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**Assessment of Factors Affecting Implementation of Public Procurement
Practices in Dolpa**

By

Rajendra Thakulla

A THESIS

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DEPARTMENT OF CIVIL ENGINEERING

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I hereby declare that the thesis entitled “**Assessment of Factors affecting Implementation of Public Procurement Practices in Dolpa**” submitted to Department of Civil Engineering in partial fulfillment of the requirement for the degree of Masters of Science in Engineering in Construction Management, is a record of an original work done under the guidance of Er. Krishna Raj Panta, Department of Roads. This thesis contains only work completed by me except for the consulted materials which has been duly referenced and acknowledged.

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ABSTRACT

Public procurement is an important government system for spending public money on acquisition of goods, works, and services needed for public programs and projects. Every government has the obligation to provide essential services to its citizens. One of the many challenges in Nepal today is ensuring good governance in public procurement system. Thus, there is need of comprehensive study of public procurement practices in effective and efficient manner.

The main objective of this study was to find out the factors affecting implementation of public procurement practices in Dolpa. A widespread literature review was done and design the questionnaire. A questionnaire-based survey shall be used to get the factors and problems affecting implementation of public procurement practices. The methodological approach firstly includes the collection of a data from the survey and questionnaire. The next step includes the creation of an appropriate database in SPSS to accommodate all relevant data for analysis.

The major findings of the study were various factors like Culture of absenteeism in the organizations, Use of Users Committee and local construction materials without quality, Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP), the major problems of public procurement practices in Dolpa. The abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption. The level of ICT infrastructure is not effective and sufficient to embrace e-procurement. The budget allocation at State and Local Level on the basis of political access. The Weak enforcement measure of procurement law contributes to lack of transparency.

Keywords: *Public Procurement, Absenteeism, Users Committee, e-procurement, Local Level, ICT infrastructure, Transparency.*

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LIST OF ABBRIVIATIONS

CIAA, Commission for Investigation o Abuse of Authority

ICT, Information Communication Technology

LGs, Local Governments

PP, Public Procurement

PFM, Public Financial Management

PPA, Public Procurement Act, 2007

PPMO, Public Procurement Monitoring Office

PPR, Public Procurement Regulations, 2007

VFM, Value for Money

UNDP, United Nations Development Programmer

WB, World Bank

1 INTRODUCTION

1.1 BACKGROUND

Public procurement is an important government system for spending public money on acquisition of goods, works, and services needed for public programs and projects (Khan, 2018). Procurement refers to the purchasing of goods and services in the right quality, from the right source and the right price all to meet a specific need. Every government has the obligation to provide essential services to its citizens. “Procurement” means the acquisition by any public entity of any goods, consultancy services or other services, or executing or causing to be executed any construction works by such an entity. (Public Procurement Act, 2007). The close relationship between procurement and development demonstrates that there is need for transparency and accountability in the manner in which procurement is conducted. (Masime, 2009).

The procurement activity of the government begins with the identification of inputs needed for implementing public programs and projects; categorization of these inputs into goods, works, and services; estimation of their costs; selection of suppliers; award of contract; contract management; delivery and receipt of goods, works, and services; their efficient and effective utilization; and proper maintenance (Khan, 2018).

Rules (Procedure) Regarding Public Fund Spending 2016 was implemented in 1958/59, which was the first law related to public procurement. This regulation assigned the procurement activities of the ministry to the concerned secretary. In order to address the issues related to public procurement such as transparency, competitiveness and accountability, financial administration related Act and Regulations were changing from time to time. In the continuous process of bringing public procurement reform in Nepal, as in majority countries of the region, Public Procurement Act 2063 (PPA) was enacted in 2007 (Adhikari, 2015).

Every government has the obligation to provide essential services to its citizens. One of the many challenges in Nepal today is ensuring good governance in public procurement system. In the process of overcoming these challenges, a single legislative instrument governing public procurement was instituted in 2007, which has demonstrated substantial benefits in bringing transparency, competitiveness and efficiency in the procurement system. However, a need for continued efforts has been realized in extending its coverage, monitoring its compliance as well as improving and facilitating support mechanisms.

About 60% of the allocated budget of the Government of Nepal (GoN) is spent in procurement activities (PPMO,2013). It is important for a government or public entity to ensure the transparency and value for money of public expenditure. Public procurement reform is one of the major reform areas in improving financial governance in the country. Public procurement system is relatively new in Nepal and is undergoing various strengthening activities (Adhikari, 2015). This study aimed at determining factors affecting implementation of public procurement practices.

1.2 PROBLEM STATEMENT

The Government of Nepal (GON) spends huge amount of budget in procurement activities. Due to lack of proper knowledge and strategic planning GON and other public entities facing so many problems and challenges in construction sector implemented through procurement. For any government or public entities to achieve and enhance the effectiveness, efficiency, transparency and equity in public procurement, procurement strategy and issues and challenges have been well considered. The role of public procurement is to make procurement process more competitive, effective and result oriented. The effectiveness of the public sector project depends on selection methods of procurement, its effective implementation.

There are some issues identified by PPMO office regarding procurement practices: PPA/PPR implemented not effectively, Guidelines not developed but technical note not strictly followed in works conducted by user groups/committees, Not Linking PP initiatives with Public Financial Management (PFM), Lacks comprehensive Human

Resource Development Strategy for PP, Inadequate automation and use of IT in PP, Lacks management of data/information, Internet connectivity to PEs' not available, Weak performance monitoring of PP system, Assessment of open competition, quality, timeliness and cost (VFM) not carried out, Complaint mechanism at PEs level not adequately monitored (PPMO, 2013).

Auditor General's Fifty-Seventh Annual Report, 2020 shows the irregularity in all local levels of NRs. 38.13 billion (5.15%) has been witnessed from the audits in F/Y 2075/076. Efforts should be made for the improvement in expenditure management, and necessary standards should be prepared and implemented for controlling unproductive and distributive expenditure (Office of the Auditor's General, 2020).

The Constitution of Nepal and Local Governance Operation Act 2074 has established a federal structure with a strong local government (LGs); vested with greater authority and jurisdiction. As Local Government is a public institution which is most closet and trustworthy organization, there should be effective and efficient public service delivery therefore LGs (Acharya, 2018).

The Constitution of Nepal has made legal and structural provisions to guarantee good governance by ensuring equal and easy access of the people to the services and facilities delivered by the State while making public administration fair, competent, impartial, transparent, free from corruption, accountable, and participatory (The Fifteenth plan, 2020).

Public financial management (PFM) is an essential part of the development process. Effective Public Financial Management (PFM) systems are required to maximize the efficient use of resources, create the highest level of transparency and accountability in government finances and to ensure long-term economic success (Overseas Development Institute: ODI 2005). Public financial management assessment is an integral activity which supports transparency, accountability and efficiency for better planning and execution of the incoming and outgoing of public funds. It helps strengthening governance, optimizing outputs from resources and ensuring inclusive and broad-based

development. It helps in strategic planning and optimum utilization of the available funds (Karkee, 2009).

Financial Procedures and Fiscal Accountability Act, 2019 is the cornerstone in terms of making the budget system effective, promoting professionalism in public finance management, maintaining fiscal discipline, transparency and ensuring responsibility and accountability of officials in public finance management (Financial Procedures and Fiscal Accountability Act, 2019).

Commission for Investigation of Abuse of Authority (CIAA), Kathmandu gives various suggestions of complaints related the local levels of Nepal regarding plan implementation and management.

- While conducting development works, it has been found that the same work has been duplicated and payment has been made by paying false bills and making details. As such work is a corrupt act, plan selection, implementation and expenditure system should be organized and internal control system should be strengthened by ensuring that it is not duplicated from the time of program selection. No double payment as per budget allocation directive and local government operation act.
- In forming projects at the local level, a consumer committee will be formed under the direction or initiative of the elected officials without meeting the real consumers. And arrangements should be made for the employees not to be the office bearers of the consumer committee. As per sub-rule 12 of rule 97 of the Public Procurement Rules, 2064, the projects completed by the consumer committee should be handed over to the consumer committee with the responsibility of maintenance and supervision. There should be an arrangement to do so.
- In collaboration with the officials and employees of the Consumers' Committee, the local levels have done such things as giving advance to the consumers without completing the necessary process prescribed by law for the implementation of the plan, even selling without work, making or reporting without completing the work

and modifying the unfinished projects for commission. Work should be stopped immediately and the procedures specified in accordance with the Local Government Operation Act, 2074, and the prevailing Public Procurement Act and Rules should be followed. In addition, the Consumers' Committee and the contractors who do not complete the plan on time after taking a large amount of advance should be asked to complete the plan immediately by taking immediate action as per the prevailing law or the plan should be completed by other means.

- Implementation of technical knowledge and special technology plans by the Consumer Committee will not be possible and even if such a plan is implemented, it will not be appropriate to implement complex projects of technical knowledge and special technology by the Consumer Committee.

There are so many public procurement practices in local levels and other government organizations. There are also so many issues and challenges in this sector. So, need of research in this field is necessary to identify factors affecting public procurement practices in effective implementation.

1.3 RESEARCH QUESTIONS

- RQ1: What are the factors affecting implementation of public procurement practices?
- RQ2: What are the problems of procurement and related policies on implementation of public procurement practices?

1.4 RESEARCH SCOPE AND LIMITATION

The scope of the study is to assess the factors affecting effective implementation of public procurement practices. However, due to limitation in time, the research is limited to public procurement practices within Dolpa.

1.5 RESEARCH OBJECTIVES

The objectives of this research are

- To determine factors affecting implementation of public procurement practices
- To determine the problems of procurement and related policies on implementation of public procurement practices.

1.6 SIGNIFICANCE OF STUDY

The outcome of the study will be significance to: Public entities, clients, consultants, contractors and public procurement practicing people.

2 LITERATURE REVIEW

2.1 Public Procurement

The McGraw Hill dictionary of scientific and technical terms defines procurement as “the action or process of acquiring or obtaining material, property or services at the operational level”. The Oxford English Dictionary defines procurement as the “act of obtaining by care or effort, acquiring or bringing about”. “Procurement” means the acquisition by any public entity of any goods, consultancy services or other services, or executing or causing to be executed any construction works by such an entity. (Public Procurement Act, 2007). Matthew defines procurement as purchases of goods, works and service from the supplier and contractor that provide the optimum combination of whole life costs and benefits to meet the customer’s requirement.

Walker and Rowlinson (2008) suggest that procurement in the context of project management within the construction industry “is about the acquisition of project resources for the realization of a constructed facility”. The United Nations viewed public procurement as an “overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services’ contract or the useful life of an asset” (United Nations Development Programme, UNDP, 2007). Basheka & Kabatereine, (2013) adds that, a good procurement is one devoid of corruption and based on well-known procurement practices that promote efficiency and effectiveness, is the vehicle for better service delivery.

An effective public procurement system is essential for good governance. A poor procurement system results in high costs to the government and the public in general. It delays project implementation which further increases costs, leads to poor project execution performance and delays the delivery of benefits to the beneficiaries. Procurement problems also increase the scope for corruption, generate more complaints and raise concerns about the integrity of the procurement process (Sarfo, 2011).

Public procurement is an important government system for spending public money on acquisition of goods, works, and services needed for public programs and projects. Procurement comprises: (i) preparation of annual budget when government agencies have to estimate their needs, (ii) procurement planning following budgetary allocation, and (iii) execution of procurement plans. Procurement plans are implemented using a procurement cycle that includes tendering or bidding, contract award, and contract management. The main objective of these activities is delivery of quality and timely services to citizens through public programs and projects, implementation of which is supported by public procurement. (Khan N., 2018)

Procurement of goods and services is an important part of expenditure auditing and a major function of government entities. Normally material management starts from need identification, specification preparing, identifying the supplier, tendering, receipt, accounting, storage, issues and disposal of scrape and surplus. These exercises are carried out so as to optimize the use of resources. It attempts to get the right goods and services at right place, at right price, right time, with right quality and right quantity. In this whole exercise the responsible authorities or Program managers may have major influence on selection and evaluation of proposals of consultants, contractors and suppliers. (Government Auditing Standards, Part 3: Segment Audit Guidelines, Procurement Audit, 2005)

2.2 Principles of Procurement

The public procurement system in most countries is based on the following seven globally accepted principles: value for money, economy, integrity, fit for purpose, efficiency, transparency, and fairness (Khan N., 2018). The World Bank Policy (World-Bank, 2016) on “Procurement in IPF (Investment Project Financing) and Other Operational Procurement Matters” issued on June 28, 2016, defines these principles as shown in the following:

- i. . “... Value for money means effective, efficient, and economic use of resources, which requires an evaluation of relevant costs and benefits, along with an

assessment of risks, and non-price attributes and/or life cycle costs, as appropriate. Price alone may not necessarily represent value for money.

- ii. ... Economy takes into consideration factors such as sustainability, quality, and non-price attributes and/or life cycle cost as appropriate that support value for money. It permits integrating into the Procurement Process economic, environmental, and social considerations ...
- iii. Integrity ... refers to the use of funds, resources, assets, and authority according to the intended purposes and in a manner that is well informed, aligned with the public interest and aligned with broader principles of governance ... all parties involved in the Procurement Process ... observe the highest standard of ethics ... and refrain from fraud and corruption.
- iv. Fit for Purpose ... applies both to the intended outcomes and the procurement arrangements in determining the most appropriate approach to meet the project development objectives and outcomes, taking into account the context and the risk, value, and complexity of the procurement.
- v. Efficiency ... requires that procurement processes be proportional to the value and risks of the underlying project activities. Procurement arrangements are generally time sensitive and strive to avoid delays.
- vi. Transparency ... requires (i) that relevant procurement information be made publicly available to all interested parties, consistently and in a timely manner, through readily accessible and widely available sources at reasonable or no cost; (ii) appropriate reporting of procurement activities; and (iii) the use of confidentiality provisions in contracts only where justified.
- vii. Fairness ... refers to (i) equal opportunity and treatment for bidders and consultants; (ii) equitable distribution of rights and obligations between ...; and (iii) credible mechanisms for addressing procurement-related complaints and providing recourse”

Raymond (2008) provides five key principles of procurement: value for money (VFM), ethics, competition, transparency, and accountability. Procurement involves other issues as well such as “culture, leadership, management, economics, environmental, ethical and

political issues” (Walker & Rowlinson, 2008). The following are core pillars of public procurement: (Adhikari,2015)

- Value for money
- Open and effective competition;
- Ethics and fairness; and
- Accountability, transparency and reporting
- Equity

Guiding Principle (Government of Nepal, Public procurement Monitoring Office, 2013)

- Coordination: Coordination and collaboration with stakeholders.
- Transparency: Transparency in transactions
- Fair (Competition): Sound and fair environment
- Value for money: Public procurement for value for money.
- Efficiency and effectiveness: Development of professional skills, knowledge and experience and the effective implementation of procurement legislation
- Accountable: Accountability and responsibility to the public.
- e-Governance: ICT based procurement management

Tajarlou & Darabad (2017) gives following Principles of Public Procurement

- Economy, including value for money;
- Competitiveness;
- Effectiveness and
- Transparency

2.3 Local Government

Constitution of Nepal 2015 establishes the Federal government structure with forming Local Government authorizing strong power and authority. Local Government (LG) is a public institution in a small geographic area, such as a city, town or country which is the most closet and trustworthy organization of the local citizen. Local governments are units

of government closest to the grassroots, with responsibility not only for institutionalizing local governance by creating an enabling environment to promote democratic values and public participation in decision-making, but also for accelerating social and economic development in order to enhance the quality and prosperity of community life. Local government in Nepal is the third level of government division, which is administered by the provincial governments which in turn is beneath the federal government. After the Federalism, Nepal is divided into Seven Provinces which is further divided into 753 local levels (including 6-Metropolitans, 11-Sub Metropolitans, 276-Municipalities, 460-Rural Municipalities). The Local Level election were held in three phases from May-September 2017 and Provincial election were held in November-December 2017. Constitution has provisioned twenty-two (22) jurisdictions to Local Level Governments. (Acharya, 2018)

2.3.1 The Local Government Operation Act, 2074

The Local Government Operation Act, 2074 a strong legal foundation towards institutionalizing legislative, executive and quasi-judiciary practice of the local government. The legal mechanism was enacted as per the Article 296 (1) of the Nepal Constitution-2015 so as to leverage local leadership and governance system. The Act has stipulated several arrangements related to authorities, duties and responsibilities of local government, assembly meeting and working system, assembly management procedures, plan formulation and implementation, judicial works, financial jurisdictions, administrative structure and district assembly, among others (Local Government Operation Act, 2074).

This act describes rights, duties and responsibilities of municipalities or rural municipalities in different development and conservation sectors. It clarifies the rights of municipalities/ rural municipalities to form local laws, regulations and criteria for conservation of environment protected areas and species; for environmental pollution and hazard control; solid waste management; etc. (Local Government Operation Act, 2074).

This Act has been enacted to implement the provisions related to the rights of the local level in accordance with the Constitution of Nepal and to promote cooperative, coexistence and coordination between the federal, state and local levels while ensuring

public participation, accountability and transparency. It is an act made to strengthen the socialist-oriented federal democratic republican system of governance from the local level in line with the concept of rule of law and sustainable development through proportional, inclusive and equitable distribution of the benefits of democracy. It is an act made to make necessary arrangements for the operation of local government to strengthen the local governance system and institutionalize legislative, executive and judicial practice at the local level while developing local leadership.

2.3.2 Corruption Control

The Constitution of Nepal has made legal and structural provisions to guarantee good governance by ensuring equal and easy access of the people to the services and facilities delivered by the State while making public administration fair, competent, impartial, transparent, free from corruption, accountable, and participatory. Necessary legal provisions are being formulated to bring corruption-related activities and financial irregularities happening in the public, private, cooperative, community, and the non-governmental sectors as well under the scope of the law by revising the prevailing law as per the United Nations Convention against Corruption (The Fifteenth Plan,2020).

The Fifteenth Plan highlighted the major problems on making country corruption free are Failure to strengthen public opinion against corruption in the society, failure to bring the economic irregularities of the private sector completely under the scope of legal action, failure to develop a robust system of investigation, failure to make public services especially the procurement-related services and other services of direct concern to the citizens completely online, and failure to make the public services predictable by expanding them to all provinces and local levels are the major problems (The Fifteenth Plan,2020).

2.4 The legal and Regulatory Frameworks Governing the Public Procurement in Nepal

In the early days, Public Procurement works were being carried out from the Financial Administration Rules, 2036, Financial Administration Rules, 2042. Procurement works were being carried out by the government / public bodies in accordance with the provisions of the Financial Procedure Act, 2055 BS and the Financial Administration Rules, 2056 BS (currently the Financial Procedure Rules, 2064 BS) before enactment of PPA and PPR. The physical infrastructure, transport and communication sectors play an important role in the country's high economic growth and rapid development. The construction and management of quality physical infrastructure has helped in job creation and poverty alleviation.

The concern of any government to achieve and enhance the effectiveness, efficiency, transparency, and equity in public procurement because public procurement “affects all aspects of people’s lives and assumes a large share of government budget” (Adhikari, 2015). Government and Government-owned entities have separate provisions for procuring works, goods and services in Nepal which is governed by the Public Procurement Act 2063 and Public Procurement Regulation 2064. A public body shall follow the procedures outlined in PPA when making a procurement.

