	1.Openness of Election Process 2.Information Dissemination System 3.Disclosure of Assets and Properties 4.Application of Right to Information 5.Application of Citizen Charter	1.Ensuring Inclusive Representation 2. Consultation with Stakeholders 3. Accessibility 3.Public Hearings 4.Feedback Mechanism	1.Representation in Electoral Bodies 2.Equitable Treatment 3.Equal Access to Justice 4.Participation of Stakeholders in Election-related Activities 5.Support for Inclusive Practices	1.Internal Control System 2.Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4.Departmental Actions 5.e-Governance 6.Complaints Handling Mechanism 7.Public Education in fighting Corruption in Election affairs	1.Capacity-Independence & Resources 2.Campaign Regulation 3. Election Administration 4. Controlling Election Irregularities 5.Timely Election 6. Registration of Political Party 5.Trust-Impact on Stakeholders
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8. Supreme Public Audit Institution	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1. Constitutional & Legislative Framework 2. Audit Standards 3. Independence and Impartiality 4. Compliance with Laws and Regulations 5. Public Perception	1. Application of Codes/ethics of Conduct 2. Demonstration of Ethical conduct 3. Professionalism 4. Deliver Timely and Impartial Reports 5. Level of corruption	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability	1. Openness of Audit Process 2. Information Dis-semination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter	1. Citizen Participation in Performance Audits 2. Budget Oversight Public 3. Public Hearings 4. Feedback Mechanism	1. Representation in Audit Team 2. Equitable Treatment 4. Equal Access to Justice 5. Support for Inclusive Practices	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Actions 5. e-Governance 6. Detecting and Investigating misbehavior 7. Complaints Handling Mechanism 8. Public Education in fighting Corruption	1. Capacity-Independence & Resources 2. Effectiveness of Financial Audit 3. Controlling Fraudulent Behavior 4. Improving Financial Management 5. Trust-Impact on Stakeholders
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9. Anti-Corruption Agencies	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1. Constitutional & Legislative Framework 2. Investigation by rules 3. Independence and Impartiality 4. Compliance with Laws and Regulations 5. Public Perception	1. Application of Codes/ethics 2. Demonstration of Ethical conduct 3. Deliver Timely and Impartial Investigation and Prosecution 4. Level of corruption	1. Open Communication 2. Reporting and Answerable for Action 3. Addressing Public Grievances 4. Extent of Discretionary Power 5. Financial accountability	1. Openness of Investigation Process 2. Information Dissemination System 3. Disclosure of Assets and Properties 4. Application of Right to Information 5. Application of Citizen Charter	1. Citizen Engagement in Public Issues 2. Public Access 3. Public Hearings 4. Consultation with Stakeholders 5. Feedback Mechanism	1. Democratic Representation 2. Equitable treatment 3. Equal Access to Justice 4. Support for Inclusive Practices	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases and Scandals 4. Departmental Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in fighting corruption 8. Corruption Investigation & Prosecution	1. Capacity-Independence & Resources 2. Mechanisms & Timeliness: Case Processing Time 3. Backlog Reduction 4. Success Rate of Prosecution Defending 5. Clarity and Coherence- Investigative Decisions 6. Oversight of Executive 7. Corruption Perceptions Index 8. Trust- Impact on Stakeholders
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10. Business (Private) Sector	1. Prevalence of Required Regulations 2. People Oriented 3. Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1. Effectiveness of Contract Enforcement 2. Regulatory Environment 3. Protection of property rights 4. Efficient Dispute Resolution Mechanism 5. Access to Justice 6. Image	1. Application of Business Ethics & Codes of conduct 2. Regulatory Compliance Business 3. Fair Competition 4. Consumer's Rights Protection 5. Regulatory Compliance 6. Employee 7. Level of corruption	1. Open Communication 2. Reporting and Answerable Action 3. Corporate Governance 4. Consumer/Customer Friendly 5. Corporateization 6. CSR	1. Information System 2. Annual Audit and Financial Disclosure 2. Disclosure of Assets and Properties 3. Recruitment System 4. Application of Right to Information	1. Participatory Business Environment 2. Gender Representation 3. Labor Relations 4. Community Engagement	1. Conducive Work Environment 2. Equitable Treatment 3. Inclusive Contribution to Key Sectors of Economy 4. Equal Opportunities 5. Support for Inclusive Practices	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases 4. Internal Action 5. e-Governance 6. Complaints Handling Mechanism 7. Public Education in Fighting Corruption 8. Support for/Engagement with Civil Society	1. Capacity-Independence & Resources 2. Customer Service Orientation 3. Economic Opportunities 4. Business Environment 5. Impact of Economic Policies 6. Economic Contribution 7. Competitive Strength 8. Trust-Impact on Stakeholders
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11. Civil Society	1.Prevalence of Required Regulations 2. People Oriented 3.Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6.Legal Reforms 7. Review Mechanisms	1.Legal Framework and Implementation 2.Internal Governance 3. Freedom from Political Interference 5.Protection of Fundamental Rights 6. Public Trust and Credibility	1. Application of Civic Ethics & Codes of conduct 2.Practice of Self-Regulation 3.Regulatory Compliance 4.Level of Corruption	1.Open Communication 2.Reporting and Answerable for Action 3.CSO's Governance 4. Social Audit 5. CSR	1.Information Dis-semination System 2.Annual Audit and Financial Disclosure 3.Monitoring and Evaluation 4.Procurement System 5.Recruitment System 6.Application of Right to Information 7.Application of Citizen Charter	1.Participatory Environment 2.Gender Representation 3.Work Relations 4.Citizen & Community Engagement	1.Con-ductive Work Environment 2.Equitable Treatment 3.Inclusivity in Leadership 4.Equal Opportunities 5.Support for Inclusive Practices	1.Internal Control System 2.Reward and Punishment System 3.Occurrence of Corruption Cases 4.Internal Action 5.e-Governance 6.Complaints Handling Mechanism 7.Public Education in Fighting Corruption	1.Capacity-Independence & Resources 2.Service Delivery 3.Social Contribution 4.Advocacy and Lobbying 5.Trust-Impact on Stakeholders
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12. Media	1.Prevalence of Required Regulations 2. People Oriented 3.Long-term Sustainability 4. Public Consultation and Stakeholder Engagement 5. Quality of Regulations 6. Legal Reforms 7. Review Mechanisms	1.Legal Framework and Implementation 2.Internal Governance 3. Freedom from Political Interference 5.Protection of Fundamental Rights 6. Public Trust and Credibility	1.Application of Media Ethics & Codes of conduct 2.Practice of Self-Regulation 3.Regulatory Compliance 3.Level of Corruption	1.Open Communication 2.Reporting and Answerable for Action 3. Corporate Governance 4. Watch dog of Society 5. CSR	1.Information Dis-semination System 2. Annual Audit and Financial Disclosure 3. Organizational Disclosure 4. Recruitment System 5. Application of Right to Information 6. Application of Citizen Charter	1. Media Plurality and Diversity 2. Democratic Discourse 3. Public/Community Engagement 4. Easily Noticeable by the Public 4. Social media and Online Platforms	1. Conductive Work Environment 2. Equitable Treatment 3. Inclusivity in Media Leadership 4. Media Ownership Diversity, and Representation 5. Diverse Content Inclusion	1. Internal Control System 2. Reward and Punishment System 3. Occurrence of Corruption Cases 4. Internal Action 5. e-Governance 6. Complaints Handling Mechanism 7. Investigate and expose cases of corruption 8. Inform public on corruption 9. Public Education in Fighting Corruption	1.Capacity-Independence (Non-Partisan Media) & Resources 2. Professionalism 3. Correct Information 4. Privacy Reservation 5. Trust-Impact on Stakeholders
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CHAPTER FIVE

