

Study of national procurement authority and establishment of standardize procurement system to diminish corruption:

A case study in National Procurement Authority

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Abstract

Good and transparent procurement system are best tools for spending of national development budget, as per Chartered Institute of Procurement and Supply (CIPS) Procurement involves buying the goods and services that enable an organization to operate in a profitable and ethical manner. In Afghanistan procurement system also focused on transparency. The present study tries to find out standardize procurement system to diminish corruption. In this concern data were collected from 84 Procurement specialist of NPA and were analyzed through SPSS software. The result of this study shows that more steps like effectiveness and efficiency of e-procurement, Need assessment, bidding document and bid opening, Advertisement, Evaluation, National procurement commission and Contract Management are the role of transparency and these are standardizing procurement system to diminish corruption.

More of procurement specialists are agree that using of Information Technology in the procurement processes (e-procurement), early need assessment, real estimation cost, clearly specification, realistic time frame using standard procurement documents, good advertisement system, giving authority to evaluation committee, rejection of Emergency procurement cases and centralized procurement system are best practices to diminish corruption and making a standardize procurement system.

Contract management are the other steps of diminishing of corruption and all of government entities should more focused on contract management because in my research contract management stage are very important than procurement stage and contract management team must by control compensation events which have directly affect corruption in a projects.

Key words: Centralized procurement system, compensation events, contract management

Introduction

The importance of procurement processes roots from persistent connection between procurement and all other sectors in governments. Nowadays, procurement plays vital role in human society's development at national and international levels. In addition, sound procurement system leads to economic and socio-political stability in a country. Through reasonable financial and economic mechanisms and in the light of national regulatory frameworks as well as global standards, procurement facilitates health, education and other infrastructural services for citizens, and paves the way for business development and brighter future for all. The Government of Islamic Republic of Afghanistan recognizes the key role which public procurement plays in a country. Based on surveys 33.84 percent of Gross Domestic Product (GDP) and approximately 50 percent of National budget is spent through public procurement, therefore the government took a number of reforms up to provide better public services, establish an effective and transparent procurement system, controlling public expenditure, and decrease corruption.

Effective procurement process is one in which efforts are made at all times to have a transparent and corruption free process and use of good practices, Public procurement has important economic and political implications by ensuring that the process is efficient and economical. This has a requirement that the main actors including stakeholders, professional associations, academic entities and the general public understand the whole process of procurement. Unfortunately, in many public institutions the process is still have more problem.

In our country every year ministry of finance making budget which have two types cover normal and developmental budget, for both type of budget we need procurement system but more of developmental budget need procurement system, for best and good procurement system we need to establish more standardize procurement system to diminish corruption in our country, I have more than seven years of experience in this field and currently working in same field need to study and find more ways to diminish corruption in procurement, and there are more data in this field.

Importance of the Problem

Corruption in Afghanistan has become widely recognized as a key challenge for governance and rule of law and as an obstacle for sustainable, private-sector-led economic growth.

The Afghan government has made several commitments to address corruption at previous conferences. However, the problem is still challenging our country.

For Afghanistan procurement system government of Islamic republic of Afghanistan establish NPA to have full control on procurement system, prepare procurement law and procedure and solving all procurement issues, because more of our country budget are spending by procurement and we need a free of corruption procurement.

NPA Stakeholders and Stakeholders' Performance Goals:

The international standard providing guidance on social responsibility, called ISO 26000, defines a stakeholder as an "individual or group that has an interest in any decision or activity of an organization. Or A stakeholder is any person, organization, social group, or society at large that has a stake in the business. Thus, stakeholders can be internal or external to the business. A stake is a vital interest in the business or its activities. ... Be both affected by business and affect a business.

Stakeholders of National Procurement Authority include:

All government entity as like ministers, dependent government organization, privet sector company and organization, the Finance, Budget and National Economy Commissions of the Parliament (Meshrano Jirga & Wolesi Jirga), the Integrity Watch Afghanistan (IWA), the Special Inspector General for Afghanistan's Reconstruction (SIGAR), the Parliamentary Anti-Corruption Caucus (PACC) and the Combined Security Transition Command for Afghanistan (CSTC-A) of the Resolute Support, United Nations Assistance Mission in Afghanistan(UNAMA), Independent Joint Anti-Corruption Monitoring and Evaluation Committee(MEC), world bank, Asian development bank, USAID, Media, all Afghanistan procurement employees and entities which are involve direct and indirect in procurement system are the stakeholder of NPA.

