

**An Exploration of Public Procurement as an Instrument for  
Sustainable Development: The Case of Local Government Areas in  
Nigeria**

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## **ABSTRACT**

Sustainable public procurement is an integral part of sustainable development that seeks to harmonise and evaluate public expenditures of goods and services through different contracting authorities to fulfil public procurement objectives.

While the contribution of the sustainable public procurement sector is receiving increasing attention in developed societies, the role of sustainable public procurement is muted in developing communities. There have been many studies exploring the role of public procurement for sustainable development in the local government areas in the western context. However, there is no empirical study of this nature in developing countries such as Nigeria.

Hence, this study aims to explore the various mechanisms through which local government authorities in Nigeria utilise their public procurement functions to foster sustainable development regarding the economic, social, and environmental benefits

The study reviewed policy documents and practitioner documents on public procurement and sustainability available through the bureau of public procurement, which is the designated commission for public procurement in Nigeria.

Adopting a qualitative approach, thirteen local government areas were utilised to explore the challenges and opportunities for addressing sustainability imperatives through public procurement. Using semi-structured interviews, this study conducted twenty-four interviews of public procurement professionals to gain in-depth knowledge of the extent to which sustainability is incorporated into current public procurement practices and how sustainable public procurement can be used as an instrument for sustainable development.

This study confirmed some of the challenges that have been reported in the literature. In addition, the study found contextual factors such as lack of autonomy, nepotism, absence of e-procurement, reluctance to change, and absence of the rule of law that add to the challenges of achieving sustainable public procurement in Nigeria.

This study also has practical implications for practitioners through the application of the proposed theoretical framework to achieve sustainability in public procurement. This will also help the local government meets the sustainable development goal 12 (responsible consumption and production) target 7 (which is sustainable public procurement).

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## **DEDICATION**

Dedicated to the blessed memory of my late parents and late siblings – May their souls rest in peace, and may their memories be a blessing!

## **DECLARATION**

I hereby declare that the content of this work is my personal endeavour, and due acknowledgment has been made to recognise the efforts of others. I further declare that this research has not been submitted previously, in whole or in part, in any other university for the award of the degree or any other academic qualification.

Signed:

Date:

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## **LIST OF ABBREVIATION**

BN	Bid Notice
BOC	Bid Opening Committee
BPP	Bureau of Public Procurement
CIF	Cost, Insurance, and Freight
CLRACE	Congress for Local and Regional Authorities of the Council of Europe
CSO	Civil Society Organisation
DAC	Development Assistance Committee
EMD	Ernest Money Deposit
EU	European Union
EFCC	Economic and Financial Crimes Commission
FAO	Food and Agricultural Organisation
FAS	Free Alongside Ship
FOB	Free On Board
FOR	Free on Rail
FOT	Free on Truck
GCC	General Conditions of Contract
GFO	Goods of Foreign Origin
GII	General Instructions to Tenders
ICB	International Contract Bidding
ICLEI	International Council for Local Environmental Initiatives
ICPC	Independent and Corrupt Practice Commission
ICT	Information and Communication Technology
ILO	International Labour Organisation
IOS	Inter-Organisational System
LC	Letter of Credits
LGA	Local Government Areas
MDG	Millennium Development Goals
NBS	National Bureau of Statistics
NCB	National Competitive Bidding
NIT	Notice Inviting Tender

OECD	Organisation for the Economic Cooperation and Development
ODA	Official Development Assistance
PBG	Performance Bank Guarantee
PS	Performance Security
PII	Proshare Intelligent Investing
PMBOK	Project Management Body of Knowledge
PPO	Public Procurement Operations
PMO	Procurement Management Organisation
POU	Prevalence of Undernourishment
PQC	Pre-Qualification Criteria
QC	Qualification Criteria
SCC	Special Conditions of Contract
SCP	Sustainable Consumption and Production
SDG	Sustainable Development Goals
TI	Transparency International
UKCCS	United Kingdom Crown Commercial Service
UN	United Nations
UNICITRAL	United Nations Commission On International Trade Law
UNODC	United Nations Office on Drugs and Crimes
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific, and Cultural Organisation
UNEP	United Nations Program
UNICEF	United Nations International Children Education Fund
UNDESA	United Nations Department of Economic and Social Affairs
UNPPH	United Nations Procurement Practitioner's Handbook
UNOPS	United Nations Office for Project Services
UNHABITAT	United Nations Human Settlements Programme
VSS	Voluntary Sustainability Standards

WB	World Bank
WBG	World Bank Group
WCEP	World Commission on Environmental Program
WFP	World Food Program
WHO	World Health Organisation

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

The introductory stage of this study highlights the aim, objective, questions, and research limitations. It discusses the background and emphasises the detailed explanation of the problem statement. Following the general background of the study, this section provides the academic and empirical justification of the significance of addressing the utilisation of sustainable public procurement in achieving sustainable development for the local government areas of Nigeria.

### **1.2 BACKGROUND OF THE STUDY**

According to the United Nations (2020), public procurement is the most critical function of any government, without which the development goal of any society remains implausible, which constitutes the lifeblood of government services and programs. Public procurement accounts for a substantial portion of the taxpayer's money. As such, it is required that it is carried out effectively by the government with a high standard to ensure exceptional service delivery for the interest of the citizens (OECD, 2019). In order to achieve this strategic objective, the government must provide access to the right capabilities, capacities, and products (OECD, 2019).

The significance of public procurement cannot be overstated, and this is because it addresses critical aspects of social freedom, economic development, and

environmental integrity. Public procurement can be used as an instrument for sustainable development and intersects in numerous ways:

**Health Capital** – this is one of the most fundamental areas impacted by public procurement. The health sector is empirically dependent on the procurement of medicines, health services, and products; this relationship directly affects the lives of the citizens (Raj *et al.*, 2020). This is important because effective and efficient public procurement in the perspective of the health sector signifies the high quality of health care and better medical equipment, which engender higher life expectancy amongst citizens.

**Promote Good Governance** – When public procurement becomes sustainable, it plays a critical role in ensuring good governance and the capacity of the government to deliver the required goods and services to the citizens. A well-distinct functioning of public procurement is enshrined in sustainability principles such as non-discriminatory practices, zero tolerance for corruption, value for money, increased effectiveness and efficiency of delivery, positive impact on a country's investment climate, accountability, and transparency. A good government represents a functioning regulatory system that permanently protects the interest of the citizens, introduction of institutional settings, proven capacity, and a healthy procurement-designed process (Onebunne & Ezeaka, 2020). Further assertion claims that government can equally increase public spending by being the largest buyer to create latitudes for job opportunities to thrive (Vluggen *et al.*, 2019).



**Poverty Eradication** - According to the United Nations (2020), goal 1 highlights the need to "end poverty in all its forms everywhere by 2030". However, achieving this goal depends on what you and I can do! Becoming engaged in decision-making goes a long way to making a difference in the fight against poverty reduction. Also, ensuring that intergenerational knowledge is equitably distributed, voices are heard, human rights are promoted, and innovations are encouraged. This includes cognitive reasoning abilities at all ages that support change that is transformational in the lives of the people in the local communities, mainly in developing countries (UN, 2019). To address these global realities, sustainable public procurement can be used as an instrument of transformation by providing capital investment through the local sourcing initiative in the respective economies (UNPPH, 2012b). Furthermore, SPP ensures that the suppliers' sourcing activity is domiciled in the respective countries where the procurement functions are taking place to influence: the degree of job creation opportunities, capability in spending categories, individual contributions, rise in the national income, and economic opportunity advancement in the communities (Marks & Han, 2020).

While SPP creates this robust economic environment to achieve this goal, private organisations are not marginalized. The private sector plays a crucial role in determining if the growth makes it inclusive and adequate to justify poverty reduction and potentially promote economic prosperity for the poor and marginalised local communities (Vluggen *et al.*, 2019). In a further development, Science is equally not left alone in the pursuit of ending poverty. However, it also plays a notable role in its

realisation. For instance, the triumph in science has made it possible to have access to safe drinking water and reduce the rate of mortality caused by water-borne diseases and other related ailments caused by water deficiency (Steinfeld, McCue, & Prier, 2017).

**Science and Technology:** In public procurement, Science and technology play a vital role in advancing human knowledge, which can only be harnessed through financial discipline, resource management, and value for money. Science and technology provide several instruments to improve risks and identify other possibilities guiding these actions (Adewoyin, 2020). Through pragmatic and efficient use of public resources, social and natural sciences scientists are encouraged to do more. Today, there is an excellent expansion in medicine, infrastructure, education, and other services that support human needs, particularly the vulnerable and those with disabilities in the local communities (UN, 2019). Ajei-Bamfa *et al.* (2019) affirm that opportunities for knowledge sharing, and experience are prioritised through science and information technologies. According to Etse and McMurray (2021), when public procurement becomes sustainable, it can provide sufficient resources that aid productive research, which may be a valuable solution to knowledge scarcity. Sönnichsen and Clement (2020) further added that sustainable public procurement could build a sustainable society with sufficient organisational knowledge and awareness, which is responsible for the purchasing of goods, works, and services, and this is because a sustainable development in any society is possible.

### **1.2.1 Achieving Sustainable Development**

Humanity is bequeathed with the capability to achieve sustainable development that meets the present's needs without jeopardising the next generations' ability to meet their own needs. Hence the concept – Our Common Future.

According to the World Bank (2020), the satisfaction, aspiration, and innovation of human knowledge remain the critical objective of development. However, in developing countries, particularly in sub-Saharan Africa, most people need food, shelter, clothing, jobs, and many other necessities of life (Bassi *et al.*, 2019). In Nigeria, for instance, beyond these basic needs for these vulnerable people, there comes the possession of the legitimate ambition for a better aspiration in life. According to Ojo (2020), these challenges in Nigeria's local government areas imply a world of inequality and impoverishment tailored toward an economic, social, and environmental crisis. While sustainable development deals with meeting the necessities of everyone and, by extension, satisfying their aspirations in quest of achieving a better life through public procurement for the rural citizens (Sönnichsen & Clement, 2020). Pettersen *et al.*, (2020) argued that the performance and service complexity in the local government areas is of great concern and suggests the need for a workable model that can reflect a practical reality of the local government areas of Nigeria.

According to the United Nations (2015), consumption is sustainable if the living standard exceeds the bare minimum standards everywhere, with the potential for long-term options. Generally, sustainable consumption and production (SCP) has been regarded as the driving force that potentially drives the global economy by using natural resources and the environment upon which our present and future

development of humanity depends (UN, 2020j). Globally, countries are confronted with the reality of achieving sustainable development goals to attain the middle-income status as projected by the United Nations (UN, 2019). In developing countries, particularly sub-Saharan Africa, SCP provides numerous green and decent job opportunities, new markets for urban and rural dwellers, and natural resource management for citizens (UN, 2020j).

Building a global coalition across continents and amongst different stakeholders, SCP can equally contribute to the global impact of low-carbon and green economies and poverty eradication following the concepts and principles of the United Nations Sustainable Development Goal 12 (UN, 2020j). SDG guarantees sustainable consumption and production patterns to improve the living standards in developed countries and developing countries. In particular, target seven (7) validates a significant position as a promoter of this goal by encouraging sustainable public procurement practices per the national guidelines (UN, 2015c). Sustainable procurement is not only about integrating social, environmental, and economic factors in making procurement decisions that are focused and look beyond the traditional economic paradigm. However, based on whole life cost, success measures, and associated risks regarding the environment and society, this decision entails initiating a strategic procurement function in the context of performance management, value for money, corporate social responsibilities with priorities to the communities (Steinfeld, McCue, & Prier, 2017). Sustainable public procurement emphasises how the government buys goods, works, and services through documented suppliers by

considering certain factors such as value for money that prioritises the right price, time and quality, functionality, and availability. It justifies an environmental factor that deals with green public procurement. It also considers the social aspect of poverty eradication, unemployment, inequality, fair trade, labour condition, and human rights (Thai, 2017)

### **1.2.2 Sustainable Public Procurement in Focus**

Driving sustainability in the direction of public procurement in the broadest perception requires a procurement process that considers social, economic, and environmental factors, as rightly acknowledged by the international community when it includes a sustainable public procurement target in the United Nations Sustainable Development Goals (UN, 2019). Goal 12, Target 7 (12.7), focuses specifically on promoting "public procurement practices that are sustainable, under the national policies, guidelines, and priorities. According to the United Nations (2017), sustainable public procurement progressively receives a global embrace by national and local authorities. An increasing number of organisations and government agencies monitored their sustainable public procurement policy implementation and constantly set specific targets. To transform the value chain along with the production and consumption patterns, it is, therefore, significant to encourage integration among stakeholders throughout the entire procurement structure (Thai, 2001). Focusing on public procurement procedures requires cooperation between the public and private sectors. Critical to achieving this goal is creating multi-stakeholder collaboration and

knowledge-sharing platforms at the international, national, and local levels (Vluggen, Gelderman, Semeijin, & Pelt, 2019).

### **1.3 PROBLEM STATEMENT**

According to Stober (2019), public procurement practice in Nigeria, particularly in local government areas, is still in the parochial phase and calls for immediate intervention. Adeniyi *et al.*, (2020) further argue that the procurement sector across the Nigerian states is confronted with enormous challenges that impede sustainable development in the communities. Several limitations in the approach of public procurement have led to severe infrastructural decay, a decline in social services, increased poverty, financial mismanagement, inadequate resources, lack of professionalism, inefficient organisational structure, and mismanagement of human and material resources in the local government areas (Adewole, 2014; Lund-Thomsen, 2011; Stober, 2019).

While public procurement is used as an engine for growth in many developed countries, the implementation and awareness of public procurement are still indistinguishable in many developing countries around the globe, particularly in sub-Saharan Africa, and Nigeria is leading the race (Peng, Wu, & Yu, 2020; Preuss, 2009b; Raj *et al.*, 2020). Recognising the feasible impact of public procurement policies to support sustainable development. This study explores how public procurement can be used as an instrument for sustainable development in the local government areas of Nigeria regarding social justice, economic integrity, and environmental benefits.

In the past decades, local government areas have come under consistent political pressure on the need to improve the efficiency of their procurement system (ILO, 2020; Preuss, 2009b). The evolution of local government in countries of the world is borne out of shared devolution to promote meaningful development at the grassroots level (ILO, 2020; Paterson and Devashree, 2008). Local government authorities remained persuasive in identifying the immediate needs of communities and seeking out possible measures to meet such needs; by enhancing the livelihood of the people in all ramifications (Pettersen *et al.*, 2020; Preuss, 2009b). Local government areas are encouraged to equally make their spending decisions reflect ways that achieve value for money considering the broader economic, social, and environmental benefits (Preuss, 2009a). From the global perspective, mainly in the United States and OECD countries, local government procurement is subject to a growing spectrum of initiatives and struggles to integrate the concept into procurement policy (Sönnichsen & Clement, 2020).

In essence, looking at the role of local governments area, citizens are equally engaged in active participation in leadership, and this builds the platform for mentoring future political contenders, upon which democratic principles are relinquished to foster grassroots participation and empowerment (Adeniyi, Ojo, Idowu, & Kolawole, 2020). Additionally, for the wellbeing and advancement of the communities, local government areas are depicted as a unifying platform for ethnic diversity and national cohesion that is achieved through mobilization and utilization of scarce resources (Kanu, 2020; Preuss, 2009a).

Undoubtedly, the Local Government Council is regarded as the pivot of socio-economic planning and development, viewed as a third tier of the government that is closest to the people, and considered to be the most critical catalyst of economic and social development at the grassroots and the nation at large (Stober, 2019).

Despite this significance, the Local Government Authorities have been unable to make their impact felt by the citizens as the case might be (Ekwekwuo & Nyeck, 2016). It is unfortunate to realise that LGAs in Nigeria, reputed to be the closest to the people, have abdicated their primary constitutional responsibilities over the past three decades (Adejumo, 2014). Political interests are being funded directly or otherwise from the council's accrued allocations from the federal government, orchestrated by the state government, to disenfranchise the original budgeted plan, which primarily was to develop the basic amenities in the local communities (Adjei-Bamfo & Maloreh-Nyamekye, 2019).

#### **1.4 RESEARCH AIM**

This study aimed to explore the various mechanisms through which local government authorities in Nigeria utilise their public procurement functions to foster sustainable development regarding the economic, social, and environmental benefits.

#### **1.5 OVERARCHING RESEARCH QUESTIONS**

Country Procurement Assessment Report (CPAR) in Nigeria by the World Bank Group and other literature suggested the establishment of the Nigerian public procurement across the three tiers of government (World Bank, 2000; BPP, 2020; Stober, 2019;



Adewole, 2014). However, there were no empirical studies to indicate the extent of establishing public procurement at the various local government areas in Nigeria using sustainability criteria.

This study intends to address this by answering the following question:

- 1. How established is public procurement about sustainability in the local government areas of Nigeria?*

Literature indicated public procurement challenges from a generalised perspective (Adewole, 2014; Adeyeye, 2014; Adjei-Bamfo, Maloreh-Nyamekye & Ahenkan, 2019). However, this study's exploratory approach seeks to inquire for additional themes about the challenges and opportunities from the empirical and specific context of the local government areas concerning sustainable development.

This study intends to address this by answering the following question:

- 2. What are the challenges and opportunities in addressing sustainability imperatives through public procurement in Nigeria?*

It is indicated from the literature that the perception of the people is very significant in supporting a rigorous study of this nature and certainly unique in all ramifications (Carr & Smeltzer, 2000; Crotty, 1998). This study intends to explore the uniqueness of the diverse participation of the research participants from the six geopolitical zones of Nigeria.

This study intends to address this by answering the following question:

- 3. What is the perception or view of the people about public procurement, and how does it relate to sustainable development?*

The various implementation phases in procurement are reported in the literature (Akenroye, Owens, Elbaz, & Durowoju, 2020). However, the extent of implementation concerning public procurement sustainability, particularly at the local level, remains undefined. This study shall answer the question below:

*4. What is the extent of the implementation of public procurement towards sustainable development?*

Furthermore, the research questions of this study were informed, presented, and developed based on literature reviews and several theories as recommended by Saunders *et al.* (2012). Additionally, the interview questions were based on directives and guidelines from the interview guide, developed regarding the subject area of public procurement concerning sustainable development in the local government areas of Nigeria.