MECHANISM OF MEASURING GOVERNANCE INDICATORS

5.1 BACKGROUND

In measuring Governance Indicators, various methods can be used including public opinion surveys, administrative data analysis, independent evaluations, Focus group discussions, etc. As per the set Governance Indicators and sub indicators, opinion can be collected through public perception surveys across the stakeholders and then analyzed to provide a qualitative perceptions assessment of each indicator. Public perceptions can be verified with factual data related to the various governance indicators produced by various government and non-government agencies. Benchmarks can be established to compare performance against its own past performance. Regularly collecting and analyzing data allows for ongoing monitoring of governance trends and the effectiveness of government policies.

5.2 MECHANISM

Based on the observations, the following mechanism can be followed in measuring Governance Indicators:

Mechanism to NGIs Framework

Coverage	Entire Spectrum of Governance	Entire Sectors of Government and Non-government
Methods	Consultative and Citizen Centric Feedback	National and Province Level Feedback
Indicators	Main Indicators/ Sub-Indicators	Division of Sectors into Indicators and Sub-Indicators
Measurement	Qualitative	Indicators can be measured through Citizen Feedback System, i.e. Perceptions
Validation	Verification	Public perceptions can be verified quantitatively based on the available secondary data of different government and non-government agencies.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 CONCLUSION

The development and piloting of the National Governance Indicators mark a transformative step in redefining the relationship between the state and citizens in Nepal. However, the process of collecting public perception is not merely an exercise in opinion gathering, it is a systemic transformation aimed at instilling a culture of accountability, transparency, and responsive service delivery across all levels of government.