Finance, Budget and National Economy Commissions of the Parliament (Meshrano Jirga & Wolesi Jirga), the Integrity Watch Afghanistan (IWA), the Special Inspector General for Afghanistan's Reconstruction (SIGAR), the Parliamentary Anti-Corruption Caucus (PACC) and the Combined Security Transition Command for Afghanistan (CSTC-A) of the Resolute Support, United Nations Assistance Mission in Afghanistan(UNAMA), Independent Joint Anti-Corruption Monitoring and Evaluation Committee(MEC), and some civil society organization had

participated in National procurement commission (NPC) weekly meeting as observers, world bank, Asian development bank, USAID, CSTC-A, UNAMA are the downers of Afghanistan projects. Observers, observe procurement process and NPC meeting to challenge and control corruption in procurement.

National Procurement Authority Employees: Employees are those people who assist and support national procurement authority to reach its strategic goals which are mentioned previously and the present research study will focus on this stakeholder.

Governmental Procurement Entities: Institutional Reform and Professionalization of Procurement are the strategic goals of national procurement authority, all activities related to the mentioned terminologies apply the same to other governmental procurement entities. Furthermore, all contracts processed by other governmental entities that are above the threshold and need the approval of the National Procurement Commission which lead by H.E President of Afghanistan must send through the National Procurement Authority.

Bidders: all eligible companies which participate in the bidding process to gain contract are stakeholders for national procurement authority.

Contractors: Those eligible companies which participate in the bidding process and won the contract are the stakeholders form national procurement authority.

World Bank (WB): At this critical juncture *Afghanistan* faces deep poverty and economic pressure and the *World Bank's* commitment is crucial to help Afghanistan recover and create better living standards for its people. The *World Bank* is strongly committed to continuing helping them in their efforts to create a better future. So, world bank funding in different sectors like capacity building, agriculture, infrastructure, and system development. National Procurement Authority (NPA) is a co-worker with world bank in terms of operating, monitoring and provide procurement facilitation to the world bank funded projects, meanwhile world bank is one of the basic and backbone stakeholders for NPA.

Asian Development Bank (ADB): *Sine 2002 Afghanistan* is a founding member of the Asian Development Bank (*ADB*) to date, *ADB* has provided more than \$5.2 billion in grants and loans to Afghanistan. *ADB* is committed to achieving a wealthy, inclusive, tough, and sustainable Asia and the Pacific while sustaining its efforts to eliminate extreme poverty in Afghanistan. Besides

the above-mentioned services ADB funding for infrastructure project especially in supply, installation and committing for substations, transmission lines, erections for Afghanistan. Based on fewer procurement capacities in procurement entities, NPA is committed to providing services for these types of projects in terms of facilitation, monitoring, analysis. Hence since the establishment of NPA, ADB is another close stakeholder for this authority.

Islamic Development Bank (IDB): As Water Resources Management, is one of the Ministry of Energy and Water (MEW) development projects. Using these project costs funded by the Asian Development Bank (ADB), Islamic Development Bank (IDB) and Government of Afghanistan (GoA). As well as IDB is funding in some infrastructure projects in Afghanistan. Providing management in terms of procurement facilitation, monitoring from the start of administration stage to implementation is one of the major responsibilities of the National Procurement Authority, therefore there is a close relationship between the donor (IDB) with NPA and we can say IDB is the stakeholder for NPA.

CSTC-A: As Combined Security Transition Command of Afghanistan (CSTC-A) trains, advises, and assists within Afghan security institutions to develop resource management capability, Inspector General and rule of law capability, and provides resources in accordance with the Afghan National Defense Security Forces requirements while ensuring fiscal oversight and accountability of funds and materiel delivered. CSTC-A is focused on helping Afghanistan develop a sustainable, effective and affordable ANDSF in support of the Afghan Government. On another hand, NPA Providing procurement facilitation for public entities, so those projects which are funding through CSTC-A to Afghanistan military forces NPA Providing procurement facilitation, procurement analysis and doing progress for those contracts monitoring because CSTC-A is one NPA Close stakeholder.

Society: As NPA providing procurement services, monitoring, and contract to progress, insuring capacity and encouragement of the private sector and so on in different categories for many sectors like infrastructure, consultancy services, Non-consultancy services and goods delivery for military forces, school and universities student in hostiles. So, the mentioned services are all belonging to the public and society, in this case, we can say society is the basic and major targeted stakeholder for NPA.

