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Digital Technologies and Sustainable Procurement in Nigeria: Enhancing Transparency and Efficiency through Multi-Stakeholder Collaboration

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Abstract **Original Research Article**

This study highlights how multi-stakeholder cooperation and digital technologies can improve the efficiency and transparency of sustainable procurement in Nigeria. Nigeria's SDGs have been hampered by the numerous issues with government procurement brought on by corruption and inefficiency. A quantitative descriptive survey design was used in the study, which involved 341 stakeholders from the public, private, civil society, and community sectors. ANOVA and other descriptive and inferential statistics were employed in the data analysis. The study's conclusions established the Technology-Organisation-Environment (TOE) framework by showing that digital technologies, particularly e-procurement and data analytics, significantly increase efficiency (Mean = 3.99) and have a high potential for preventing fraud. However, the study found systemic issues include resistance to institutional change, high costs of green procurement, and low stakeholder cooperation (Mean = 2.77). The stringent monitoring system (mean=4.12) and government policies (mean=4.04) were the key facilitators. Good policymaking alone won't produce sustainable procurement results in Nigeria; investments in digital infrastructure, increased regulatory framework enforcement, and inclusive, high-trust multi-stakeholder engagement are essential to bridging the gap between policy and implementation.

Keywords: Digital Transparency, efficient multi-stakeholder collaboration and procurement.

1.0 INTRODUCTION

The emerging economies, particularly, Nigeria's government purchasing provides a significant boost to development as government spending on infrastructure, goods and services constitutes a substantial portion of total spending Nigeria's procurement processes have always been linked with inefficiencies, corruption and lack of transparency (Ambe & Badenhorst-Weiss, 2012; Eze & Okeke, 2021), which hinders the implementation of sustainable development. The national bodies faced so much difficulty in functioning, thus there is a need for reforms that strengthen the institutional structures along with recommending creative procurement alternatives. One possible solution is to use digital technologies, which promise greater accountability, efficiency and transparency in procurements involving various actors (Magaji et al., 2021). Globally, there is recognition that the incorporation of digital technologies like blockchain, artificial intelligence, and e-procurement platforms can transform public procurement (John et al, 2025). They minimize human involvement, transaction expenses and business procedures (World Bank, 2023; OECD, 2022). Because of this, there will not be inefficiency nor corruption. According to Magaji and Musa (2015), e-GP has been a success in countries such as Estonia and Rwanda. This has led to enhanced transparency and compliance with procurement laws (Ugwu & Haupt, 2022; OECD, 2023). The Nigerian nation is gradually embracing the same digital solutions as other nations but faces the challenges of infrastructure decay, low level of digital literacy, and lax regulation (Adeyemo and Ojo, 2021).

Many people need to participate to help reform procurement. Procurement procedures are sophisticated systems that involve multiple stakeholders, including the local community, business

contractors, government authorities, and civil society organisations. Contributors in this system are these players that provide diverse perspectives and resources (Prier & Schwerin, 2021). By providing opportunities for information sharing and engagement with stakeholders, digital technologies facilitate collaboration (Abdullahi et al., 2024) and enhance accountability and monitoring (Setyaningrum et al., 2023). If the right technologies were deployed in Nigeria, the country's procurement system would be completely efficient and transparent with higher stakeholder participation. The use of digital procurements could provide great support towards Nigeria's development goals as far as sustainability is concerned. Sustainable procurement refers to the process of including social, environmental and economic issues in addition to price (Ambe & Badenhorst-Weiss, 2023). Techniques like data analytics help decision makers in assessing suppliers' performance on sustainability standards, while blockchains enhance accountability and traceability of supply chains (Udo et al., 2023). To achieve the UN's Sustainable Development Goals (SDGs), Nigeria has to digitise its procurement process especially innovation, strong institutions and responsible consumption and production.

Although Nigeria has opportunities, obstacles make the experience uneven. Poor implementation of digital procurement due to absence of ICT infrastructure, institutional inertia and poor policy implementation: Gupta and Sahu (2020). In large cities, more people have low ability to engage. This is a more serious problem. Nigeria's governance, socioeconomic environment, and technology ability create constraints which make it essential to contextualise international best practices. This study aims to investigate the efficiency and transparency digital technology can bring to Nigeria's multi-stakeholder procurement process for sustainable development.