#### **1.5.1 Justification for the Adoption of Research Questions for Objectives**

Saunders *et al.*, (2012) and Fuss, 2004, argue that in qualitative study, the adoption of research question as alternative to research objective, is at the prerogative of the researcher, which is also based on the research paradigm. An example is the publication of “What makes qualitative research qualitative” by Chesebro and Borisoff (2007); it presented account of qualitative studies with inclusion of research studies and emphasises major ways of addressing research and methodological diversity. This approach is also illustrated in the recent qualitative research conducted by

Evwerhamre (2020) on “Work-Life Balance Experiences Of International PhD Students In UK Higher Education”. Therefore, only research questions are adopted in this study.

## **1.6 RATIONAL FOR THE STUDY**

According to the Nigerian Bureau of Statistics (2018), enormous sums of money are appropriated for the public procurement in all the local government areas for social, economic, and environmental projects to improve the lives of the communities of the Local Government Authorities in Nigeria. Other statistic reveals that the local government in Nigeria statutorily gets 20.60 percent of revenue accruing to the federation account and receives a 35 percent share of value-added tax (VAT) poll revenue (Salim, 2016). Beyond this allocation from the federation account, local government authorities possess the oversight responsibilities to raise their separate revenue through levies, taxes, and other relevant economic activities within the ambit of the local government authorities as outlined by the constitution (Manu et al., 2019). Since the return of democratic governance to Nigeria in 1999, the record shows that massive funds were directed to the local government areas. Nevertheless, people at the grassroots are deprived of necessities such as portable water, treatment for curable diseases, sanitation, and other related challenges bothering sustainable development (Adeyeye, 2014; Ibietan & Ndukwe, 2014). Therefore, this is an area of interest.

More recently, in Nigeria, local government authorities have been confronted with the dilemma of non-payment of monthly wages, which remains the statutory right of the citizens, as allocations are frequently received from the federation account as enshrined in the constitution (Akenroye, 2013; Kanu, 2020). For instance, the total revenue received from the federation account for September 2019 was N693.529 billion; while the federal government got the most significant share of N293.801, states got N186.816 billion, and the local government councils shared N140.864 billion, respectively (NBS, 2019b). According to the committee, as part of the 13% derivative fund, the total sum of N51.532 billion was distributed to the oil-producing states. At the same time, the revenue-generating agencies shared N20.517 billion in September 2019 (FAAC, 2019; NBS, 2019b). According to the committee, as part of the 13% derivative fund, the total sum of N51.532 billion was distributed to the oil-producing states. At the same time, the revenue-generating agencies shared N20.517 billion in September 2019 (FAAC, 2019; NBS, 2019b). Additionally, as of 17th October 2019, the balance of Nigeria's excess crude account stood at \$323.692, while the amount distributed comprised N559.701 billion from the Statutory Account, N92.874 billion from value-added tax (VAT), N954 million exchange gain (FAAC, 2019; NBS, 2019b).

These entire financial activities show the degree of resources available to the local government areas for sustainable development of the local communities and wellbeing. Nevertheless, existing evidence suggests otherwise as the rural communities lack virtually everything; the poverty level in the local communities is rated up to 80 percent and sometimes devastating as the widespread decay in

infrastructural facilities is severely untold (Adewole, 2014; Adjei-Bamfo & Maloreh-Nyamekye, 2019; Akenroye, 2013; Kanu, 2020). Given these prevailing challenges, there is no doubt that local government councils' development remains unsustainable.

Additionally, there is a general apathy toward the aptitude of the local government authorities to deliver on the mandate of sustainable development as enshrined and populated by the United Nations Sustainable Development Goals (Sönnichsen & Clement, 2020; UN, 2015b, 2019, 2020j). It is, therefore, an area of interest. Regarding the scale and importance of public procurement to deliver social, economic, and environmental benefits to the rural communities, this study provides a novel and comprehensive insight into the state of sustainable public procurement practice in the local government areas in Nigeria.

## **1.7 GAP IN KNOWLEDGE**

Studies have carefully examined this area of study, for instance, the analysis of the financial conditions of local government authorities and its implication for sustainable development in Nigeria (Salim *et al.*, 2016; Ambonese *et al.*, 2021). Secondary data from 122 local government areas were examined and found several degrees of financial misappropriation and inconsistencies in public procurement practice. However, it did not mention public procurement as a possible resolution.

This study intends to address this gap by conducting an empirical study of Nigeria's leading local government areas to obtain primary data on the multiple ways public procurement can be used for sustainable development in Nigeria.

More recently, numerous implementation phases in public procurement have been reported in the literature (Akenroye et al.,2020; Adjei-Bamfo *et al.*,2019). However, the extent of implementation concerning public procurement sustainability, particularly in the local areas in Nigeria, remains undefined. This study intends to address this gap by responding to the various implementation phases to understand the extent of sustainable public procurement implementation in Nigeria's local government areas.

Scholars have highlighted the various public procurement challenges in literature (Rodriguez-Plesa, Dimand, & Alkadry, 2022; Abati, 2020; Mohammed & Mohammed, 2020). However, there is limited focus on local government procurement practices, which are viewed as the bedrock of development. This study intends to fill that gap, using an exploratory approach to obtain primary data from practitioners in the leading local government areas across the six geopolitical zones in Nigeria.

Several experts in procurement have linked the achievement of sustainable development goals to the procurement of public infrastructure in ways that meet the critical procurement objectives, such as accountability, transparency, value-for-money, and sustainability (Manu *et al.*, 2019; UN, 2020). In addressing the infrastructure of the procurement capacity gap in Nigeria's public institutions, several deficiencies in procurement were uncovered by different government agencies, particularly in the aspect of the weak institutional framework, corruption, and absence of governance structure. The previous study's findings seem similar to this current study but dissimilar in the approach and methodology. It employed a quantitative approach for more generalised information but was limited to detailed information. This

study employed an empirical approach through semi-structured interviews to obtain a primary source of data directly from the procurement practitioners and analysed using thematic and NVivo qualitative software.

Other similar studies were done in developed societies. For instance, the study of the review of green and sustainable public procurement – the case of local government authorities in the United States (Sönnichsen, & Clement, 2020). Similarly, a study addressing sustainable development through public procurement in the local government areas of England (Preuss, 2009). These findings are inconsistent with public procurement practice in developing societies, particularly in Nigeria. Additionally, the result of these studies cannot justify the performance of the procurement practice in local government areas. Furthermore, the data and findings of this study intend to address the concerns of the indigenous people regarding how public procurement incorporates sustainability in Nigeria.

## **1.8 CONTRIBUTION TO THE STUDY**

This study intends to develop a framework of challenges to sustainable public procurement in the local government areas of Nigeria. The framework expects to produce major and minor constructs that potentially establish a profile that interphases this relationship to harmonise a transitional mechanism. It is intended to promote sustainable procurement practice in local government areas in Nigeria and, by extension, in sub-Saharan Africa and other developing nations.

Findings from this study intend to stimulate a pathway for future studies in the field of sustainable public procurement for sustainable development due to the paucity of research in this field, as highlighted by (Preuss, 2009b; Raj et al., 2020; Vluggen *et al.*, 2019).

This study intends to make suggestions to support the implementation and actualisation of sustainable public procurement guidelines through the participation of local stakeholders.

### **1.8.1 Policy and Decision Makers**

The findings of this study will encourage public entities, political leaders, and civil and corporate organisations to identify the inadequacies of public procurement. This can be achieved by integrating the basic requirements for sustainable public procurement practices that comply with the international best practice and following policies and priorities, and guidelines of the United Nations Sustainable Development Goal 12(7) (UNEP, 2018a).

-It is no doubt that the outcome of this study intends to inform policymakers in the government on the necessary implications regarding the enormous benefit associated with continuous improvement in the practice of sustainable public procurement. This implies that the public entities play an integral role in achieving this global initiative. For instance, cost savings in the procurement activities contribute to national and international development and short-term and long-term implications.

## **1.9 STRUCTURE OF THE THESIS**



This section provides the overall outlines of the various structure of the study. It contains seven chapters as described below:

Chapter one – this chapter presents the introduction to the study. The introductory chapter highlights this study's entire episodes, including the research background, aim, and questions. It demonstrates the research motivation and the various theoretical and practical contributions.

Chapter two reviews the relevant literature on the current subject matter. It provides an elaborate discussion on sustainable public procurement and sustainable development. This chapter also focuses on the theoretical underpinning of this study that emphasizes public procurement performance in the local communities of Nigeria.

Chapter three – is a continuation of the literature review that highlights the public procurement operations, including planning for procurement, bid documents and bid opening, publication, receipts, the opening of bid, evaluation of bid, and award of the contract process. This chapter also includes the concepts of public procurement and the application of information technology.

Chapter four – this chapter discusses the philosophical and methodological disposition of the research. It presents a detailed account of the purpose and implication of conducting research, justifies the case selection, and considers the nature of the research study. This chapter includes the research methods and discusses the procedures for qualitative data analysis using content analysis and NVivo software.

Chapter five – presents the analysis of the qualitative data collected from the fieldwork through semi-structured interviews.

Chapter six – this chapter discusses the findings of this current study. It links them to previous studies to ascertain whether the previous studies confirm or support the conclusions of this study.

Chapter seven – this is the conclusion and recommendation chapter that summarises the main findings of this study. It draws a meaningful conclusion and presents relevant recommendations to support decision-makers and practitioners in improving local government procurement practices for sustainable development in Nigeria. It further highlights the limitations of the research and makes suggestions for future studies.

## **10. SUMMARY**

This chapter has discussed the imperatives of this study by highlighting the significant contributions of sustainable public procurement for sustainable development in the local communities regarding economic growth, social development, and environmental integrity. It highlighted the aim of the research and the research questions. It provided a brief overview of the background of this study that focuses on the activities of local government procurement and its implication.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter provides the background and detailed information on the current debate regarding sustainable public procurement and sustainability in the global context. All welcome and embrace local government participation in sustainable public procurement to promote sustainable development. While the Sustainable Development Goals (SDGs) are universal, transcend borderlines, and are applied across the marketplace, workplace, and communities, the 2030 agenda for Sustainable Development with 17 SDGs and the 169 targets are action plans for people's planet prosperity. This chapter also explores the harmonization of extant literature to obtain deep knowledge. The review supports developing a framework through relevant theories and models as a best practice.

#### **2.2 BACKGROUND OF THE STUDY**

The Local Government Council is responsible for the administration of each local government area and other elected members, referred to as councillors, led by a chairman, who is the Executive Chairman of the LGA. Under the Nigerian constitution, the Chairman of the local government is elected by the citizens of that community or can be appointed under exceptional circumstances (Abe & Omotoso, 2021).

The Chairman's responsibilities, amongst others, are to preside over all council meetings and perform supervisory roles in all activities of the local government areas

(Agboeze *et al.*, 2021). Members are encouraged as part of their mandate by law to meet up with the aspirations of the people who elected them into the office of authority, ensuring that the appropriate advice is considered in running the day-to-day business of the community and providing the necessities, as well as reporting back to the councils for further dialogue (Agboeze *et al.*, 2021). With regards to the above analogy, it can be argued that local government is the most significant facilitator of social, economic, and environmental development. Idike (2014) argues that the performance of the local government can be momentarily acknowledged and commended if the provision of the constitution is strictly adhered to and implemented. Alao *et al.*, (2015) further assert that this is not the case in the past decades, as many are beginning to wonder if local government administration is still functional in Nigeria. So many diverse interests keep looming all around to render the functionality of the local government council worthless and in continuous retrogression rather than promoting the local community's interest.

However, that is not possible in the case of developing countries, Nigeria, in particular (Nguyen, 2021). According to the Nigerian journal of public administration and local government, in recent times, there has been a severe expression and public cry regarding the poor infrastructural status occasioned by the institutional weakness of the regulatory framework and poor implementation of the rule of law (Onyishi, 2020). Abe & Omotoso (2021) further brought to the fore the profound disconnects of the tires of government from the vulnerable citizens, particularly in the local communities.

It is almost elusive to identify an individual vying for an elected position without compromising. Stober (2019) further elucidates the level of deterioration and collapse in the local government administration. On this ground, one is left with the option to wonder if the local government administration has gone into extinction. The pivotal role of the local government in Nigeria seems to be on the verge of collapse as the general society dreads it. The federal, state, and local government administrations have been illegally captured by the ruthless political class for personal gain and are desperate to do anything to always retain power, even to the detriment of the citizens (Abdulrauf, 2020; Stober, 2019). This wave of turbulence has created the culture at the local government councils, where the leaders execute projects arbitrarily without public procurement due process. In most cases, these projects do not have relevance to the communities. They manipulate the account of the councils like their personal wealth and possession (Ampofo, 2021). It is now a common scenario that local government resources have become the dedicated means for resolving the increasing wealth of politicians and encouraging economic opportunities for their cronies. At the same time, the rest of the populace remains in a complete state of desolation (Nguyen, 2021).

Due to the gross degree of inconsistencies in the local government administration regarding the management of the local economy for sustainable development, several scholars argue that the local government administrations in Nigeria should be consistently decentralised without further delay. According to Abati (2020), the essence of the existence of the local government administration is to engage the

reality of modern administrative practices. This idea of modernity is structured on centralisation, democratic participation, and socio-economic development in the local communities. Oladosun *et al.* (2019) further claims that decentralisation of the local government areas in Nigeria's states ensures unhindered and efficient service delivery, bridges the communication gap, and helps create the platform for breeding future leaders. Decentralisation, according to Oladosun, could assume the position of devolution of authority and power from the central government to the local communities. Decentralisation is equally regarded as devising controls to subordinates, individuals, offices, or field units (Alao, Osakede, & Owolabi, 2015). However, many scholars encouraged the concept of decentralisation, Youm (2015) and Kyenge (2013) argue that the Nigerian constitution had already made these provisions in the 1976 reform and the 1999 constitution as amended - this ensures the improvement of the local government.

Furthermore, the Nigerian local government now needs not decentralisation as practiced in France, the United States, and the United Kingdom, but full power autonomy. In a more recent study, it could be argued that the state government has grossly invaded the ability of the local government authorities to accomplish their constitutional duties due to some fundamental realities that border on a lack of autonomy (Obi, 2018). According to Obi, the resultant lack of autonomy defeats the local government administration's essence and adversely erodes the local communities' integrity and development.

Scholars are consistently disturbed by financial mismanagement at the local government areas in Nigeria. Stober (2019) further asserted that the local government areas in Nigeria should be granted sufficient leeway to carry out their statutory duties. And they are additionally utilising the local initiatives to solve problems within their local domain without undue interference from other tiers of government. Furthermore, according to Abati (2020), vast sums of resources are directed to the local government from the federation account, which is entirely separate from the internally generated levies from their wards of jurisdictions; however, these local communities are entirely subjected to poverty and misery (Abati, 2020). Sober (2019) further contends that waste management remains a difficult task to achieve by the local government administration, and yet no justification for this massive public spending. It was a moment of jubilee at the assumption of power by the current government, led by President Mohammadu Buhari. The inauguration promised to fight this gross mismanagement at the grass-root; unfortunately, little or absolutely nothing has been achieved – it is far from being a piece of good news (Abdulrauf, 2020). So far, there is no evidence of development projects that justify the colossal funding claims by most local government council presiding officers and their councillors all around the country (Adewoyin, 2020; Manu *et al.*, 2019).

The observed ineptitude in public service performance is empirically evidenced in the local government areas across the country and remains of great concern to this present administration (Adewole, 2014). We observe how the states conduct their elections in the local government areas. This is dominated by thugs, orchestrated by

the political elite at the disadvantage of the innocent citizens. In most cases, the upturn of election results tells precisely how disenfranchised and immobilised the local government system is positioned (Mohungoo, Brown, & Kabanda, 2020). The electoral situation is of great concern when an aspiring gubernatorial politician has already promised the individual an automatic chairmanship position or councillors elected to the state government (Oladosun, 2019). Making such a fierce commitment to an election that is yet to be decided makes an awful mockery of our democratic institution, particularly at the grassroots, indicating that the state electoral process and its actors can be infiltrated and manipulated and calls for serious concern. The assurance of the development of democracy in Nigeria requires a shared commitment of every citizen to promote accountability, transparency, and integrity in governance.

## **2.3 SIGNIFICANCE OF PUBLIC PROCUREMENT AS INSTRUMENT TO FURTHER SUSTAINABLE DEVELOPMENT**

Public procurement can be used to further the social, economic, and environmental development of both developed and developing countries (UN, 2019). This can be achieved in multiple ways through the collective involvement of everyone. When social-economic factors, checks, balances, and safeguards are incorporated in public procurement, the procurement process can be sustainable, positively and effectively assisted in so many ways, for instance:

### **2.3.1 Good governance**



Several procurement actors claim that private sector procurement provides more opportunities in terms of service delivery to promote the local economy than public procurement. According to Schiele (2020), in private procurement, the concept of customer satisfaction and community mobilisation, have achieved increasing attention far and above prices. Innovation and priority are enshrined in the private sector procurement. Onyisi (2020) outlined several bureaucratic organs that impede successful public procurement projects in Nigeria but receive better action plans such as the supply of sustainable products in the private sectors. In a more recent study conducted by Olojede and Opawole (2021), the result, which is reflected in the prior research, clearly examines the roles performed by public-private partnership projects. The evidence in this study concludes inadequate response due to inconsistencies on the part of government and suggested alternative procurement options, preferably, private sector procurement.