Employees of National Procurement Authority as Stakeholder for study:

Employees are those people who assist and support the organization to reach its strategic. Similarly, employees working for NPA are also an example of being the stakeholders of NPA. For instance, staff recognition and provision of benefits and most importantly they are given the right in decision making. And they have experience in procurement mostly from 2-8 years. The leadership provides an opportunity for all employees for sharing their ideas and contributing to decision making. In addition, the internal NPA culture provides employees with a sense of ownership which is a sign of stake-holders. NPA employees are the backbone for NPA, because they are the team to solve challenging procurement cases in all Afghanistan.

Procurement, the acquisition of goods, services, and works and their incidental services by entities, pursuant to the provisions of this law, using public funds. (Afghanistan procurement law, 2017).

Bidder, a natural or legal entity who, either he or his legal representative participates in procurement proceedings for submitting an offer as per the provisions of this law and conditions set forth in the bidding documents. (Afghanistan procurement law, 2017)

Bidding Documents, the documents describing the eligibility conditions of bidders, the conditions and standards of evaluation, quantity, quality, and specifications of the goods, non-consultative services, work to be procured, and the method of submitting a bid put to the disposal of bidders by entities. (Afghanistan procurement law, 2017)

Bid, the proposal or quotation presented by a bidder in response to bidding documents, request for proposal, or request for quotation and will include quantity and quality, specifications, unit price, total price and other required conditions of procurement. (Afghanistan procurement law, 2017)

Conflict of Interest, the situation in which procurement staff including award authority benefits from procurement in any way possible or are a relative of any of the bidders. Relatives, in this context, means children, father, grandfather, mother, grandmother, spouse, brother, sister, aunt, uncle and their children to second level, spouse's parents and brother- and sister-in-laws. (Afghanistan procurement law, 2017).

World Bank policy requires that a firm participating in a procurement process under Bank-financed projects shall not have a conflict of interest. Any firm found to have a conflict of interest shall be ineligible for award of a contract. A firm shall be considered to have a conflict of interest in a procurement process if (a) such firm is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm. This provision does not apply to the various firms (consultants, contractors, or suppliers) which together are performing the Contractor's obligations under a turnkey or design and built contract or (b) such firm submits more than one bid, either individually or as a joint venture partner in another bid, except for permitted alternative bids. This will result in the disqualification of all bids in which the Bidder is involved. However, this does not limit the inclusion of a firm as a sub-contractor in more than one bid. Only for certain types of procurement, the participation of a Bidder as a sub-contractor in another bid may be permitted subject to the Banks' no objection and as allowed by the Bank's Standard Bidding Documents applicable to such types of procurement or (c) such firm (including its personnel) has a close business or family relationship with a professional staff of the Borrower (or of the project implementing agency, or of a recipient of a part of the loan) who (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to the Bank throughout the procurement process and execution of the contract; or (d) such firm does not comply with any other conflict of interest situation as specified in the Bank's Standard Bidding Documents relevant to the specific procurement process.(world bank procurement guideline,2014).

Bank Review

The Bank reviews the Borrower's procurement procedures, documents, bid evaluations, award recommendations, and contracts to ensure that the procurement process is carried out in accordance with the agreed procedures. These review procedures are described in Appendix 1. The Procurement Plan approved by the Bank¹⁵ shall specify the extent to which these review procedures shall apply in respect of the different categories of goods, works, and non-consulting

services to be financed, in whole or in part, from the Bank loan. (world bank procurement guideline, 2014)

Misprocurement

The Bank does not finance expenditures under a contract for goods, works, or non-consulting services if the Bank concludes that such contract: (a) has not been awarded in accordance with the agreed provisions of the Loan Agreement and as further elaborated in the Procurement Plan to which the Bank provided no objection; (b) could not be awarded to the bidder otherwise determined successful due to willful dilatory conduct or other actions of the Borrower resulting in unjustifiable delays, the successful bid being no longer available, or the wrongful rejection of any bid; or (c) involves the engagement of a representative of the Borrower, or a recipient of any part of the Loan proceeds, in fraud and corruption as per paragraph 1.16(c). In such cases, whether under prior or post review, the Bank will declare misprocurement, and it is the Bank's policy to cancel that portion of the loan allocated to the goods, works, or non-consulting services that have been misprocured. The Bank may, in addition, exercise other remedies provided for under the Loan Agreement. Even once the contract is awarded after obtaining a no objection from the Bank, the Bank may still declare misprocurement and apply in full its policies and remedies regardless of whether of the loan has closed or not, if it concludes that the no objection was issued on the basis of incomplete, inaccurate, or misleading information furnished by the Borrower or the terms and conditions of the contract had been substantially modified without the Bank's no objection. (world bank procurement guideline, 2014).

e-procurement

e-procurement is the "Combined use of electronic information and communications technology, (ICT) in order to enhance the links between customer and supplier, and with other value chain partners, and thereby to improve external and internal purchasing and supply management processes" (Chartered Institute of Purchasing and Supply, CIPS, 2012).

