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Assessing the Effectiveness of Regulatory Frameworks in Enhancing Stakeholder Collaboration for Sustainable Procurement Practices in Nigeria

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Abstract **Original Research Article**

The study evaluates the effectiveness of Nigeria's regulatory frameworks in fostering multi-stakeholder engagement for sustainable public procurement practices. Although Nigeria's Public Procurement Act was implemented in 2007 to create a framework for efficiency and transparency, there remains an issue of the operationalisation of the standards for environmental, social and economic sustainability, as well as effective stakeholder engagement. The data were collected from 341 purposely chosen stakeholders from public, private and civil society organizations (CSOs) and local communities from twelve organizations and communities using a quantitative approach and a descriptive survey design. The data indicates minimal systemic coordination between all stakeholders (Mean=2.77), while local communities' participation and public policy impacts procurement results the most. According to the results of the study, high costs of green alternatives (mean = 4.04) (institutional resistance to change (mean = 3.74) and weak enforcement of existing regulations (mean = 3.40) are important barriers to sustainable procurement. The study concludes that Nigeria should strengthen participatory framework for truly inclusive stakeholder engagement in policy making and implementation; provide tax incentives for the private sector; and stricter regulatory monitoring and enforcement for sustainable public procurement (Mean = 4.12). In order to promote productivity and sustainability, the legislation should be in line with the best practices.

Keywords: Regulatory Frameworks, Stakeholder Collaboration, Sustainable Procurement, Effectiveness Assessment, Nigeria.

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1.0 INTRODUCTION

Nigeria's public procurement not only supplies products and services, but also helps achieve sustainable development objectives such as social justice, environmental protection and economic efficiency. The Public Procurement Act of 2007 (PPA) aimed to promote value for money in government expenditure, ensure transparency and harmonize procurement policy. The Act established key institutional mechanisms like Bureau of Public Procurement (BPP) (Nnawulezi, 2018; World Economic Forum, 2023). Funding staff training, ensuring policy compliance, and integrating sustainability into procurement practices remain substantial challenges despite the availability of these tools (Oyewobi & Jimoh, 2022; World Economic Forum, 2023).

The different procurement rules and practices impact the various stakeholders in Nigeria's procurement system: the ministries, suppliers, contractors, civil societies, local communities and government regulatory authorities. Certainly! Here is the rewritten version of the sentence.

Different parties must work together effectively to ensure procurement decisions take social, economic and environmental sustainability into account. But research shows stake-holder engagement is often hampered due to lack of regulatory clarity, conflicting institutional mandates, lack of capacity, corruption and limited participation of non-state actors (Mohammed & Magaji, 2002; Oyewobi & Jimoh, 2022). The realisation of sustainable procurement is limited due to the dismissal of important voices or continued power imbalances.

Regulatory frameworks are the formal legal, institutional and policy instruments that define the roles of entities, prescribe penalties, enable oversight and provide sustainability standards. Apart from the PPA, Nigeria has state-level procurement laws such as those of Ekiti State Public Procurement Law and the Kaduna State Public Procurement Law, environmental regulations such as those of the National Environmental Standards and Regulations Enforcement Agency (NESREA), as well as policies or initiatives for professionalization and capacity building (Brookings, 2023; SPESSE, 2024; WEF, 2023). Even with various frameworks in place, not much is known about them and at times their effectiveness is also questioned. This especially is true in terms of true collaboration for long-term results.

Recent advances in public policies suggest a growing awareness of the need to institutionalize stakeholder participation and strengthen regulatory frameworks. Professionalizing procurement and enhancing the competence of practitioners, the Bureau of Public Procurement has, for instance, set up the National Procurement Certification Framework. Additionally, climate-smart procurement is among methods suggested for Nigeria to achieve its net-zero targets. To solve this problem, it will be require better cooperation between providers, procuring bodies and environmental agencies as well as incorporating environmental standards into procurement law. According to some new insights, there could be ways for the laws to rectify the dearth of bargaining power.

The aim of the study is to examine Nigeria's regulatory frameworks and how they aid stakeholder collaboration for environmentally friendly procurement. The study Seek to evaluate the following: (1) how effective have current laws, rules and policies been in defining and promoting the roles and responsibilities of various stakeholders; (2) how do the stakeholders view the regulatory environment as helping or hindering collaboration; (3) how effective have environmental, social and economic sustainable procurement criteria been in integration and enforcement; and (4) what institutional or regulatory gaps still exist; namely power imbalances or capacity constraints. This study aims to improve the theory and practice of sustainability in procurement processes in Nigeria by identifying legal changes and cooperative strategies.