The Public Procurement Act, 2007 (2063) is an act made to provide for public procurement. Whereas, it is expedient to make legal provisions in order to make the procedures, processes and decisions relating to public procurement more open, transparent, objective and reliable, and achieve the maximum returns of public expenditures in an economical and rational manner, by promoting competition, fairness, honesty, accountability and reliability in the public procurement processes, and ensure good governance by enhancing the procurement management capacity of the public entities in procuring, or causing to be procured, construction works and procuring goods, consultancy services and other services by such entities and by ensuring the equal opportunity for producers, sellers, suppliers, construction entrepreneurs or service providers to participate in public procurement processes without any discrimination.

Public Procurement Monitoring Office (PPMO), established and mandated under Public Procurement Act, 2007 has been engaged in creating a conducive public procurement environment in the country. It is fully committed to empowering public procurement entities to deliver its services with more transparency, efficiency and competitiveness. The PPMO is also playing a major role in improving relations between the Government and its supplier contractors, consultants and service providers towards building an atmosphere of trust and confidence (Government of Nepal, Public procurement Monitoring Office, 2013).

Procurement processes are managed by understated individuals who are required, first and foremost, to satisfy the complex accountability processes of the government, an administrative principle, which is reinforced by timely failures of corporate financial governance. Furthermore, a search of contemporary literature shows little evidence that public procurement has penetrated the theoretical limits of public procurement management in strategic concept despite the profession's efforts over decades and decades to develop its profile (Regmi, 2018).

2.4.1 Legal Aspects related to Procurement

2.4.1.1 Procurement to be made in accordance with this Act (clause 3, PPA 2007):

A public body shall, in making a procurement, make such procurement by complying with the procedures set forth in this Act.

2.4.1.2 Description of goods, construction works and services to be prepared (clause 4, PPA 2007):

Prior to procuring any goods, construction work or service, a public body shall prepare a specification, plan, drawing, design, special requirement or other descriptions thereof.

2.4.1.3 Cost estimate to be prepared (clause 5, PPA 2007):

A public body shall prepare a cost estimate as prescribed for any procurement whatsoever.

2.4.1.4 Approval (clause 5A, PPA 2007):

A public entity shall approve as prescribed the descriptions referred to in Section 4 and the cost estimate referred to in Section 5.

2.4.1.5 Procurement plan to be prepared (clause 6, PPA 2007):

A public entity shall, in making procurement valued at an amount exceeding the prescribed limit, prepare a master procurement plan and yearly procurement plan, as prescribed.

2.4.1.6 Responsibility for procurement activity (clause 7, PPA 2007):

The chief of the concerned public entity shall be responsible for executing, or causing to be executed, the procurement activity by fulfilling the procedures referred to in this Act.

A public entity shall, for the performance of the following major functions, establish a separate division, section or unit on the basis of workload and nature of procurement activity and designate the procurement official:

- (a) To prepare procurement plans,
- (b) To prepare, as required, prequalification documents, bidding documents and contract documents,
- (c) To so prepare documents relating to proposals for consultancy,
- (d) To publicly publish the notices on procurement,
- (e) To issue pre-qualification documents, bidding documents or to forward documents relating to proposals for consultancy service,

The other functions regarding procurement unit and procurement official are stated in PPA and PPR.

2.4.1.7 Procurement method to be selected (Clause 8, PPA2007):

A public entity shall make procurement by applying any of the following methods based on such conditions and purchase price as prescribed:

A. For the procurement of goods, works or other services:

- a. Inviting international open bidding,
- b. Inviting national open bidding,
- c. Inviting sealed quotations,
- d. Direct procurement,
- e. Through participation of users' committee or beneficiary group,
- f. Through a forced account,
- g. Lump sum piece rate method,
- h. Catalogue shopping,
- i. Limited tendering,
- j. Buy-back method,

B. For the procurement of consultancy services:

- a. By requesting competitive proposals,
- b. Through direct negotiations.

2.4.1.8 Provisions Relating to Bidding

Prequalification: large and complex works or to procure goods of high value such as industrial plants

Preparation of Bidding documents: The public entity shall, prior to an invitation to bid, prepare the bidding documents.

Invitation to bids: A notice for invitation to bids or pre-qualification proposals shall be published in a daily newspaper of national circulation, and in the case of an international bidding, it may also be published in any international communication media.

Method of submission of bids: A bid shall be submitted in the specified form, duly signed by the bidder himself or herself or his or her authorized agent, in a sealed envelope by the bidder himself or herself or through his or her authorized agent or by post or courier at such place and within the deadline and time as specified for the submission of bids.

Validity period of bids: The validity period of bids shall be as specified in the bidding documents.

Opening of bids: The public entity shall open bids as prescribed at the time and place specified in the bidding documents on the same day immediately after the expiry of the deadline and time for the submission of bids.

Examination of bids: The public entity shall submit the bids opened pursuant to Section 22 to the evaluation committee.

Evaluation of bids: All the submitted bids other than those set aside for non-entertainment pursuant to Section 24 shall be included for evaluation.

Acceptance of bid and procurement contract: The public entity shall select for acceptance only the lowest evaluated substantially responsive bid in accordance with Section 25.

2.4.1.9 Provisions Relating to Conduct

Conduct of officials who are involved in public procurement proceeding: Any official who is involved in the act of formulating a procurement plan, operating procurement proceeding, implementing a procurement contract or in other act as prescribed relating to procurement by the public entity shall observe the prescribed conduct.

2.4.1.10 Procurement transaction may be carried out through means of electronic communication:

A public entity may follow only the system of electronic procedure in any or all of the procurement acts. The procedures, system of, and inherent principles of, the procurement to be made through the electronic system shall be as determined by the Public Procurement Monitoring Office.

Legal Provisions for Electronic Procurement

- Public Procurement Act- Clause 69 and 18
- Public Procurement Regulation- Rule 146
- Electronic Government Procurement System Operating Directives, 2074

2.4.1.11 Power to frame rules:

The Government of Nepal may frame necessary rules for the implementation of the objectives of this Act. Any public entity may frame necessary rules subject to the Act, rules or Formation Order relating to such entity.

2.4.1.12 Procurement through Users Committees

According to Public Procurement Act 2063, Article 44, it is stated that “If economy, quality or sustainability is increased in having a construction work carried out or obtaining services related thereto from the user’s committee of beneficiary community or if the main objective of the project is to create employment and to have the beneficiary community involves, such work may be caused to be carried by or such service may be

obtained from a user's committee of beneficiary community by fulfilling the procedure as prescribed."

2.5 Factors Affecting Implementation of Public Procurement Practices

The important factors influencing procurement such as the nature and type of clients, client's objectives, innovation, external environmental factors, performance requirements, project characteristics and lack of understanding of appropriate methods of procurement. (Noor, Khalfan & Maqsood, 2013)

Internal Influencing Factors

- Nature of Clients
- Client Objectives
- Lack of understanding of appropriate procurement methods
- Performance Requirements
- Problems in Contract Management
- Risk Management

External Influencing Factors

- Culture
- Political
- Finance and Foreign Aid
- Economic
- Technology
- Regulatory
- Market
- Innovation
- Trend in Adoption of Procurement Practices of Developed Countries
- Private sector investment in infrastructure projects
- Supply Chain Management

Thai (2008) noted that public procurement is influenced by internal and external forces including the following:

- ✓ Internal Factors
 - Interactions between various elements of the public procurement systems
 - various officials and organizations in the three branches of government, and various actors and sub-agencies within a department or executive agency and actors and organizations external to sub-agencies
 - Types of goods, services and capital assets required for an agency's missions;
 - Professionalism or quality of procurement workforce;
 - Staffing levels (e.g., ratio of procurement practitioners to contract actions) and budget resources;
 - Procurement organizational structure such as; procurement regulations, rules and guidance;
 - and Internal controls and legislative oversight.
- ✓ External Factors -environmental factors
 - Market Environment
 - legal environment
 - political environment
 - organizational environment
 - socio-economic and
 - other environmental factors: culture and technology

Hamza et.al (2017) identified seven key success factors which influence procurement: a clear procurement strategy, effective management information and control systems, development of expertise, a role in corporate management, an entrepreneurial and proactive approach, coordination and focused efforts.

Key Purchasing Variables: According to Baily et al., (2005), there are five important purchase variables in supply management. They are: the right quality, the right quantity, the right time, the right price/cost and the right supplier.

Procurement Planning

Procurement planning is the purchasing function through which organizations obtain products and services from external suppliers (Burt et al, 2003). According to Basheka (2009), procurement planning is one of the primary functions of procurement that sets the stage for successive procurement activities with the potential to contribute to the success of public institution's operations and improved service delivery. Moreover based on Hamza et al. (2017), procurement planning is important due to the following reasons: it helps to decide what to buy, when and from what sources; it allows planners to determine if expectations are realistic; particularly the expectations of the requesting entities, which usually expect their requirements met on short notice and over a shorter period than the application of the corresponding procurement method allows; it is an opportunity for all stakeholders involved in the processes to meet in order to discuss particular procurement requirements.

Accountability

Accountability is government's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs (Segal and Summers 2002). Lack of accountability creates opportunities for corruption.

Staff Competency

According to Russell (2004), the absence of adequate knowledge in procurement matters may end up with serious consequences including breaches of codes of conduct. Armstrong & Baron (1995) explain that competency is the application of knowledge and skills, performance delivery, and the behavior required to get things done very well. Besides competency indicates the adequacy of knowledge and skills that enable someone to act in various situations (Aketch & Karanja, 2013).

Information Communications Technology

Roberta et al. (2014) reckoned that personnel in procurement are, in a sense, information processors. They receive, analyze, make decisions and distribute information in order to

manage the flow of goods and services in the supply chain. ICT is an enabler for information sharing which organizations in the procurement system can use for eliminating bloated inventory levels caused by the cumulative effect of poor information cascading up through a supply chain. According to Bell (2007), information technology is a general term that describes any technology that helps to produce, manipulate, communicate or disseminate information. According to Ken (2007), IT has reached almost every aspect of procurement and may enhance and deepen the effort of procurement reform. Specifically, information technology (IT) promotes economy and efficiency, significant savings of public funds by increasing competition, transparency by making procurement information of all sorts such as bidding opportunities, bidding documents, notices, texts of applicable rules readily available and in diminishing the opportunities for discretion (and hence corruption), and public confidence in the integrity of government.

Internal Control

Internal control is an integral part of the management process by which an organization governs its activities and operations to effectively and efficiently accomplish its mission. The purpose of control processes, therefore, is to support the organization in the management of risks and the achievement of its established and communicated objectives. If the control system is ineffective, then the management system will also be ineffective (Rendon, & Rendon, 2013). Public procurement has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations. This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries (Tan et al., 2009). Employees may neither engage in, nor give the appearance of engaging in, dishonest or unethical actions. Both are injurious to the public's perception of honest government. As a government employee, you might have access to procurement and other nonpublic information that could affect a contract bid or the award process (Wymer and Regan, 2005).

Ethnics

According to Wee (2002) ethics are the moral principles or values that guide officials in all aspects of their work. Ethical behavior encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency. Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position. Ethical behavior is important in public procurement as it involves the expenditure of public money, and is subject to public scrutiny. Public officials should always behave ethically and fairly, including in their business undertakings. Ethical behavior supports openness and accountability in a procurement process and gives suppliers confidence to participate in the Government marketplace. Ethical behavior can also reduce the cost of managing risks associated with fraud, theft, corruption, and other improper behavior; and enhance confidence in public administration (Wee, 2002).

2.6 Procurement, Audit Process and Public Finance Management (PFM)

2.6.1 Public financial management (PFM)

Public financial management (PFM) is an essential part of the development process. The broad objectives of public financial management are to achieve overall fiscal discipline, allocation of resources to priority needs, and efficient and effective allocation of public services. (Karkee, 2009)

PFM relates to collection of resources and their efficient and effective allocation for government programs (also called budget formulation); it includes efficient utilization of these scarce resources, including economic and efficient conduct of procurement, and a system of controls to ensure that budget entities use budget funds with care. Public procurement is a key element of the resource management process within any PFM system. Procurement is often seen as a separate subject from PFM. However, procurement is more than a process for executing transactions; it constitutes an integral part of the mechanism through which budget entities use public money. Procurement links directly to service delivery and government policy aims (Khan, 2018)

Effective Public Financial Management (PFM) systems are required to maximize the efficient use of resources, create the highest level of transparency and accountability in

government finances and to ensure long-term economic success (Overseas Development Institute: ODI 2005). Public financial management assessment is an integral activity which supports transparency, accountability and efficiency for better planning and execution of the incoming and outgoing of public funds. It helps strengthening governance, optimizing outputs from resources and ensuring inclusive and broad-based development. It helps in strategic planning and optimum utilization of the available funds (Karkee, 2009).

Financial Procedures and Fiscal Accountability Act, 2019 is the cornerstone in terms of making the budget system effective, promoting professionalism in public finance management, maintaining fiscal discipline, transparency and ensuring responsibility and accountability of officials in public finance management (Financial Procedures and Fiscal Accountability Act, 2019).

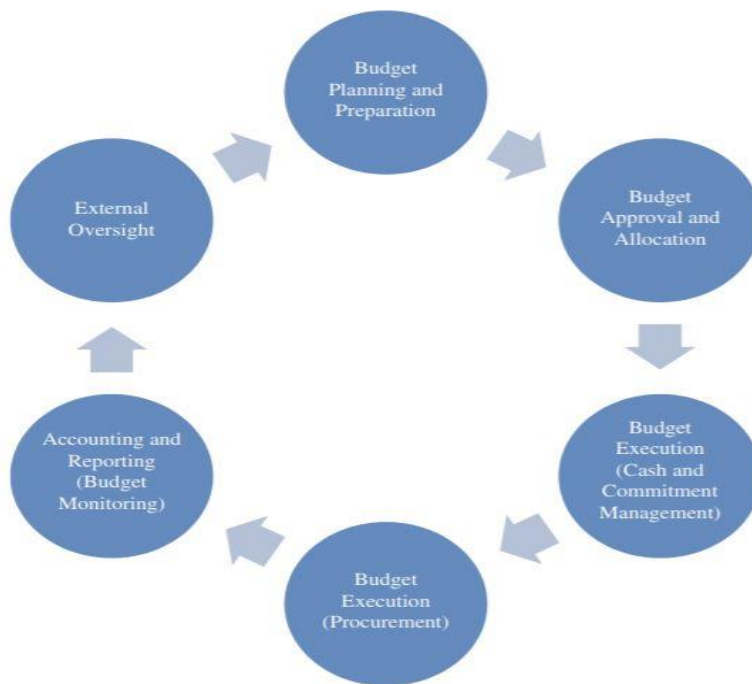


Figure 2.1: PFM Cycle (Khan, 2018)

2.6.2 Audit Process

The Constitution of Nepal and Audit Act 2075 (2018) mandate the Auditor General to conduct the statutory audit of all government offices of federation, provinces & local levels and wholly government-owned corporate bodies considering regularity, economy, efficiency, effectiveness and propriety thereof. The objective of audits of the Auditor General has been to provide appropriate conclusions & recommendations on assurance of the following matters by examining with due consideration to regularity, economy, efficiency, effectiveness and propriety thereof pursuant to acquisition and utilization of public resources, and to give reasonable assurances in the presentation of financial statements: (Office of the Auditor General, 2020)

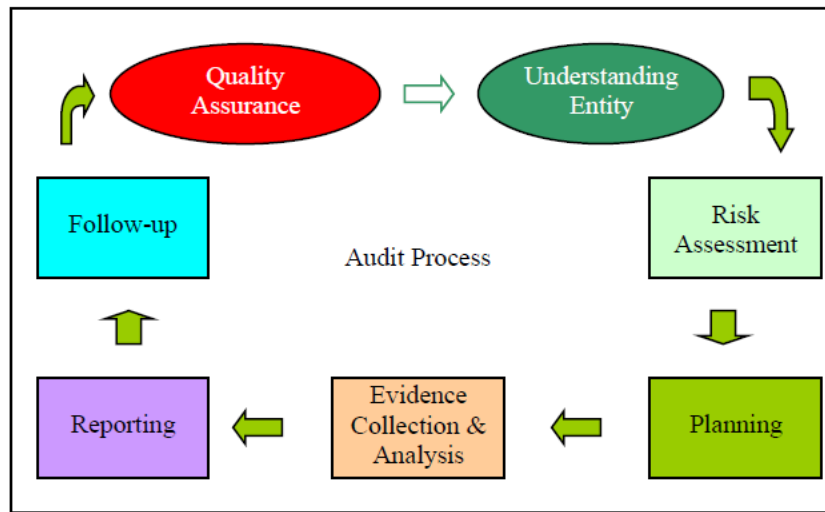


Figure 2.2: Audit Process (Office of the Auditor General, 2020)

Financial Audit

The financial audit is done whether the financial statements are prepared in accordance with prescribed formats and present true and fair state of financial transactions, whether the financial transaction and reporting system are in accordance with the approved formats, whether adequate arrangements have been made for recording, utilization and safeguard of cash, inventories and other government properties in order to check the loss & damages and misuse, and the arrangement so made have been followed, whether the

accounts of revenues, other overall incomes and deposits are properly maintained, whether the internal control systems are effective.

Compliance Audit

The Compliance audit is done whether the expenditures are incurred for specified purposes remaining within the approved ceilings in accordance with Appropriation Act, whether accountability and responsibilities are accomplished, whether the applicable laws are compiled and evidences are sufficiently maintained while conducting financial transactions, whether the revenues, other incomes and deposits have been ascertained, realized and deposited in accounts complying the prevalent laws, whether the monitoring are conducted as per the arrangements of prevalent laws.

Performance Audit

The performance audit is done whether the economical procedures are followed in incurring expenditure, whether the progress has been achieved within scheduled time in accordance with programme, whether the standards of service delivery are appropriate and effective as per nature of work of the office, whether the target and progress are achieved in accordance with objective, programme of the office/entity, whether the arrangements for maintaining records relating to target, progress and cost are adequate and reliable, whether the return is satisfactory in comparison to cost involved, whether the organizational management is appropriate and the works are performed without duplication, and whether the outputs are achieved commissioning the programme/project within scheduled time.

The audit enables to be vigilant through the assessment of lacunae & weaknesses of financial transactions that prevailed in development works and service delivery and the implementation of public policies in purview of the matters with due regard to regularity, economy, efficiency, effectiveness and the propriety thereof. Consequently, it has been contributing in the prevention of mis-spending, misuse, loss & damage and checking leakages of national resources, and has also been contributing in maximization of returns from the use of means & resources. It has brought economy & efficiency in the public

expenditure and effectiveness in the service delivery to people. (Office of the Auditor General, 2021)

2.6.3 Irregularity

Section 2 (Ta) of Financial Procedures and Accountability Act, 2019 (2076) defines the irregularity as a financial transaction carried out without fulfilling such requirements as to be fulfilled in accordance with the prevailing law or accounts as to be maintained has not been maintained and a transaction which has been carried out in an irregular or unreasonable manner.

The irregularities have been classified into- recoverable, to be regularized, evidence/document not submitted, balance not brought forward, reimbursement not received and outstanding advances. The advances have been further classified into staff advance, mobilization advance, Letter of Credit (LC) advance, and other institutional advance.

2.6.4 Auditor General's Prospective on Public Accountability (Office of the Auditor General, 2020)

The Office of the Auditor General puts their prospective on various factors such as budget discipline, public procurement management, Internal Control, Responsibility & Accountability, Contract Management, Service Delivery Management, Local Level management.