Fraud and Corruption

It is the world bank policy to require that Borrowers (including beneficiaries of Bank loans), bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, service providers or suppliers, and any personnel thereof, observe the highest standard of ethics during the procurement and execution of Bank-financed contracts. In pursuance

of this policy, the Bank, (a) defines, for the purposes of this provision, the terms set forth below as follows:

Corrupt practice, is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

Fraudulent practice, is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.

Collusive practice, is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;²²

Coercive practice, is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

obstructive practice, is deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or acts intended to materially impede the exercise of the Bank's inspection and audit rights provided.(world bank guideline, 2014).

Tailored specification

Project officials can tailor the specifications in the requests for bids or proposals to favor a particular bidder and to exclude others, often as the result of corruption. Specifications that are too narrow can be used to exclude qualified bidders or justify improper sole source awards. For Example:

Specifications are significantly narrower or broader than in previous similar requests for bids, Close similarity between the specifications and the winning bidder's product or services, Specifications in Request for Bids includes specific brand names, Indications or allegations that the winning bidder prepared the contract specifications, Fewer than the normal or expected number of bids, High number of contract awards to one bidder, Complaints from losing bidders that the specifications are tailored to a competitor.

Compensation events

Which are usually not the blame of the contractor and change the cost of the work, or the time needed to complete it. As a result, the prices, key dates or the completion date may be reassessed, and in many cases the contractor will be entitled to more time or money.

Research Questions

E-Procurement guarantees the selection of the qualified firms.

E-Procurement process is an efficient process than the manual procurement procedure.

E-Procurement system eases bidding procedure.

Transparency, fair competition and equal bidding opportunities can be obtained only via e-procurement system.

E-procurement system mitigates corruption practices in procurement.

Implementation of e-procurement system reduces time span required to award a contract than manual procurement system.

Early need assessment does affect the on time implementation of the project.

Overestimation, tailored specification and unrealistic time frame for an activity rises the corruption opportunities.

Vague specifications of an activity may increase the cost and causes failure in the implementation of an activity.

Preparation of professional need assessment requires professional skills to better.

Standard biding documents and bid opening forms can reduce mistake and corruption in procurement process.

Security camera, media, supervisors & live bid opening system reduces corruption and increases the NPA credibility in bid opening session.

Equal bid document distribution to the firms indicate the transparency of the procedure.

Setting complicated evaluation criteria in the bid document assist in reduction of corruption in the process.

Responding to clarification sought by the firms regarding the bid document on time indicates transparency & increase the credibility of the system.

Advertisement (invitation for bid and award of contract) in different language can bring transparency in procurement system.

Advertisement in different widely circulating newspapers, TVs, Radios, websites will increase competition and mitigate corruption.

Indication of evaluation criteria in the advertisement enable the bidders to apply for an activity or not to.

Circulation of advertisement email to the registered and qualified bidders may assist the process to be more competitive and increase the transparency and public awareness.

Commitment of evaluation team, security camera usage during evaluation, giving authority and responsibility to evaluation team may increase transparency in the process.

In the evaluation process reference check, early finishing the process, using standard evaluation documents, & confidentiality may control corruption.

Completion of evaluation report within the bid and bid security validity period will reveal more transparency.

Taking decision against evaluation committee recommendation and criteria for lowest bid price are the cases of corruption.

Collusion, fraudulent & coercive practices effect on time completion of bid evaluation.

Centralized procurement system is better than decentralized.

Participation of the President of Afghanistan as a head of NPC in NPC meetings may control corruption.

Approval of emergency procurement cases by NPC members may have social implications.

Approval of contract amendments causes delay in on time contract implementation and increases the chances of corruption.

NPC delay in approving of procurement cases will directly affect the national expenditure of the budget.