However, Manu et al. (2019) suggested otherwise. They argue that further study is needed to accommodate the public interest as public sector organisations at the various levels of governance remain the largest procurer of infrastructure and play pivotal roles in public-private partnership projects. Akaba and Drahiem (2020) further argue that lack of trust and transparency are some of the challenges facing public procurement in Nigeria but systematically criticised the inefficiencies as iterated in extant literature. To address this gap, a blockchain-based framework was developed to integrate information systems in the public procurement process to increase the participation of citizens and elicit project transparency, auditing, and monitoring

(Akaba, Norta, Udokwu, & Draheim, 2020). **2.3.2 Entrepreneurship** Supporting local entrepreneurship remains a critical element that makes public procurement to be sustainable and stand out. It creates the opportunity and provides the framework by ensuring that the local content memorandum of understanding and integration becomes an acceptable norm of the procurement practices and workable policies. Addressing this strategic paradigm, procurement functions can be adopted and potentially exploited in a way that supports the achievement of good practice in the general goals of the establishment, such as poverty eradication, good governance, empowerment of women, and gender equality (UNPPH, 2012b). Liu *et al.* (2020) argue that SPP constitutes the motivation of regulations and policies that promotes small and medium scale enterprises (SMEs) for sustainable development in most local communities (Akenroye, Owens, Elbaz, & Durowoju, 2020). According to Liu and his co-authors, the study extensively recognised the influenced mechanism embedded in the internal relationship shared amongst stakeholders to support local entrepreneurs. From a pragmatic perspective, Lagos, Nigeria, has integrated a hybrid passenger transport system to stimulate the complex transportation structure, desolate, for decades (Alcorn & Karner, 2021). Findings also suggest that many other states in the federation are yet to acquire the format of supporting the local entrepreneurs. Achimugu (2013) and Abdulrauf (2020) argue that, while some dedicated states in Nigeria have mobilised their local entrepreneurs to yield long-term financial dividends, others are still involved in financial mismanagement to the peril of their citizens.

### **2.3.3 Gender and women empowerment**

The United Nations Sustainable Development Goal 5 addresses gender equality with the sole aim of eliminating the disparity between the female and male child's education and ensuring equality and empowerment of all women and girls by 2030. Sustainable public procurement can significantly support and encourage this declaration by adopting practices that promote the contracting of minority businesses, especially those owned by women. This implies that a strategic approach can be established to evaluate specific criteria that directly and positively impact the minority and vulnerable gender at all levels (UN, 2020g). Onebunne and Ezeaka (2020) argue the need to empower and encourage women through sustainable resources that recognise the value of their immeasurable contributions to humankind. According to Onebunne and his co-author, women's economic empowerment should be prioritised against the background of their current statuses, such as the role of women in the economy, education, hostilities, and discrimination due to gender (Onebunne & Ezeaka, 2020). Furthermore, Nyeck (2020) demonstrates the regulatory perspectives as a critical area where sustainable public procurement can promote participation, build awareness campaigns, and promote equal opportunities for women, particularly in the local communities for sustainable development.

#### **2.3.4 Environmental impact**

Sustainable public procurement can play an uncompromising role in responsible consumption and production pattern using its buying power to drive the industrial revolution. A firm or industrial development is sustainable if built on an ecological foundation that recognises cleaner production and eco-friendly systems. Recognising

this reality, SPP stands a better chance of intervention by influencing the industry and encouraging it to adapt and potentially develop policies and practices in ways that protect and preserve environmental crises. Further supports cleaner water utilisation, encourages the efficient and effective use of natural resources, and incorporates and effectively manages environmental costs (Lavin, Bell, Dunker, & McBride, 2019). According to Biberos-Bendezú *et al.* (2021), governments globally have begun to align public procurement regulations with significant considerations to green public procurement (GPP) to achieve sustainable development. While this context is viewed as an essential environmental criterion to support decision-making to determine market options, other scholars thought otherwise. Lavin *et al.* (2019) argue that ecological criteria pose several challenges to developing economies, capacity building, environmental information, environmental awareness, finance, and transparency, as affirmed by (Vejaratnam, Mohamad, & Chenayah, 2020).

### **2.3.5 Human rights**

Marks & Han (2020) argue that development, health, and human rights are connected in the commitment that promotes human well-being. However, the concept of human rights has been linked to cooperate risks and reputation management, particularly in the developing world, where the dignity of labour is inexplicably on the increase. Procurement authorities are consistently exposed to the increased sourcing and strategies from developing countries with an exploitive government with no regard for human rights, low ethical value, the weak rule of law, cheap labour, child labour, and low income (Hartung, 2019). Sustainable public procurement functions play an integral

role by incorporating strategies and designing processes that identify these companies or organizations that bring about disrepute to human dignity, operate contrarily to the universal human rights laws, and the communities in which they carry out their operations (Ma, 2020).

### **2.3.6 Labour Rights**

According to the United Nations (2019), globalisation is increasing, and this has drastically extended the global supply chain beyond human inclination. Parobek & Slašťanová (2020) further assert that, from a general perspective, economic globalisation affects sustainable development and the natural environment. Addressing this reality from the economic perspective, procurement authorities are bestowed with the exceptional opportunity and responsibility to ensure that the public procurement functions are demonstrated to protect workers' rights, particularly the vulnerable workers, specifically in developing countries (ILO, 2020). This responsibility should be associated with great impunity that accentuates the inclusion of sustainable public procurement functions as an integral component that ensures that organisations operate within the confines of the universally accepted International Labour Organisation (ILO) as domesticated in the convention on labour standards (Birenbaum, 2021). Therefore, stressing this reality, it calls on the procurement officers to place attention on the suppliers regarding some critical regions as a matter of priority. This includes force and child labour, non-discrimination, achieving decent working conditions, right to collective bargaining as well as freedom of association (Koliev, Sommerer, & Tallberg, 2021).

## **2.4 PUBLIC PROCUREMENT BASIC PRINCIPLES**

In public procurement systems globally, some basic principles are identified, shared, and implemented through various means that aids in conducting and regulating procurement procedures. Although different authors make different assertions regarding the classification of the public procurement objectives, for instance, Trepte (2005) proposed three most identifiable public procurement objectives: economic efficiency, trade, and promotion of political and social objectives. Arrowsmith *et al.* (2000) exemplify some basic principles in public procurement, which are further discussed in this study. These procurement objectives fit into this study to clarify the necessary outcome associated with the research questions. It is remarkable to understand that there are different objectives within the public procurement systems, and the corresponding weight attached to these objectives differs (Arrowsmith, Linarelli, & Wallace, 2000). These objectives of public procurement systems are elaborated further in greater degrees:

### **2.4.1 Value for Money**

According to the European Union (2016), contracting authorities have the mandate to obtain the best value for the taxpayers' money for everything procured. However, several scholars demand expanded views. Marcarelli & Nappi (2019) argue that the concept of the Most Economically Advantageous Tender (MEAT) does not stand for the acquisition of only the cheapest in the market or from the supplier. But, practically represent a process that finds a solution that meets the essential requirement

identified in acquiring goods, works, services, and utilities. Bassi & Dell'ovo (2019) further contend that these requirements include environmental factors, most cost-effectively. They further assert that the best value also considers quality, effectiveness, the fitness of purpose, efficiency, and ultimately the protection of the environment. In public procurement systems, value for money, usually called economic efficiency, is the successful acquisition of goods and services concerned on the best possible terms required to perform the government's activities (Trepte, 2005).

Interestingly, this objective of public procurement is used for benefit beyond the mere acquisition of goods and services, but social and environmental considerations, for instance, jobs creation for the unemployed populace and disadvantaged groups. Therefore, it is appropriate when this objective is given consideration and treated as a separate entity due to its involvement and particular policy. The prevailing benefits associated with this objective engenders value for money and economic efficiency, as this is widely viewed as the primary goal of most procurement systems (Arrowsmith, Linarelli, & Wallace, 2000; Bassi, 2019; Marcarelli, 2019).

#### **2.4.2 Integrity**

Prateepornnarong (2021) discusses integrity as an imperative objective of public procurement systems that support the idea that procurement activities should be carried out without any influence. Poor procurement practice can be manifested in several types of practices which involves various collusion between government and bidders, particularly during the execution and award of contracts; for instance,

procurement practitioners can collude with bidders in order to allow them to claim extra payments for a non-existent job (Khoo, 2018). The fact is that the government is expected to identify the clear rules of these practices and come out with a blueprint that defines what is accepted or not. In Nigeria, for instance, little gifts amongst those in business are considered good deeds and accepted rather than corrupt (Adewole, 2014). It is often said that corruption is more of a challenge in public sector procurement than in private sector procurement. This is due to low wages, the inappropriate structure of the government as in the case of Nigeria, and by extension, the case of the local governments in the geopolitical zones of Nigeria (Adjei-Bamfo *et al.*, 2019). The objective of integrity against the objective of value for money is interconnected and has a specific complementary relationship required for the needed goods, works, or services (New *et al.*, 2002). For instance, the award of contracts based on corruption considerations like a bribe, the personal relationship tends to prevent the authority from achieving the necessary value for money. The significant contracts may end up being awarded to the family, friends, and political allies, instead of allowing the best firms to execute the contracts for quality results and betterment of the public. In the Nigerian state, under a free and fair competition where corruption is endemic, contracts are awarded to the best firm with the highest profit margins, as they often offer the highest bribe (Williams-Elegbe, 2012). participation. In the competitive market where corruption is becoming a tradition, contractors doing government projects would need to establish the additional incurable cost in the bid



value in order to account for the risks of corruption that proceeds. The chance of success is dicey for a bid that would have been won under fair competition.

Consequently, similar measures are treasured for both challenges to value for money which occurs because of failure to act efficiently, and difficulties to value for money which engenders corruption and other illicit abuses, like continual display of preferential treatment to some companies over others (Williams-Elegbe, 2012). The role of integrity as a necessary step towards value for money and other accruable benefits cannot be overemphasised as a critical objective of the public procurement system. However, other notable reasons beyond this objective could be considered in the government's engagement to seek and abide by the highest standards for the sake of integrity and prevent practitioners from making profits from public office. Furthermore, the government is expected to set an example to discourage corruption more holistically if this is regarded as a challenge in the economic life cycle (Lambsdorff, 2006). For instance, in Nigeria, where political crime groups are conspicuously involved in the illicit act of corrupt practices, preventing corruption may seek to overturn their financial dependence (Stober, 2019).

#### **2.4.3 Accountability**

Accountability is enshrined to ensure that the government meets its constitutional obligations as one of the cardinal objectives of public procurement systems. According to Mabillard et al. (2020), the concept of accountability is established on monitoring enforced in one of the four dimensions of the general initiatives of transparency as a

vital means of achieving many objectives of a procurement system which include value for money and integrity. In the public procurement system, accountability is also sometimes regarded as a value on its own, as demonstrated in most democratic countries (Prateepornnarong, 2021). Faccia (2021) further asserts that playing 'accountability' as 'transparency' iterates corruption prevention by making it more difficult for an offender to get away. This requires using accountability as a weapon, which is also used to restore confidence in the procurement system by exponentially allowing the taxpayers and the contractors to understand the extent of what transpires in the government contracting life cycles.

#### **2.4.4 Equal Treatment and Opportunities for Providers**

Equal treatment and opportunities in public procurement systems are found on the principles of equal share, treatment, and opportunities that enable participants involved in bidding to embrace equality as the fundamental principle of procurement regulation concerning European union procurement law (OECD, 2020). Competition is part of the winning process in the public procurement process, which paves the way for equal treatment and opportunities that provide fair access to work paid for by the public (EU, 2016). Remarkably, equal treatment in public procurement systems assumes two different dimensions. The first equal treatment serves to achieve other objectives such as value for money for the sole benefit of achieving goods, works, and services, market competition, and preventing corruption (Trepte, 2005). The principle of competition is affirmed under the circumstances of equal opportunity for all participants as the best method for seeking goods, works, and services. Also, the fact

that participants involved in the competition are treated equally during the competition process can encourage value for money and prevent corruption. However, the second dimension is centred on principles that equal opportunity is an objective of a public procurement system that can stand to perform credibly. It can also be viewed from another perspective of the public procurement system as an independent objective that reflects a more general value adopted in other countries of equal treatment of individuals (Daly, 1996; Dekel & Dotan, 2018).

#### **2.4.5 Fair Treatment of Suppliers**

The concept of fair treatment of suppliers is critical in the eye of public procurement systems. It sometimes could be observed as a separate value in the procurement process as mostly referred to as procedural fairness or, in some cases, as “due process (Sue Arrowsmith et al., 2000). For instance, in Nigeria, the concept of due process was extensively propagated and applauded by the former President (Chief Olusegun Obasanjo) in 2007 (Ezekwesili, 2013). The episode restored the decaying economic structure that was immensely attributed to corruption in the public sector procurement, which outrightly brought untold adversity to the people, economy, and development. However, essential questions, criticism, and misconceptions have been associated with its implementation making it extremely difficult to secure a warm embrace from the Nigerian citizens (Ezekwesili, 2013). The episode was to, amongst other issues, restore the decaying economic structure that was immensely attributed to corruption in the public sector procurement. This outrightly brought untold adversity to the people, economy, and development; however, critical questions, criticism, and

misconceptions have been associated with its implementation making it extremely difficult to secure a warm embrace from the Nigerian citizens (Linarelli, 2012, 2013).

#### **2.4.6 Efficient Implementation of Industrial, Social, and Environmental Policies in Procurement**

According to Pirić (2020), the role of public procurement in society is enormous. It transcends from mere acquisitions of goods, works, and services, to support the economic development of the vulnerable and disadvantaged people in the community. It also promotes government objectives such as fair treatment of workers by preventing firms that do not meet the exemplary standards of handling public contracts (Pirić, 2020). Procurement policies of this kind are sometimes referred to as industrial, social, environmental, and often referred to as "secondary," "collateral," and "horizontal" policies.

#### **2.4.7 Opening Public Markets to International Trade**

Opening public procurement markets to international trade uses a public procurement system that allows flexibility amongst the global community to trade and provides foreign suppliers the opportunity to trade in other countries legally without hindrances. By this economic innovation, countries globally are encouraged to introduce measures to improve foreign access to their procurement market for sustainable development (Thai, 2017). As a result, public procurement policies have often encountered advancement, with foreign suppliers designated for domestic contract allocation. It is essential to realise that the opening of the public procurement market to the

international community has been championed over the years by the global movement towards free trade, which is becoming increasingly significant and ensuring the removal of import quotas and other tariffs (Thai, 2017; Thai 2005)

#### **2.4.8 Efficiency in the Procurement Process**

Arrowsmith & Quinot (2013) reiterate that the efficiency in the public procurement system is a paramount goal that enables the procurement process to be carried out effectively without unnecessary delay for the procuring entity and unreasonable costs for suppliers. This objective of public procurement practice is complementary to another existing goal. For instance, a good supplier will be willing to participate in an effective and fair treatment process to produce better value for money.

### **2.5 RELATIONSHIP BETWEEN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT**

Procurement can be approached from different perspectives, and theoretical viewpoints mainly focus on operations and marketing. This research connects procurement as an activity to the supply chain management perspective. According to New (2002), procurement and supply chain management found theoretical departure strongly influenced by a systems approach. While supply chain management addresses activity that cuts across Intra and inter-organizational entities concerned with demand and supply, procurement forms part of more significant linkages and interdependencies systems (Sue Arrowsmith, 2004; New, Green, & Morton, 2002).

### **2.6 NIGERIA PUBLIC PROCUREMENT ACT**

This This entails the set of laws, regulation, and policy that oversees the application of the various processes needed to acquire goods, works, services, and utilities of public sector organisation (BPP, 2020). In Nigeria, sections 1 and 3 of the PPA established the National Council on Public Procurement Council (PPC) and the Bureau of Public Procurement (BPP). The Council remains the first regulatory authority under the PPA by considering (1) the approval and monitoring of monetary review of the PPA through procuring entities, (2) approval of policies on PPA (3) approval of changes in the procurement process that engenders modern technology. The second regulatory authority is the BPP, which is responsible for

1. harmonising existing government policies and ensuring accountability, transparency, and probity,
2. ensuring the application of fairness in competitive bidding and disposal of government assets and services,
3. encourage and attain professionalism in the public sector procurement system.

The provisions of the PPA in these sections cover the procurement of goods, works, and services that are done by all entities, which derive at least 35 percent of the appropriated funds from the Federation share, procuring entities, and the Federal government (PPA, 2020). The general contracts of the PPA cover contracts relating to the procurement of goods, works, and services as listed under the entities. Despite the numerous contributions of the PPA towards the achievement of public

procurement, it is evaluated to lack the inclusion of sustainable public criteria for sustainable development.

Country Assessment Survey (CAS) was conducted by the World Bank to aid the reformation of public procurement in Nigeria. It established the link between a deprived public procurement procedure and the act of corruption with its adverse consequences on structural and infrastructural development (Udo Udoma & Belo Osagie, 2013; World-Bank, 2000). The World Bank Assessment exposed lots of illicit financial activities in the public sector and revealed that an average of Ten Billion USD (\$10b) was lost annually. This further translates to everyone Naira (N1.00) spent by the government; the potential loss of Sixty Kobo (60k) is imminent to inappropriateness. Due to fraudulent practices in the process of execution of public contracts; this illicit act is actualised by inflation of contracts, zero value for money, lack of procurement competition, lack of procurement plan, poor budget plan and implementation, and other forms of manipulations across the procurement award process (World-Bank, 2000). Addressing these uncivilised demands and uncertainties, the federal government of Nigeria called for immediate procurement reform. It calls for the economic reform agenda strategies to restore the process of awarding and executing contracts at the Federal, State, and Local government levels for sustainable development (World-Bank, 2000, 2020b).

The growing determination of the Federal government toward the procurement reform agenda led to the formation of the Budget Monitoring and Price Intelligent Unit

(BMPIU). In 2001, it aimed to fully implement a federal government reform policy that controls open abuses of extant rules, standards, and processes of awards of public contracts (Manu et al., 2019). Following the constant demands for actualisation of the procurement reform to keep it enacted, sustained, and institutionalised with legal patronage by all stakeholders, in 2003/2004, the public procurement bill was articulated, and in 2007, it was passed into law (Olatunji, Olawumi, & Odeyinka, 2016).

The institutionalisation of the Public Procurement Act established the Bureau of Public Procurement, which oversees the entire procurement activities, and its procuring entities and is equally responsible for issuing relevant certificates, like the "Certificate of no Objection." This certificate validates that due process was followed according to the procurement rules, regulations, processes, and procuring entities to endorse a relevant contract (Udo Udoma & Belo Osagie, 2013; WBG, 2016). Headed by the Minister of finance, the Bureau of Public Procurement (BPP) is an oversight function of the Procurement Act to formulate guidelines and policies that enshrine the public sector. Procurement for approval of the National Council on Public Procurement (NCP), maintain a national database of standard prices, monitor prices of tendered items, and prevent fraudulent and inappropriate procurement practices. Where necessary, administrative sanctions can be applied. The Procurement Act enforces the extant government policies and practices on public procurement. It ensures probity, transparency, professionalism, value for money, and accountability, which in its entirety transcends to a more sustainable public procurement process concerning the social, economic, and environmental criteria. According to the BPP (2020), the



agency also functions from training and development programs for procurement practitioners, research that fosters transparency and accountability in government, and periodic reviews of procurement journals.