Public Procurement Management

The public procurement is very important to manage. The Office of the Auditors General identified some issues and problems related to public procurement management.

The design/cost estimate found not realistic, there is direct purchases made by slicing cost estimates, there is no preparation of environmental study, land acquisition and site clearance done prior to contract arrangements, the Contraction capacity not analyzed, there is Lack of professionalism and fair competition, E-procurement system not fully

implemented, there is delay in contract arrangements, the complex & technical works undertaken through user groups, the modern methodology of procurement not used.

Internal Control, Responsibility & Accountability

The Internal controls and internal audit are not effective in every organization, Weak responsibility and accountability due to lack of actions to the persons not completing audits & not settling irregularities. The implementation of performance agreement is not effective. There is lack of system to eliminate duplications while making income & expenditure through fiscal transfer in tiers of governments. Nepal Financial Reporting Standard is not fully implemented. The computer-based accounting system has not been implemented. There is huge amount remained ideal due to non-operation of fund as per objective. There is weak fiscal accountability as timely audit not completed.

Contract Management

There are various problems identified by Auditors General office on contract management. The works are not completed on time, time extension granted without proper justification, no recovery of pre-determined liquidated damages, assigning works beyond capacity resulted delay in completion, no justification for variation, ineligible price adjustment granted, weak supervision, no adequate attention to construction and Procurement are major contract management problems and issues.

Local Level management

The Budgets of local level dependent on federal grants, unproductive & distributive programs, problems in sustainability of programs. The statement of Consolidated Fund is not prepared. Budget discipline is not maintained, expenditure incurred by keeping unallocated budget. There is lack of human resources, capabilities & laws/directives. The behavior of conflict of interests existed in local level to settle audit irregularities.

3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology adopted in carrying out the whole research process. Specific areas covered in this chapter are the research design, sample population, sampling procedure, instruments for the data collection and procedure for analyzing the data. Research methodology can be described as the overall method applied to satisfy the aims and objectives of the investigation. It is a way to systematically solve the research problem. It includes the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind him. The method used for this study was questionnaire survey backed up by the Literature review. Secondary data were collected by the literature review to identify the factors. These factors are then put to questionnaire and primary data were collected through questionnaire survey.

3.2 Research Method

A research design is a plan, structure and strategy or investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme of program of the research. A research design is a procedural plan that is adopted by the researcher to answer questions validity, objectively, accurately and economically.

This Research includes these phases.

1. First phase is the topic selection along with identifying the problems, establishment of research objectives and development of research plan.
2. Second phase is focused on literature review. The various probable status, factors and interrelationships of research objectives were identified through literature review.
3. In the third phase, questionnaire is designed. Pilot test was done before survey.
4. Fourth phase included a questionnaire survey.
5. In fifth phase, questionnaires are checked, coded and analyzed using Statistical Package for Social Science (SPSS) software.

6. Last phase of the research is to draw conclusion and recommend accordingly.

3.2.1 Research Design

3.2.1.1 Population and Sample Size

Population for the study consists of key personnel of 8 local levels, 4 provincial offices. All chiefs/vice-chiefs of local level, all office chief, planning section chiefs and engineers from 12 offices of Dolpa District.

SN	Office Type	No. of Office	No. of Respondents	Total No. of Respondents
1	Local Level office	8	4	32
2	Provincial Office	4	3	12
			Total No. of Respondents	44

Table 3.1: Population Size

key informant interview with the engineer of all local levels, provincial offices and direct beneficiaries/contractors.

3.2.1.2 Study Area

This research mainly focuses on 8 local levels and other infrastructure development related offices of Dolpa District as follows:

SN	Office Name	Office Type	Remarks
1	Thulibheri Municipality	Local Level	
2	Tripurasundari Municipality	Local Level	
3	Dolpo Buddha Rural Municipality	Local Level	
4	Shey Phoksundo Rural Municipality	Local Level	

5	Kaike Rural Municipality	Local Level	
6	Mudkechula Rural Municipality	Local Level	
7	Jagadulla Rural Municipality	Local Level	
8	Chharka Tangsounng Rural Municipality	Local Level	
9	Infrastructure Development Office	Province Level	
10	Social Development Office	Province Level	
11	Agricultural Development Office	Province Level	
12	Water, Irrigation and Energy Development Office	Province Level	

Table 3.2: Study Area

3.2.1.3 Research Data Sources

All key personnel of the municipality/rural municipality/provincial office are data sources. Key persons are elected representatives, chief executive officers/office chiefs, planning section chiefs, engineers.

Linking back to literature and research questions structured questionnaire will be prepared taken for the study and analysis.

3.2.2 Data Collection Methods and Tools

Primary and secondary data /Information were collected in the following ways:

- Primary Data Collection
- Questionnaire survey
- Interviews

The questionnaires and interviews consist of structured questions and interviews respectively to be answers by the selected respondents.

- Secondary Data Collection

Literature review was carried out to obtain the required secondary data. Data and information were collected from different published and unpublished documents.

- ✓ Literature review
- ✓ Data and information: Reports and documents of Ministry, offices, Municipality,

3.2.3 Data Analysis

The descriptive study for determining factors affecting implementation of public procurement practices was analyzed using collected primary data.

All the collected data were analyzed quantitatively. The data collected during research work was classified, tabulated and categorized into several variables. MS Excel and SPSS were used for mathematical calculation. Presentation and analysis were simplified by tables, graphs, charts, figures, and diagrams.

Relative Importance Index

All questions used for data collection were prepared in Likert Scale. The Relative Importance Index (RII) was adopted for determination of significance of factors because Adnan et al (2007) asserted that to analyze data on ordinal scale, the application of RII is suitable. Hence, RII was used to rank variables. RII is computed as in (Adnan et al., 2007):

$$\begin{aligned} \text{RII} &= \Sigma w / (AN) \\ &= (5*n_5 + 4*n_4 + 3*n_3 + 2*n_2 + 1*n_1) / 5(n_1 + n_2 + n_3 + n_4 + n_5) \end{aligned}$$

Where: A- highest weightage, N- Total number of respondents, w- weightage given to each factor ranging from 1 to 5, n1- number of respondents who responded 1, n2- number of respondents who responded 2, n3- number of respondents who responded 3, n4- number of respondents who responded 4 and n5- number of respondents who responded 5.

One-Sample t-Test

The one-sample t-test is a statistical hypothesis test used to determine whether an unknown population mean is different from a specific value. The one-sample t-test compares the mean of a single sample to a predetermined value to determine if the sample mean is significantly greater or less than that value. The independent sample t-test compares the mean of one distinct group to the mean of another group.

3.3 Questionnaire Design

Based on the literature review, general idea has been emerged on how to proceed the research. Primary Data were gathered through a questionnaire. This study was survey research which made use of questionnaires containing a well-structured preformatted set of information bordering on procurement activities, procurement practices, procurement problems. The questionnaire consisted of 3 parts:

- The general and demographic information about the respondents and basic procurement knowledge of respondents.
- The six sets of questions containing various sub-factors in second sections
 - ✓ Accountability
 - ✓ ICT Adaptation
 - ✓ Procurement Planning
 - ✓ Transparency
 - ✓ Ethics
 - ✓ Internal Control System and Process
- In third section of questionnaire contains 15 questions in relation with problems on procurement and related policies.

3.3.1 Pilot Survey

The basic purpose of the pilot survey is to verify the completeness of the questionnaire survey in capturing required information for the research. The respondents were also asked to comment and add missing questions/factors well. Questionnaire was pretested with 12 respondents.

3.3.2 Reliability Analysis

Cronbach alpha was used to test consistency and reliability of the data collection instrument. The higher the score, the more reliable the generated scale was. Researchers have indicated 0.7 to be an acceptable reliability coefficient. The Cronbach's alpha reliability coefficients for the various are given in Table 3.1 below.

Reliability Statistics

Factors	Cronbach's Alpha	No of Items
Overall Factors	0.949	57
Accountability	0.766	4
ICT adaptation	0.733	7
Ethics	0.852	6
Transparency	0.906	6
Procurement Planning	0.893	10
Internal control process and system	0.755	9
Problems of Dolpa	0.939	15

Table 3.3: Cronbach's Coefficient Value

4 RESULT AND DISCUSSION

This chapter deals with the analysis, presentation and interpretation of collected facts or information as per the methodology described. This chapter includes the results obtained from the questionnaire and the various views of respondents on factors associated with procurement practices of Dolpa. Information/Data obtained from respondents were analyzed with the help of simple statistical tools and techniques. All the data, results and findings from the analysis were elaborated with the help of simple graph, chart, table and figure.

Analysis and discussions on the data and information gathered are based on the goals to achieve the pre-determined objectives of the study. So, all the analysis and presentation are divided under several headings based on the objectives.

4.1 Demographic Characteristics of Respondents

4.1.1 Gender

Gender	Frequency	Percentage
Female	6	13.95
Male	37	86.05
Total	43	100

(Questionnaire Survey, 2021)

Table 4.1: Gender of Respondents

Majority of the respondents in this survey were male 86.05% while few were female 13.95%. Since male working in government office were more and there were very few female people's representatives. Hence number of male participants was more than that of female.

4.1.2 Age

The majority of the respondents were age group of 29-40 years (53.49%). 34.88% were 18-28 years age group. Among three age group least were 41-50 years age group i.e., 11.63%. Since most of the respondents were government employee and age remained

Age Group	Frequency	Percentage
18-28 years	15	34.88
29-40 years	23	53.49
41-50 years	5	11.63
Total	43	100

between 30-40 years.

(Questionnaire Survey, 2021)

Table 4.2: Age Group of Respondents

4.1.3 Level of Education

The majority of the respondents were completed their bachelor's degree (44.2%). 27.9% respondents were completed their diploma level education. 23.30% respondents completed their master's degree. Few respondents with minimum education of certificate level. Since most of the respondents were government employee and with minimum education level of diploma level.

Level of Education	Frequency	Percentage
Master's Degree	12	23.3
Bachelor's Degree	19	44.2
Diploma Level	10	27.9
Certificate Level	2	4.6
Total	43	100

(Questionnaire survey, 2021)

Table 4.3: Education of Respondents

4.1.4 Working Office/Organization

Working Office/Organization	Frequency	Percentage
Local Level	25	58.1
Provincial Office	9	20.9
Federal Office	3	7.0
INGO/NGO/Others	6	14.0
Total	43	100

(Questionnaire Survey, 2021)

Table 1.4: Working Organization of Respondents

The majority of the respondents were working in local level (58.1%). 20.9% respondents were working in provincial office. 7% respondents worked as federal employee. Few respondents were working in INGO/NGOs.

4.1.5 Work Experience

The majority of the respondents were with working experience of 3-10 years (69.8%). 16.2% of respondents were 1-2 years experienced in working sector. Only few

Work Experience	Frequency	Percentage
1-2 years	7	16.2
3-10 years	30	69.8
Over 10 years	6	14.0
Total	43	100

respondents (14%) worked with over 10 years of experience.

(Questionnaire Survey, 2021)

Table 2.5: Work Experience of Respondents

4.1.6 Academic Background

Academic Background	Frequency	Percentage
Engineering	18	41.9
Management	8	18.6
Education	9	20.9
Others	8	18.6
Total	43	100

(Questionnaire Survey, 2021)

Table 3.6: Academic Background of Respondents

Most of the respondents (41.9%) were with engineering background. Respondents with education background ranked in second position with 20.9%. Management and other background were 18.6% of total respondents. Since most of the engineering background person were involved in procurement activities.

4.1.7 Position in the Organization

Position in the Organization	Frequency	Percentage
Office Chief/ Chief executive officer	9	20.9
Planning Section	4	9.3
Technical Person	19	44.2
Elected Representatives	6	14.0
Others	5	11.6
Total	43	100

(Questionnaire Survey, 2021)

Table 4.7: Position of Respondents in Organization

Most of the respondents (44.2%) were technical person in the organization. 20.9% Respondents were office chief or chief executive officer in the organization. 14% respondents were elected representatives of the organization. The respondents working as planning section chief or planning section were 9.3%. Since of the technical person involved in procurement activities and were with high respondents.

4.2 Respondents Involvement and Knowledge on procurement

4.2.1 Procurement Section/Unit

Most of the organization have formed procurement section/unit. Since many of procurement activities were done by procurement section. The chief of the concerned public entity shall be responsible for executing, or causing to be executed, the procurement activity by fulfilling the procedures referred to Public Procurement Act 2007. A public entity shall establish a separate division, section or unit on the basis of workload and nature of procurement activity and designate the procurement official for the performance of the prescribed functions.

Procurement Unit in Office	Frequency	Percentage
No	7	16.3
Yes	36	83.7
Total	43	100

(Questionnaire Survey, 2021)

Table 5.8: Procurement Unit in Office

4.2.2 Activities Involved in Procurement

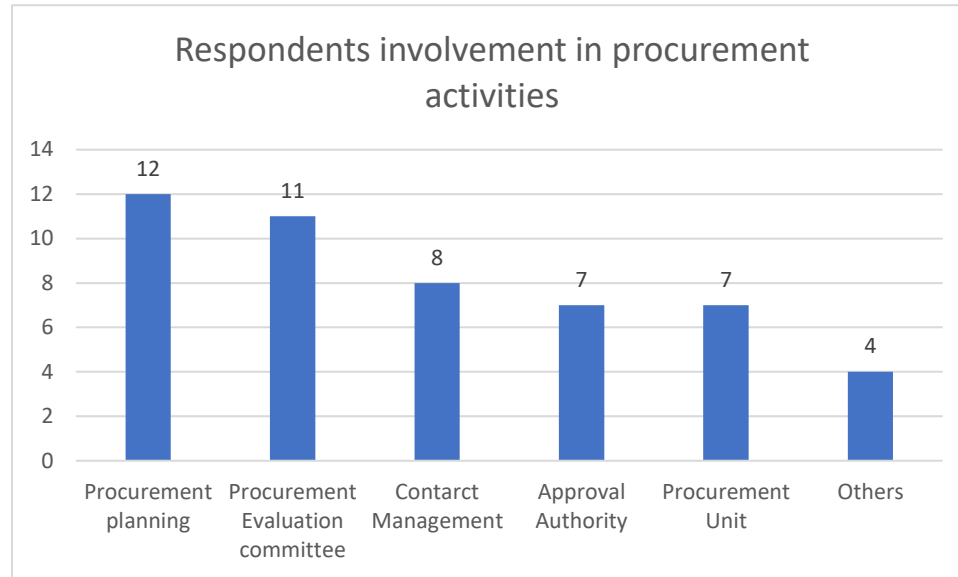
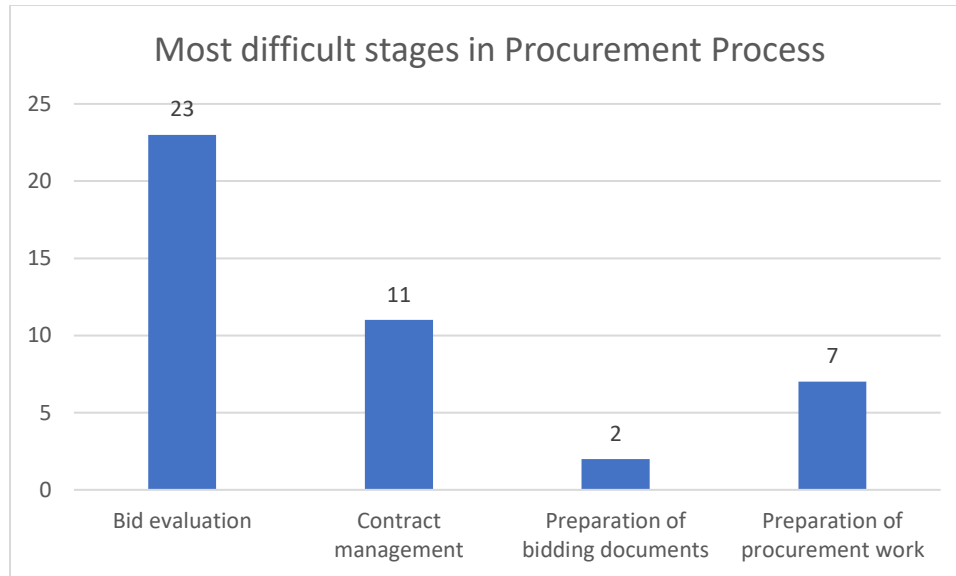


Figure 4.1: Activities Involved in Procurement

4.2.3 Most Difficult Stages in Procurement Process

There is globally accepted procurement-cycle. First stage is procurement planning, second stage is tendering or bidding. The third step is bid evaluation and selection process. The last stage is contract management.

Out of total respondents more than half respondents (53%) agreed that bid evaluation stage was the most difficult stage among all stages. 26% respondents agreed that contract management was the second most difficult stage. 16% respondents faced problem in preparation of procurement work. Few respondents faced problems in bidding document preparation stage (figure 4.1).



(Questionnaire survey, 2021)

Figure 4.2: Most Difficult Stages of Procurement-Process

4.3 Analysis of various Factors Affecting Implementation of Public Procurement Practices in Dolpa

First objective of the study assessed respondents' level of agreement on various factors that affects the implementation of public procurement practices in Dolpa using some selected factors (Accountability, Transparency, Ethics, Procurement Planning, Internal process, and ICT Adaptation) related parameters on a Likert scale 1–5 (1=Strongly Disagree, 2=Disagree, 3=No Opinion, 4= Agree, 5= Strongly Agree). Relative Importance Index (RII) and Mean Score were used to rank respondents' agreement level.

4.3.1 Accountability

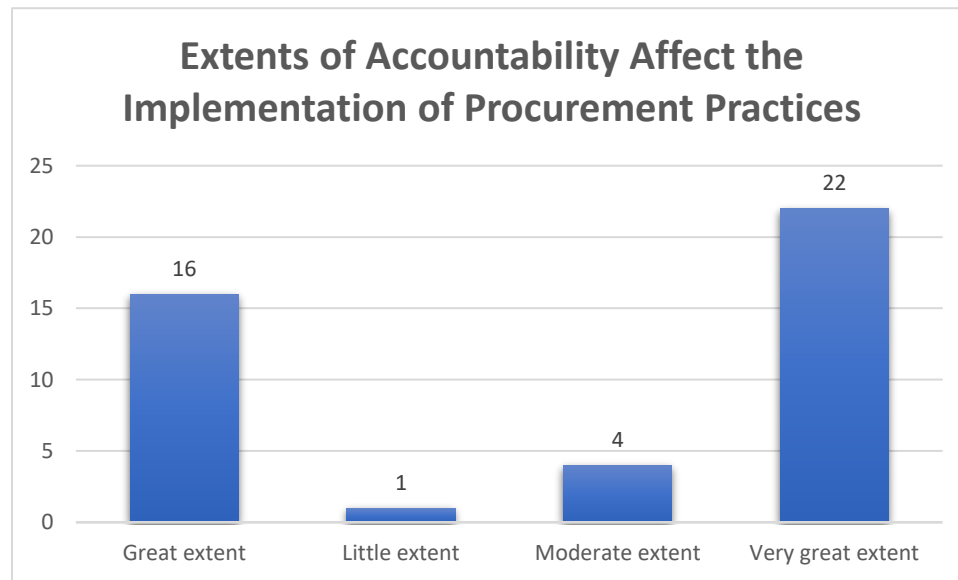


Figure 4.3: Extents of Accountability that affect the Implementation of Procurement Practices

More than half respondents (51.16%) answered that accountability affects the implementation of procurement practices in public sector projects in Dolpa in Very Great Extent. 16 respondents (37.2%) said that accountability affect the implementation of procurement practices in Great Extent. Few less respondents said that there is little extent of effect of accountability in public sector projects in Dolpa (See figure 4.1).