Theoretical Framework and Conceptual Review

2.1 Review of Concepts.

2.1.1 Frameworks for Regulation.

Regulatory framework means the law, rules, policies and institutional structure by the government to manage and control the working of the industry. Laws that create oversight bodies, set compliance standards, and provide legal backing for procurement operations seek to enhance accountability, transparency, and efficiency in public procurement (Nnawulezi, 2018). Ideal procurement regulations are important to curtail wastage and corruption. Moreover, they should ensure that procurement choices support larger development objectives such as sustainability (World Bank 2020). State procurement laws and the Public Procurement Act of 2007 are essential frameworks underpinning public procurement systems in Nigeria; however, institutional overlap and weak enforcement hinder their effective implementation (Oyewobi & Jimoh, 2022).

2.1.2 Cooperation among Stakeholders.

To achieve common goals in procurement processes, various parties including government agencies, suppliers, contractors, civil society organizations, and local communities should participate and cooperate. This is known as stakeholder collaboration. When stakeholders participate in decision processes that affect their interests, collaborative action yields greater transparency, less conflict, and greater trust (Freeman, 2010). Procurement professionals can share their professional experience via collaboration while pooling their spending and sharing their goals. Collaboration enables sustainable considerations to be incorporated in procurement decisions (Mohammed, Abioye, & Mukhtar, 2025) However, within the Nigerian procurement environment, cooperation is often undermined by inequalities in power relations, lack of engagement of stakeholders and weak institutional frameworks (Oyewobi & Jimoh, 2022).

2.1.3 Development of Sustainability.

Sustainable development is a holistic idea that is associated with social justice, economic growth, and environmental protection in order to meet the present needs without jeopardising the ability of future generations to cater for their own (World Commission on Environment and Development [WCED], 1987) (Ibrahim et al., 2025). It supplies social establishments, business, and governments a methodology to require after inclusive development while preserving natural resources (Magaji, 2008). This idea was further operationalized in 2015 with the adoption of the Sustainable Development Goals (SDGs) by the United Nations (UN). The SDGs stressed on the need for international collaboration in combating poverty, inequality, climate change, environmental degradation (United Nations, 2015). Sustainable development has become a major issue in Nigeria as a result of orphaned resources (Magaji et al. 2024), increasing urbanization (Gabdo & Magaji 2025), and environmental vulnerabilities (Abubakar et al. 2025). Other factors are conflict and insecurity (Zailani et al., 2025) as well as growing poverty and inequality (Magaji, 2007).

2.1.4 Eco-Friendly Purchasing.

Organizations tend to buy products, services, labour and utilities. Further, it needs to create value over full life cycle (not just financial, but also social and environmental) is known as sustainable procurement. This approach extends beyond mere cost considerations. Tugrul (2020) argues that the process includes the envelopment of sustainability criteria. Therefore, this may include a reduction of the environmental effect (Mukhtar et al., 2025). Also, the principle includes social as well as economic justice (Enaberue et al., 2024). Finally, it also

looks at ethical supply chain practices in order to implement a sustainable procedure (UNEP, 2017). The UN Sustainable Development Goals (SDGs), in particular that of climate action (SDG 13) and responsible consumption and production (SDG 12), are greatly advanced through sustainable procurement (UN, 2015). The lack of capacity, lax enforcement of sustainability standards and opposition to change within the public institution have put Nigeria's sustainable procurement at an early stage of development (Oyewobi & Jimoh, 2022).

2.2 Conceptual Structure.

2.2.1 Theory of Stakeholders.

The theory of stakeholders. The Freeman thesis claims that you should generate value for all stakeholders including communities, suppliers, customers, employees and the government, according to Freeman 1984. It is the involvement of diverse stakeholders in the procurement process that contributes to sustainable outcomes according to stakeholder theory in relation to the procurement systems of Nigeria. Regulatory frameworks can balance stakeholder interests by ensuring accountability, transparency, and inclusivity (Donaldson & Preston, 1995). The application of this theory to sustainable procurement suggests that effective regulations and good stakeholder cooperation can increase efficiency, enhance trust, and incorporate social and environmental issues in procurement processes, which is in line with sustainable development (Yakubu et al., 2025).