This initiative emphasizes that good governance is not just a policy objective, but a continuous process of reform, reflection, and responsiveness. It requires the government to:

- Commit to policy reforms rooted in evidence and citizen needs.
- Tackle systemic corruption and inefficiency.
- Ensure people-centered service delivery, especially for vulnerable and marginalized groups.

The National Governance Framework, if embraced and institutionalized, can serve as a powerful tool to assess governance performance over time, facilitate comparative analysis across regions, and inform strategic decision-making at all levels of government. It bridges the quantitative and qualitative dimensions of governance, combining hard data with human experience.

Moreover, the framework is open for further research and adaptation. Scholars, development partners, and civil society actors are encouraged to collaborate on expanding the framework into a comprehensive Governance Index, which could provide deeper insights into the intersection of governance, development, and equity. Such an index could eventually guide international comparisons and influence national planning strategies.

In conclusion, the National Governance Indicator framework reflects Nepal's collective aspiration to create a more inclusive, transparent, and accountable state. Institutionalizing this framework offers an unprecedented opportunity to elevate public voice, strengthen democratic institutions, and build a governance culture that genuinely serves the people.

6.2 RECOMMENDATIONS

The formulation of National Governance Indicators (NGIs) through a civic-led initiative marks a significant milestone in Nepal's journey toward promoting democratic values, public accountability, and inclusive governance. As the country faces complex governance challenges from fragmented institutional coordination to the erosion of public trust this initiative provides a structured pathway to bridge policy, perception, and performance.

To ensure these indicators are institutionalized and fully integrated into Nepal's formal governance architecture, the following key recommendations are proposed:

1. Institutional Endorsement and Legal Framework Development

The first and foremost requirement is the formal recognition of the National Governance Indicators by the Government of Nepal. This includes:

- Endorsement at the policy level, preferably by the National Planning Commission or the Office of the Prime Minister and Council of Ministers.
- Enactment of a legal provision to formalize the indicators within the governance monitoring and evaluation system of the state.
- Formation of an independent oversight body or unit within an existing agency that will be tasked with monitoring, reviewing, and updating the indicators periodically.

This legal and institutional anchoring will ensure that the indicators as an integral part of the governance ecosystem.

2. Establishment of a Centralized Government Data Portal

One of the foundational recommendations is the creation of a centralized digital data portal a publicly accessible platform where data relevant to governance performance and public feedback can be archived, updated, and analyzed. This portal can serve multiple functions:

- Host real-time data on governance performance at the federal, provincial, and local levels.
- Provide access to reports, scorecards, and perception indices developed through citizen surveys and consultations.
- Enable data-driven decision-making for government agencies, researchers, and the public.

This system will promote transparency, public trust, and institutional responsiveness, while also serving as a tool for performance benchmarking across sectors and geographies.

3. Promoting Digital Literacy and Access for Effective Participation

Effective implementation of the National Governance Framework requires the active participation of a diverse group of citizens, particularly from marginalized, remote, and digitally excluded communities. For this, the government and civil society should collaborate to:

- Enhance digital literacy through community-based awareness programs.
- Expand access to technology through subsidies or infrastructure development in underserved areas.
- Develop user-friendly platforms in local languages that allow citizens to submit feedback and access information about governance performance.

Without equitable access and awareness, the governance indicators risk being influenced only by elite or urban perceptions, undermining their representativeness and legitimacy.

4. Regular Public Consultations and Feedback Mechanisms

The effectiveness of any governance indicator lies in its ability to reflect the voices and concerns of ordinary citizens. To this end, a robust and regular feedback mechanism should be institutionalized, including:

- Periodic citizen satisfaction surveys.
- Public hearings and consultations at the local level.
- Integration of citizen-generated data into official policy reviews and planning.

These processes should be inclusive and transparent, and their outcomes should feed into annual governance reviews and budgetary planning cycles.

5. Assigning Responsibility to an Independent Authority

Given the politically sensitive nature of governance performance evaluation, it is essential to entrust the oversight and implementation of the NGIs to an independent and credible institution. Such an institution may be newly created or housed within an existing semi-autonomous body (e.g., National Planning Commission, or a Public Service Oversight Board, etc.).

The responsibilities of this independent body would include:

- Managing data collection and analysis related to governance indicators.
- Facilitating inter-agency coordination.
- Handling citizen grievances and feedback in a timely manner.
- Ensuring impartiality, transparency, and evidence-based reporting.

Empowering an autonomous authority will build trust among stakeholders and insulate the governance monitoring process from political interference.

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