Respondents' levels of agreement on different parameters were analyzed as:

(A1)- Lack of accountability creates opportunities for corruption

For this particular parameter, out of 43 (100%) respondents; 23% responded Strongly Agree, 58% responded Agree, 16% responded No opinion, 3% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 4.02 with standard deviation 0.707.

(A2)- Abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption

For this particular parameter, out of 43 (100%) respondents; 44% responded Strongly Agree, 44% responded Agree, 12% responded No opinion, 0% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Strongly Agree and Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 4.33 with standard deviation 0.680.

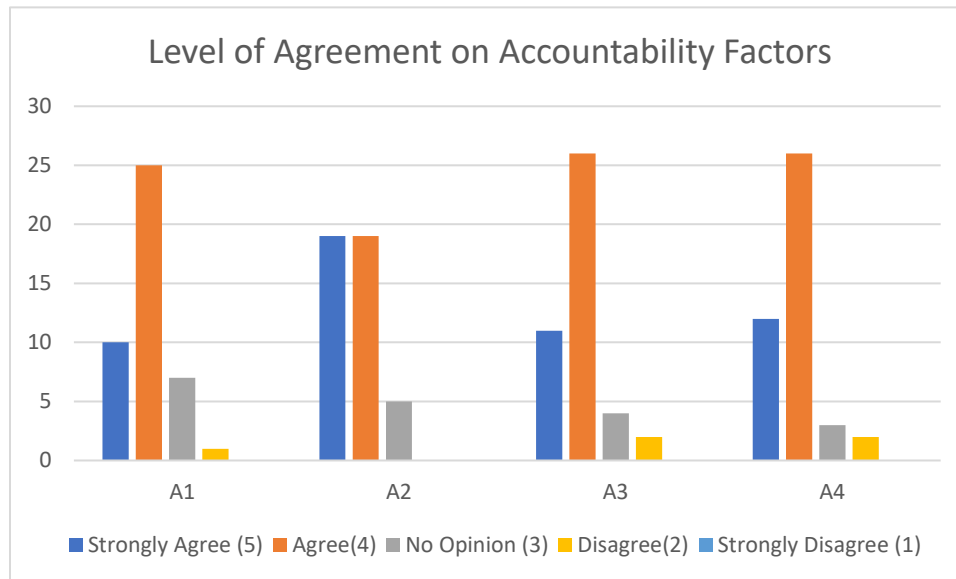


Figure 4.4: Level of Agreement on Accountability Factors A1-A6

(A3)- Effective auditing system to improve financial management, procurement management and promote good governance, responsibility, accountability and effective public service delivery

For this particular parameter, out of 43 (100%) respondents; 26% responded Strongly Agree, 60% responded Agree, 9% responded No opinion, 5% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 4.07 with standard deviation 0.737.

(A4)- Political interference in public organizations

For this particular parameter, out of 43 (100%) respondents; 28% responded Strongly Agree, 60% responded Agree, 7% responded No opinion, 5% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree and No opinion. The mean score for this parameter was 4.12 with standard deviation 0.731.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One Sample t-test

SN	Statements	Test Value = 3					
		t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
A1	Lack of accountability creates opportunities for corruption	9.495	42	0.000	1.023	0.81	1.24
A2	Abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption	12.776	42	0.000	1.326	1.12	1.53

A3	Effective auditing system to improve financial management, procurement management and promote good governance, responsibility, accountability and effective public service delivery	9.523	42	0.000	1.070	0.84	1.30
A4	Political interference in public organizations	10.019	42	0.000	1.116	0.89	1.34

Table 4.9: One-Sample t-test on accountability Factors

T-test against mean value of population on Lack of accountability creates opportunities for corruption (A1), Abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption (A2), Effective auditing system to improve financial management, procurement management and promote good governance, responsibility, accountability and effective public service delivery (A3) and Political interference in public organizations (A4) was found to be statically significant, as p value was less than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Accountability factors that affect the implementation of public procurement practices in Dolpa.

Statements	RII	Rank	Mean	Standard Deviation
Lack of accountability creates opportunities for corruption	0.8047	4	4.02	0.707
Abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption	0.8930	1	4.33	0.680
Effective auditing system to improve financial management, procurement management and promote good governance, responsibility, accountability and effective public service delivery	0.8558	3	4.07	0.737
Political interference in public organizations	0.8791	2	4.12	0.731

Table 4.10: Ranking of accountability Factors with RII and Mean Value

4.3.2 ICT Adaptation

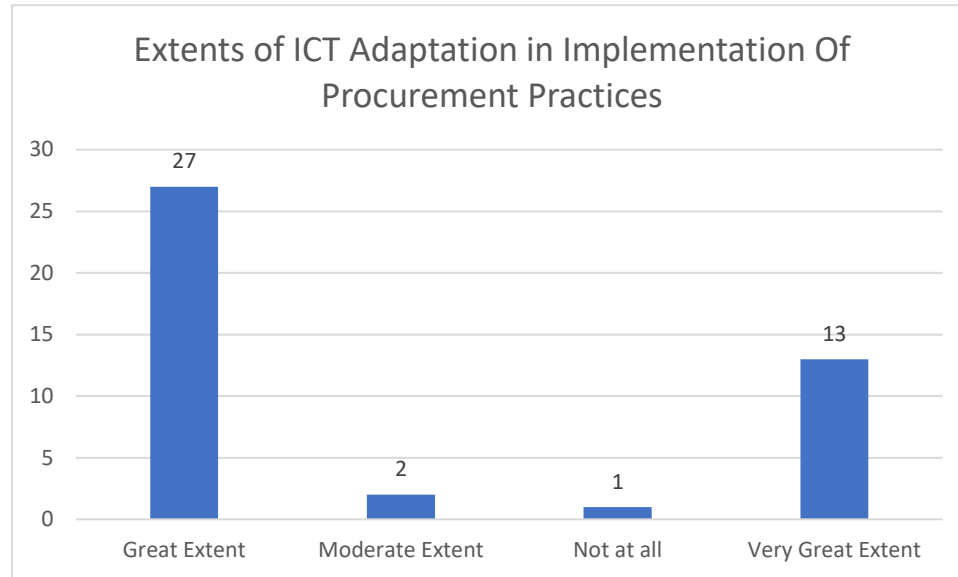


Figure 4.5: Extents of ICT Adaptation that affect the Implementation of Procurement Practices

More than half respondents (63%) answered that ICT Adaptation affects the implementation of procurement practices in public sector projects in Dolpa in Great Extent. 13 respondents (30%) said that ICT Adaptation affect the implementation of procurement practices in Very Great Extent. Few less respondents said that there is little extent of effect of ICT Adaptation in public sector projects in Dolpa (See figure 4.5).

Respondents' levels of agreement on different parameters were analyzed as:

(C1)- Public entities must utilize ICT in order to enhance the procurement processes

For this particular parameter, out of 43 (100%) respondents; 21% responded Strongly Agree, 72% responded Agree, 7% responded No opinion, 0% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 4.14 with standard deviation 0.516.

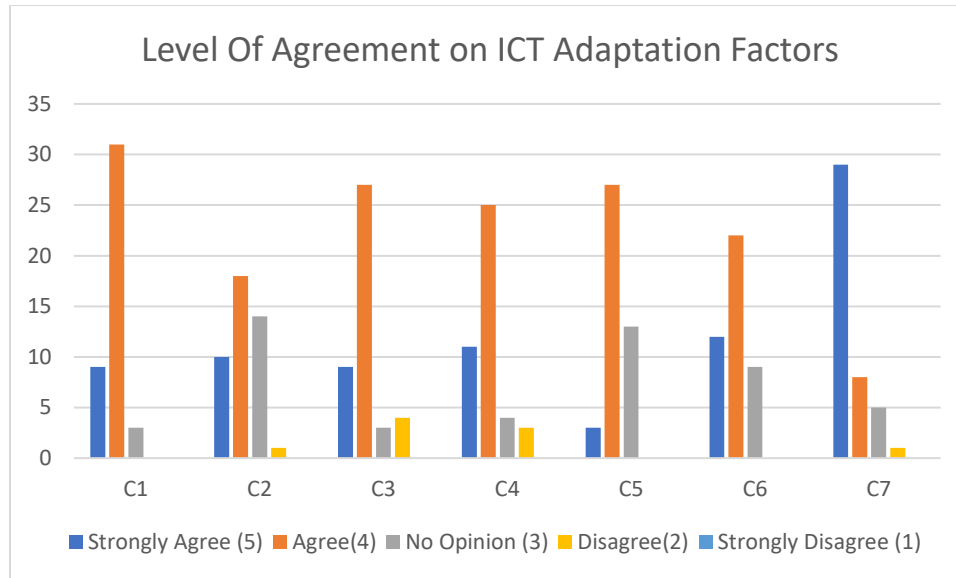


Figure 4.6: Level of Agreement on ICT Adaptation Factors C1-C7

(C2)- Public entities are expected to provide excellent service in an effective and transparent manner

For this particular parameter, out of 43 (100%) respondents; 23% responded Strongly Agree, 42% responded Agree, 33% responded No opinion, 2% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 3.86 with standard deviation 0.804.

(C3)- Provincial and local governments emphasize ICT to enhance the services by lowering costs and increasing productivity

For this particular parameter, out of 43 (100%) respondents; 21% responded Strongly Agree, 63% responded Agree, 7% responded No opinion, 9% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 3.98 with standard deviation 0.771.

(C4)- Public entities are lagging severely in ICT adoptions despite the benefits

For this particular parameter, out of 43 (100%) respondents; 26% responded Strongly Agree, 58% responded Agree, 9% responded No opinion, 7% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 4.00 with standard deviation 0.845.

(C5)- Use of electronic methods for government procurement enhances transparency, quality and improves the efficiency and effectiveness of public administration

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 63% responded Agree, 30% responded No opinion, 0% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 4.23 with standard deviation 0.571.

(C6)- Use of ICT improve the speed of procuring goods and services

For this particular parameter, out of 43 (100%) respondents; 28% responded Strongly Agree, 51% responded Agree, 21% responded No opinion, 0% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 3.93 with standard deviation 0.704.

(C7)- Level of ICT infrastructure is not effective and sufficient to embrace e-procurement

For this particular parameter, out of 43 (100%) respondents; 67% responded Strongly Agree, 19% responded Agree, 12% responded No opinion, 2% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Strongly Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 4.51 with standard deviation 0.798.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One-Sample t-Test

SN		Test Value = 3					
		t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
C1	Public entities must utilize ICT in order to enhance the procurement processes.	14.494	42	0.000	1.140	0.98	1.30
C2	Public entities are expected to provide excellent service in an effective and transparent manner	7.016	42	0.000	0.860	0.61	1.11
C3	Provincial and local governments emphasize ICT to enhance the services by lowering costs and increasing productivity	8.306	42	0.000	0.977	0.74	1.21
C4	Public entities are lagging severely in ICT adoptions despite the	7.759	42	0.000	1.000	0.74	1.26

	benefits						
C5	Use of electronic methods for government procurement enhances transparency, quality and improves the efficiency and effectiveness of public administration	14.165	42	0.000	1.233	1.06	1.41
C6	Use of ICT improve the speed of procuring goods and services	8.670	42	0.000	0.930	0.71	1.15
C7	Level of ICT infrastructure is not effective and sufficient to embrace e-procurement	12.422	42	0.000	1.512	1.27	1.76

Table 4.11: One-Sample t-test on ICT Adaptation Factors

T-test against mean value of population on Public entities must utilize ICT in order to enhance the procurement processes(C1), Public entities are expected to provide excellent service in an effective and transparent manner(C2), Provincial and local governments emphasize ICT to enhance the services by lowering costs and increasing productivity (C3), Public entities are lagging severely in ICT adoptions despite the benefits (C4), Use of electronic methods for government procurement enhances transparency, quality and

improves the efficiency and effectiveness of public administration(C5), Use of ICT improve the speed of procuring goods and services (C6) and Level of ICT infrastructure is not effective and sufficient to embrace e-procurement (C7) was found to be statically significant, as p value was less than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Accountability factors that affect the implementation of public procurement practices in Dolpa.

Statements	Rank	RII	Mean	Standard Deviation
Public entities must utilize ICT in order to enhance the procurement processes.	2	0.8279	4.14	0.516
Public entities are expected to provide excellent service in an effective and transparent manner	6	0.7721	3.86	0.804
Provincial and local governments emphasize ICT to enhance the services by lowering costs and increasing productivity	5	0.7907	3.98	0.771
Public entities are lagging severely in ICT adoptions despite the benefits	4	0.8047	4.00	0.845

Use of electronic methods for government procurement enhances transparency, quality and improves the efficiency and effectiveness of public administration	7	0.7535	4.23	0.571
Use of ICT improve the speed of procuring goods and services	3	0.814	3.93	0.704
Level of ICT infrastructure is not effective and sufficient to embrace e-procurement	1	0.9023	4.51	0.798

Table 4.12: Ranking of ICT Adaptation Factors with RII and Mean Value

4.3.3 Procurement Planning

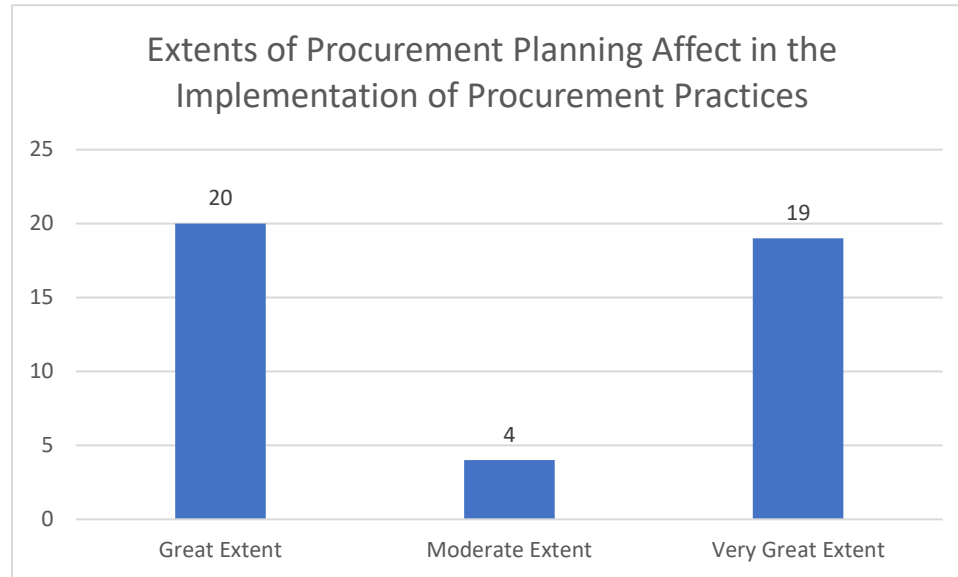


Figure 4.7: Extents of Procurement Planning that affect the Implementation of Procurement Practices

Many of respondents (47%) answered that Procurement Planning affects the implementation of procurement practices in public sector projects in Dolpa in Great Extent. 44% respondents said that Procurement Planning affect the implementation of procurement practices in Very Great Extent. Few less respondents said that there is little extent of effect of Procurement Planning in public sector projects in Dolpa (See figure 4.7).

Respondents' levels of agreement on different parameters were analyzed as:

(P1)- Procurement planning sets in motion the entire procurement process

For this particular parameter, out of 43 (100%) respondents; 21% responded Strongly Agree, 58% responded Agree, 9% responded No opinion, 0% responded Disagree and 12% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and No Opinion. The mean score for this parameter was 3.77 with standard deviation 1.151.

(P2)-Strict adherence to the procurement plan

For this particular parameter, out of 43 (100%) respondents; 5% responded Strongly Agree, 26% responded Agree, 5% responded No opinion, 28% responded Disagree and 37% responded Strongly Disagree. Majority of respondents went with Strongly Disagree while least was for No opinion and Strongly Agree. The mean score for this parameter was 2.33 with standard deviation 1.340.

(P3)- Need identification and prioritization is done before making the plan

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 23% responded Agree, 19% responded No opinion, 35% responded Disagree and 16% responded Strongly Disagree. Majority of respondents went with Disagree while least was for Strongly Agree. The mean score for this parameter was 2.70 with standard deviation 1.206.

(P4)- Budget approval is obtained for the required items/works before purchase are made

For this particular parameter, out of 43 (100%) respondents; 9% responded Strongly Agree, 33% responded Agree, 28% responded No opinion, 21% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Agree. The mean score for this parameter was 3.12 with standard deviation 1.138.

(P5)- Procurement plans are within the approved budget for the organizations

For this particular parameter, out of 43 (100%) respondents; 9% responded Strongly Agree, 44% responded Agree, 12% responded No opinion, 21% responded Disagree and 14% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Agree. The mean score for this parameter was 3.14 with standard deviation 1.265.

(P6)- Market capability analysis and thorough needs assessment is undertaken for goods and services

For this particular parameter, out of 43 (100%) respondents; 2% responded Strongly Agree, 30% responded Agree, 2% responded No opinion, 43% responded Disagree and 23% responded Strongly Disagree. Majority of respondents went with Disagree while least was for No Opinion and Strongly Agree. The mean score for this parameter was 2.47 with standard deviation 1.222.

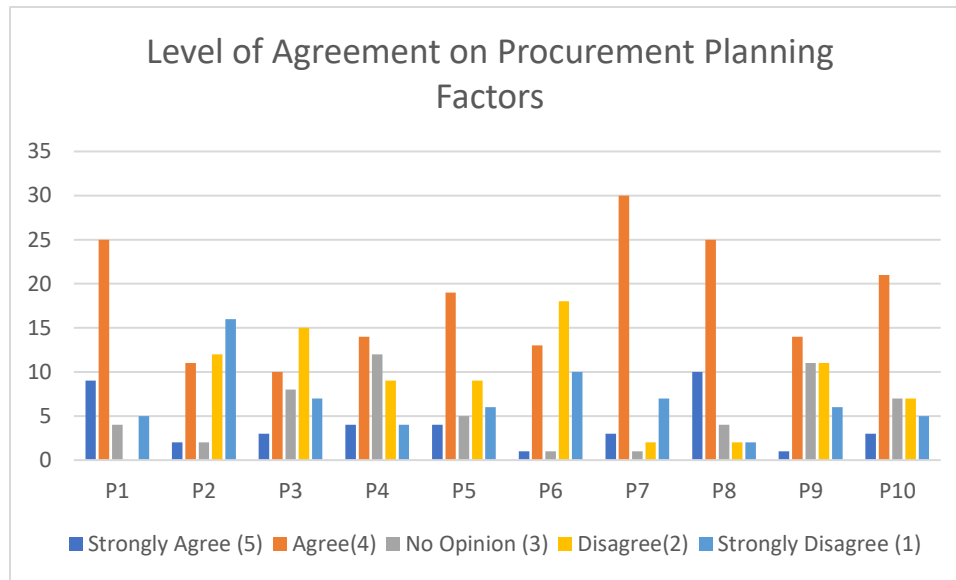


Figure 4.8: Level of Agreement on Procurement Planning Factors P1-P10

(P7)- Implementation of procurement process according to the planned monetary values/estimated costs, the planned time of delivery/delivery schedules and the prescribed procurement method

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 70% responded Agree, 2% responded No opinion, 5% responded Disagree and 16% responded Strongly Disagree. Majority of respondents went with Agree while least was for No Opinion and Strongly Agree. The mean score for this parameter was 3.47 with standard deviation 1.222.