2.3 Review of Empirical Data.

Manu, Adepoju, and Bello (2024) investigated the inadequacies of procurement abilities in Nigeria's public sector infrastructure agencies. A poll of 288 procurement staff found that none of the 23 operationalized measures of organizational procurement capacity to be adequate. Also, only one out of the 14 procurement objectives was said to have been significantly met. The study revealed the serious deficiencies in the institutional procurement capacity of Nigeria's governance framework. To fix these weaknesses, state and local officials should set up well-funded capacity-building programs. Poorly-performing developing countries in Africa could use the discovered capacity indicators to assess their procurement capacity shortcomings.

Salim and Macha (2023) explored how the procurement processes were affecting the public building construction performance of the Ministry of Education and Vocational Training in Zanzibar. The purpose of the descriptive method used in this study is to have the researcher complete questionnaires and interviews from 26 respondents purposefully selected from 28 respondents. Statistical methods like means, standard deviations, percentages, and multiple regression were applied to quantitative data while qualitative data were analyzed thematically. The researchers found that contract monitoring, selection criteria, and procurement planning had a significant impact on performance outcomes. Building project performance can be predicted using the regression of the three important variables namely motivational strategies, employer-employee relationships, and quality of coordination among stakeholders.

Zuleha, Musiega, Yusuf, and Gershom (2023) studied procurement practices for development projects in public universities in Kenya. They employed a descriptive survey method for the study through observation checklists and validated questionnaires. They piloted the questionnaire in private universities. The purposive sample targeted twenty university employees working on construction projects. The results indicate that 80% of respondents agreed that procurement methods significantly affect the success of construction projects in public institutions in Kenya.

Shwarka and Anigbogu (2022) analyzed the reform of public procurement in Nigeria by comparing public construction projects completed before and after the reforms were implemented (1995–2002 versus 2003–2010). A review of Forty Projects within the Federal Capital Territory was made in the analyses (half half during each period) The results showed that there was no effect of procurement changes on project cost and schedule overruns since no improvement was seen over pre-reform period. They infer that customer and project teams' insufficient planning in relation to the project and budget is the key obstacle impeding the realization of the desired results of procurement reforms.

Musyoka and Wainaina (2022) examined the procurement methods adopted in projects at the Kenya Ports Authority in Mombasa County. The quantitative survey aimed at a sample size of one hundred respondents (15 project managers and 85 team members). For the analysis of data related to the questionnaire, descriptive and regression were used. According to the results, quality-based supplier selection improved implementation of the project, efficient planning of procurement generated efficiency and decrement of delays and monitoring of contracts assured time delivery and regulation compliance. Effective inventory management made it possible to fulfill orders accurately and in a timely manner. The report stressed that monitoring procurement procedures supports the successful delivery of projects.

2.4 The literature's gap.

The studies on procurement processes in Kenya, Zanzibar, and Nigeria show important contributions to our understanding of these processes. However, there are still important gaps. Manu et al. (2024) focused on capacity indicators; however, they did not tie the capacity indicators with process-oriented cooperative stakeholders that would lead to more sustainable outcomes in Nigeria's procurement system. Zuleha et al. (2023) and Salim and Macha (2023) studied procurement practices and performance in the education and university construction sectors respectively. But, their analysis was limited to operational effectiveness and neglected sustainability factors like social and environmental impact.

Musyoka and Wainaina (2022) and Shwarka and Anigbogu (2022) evaluated procurement procedures and refurbishments. Nonetheless, their conclusions were mainly directed towards time, cost, and efficiency over-runs while largely ignoring how

regulatory frameworks enable inclusive stakeholder participation. These gaps, taken together, show inadequate empirical attention to how the various regulatory frameworks work in Nigeria to enhance multi-stakeholder cooperation towards sustainable procurement practices, particularly within larger governance and development contexts.

3.0 METHODOLOGY.

3.1 Study Design.

The research employed a descriptive survey design and adopted a quantitative approach. The research design was adjudged adequate because it enabled the researchers to assess the extent to which the multi-stakeholder strategy impact and optimises the procurement processes for sustainable development in Nigeria. Thus, the design was appropriate as the study was based on primary data. This, according to Kombo and Tromp (2006), suggests that social survey designs are appropriate for learning issues related to social issues, attitudes, beliefs, as well as behaviour.