REVIEW OF CONCEPTS AND THEORETICAL FRAMEWORK.

2.1 Conceptual Analysis.

2.1.1 Digital technologies.

Digital technologies refer to the electronic resources, tools, systems and gadgets that generate, store or process data in aid of decision-making and increased organisational efficiency (Nejo et al., 2025). There has been an ever-increasing use of technologies such as cloud computing, artificial intelligence (AI), data analytics, mobile platforms, and blockchain by both the public and private sectors. By automating processes and limiting human involvement, digital technologies can be used in governance and procurement to enhance service delivery, enhance transparency, and reduce transaction costs (World Bank 2023). Nigeria, like other developing nations, may leverage digital technologies to curb corruption and inefficiencies in public sector management (Magaji & Musa, 2015).

According to Adeyemo & Ojo (2021), digital technology will provide opportunities for creativity and also enhance accountability and inclusion in socioeconomic systems.

2.1.2 Sustainable Development.

As per the World Commission on Environment and Development (WCED) held in 1987, sustainable development is an integrated concept aimed at achieving social equity, economic progress and environmental conservation, which ensures that the needs of the present are not compromised for the future needs. According to Magaji (2008), it provides communities, businesses, and government with a mechanism for equitable growth that protects the environment. In 2015, the introduction of the UN Sustainable Development Goals (SDGs) transformed global issues like poverty, inequality, climate change and ecosystem degradation into responsibilities we all share. Nigeria needs sustainable development due to environmental vulnerabilities (Abubakar et al., 2025), urbanisation (Gabdo & Magaji, 2025) and misallocation of resources (Magaji et al., 2024). (Source: 2015 United Nations) An additional challenge is the rising inequality and poverty (Magaji, 2007), which are exacerbated by insecurity and violence (Zailani et al., 2025)

2.1.3 Procurement that is sustainable.

To achieve value for money through an all-encompassing procurement approach, sustainable procurement looks at weighing the environmental, social and economic effects of a decision 14. This helps a community develop sustainably through investments made by the public authority. This procurement strategic plan is focused on those products and services which cause the least damage to the environment and society (Ambe & Badenhorst-Weiss, 2023). As indicated by UNEP (2021), sustainable procurement contributes to the fulfilment of the United Nations Sustainable Development Goals, such as climate action, responsible consumption and production, and strong institutions. Nigeria undoubtedly needs to adopt sustainable procurement. 11 words. It can help resolve problems of resource misallocation and environmental degradation (Ugwu & Haupt, 2022). Another way to achieve accountability in the Nigerian public fund distribution is sustainability. In this way, sustainable procurement is an effective tool to balance ecology, justice and efficiency in development planning.

2.2 Conceptual Structure.

The TOE framework refers to Technology, Organisation, and Environment.

The Technology-Organisation-Environment framework explains which innovations are adopted and implemented by institutions and how these developments occur. In Nigeria, sustainable procurement effectively relates to the TOE framework. It's a structuring tool that provides a complete picture of the adoption of digital technology. It can therefore improve efficiency and transparency. The technology dimension refers to innovations that can be used to combat corruption and enhance accountability. These include blockchain, e-procurement, big data etc (Tornatzky and Fleischer, 1990). To ensure procurement reform succeeds in Nigerian institutions, the institutional component stresses

readiness, capacity building, and leadership commitment (Olaleye et al, 2022). The conclusion is that the external forces such as government mandates, global best practices as well as the group demands that require sustainability and accountability can affect the environment (World Bank, 2023). The TOE adaptable framework is useful for researchers and policymakers because it will enable them to better assess the enablers and barriers to implementing digital procurement systems leading to context-specific strategies for successful implementation of sustainable development.

2.3 Review of Empirical Data.

A study by Zuleha, Musiega, Yusuf, and Gershom (2023) examining construction projects in Kenyan public universities was published in the Journal of Supply Chain Management. The questionnaire and an observation checklist designed for this study, were validated by means of pilot testing at private colleges. This study used a descriptive survey method to investigate. The study used purposive sampling of 20 university employees who are involved in building projects. The data was analyzed through ordinal regression, frequencies and percentages. Findings show that 4 out of 5 respondents agreed that a procurement practice impacts how projects are carried out.