(P8)- Budget allocation at State and Local Level on the basis of political access

For this particular parameter, out of 43 (100%) respondents; 23% responded Strongly Agree, 58% responded Agree, 9% responded No opinion, 5% responded Disagree and

5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 3.91 with standard deviation 0.971.

(P9)- Preparation and implementation of list of participatory, productive and returnable projects of medium- and long-term nature

For this particular parameter, out of 43 (100%) respondents; 2% responded Strongly Agree, 33% responded Agree, 26% responded No opinion, 26% responded Disagree and 14% responded Strongly Disagree. Majority of respondents went with Disagree and No opinion while least was for Agree and Strongly Agree. The mean score for this parameter was 2.84 with standard deviation 1.111.

(P10)- Involvement of procurement section in the decision-making process affect long-term planning

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 49% responded Agree, 16% responded No opinion, 16% responded Disagree and 12% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Agree and Strongly Disagree. The mean score for this parameter was 3.23 with standard deviation 1.172.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One-sample t-test

SN	Statements	Test Value = 3					
		t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper

P1	Procurement planning sets in motion the entire procurement process	4.371	42	0.000	0.767	0.41	1.12
P2	Strict adherence to the procurement plan	-3.300	42	0.002	-0.674	-1.09	-0.26
P3	Need identification and prioritization is done before making the plan	-1.644	42	0.108	-0.302	-0.67	0.07
P4	Budget approval is obtained for the required items/works before purchase are made	0.670	42	0.507	0.116	-0.23	0.47
P5	Procurement plans are within the approved budget for the organizations	0.724	42	0.473	0.140	-0.25	0.53
P6	Market capability analysis and thorough needs assessment is undertaken for goods and services	-2.871	42	0.006	-0.535	-0.91	-0.16
P7	Implementation of procurement process according to the planned monetary values/estimated costs, the planned time of delivery/delivery schedules and the	2.496	42	0.017	0.465	0.09	0.84

	prescribed procurement method						
P8	Budget allocation at State and Local Level on the basis of political access	6.123	42	0.000	0.907	0.61	1.21
P9	Preparation and implementation of list of participatory, productive and returnable projects of medium- and long-term nature	-0.961	42	0.342	-0.163	-0.50	0.18
P10	Involvement of procurement section in the decision-making process affect long-term planning	1.301	42	0.200	0.233	-0.13	0.59

Table 4.13 One-Sample t-test on Procurement Planning Factors

T-test against mean value of population on Procurement planning sets in motion the entire procurement process (P1), Strict adherence to the procurement plan (P2), Market capability analysis and thorough needs assessment is undertaken for goods and services (P6), Implementation of procurement process according to the planned monetary values/estimated costs, the planned time of delivery/delivery schedules and the prescribed procurement method (P7) and Budget allocation at State and Local Level on the basis of political access (P8) was found to be statically significant, as p value was less than 0.05.

While T-test against mean value of population on Need identification and prioritization is done before making the plan (P3), Budget approval is obtained for the required items/works before purchase are made (P4), Preparation and implementation of list of participatory, productive and returnable projects of medium- and long-term nature (P9) and Involvement of procurement section in the decision-making process affect long-term planning (P10) was found to be statically insignificant, as p value was greater than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Procurement Planning factors that affect the implementation of public procurement practices in Dolpa.

Statements	Rank	RII	Mean	Standard Deviation
Procurement planning sets in motion the entire procurement process	2	0.7535	3.77	1.151
Strict adherence to the procurement plan	10	0.4651	2.33	1.340
Need identification and prioritization is done before making the plan	7	0.5395	2.70	1.206
Budget approval is obtained for the required items/works before purchase are made	6	0.6233	3.12	1.138
Procurement plans are within the approved budget for the organizations	5	0.6279	3.14	1.265
Market capability analysis and thorough needs assessment is undertaken for goods and services	9	0.493	2.47	1.222

Implementation of procurement process according to the planned monetary values/estimated costs, the planned time of delivery/delivery schedules and the prescribed procurement method	3	0.693	3.47	1.222
Budget allocation at State and Local Level on the basis of political access	1	0.8233	3.91	0.971
Preparation and implementation of list of participatory, productive and returnable projects of medium- and long-term nature	8	0.5116	2.84	1.111
Involvement of procurement section in the decision-making process affect long-term planning	4	0.6465	3.23	1.172

Table 4.14: Ranking of Procurement Planning Factors with RII and Mean Value

4.3.4 Internal Control Process and System

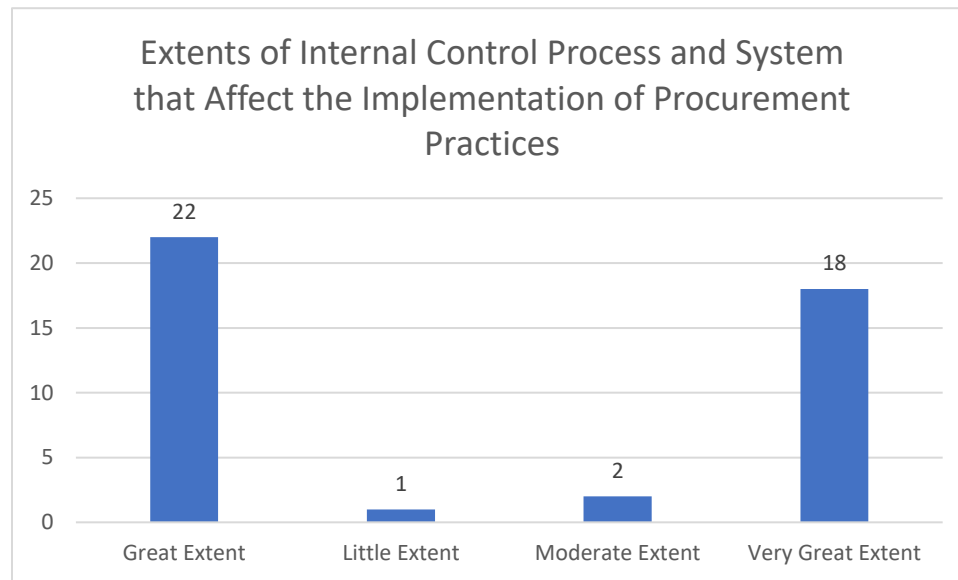


Figure 4.9: Extents of Internal Control Process and System that affect the Implementation of Procurement Practices

Many of respondents (51%) answered that Internal control Process and System affects the implementation of public procurement practices in Dolpa in Great Extent. 42% respondents said that Internal control Process and System affect the implementation of procurement practices in Very Great Extent. Few less respondents said that there is little extent of effect of Internal control Process and System (See figure 4.9).

Respondents' levels of agreement on different parameters were analyzed as:

(II)- Professional and job-related responsibilities are placed before personal gain and individual interest

For this particular parameter, out of 43 (100%) respondents; 40% responded Strongly Agree, 53% responded Agree, 5% responded No opinion, 2% responded Disagree and 0% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 4.30 with standard deviation 0.674.

(I2)- Preparation and implementation of a job description (TOR) including work responsibilities of all the employees

For this particular parameter, out of 43 (100%) respondents; 12% responded Strongly Agree, 33% responded Agree, 14% responded No opinion, 40% responded Disagree and 2% responded Strongly Disagree. Majority of respondents went with Disagree while least was for Strongly Disagree. The mean score for this parameter was 3.12 with standard deviation 1.138.

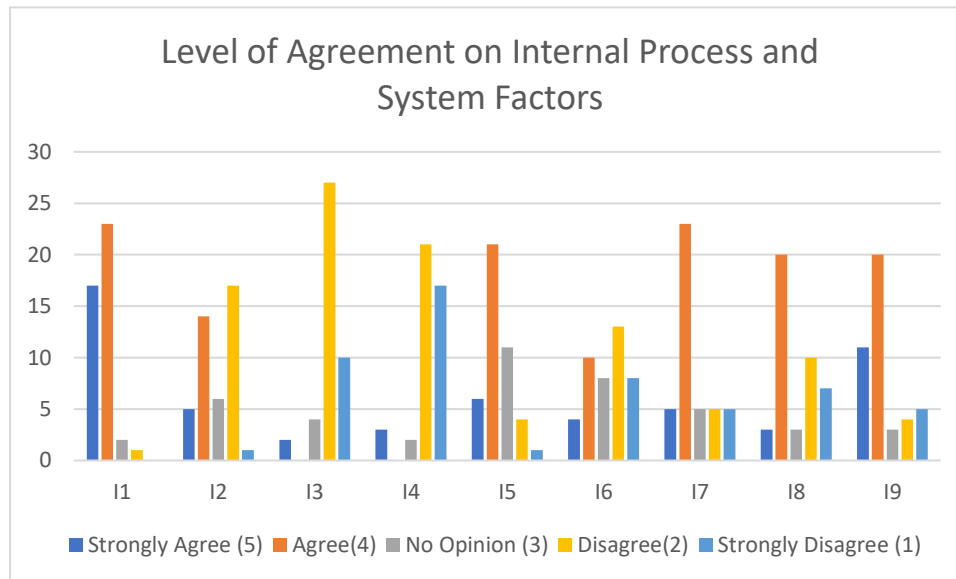


Figure 4.10: Level of Agreement on Internal Process and System Factors I1-I9

(I3)- Value for money is the core principle underpinning public procurement, incorporating ethical behavior and the ethical use of resources

For this particular parameter, out of 43 (100%) respondents; 5% responded Strongly Agree, 0% responded Agree, 9% responded No opinion, 63% responded Disagree and 23% responded Strongly Disagree. Majority of respondents went with Disagree while least was for Agree. The mean score for this parameter was 4.00 with standard deviation 0.873.

(I4)- Officials involved in procurement must not make improper use of their position

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 0% responded Agree, 5% responded No opinion, 49% responded Disagree and 40% responded Strongly Disagree. Majority of respondents went with Disagree while least was for Agree. The mean score for this parameter was 4.14 with standard deviation 1.037.

(15)- Planning records of the projects run by the office are kept which does not allow duplication of plans

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 49% responded Agree, 26% responded No opinion, 9% responded Disagree and 2% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 3.56 with standard deviation 1.076.

(16)- Identification of potential risks to achieving the set goals and progress

For this particular parameter, out of 43 (100%) respondents; 9% responded Strongly Agree, 23% responded Agree, 19% responded No opinion, 30% responded Disagree and 19% responded Strongly Disagree. Majority of respondents went with Disagree while least was for Strongly Agree. The mean score for this parameter was 2.74 with standard deviation 1.274.

(17)- Use of computer based internal accounting system to increase transparency and accountability in public finance management and procurement budget

For this particular parameter, out of 43 (100%) respondents; 12% responded Strongly Agree, 53% responded Agree, 12% responded No opinion, 12% responded Disagree and 12% responded Strongly Disagree. Majority of respondents went with Agree while other was for same. The mean score for this parameter was 3.42 with standard deviation 1.200.

(18)- Adequate professional support, training and educational facilities and opportunities to procurement unit

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 47% responded Agree, 7% responded No opinion, 23% responded Disagree and 16% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Agree and No Opinion. The mean score for this parameter was 3.05 with standard deviation 1.290.

(I9)- Not adequately trained and sensitized procurement staff on the procurement procedures of PPA and PPR

For this particular parameter, out of 43 (100%) respondents; 26% responded Strongly Agree, 47% responded Agree, 7% responded No opinion, 9% responded Disagree and 12% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and No Opinion. The mean score for this parameter was 3.65 with standard deviation 1.289.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One-sample t-test

SN	Statements	Test Value = 3					
		T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
I1	Professional and job-related responsibilities are placed before personal gain and	12.674	42	0.000	1.302	1.09	1.51

	individual interest						
I2	Preparation and implementation of a job description (TOR) including work responsibilities of all the employees	0.670	42	0.507	0.116	-0.23	0.47
I3	Value for money is the core principle underpinning public procurement, incorporating ethical behavior and the ethical use of resources	7.512	42	0.000	1.000	0.73	1.27
I4	Officials involved in procurement must not make improper use of their position	7.206	42	0.000	1.140	0.82	1.46
I5	Planning records of the projects run by the office are kept which does not allow duplication of plans	3.402	42	0.001	0.558	0.23	0.89
I6	Identification of potential risks to achieving the set goals and progress	-1.317	42	0.195	-0.256	-0.65	0.14

I7	Use of computer based internal accounting system to increase transparency and accountability in public finance management and procurement budget	2.288	42	0.027	0.419	0.05	0.79
I8	Adequate professional support, training and educational facilities and opportunities to procurement unit	0.236	42	0.814	0.047	-0.35	0.44
I9	Not adequately trained and sensitized procurement staff on the procurement procedures of PPA and PPR	3.313	42	0.002	0.651	0.25	1.05

Table 4.15: One-Sample t-test on Internal Control Factors

T-test against mean value of population on Professional and job-related responsibilities are placed before personal gain and individual interest (I1), Value for money is the core principle underpinning public procurement, incorporating ethical behavior and the ethical use of resources (I3), Officials involved in procurement must not make improper use of their position (I4), Planning records of the projects run by the office are kept which does not allow duplication of plans (I5), Use of computer based internal accounting system to increase transparency and accountability in public finance management and procurement budget (I7) and Not adequately trained and sensitized procurement staff on the procurement procedures of PPA and PPR (I9) was found to be statically significant, as p value was less than 0.05.

While T-test against mean value of population on Preparation and implementation of a job description (TOR) including work responsibilities of all the employees (I2), Identification of potential risks to achieving the set goals and progress (I6) and Adequate professional support, training and educational facilities and opportunities to procurement unit (I8) was found to be statically insignificant, as p value was greater than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Procurement Planning factors that affect the implementation of public procurement practices in Dolpa.

Statements	Rank	RII	Mean	Standard Deviation
Professional and job-related responsibilities are placed before personal gain and individual interest	1	0.8465	4.30	0.674
Preparation and implementation of a job description (TOR) including work responsibilities of all the employees	2	0.7767	3.12	1.138
Value for money is the core principle underpinning public procurement, incorporating ethical behavior and the ethical use of resources.	4	0.7209	4.00	0.873
Officials involved in procurement must not make improper use of their position	7	0.6372	4.14	1.037
Planning records of the projects run by the office are kept which does not allow duplication of plans.	8	0.6279	3.56	1.076

Identification of potential risks to achieving the set goals and progress.	9	0.6186	2.74	1.274
Use of computer based internal accounting system to increase transparency and accountability in public finance management and procurement budget.	6	0.6837	3.42	1.200
Adequate professional support, training and educational facilities and opportunities to procurement unit.	5	0.707	3.05	1.290
Not adequately trained and sensitized procurement staff on the procurement procedures of PPA and PPR	3	0.7442	3.65	1.289

Table 4.16: Ranking of Internal Process Factors with RII and Mean Value

4.3.5 Ethics

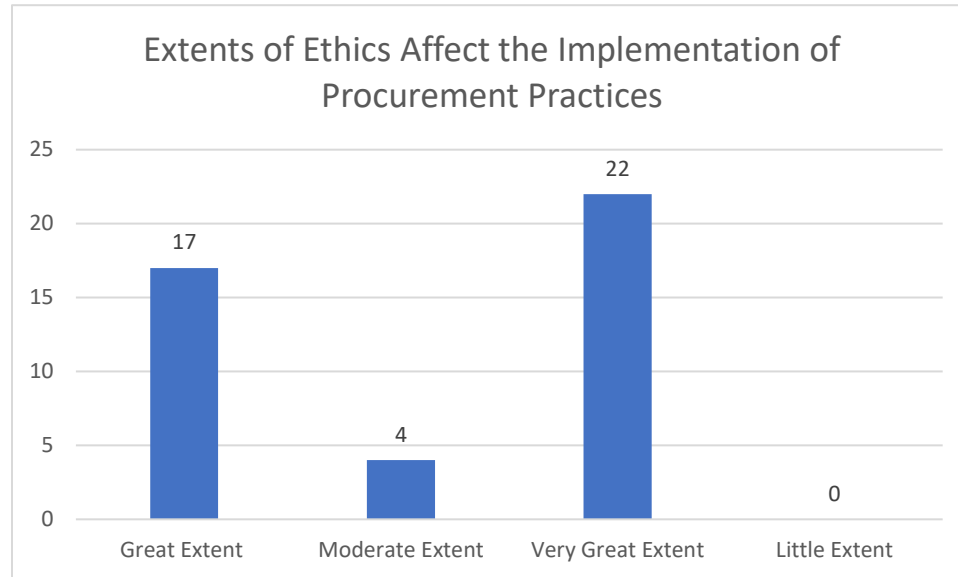


Figure 4.11: Extents of Ethics that affect the Implementation of Procurement Practices

Many of respondents (51%) answered that Ethics affects the implementation of public procurement practices in Dolpa in Very Great Extent. 40% respondents said Ethics affect the implementation of procurement practices in Great Extent. Few less respondents said that there is little extent of effect of Ethics (See figure 4.11).

Respondents' levels of agreement on different parameters were analyzed as:

(E1)- Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position

For this particular parameter, out of 43 (100%) respondents; 26% responded Strongly Agree, 63% responded Agree, 2% responded No opinion, 0% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 3.95 with standard deviation 1.068.

(E2)- Regular reviews or audits of procurement processes ensure principles of procurement

For this particular parameter, out of 43 (100%) respondents; 12% responded Strongly Agree, 53% responded Agree, 23% responded No opinion, 7% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 3.58 with standard deviation 1.006.

(E3)- Decisions are fair and equitable, and made in accordance with the law, rules and guidelines, and conditions of contract by procurement officials

For this particular parameter, out of 43 (100%) respondents; 28% responded Strongly Agree, 60% responded Agree, 2% responded No opinion, 5% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for No Opinion. The mean score for this parameter was 3.88 with standard deviation 1.096.

(E4)- Separation of key internal functions contributes to professionalism, accountability and an efficient procurement system

For this particular parameter, out of 43 (100%) respondents; 28% responded Strongly Agree, 51% responded Agree, 9% responded No opinion, 7% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 4.02 with standard deviation 0.963.

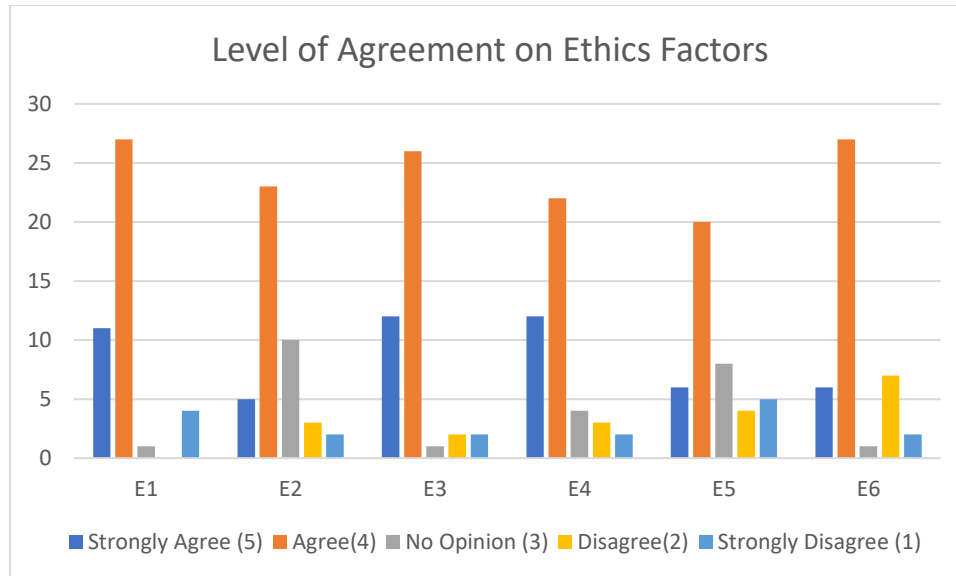


Figure 4.12: Level of Agreement on Ethics Factors E1-E6

(E5)- Procurement works have been compromised due to political pressure

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 47% responded Agree, 19% responded No opinion, 9% responded Disagree and 12% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 3.42 with standard deviation 1.2.