3.2 Study Population.

The study population was made up of stakeholders engaged in procurement procedures in Nigeria. The beneficiary communities, suppliers, contractors, service providers, civil society organizations, and government were the actors of these Value Chains. The study selected twelve organizations because the exact populations of these stakeholders are difficult to quantify. Three communities that would receive the grant were selected at random. Additionally, three organizations – one from the public sector, one from the business sector and one from civil society – were purposefully selected. In the group are civil society bodies Pan Niger Delta Forum (PANDEF), Arewa People's Congress, Afenifere Cultural Association; government agencies Universal Basic Education Commission (UBEC), Federal Capital Development Authority (FCDA), Niger Delta Development Commission (NDDC); benefiting communities Masaka (Abuja), Eggon (Nassarawa State) and Yandev (Benue state).

Methods for Active Sampling and Samples.

The sample size was determined using Cochran\'s formula for large or unknown populations. The sample size needed with 95% confident level and 5% margin of error is 324. To 324 number, 36 more questionnaires are added so that the total sample size comes to 360 as a cushion for non-response. To ensure representation within the four stakeholder groups, stratified sampling was utilized. We placed 30 respondents to each of the twelve organizations/communities to ensure that there is an even distribution of responses across all groups.

3.4 Data Sources.

The study utilized primary data as well as secondary data. The primary data was collected directly from government organizations, businesses, civil society organizations, and community beneficiaries. I gathered secondary data from scholarly articles and reports among other literature.

3.5 Data Collection Method.

We gathered our data using structured questionnaires from the stakeholders including the clients and the suppliers. Commercial firms' procurement managers, civil society member, procurement officials from ministries, departments and agencies (MDAs) and community beneficiaries were the respondents. The questionnaires were created to obtain feedback and experiences on how much the multi-stakeholders' engagement has optimized procurement processes.

3.6 Methods of Data Analysis.

Data analysis involved the usage of both descriptive and inferential statistics. Descriptive statistics like mean, standard deviation, frequency, percentage were used to summarize and present the responses. Optimized procurement procedures were tested for significant differences with respect to sustainable development using inferential statistics, in particular, ANOVA (F-statistics). The researchers used the data processing called the Statistical Package for the Social Sciences, also known as SPSS.

These responses were categorized using a 5-point Likert Scale, that is, from (1) strongly Disagree to (5) strongly Agree with a mean cut-off of 3.00 used. This method made strong hypothesis testing with inferential analysis and effective interpretation of descriptive findings effortless and easy to do.

DISCUSSING PRESENTATION AND RESULTS OF DATA ANALYSIS.

4.1 Overview.

The study participants were assigned field surveys for data collection. Out of the 360 surveys that were mailed, a total of 341 were filled out and returned. This constituted a response rate of 95 per cent. The remaining 19 (5%) were not collected. Because of high response rate, results can be considered genuine and indicative of the study population, thereby offering credible evidence for the research hypotheses.

4.2 Instrument Reliability Test.

The internal consistency of each construct of the Multi-Likert Questionnaire (MLQ) was analyzed using Cronbach's Alpha coefficient.

Table 4.1: Summary of Reliability Statistics

S/N	Construct Item	No of Items	Cronbach Alpha
1	Stakeholders' Influence in the Procurement Process	5	0.886
2	Challenges in Adopting Procurement Practices	5	0.843
3	Adoption of Digital Technology in Procurement	5	0.765
4	Effectiveness of Regulatory Frameworks	5	0.723
5	Best Practices in Procurement Implementation	5	0.774

Source: SPSS Output, 2025

The Cronbach's alpha score of each construct bigger than the threshold of 0.70 indicates great internal consistency. The tool for measuring stakeholder participation, regulatory framework, and sustainable procurement was reliable, stable, and capable of producing sound results.

4.3 Respondents' Demographic Features.

Gender of Respondents and Frequency Percentage (%) of Option

Table 4.2: Gender of Respondents

Option	Frequency	Per cent (%)
Male	220	65
Female	121	35
Total	**341**	**100**

Source: Field Survey, 2025

In total, 341 people were surveyed, with 220 males and 121 females.

In terms of gender distribution, there are more men than women in professions related to procurement as 65% of respondents are male while 35% are female.