Shwarka and Anigbogu (2022) examined how changes in public procurement affected the completion of building projects in Nigeria. The research focused on forty projects related to public buildings in the Federal Capital Territory. The first twenty of them were completed before 2003, which is when the reform period began and the other twenty completed after that. To sum up, the frequency of time delays and cost overruns showed hardly any improvement, and it was evident that the procurement reforms could not hamper abnormalities. The results following the reform effort are indistinguishable from pre-reform results. A recent survey found that the biggest hindrance to the successful delivery of projects still remains the poor planning and budgeting of the customers and project team.

In their study, Musyoka and Wainaina (2022) conducted an investigation into the procurement processes used to implement Kenya Ports Authority projects in Mombasa County. The research comprised a survey of one hundred people, including members and project managers. Most of the data were collected by utilizing questionnaire surveys and multiple regression analysis using descriptive and inferential statistics. Procurement planning works well and reduces delays, according to the results of this study. Monitoring suppliers is done with the help of contract management to safeguard compliance. Also, it has shown that with proper inventory management, timely order fulfilment happens along with accurate contract execution.

Kim et al. (2022) studied supply chain surplus using traditional and sustainable supply chains comparison. According to the authors, a framework which stresses innovation in tactics and procurement procedures was elaborated upon. Sustainable supply chains can create a greater surplus than conventional supply chains, according to the research. Kannan (2021) similarly undertook vector autoregression analysis to theoretically model sustainable procurement drivers in Denmark. Outcomes reveal sustainable procurement has a strong influence over supply chain performance. The procurement system included sustainability as something necessary and needed.

Ugochi (2020) researched the effects of the Public Procurement Act on building projects at tertiary institutions in the Southeast. Out of the 400 surveys that were issued, 370 were returned, of which 365 were considered valid. According to Yaro Yamane formula, relative impact index and average mean score obtained from the study, the Act was significantly affected project implementation. Elements such as approving of tender documents, signing of contract agreement, awarding of contract to responsive low bid and issuance of completion certificate received a high impact score. Musiime and colleagues (2020) studied how procurement planning can affect construction projects in Ugandan local governments. The study adopted a descriptive design using a questionnaire with purposive sampling. SPSS was used for analysis. The study revealed that lack of a proper procurement plan had severe budget overrun (mean = 1.86) and that delay in fund disbursement affected project performance. Even if this can provide important knowledge. We are unable to utilise it in Kenya, though.

2.4 The literature's gap.

Even though not much is known about the ways digital technology can improve sustainable procurement in Nigeria, some previous studies have investigated procurement reforms, planning procedures, and drivers of sustainability (Zuleha et al., 2023; Musyoka & Wainaina, 2022; Shwarka & Anigbogu, 2022; Kannan, 2021; Ugochi, 2020; Muhwezi et al., 2020).

Most of the current studies focus on the completion of construction projects and the overall effectiveness of the supply chain. Not much attention has been paid to how e-procurement, blockchain and data analytics can improve accountability, efficiency and transparency. Also, Evaluation of multi-stakeholder collaboration and all its importance to addressing the institutional, budgetary and capacity challenges of Nigeria's procurement environment is quite rare in the literature. This shows that many studies have not looked at proper technology adoption in Nigeria's public procurement systems can lead to the sustainability of global best practices against local realities, improve monitoring, and reduce corruption.

3.0 METHODOLOGY.

3.1 Study Design.

The study's methodology was quantitative and the design was descriptive survey under the tools. Due to suitability of this methodology, the researchers may examine the extent multi-stakeholder approach influences and maximises procurement initiatives aimed at actualizing sustainable development in Nigeria. As the primary data got used in studies, the design was also appropriate. A descriptive survey design, according to Kombo and Tromp, can be useful for

gathering information on people's attitudes, beliefs, behaviours, or social issues.