## **2.7 PUBLIC PROCUREMENT AND GOOD GOVERNANCE**

Nowadays, we have cases of collapsed buildings, bridges, and failure of medicines, leading to people dying. We keep wondering why such incidents occur. Uthman (2015) argues that such incidents occur because of procuring sub-standard materials or employing irresponsible personnel to carry out these works and services. Sometimes, officials indulge in dishonest practices, such as colluding with contractors. Such incidents also happen when there is no due diligence during the selection in the awards of contracts.

In some cases, procurement officers may collude with contractors and do a lousy job. Utmost diligence is essential in public procurement, as people's money and safety are at stake. Hence, the need for utmost honesty, ethics, and transparency in all public officers' actions (Vejaratnam, Mohamad, & Chenayah, 2020).

## **2.8 CONCEPTS OF RIGHT AND WRONG IN PROCUREMENT SYSTEM**

Values and morals, integrity and ethics, codes, and laws are spectra of overlapping and related concepts.

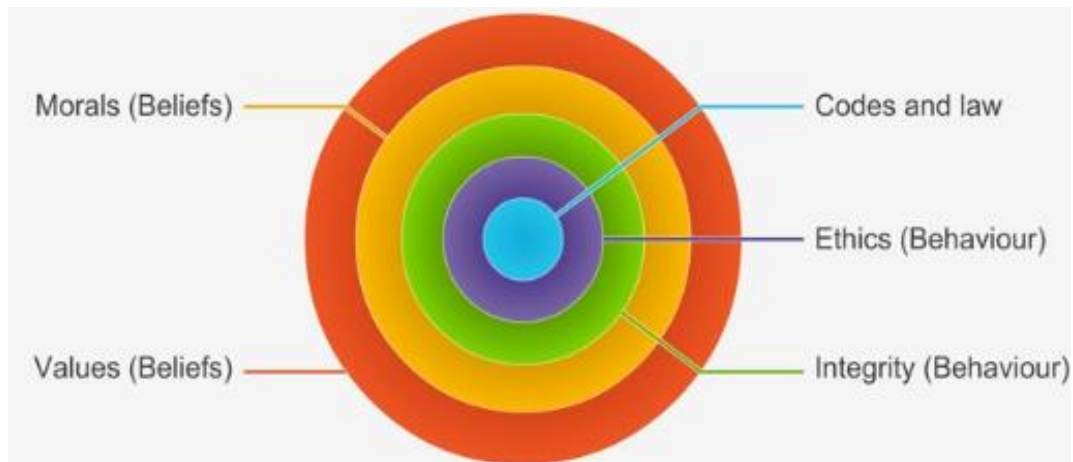


Figure 2.1 Showing the concepts of wrong and right in the procurement process.

Source: WBG, 2016

Swamy (2001) acknowledges that Morals and values are belief systems that could be defined as necessary to or valued by individuals, groups, or organisations. They determine what is right and wrong and subsequently help identify the relative importance of the elements in our belief system. Starik & Kanashiro (2013) further affirm that morals and values are fantastic tools for making judgments, assessing probable outcomes of actions, choosing amongst alternatives, and having no prescribed retribution for transgressions and more voluntary beliefs. Adherence to values and morals demonstrated consistently over a long period constitutes integrity and ethics. In other words, ethics and integrity are values and morals in action, evolved into one founded standard of what individuals are expected to do. Whether in terms of rights, obligations, fairness, specific values, and morals that benefit the society. While integrity is not written down, ethics are often written down for groups and organisations (Abu Hassim, Kajewski, & Trigunarsyah, 2011).

### **2.8.1 Codes and Laws**

Thai (2017) claims that codes are written standards of behaviours and professional matters, along with specified retributions for transgression. Professional associations prescribe them for their members. Laws determine whether an act is permissible and what should be the legal punishment? These are written down and prescribed by legal authorities, stressing the judgment of the behaviour and punishment of transgressors (Tsindeliani et al., 2019).

## **2.9 Governance Issues in Public Procurement**

According to Thai (2017), purchasing agencies, bidders, suppliers, contractors, and consultants are an integral part of public procurement. Furthermore, it is morally essential that they all observe the highest ethical standards during the procurement or execution of the contract. Issues faced in public procurement are unethical practices, deceptive, collusive practices, coercive practices, obstructive practices, and conflict of interests.

Unethical practice means offering, giving, receiving, and soliciting anything of value for influencing public officials. This can be direct or indirect at any stage of the procurement process or during the execution of the contract. Below is a scenario.

In this scenario, the contractor offers a bribe to the public official to supply sub-standard material for constructing a dam.



Figure 2.2 Scenario for contract mismanagement

Source: EC, 2019

Deceptive practice means misrepresentation or omission of facts to influence the procurement process during the execution of the contract. It can be direct or indirect at any stage of the procurement process (Tsindeliani *et al.*, 2019).



Figure 2.3 A scenario of a forged procurement practice

Source: EC, 2019

Ampofo (2021) asserts that collusive practice means an arrangement between two or more bidders with or without the purchaser's knowledge and remains unsustainable in the practice of public procurement. It is designed to establish artificial and non-

competitive bid prices. This practice can be direct or indirect at any stage of the procurement process. For instance, for tenders invited to procure material to construct a bridge, two bidders collude and set up non-competitive bid prices to accept another colluding partner's tender.

Coercive practice means harming or threatening to harm a person or their property to influence their participation in the procurement process during the execution of the contract (Gani, 2021). This can be direct or indirect at any stage in the procurement process. An example is forcing a technical official into accepting inferior quality material for constructing a dam. In this circumstance, the technical officer is threatened not to reveal inferior quality material to other officials.

In public procurement, conflict of interest means a bidding firm or affiliates are involved in a consultancy contract linked to the procurement (Delima, 2020). Conflict of interest could mean when a bidding firm or any of its affiliates is involved in more than one bid in the procurement. It also extends to be when a bidding firm or any of its associates is involved in a relationship with any of the procuring organisation's personnel is linked to the procurement process (Grythe & Dumitrascu, 2013). For instance, when a consultant is engaged to develop the specification of a machine to be procured, in the subsequent procurement of that machine, the duplicate consultant bids for the supply of the machine.

Obstructive practice means deliberately destroying, falsifying, altering, or concealing any evidence vital to the investigation (Lavin, Bell, Dunker, & McBride, 2019). It

involves making a false statement to investigators, which invariably impedes the purchasing organisation's investigation into the allegations of disreputable practices. Lavin *et al.* (2019) further discuss that obstructive practice means threatening, harassing, and intimidating anyone party to prevent disclosing matters relevant to the investigation or relevant to pursuing the investigation. The obstructive practice also means materially impeding the procurement agency's contractual rights of audit and access to information (Nicolaidis & Manyama, 2020).

These are everyday realities that impede the realisation of sustainable public procurement for the sustainable development of the local government areas of Nigeria. Nevertheless, Njar & Enagu (2019) argued that a better Nigeria is possible! In its advocacy and tenets, Njar *et al.* propose accredited technological advancements in infrastructures and industrialisation in the African continent. It concluded that, while there is no alternative to sustainable agriculture for both living and non-living organisms, emphasises the need for a religio-cultural relation with the environment.

## **2.10 Risk Areas in Public Procurement**

Burghart (2020) affirms the risk areas related to governance during each stage of any public procurement. These include various stages of public procurement, need assessment, specifications, development of procurement plan, bidding process, evaluation of bids, contract execution, and consultancy services.



Figure 2.4 Identified risk areas in public procurement.

Source: World Bank Group, 2019

### 2.10.1 Need Assessment

According to Neto (2019), the risk in the need assessment stage is that the decision may not be according to the policy rationale or address an existing need. Risk assessment may be to channel benefits to an individual or an organisation. Here is an illustration for a village, 30 desks are sufficient. However, to favour the supplier who has a large stock of desks, the quantity is changed from 30 to 60 quantities in the need assessment stage. This is an act of a financial waste of public funds, and it is unsustainable (Lavin, Bell, Dunker, & McBride, 2019).

### 2.10.2 Development of Specification

In developing the specification stage, Delima (2020) affirms that there is a risk of specification. In terms of reference, there might be a need to favour a particular supplier or contractor. In public procurement, asking for a sample to be submitted along with an offer for subjective evaluation should be discouraged. For instance, the specification of 2hp of an air conditioner, whereas the bidder is supplying 2.5hp - a waste of public funds and remains unsustainable (Delima, 2020).

### **2.10.3 Development of Procurement Planning**

During the procurement planning stages, it is decided on the splitting of requirements of various field units; this has a significant influence on the competition that may be available to the bidding (Çetinkaya, 2014). Exceptions to the open bidding process may be abused, leading to single-source processes. It is necessary to involve the stakeholders to arrive at an appropriate procurement plan. Care needs to be taken in developing evaluation criteria to avoid waste of the limited resources.

### **2.10.4 Bidding Process**

According to Ma (2020), the risk involved in the bidding process stage is a lack of publicity for open bids and further claims that companies may bribe to be included in the shortlists. Also, very little time is given to bidders, as the aim is to make it challenging to present their bids. There may also be an abuse of confidentiality at the bidding process stage, which invariably denies a level playing field to all bidders. There could be publicity or transparency leading to unjustifiable decisions. Bidders might adopt Anti-competitive practices to influence prices (Derakhshani, 2020).



### **2.10.5 Evaluation of Bid**

Burghart (2020) further discusses the risk of not citing explicit evaluation criteria at the risk evaluation stage, leading to non-transparent decisions. The subjective evaluation may give scope to manipulation and biased evaluation. The tender committee members may also have a personal interest in the bidding companies or agencies participating in the tender process. Additionally, González-Zapatero (2021) opined that pre-qualification bidding might be misused to restrict or facilitate entry of certain bidders; there may be another misuse by post-tender negotiations.

### **2.10.6 Contract Execution**

The contract execution stage has the risk of advance payments. There may also be contract changes and re-negotiations after the award of the contract. Supervising agencies and individuals could be influenced to alter content reports so that changes in quality go unnoticed. False or inaccurate claims by contractors can be allowed by those in charge of checking in the claims made. Subcontractors and partners may remain unaccountable and can be used to channel bribes (González-Zapatero, 2021). Hence, the principle of sustainability always demands accountability and transparency.

### **2.10.7 Consultancy Services**

According to Singh *et al.* (2015), the consultancy services stage has the risk of deviation in the scope of work of the appointed consultants. Consultants or firms hired for projects may subsequently provide goods, works, and services related to the initial

assignment of the same project. However, it seeks continuous improvement in every stage of the consultancy (Singh & Singh, 2015).

## **2.11 Management of Financial Waste in Governance**

In a general perspective, financial misappropriation has an everlasting effect on the socio-economic status of every country – both developed and developing economies. According to the World Bank Global Monitoring Report, 64 million people were pushed into poverty by the economic crisis in 2010. The major causes of these crises were a lack of financial transparency, tax regulation, and conflicts of interest (Derakhshani, 2020). According to Transparency International (2016), financial mismanagement is estimated to increase the cost of achieving the United Nations Development Goals on water and sanitation by \$48 billion. In a more recent development, the World Economic Forum estimated the cost of waste in governance to \$2.6 trillion, equivalent to 5 percent of the global gross domestic (GDP). A different index showcases businesses and individuals pay more than \$1 trillion in bribes every year (UN, 2018). Stober (2019) further discuss the existential threat that befalls humanity regarding the impact of waste in governance in the perspective of social, economic, political, and the environment.

### **2.11.1 Political**

In the political sphere, waste in governance impedes democracy and the rule of law. In a democratic system, public institutions and public officers may lose legitimacy when they misuse power for private interest. According to Wibowo (2019), mismanagement in governance results in negative consequences such as

encouraging cynicism, reducing interest in political participation, inducing political instability, reducing political competition, reducing the transparency of political decision-making, distorting political development, and sustaining political activity based on patronage nepotism, and money – these are all consequences of an unsustainable system.

### **2.11.2 Cultural**

According to Jean-Kwon (2013), the cultural impact of waste in governance is often manifested through social norms, traditional belief systems, and intolerance. Problems of harboring certain groups of individuals that this participation encompasses low patronage at the grassroots level, where poverty is endemic. However, it was argued that there abounds a low level of democratic culture in the local communities, a low level of principles of consultation, and a low level of participatory dialogue (Halmosi, 2013). However, Jean-kwon (2013) Moreover, discussed further, people are discouraged because of the velocity of corruption in society. They do not see themselves as successful in the long term. Corruption makes someone fear for his life. It makes someone afraid to take the risks of being an entrepreneur. Because of corruption, one is afraid to give out free will because it is often misconstrued, and the best of you can never be appreciated. Corruption stops someone from thinking he cannot be an entrepreneur. It is now the threat and mystery that confronts humanity. The cultural approach can help prevent corruption by decimating the degree of accolades rendered to so many unworthy individuals that have made no significant

contributions to the sustainability of society (Al-Jebouri, 2019; Jabbari, 2020; Nguyen, 2021; Nicolaides & Manyama, 2020).

### **2.11.3 Economic**

Al-Jebouri (2019) argues that economic sustainability is regarded as one of the pillars of sustainable development that places emphasis on the long-term objectives of the government institutions in its attempt to preserve and maintain a sustainable future. Sumner *et al.* (2020) further reiterate that, in the economic sphere, the impact of economic waste on the depletion of national wealth is often responsible for increasing the cost of and services funnelling of scarce public resources to uneconomic high-profile projects at the expense of the much-needed projects such as schools, hospital, or the supply of potable water. It also leads to misallocation of resources, conversion of public wealth to personal property, inflation, imbalanced economic development, and weakening work ethics and professionalism Sumner *et al.* (2020). Additionally, it leads to hindrances of the development of fair market structures and unhealthy competition, damages the economy, and impoverishes the entire population (Schöberlein, 2019).

### **2.11.4 Social**

Ampofo and Jinhua (2021) argue that, In the social sphere, mismanagement in governance discourages people from working together for the common good, which further results in frustration and general apathy among the public. Gani (2021) further reiterates that s in a weak civil society, demanding and paying bribes have become a

tradition – an unsustainable act. It results in social inequality, widens the gap between the rich and the poor, civil strife, increases poverty, jealousy, hatred, and insecurity, and lack of basic needs like food, water, and drugs (Williams-Elegbe, 2015).

#### **2.11.5 Environmental**

According to Gani (2021), in the environmental sphere, the impact of mismanagement can lead to unsustainable and unwarranted exploitation of natural resources, which has long-term environmental effects. Environmental mismanagement in the allocation of mineral resources and environmental clearance of mega-projects deprives ethnic and tribal communities of their traditional livelihoods and habitat, permanently damaging their environment and depleting the reserves of natural resources, which impact future generations (Gani, 2021).

### **2.12 CORRUPTION AND PUBLIC PROCUREMENT IN NIGERIA**

According to Transparency International (2010), corruption is referred to as the abuse of power for private gain. It is a paradigm that has long been associated with Nigeria, the most populous black country in Africa with a population of 210,064,730 as of Sunday, April 11, 2021, based on the latest reports provided by the United Nations data Worldometer, with a total land area of 910,770 Km<sup>2</sup> (351,650 sq. miles) (UN, 2021). Nigeria has over 100 ethnic groups, speaks about 250 languages, has abundant natural resources, and is consistently rated 6th amongst the world's oil-producing countries (Ajayi, 1996 ; World-Bank, 2020a). Nigeria has been involved in several critical financial deals leading to billions of dollars from generated petroleum

products. However, there is poor accountability for these enormous sums of the fund, which is not unconnected to endemic corruption at different levels of government, specifically through the public procurement for private gains (Stober, 2019; TI, 2010; World-Bank, 2020a). Corruption in Nigeria is dated back to the era of the military oligarchy where the military boys ruled with the power of the barrel to truncate the political, social, and economic base of the nation (Ojo & Fagbohun, 2014), thereby looting the financial resources of the country and in most cases, sent through the wire to offshore accounts outside the territory of Nigeria. The consequences of this financial mismanagement have led to underdevelopment, impoverishment at its peak, unemployment among the youths and the vulnerable and disabled people in the community, a poverty situation that dropped the living standard to less than a dollar per day (Transparency International, 2010; World-Bank, 2004). The consequences of corruption continue to unfold in the national agenda of post-military administration, indicating that significant actions were not emphasised as ways to curb these menace (Roy, 2017). Corruption was not adequately addressed, and findings suggest that the majority of these corrupt individuals exhibited their illicit wealth and properties without any iota of confrontation through legal apparel; instead, they became more assertive in society and acquired numerous supporters themselves. Ironically, these same people are still in the frontline of the Nigerian democracy and still infiltrating the political arena with unacceptable political ideas. In no doubt, the Nigerian political circle infiltrated with ex-military background and deficient fresh ideas that could sail the

politically fragile podium through the turbulent moments but instead made the entire procurement development a disparagement (Chayes, 2015; Roy, 2017).