Adoption of professional contract management system plays a vital role in successful implementation of a contract.

Delay in contract implementation causes delay in on time budget disbursement that consequently increase the chance of corruption.

The contract cost and corruption may rise due to the compensation events.

The corruption may rise when the Employer does not give access to a part of the Site by the Site Possession Date.

The corruption may rise when the Employer modifies the schedule of one contractor in a way that affects the work of other contractors.

When the Employer does not give drawings, specifications, or instructions required for execution of the works on time lead to the corruption.

The corruption may rise when the Employer instructs the contractor to uncover or to carry out additional tests upon work, which is then found to have no Defects.

The delay advance payment that unreasonably delays issuing a Completion Certificate increase the corruption.

Research Objectives

The objective of this paper is to assess NPA, standardize procurement documents and factors that affect anticorruption process in procurements system to diminish corruption.

Hypothesis

More over results reveal that highest number of respondents are agree that Centralized procurement system is better than decentralized and till date there are no chances for corruption in NPA procurement system.

Significance of the Study

For Afghanistan procurement system there was one unite in ministry of finance by the name on procurement policy unite (ppu) who make procurement law, regulation and other procedure and also the controlled all procurement system, solved all procurement case study, give training for ministries and organization, with them there was one special procurement commission(SPC) who approved all procurement projects which were more from the ministries authority threshold, minister of finance was the head of that commission, ministry of economic and Ministry of Justice are the member of SPC.

After the formation of the National Unity Government, one of the reform agenda envisioned is to foster institutional reform in public procurement in order to provide better services through an effective, efficient and transparent procurement system. The aim for the reform is to boost economic growth, effective control of financial expenditure and root out corruption as well. As an initial essential step towards this reform, H.E the President of Islamic Republic of

Afghanistan issued decree No.16, dated 20/7/1393 for establishment of the National Procurement Authority within the structure of Administrative Office of the President. The duties and responsibilities of former Procurement Policy Unit (PPU), Contract Management Office (CMO) and the Afghanistan Reconstruction and Development Services (ARDS) have been entitled to National Procurement Authority. Similarly, later issued legislative decree No.60, dated 21/11/1393 and decree No. 72, dated 13/12/1393, based on which the former Special Procurement Commission has been restructured to National Procurement Commission chaired by H.E. the President, with H.E. the Chief Executive Officer, H.E. Second Vice President and Ministers of Finance, Justice and Economy as its members, after that as per decree NO:36 dated 11/03/1395 H.E. the President's Senior Advisor for Infrastructure Affairs and order NO. 157 dated 13/01/1398 H.E. the President's Advisor for finance and banking and also deputy minister of commerce and industry (Ajmal Ahmadi) was appointed as NPC member.

Now a day NPC have 8 members which are H.E President, H.E first and second vice president, minister of finance, Economy and Justice, the President's Senior Legal Advisor, and Private sector representative with the government.

In every field, there are a number of common and generalized problems of practice. These problems are related to, but go beyond, specific organizational or contextual problems. For instance, achievements in science-technology-engineering-math (STEM) fields or retention of students are of importance in many different educational contexts and are related to more specific problems experienced by different organizations. In this section, clearly and succinctly state the generalized, non-organization-specific problem of practice you have chosen as the focus of the paper. Use statistics and research that support your statement that this is indeed a problem of practice. How do we know this is a problem? What evidence exists that this is a problem of practice?

Research Design

In this research the case study, research design and deductive approach are used. The aim of this research is to establish a standardized procurement system to diminish corruption in National Procurement Authority (NPA). Descriptive Research is trying to describe what is happening in more detail, filling in the missing parts and expanding our understanding, to expand understanding about existing knowledge.

Instrument used for primary data collection

This work was carried out based on the primary data collected through the survey instrument. The survey instrument used for this work is a standardized well-structured questionnaire. The questionnaires were employed to collect the primary data and relevant information from the employees of infrastructure sector. This survey instrument was designed and tested as a part of this work and proved reliability.

Pre-testing

A pilot study was conducted to obtain the preliminary assessment of internal validity of the research survey instrument questionnaire. For this purpose, primary data were collected from 20 infrastructure sector employee. The results of the pilot study confirmed the internal reliability of the instrument deployed and hence, the same instrument was used in the identified sampling areas to collect the primary data needed for the present study.