3.2 Study Population.

A diverse group of stakeholders in Nigeria formed the research population for the study. Several examples of private sector participants are civil society organisations, government agencies, contractors, suppliers, service providers and beneficiary communities. The research focused on a dozen selected companies as it was not known how many of these stakeholders there were. Out of those 25 communities, three communities were chosen at random and three organizations, one from the public, business, and civil society sectors. Some of the organisations which participated included government ones like the Niger Delta Development Commission (NDDC), Federal Capital Development Authority (FCDA), Universal Basic Education Commission(UBEC), and Dangote Group Plc. Flour Mills Plc and Guinness Nigeria Plc. The recently formed Land Use Forum is one of the government or agencies in the commercial sector. Members also come from the Afenifere Cultural Association, Arewa People's Congress, and Pan Niger Delta Forum (PANDEF). Members from civil society organisations are also present. Communities are also benefitting from Masaka (Abuja), Eggon (Nassarawa State), and Yandev (Benue State).

3.3 Ways to Sample and Samples. To determine sample size, Cochran's formula was utilized for large or unknown populations. At 95 percent confidence level and 5 percent margin of error, the required sample size was 324. After including 36 extra questionnaires because of non-responses, there were a total of 360 questionnaires. Stratified sampling was used to ensure the participation of the four stakeholders. THirty respondents were assigned to each of the twelve organisations or communities to ensure dispersal of the respondents evenly.

3.4 Data Sources.

The research utilized both primary and secondary data collection methods. Government agencies, businesses, civil society organisations, and community beneficiaries directly provided primary data. Previously assembled data was used to synthesise the results such as literature.

3.5 Data Collection Method.

We collect data from procurement stakeholders using structured questionnaires. Respondents include procurement managers from private sector, civil society and community beneficiaries. Procurement officials from Ministries, Departments and Agencies (MDAs) were also respondents. The questionnaires were used to get opinions and firsthand testimonies on the extent to which multi-stakeholder participation has improved the procurement procedure.

3.6 Methods of Data Analysis.

The researchers used surveys and interviews to gather data. Researchers used descriptive statistics such as means, standard deviations, frequencies and percentages to gather and present the replies. The research study employed ANOVA (F-statistics) to facilitate the inferential statistics, testing which optimised procurement procedures had a significant impact on sustainable development. Data was analyzed using the Statistical Package for Social Sciences, SPSS. Using a five-point Likert scale of (1) "Strongly Disagree" to (5) "Strongly Agree," a cutoff mean of 3.00 was employed. As a result, it was possible to understand the descriptive finding which helped to test the inferences.

4. DATA RESULTS PRESENTATION, ANALYSIS AND DISCUSSION.

4.1 Overview.

This section analyses the data obtained from questionnaires and discusses the findings based on the objective of the study. Out of 360 distributed questionnaires that were given to respondents, 341 were filled out rightly and returned back. Just 19 (5%) of the questionnaires were not returned. A large high response rate indicates the results are reliable and accurately reflect the views of the sample

The instrument's reliability test.

To test the reliability of the Multi-Likert Questionnaire (MLQ), Cronbach's Alpha was employed to evaluate internal consistency of variables.

Table 4.1: Reliability Statistics

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

Source: SPSS 20 Computation (2025)

The researcher evaluated the instruments for data collection for reliability by using Cronbach Alpha. Internal consistency was examined in the analysis. Estimates for every construct exceeded the 0.70 thresholds (refer to Table 2). This confirms a strong internal consistency and stability.

This means that the ability of the questionnaire to measure the construct was reliable.

4.3 Respondents' demographic attributes.

The responders were evaluated based on their gender, age, years of experience, rank and education.

Table 4.2: Gender of Respondents

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

Source: Field Survey (2025)

The data show a male-dominated respondent pool (65%), with females accounting for 35%.

Table 4.3: Age of Respondents

Option	Frequency	Percentage (%)
18–35 Years	82	24.0
36–50 Years	151	44.3
51 & Above	108	31.7
Total	**341**	**100.0**

Source: Field Survey (2025)

Most respondents (44.3%) were between 36 and 50 years old, followed by 31.7% who were 51 years old and above, suggesting that the majority were experienced professionals.

Table 4.4: Length of Service

Option	Frequency	Percentage (%)
1–10 Years	51	15.0
11–20 Years	166	48.7
21+ Years	124	36.4
Total	**341**	**100.0**

Source: Field Survey (2025)

Almost half of the respondents (48.7%) had between 11 and 20 years of experience, reinforcing the credibility of the responses.