(E6)- Representatives of Local Level have been working beyond the jurisdiction given by the law

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 63% responded Agree, 2% responded No opinion, 16% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for No Opinion and Strongly Disagree. The mean score for this parameter was 3.65 with standard deviation 1.066.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One-sample t-test

SN	Statements	Test Value = 3					
		T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
E1	Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position	5.854	42	0.000	0.953	0.62	1.28
E2	Regular reviews or audits of procurement processes ensure principles of procurement	3.792	42	0.000	0.581	0.27	0.89
E3	Separation of key internal functions contributes to professionalism, accountability and an efficient procurement system	5.289	42	0.000	0.884	0.55	1.22
E4	Decisions are fair and equitable, and made in accordance with the law, rules and guidelines, and conditions of contract by procurement officials	6.965	42	0.000	1.023	0.73	1.32

E5	Procurement works have been compromised due to political pressure	2.288	42	0.027	0.419	0.05	0.79
E6	Representatives of Local Level have been working beyond the jurisdiction given by the law	4.004	42	0.000	0.651	0.32	0.98

Table 4.17: One-Sample t-test on Ethics Factors

T-test against mean value of population on Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position (E1), Procurement works have been compromised due to political pressure (E2), Separation of key internal functions contributes to professionalism, accountability and an efficient procurement system (E3), Decisions are fair and equitable, and made in accordance with the law, rules and guidelines, and conditions of contract by procurement officials (E4), Procurement works have been compromised due to political pressure (E5) and Representatives of Local Level have been working beyond the jurisdiction given by the law (E6) was found to be statically significant, as p value was less than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Procurement Planning factors that affect the implementation of public procurement practices in Dolpa.

Statements	Rank	RII	Mean	Standard Deviation
Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position	2	0.7907	3.95	1.068

Regular reviews or audits of procurement processes ensure principles of procurement	4	0.7209	3.58	1.006
Decisions are fair and equitable, and made in accordance with the law, rules and guidelines, and conditions of contract by procurement officials	1	0.8047	3.88	1.096
Separation of key internal functions contributes to professionalism, accountability and an efficient procurement system	3	0.7814	4.02	0.963
Procurement works have been compromised due to political pressure	6	0.6837	3.42	1.200
Representatives of Local Level have been working beyond the jurisdiction given by the law	5	0.7302	3.65	1.066

Table 4.18: Ranking of Ethics Factors with RII and Mean Value

4.3.6 Transparency

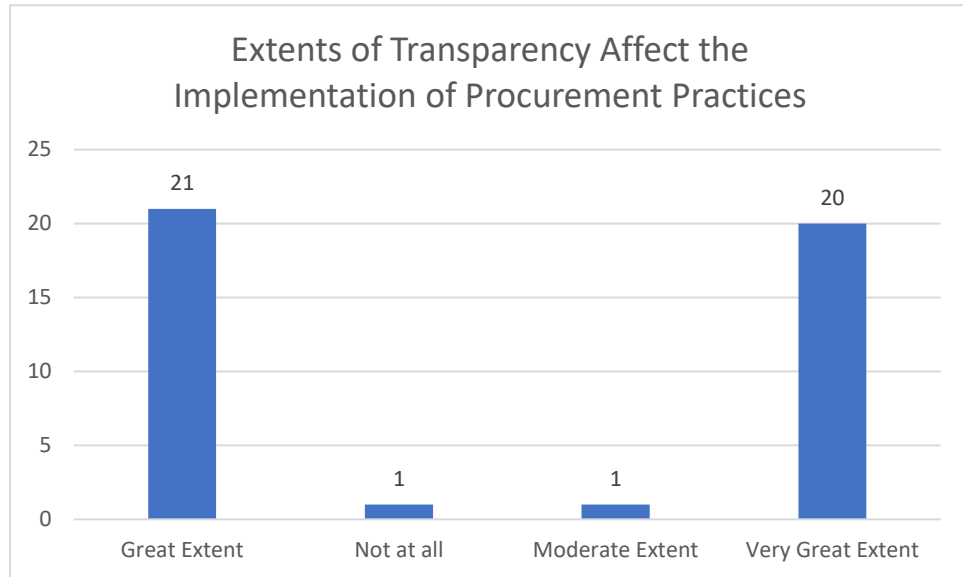


Figure 4.13: Extents of Transparency that affect the Implementation of Procurement Practices

Many of respondents (49%) answered that Transparency affects the implementation of public procurement practices in Dolpa in Great Extent. 47% respondents said Transparency affect the implementation of procurement practices in Very Great Extent. Few less respondents said that there is little extent of effect of Transparency (See figure 4.13).

Respondents' levels of agreement on different parameters were analyzed as:

(T1)- Transparency affects the effective implementation of public procurement processes

For this particular parameter, out of 43 (100%) respondents; 35% responded Strongly Agree, 37% responded Agree, 7% responded No opinion, 7% responded Disagree and 14% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and No Opinion. The mean score for this parameter was 3.72 with standard deviation 1.386.

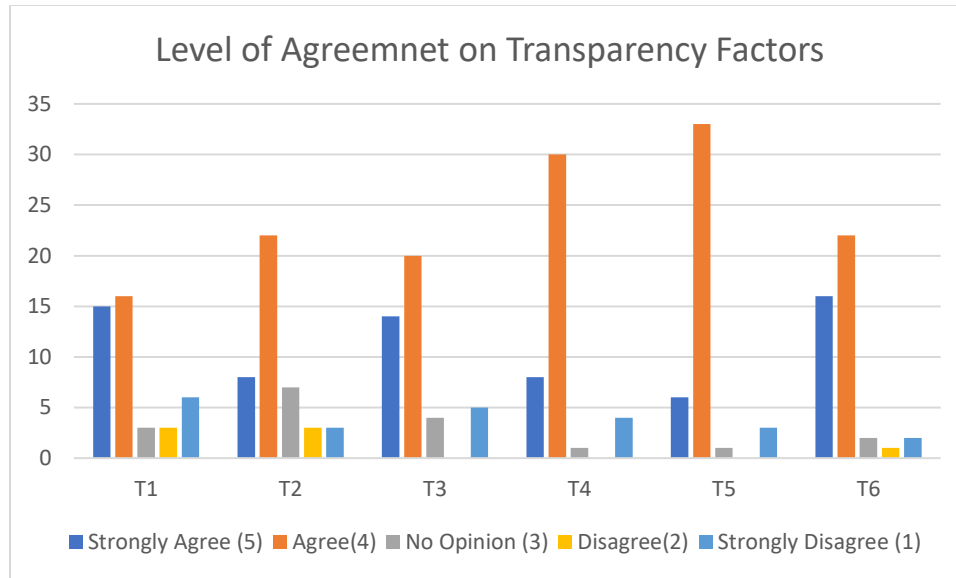


Figure 4.14: Level of Agreement on Transparency Factors T1-T6

(T2)- Procurement process upholds integrity by ensuring that there are no malpractices

For this particular parameter, out of 43 (100%) respondents; 19% responded Strongly Agree, 51% responded Agree, 16% responded No opinion, 7% responded Disagree and 7% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and Strongly Disagree. The mean score for this parameter was 3.67 with standard deviation 1.085.

(T3)- The tenders are issues transparently in your organizations

For this particular parameter, out of 43 (100%) respondents; 33% responded Strongly Agree, 47% responded Agree, 9% responded No opinion, 0% responded Disagree and 12% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 3.88 with standard deviation 1.219.

(T4)- Organization maintains transparency to enhance openness and clarity on procurement policy and its deliveries

For this particular parameter, out of 43 (100%) respondents; 19% responded Strongly Agree, 70% responded Agree, 2% responded No opinion, 0% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 3.88 with standard deviation 1.028.

(T5)- Weak enforcement measure of procurement law contributes to lack of transparency

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 77% responded Agree, 2% responded No opinion, 0% responded Disagree and 7% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 3.91 with standard deviation 0.895.

(T6)- Weak enforcement measure of procurement law contributes to lack of transparency

For this particular parameter, out of 43 (100%) respondents; 37% responded Strongly Agree, 51% responded Agree, 5% responded No opinion, 2% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 4.14 with standard deviation 0.966.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One-sample t-test

SN	Statements	Test Value = 3					
		T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper

T1	Transparency affects the effective implementation of public procurement processes	3.412	42	0.001	0.721	0.29	1.15
T2	Procurement process upholds integrity by ensuring that there are no malpractices	4.076	42	0.000	0.674	0.34	1.01
T3	The tenders are issues transparently in your organizations	4.754	42	0.000	0.884	0.51	1.26
T4	Organization maintains transparency to enhance openness and clarity on procurement policy and its deliveries	5.635	42	0.000	0.884	0.57	1.20
T5	Weak enforcement measure of procurement law contributes to lack of transparency	6.647	42	0.000	0.907	0.63	1.18
T6	Moral degradation is a cause of unethical conducts	7.738	42	0.000	1.140	0.84	1.44

Table 4.19: One-Sample t-test on Transparency Factors

T-test against mean value of population on Transparency affects the effective implementation of public procurement processes (T1), Procurement process upholds

integrity by ensuring that there are no malpractices (T2), The tenders are issues transparently in your organizations (T3), Organization maintains transparency to enhance openness and clarity on procurement policy and its deliveries (T4), Weak enforcement measure of procurement law contributes to lack of transparency (T5) and Moral degradation is a cause of unethical conducts (T6) was found to be statically significant, as p value was less than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Procurement Planning factors that affect the implementation of public procurement practices in Dolpa.

Statements	Rank	RII	Mean	Standard Deviation
Transparency affects the effective implementation of public procurement processes	5	0.7442	3.72	1.386
Procurement process upholds integrity by ensuring that there are no malpractices	6	0.7349	3.67	1.085
The tenders are issues transparently in your organizations	3	0.7767	3.88	1.219
Organization maintains transparency to enhance openness and clarity on procurement policy and its deliveries	4	0.7767	3.88	1.028
Weak enforcement measure of procurement law contributes to lack of transparency	2	0.7814	3.91	0.895
Moral degradation is a cause of unethical	1	0.8279	4.14	0.966

conducts				
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Table 4.20: Ranking of Transparency Factors with RII and Mean Value

4.4 Analysis of problems of procurement and related policies on implementation of public procurement practices

Respondents’ levels of agreement on different parameters were analyzed as:

(D1)- Political pressure to form consumer committees even in complex construction and technical works

For this particular parameter, out of 43 (100%) respondents; 21% responded Strongly Agree, 58% responded Agree, 7% responded No opinion, 7% responded Disagree and 7% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree and No Opinion. The mean score for this parameter was 3.79 with standard deviation 1.081.

(D2)- Work executed with not realistic design / cost estimates or even without design

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 23% responded Agree, 37% responded No opinion, 16% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with No Opinion while least was for Strongly Disagree. The mean score for this parameter was 3.16 with standard deviation 1.153.

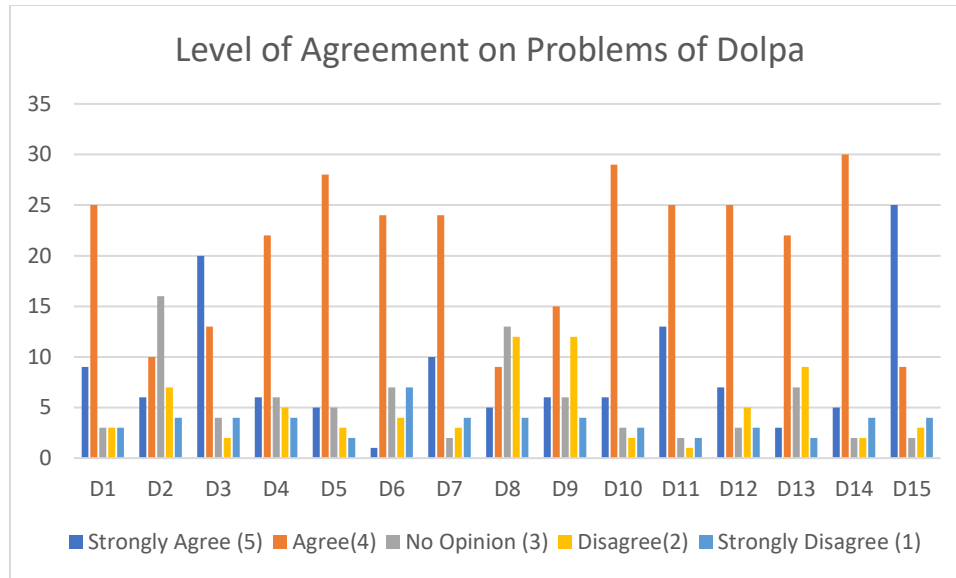


Figure 4.15: Level of Agreement on Problems of Dolpa D1-D15

(D3)- Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP) provision made in PPA, PPR and Electronic Procurement System Directive, 2074

For this particular parameter, out of 43 (100%) respondents; 47% responded Strongly Agree, 30% responded Agree, 9% responded No opinion, 16% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with Strongly Agree while least was for No Opinion and Strongly Disagree. The mean score for this parameter was 4.00 with standard deviation 1.272.

(D4)- Emphasize on Hard Copy/paper tender due to political pressure and collusion of employees

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 51% responded Agree, 14% responded No opinion, 12% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with Agree while least was for No Opinion and Strongly Disagree. The mean score for this parameter was 3.49 with standard deviation 1.162.

(D5)- Due to shortage of procurement staff no correct interpretation of the existing law and not able to formulate a suitable procurement law using the power to make rules given by the Procurement Act

For this particular parameter, out of 43 (100%) respondents; 12% responded Strongly Agree, 65% responded Agree, 12% responded No opinion, 7% responded Disagree and 5 % responded Strongly Disagree. Majority of respondents went with Agree while least was for No Opinion and Strongly Disagree. The mean score for this parameter was 3.72 with standard deviation 0.934.

(D6)- Level of compliance of Local Government Operation Act 2074, also in procurement planning, operation and management

For this particular parameter, out of 43 (100%) respondents; 2% responded Strongly Agree, 56% responded Agree, 16% responded No opinion, 9% responded Disagree and 16 % responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Agree and Disagree. The mean score for this parameter was 3.19 with standard deviation 1.180.

(D7)- Tendency to duplication of work with federal and provincial plan

For this particular parameter, out of 43 (100%) respondents; 23% responded Strongly Agree, 56% responded Agree, 5% responded No opinion, 7% responded Disagree and 9 % responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree and Disagree. The mean score for this parameter was 3.77 with standard deviation 1.172.

(D8)- No implementation of provision of procurement planning made mandatory by law

For this particular parameter, out of 43 (100%) respondents; 12% responded Strongly Agree, 21% responded Agree, 30% responded No opinion, 28% responded Disagree and 9 % responded Strongly Disagree. Majority of respondents went with No Opinion while least was for Strongly Disagree. The mean score for this parameter was 2.98 with standard deviation 1.165.

(D9)- No preparation of Procurement master plan and annual procurement plan

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 35% responded Agree, 14% responded No opinion, 28% responded Disagree and 9 % responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 3.16 with standard deviation 1.252.

(D10)- Representatives perform the task which meant to provide via staff mechanism by law and the work is carry out based on only verbal orders deprived of making any law

For this particular parameter, out of 43 (100%) respondents; 14% responded Strongly Agree, 67% responded Agree, 7% responded No opinion, 5% responded Disagree and 7% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree and Disagree. The mean score for this parameter was 3.77 with standard deviation 0.996.

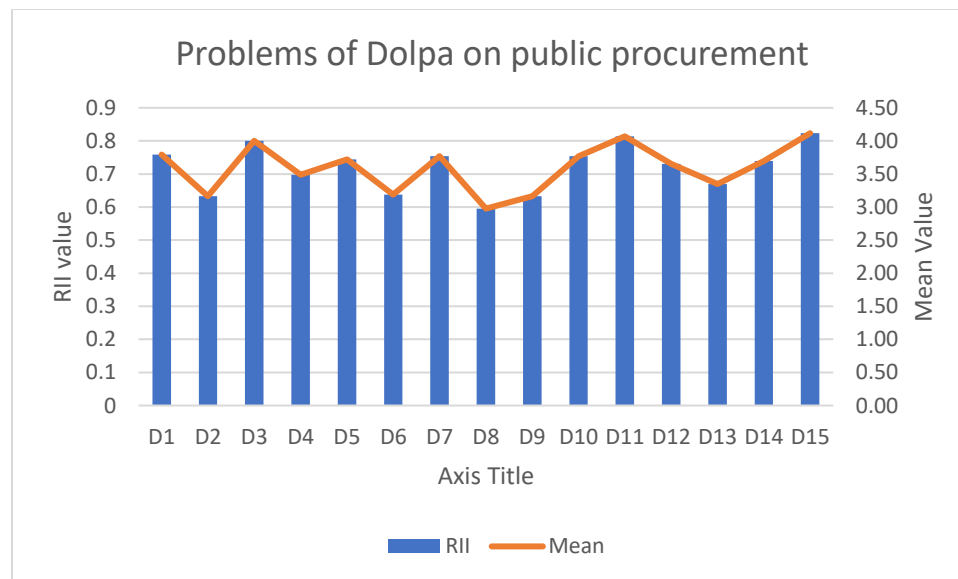


Figure 4.16: Problems of Dolpa on Public Procurement

(D11)- Use of Users Committee and local construction materials without quality in most of the construction work, need of special guidelines regarding user committee works

For this particular parameter, out of 43 (100%) respondents; 30% responded Strongly Agree, 58% responded Agree, 5% responded No opinion, 2% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Disagree. The mean score for this parameter was 4.07 with standard deviation 0.936.

(D12)- Conflicts between Politics and bureaucracy in budget allocation, approval and implementation

For this particular parameter, out of 43 (100%) respondents; 16% responded Strongly Agree, 58% responded Agree, 7% responded No opinion, 12% responded Disagree and 7% responded Strongly Disagree. Majority of respondents went with Agree while least was for No Opinion and Strongly Disagree. The mean score for this parameter was 3.65 with standard deviation 1.110.

(D13)- No systematic internal control system of works executed as provisioned in Local Government Operation Act, 2074

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 51% responded Agree, 16% responded No opinion, 21% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 3.35 with standard deviation 1.044.

(D14)- No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management

For this particular parameter, out of 43 (100%) respondents; 7% responded Strongly Agree, 51% responded Agree, 16% responded No opinion, 21% responded Disagree and 5% responded Strongly Disagree. Majority of respondents went with Agree while least was for Strongly Disagree. The mean score for this parameter was 3.35 with standard deviation 1.044.