All around the world, corruption is viewed and defined differently to meet various needs but conveys a similar message of irregularities. Corruption is simply the “abuse of public office for private gain” (World-Bank, 2020a). It is an anti-social behaviour perpetrated by individuals or groups of individuals, which necessitates dishonest gain on perpetrators (Raimi, Suara, & Fadipe, 2013). According to Rose-Ackerman (2008), corruption is the misuse of public office for private gain. It is the use of power to benefit self (Van Roy, 1970); it is the use of power to benefit self (Lambsdorff, 1999); In Nigeria, just like the rest of the world, corruption is illegal and commonly referred to as an infringement of human rights, financial interests, titles, and all forms of privileges that is being conferred on any individual (NASS, 2019). According to the Bureau of Public Procurement in Nigeria, corruption in public procurement is defined as an act of "offering, giving, or promising to give, directly or indirectly, to any officer or employee of any Procuring entity or other governmental/private authority a payment in any form, or any service of value or any other, as an inducement for an act or decision of, or method following by, a procuring entity in connection with the procurement proceeding" (BPP, 2008) cited in (Ekwo, 2013). From the national to the international centre stage, the anarchy of corruption is a big deal, and its ramifications are manifested in several ways throughout the processes of development. Often, corruption in Nigeria is associated with public office holders that mismanage public funds or taxpayers' money through public procurement (Schöberlein, 2019; Williams-

Elegbe, 2012). In 1999, Nigeria finally returned to democracy after several failed attempts with high expectations for a transformational change that led to a better Nigeria. However, like the previous government, the hope dwindled so quickly due to the looming parade of unfinished agendas of corruption linked to procurement of goods, works, and services at all levels of government, ministries, and agencies (Okonjo-Iweala, 2018), this arose national consciousness and the need to get things right. Two executive commissions were named: The Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices and Other Related Offences Commission (ICPC), were granted the mandate to fight corruption in Nigeria with all its ramification by the acts of the National Assembly of the Federal Republic of Nigeria (NASS, 2019).

Several experts in corruption concerning public procurement portrayed similar arguments on how corruption is perpetuated through the government procurement process (Williams-Elegbe, 2012; World-Bank, 2020a). An illustration of such cases is found in the awards of contracts by the federal government for Rural Electrification Projects, Universal Basic Education, Pensions, Nigerian Ports Authorities, Nigerian Airways, and other related financial crimes in the government sectors, which amounted to over ten Billion US-Dollars through the public procurement process (Sowunmi, 2009).

There are several dimensions of corruption. However, this study identifies a few types of corruption as highlighted below:



- **Economic Corruption** is commonly manifested in the production of fake drugs for economic advantage; it involves adulterating drinks, plagiarism, piracy (Nageri, 2013).
- **Political corruption:** this is a type of corruption that occupies a broad spectrum of illicit acts headed by politicians throughout their administrative authority in office; as the name implies, these set of individuals bear the responsibility of always representing the overwhelming interest of the people and expected to commit to a total length of transparency, honesty, and integrity (Otusanya, 2011).
- **Bureaucratic corruption:** This type of corruption is perpetrated through the demands of favours from the bureaucrats in the position of authority in the formulation of government economic policies; it utilizes the power of the public office for monetary benefit (Rose-Ackerman & Palifka, 2016). This form of corruption enables the civil servants to uplift their compensation far and above the law requirements. Because this form of corruption enjoys monopolies, the private entrepreneurs can dominate the economy and continue to monopolise the supply chain against the frameworks of the law (Otusanya, 2011; Rose–Ackerman, 2008). Thus, bureaucratic corruption persistently pushes inefficient producers to continue to dictate the pace of business, thereby strengthening the perverse idea of the government on economic policies and creating the opportunities for financial entronement of bureaucrats and the politicians alike (Mohammed, 2013; Otusanya, 2011).

- **Electoral corruption** represents a political menace whose demeanour is centred on illegality and injustice. According to Rose-Ackerman (2008), these are standard features found in both new and old democracies that embrace manipulations and practices of influencing elections victory by the electoral officers. These acts of electoral corruption are numerous and can still appear in the form of ballot stuffing, vote-buying, electoral fraud, and the use of public (government) owned property to benefit self (Rose-Ackerman & Palifka, 2016).

Corruption, as exemplified by the body of literature and several experts at close range, has identified the broad spectrum of interconnectivity and degree of significance that exist amongst them, which led to the categorisation as bureaucratic, political, electoral, and most recently, economic corruption (Nageri, 2013; Otusanya, 2011; Rose-Ackerman & Palifka, 2016). Other forms of corruption as a significant feature of the private sector paradigm as an obstacle to sustainable development are listed as follows: Bribery, extortion, nepotism, white-collar crime, fraud, embezzlement, favoritism, intimidation, insider-trading, conflict of interest, money laundering, abuse of power, illegal contribution (Lambsdorff, 1999; Otusanya, 2011).

## **2.13 CONSEQUENCES AND CAUSES OF CORRUPTION**

It is often difficult to establish the disparities in corruption, and this is because the consequences and causes of corruption are the same in most cases (Rose-Ackerman, 2008). Although, with the support of empirical study and the application of instrumental variables, justifications can be made through pieces of evidence (Enste, 2017). The

World Bank Institute (WBI) and Transparency International (TI), a non-governmental organization (NGO), have both contributed to the new dimensions and modernisation of the empirical work in the development of cross-country measuring indices of corruption perception (Rose–Ackerman, 2008). Literature suggests that wealthier nations, particularly the nations with high-level growth, have possessed better-performing governments and fewer reported corruption cases than poorer nations with low growth rates. However, several arguments have been about whether low-level income and growth in a particular country are consequences and causes of corruption (Rose–Ackerman, 2008).

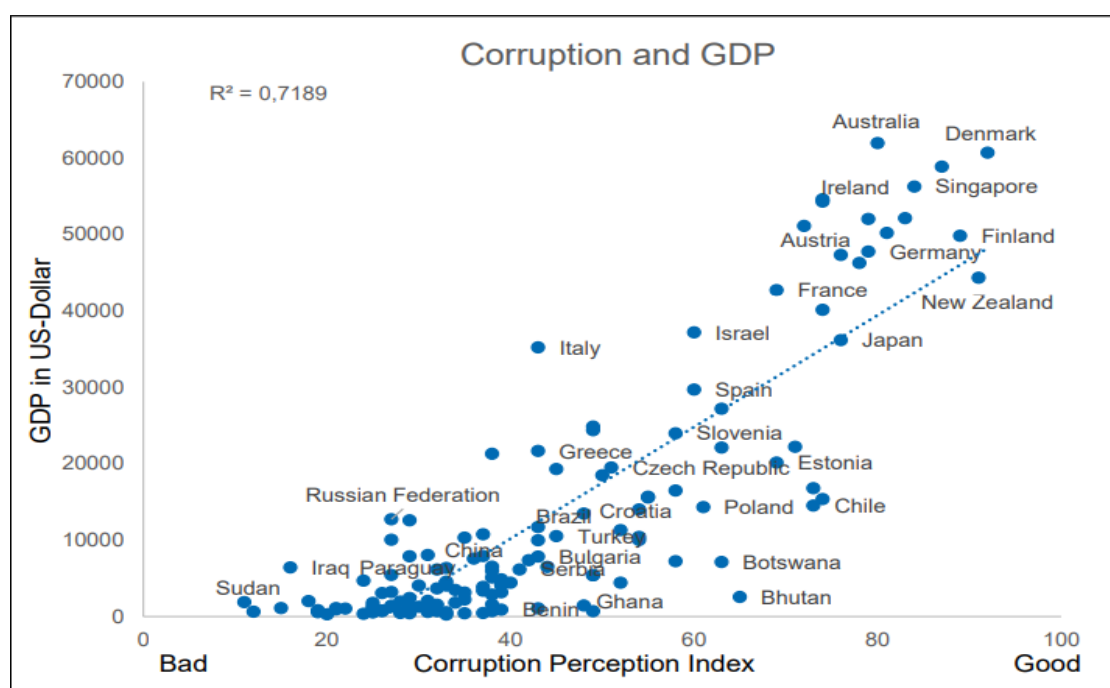
Further development ascertained that high-level corruption is associated with lower levels of investment, which indicates that corruption decimates foreign investment and capital flows (Rose–Ackerman, 2008; Transparency International, 2010). The consequence of corruption remains immeasurable in that it undermines productivity, supports businesses to operate unofficially in violation of the existing laws and guidelines, and weakens the effectiveness of how policies function in the economy's sectors (Lambsdorff, 2002).

#### Consequences of Corruption:

##### **2.13.1 Gross Domestic Product (GDP)**

The interaction of the total flow of investment indicates a potential effect of corruption concerning the gross domestic product (Transparency International, 2013). Furthermore, studies affirm several correlations between the GDP per head and

corruption, implying that countries score better in the corruption perception index with higher GDP per head (World-Bank, 2016). For instance, Singapore has a 60000 GDP per head measured in USD and a corruption perception index of 84, implying a low effect of corruption in 2014. In contrast, Sudan measured 11 GDP per head and a corruption perception index of 10, which indicates an escalating effect of corruption in the region. Below is a graph that illustrates the relationship between corruption and GDP. However, Nigeria is excluded from the graph because it scores less than zero thresholds of GDP/CPI of the criteria (World Bank, 2016).



Sources: The World Bank, 2016; Transparency International, 2014; cited in (Enste, 2017)

Figure 2.5 Relationship between corruption and GDP

Several studies signify that corruption lowers GDP per head, the same way lower GDP per head stimulates corruption, as the effects between corruption and GDP are likely to interpolate (Lambsdorff, 2006). However, far, and beyond, it is evident that high-scale corruption prevents inefficiency, investments, and productivity. Conversely, when the GDP rate is low, the attempt to fight corruption becomes grossly immobilised, thereby making corruption flourish, as pointed out in the graph above (World-Bank, 2020a). There were several variables to resolve this apparent limitation. One such proposal was applying the variable instrumental technique but achieving an acceptable result requires a variable that reflects the correlation of corruption properties. Unfortunately, the variable lacks the simultaneity to address the problem and therefore became necessary for researchers to seek other alternatives as highlighted in (Lambsdorff, 2005). Furtherance to the appropriate variable on the impact of corruption on GDP is the application of the 'growth of GDP,' which practically does not suffer much from endogeneity (Lambsdorff, 2005), a result which scholars and economists present to this date. Still, on the correlation between corruption and GDP, findings further advocate that corruption can only lower the growth of GDP in countries with good political institutions; whereas in countries with poor quality and unstable political institutions, corruption does not have any significance on the rate of growth (Aidt, 2008 ; Enste, 2017; Lambsdorff, 2005; Rose–Ackerman, 2008). Another related investigation was conducted to distinguish between democratic and non-democratic nations using an extended range of data from 100 countries and obtained significant findings. The results indicated that corruption has a negative impact on

growth in non-democratic nations, recorded no impact on democratic nations, which is potentially linked to democratic electoral mechanisms existing in these countries (Drury, 2006). This implies that when corrupt public officials are involved in activities that have wrong democratic principles and negatively impact the generality of the people, especially in the aspect of growth, members of the society are likely to sanction them during elections, which invariably reduces the inducements to participate in this kind of conduct (Aidt, 2008 ; Drury, 2006).

Other scholars further criticized the use of GDP in this context; for instance, Aidt (2011) argued that GDP does not consider the necessary determining factors such as well-being and, as such, undermines the devastating effects of corruption. Addressing the limitations of this research on GDP, the author calls for inclusion that reflects a more general view of ordinary people. The further analysis reflects the impact on sustainable development and is measured by the growth of genuine wealth per capita, a concept that buttresses better welfares, living standards, and a considerable policy measure according to sustainable development goals. The analysis of samples obtained from 110 countries for 14 years provides evidence that corruption has a negative impact on sustainable development. The conclusion of this study, therefore, advocates that policy measures should be aimed at reducing corruption at all levels, specifically in areas of natural resources whose economic value has enormous potential and capacity to protect and preserve the capital base, which is key to sustainable development, especially in the low-income countries (Aidt, 2008 ).

### **2.13.2 Total Investment**

Total investment refers to an investment that comprises both public and private ownership and partnership with the sole aim of making a profit (Marques & Simoes, 2020). It is with empirical evidence that corruption reduces total investment. At the same time, economic experts and researchers accept the general view on the effect of corruption on private investment. The effect of corruption on public investment is grossly disparaged, as the insight upon which corruption impact private investment is simplified (Enste, 2017; Lambsdorff, 2005); private investors are business-oriented partners that enjoy the latitudes of bribing their ways to achieve their operational objectives as quickly as possible. Because it is demanded of the private investors to pay for permits and licenses for their projects, bribing the officials is a common tradition, and by its consequence, increases the cost of the project, as well as loss of time, thereby making it less attractive (Transparency International, 2014a; World-Bank, 2020b). The empirical study done in this area identifies a negative correlation existing between corruption and the ratio of Investment on GDP, and the experimental analogy implies that when the corruption index increases (meaning an improvement) on the scale by one-standard-deviation, the rate of investment increases by 2.9 percent of the GDP (Mauro, 1995).

However, several scholars and economics disagreed with these results and claimed that corruption depends on its form and institutionalisation; further argument asserts that it is not the absolute level of corruption that affects the investment; instead, dictability of corruption does (Campos, 1999). Despite these claims, Lambsdorff (2006) sees it differently and argues that for effective representation, it is the form of

corruption such as petty corruption or grand corruption that influences the behaviour of investors. The author further claims that grand corruption is ideal and more efficient than petty corruption because the investor bribes with one official who gets everything done. Furthermore, with the grand corruption, there is a quicker possibility of getting insider information, making the bribe more valuable. According to the author, it is likely to be more predictable as the investor only deals with the significant official or the corrupt politician responsible for every other procedure, especially unpredicted circumstances that may arise (Lambsdorff, 2005). Other experts contribute to support this argument; for instance, Rose-Ackerman (2008) added that it is equally interesting to realise that grand corruption is usually accompanied by top-down corruption, prevalent within the civil service. Therefore, it is concluded that while the official may demand additional bribes after receiving the initial extortion, he is demobilised to do so because his greed might threaten his reliability and could misrepresent future investors (Lambsdorff, 2005).

### **2.13.3. Foreign Direct Investment (FDI) and Capital and Inflows**

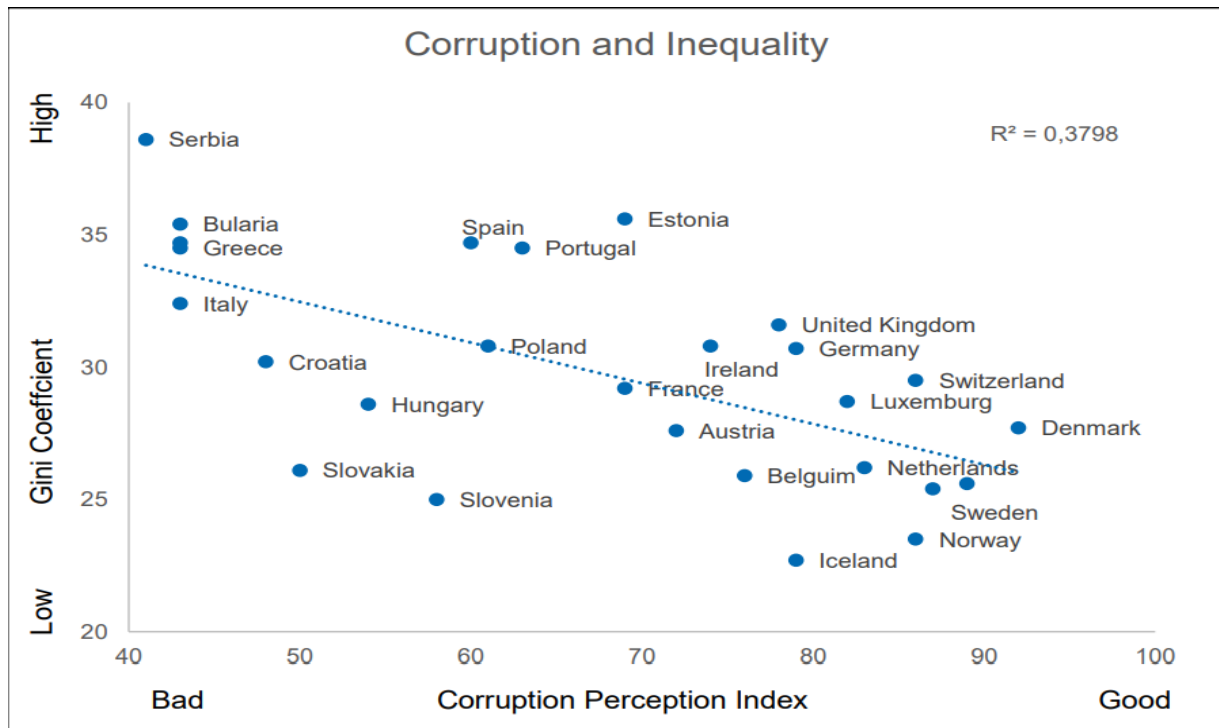
Foreign Direct investments (FDI) is a pivotal aspect to consider when analysing the effect of corruption from a global perspective. Empirically, the study affirms a certain level of similarity between the effect of corruption and total investment. A more recent and comprehensive study done in this field within 52 host countries and analysis of 20 OECD documents shows that corruption reduces the likelihood of foreign direct investment, leading to economic sabotage (Barassi, 2012). A similar study was attempted by other scholars in 59 host countries, with other documentary evidence.



The result indicates that corruption prevents foreign direct investment and further demonstrates that FDI in non-OECD countries is driven by other factors such as living standards and economic growth (Egger, 2006). It is further revealed that corruption has the tendency to alter several forms of investment and could be in the form of joint-venture investment ostensibly in countries with high profile corruption activities (Enste, 2017). Although the joint venture is restricted to the product with simple production technology, it is pretty intuitive to comprehend that investors mostly prefer using this form of investment. These investors deeply depend on the expertise contributions of the local companies in order to address the corrupt bureaucracy; although this advantage is jettisoned when it involves high-tech products as the investors are liable to pay for property rights and theft of technology (Grythe & Dumitrascu, 2013; Uhlenbruck, 2006) cited in (Enste, 2017). Several studies reveal that a high degree of corruption is responsible for structural changes in foreign capital inflows. This development tends to limit the intentions of investors to the corrupt prone areas investors tend to evade the investment risks by considering a short-term investment, such as bank loans, and this is simply because the investors cannot react to sudden change due to political instability, since regular investment projects are not flexible (Rose-Ackerman & Palifka, 2016). This implies that corrupt countries finance their projects with loans instead of financing projects by attracting foreign investors, explaining why corrupt nations seem to be more vulnerable to currency crises (Wei & Wu, 2001).

#### **2.13.4 Inequality**

Several scholars that attempted this area of study support the correlation that exists between corruption and income inequality. While this effect is ambivalent, existing evidence suggests that poor citizens are not the direct beneficiaries of bribes but the privileged ones, and this is because they use their power and influence to give back something in return for payment received (Mauro, 1995), thereby increasing their income at the expense of the less privileged (Lambsdorff, 2006). In most cases, through bribes, public resources are diverted to individuals that can afford to pay for them (Lederman, 2005). To the individual who pays a bribe, there are no disparities in the legal or otherwise payment. What matters is the direction of the payment. When money is paid through the legal system of the law, the government treasury is empowered financially and makes a positive contribution to the communities (Enste, 2017).