Table 4.3: Age of Respondents

Option	Frequency	Per cent (%)
18–35 Years	82	24.0
36–50 Years	151	44.3
51 & Above	108	31.7
Total	**341**	**100**

Source: Field Survey, 2025

Most of the respondents (44.3%) have ages ranging from 36 to 50. This is a mature and engaged workforce with the relevant experience in procurements systems.

Table 4.4: Length of Service

Option	Frequency	Per cent (%)
1–10 Years	51	15.0
11–20 Years	166	48.7
21+ Years	124	36.4
Total	**341**	**100**

Source: Field Survey, 2025

Since almost half of the respondents (48.7%) had worked for 11–20 years, it suggests that the participants had a high level of institutional knowledge.

Table 4.5: Cadre of Respondents

Option	Frequency	Per cent (%)
Lower Cadre	54	15.8
Middle Management	168	49.3
Senior Management	119	34.9
Total	**341**	**100**

Source: Field Survey, 2025

The highest number of respondents were drawn from middle-level managers (49.3%) followed by senior managers (34.9%). This suggests that majority of the respondents have supervisory and/or decision making role with respect to procurement.

Table 4.6: Educational Qualification of Respondents

Option	Frequency	Per cent (%)
First Degree	81	23.8
Master's Degree	138	40.5
Doctorate	92	27.0
Others	30	8.8
Total	**341**	**100**

Source: Field Survey, 2025

A survey, conducted by the data project and funded by the financial transformation project, is presented in Table 22.

The fact that most respondents (40.5%) hold a master's degree indicates that the sample possesses the academic ability to provide informed opinions on sustainability and procurement issues.

4.4 Characteristic Data.

The section of the study investigates the impact on stakeholders, difficulties in adoption, digital technologies, legal frames, and best procurement practices. The cut-off mean is 3.00 with t-stats compared with a critical value of 2.06 at 5 per cent level.

Table 4.7: Stakeholder Influence on Procurement Effectiveness (N=341)

Statement	Mean	STD	T-Stat	Remarks
Government policies strongly influence sustainable procurement.	4.04	0.88	4.60	Significant
Private sector companies participate in green initiatives.	3.41	1.03	3.30	Significant
NGOs promote transparency in procurement.	3.70	1.21	3.05	Significant
Local communities are consulted in procurement decisions.	4.00	0.85	4.72	Significant
Collaboration among stakeholders improves sustainability outcomes.	2.77	0.84	3.29	Significant

Source: Field Survey, 2025

The results indicate that local community involvement and government policies have a significant influence; however, collaboration across all stakeholders received the lowest score indicating systemic difficulties in collaboration.

Making sustainable choices is fine, but what about the impact on poor farmers?

Lack of transparency and corruption are the two hurdles. Many procurement officers lack sufficient knowledge. 3.31 1.19 2.77 Important.

Costly purchases impede environmentally friendly buying. Laws related to sustainable procurement are not effectively enforced. Strong institutions oppose us making any change of any sort. It was taken from 2025 field survey.

Corruption and a lack of technical knowledge among officers have recently been cited as major hurdles along with high costs and lax enforcement.

Procurement's use of digital technologies (N=341) –Table 4.9.

Inefficiencies are decreased via e-procurement. Procurement fraud can be prevented through the use of blockchain. Data analytics AI optimize choices. 3.12 Most important 4.03 1.09 Important stakeholders are good at using digital tools Serious cybersecurity issues are undermining confidence. 2025 Field Survey. Important source. 1.22 2.75 3.35

Despite the ongoing issues with cybersecurity and a lack of training, it was believed that digital solutions would ultimately be a success in enhancing efficiency and transparency.

Table 4.10 shows the mean score for Stakeholders' Collaboration and Regulatory Frameworks (N=341) along with standard deviation, t-statistics and remarks.

We need tougher rules for sustainable procurement. 3.45 1.07 3.19 large tax reliefs would encourage green procurement. Monitorning mechanisms must be robust, important. It is important to consult stakeholders while formulating policies. Strict penalties need to be enforced for the unethical practices. 2025 Field Survey Is Important Source

The findings indicate that besides increasing stakeholder involvement in procurement policy-making, oversight and enforcement systems must also be strengthened.

Best Practices in Multi-Stakeholder Procurement (N=341)

Declarative Mean STD T-Stat Insights.