(D15)- No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management

For this particular parameter, out of 43 (100%) respondents; 58% responded Strongly Agree, 21% responded Agree, 5% responded No opinion, 7% responded Disagree and 9% responded Strongly Disagree. Majority of respondents went with Strongly Agree while least was for No Opinion. The mean score for this parameter was 4.12 with standard deviation 1.331.

One-sample t-test was conducted between individual mean of parameters and population mean at significant level of 5% ($p \leq 0.05$). The test value was taken 3. The following Table shows the result of one-sample t-test:

One-sample t-test

SN	Statements	Test Value = 3					
		T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
D1	Political pressure to form consumer committees even in complex construction and technical works	4.795	42	0.000	0.791	0.46	1.12
D2	Work executed with not realistic design / cost estimates or even without design	0.926	42	0.360	0.163	-0.19	0.52
D3	Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP) provision made in PPA,	5.154	42	0.000	1.000	0.61	1.39

	PPR and Electronic Procurement System Directive, 2074						
D4	Emphasize on Hard Copy/paper tender due to political pressure and collusion of employees	2.755	42	0.009	0.488	0.13	0.85
D5	Due to shortage of procurement staff no correct interpretation of the existing law and not able to formulate a suitable procurement law using the power to make rules given by the Procurement Act	5.061	42	0.000	0.721	0.43	1.01
D6	Level of compliance of Local Government Operation Act 2074, also in procurement planning, operation and management	1.034	42	0.307	0.186	-0.18	0.55
D7	Tendency to duplication of work with federal and provincial plan	4.295	42	0.000	0.767	0.41	1.13
D8	No implementation of provision of procurement planning made mandatory by law	-0.131	42	0.896	-0.023	-0.38	0.34
D9	No preparation of Procurement master plan and annual procurement plan	0.852	42	0.399	0.163	-0.22	0.55

D10	Representatives perform the task which meant to provide via staff mechanism by law and the work is carry out based on only verbal orders deprived of making any law	5.052	42	0.000	0.767	0.46	1.07
D11	Use of Users Committee and local construction materials without quality in most of the construction work, need of special guidelines regarding user committee works	7.495	42	0.000	1.070	0.78	1.36
D12	Conflicts between Politics and bureaucracy in budget allocation, approval and implementation	3.846	42	0.000	0.651	0.31	0.99
D13	No systematic internal control system of works executed as provisioned in Local Government Operation Act, 2074	2.191	42	0.034	0.349	0.03	0.67
D14	No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management	4.322	42	0.000	0.698	0.37	1.02
D15	Culture of absenteeism in the organizations due to	5.499	42	0.000	1.116	0.71	1.53

lack of motivation, loss of professional competences, working environment, adverse geographical difficulties						
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Table 4.21: One-Sample t-test on Problems of Dolpa

T-test against mean value of population on Work executed with not realistic design / cost estimates or even without design (D2), Level of compliance of Local Government Operation Act 2074 (D6), No implementation of provision of procurement planning made mandatory by law (D8) and No preparation of Procurement master plan and annual procurement plan Adequate professional support, training and educational facilities and opportunities to procurement unit (D9) was found to be statically insignificant, as p value was greater than 0.05.

While T-test against mean value of population Political pressure to form consumer committees even in complex construction and technical works (D1), Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP) provision made in PPA, PPR and Electronic Procurement System Directive, 2074 (D3), Emphasize on Hard Copy/paper tender due to political pressure and collusion of employees (D4), Due to shortage of procurement staff no correct interpretation of the existing law and not able to formulate a suitable procurement law using the power to make rules given by the Procurement Act (D5), Tendency to duplication of work with federal and provincial plan (D7), Representatives perform the task which meant to provide via staff mechanism by law and the work is carry out based on only verbal orders deprived of making any law (D10), Use of Users Committee and local construction materials without quality in most of the construction work, need of special guidelines regarding user committee works (D11), Conflicts between Politics and bureaucracy in budget allocation, approval and implementation (D12), No systematic internal control system of works executed as provisioned in Local Government Operation Act, 2074

(D13), No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management (D14) and Culture of absenteeism in the organizations due to lack of motivation, loss of professional competences, working environment, adverse geographical difficulties (D15) was found to be statically significant, as p value was less than 0.05.

RII value and Average value calculated from the data obtained were used for ranking parameters that indicates level of agreements on Procurement problems that affect the implementation of public procurement practices in Dolpa.

Statements	Rank	RII	Mean	Standard Deviation
Political pressure to form consumer committees even in complex construction and technical works	4	0.7581	3.79	1.081
Work executed with not realistic design / cost estimates or even without design	13	0.6326	3.16	1.153
Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP) provision made in PPA, PPR and Electronic Procurement System Directive, 2074	3	0.8	4.00	1.272
Emphasize on Hard Copy/paper tender due to political pressure and collusion of employees	10	0.6977	3.49	1.162
Due to shortage of procurement staff no	8	0.7442	3.72	0.934

correct interpretation of the existing law and not able to formulate a suitable procurement law using the power to make rules given by the Procurement Act.				
Level of compliance of Local Government Operation Act 2074, also in procurement planning, operation and management	12	0.6372	3.19	1.180
Tendency to duplication of work with federal and provincial plan.	7	0.7535	3.77	1.172
No implementation of provision of procurement planning made mandatory by law	15	0.5953	2.98	1.165
No preparation of Procurement master plan and annual procurement plan	14	0.6326	3.16	1.252
Representatives perform the task which meant to provide via staff mechanism by law and the work is carry out based on only verbal orders deprived of making any law.	6	0.7535	3.77	0.996
Use of Users Committee and local construction materials without quality in most of the construction work, need of special guidelines regarding user committee works	2	0.814	4.07	0.936
Conflicts between Politics and bureaucracy	9	0.7302	3.65	1.110

in budget allocation, approval and implementation				
No systematic internal control system of works executed as provisioned in Local Government Operation Act, 2074	11	0.6698	3.35	1.044
No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management	5	0.7395	3.70	1.059
Culture of absenteeism in the organizations due to lack of motivation, loss of professional competences, working environment, adverse geographical difficulties	1	0.8233	4.12	1.331

Table 4.22: Ranking of Problems of Dolpa with RII and Mean Value

5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Following conclusions in context of public procurement practices in Dolpa can be drawn from the study based on the objective of the study:

5.1.1 Accountability

The study was found that abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption is major factor that affect public procurement practices. Political interference in public organizations was found second major reasons for not creating accountability of the public procurement practices.

5.1.2 ICT Adaptation

The study was found that Level of ICT infrastructure is not effective and sufficient to embrace e-procurement is major factor that affect public procurement practices. Public entities must utilize ICT in order to enhance the procurement processes. The Use of ICT improve the speed of procuring goods and services.

5.1.3 Internal Control Process and System

The study was found that Professional and job-related responsibilities are placed before personal gain and individual interest is major factor that affect public procurement practices. There is preparation and implementation of a job description (TOR) including work responsibilities of all the employees for making internal process more effective and efficient.

5.1.4 Procurement Planning

The study was found that Budget allocation at State and Local Level on the basis of political access. Procurement planning sets in motion the entire procurement process. Implementation of procurement process according to the planned monetary

values/estimated costs, the planned time of delivery/delivery schedules and the prescribed procurement method is main procurement planning principle.

5.1.5 Transparency

The study was found that Moral degradation is a cause of unethical conducts is major factor that affect public procurement practices. The Weak enforcement measure of procurement law contributes to lack of transparency in the organizations.

5.1.6 Ethics

The study was found that decisions are fair and equitable, and made in accordance with the law, rules and guidelines, and conditions of contract by procurement officials. Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position is core principle for making fair decision.

5.1.7 Problems on public procurement practices on Dolpa

The study was found that Culture of absenteeism in the organizations due to lack of motivation, loss of professional competences, working environment, adverse geographical difficulties is major problems that affect public procurement practices. Followings are the major five problems of Dolpa:

- Culture of absenteeism in the organizations due to lack of motivation, loss of professional competences, working environment, adverse geographical difficulties,
- Use of Users Committee and local construction materials without quality in most of the construction work, need of special guidelines regarding user committee works,
- Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP) provision made in PPA, PPR and Electronic Procurement System Directive, 2074,
- Political pressure to form consumer committees even in complex construction and technical works,
- No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management

5.2 Recommendation

The following recommendations are made to respective stakeholders for achieving better output in public procurement practices.

- There should not be any political interference and biases during public procurement process.
- There should be adequate training and motivation for all employees.
- There should be effective and efficient internal control system.

5.2.1 Recommendation for further study

The following topics are recommended for further study:

- The similar research can be carried out in other district or municipalities/rural municipalities.
- The similar research can be carried out for comparative study between two district or municipalities/rural municipalities.

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APPENDICES

Appendix A: Questionnaire

Assessment of Factors Affecting Implementation of Public Procurement Practices in Dolpa

This questionnaire is prepared by Rajendra Thakulla in order to collect the data regarding "Assessment of Factors Affecting Implementation of Procurement Practices in Dolpa".

I heartily request you to fill the questionnaire and return it in your earliest convenient time. Your valuable inputs would have an immense support to assess and analyze the matter and to complete the study. I would like to assure that the purpose of this questionnaire is only for the study requirement of M.Sc. Degree. All the information provided by you will be treated confidentially. Your cooperation in the completion of this questionnaire will be highly appreciated.

PART I: General Information भाग १ :सामान्य जानकारी

1. Gender लिंग

Male पुरुष Female महिला

2. What is your Age? तपाईंको उमेर उल्लेख गरिदिनु होला ।

18-24 years १८वर्ष २४- 25-30 years २५वर्ष ३०-

31-34 years ३१वर्ष ३४- 35-40 years ३५वर्ष ४०-

41-44 years ४१वर्ष ४४- Over 45 years ४५ वर्ष भन्दा माथि

3. What is your Highest level of Education? तपाईंको योग्यता उल्लेख गरिदिनु होला ।

Certificate level एस एल सी

Diploma Level प्रमाणपत्र तह-

Bachelor's Degree स्नातक तह

Master's Degree स्नातकोत्तर तह

Others (Specify) अन्य भए उल्लेख गर्नुहोला

4. Which Office/Organization are you working? तपाईं कुन निकायमा कार्यरत हुनुहुन्छ ?

Local level Office स्थानीय तह

Provincial office प्रदेश कार्यालय
Federal Office संघीय कार्यालय
INGO/NGO संस्थाहरु
Others (Specify) अन्य भए उल्लेख गर्नुहोला

5. Your General Work experiences (Years) तपाईंको कार्य अनुभव उल्लेख गरिदिनु होला
।

Less than a year १ वर्ष भन्दा कम 1-2 years १वर्ष २-
3-5 years ३वर्ष ५- 6-10 years ६वर्ष १०-
Over 10 years १० वर्ष भन्दा बढी

6. What is your Academic Background? तपाईंको शैक्षिक पृष्ठभूमि कुन हो?

Management व्यवस्थापन Education शिक्षा
Engineering ईन्जिनियरिंग Arts/commerce/finance कला/कमर्स/फाइनेन्स
Others (specify) अन्य भए उल्लेख गर्नुहोला

7. What is your Position in the Organization? कार्यालयमा तपाईं कुन पदमा कार्यरत हुनुहुन्छ?

Office head/ Chief Executive Officer कार्यालय प्रमुख
Planning section head योजना शाखा
Technical Person प्राविधिक
Elected Representatives जनप्रतिनिधि
Others (specify) अन्य भए उल्लेख गर्नुहोला

8. Procurement Unit/Section is formed in your office? तपाईंको कार्यालयमा खरिद इकाइ/शाखा गठन छ ?

Yes, छ No छैन

9. Which of the following activities are you involved in procurement? खरिद संग सम्बन्धित तल उल्लेख गरिएका कुन? कुन कार्यमा तपाईं सहभागी हुनुहुन्छ-

Procurement Planning खरिद योजना निर्माण
Procurement unit खरिद इकाइ/शाखा/
Procurement Evaluation Committee खरिद मूल्याङ्कन समिति

Approval authority स्वीकृत/निर्णय गर्ने अधिकारी

Contract Management ठेक्का व्यवस्थापन

10. At what stage do you have the most problems with public procurement process?

Rank the following options. सार्वजनिक खरिद प्रक्रियामा तपाईंलाई सबै भन्दा बढी कुन)

?चरणमा समस्या रहेको छ निम्न विकल्पहरू क्रमबद्ध गर्नुहोस्।(

Preparation of procurement work (खरिद कार्यको तयारी)

Preparation of bidding documents (बोलपत्र सम्बन्धी कागजातको तयारी)

Bid evaluation (बोलपत्र मूल्याङ्कन)

Contract management (ठेक्का व्यवस्थापन)

Others (अन्य)

11. What are the reasons for so many irregularities in public procurement? (सार्वजनिक

खरिदमा धेरै बेरुजु आउनुका कारणहरू के होलान्?)

Lack of knowledge (ज्ञानको कमी)

Negligence (लापरवाही)

Political pressure (राजनीतिक दबाव)

Failure to Start the Procurement Process on Time) समयै खरिद प्रक्रिया शुरू नगर्नु(

Weakness of office (कार्यालयको कमजोरी)

Staff shortage(कर्मचारीको अभाव)

PART II: Assessment of Factors Affecting Implementation of Procurement Practices in Public Sector (भाग २ :सार्वजनिक क्षेत्रमा खरिद अभ्यासको कार्यान्वयनलाई प्रभावित गर्ने कारकहरूको आकलन)

ACCOUNTABILITY जवाफदेहिता

1. To what extent does accountability affect the implementation of procurement practices in the public sector? (जवाफदेहिताले सार्वजनिक क्षेत्रमा खरिद अभ्यास को कार्यान्वयन लाई कति हद सम्म असर गर्छ?)

Very great extent (धेरै ठूलो) Great extent (ठूलो) Moderate extent (मध्यम) Little extent (थोरै) Not at all (बिल्कुल गर्दैन)

2. What is your level of agreement with the following statements that relate to the effect of Accountability on implementation of procurement practices in the public sector? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= no opinion, 4= agree and 5= strongly agree. (सार्वजनिक क्षेत्रमा खरिद अभ्यासको कार्यान्वयनमा जवाफदेहिताको प्रभाव संग सम्बन्धित निम्न कथनहरु संग तपाईंको सम्झौता को स्तर के हो? 1-5 को मापन को उपयोग गर्नुहोस् जहाँ 1 = पूर्ण असहमत, २ असहमत=, ३तटस्थ=, ४ सहमत र=5 = पूर्ण सहमत।)

SN	Statements	1	2	3	4	5
1	Lack of accountability creates opportunities for corruption. (जवाफदेहिताको अभावले भ्रष्टाचारको अवसर सिर्जना गर्दछ।)					
2	Abuse of public power or position for personal benefit by elected representatives, government officials lead to corruption. (निर्वाचित जनप्रतिनिधिहरु, सरकारी अधिकारीहरु द्वारा व्यक्तिगत लाभ को लागी सार्वजनिक शक्ति वा पद को दुरुपयोगले भ्रष्टाचारको नेतृत्व गर्दछ।)					
3	Effective auditing system to improve financial management, procurement management and promote good governance, responsibility, accountability and effective public service delivery. (कार्यालयले वित्तीय व्यवस्थापन, खरिद					

	ब्यवस्थापन र सुशासन प्रवर्द्धन, जिम्मेवारी, जवाफदेहिता र प्रभावकारी सार्वजनिक सेवा वितरणलाई बढावा दिन लेखापरीक्षण गर्दै आएको छ।)					
4	Political interference in public organizations (सार्वजनिक निकायहरूमा राजनीतिक हस्तक्षेप जवाफदेहिता अभावको मुख्य कारण हो।)					

ICT ADOPTION सूचना सञ्चार प्रविधिको प्रयोग

3. To what extent does ICT adoption affect the implementation of procurement practices in the public sector? (सूचना सञ्चार प्रविधिको प्रयोगले सार्वजनिक क्षेत्रमा खरिद अभ्यास को कार्यान्वयन लाई कति हद सम्म असर गर्छ?)

Very great extent (धेरै ठूलो) Great extent (ठूलो) Moderate extent (मध्यम) Little extent (थोरै)
Not at all (बिल्कुल गर्दैन)

4. What is your level of agreement with the following statements that relate to the effect of ICT adoption on the implementation of procurement practices in the public sector? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= no opinion, 4= agree and 5= strongly agree. (सार्वजनिक क्षेत्रमा खरिद अभ्यासको कार्यान्वयनमा सूचना सञ्चार प्रविधि प्रयोगको प्रभाव संग सम्बन्धित निम्न कथनहरू संग तपाइँको सम्झौता को स्तर के हो? 1-5 को मापन को उपयोग गर्नुहोस् जहाँ 1 = पूर्ण असहमत, 2 असहमत, 3 तटस्थ, 4 सहमत र 5 = पूर्ण सहमत।)

SN	Statements	1	2	3	4	5
1	Public entities must utilize ICT in order to enhance the procurement processes. (सार्वजनिक निकायले खरिद प्रक्रियालाई बढाउनको लागि आईसीटीको उपयोग गर्नु पर्छ।)					
2	Public entities are expected to provide excellent service in an effective and transparent manner (सार्वजनिक निकायहरूले प्रभावकारी र पारदर्शी ढंगले उत्कृष्ट सेवा प्रदान गर्ने अपेक्षा गरिन्छ ।)					

3	Provincial and local governments emphasize ICT to enhance the services by lowering costs and increasing productivity (प्रदेश र स्थानीय सरकारहरूले लागत घटाएर उत्पादकत्वमा वृद्धि गरी सेवाहरू सुधार गर्न आईसीटीको प्रयोगमा लागेका छन् ।)					
4	Public entities are lagging severely in ICT adoptions despite the benefits (सार्वजनिक निकायहरू आईसीटीको प्रयोगले हुने धेरै फाइदाहरूको बावजूद पछाडि परेका छन् ।)					
5	Use of electronic methods for government procurement enhances transparency, quality and improves the efficiency and effectiveness of public administration. (सार्वजनिक खरिदको लागी इलेक्ट्रोनिक विधिको उपयोगले पारदर्शिता, गुणस्तरमा सुधार गर्दछ साथै सार्वजनिक प्रशासनको दक्षता र प्रभावकारितामा सुधार गर्छ ।)					
6	Use of ICT improve the speed of procuring goods and services (सूचना सञ्चार प्रविधिको प्रयोगले वस्तु र सेवाहरूको खरीद गर्न छिटो बनाएको छ ।)					
7	Level of ICT infrastructure is not effective and sufficient to embrace e-procurement. (ई खरिदलाई-अगाल्न आईसीटी पूर्वाधारको स्तर प्रभावकारी र पर्याप्त छैन ।)					

INTERNAL PROCESS AND CONTROL आन्तरिक प्रक्रिया र नियन्त्रण

5. To what extent do internal processes affect the implementation of procurement practices in the public sector? (आन्तरिक प्रक्रिया र नियन्त्रणले सार्वजनिक क्षेत्रमा खरिद अभ्यास को कार्यान्वयनलाई कति हद सम्म असर गर्छ?)