**Source: Transparency International, 2016; cited in (Enste, 2017)**

Figure 2.6 **Corruption and inequality vs CPI**

Empirical studies indicate that an increase in corruption, equivalent to 2.52 points in the corruption index, produces 11 percent at one standard deviation, going to the GINI Coefficient. This graph plots and measures the correlation between corruption and inequality in countries (Transparency International, 2016). Similarly, by increasing the growth rate of corruption by one-standard deviation, the income growth of the poorest citizens representing 0.6 percent per year, is therefore reduced by 4.7 percent points (Transparency International, 2016; World-Bank, 2016).

The reason for excluding Nigeria from this graph is based on the document provided by Kuznar (2019), which argues that Nigeria got evaluated with a set of country-level metrics that provide the country's inequality. However, its national per capita GDP was \$1,994 in 2018, ranking it in the lower third countries. According to Kuznar, it also recorded a low Inequality-adjusted Human Development Index (IHDI), ranking it in the lower third of countries in 2018 (Kuznar, 2019). Based on the World Bank income centiles, the Gini coefficient ranks 6 percent, relatively low of all countries (Archibong, 2018; Kuznar, 2019).

#### **2.13.5 Political Illegitimacy**

The existence of corruption in any form of government decimates political legitimacy. Because there is a lack of legitimacy, crises are bound to occur by the overwhelming majority who feel betrayed, frustrated, and disenfranchised (Schöberlein, 2019). A practical illustration of this political illegitimacy was the presidential election in 2007 that empowered the late former Nigerian President Umaru Yar'adua, that could not guarantee the fundamental rights of the Nigerian citizens to vote freely. According to the Domestic and international election observers, it was marred with violence and intimidation, and so many lives were lost (NWT, 2007).

#### **2.13.6 Weak Institution**

A weak institutional framework in any economy can subject individuals, groups, and civil and cooperative businesses to consider the option of bribery to acquire or meet up with their necessary obligation (Rose-Ackerman & Palifka, 2016). Several studies

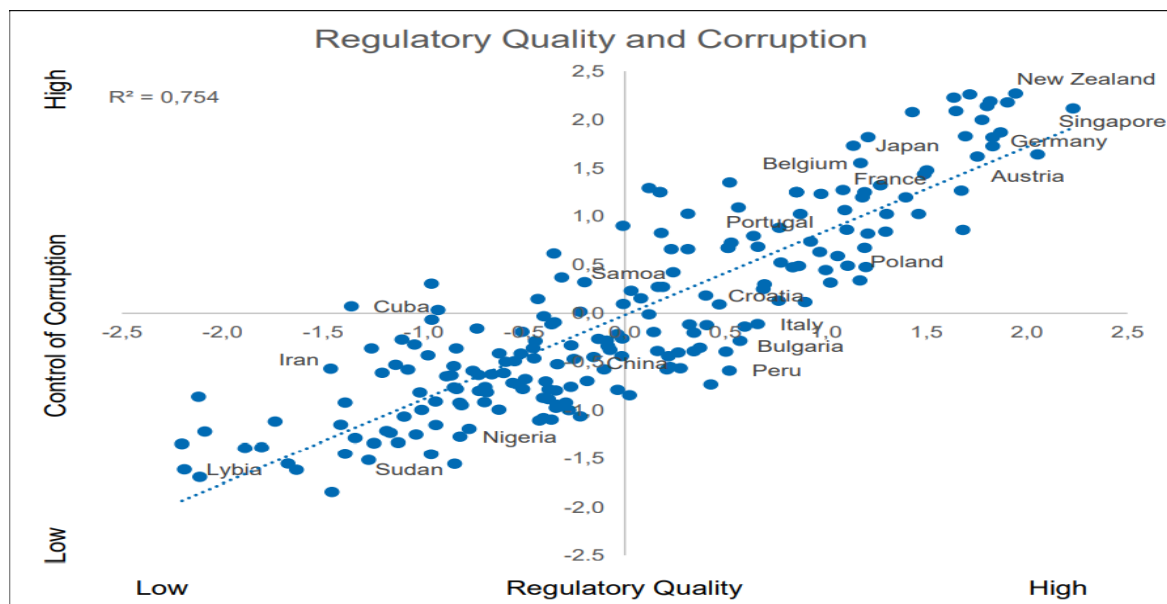
suggest that corruption has severely limited the performance of government institutions towards the achievement of sustainable development (Mauro, 1995). Hence, corruption can drain the resources meant for social services, which has significantly led to a decrease in average life expectancy, eroded trust and loyalty, increased inequality, and increased child mortality (Mauro, 1995; Otusanya, 2011).

Long-time economic growth has been prolonged in countries with a long history of mineral resources such as crude oil, gas, gold, diamond, and other economic products than in countries with less natural endowments (Sachs & Warner, 1995). Corruption is the only substantial explanation for the slow rate of growth in the mineral-rich nations due to the high revenue that is generated from oil and other minerals (Rose-Ackerman & Palifka, 2016; Sachs & Warner, 1995). Corruption has decimated the governing structure and potentially threatened ordinary people's hope for a more decent lifestyle and a sustainable future (Otusanya, 2011; Rose-Ackerman, 2008).

#### Causes of Corruption:

##### **2.13.7 Quality of Institutions**

Research on the impact of institutions on corruption provides clear evidence using the application of the rule of law index and the index of the government effectiveness regarding the institutional quality of certain countries (Kaufmann, 2016), as illustrated in the adopted graph.



Source: Kaufmann & Kraay, 2016; cited in (Enste, 2017)

Figure 2.7 Regulatory quality and control

A similar result was obtained using data from the International Crime Victim Survey (ICVS), compiled by the United Nations Inter-Regional Crime and Justice Research Institute. The findings of this study indicated that the risk of expropriation measures the quality of institutions; that is, “If the risk of expropriation lowers by one percentage point, the propensity of being asked for a bribe decreases by 24 percent” (Kaufmann, 2016). On the effect of trade and commerce globally, it’s been affirmed that uniform tariffs tend to significantly reduce corruption as it starves the public officials the opportunity to impose additional charges on importers. Such tariffs strengthen the quality of government institutions and thereby lower the scale of corruption, which continually decimates each time the quality of institutions is enhanced when new

businesses receive less strict barriers to market correlation. As well as the regulation quality that reflects on the perception of the government to introduce harmonious policies that have a positive effect on private sector development; this is evident in countries where citizens enjoy the effective perception of the government's regulations, of which corruptions are obviously at the lowest (Enste, 2017; Kaufmann, 2016).

#### **2.13.8 Press Freedom and the Judiciary**

The freedom of the press and judiciary are considered to be one of the most integral organs of any nation. They are pillars of society, represent national integrity and good governance, and remain the viable evidence of a just and non-corrupt society (Transparency International, 2010, 2013). The act of corruption and all other forms of illegalities of public officials can be uncovered with the contributions of uncensored and high-quality media to promote transparency, accountability, and integrity in governance (Enste, 2017). Addressing the role of the press, numerous empirical studies have been conducted to measure the freedom of the press through an index provided by the Freedom House and concluded that more freedom of the press reduces corruption (Enste, 2017; Lederman, 2005; Pellegrini, 2011). Despite the available richness of data to justify the claim of the media to reduce the scale of corruption, other scholars thought otherwise. According to Freille (2007), the outcome seemed to be amplified because freedom of the press is basically championed by a few countries with high-level quality institutions and wealth, which symbolically negate the reality and effect of corruption (Freille, 2007). In a general perspective, through

their reporting lines, the media have abused the freedom of the press by promoting false information for monetary gain to boost their sales to the detriment of reality, which is considered to be promoting corruption in every circumstance (Vaidya, 2005). A more elaborate analysis became necessary since these results could not be substantiated due to their biased nature. Exploring the effect of corruption from previously incomplete data obtained from the various sub-components of the freedom of the press, similarities, collinearity, and other problems of fit were ruled out. The resultant effect of these findings became robust and confirmed that freedom of media is indeed linked to a lower corruption index (Fotaki, 2020; Freille, 2007; Vaidya, 2005).

#### **2.13.9 Recruitment and salaries rents**

Wages play a significant role in the investigation of corruption (Enste, 2017), and findings from literature posit that higher salaries of workers are most often attributed to less corruption. It has been investigated that the higher income earned from the public sector, which is higher than the private sector's, the higher the chances of losing one's job opportunity, the less likelihood of being involved in a corrupt act that involves high profile monitoring (Rose–Ackerman, 2008). In the developed countries, findings assert that when the civil service wage increased by 1 point, compared to that of the private firm, the corruption index increased by 0.5 points. However, the sample size was small, and a margin of error was eminent (Lambsdorff, 2002). It is, however, observed that in developing countries, low wages are paid in regular terms to employees as opposed to the living standards, and as a common notion that the bureaucrats are corrupt by taking advantage of the poor people. Additionally, there is



a generally less efficient and ineffective fiscal policy than in the developed world (Enste, 2017; Lambsdorff, 2002).

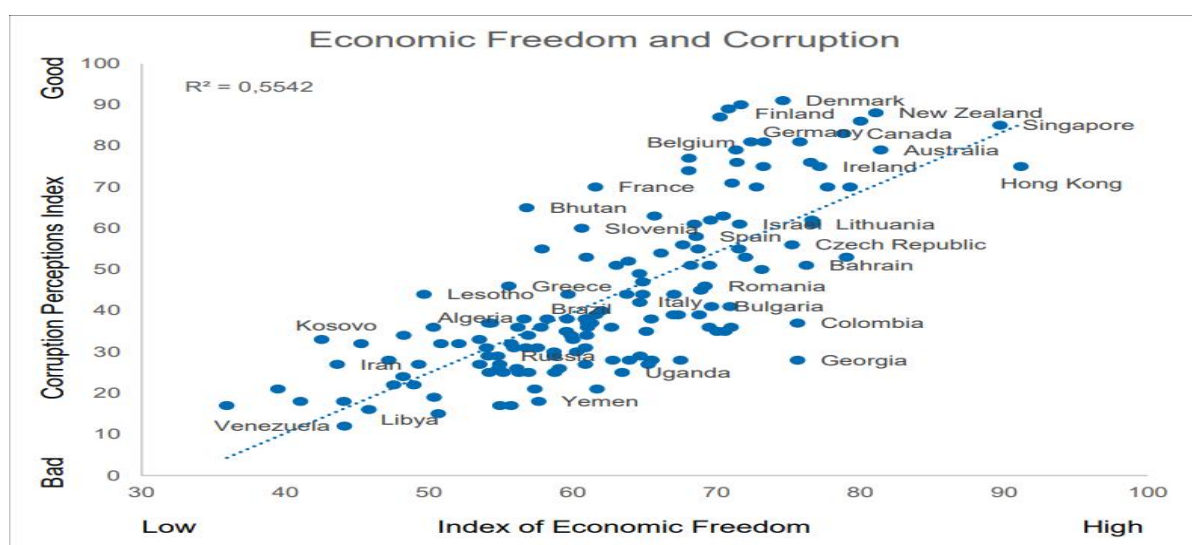
#### **2.13.10 Size and structure of government**

The correlation between government expenditure and corruption comes from two different perspectives. Some experts assumed that a larger government engenders more corrupt politicians by raising the rent from an illegal perspective. In contrast, a different school of thought assumed otherwise – that the government fights corruption more effectively by its more considerable share of the budget internally designated for law enforcement (Enste, 2017). It is further argued, based on empirical evidence and current samples obtained from most corrupt countries, including Nigeria, that the size of the government does not determine the degree of corruption; instead, corruption is determined by the type of activities perpetrated by the government (Enste, 2017). Although countries with a large population offer the politicians the leeway to access more resources than perpetually sustain them in power (Enste, 2017), Further studies supported this argument. They concluded that several forms of government activities, particularly the regulatory agencies, have the leverage of providing the corrupt executives the opportunities to perpetuate illegitimate conduct (Enste, 2017; Lambsdorff, 2002; Schöberlein, 2019).

#### **2.13.11 The Degree of competition**

Competition is a factor that influences corruption, and the extent of its pervasiveness is accentuated in literature; most findings illustrate the antagonistic relationship that

exists between the level of corruption and different representations (Enste, 2017). To determine the degree of corruption found in competitive activities, the use of indicators of economic freedom were tested to provide a scatter plot of the corruption perception index (CPI), using the various indices and excluding the corruption variable to allow data accuracy. As argued by Lambsdorff (2002), the result indicates that lower levels of economic freedom increase corruption. In testing the accuracy of these findings, the same data was used to obtain a more detailed analysis, and the conclusion affirmed that economic freedom reduces corruption and produces a direct relationship to an effective democracy (Enste, 2017; Lambsdorff, 2002).



**Source: Transparency International, 2016; cited in (Enste, 2017)**

Figure 2.8 Economic Freedom vs corruption

In the final analysis, the existence of competition established through economic freedom makes it extremely difficult for corruption to thrive, as several corrupt payments are empirically exposed because the competition uncovers all other activities that relate to corruption (Enste, 2017; Lambsdorff, 2002). Through the World Trade Organisation (WTO), more pressure is assumed on the nation's government to relinquish unnecessary authorities and allow foreign organisations to demonstrate their concern for the fight against the act of corruption in the international arena (Enste, 2017).

#### **2.13.12 Percentage of women in labour force**

In experimental behavioural pattern to address gender disparities in key concerns of selfishness and trustworthiness, women were applauded and recorded high ratings compared to their female counterparts (Enste, 2017). This implies that their roles in real-life settings, especially in public service, politics, labour force, and private sectors, are guaranteed zero tolerance for corruption. A similar study tested this theory using microdata from the World Values Survey and macro data from the cross-country test. It concluded a strong correlation between women in labour force and corruption, implying less corruption than men if placed at equilibrium (Swamy, 2001). This study is engaged in an empirical survey where a representation of women in key positions in politics, public and private organizations, stand a better chance of reducing corruption – it is called building a healthy society void of corruption with women.

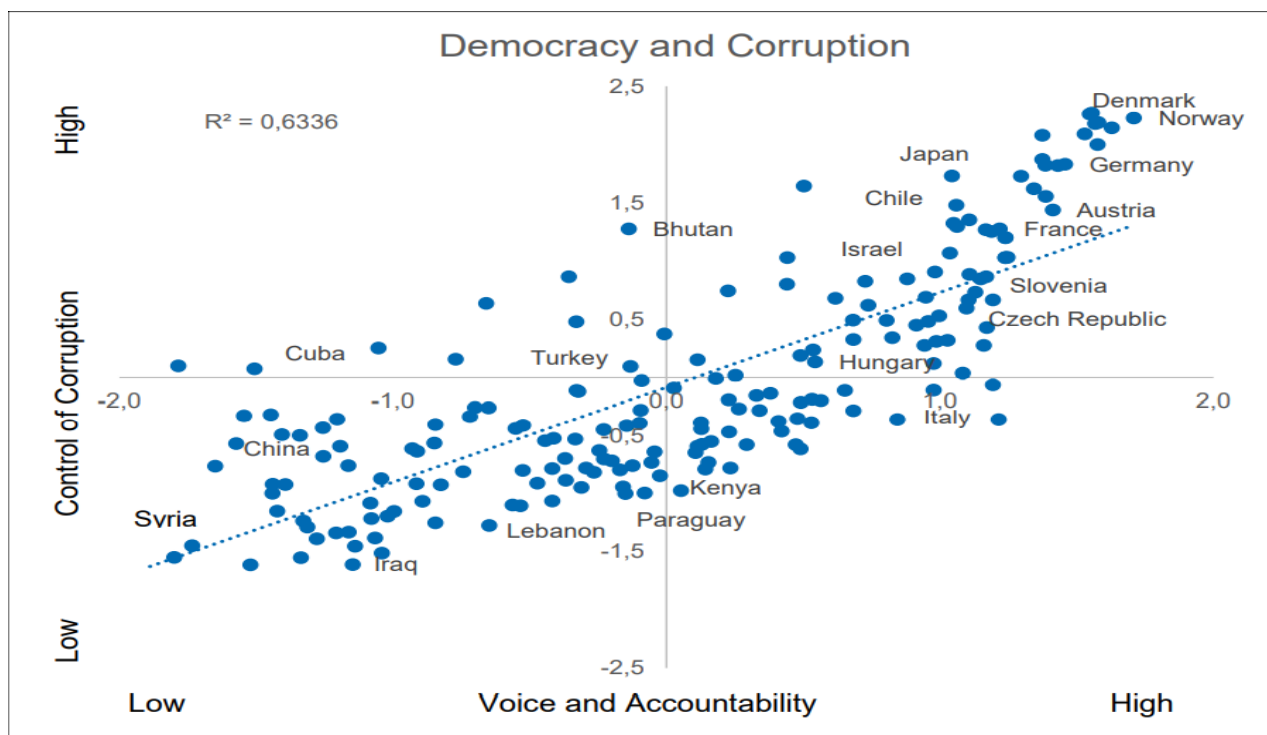
Conversely, a more recent and elaborate study was conducted to re-evaluate the level of discrimination against the female gender in society, formulating a hypothesis that the crisis of inequalities is grossly endorsed by a poorly functioning political structure that immensely fosters corruption (Bransia, 2011). Data from several institutions collaborated to validate this finding, including a database to measure social institutions that directly link to gender inequality concerning corruption considering factors such as politics, economy, society, and democracy. Findings suggest that society with less participation of women in social life and other factors earlier mentioned is more likely to have an increase in corruption (Bransia, 2011; Chêne, 2019; Enste, 2017).

#### **2.13.13 Former colonies**

According to Lambsdorff (2006), the reality of the colonial heritage has always been of profound interest, and this is because the information provided is based on 'anecdotal evidence. However, the literature suggests that only a few studies regarding this relationship have been conducted in this regard, which might be due to its weak policy implications that have no direct consequences (Lambsdorff, 2006). Furthermore, there have been controversies on the effect of colonial heritage linked to British, Spanish, and French. In most cases, a negative indicator is pointed to the British colonies and their Anglo-Saxon allies of legal and political tradition (Serra, 2006; Swamy, 2001).