There are more robust models in other developing nations. Nigeria has the potential to make significant adaptations of international best practices. It is essential to adopt the Digital procurement system of other countries at a high scale. Important PPPs effectively advance sustainability scores are 3.86, 1.01, and 3.82. In light of international lessons, Nigeria ought to reconsider its policy. 3.22 1.24 2.57 Significant 2025 field survey is an important source.

According to respondents, improving existing initiatives is essential and new ones are needed. Further, IPOB strategies should be localized to Nigeria.

4.5 Discussion of Findings.

The findings indicate that due to their significant influence on the procurement results, government policies are still the major force behind sustainable procurement in Nigeria. This shows how influential laws and regulations are on how something will be procured. The effectiveness of these measures is undermined by poor enforcement mechanisms and the lack of clear sustainability provisions in current law. A policy cannot ensure adherence without reliable monitoring and accountability because it is already well-known that arrogance breeds corruption.

Nigeria must enhance regulatory enforcement, clarify sustainability requirements and align procurement with best practices, such as those employed in South Africa and Rwanda, where robust laws have improved sustainability outcomes, writes Bolaji Ogunseye of the Nigerian Economic Summit Group.

The accountability and open procurement systems were boosted by non-governmental organizations (NGOs) and civil societies as per the findings of the report. External scrutiny helps fight corruption and advance equity. This means it is important or useful. But, their overall effect is restricted due to uneven geographical presence, limited financial resources, and capacity issues. This means they are less able to hold national institutions accountable. Focused funding, training, and collaborations with public and private organizations to fill these gaps would be far more effective in shifting towards moral and sustainable procurement methods in Nigeria.

Private sector involvement was found to be varying because of a lack of understanding, budget constraints and a dearth of incentives to adopt sustainable procurement practices. Unlike more developed economies where corporate sustainability is mandated by legislative frameworks, in Nigeria, the participation of the private sector is largely voluntary and therefore dispersed. Consequently, it limits the sector's potential to foster innovation, sustainable supply chains and green procurement. This study reveals that tax incentives, capacity-building measures, and awareness campaigns will encourage commercial organizations in adopting sustainable and responsible procurement practices. If the private sector is more involved, Nigeria can achieve sustainable procurement through ways facilitated by the market.

Ultimately, the study demonstrated that respondents' level of involvement was relatively high, which indicates that local communities involvement in procurement processes is improving. However, involvement levels vary by geographical location, which presents equity issues and hampers the inclusiveness of procurement outcomes. Members of marginalized groups are faced with challenges concerning community engagement. These groups lack access to decision-making venues. Moreover, these groups lack adequate consultation. According to constructions, the stakeholder collaboration received the lowest score, which indicates structural deficiencies in Nigeria's procurement processes. With respect to this study, while single actor-the public actor, private actor, NGOs, and community actors have a good effect on procurement outcomes, the best outcomes are hindered by weak structures for collaboration. For Nigeria to have a sustainable and inclusive system, participatory frameworks need strengthening. Trust among stakeholders must be promoted and digital platforms to facilitate cooperation must be integrated.

5.0 CONCLUDING REMARKS AND SUGGESTIONS.

A study has found that while Nigeria's legal infrastructure – the Public Procurement Act – offers a framework for efficiency in the public sector, it cannot engender sustainable procurement through multi-stakeholder engagement. The low overall mean score for stakeholder collaboration indicates that the local community and government policy have some impact. However, structural problems minimize meaningful cooperation across all spheres.

Challenges to Sustainable Practice Adoption. The perception that eco-friendly alternatives are very expensive; lax enforcement of existing legislation; and institutional inertia, especially in the public sector. Even though digital technologies are thought to enhance efficiency and transparency, there are still important gaps in regulatory frameworks. Likewise, there are no robust mechanisms that would compel sectors—public, private and civil society—to share responsibility for sustainability results.

Urgent need for overhaul of Nigeria current regulatory framework to explicitly require and enforce sustainability standards (economic, social and environmental) at all levels of procurement. The Bureau of Public Procurement (BPP) should in particular consistently establish a strong system of oversight and accountability that is enforced as well as sanctioned severely and unambiguously. To enhance multi-stakeholder collaboration, it is recommended that the government establish participatory frameworks that will ensure that non-state actors are consulted in policy-making and project implementation. The government must also implement tax breaks and preferential procurement law to help mitigate the financial barrier that the private sector faces in adopting green and sustainable procurement practices. Doing this will enable the government to take advantage of market forces to reach national sustainability objectives.

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