Very great extent (धेरै ठूलो) Great extent (ठूलो) Moderate extent (मध्यम) Little extent (थोरै)
Not at all(बिल्कुल गर्दैन)

6. To what extent do you agree with the following statements on internal processes on procurement practices in the public sector? Use a scale of 1-5 where 1= strongly disagree, 2=

disagree, 3= no opinion, 4= agree and 5= strongly agree. (सार्वजनिक क्षेत्रमा खरिद अभ्यासको कार्यान्वयनमा आन्तरिक प्रक्रिया र नियन्त्रण प्रणाली प्रयोगको प्रभाव संग सम्बन्धित निम्न कथनहरु संग तपाईंको सम्झौता को स्तर के हो? 1-5 को मापन को उपयोग गर्नुहोस् जहाँ 1 = पूर्ण असहमत, 2 असहमत=, 3 तटस्थ=, 4 सहमत र=5 = पूर्ण सहमत।)00

SN	Statements	1	2	3	4	5
1	Professional and job-related responsibilities are placed before personal gain and individual interest (व्यावसायिक र जागिर सम्बन्धी जिम्मेवारीहरु व्यक्तिगत लाभ र व्यक्तिगत चासो भन्दा पहिले राखिएको छ।)					
2	Preparation and implementation of a job description (TOR) including work responsibilities of all the employees (कार्यालयमा कार्यरत कर्मचारीहरुको कार्य जिम्मेवारी सहितको कार्य विवरण)TOR) तयार गरि लागू गरिएको छ।)					
3	Value for money is the core principle underpinning public procurement, incorporating ethical behavior and the ethical use of resources. (पैसाको मूल्य सार्वजनिक खरिदको मुख्य सिद्धान्त हो जसमा नैतिक आचरण र संसाधनहरुको नैतिक उपयोगलाई समेट्ने हो।)					
4	Officials involved in procurement must not make improper use of their position (खरिद कार्यमा संलग्न अधिकारीहरुले आफ्नो पदको दुरुपयोग गर्नु हुदैन।)					
5	Planning records of the projects run by the office are kept which does not allow duplication of plans. (कार्यालयबाट संचालित आयोजनाहरुको योजनागत अभिलेख राख्ने गरिएको जसले योजना दोहोरपन)Duplication) हुन पाउदैन।)					

6	Identification of potential risks to achieving the set goals and progress. (तोकिएको लक्ष्य र प्रगति हासिल गर्न आइपर्ने संभावित जोखिम पहिचान गर्ने गरिएको छ ।)					
7	Use of computer based internal accounting system to increase transparency and accountability in public finance management and procurement budget. (सार्वजनिक वित्त व्यवस्थापन तथा खरिद बजेटमा पारदर्शिता र जवाफदेहिता बढाउनको लागि कम्प्युटरमा आधारित आन्तरिक लेखा प्रणालीको प्रयोग गरिएको छ ।)					
8	Adequate professional support, training and educational facilities and opportunities to procurement unit. (खरिद शाखा लाई पर्याप्त व्यावसायिक सहयोग, प्रशिक्षण र शैक्षिक सुविधा र अवसर प्रदान गरेको छ।)					
9	Not adequately trained and sensitized procurement staff on the procurement procedures of PPA and PPR (खरिद ऐन र नियमहरूको खरिद प्रक्रियामा सार्वजनिक निकायमा खरीद कर्मचारीहरू पर्याप्त रूपमा प्रशिक्षित र संवेदनशील छैनन् ।)					

ETHICS

7. To what extent do Ethics affect the implementation of procurement practices in the public sector? (नैतिकताको कारणले सार्वजनिक क्षेत्रमा खरिद अभ्यास को कार्यान्वयन लाई कति हद सम्म असर गर्छ ?)

Very great extent (धेरै ठूलो) Great extent (ठूलो) Moderate extent (मध्यम) Little extent (थोरै)
Not at all(बिल्कुल गर्दैन)

8. What is your level of agreement to the following statements that relate to ethics on procurement practices in the public sector? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= no opinion, 4= agree and 5= strongly agree. (सार्वजनिक क्षेत्रमा खरिद अभ्यासको

कार्यान्वयनमा नैतिकताको प्रभाव संग सम्बन्धित निम्न कथनहरु संग तपाईंको सम्झौता को स्तर के हो? 1-5 को मापन को उपयोग गर्नुहोस् जहाँ 1 = पूर्ण असहमत, 2 असहमत=, 3 तटस्थ=, 4 सहमत र=5 = पूर्ण सहमत।)

SN	Statements	1	2	3	4	5
1	Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position. (निहित स्वार्थको द्वन्द्वबाट बच्ने र एक व्यक्तिको पदको अनुचित उपयोग नगर्ने नै नैतिक व्यवहार हो।)					
2	Regular reviews or audits of procurement processes ensure principles of procurement. (खरिद प्रक्रियाहरुको नियमित समीक्षा वा लेखापरीक्षणले खरिदका सिध्दान्तहरु सुनिश्चित गर्छ ।)					
3	Separation of key internal functions contributes to professionalism, accountability and an efficient procurement system. (प्रमुख आन्तरिक कार्यहरुको विभाजनले व्यावसायिकता, जवाफदेहीता र कुशल खरिद प्रणालीको लागी योगदान गर्दछ।)					
4	Fair and equitable decisions are made in accordance with the law, rules and guidelines, and conditions of contract by procurement officials. (खरिद अधिकारीहरुका निर्णयहरु कानून, नियम र निर्देशनहरु, र सम्झौताका शर्तहरु अनुसार बनाइएको निष्पक्ष र न्यायसंगत हुनु आवश्यक छ।)					
5	Procurement works have been compromised due to political pressure. (बोलपत्र आह्वान गरी खरिद गरिने कार्यहरु राजनितिक दवावका कारण मिलेमतोमा जाने गरेको छ ।)					
6	Representatives of Local Level have been working beyond the jurisdiction given by the law. (स्थानीय तहका पदाधिकारीहरुले					

कानूनद्वारा प्रदत्त अधिकार क्षेत्र नाघेर काम गर्ने गरेका छन् ।)					
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PROCUREMENT PLANNING खरिद योजना

9. To what extent do Procurement Planning affect the implementation of procurement practices in the public sector? (खरिद योजना निर्माणले सार्वजनिक क्षेत्रमा खरिद अभ्यास को कार्यान्वयन लाई कति हद सम्म असर गर्छ?)

Very great extent (धेरै ठूलो) Great extent (ठूलो) Moderate extent (मध्यम) Little extent (थोरै)
Not at all (बिल्कुल गर्दैन)

10. What is your level of agreement to the following statements that relate to Procurement Planning on procurement practices in the public sector? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= no opinion, 4= agree and 5= strongly agree. (सार्वजनिक क्षेत्रमा खरिद अभ्यासको कार्यान्वयनमा खरिद योजना प्रयोगको प्रभाव संग सम्बन्धित निम्न कथनहरु संग तपाईंको सम्झौता को स्तर के हो? 1-5 को मापन को उपयोग गर्नुहोस् जहाँ 1 = पूर्ण असहमत, २ असहमत=,३तटस्थ=,४ सहमत र=5 = पूर्ण सहमत।)

SN	Statements	1 पूर्ण असहमत	2 असहमत	3 तटस्थ	4 सहमत	5 पूर्ण सहमत
1	Procurement planning sets in motion the entire procurement process. (खरीद योजनाले सम्पूर्ण खरीद प्रक्रियालाई योजनाबद्ध बनाउछ ।)					
2	Strict adherence to the procurement plan (खरीद योजनाको कडा पालन गरिने गरिन्छ ।)					
3	Need identification and prioritization is done before making the plan. (योजना बनाउनु पूर्व आवश्यकता पहिचान र प्राथमिकिकरण गरेको छ।)					
4	Budget approval is obtained for the required items/works before purchase					

	are made (आवश्यक वस्तुहरूकामहरू को / लागी खरीद गर्नु भन्दा पहिले बजेट अनुमोदन गरीन्छ ।)					
5	Procurement plans are within the approved budget for the organizations. (खरीद योजनाहरू सार्वजनिक निकायको अनुमोदित बजेट भित्र छन् ।)					
6	Market capability analysis and thorough needs assessment is undertaken for goods and services (वस्तु र सेवाहरू को लागी बजार क्षमता विश्लेषण र पूर्ण आवश्यकता को आकलन गरिन्छ ।)					
7	Implementation of procurement process according to the planned monetary values/estimated costs ,the planned time of delivery/delivery schedules and the prescribed procurement method. (योजनाबद्ध अनुमानित लागत, योजनाबद्ध समय र तोकिएको खरिद विधि अनुसार खरिद प्रक्रियाको कार्यान्वयन भएको छ ।)					
8	Budget allocation is on the basis of political access. (राजनीतिक पहुँचका आधारमा बजेट विनियोजन गरेको पाइन्छ ।)					
9	Preparation and implementation of list of participatory, productive and returnable projects of medium- and long-term nature (सहभागितामूलक, उत्पादनमूलक र प्रतिफल प्राप्त गर्न सकिने मध्यम र दीर्घकालीन प्रकृतिका आयोजनाहरूको सूची तयार गरी कार्यान्वयनमा ल्याइएको छ ।)					
10	Involvement of procurement section in					

the decision-making process affect long-term planning. (खरिद शाखा निर्णय लिने प्रक्रियामा संलग्न हुदा कार्यालयको दीर्घकालीन योजना लाई प्रभावित गर्दछ।)					
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TRANSPARENCY पारदर्शिता

11. To what extent do Transparency affect the implementation of procurement practices in the public sector? (पारदर्शिताले सार्वजनिक क्षेत्रमा खरिद अभ्यास को कार्यान्वयन लाई कति हद सम्म असर गर्छ?)

Very great extent (धेरै ठूलो) Great extent (ठूलो) Moderate extent (मध्यम) Little extent (थोरै)
Not at all(बिल्कुल गर्दैन)

12. What is your level of agreement to the following statements that relate to transparency =on procurement practices in the public sector? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= no opinion, 4= agree and 5= strongly agree. (सार्वजनिक क्षेत्रमा खरिद अभ्यासमा पारदर्शितासंग सम्बन्धित निम्न कथनहरु संग तपाईंको बुझाई को स्तर के हो? 1-5 को मापन को उपयोग गर्नुहोस् जहाँ 1 = पूर्ण असहमत, 2 असहमत=, 3 तटस्थ=, 4 सहमत र=5 = पूर्ण सहमत।)

SN	Statements	1	2	3	4	5
1	Transparency affects the effective implementation of public procurement processes. (पारदर्शिताले सार्वजनिक खरिद प्रक्रियाको प्रभावकारी कार्यान्वयनलाई असर गर्छ।)					
2	Procurement process upholds integrity by ensuring that there are no malpractices. (खरिद प्रक्रियामा कुनै अनियमितता छैन भनेर सुनिश्चिताको समर्थन गर्दछ ।)					
3	Are the tender's issues transparently in your organizations? (के तपाईंको कार्यालयबाट जारी बोलपत्रहरु पारदर्शी छन्?)					
4	Organization maintains transparency to enhance openness and clarity on procurement policy and its deliveries. (सार्वजनिक निकायले					

	खरीद नीति र यसको वितरणमा खुलापन र स्पष्टता बढाउन पारदर्शिता कायम राख्छ।)					
5	Weak enforcement measure of procurement law contributes to lack of transparency. (खरिद कानूनको कमजोर कार्यान्वयनले पारदर्शिताको अभाव गर्नमा योगदान पुऱ्याउँछ।)					
6	Moral degradation is a cause of unethical conducts. (नैतिक गिरावट अनैतिक आचरण को एक कारण हो।)					

PART III : Problems and Effects on Effective Implementation of Procurement and Related Policies on Dolpa (भाग ३: डोल्पा जिल्लामा खरिद र सम्बन्धित नीतिहरूको प्रभावकारी कार्यान्वयनमा समस्या र प्रभावहरू)

1. What is your level of agreement to the following statements that relate to problems and effects on effective implementation of procurement and related policies on Dolpa? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= no opinion, 4= agree and 5= strongly agree. (डोल्पा जिल्लामा खरिद र सम्बन्धित नीतिहरूको प्रभावकारी कार्यान्वयनमा समस्या र प्रभावहरूसंग सम्बन्धित निम्न कथनहरूसँग तपाईंको सम्झौताको स्तर के हो? १- को मापनको उपयोग गर्नुहोस् जहाँ १= पूर्ण असहमत, २ असहमत, ३ तटस्थ, ४ सहमत र ५ = पूर्ण सहमत।)

SN	Statements	1	2	3	4	5
1	Political pressure to form consumer committees even in complex construction and technical works (गम्भिर प्रकृतिका निर्माण र प्राविधिक कार्यहरूमा पनि उपभोक्ता समिति गठन गराएर गराउने राजनितिक दवाव हुने गरेको छ।)					
2	Work executed with not realistic design / cost estimates or even without design (यथार्थपरक डिजाइन लागत अनुमान /विना वा अझ डिजाइन विना निर्माण कार्य गर्ने गरेको पाइन्छ।)					
3	Due to lack of internet and ICT infrastructure no use of electronic government procurement system (e-GP) provision made in PPA, PPR and Electronic Procurement System Directive, 2074 (विद्युतीय खरिद प्रणाली निर्देशिका, २०७४ ले विद्युतीय प्रणालीको प्रयोग गर्नुपर्ने प्रावधान व्यवस्था गरे पनि इन्टरनेट तथा सूचना सञ्चार प्रविधि पूर्वाधारको अभावमा अनिवार्य गर्न सकिएको अवस्था छैन।)					
4	Emphasize on Hard Copy/paper tender due to political pressure and collusion of employees (राजनितिक दवाव र कर्मचारीको मिलेमतोमा Hard Copy/paper tender गर्ने गरिएको छ।)					
5	Due to shortage of procurement staff no correct interpretation of the existing law and not able to formulate a suitable procurement law using the power to make rules given by the Procurement Act. (खरिद सम्बन्धी कर्मचारीको कमिले विद्वमान कानूनको सहि व्याख्या गर्न नसक्नु साथै खरिद ऐनले दिएको नियम बनाउने अधिकार प्रयोग गरि आफू अनुकूल खरिद कानून बनाउन नसकिएको अवस्था छ।)					

6	Level of compliance of Local Government Operation Act 2074, also in procurement planning, operation and management (खरीद योजना निर्माण, संचालन र ब्यवस्थापनमा स्थानीय सरकार संचालन ऐन २०७४ ,को पनि पालना गरिन्छ ।)					
7	Tendency to duplication of work with federal and provincial plan. (योजना छनौट गर्दा एउटै कामलाई दोहोरो देखाउने प्रवृत्ति रहेकाले योजना छनौट प्रणाली सुदृढ हुनु पर्दछ ।)					
8	No implementation of provision of procurement planning made mandatory by (कानूनले अनिवार्य गरेको खरिद योजना निर्माणको प्रावधान कार्यान्वयन नगरेको पाइन्छ।)					
9	No preparation of Procurement master plan and annual procurement plan (खरिद गुर्योजना र वार्षिक खरिद योजना तयार नपार्ने गरेको पाइन्छ ।)					
10	Representatives perform the task which meant to provide via staff mechanism by law and the work is carry out based on only verbal orders deprived of making any law. (कानूनले कर्मचारी संयन्त्रमार्फत सम्पादन गर्न व्यवस्था गरेका कार्यहरु जनप्रतिनिधिले सम्पादन गर्ने तथा कानून नबनाई मौखिक आदेशको भरमा मात्र कार्य सञ्चालन गर्ने गरेको पाइन्छ ।)					
11	Use of Users Committee and local construction materials without quality in most of the construction work, need of special guidelines regarding user committee works (अधिकांश निर्माण कार्यहरु उपभोक्ता समिति मार्फत गर्ने गरिएको , गुणस्तरविनाको स्थानीय निर्माण सामग्रीको प्रयोग गरिने हुनाले उपभोक्ता समितिबाट गरिने निर्माण कार्यमा खरिद ऐनमा थप स्पष्टव्यवस्था नभएकाले उपभोक्ता समिति सम्बन्धी कार्यविधिको आवश्यकता महशुस गरिएको छ ।)					
12	Conflicts between Politics and bureaucracy in budget allocation, approval and implementation (बजेट विनियोजन , स्वीकृती र कार्यान्वयनमा राजनीति र कर्मचारीबीच द्वन्द्व/संघर्ष गर्ने गरेको पाइन्छ ।)					
13	No systematic internal control system of works executed as provisioned in Local Government Operation Act, 2074 (स्थानीय सरकार सञ्चालन ऐन, २०७४ बमोजिम कार्यालयबाट सम्पादन हुने					

	कार्य व्यवस्थित आन्तरिक नियन्त्रण प्रणाली बमोजिम सम्पादन गर्ने नगरेको पाइन्छ।)					
14	No full compliance of PPA and PPR due to lack of sufficient knowledge in the preparation of bidding documents, bid evaluation, contract management (बोलपत्र सम्बन्धी कागजातको तयारीठेक्का व्यवस्थापन आदि जस्ता ,बोलपत्र मूल्याङ्कन , कार्यहरुमा पर्याप्त ज्ञानको अभावको कारण सार्वजनिक खरिद ऐन तथा नियमावलीको पूर्ण पालना गर्न सकिएको छैन ।)					
15	Culture of absenteeism in the organizations due to lack of motivation, loss of professional competences, working environment, adverse geographical difficulties (उत्प्रेरणाको कमी, व्यवसायिक प्रतिस्पर्धाको कमीकार्यस्थलको वातावरण , र प्रतिकूल भौगोलिक कठिनाइ कार्यालयमा अनुपस्थित हुने संस्कार रहेको छ ।)					

Appendix B: List of Respondents

List of Local Level, their office chief, Local Representative, Technical Person, and Planning Section in Survey

SN	Local Level	Office Chief	Local Representative	Technical Person	Planning Section
1	Thulibheri Municipality	Dil Prasad Rokaya	Ganesh Bahadur Shahi	Janak Budha	Ratnabir kathayat
2	Tripurasundari Municipality	Pitribhakta Giri	Chandra Kumari Budha	Santa Nepali	Hira Chandra Dharala
3	Kaike Rural Municipality	Samjhana Adhikari	Angad Kumar Rana	Anusil Malla	Bishnu Bhakta Chaulagain
4	She-Phoksundo Rural Municipality	Bishnu Prasad Neupane	Pema Wanchhen Gurung	Navaraj KC	Rajendra Prasad Pokharel
5	Dolpo Buddha Rural Municipality	Gautam Pangyani	Temba Gurung	Kalraj Neupane	Okharam Magar
6	Chharka Tangung Rural Municipality	Mohan Prakash Giri	Senang Gurung	Hari Prasad Rokaya	
7	Jagadulla Rural Municipality	Keshavraj Pandey	Narsingh Rokaya	Naveen Pun	Lal Bahadur KC
8	Mudkechula Rural Municipality	Tirtharaj Mahatara	Datta Bahadur Shahi	Dip Narayan Yadav	Munikrishna Jaisi

List of Province Office, their office chief, Technical Person, Planning Section in Survey

SN	Office Name	Office Chief	Technical Person	Planning Section	Remarks
1	Water, Irrigation and Energy Development Office	Nabin Thapa	Hari Bhakta	Hikmat Jung Shahi	
2	Infrastructure Development Office	Topendra sundar Malla	Prakash Budha	Topendradhoj Hamal	
3	Social Development Office	Dhananjay Acharya	Moti Prasad Budha	Hari Prasad Neupane	
4	Agricultural Development Office	Bhim Bahadur Dharala	Dhan Bahadur Kc	Kritika Thakuri	