Table 4.5: Cadre of Respondents

Option	Frequency	Percentage (%)
Lower Cadre	54	15.8
Middle Management	168	49.3
Senior Management	119	34.9
Total	**341**	**100.0**

Source: Field Survey (2025)

The majority of participants (49.3%) were in middle management, followed by senior management (34.9%), ensuring insights from decision-making levels.

Table 4.6: Educational Qualification of Respondents

Option	Frequency	Percentage (%)
First Degree	81	23.8
Masters	138	40.5
Doctorate	92	27.0
Others	30	8.8
Total	**341**	**100.0**

Source: Field Survey (2025)

The majority held postgraduate qualifications (40.5% with master's degrees and 27% with doctorates), suggesting a highly knowledgeable respondent base.

4.4 Descriptive Statistics and Hypothesis Testing

The analysis applied mean scores, standard deviation (SD), and t-statistics. A mean above the cut-off of 3.00 indicated acceptance, while t-statistics greater than the critical value of 2.06 confirmed statistical significance at a 5% level.

Table 4.7: Stakeholders' Influence on Sustainable Procurement
(N = 341)

S/N	Statements	Mean	SD	T-Stat	Remarks
1	Government policies strongly influence sustainable procurement.	4.04	0.88	4.60	Significant
2	The private sector actively participates in green procurement.	3.41	1.03	3.30	Significant
3	NGOs/civil society promote transparency in procurement.	3.70	1.21	3.05	Significant
4	Local communities are consulted in procurement decisions.	4.00	0.85	4.72	Significant
5	Collaboration among stakeholders improves outcomes.	2.77	0.84	3.29	Significant

Source: Field Survey (2025)

Government policies and community consultation received the highest ratings, confirming their central influence on procurement outcomes. However, weak collaboration (M = 2.77) signals systemic challenges in fostering multi-stakeholder engagement.

Table 4.8: Barriers to Sustainable Procurement
(N = 341)

S/N	Statements	Mean	SD	T-Stat	Remarks
1	Corruption and lack of transparency are significant barriers.	3.49	1.19	2.98	Significant
2	Many officers lack adequate knowledge of sustainability.	3.31	1.19	2.77	Significant
3	High costs discourage eco-friendly procurement.	4.04	1.07	3.74	Significant
4	Existing laws are poorly enforced.	3.40	1.16	2.91	Significant
5	Institutional resistance to change is common.	3.74	1.01	3.70	Significant

Source: Field Survey (2025)

Financial barriers and weak enforcement were the most critical obstacles, reflecting systemic inefficiencies similar to those found in other developing economies.

Table 4.9: Role of Digital Technologies
(N = 341)

S/N	Statements	Mean	SD	T-Stat	Remarks
1	E-procurement reduces delays and inefficiencies.	3.99	1.17	3.41	Significant
2	Blockchain can effectively prevent procurement fraud.	3.41	1.09	3.12	Significant
3	AI/data analytics optimise procurement for cost/sustainability.	3.76	1.03	3.54	Significant
4	Stakeholders are adequately trained in digital tools.	3.73	1.03	3.62	Significant
5	Cybersecurity concerns reduce trust in e-systems.	3.35	1.22	2.75	Significant

Source: Field Survey (2025)

Digital technologies were strongly endorsed for enhancing efficiency and transparency, although cybersecurity concerns emerged as a persistent barrier.

Table 4.10: Regulatory Frameworks for Sustainability
(N = 341)

S/N	Statements	Mean	SD	T-Stat	Remarks
1	Stricter laws mandating sustainable procurement are needed.	3.45	1.07	3.19	Significant
2	Tax incentives would encourage green procurement.	3.46	1.18	2.91	Significant
3	Strong monitoring systems are essential for compliance.	4.12	0.91	4.53	Significant
4	Regular stakeholder consultation is necessary.	3.07	1.23	2.47	Significant
5	Penalties for violations should be strictly enforced.	3.71	0.99	3.74	Significant

Source: Field Survey (2025)

Monitoring systems and penalties were identified as the most critical enablers, while consultation processes scored relatively lower, reflecting fragmented stakeholder engagement.