Survey Instrument Reliability

The survey instrument was tested with appropriate reliability analysis comprising the computed value of Cronbach alpha and the alpha value for all the study variable taken up in the survey instrument is found to be well above the suggested value of 0.6 (Nunnally, 1978)

Sampling Technique

National Procurement authority employees were taken as a population of the study because the study used a case study design. A total number of 100 employees out of 300 employees of different departments of the National procurement authority were selected that would give the in-depth coverage and analysis of the results or the findings.

A total number of 100 employees out of 300 employees of different departments and units of National Procurement Authority were selected and from this sample size by some limitation just 84 answer were finned.

Sample is a subset of a population, the process of picking a portion of the population to represent the whole population is known as sampling (Biondo et al, 1998). The random sampling technique has been acquired for this research. The different general directorates, departments along with units have been identified keeping in mind the availability and reach.

In the first step a formal permission was obtained through personal visit with heads of departments. In the second stage in a process the questionnaires were distributed personally to pre-selected employees already informed about the purpose of the questionnaire filling.

Source of Data

Both primary and secondary data were collected during the study. The techniques that were used included administering of written questionnaires, observations as well as reviewing existing data. The study relied on both qualitative tools such as questionnaires, and observations and quantitative tools such as a review of existing data and records for data collections.

Primary Data Collection

Primary data was gathered from the management level, senior staff and junior staff assistant specialist and specialist from NPA by questionnaire on the establishment of standardize procurement system to diminish corruption.

Secondary Data Collection

Secondary data was collected from article, publications from NPA, text books, journals, World Bank regulation, Asian Development bank guideline newspapers, internets and other writings.

Findings and Conclusion

Findings

Present study shows that majority of the respondents belongs to male category of gender and that majority of the respondents belongs to age category of 21-30 years. And majority of the respondents belongs to Bachelor, majority of the respondents belongs to 2-8 years' experience and that majority of the respondents have experience in 2-4 different organization and that majority doing his/her jobs with NPA from more than 4 years.

1. More over results reveal that highest number of respondents are agree with E-Procurement guarantees the selection of the qualified firms, E-Procurement process is an efficient process than

the manual procurement procedure, E-Procurement system eases bidding procedure, Transparency, fair competition and equal bidding opportunities can be obtained only via e-procurement system, E-procurement system mitigate corruption practices in procurement, Implementation of e-procurement system reduces time span required to award a contract than manual procurement system. and lowest number of respondents are disagree with E-Procurement guarantees the selection of the qualified firms, E-Procurement process is an efficient process than the manual procurement procedure, Transparency, fair competition and equal bidding opportunities can be obtained only via e-procurement system, E-procurement system mitigate corruption practices in procurement and lowest number of respondents are strongly disagree that E-Procurement system eases bidding procedure, Implementation of e-procurement system reduces time span required to award a contract than manual procurement system.

2. More over results reveal that highest number of respondents are agree that Early need assessment do affect the on time implementation of the project, Overestimation, tailored specification and unrealistic time frame for an activity rises the corruption opportunities, Vague specifications of an activity may increase the cost and causes failure in the implementation of an activity, Preparation of professional need assessment requires professional skills to better and lowest number of respondents are disagree that Early need assessment do affect the on time implementation of the project, Overestimation, tailored specification and unrealistic time frame for an activity rises the corruption opportunities and lowest number of respondents are strongly disagree that Vague specifications of an activity may increase the cost and causes failure in the implementation of an activity, Preparation of professional need assessment requires professional skills to better.

3. More over results reveal that highest number of respondents are agree that Standard bidding documents and bid opening forms can reduce mistake and corruption in procurement process, Security camera, media, supervisors & live bid opening system reduces corruption and increases the NPA credibility in bid opening session, Equal bid document distribution to the firms indicate the transparency of the procedure, Setting complicated evaluation criteria in the bid document assist in reduction of corruption in the process, Responding to clarification sought by the firms regarding the bid document on time indicates transparency & increase the credibility of the system. And lowest number of respondents are disagreeing that Security camera, media, supervisors & live bid opening system reduces corruption and increases the NPA credibility in

bid opening session. lowest number of respondents are disagree that Standard bidding documents and bid opening forms can reduce mistake and corruption in procurement process, Equal bid document distribution to the firms indicate the transparency of the procedure, Setting complicated evaluation criteria in the bid document assist in reduction of corruption in the process, Responding to clarification sought by the firms regarding the bid document on time indicates transparency & increase the credibility of the system.