#### **2.13.14 Democracy and the political system**

Extant literature asserts a strong correlation between democracy and the political system in the attempt to predict and determine the level of corruption in a given society (Enste, 2017). The relationship between the control of corruption and level of voice and accountability on the corruption chat index graph, as demonstrated by the World Bank and Transparency Internal, provide a piece of empirical evidence that democracy reduces corruption while some vital constraints are necessarily considered (Transparency International, 2010; World-Bank, 2020b).



Source: Kaufmann & Kraay, 2016; cited in (Enste, 2017)

Figure 2.9 Relationship between democracy and corruption

The evidence that democracy reduces corruption is an understatement, as graphically illustrated above, but requires that the institutions are utterly developed and functional (Enste, 2017).

### **2.13.15 Endowment of natural resources**

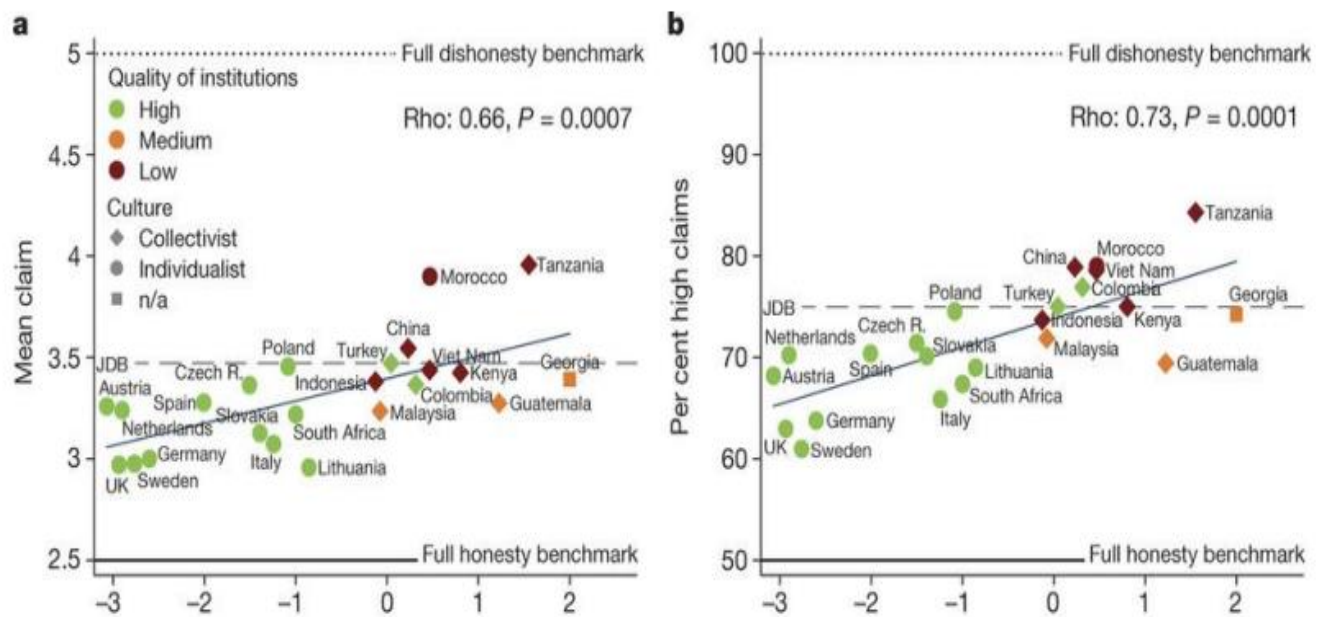
Theoretically, the endowment of natural resources should be of a positive ramification for sustainable development, based on the fact that it promotes better living standards, productivity, trade, and investment all over the globe (Enste, 2017). While the expectations of the abundant natural resources are high from the citizens, particularly in the aspect of job creation, provision of health care and potable water, quality education, and development of infrastructure, there is another reason to be worried – the system becomes corrupt and less effective and unable to effect a positive change that has a direct impact on the citizens (Khoo, 2018; Okonjo-Iweala, 2018). An empirical model was tested to evaluate the degree of corruption in the exportation of minerals; on the scale, an increase of export products by 1.0 standard deviation leads to an increase in corruption by 0.37 points (Ades, 1997, 1999) cited in (Enste, 2017). Several studies conducted in this field draw a similar conclusion that, when a country is endowed with an abundant supply of mineral resources, it is imperative to establish strong institutions as a necessary measure to prevent an upsurge of corruption (Enste, 2017).

### **2.13.16 Cultural determinants**

From time immemorial, the topic of corruption has remained a more sensitive and imperative area of research resulting in a wild spectrum of empirical literature (Enste, 2017). Several scholars have identified the correlation existing between trust and corruption, and further findings affirmed that countries with high scale levels of trust have a low rate of corruption; this is because trust encourages integration amongst groups of people and society at large, enhances economic equality, encourages cooperation, and potentially reduce corruption (Rose-Ackerman & Palifka, 2016; Roy, 2017). Furthermore, an experimental study demonstrated the strong correlation between intrinsic, individual honesty and the prevalence of violation of the rule of law, such as corruption. It affirmed that deception is widespread and more likely in corrupt nations with weak institutional frameworks than strong institutions (Enste, 2017). Over the years, these countries with weak institutions have demonstrated their inability to improve on corrupt demeanours, influencing cheating character with an immense display of impairing personal honesty upon which sustainable society depends (Enste, 2017; Mauro, 1995).

The figure below is adopted and found from Cologne Institute for Economic Research. It demonstrates the correlations between an index deviant behaviour on corruption data and intrinsic honesty measure. For instance, UK, Sweden, and Germany are closest to the full honesty benchmark, and this is because studies proved that they have good institutions and the lowest index of deviant behaviour (PVR) score (OECD, 2007; OECD/DAC, 2003), whereas Morocco and Tanzania are closest to the full dishonesty benchmark because they have a poor quality of institutions and much

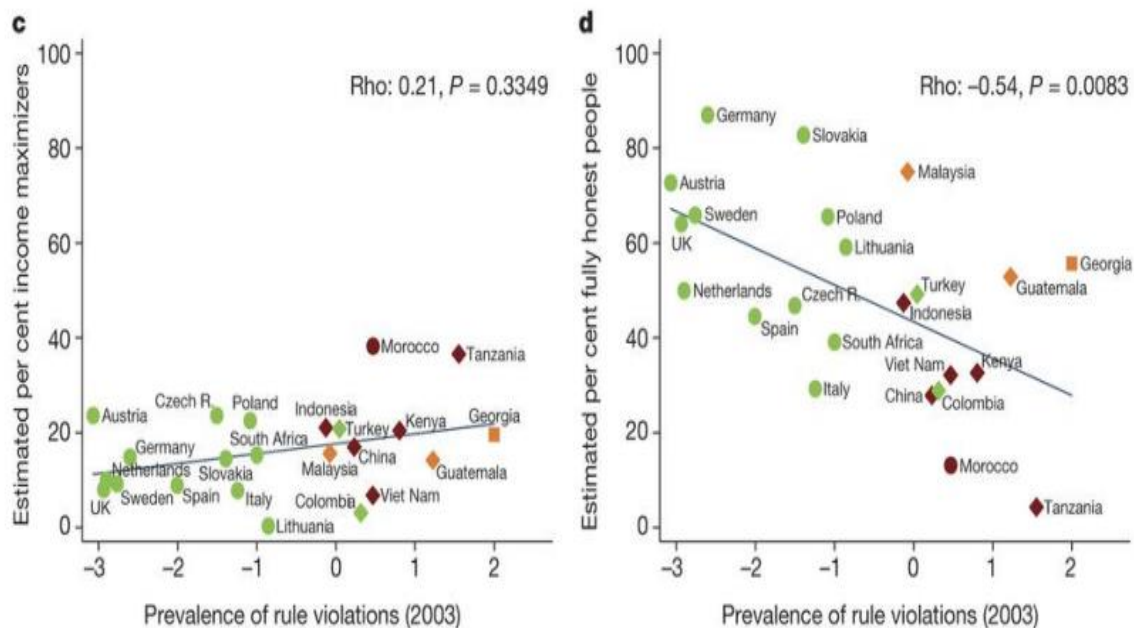
higher PVR scores than the rest of countries underpinned for the investigation (Enste, 2017), and believes that future edition would include more countries particularly in sub-Saharan Africa, Nigeria. Figure 'a' shows the relationship between the mean claim and prevalence of mean violations.



**Figure 2.10 (a):** Main claim - Correlation between Honesty and Prevalence of Rule Violations

**Figure 2.10 (b):** Percent high claims - Correlation between Honesty and Prevalence of Rule Violations





**Figure 2. 10 (c):** Estimated percent income maximisers. **Figure 2. 10 (d):** Estimated percent fully honest people

The above analysis demonstrates the influence of the environment, culture, and institutions regarding individual honesty.

Figures 2.8 and 2.9, demonstrate the percentage of honest people concerning the prevalence of rule violations. In Germany, for instance, according to the experiment conducted, 90 percent of people were honest, 82 percent from Slovakia, while 5 percent of people were proved to be honest in Tanzania, and 10 percent from Morocco (Enste, 2017; OECD, 2007; OECD/DAC, 2003).

## 2.14 SUSTAINABILITY AND SUSTAINABLE DEVELOPMENT

**Sustainability and Sustainable Development are two concepts used interchangeably to represent exact dimensions same policy implementations**

**and are increasingly presented as pathways towards a desirable outcome in society (Smith & Sharicz, 2011; Polasky & King *et al*, 2019).**

The most widely quoted definition of sustainability comes from the Brundtland Committee of the United Nations in 1987, which defines sustainable development as "meeting the needs of the present without compromising the ability of the future generations to meet their own needs" (Assembly, 2015; UN, 1987). It is the "principle of ensuring that our actions today do not limit the range of economic, social and environmental options open to future generations." (Elkington, 1997b). A quick example of sustainability is disposable cans. We used and threw them away without many implications in the past. The practice of throwing them away was unsustainable. Subsequently, governments and private corporations have begun the process of recycling. Today, millions of cans are recycled all over Europe, the United States, other developed nations, and some developing nations. Empirical evidence affirms the emergence of the billion-dollar recycling industry, creating jobs and profits for the workers and business owners and reducing the environmental impacts, thereby making the entire process circular rather than linear resulting in the continued use of material (Sönnichsen & Clement, 2020). Human capital development depends on long-term production use and management of resources as part of the global economy. When all three of these pillars are incorporated, activity or enterprise can be described as sustainable (Elkington, 1997).

## **2.15 DIMENSIONS OF SUSTAINABILITY**

There are three dimensions of sustainability, often referred to as pillars of sustainability. Under each pillar, sustainable criteria are integrated into the economic, social, and environmental procurement processes (Elkington, 1997a; Walker & Brammer, 2012).

In the case of the environment, every service or product purchased has its environmental impacts all through its lifecycle, from the extraction of the raw material, manufacturing of the product, consumption, and final disposal of the waste material (Testa, Annunziata, Iraldo, & Frey, 2016). These products must be tested and environmentally harmonious in such a manner that the disposal will not negatively affect the environment and moderation in the use of energy, like the energy-saving lighting systems, and the use of fossil fuel levels should be reduced in order to take advantage of renewable energies (Testa et al., 2016)

For the case of the Social pillar, purchasing activities have social implications, and sustainable public procurement can significantly contribute to driving social improvement; for instance, working conditions for publicly contracted workers, employment opportunities for the unemployed people in society, supporting equal trade, working against child labour, and disabled access in public facilities (Sue Arrowsmith, Linarelli, & Wallace, 2000).

For the case of the Economic pillar, we do not just refer to the initial cost of purchasing, but the procurement efficiency, which incorporates the consumption of electricity, water, environmental disposals, and general maintenance expenditures. Economic

sustainability ensures that the community benefits from the proceeds of every economic activity within the domain (Arrowsmith, 2010; Walker & Brammer, 2012; Testa *et al*, 2005).

## **2.16 DRIVERS OF SUSTAINABILITY**

Neto (2019) discusses on the increasing level of awareness of the possibility of limited resources, pressure from the stakeholder due to higher responsibility from numerous corporations, and accountability. This dialogue has engendered the necessity to think along the production process considering the enormous damage meted on the human environment; driving procurement along the part of sustainability, a decent and sustainable production pattern can result in the production of less toxic waste as well as environmentally damaging products (Neto, 2019).

According to the United Nations (2019), the social aspect of sustainability receives so much attention in the current dispensation due to the increasing number of global unemployment, human rights, and child welfare, thereby creating job opportunities for the local communities as well as contracting opportunities for the small and medium-scale enterprises (SMEs). Sustainable public procurement encourages suppliers that uphold high esteem the value for human rights, protection of child labour, and decent working conditions as a guarantee for employment (Birenbaum, 2021).

Driving procurement along the sustainability line, recycling and end-of-life collection of products are considered alternatives to waste reduction on the earth's limited resources (Vluggen *et al.*, 2019). To maximise the economic impact, organisations are

inspired to make decisions following the procurement process in ways that lead to the responsible utilization of the goods and services (Kannan, 2021).

Interestingly, consumers are becoming practically more educated regarding the content in every product they patronize (Sönnichsen & Clement, 2020). This development empowers the consumers to possess more influence on the standards of producing goods and services. Therefore, organisations are encouraged to engage more qualified safety and health personnel to effectively include those basic product properties to meet the specifications (Steinfeld, McCue, & Prier, 2017).

It is essential to be aware that organisations can maintain their brand image and protect their reputation through positive contributions to the society, economy, and the environment; this is very critical as more and more customers are being aware and now focus their attention to the corporate social responsibility of the organisations (Vluggen et al., 2019)

The practice of sustainable public procurement requires a regular audit, mobilization, and monitoring to assess, reposition, and potentially carry out updates in areas that require amendments.

Training and guidance are projected to be one of the key drivers in achieving sustainable public procurement to support individuals involved in the procurement process.

Culture of awareness where everyone is educated on the organization's policies and strategy; commitment to sustainable public procurement in terms of organizational policy (Bassi, 2019).

## **2.17 A REVIEW OF SUSTAINABLE DEVELOPMENT GOALS**

This section provides a brief disclosure of the United Nations seventeen SDGs. The reason is that this study explores different documentary evidence that relates to sustainable development, of which the UN documents play a critical role.

The General Assembly of the United Nations, in 2015 adopted the 2030 Agenda for Sustainable Development that includes seventeen (17) Sustainable Development Goals (SDGs) and 169 targets, with 232 indicators, whose principle was to "Transform Our World," highlighted an all-inclusive approach in achieving these goals (Assembly, 2015). These goals make our world a better place, and the various ways of achieving these SDGs are reviewed in 2021 by this study amid COVID-19.

### **1. No poverty: End poverty in all forms everywhere**

From the global perspective, there was a decline of people living in extreme poverty from 36 percent in 1990 to 10 percent in 2015 (UN, 2016). However, the world faces a deceleration engendered by the COVID-19 catastrophe, which risks reversing years of progress in the fight against poverty (Sumner, Hoy, & Ortiz-Juarez, 2020). According to the United Nations University World Institute for Development Economic Research (2020), the resultant effect of the global pandemic increases global poverty by as much as half a billion. This estimate amounts to 8 percent of the total human

population ever recorded since 1990. However, more than 10 percent of the human population, equivalence to more than 700 million people, are in extreme poverty and struggling to have access to the necessities such as education, health, potable water, and sanitation, to mention a few. Furthermore, the poverty rate in the rural areas is 17.2 percent, three times higher than the urban areas; the majority of the people live on less than US\$1.9 /day and typically come from Sub-Saharan Africa (Sumner et al., 2020). Amidst the global crises, of which the world is ravaged with the impact of COVID-19, developing countries are at most risks, not only in the aspect of health but in the social and economic crisis in many months and years to come (UNDP, 2020). The upsurge of this pandemic is expected to cut incomes across the societies resulting in numerous job losses, impacting education, and creating a severe case of global food shortages and nutrition (UN, 2020m). Responding to the COVID-19 pandemic, the UN switches to an emergency approach by declaring a global health assistant. Which intends to foil food shortages, restore social depression, reduce the drastic impact of the pandemic on the susceptible people; it seeks to set up strategic social-economic measures and plan to support member states on a potential path to recovery and ending extreme poverty, and achieving the sustainable development goals (Sumner et al., 2020). The United Nations, in its dynamic response to the global pandemic, has equally established a global response and recovery fund with the sole aim of offering financial support to the low and mid-income nations and the susceptible individuals whose lives have been unduly turned apart because of the pandemic (UN, 2020m).

## **2. Zero Hunger: End hunger, achieve food security and improved nutrition and promote sustainable agriculture**

Over the years, there has been a stable decline in the number of people around the globe who suffer from hunger (WFP, 2020). However, this number began to face a gradual increase from 2015 up to 2018, measured by the prevalence of undernourishment (POU) (UN, 2016). Due to this trend, over 820 million people consistently go to bed without food, and the thought of surviving the next day remains elusive; more to say, climate change, economic downturns, and man-made conflicts have been mainly responsible for about 135 million people who suffer from severe hunger (FAO, 2020a.). According to the World Food Program (2020), the epidemic's impact now places an additional 130 million people at risk of suffering grave hunger by the end of 2020. The consequences of this are that a quarter of a billion people are subjected to perpetual starvation, which might lead to health-related mortality due to malnutrition (WFP, 2020; Xu, Chau, Chen, Zhang, Li, Dietz, Wang, Winkler, Fan, & Huang, 2020). In response to the COVID-19 pandemic, there is a need for urgent action to provide food and humanitarian assistance to the most affected regions; also by creating a change of global food and agricultural system in order to manage the crisis of the already 820 million people that are hungry, and additional 2 billion people estimated for 2050 (FAO, 2020a.; WFP, 2020). It is no longer an alternative to step up the level of sustainable food production and agricultural productivity to meet the growing need of hungry people globally but a matter of urgency (WFP, 2020). To addressing this global emergency, countries are now inundated with the role of



providing immediate food assistance to their susceptible populations, encourage progressive domestic supply chain to remain in motion, provide adequate and technical support for small-input farmers to increase food security, and systematically enhance social protection for the growing population (FAO, 2020a.).