Table 4.11: International Best Practices
(N = 341)

S/N	Statements	Mean	SD	T-Stat	Remarks
1	Other developing countries have stronger procurement models.	3.28	1.14	2.87	Significant
2	International best practices can be effectively adapted for use in Nigeria.	3.82	1.01	3.78	Significant
3	Nigeria should adopt foreign digital procurement solutions.	3.86	1.01	3.82	Significant
4	PPPs are effective in advancing sustainable procurement.	3.22	1.24	2.57	Significant
5	Policies should be revised in light of international lessons.	3.71	1.09	3.40	Significant

Source: Field Survey (2025)

Respondents strongly supported adapting international best practices, particularly digital innovations, while expressing caution regarding PPPs due to Nigeria's weak enforcement structures.

4.5 Discussion of Findings.

The study findings reveal that stakeholders like local communities, NGOs, and the governmental and private sectors support sustainable procurement in Nigeria. The study's findings revealed that government regulations could have the greatest influence on sustainability drivers. Our analysis reveals that the actors are not integrated and that stakeholder collaboration is a weakness in the system. Rwanda and Denmark are examples of countries that have inclusive, digitalised and accountable procurement processes that facilitate participation. The findings reveal that Nigeria's procurement system is well-mapped in policies but not effective because of non-cooperation.

Some of the major hurdles in the way of sustainable procurement were corruption, procurement officials' lack of knowledge on sustainable practices, weak enforcement of legislation, and institutional unwillingness to change. The major public sector barrier to sustainable procurement techniques is the cost of doing so, according to a new report. The Nigerian exams were faced with similar problems as a number of other developing countries. The lack of monitoring systems and institutional setups, in Nigeria's case, makes for poor low-emission development strategies. To overcome these barriers' system flaws, more enforcement, financial incentives, and capability training programs will be required.

Digital technologies have shown to increase efficiency and transparency in tender procurement processes. The global evaluation of e-procurement systems shows that these systems reduce inefficiencies and delay in the procurement process. Although using blockchain for curbing fraud was rare, AI and data analysis show good promise for aiding procurement decisions. Despite these positive developments, cyber-security concerns and unequally gained Internet skills may eventually stall adoption. These findings are in line with the Technology-Organisation-Environment theory which argues that in place conditions of organisations and broader infrastructure conditions matter for technology adoption.

Nigeria can adapt best practices from all over the world if procurement reforms are properly localised, the study also showed. Rwanda, South Africa, and Botswana have shown us how the successful enforcement and use of digital technologies can yield great results, thus stakeholders were strongly in favour of a rethink of the procurement policy. Contrarily, while some countries in PPPs were of the same opinion, for example, South Africa, that had more uniformity than Nigeria. The overall findings of this study suggest that Nigeria procurement system holds a potential for reform but enhancing enforcement, cooperation and context-specific digital adoption will be necessary.

5.0 RECOMMENDATION AND CONCLUSION.

Findings from the research have suggested that application of digital technology will be a means of transforming Nigerian public procurement so as to achieve the sustainable development goals (SDGs) through efficiency and transparency. The statistical study supported the view that e-procurement and data analysis will not only eliminate delays but also prevent fraud. Even with technology, the results show there is a huge gap between what is there and what works due to embedded defects in the system. It reflects high corruption level, insufficient institutional buy-in, enforcement issues, and lack of strong multi-stakeholder engagement. (Mean = 2.77) According to the report, technology alone cannot fix the malfunctioning algorithms. Sustainable procurement in Nigeria will be possible if we deliberately and simultaneously implement major reforms. Governance structures will be strengthened, stakeholder capacity will be enhanced, and new as well as existing legislation resulting from our adoption of international best practices will be enforced.

Based on the findings, the government of Nigeria and its procuring agencies should focus on three pillars in their policies. Implementing a mandatory integrated national e-procurement system using blockchain or similar technology will ensure end-to-end visibility, reduce human intervention, and significantly enhance transparency. All stakeholders, from the procurement officer to the local community monitor, must receive training in digital literacy as part of capability-building which should not be limited to tech procurement. It is also important to institutionalize participatory processes to provide stakeholders an avenue to express their views. This must be real cooperation and not just a consultation. It is particularly important for community beneficiaries and civil society organisations with the authority to monitor and evaluate high-value projects. Make clear that the enforcement of the Public Procurement Act will carry grave and prompt sanctions. Build some cushion to take care of any other costs associated with green procurement. The decision to remove a major financial challenge indicates a commitment to sustainable governance.

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