4. More over results reveal that highest number of respondents are agree that Advertisement (invitation for bid and award of contract) in different language can bring transparency in procurement system, Advertisement in different widely circulating newspapers, TVs, Radios, websites will increase competition and mitigate corruption, Indication of evaluation criteria in the advertisement enable the bidders to apply for an activity or not to, Circulation of advertisement email to the registered and qualified bidders may assist the process to be more competitive and increase the transparency and public awareness. And lowest number of respondents are disagree that Advertisement in different widely circulating newspapers, TVs, Radios, websites will increase competition and mitigate corruption, lowest number of respondents are strongly disagree that Advertisement (invitation for bid and award of contract) in different language can bring transparency in procurement system, Indication of evaluation criteria in the advertisement enable the bidders to apply for an activity or not to, Circulation of advertisement email to the registered and qualified bidders may assist the process to be more competitive and increase the transparency and public awareness.

5. More over results reveal that highest number of respondents are agree that Commitment of evaluation team, security camera usage during evaluation, giving authority and responsibility to evaluation team may increase transparency in the process, In the evaluation process reference check, early finishing the process, using standard evaluation documents, & confidentiality may control corruption, Completion of evaluation report within the bid and bid security validity period will reveal more transparency, Taking decision against evaluation committee recommendation and criteria for lowest bid price are the cases of corruption, Collusion, fraudulent & coercive practices effect on time completion of bid evaluation. And lowest number of respondents are disagree in the evaluation process reference check, early finishing the process, using standard evaluation documents, & confidentiality may control corruption, Taking decision against evaluation committee recommendation and criteria for lowest bid price are the cases of

corruption, Collusion, fraudulent & coercive practices effect on time completion of bid evaluation also lowest number of respondents are strongly disagree that Commitment of evaluation team, security camera usage during evaluation, giving authority and responsibility to evaluation team may increase transparency in the process, Completion of evaluation report within the bid and bid security validity period will reveal more transparency.

6. More over results reveal that highest number of respondents are agree that Centralized procurement system is better than decentralized, Participation of the President of Afghanistan as a head of NPC in NPC meetings may control corruption, Approval of emergency procurement cases by NPC members may have social implications, Approval of contract amendments causes delay in on time contract implementation and increases the chances of corruption., NPC delay in approving of procurement cases will directly affect the national expenditure of the budget. And lowest number of respondents are disagreeing with Approval of contract amendments causes delay in on time contract implementation and increases the chances of corruption and lowest number of respondents are strongly disagreeing that Centralized procurement system is better than decentralized, Approval of emergency procurement cases by NPC members may have social implications, NPC delay in approving of procurement cases will directly affect the national expenditure of the budget. Also less number of respondents are not sure that Participation of the President of Afghanistan as a head of NPC in NPC meetings may control corruption.

7. More over results reveal that highest number of respondents are agree that Adoption of professional contract management system plays a vital role in successful implementation of a contract, Delay in contract implementation causes delay in on time budget disbursement that consequently increase the chance of corruption, The contract cost and corruption may rise due to the compensation events (The corruption may rise when the Employer does not give access to a part of the Site by the Site Possession Date, The corruption may rise when the Employer modifies the schedule of one contractor in a way that affects the work of other contractors, When the Employer does not give drawings, specifications, or instructions required for execution of the works on time lead to the corruption, The corruption may rise when the Employer instructs the contractor to uncover or to carry out additional tests upon work, which is then found to have no Defects, The delay advance payment that unreasonably delays issuing a Completion Certificate increase the corruption). And lowest number of respondents are disagree that The contract cost and corruption may rise due to the compensation events, The corruption may rise when the

Employer does not give access to a part of the Site by the Site Possession Date, The corruption may rise when the Employer modifies the schedule of one contractor in a way that affects the work of other contractors, When the Employer does not give drawings, specifications, or instructions required for execution of the works on time lead to the corruption also lowest number of respondents are strongly disagree that adoption of professional contract management system plays a vital role in successful implementation of a contract, delay in contract implementation causes delay in on time budget disbursement that consequently increase the chance of corruption, the corruption may rise when the Employer instructs the contractor to uncover or to carry out additional tests upon work, which is then found to have no Defects, the delay advance payment that unreasonably delays issuing a Completion Certificate increase the corruption.

Recommendations

1. The use of Information Technology in the procurement processes deliver success in the performance of procurement functions, for this NPA should lunch e-procurement system with full security and an advance system and also giving training to bidders that who the can use this system.
2. For controlling of corruption, NPA should do early need assessment, real estimation cost, clearly specification, realistic time frame for an activity and professional procurement team.
3. To diminish corruption, NPA should Using standard biding documents and bid opening forms, early publishing procurement advertisement in different tools (TV, newspaper and webs), Commitment of evaluation team, giving authority and responsibility to evaluation team, verification, early finishing the process, using standard evaluation documents, & confidentiality may control corruption in procurement system.
4. research findings indicated that Centralized procurement system, Participation of the President of Afghanistan as a head of NPC in NPC meetings, rejected of emergency procurement cases and some contract amendments by NPC members may reduce corruptions in procurement system and we should follow that.
5. Early approving of procurement cases will directly affect the national expenditure of the budget and Completion of evaluation report within the bid and bid security validity period will reveal more transparency, taking decision against evaluation committee recommendation and

criteria for lowest bid price are the cases of corruption, Collusion, fraudulent & coercive practices effect on time completion of bid evaluation and directly effect in procurement system. And we should focus of that.

6. NPA mostly using standard procurement document and doing job as per law and procedure, in this time contract management stage are very important than procurement stage and contract management team must by control compensation events which have directly affect corruption in a projects

7. Improve the process of developing procurement documents, law and procurement procedure to have better procurement system in a region.

Limitations of the study

In this study, there was not any major limitation but some small limitations were existed which we can point out as bellow:

Time limitation: the time was short for this important topic. From 300 employees 100 were targeted, out of 100 questionnaires distributed only 84 questionnaires returned which shows 84% of the questionnaire collected. Meeting each employee and introducing the purpose of the study was hard in limited time.

Inaccessibility to all Participants and professional team: as the finding of the study reveal that most of the participants are belong to procurement professional team and the were base with all around the country procurement system, this was another limitation that the researcher was not able to meet the top management level employees who are head of directorates and head of departments to share the questionnaire and collect the data.

Moreover, it very difficult to collect the data from employees of such a busy organization as the national procurement authority, because the employees of the national procurement authority are very busy so it can be a limitation that the researcher faced in collecting the data.

Top ToR of my job: in the research I am doing my job to which is very challenging to doing both in one time. An emergency procurement cases which was must to final delay my research out of office less resources like internet, books. challenging may thesis.

Less date and research paper by Afghanistan procurement system: there was no more research data for Afghanistan procurement system and I study different country procurement research

paper from this data to have an excellent thesis, studied of at least 25 procurement paper is very difficult with top job TOR and less time duration is a limitation for my thesis.

Unrealistic respondent information: NPA procurement team were fully busy may more respondents given unrealistic information, because everyone has a targeted project to finalize it in on time are the commitments of that team.

Conclusion

This research examined the study of NPA and establishment of standardize procurement system to diminish corruption. Analysis of variance and hypothesis tests were used to examine and explain the path relationship between variables. The conclusions of this research might relate to the instrument and the results of the data analysis. Each factor may be able to describe the level of agreement of the procurement system. According to this research, the 100 samples of employees were selected from the national procurement authority staff. The result reveals that out of a total of 100 respondents, majority of the respondents belongs to male category of gender and that majority of the respondents belongs to age category of 21-30 years which are Bachelor and master degree holder. Majority respondent had 2-8 years' experience and that majority of the respondents have experience in 2-4 different organization and doing jobs with NPA from more than 4 years.

According to this study, the independent variables were effectiveness and efficiency of e-procurement, Need assessment, bidding document and bid opening, Advertisement, Evaluation, National procurement commission and Contract Management and the dependent variable was standardizing procurement system to diminish corruption. The research findings indicated that all independent variables had a significant and positive role in all the variables of standardize procurement system to reduce corruption.

This research study has underlined The use of Information Technology in the procurement processes (e-procurement) deliver success in the performance of procurement system. And also early need assessment, real estimation cost, clearly specification, realistic time frame for an activity and professional procurement team reduce corruption opportunities.

Using standard bidding documents and bid opening forms, early publishing procurement advertisement in different tools (TV, newspaper and webs), Commitment of evaluation team, giving authority and responsibility to evaluation team, verification, early finishing the process,

using standard evaluation documents, & confidentiality may control corruption in procurement system.

research findings indicated that Centralized procurement system, Participation of the President of Afghanistan as a head of NPC in NPC meetings, rejected of emergency procurement cases and some contract amendments by NPC members reduce corruptions in procurement system.

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