### **3. Good health and well-being: Ensure healthy lives and promote well-being for all ages:**

Nothing could be more critical to sustainable development goals than ensuring healthy lives and promoting well-being (UN, 2020m). This designation ensures that people all over the world are provided fundamental opportunities to have access to good health regardless of their age, colour of their skin, gender, and location (WDC, 2017). There has been significant progress made over the years in improving the health conditions of millions of people across the globe by eradicating a wide range of diseases and creating the enabling platform for addressing other curable and non-curable diseases (WDC, 2017). However, the world is currently confronted with a global health challenge; the COVID-19 pandemic, which is killing and escalating human adversities, wiping out the global economic dignity, and destroying the essence of humanity (WHO, 2020b). Since the outbreak of the COVID-19, the World Health Organisation has been leading the fight against the virus, amongst which was the introduction of the Strategic Preparedness and Response Plan in partnership with countries to outline measures and necessary guidelines that leads to restoration and recovery of people affected by the pandemic (WHO, 2020b; Xu, Chau, Chen, Zhang, Li, Dietz, Wang, Winkler, Fan, & Huang, 2020).

#### **4. Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

Education promotes social-economic mobility and is a fundamental key to escaping poverty (UN, 2020k). In the past decades, several efforts have been made by world leaders in conjunction with the United Nations to increase the access to education – girls in particular; as statistic shows that more than 260 million children were still denied access to education in 2018, a one-fifth of the global population in that age bracket (UN, 2020k). While efforts are being made to respond to these challenges, the COVID-19 pandemic emerged, which is more devastating, reducing academic participation globally to the minimum level. Current statistics show that 1.6 million children are pushed out of school, while 369 million children and youths who solely depend on school meals for daily nutrition are now in total disarray as other means of survival are elusive (UN, 2020h). Unfortunately, the tragedy of the COVID-19 pandemic will not be equally distributed as the case might be; the impact is most devastating for children in the poorest countries, the destitute neighbourhoods, the disadvantaged, those in vulnerable situations (UN, 2020h). Responding to this tragedy, the United Nations, in partnership with civil society organization, UN family, media, and IT, launched the COVID -19 Global Education Coalition, aimed at reaching an equitable solution and universal access, establish coordinated responses to emergencies, support countries to marshal resources and coordinating in the application and utilization of e-learning programs for children and vulnerable people (UNICEF, 2020b).

## **5. Gender Equality: Achieve gender equality and empower all women and girls:**

Gender equality is a fundamental necessity of human disposition to advance the universe's sustainability, peace, and prosperity (UN, 2020k). Having acknowledged the significance of gender equality and the impact it plays in our common world, meaningful progress has been recorded over the last decades, such as ensuring participation of women in parliament and leadership position, higher numbers of girls have access to early education, fewer girls are forced into early marriage as it were (UN, 2020h, 2020k). However, the effect of the COVID-19 now ruined the amount of progress recorded on gender equality, the rights of women, social protection, economy, and health of women and girls all over the world (UN, 2020f). Responding to this present tragedy, the United Nations and partners across the sphere have recommended action plans such as the inclusion of women and women's organizations in the COVID-19 response planning and decision making for the betterment of the populace, change the inequalities of unpaid care work into a more meaningful economic package that works for everybody, build a structural reform of a social-economic pattern that encourages the livelihood of women and girls of all ages and at all times (UN, 2020f).

## **6. Clean water and sanitation: Ensure access to water and sanitation for all.**

Accessibility to clean water and sanitation is paramount to every human being regardless of gender, race, and location. While significant progress has been made over decades to ensure consistent access to clean drinking water and sanitation around the globe, many people still lack these basic services; studies show that over

673 million people, mostly in the rural areas, particularly in Sub-Saharan Africa, still practice open defecation, one in three people lack access to clean drinking water and two in five people lack basic handwashing facility including soap and water (WHO, 2020a). Today, the world is ravaged by the tragedy of the COVID-19, and the impact of this pandemic has demonstrated the urgent necessity for the practice of sanitation and hygiene, as handwashing remains the most preventable approach to the spread of the virus. The fight against COVID-19 will not stop without access to safe water and sanitation, especially with people living in the slums with inadequate or zero facilities (UN, 2020c). In response to the COVID-19 pandemic, United Nations and partners are in collaboration to creating the pathway for sustainable provision of clean water and hand-washing facility at vulnerable locations, particularly areas that are most affected by this tragedy (UN, 2020c). While international organisations are soliciting funds in other to support more girls and boys in these difficult times, more recommendations are made available towards the use of WASH (water, sanitation, and hygiene) to prevent the spread of the virus in the urban and rural communities (UNICEF, 2020a).

**7. Affordable and clean energy: Ensure access to affordable, reliable, sustainable, and modern energy for all.**

In the past decades, significant efforts have been achieved towards accessibility to affordable and clean energy around the globe. More people now have access to electricity than ever before, with a proportion of 83 percent in 2010 to 87 percent in 2015 and gradually rose to 89 percent in 2017 (UN, 2020k). Unfortunately, 849 million people around the globe still lack electricity, particularly in the rural areas, mainly in

Sub-Saharan Africa (UN, 2020k). Without access to energy, it will be difficult to contain the spread of the virus; this is because energy services are utilised for powering health care facilities, for the supply of clean water as well as the needed technology used for communication amongst the health care professionals (UN, 2020k; Xu, Chau, Chen, Zhang, Li, Dietz, Wang, Winkler, Fan, & Huang, 2020). In response to the COVID-19 pandemic, the international organization seeks the participation of partner countries to ensure that vulnerable consumers are connected, priority is offered to health care first responders through interrupted energy solutions to power hospital facilities (UN, 2020j).

#### **8. Decent work and economic growth: Promote inclusive and sustainable economic growth, employment, and decent work for all.**

The standard of living in the contemporary world can always be driven by sustainable economic growth and decent jobs for all and at times (UN, 2015a, 2020k). According to global statistics, one in every five countries is identified with billions of people living in abject poverty (UN, 2015a). However, the advent of the COVID-19 devastated the already fragile economy, as nearly half of the world's workforce risks its chances of survival (UN, 2015a). The global crisis now can be described as historic as the effect of the COVID-19 is unleashing pain and mystery on the global economy. In response to this pandemic, the United Nations and its allies have released a social-economic roadmap to guide and support nations through the recovery phase. This requires an extraordinary political synergy of all, particularly the world leaders, for social protection. These guidelines ensure that essential health services are made available

for all at all times, protecting jobs and supporting small and medium scale enterprises, promote social solidarity in communities which help to cope with social menace (UN, 2015a; Weisser, 2017; Xu, Chau, Chen, Zhang, Li, Dietz, Wang, Winkler, Fan, Huang, et al., 2020).

**9. Industrial, Innovation and Infrastructure: build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.**

This sustainable development goal can drive the market economy and promote new technologies at all levels and promote international trade across the region. However, the world still has a long way to achieve its full potential (UN, 2015a). To attain 2030 SDGs, developing and the least developed countries alike are expected to accelerate and develop their manufacturing sector as it plays a significant role in the global economy. Before the COVID-19 pandemic, there was a gradual decline in global manufacturing growth. However, there is now a disruption due to the outbreak that took the world by shock. Therefore, the call for the urgent need for infrastructure (UNDP, 2020). In no doubt, the pandemic has reformed our ways of life: our work life, our relationship with one another, how we attend school, our shopping array, and even our manner of worship is altered and would not be the same again! With the advancement of more sophisticated digital technology amid the COVID-19, intensified efforts are required to make provisions for the 3.6 billion people without connectivity.

**10. Reduce inequality: Reduce inequality within and among countries.**

The existence of inequality in countries of the world is consistently a thing of concern for international communities as well as the vulnerable victims of inequality; reducing inequality is connecting the world in its entirety, although relative contributions have been made in the past, such as reducing relative incomes inequalities, gender inequality in terms of social and health protection in some countries (UN, 2020a). For many decades, inequality deepened, particularly in countries with vulnerable populations and countries with people, especially youths facing a humanitarian crisis, refugees and migrants, children, physically challenged people, and indigenous people alike (UN, 2020b). The COVID-19 pandemic is currently rewriting the cause of history. The drastic effect is being felt by the most vulnerable and poorest communities, increasing global unemployment and setting up a larger platform for persistent inequality (UN, 2020b). In response to this global tragedy called the COVID-19, there is a call for global solidarity to escalate world-scale political commitment in order to salvage the social-economic emergency as the only way affected people all over the world can have access to essential services and social protection (Ryan, Coppola, Canyon, Brickhouse, & Swienton, 2020; Sarkis, Cohen, Dewick, & Schröder, 2020; UN, 2020k).

**11. Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient, and sustainable.**

Urban migration in the 21st century has become an issue of concern to the national and international communities; in the past decades, more than half of the world population now live in the cities and contributes about 60 percent to the global GDP,

accounting for about 70 percent of the global gas emissions, and often referred to as the powerhouse of the economic growth (UN, 2020a). The effect of urbanisation is often alarming and results in a growing number of urban slums, over-crowdedness, inadequate basic services such as sewage collection, sanitation systems, roads, water, and air pollution (UN, 2015a). The COVID-19 is currently unfolding its devastating effect on the global population, particularly in the poorest and densely populated regions (UN, 2020c). Responding to this tragedy, United Nations has launched a Habitat COVID-19 Respond Plan to support housing and urban development at the national and international level (UN, 2020l).

## **12. Responsible consumption and production: Ensure sustainable consumption and production patterns.**

According to the United Nations (2015), sustainable consumption and production (SCP) pragmatically address the potential of "doing more and better with less," promoting sustainable lifestyles for all and all times, and increasing resource productivity. Sustainable consumption and production refer to "the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of future generations" (UN, 2020i). SCP remains the cardinal point of any growing economy. Its contribution can substantially ameliorate low-carbon emissions and promote green economies and conservation of natural resources; an equivalent of 1.3 billion tons of food produced is thrown away in the



trash by the retailers and consumers globally (UN, 2020a). Addressing these challenges under the tutelage of COVID-19 pandemic, countries now have the opportunity for a rethink of the current trend and change the consumption and production pattern to a more sustainable reality (UN, 2020a).

### **13. Climate action: Take urgent action to combat climate change and its impacts.**

The effect of climate change is affected by all continents, disrupting the economies and affecting human lives; rising sea levels, extreme weather (UN, 2020a). In 2019, there was a record rise in carbon dioxide (CO<sub>2</sub>) and other greenhouse gasses, making it the second in decades (UN, 2020a). However, due to the current travel bans, slow pace of the global economy due to the COVID-19, greenhouse emission is expected to decline by 6 percent in 2021; this is equally viewed as a temporary circumstance (UN, 2020a). Responding to the COVID-19 pandemic, countries are encouraged to view these occurrences as an opportunity to rebuild their economy in ways that are green, clean, resilient, safe, healthy.

### **14. Life below water**

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development. The ocean has provided humanity one of its best gifts, such as coastlines, drinking water, rainwater, climates, and even the oxygen we take in, are all provided and regulated by the sea, thereby making the earth inhabitable for humankind to dwell and function (UN, 2015a). Regardless of this nature's gift to humanity, there is a continuous deterioration of the coaster waters due to human

insensitivity to the ecology. Bearing in mind the significance and health of the ocean closely knotted to our health, the COVID-19 pandemic, therefore, offers an opportunity that the trend in the ocean can be revived to build a more sustainable global economy (UN, 2020a).

**15. Life on land: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.**

Life on land is significant to humanity, and survival would be utterly impossible without the natures provide: oxygen, food, pollination. Increased human activities have altered 75 percent of the natural earth surface, leading to devaluation of the ecosystem, crushing numerous wildlife and nature beyond the comfortable array of the planet (UN, 2020a). According to the Assessment Report on Biodiversity and Ecosystem Services in 2019, over 1 million animals and plants might face extinction within decades; it is worrisome and calls for a transformative change in other to restore our natural habitat (UN, 2020a). The COVID-19 pandemic offers the opportunity to address the global threats to ecosystems and wildlife. Further recommendations were mentioned, such as: promoting a transformational change for nature, support vulnerable countries to manage the COVID-19 waste, creating resilience to tackle future and similar crises, develop measures that ensure economic recovery (UN, 2020d).

**16. Peace, justice, and strong institutions**

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels. Without peace, justice, and strong institutions, the concept of sustainable development is elusive, making the global community vulnerable and under security threat. In 2018, the United Nations recorded the highest number of refugees in almost 70 years. In 2019, 357 killings of innocent people, including the disappearance of 30 human rights activists, opinion leaders, and journalists traceable to 47 countries around the globe (UN, 2020n). Human rights play a crucial role in shaping the response to the COVID-19 pandemic through constructive arguments that convey peace, love, justice, freedom, and the preservation of human dignity (UN, 2020a).

## **17. Partnerships to achieve the goal**

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Without global partnerships and cooperation, the sustainable development goals cannot be achieved in all its ramifications, and this is because a successful development can only be achieved through an inclusive partnership that is structured on values, shared vision, and goals, and integrating people and the planet (Ranasinghe, Karunarathna, & Pradeepamali, 2020; UN, 2020a). In Sub-Sahara Africa, many nations are in dire need of development assistance to encourage growth and inter-trade amongst nations. However, donor countries cannot live up to their pledge, making it difficult for these recipient countries to achieve the anticipated

development (UN, 2020a). The COVID-19 has brought in a more devastating scenario for developing and developed countries alike, leaving traces of misery, recession, and underdevelopment. COVID-19 pandemic requires the joint commitment of all nations as no one can overcome these crises alone. The United Nations Global Humanitarian Plan is rolled into action to provide meaningful support to vulnerable populations, internally displaced, and refugees (Sarkis et al., 2020; UN, 2020a, 2020n). Addressing one of the predominant challenges of sustainable development goal 12, 'Responsible Consumption and Production' target (7) that promotes sustainable public procurement practices according to national policies and priorities remains the focal point of this study.

## **2.18 SUSTAINABLE CONSUMPTION AND PRODUCTION**

Economic growth and sustainable development highlight the concept of a transformed world by urgently cutting down our ecological footprint and addressing how we produce and consume natural resources (Tukker, Cohen, Hubacek, & Mont, 2010; UNEP, 2018c). Agriculture remains the highest consumer of water globally, and irrigation absorbs almost 70 percent of the potable water. The efficient and effective management of the natural resources, pollutants of hazardous waste, and disposal of toxic chemicals remain the primary pathway to achieving this goal; thus encouraging the various industries, consumers, as well as businesses, and most importantly, developing countries in the constant need to reduce waste and engage in recycling venture towards a more sustainable pattern of consumption by the year 2030 (UN, 2020a; UNEP, 2018c). It is also essential to understand that we are responsible for

protecting our natural world without destroying natural resources humans. Recognising these realities, international communities have been called to address the global living conditions. Also, to promote goal 12, responsible consumption and production (RCP), and target 7 to promote public procurement practice that is sustainable under national policies and priorities (UN, 2015c). Following the United Nations Sustainable Development Goals (UNSDGs), which remains the critical element with the potential to determine sustainable development (SD) (UN, 2020e).

While this study's objective explicitly addresses goal 12(7) of the UN SDGs, 12.1 Implement the 10-year sustainable consumption and production framework (10YFP). The world leaders decided it was time to address the consumption and production pattern at the R+20 conference in 2012, which follows the affirmation that the patterns in which the global societies produce and consume are indispensable for achieving sustainable development (UN, 2020e). While the framework offers immeasurable assistance for capacity building, and technical and financial assistance for developing countries, the 10YFP, as commonly referred to, was responsible for enhancing international cooperation and mainly accelerates the shift in the direction of sustainable consumption and production patterns for both developed and developing countries. Additionally, the 10YFP aims to replicate, escalate, and cause the development of sustainable consumption and production and empower resource base efficiency at both national and international stages (UN, 2020e; UNDESA, 2014).

12.2 Sustainable Management and use of natural resources: this is about sustainable management and efficient use of natural resources to benefit humanity with great

regard to consuming and producing nations and seeking possible ways to strike a balance. The natural resources comprise water, energy, land, and forest that we take from the environment to produce the social-economic goal, including the collection of food that we consume every day.

12.3 Halve Global Per Capita Food Waste: Globally, findings suggest a high level of food losses through inefficiencies in the food production chain line, directly linked to numerous activities from harvest to final consumption (UN, 2020j). This target ensures that, by 2030, a massive effort is achieved to reduce global food waste at retail and consumer levels. It also ensures that an effective mechanism reduces per capita food losses along the supply chain (UN, 2020e).

12.4 Responsible Management of Chemicals and Waste: the effective utilisation of chemicals is necessary for the social-economic goals of the global society. Hence, severe cation and safety is required for its application. The United Nations Department for Economic and Social Affairs made the assertions that countries should disseminate appropriate scientific information regarding the use of chemicals to avoid grave damage to human life, reproductive outcomes, genetic structures, and the environment (Wilson & Velis, 2015; UN, 2015).

12.5 Substantially reduce waste generation through prevention, reduction, recycling, and reuse. With this development, indigenous companies, and large and transnational companies are encouraged by the world governing bodies to adopt sustainable practices and expand their level of sustainability information (Wilson & Velis, 2015)

12.6 Encourage companies to adopt sustainable practices and sustainability reporting. Existing literature suggests that adopting sustainable practice alone is untenable, and instead, corporations are consistently encouraged to unveil their reporting line for the richness of information regardless of the location (Powell, Chertow, & Esty, 2018).

12.7 Promote sustainable public procurement practices. This is the overarching purpose of this research. According to the researcher, it is the most significant of all the targets. This is because it harmonises the rest of the targets; it is an independent foundational element without which other targets are immobilised (Sönnichsen & Clement, 2020). While a given society is bound to collapse socially, economically, and environmentally, SPP, according to the United Nations (2015), becomes an integral element that determines the sustainable development of the given society.

12.8 Promote Universal understanding of sustainable lifestyles. This ensures that the necessary awareness reaches everyone by 2030 regarding sustainable development and a lifestyle that is compliant with harmony and nature.

12.a Support developing countries' scientific and technological capacity for sustainable consumption and production.

12.b Develop and implement tools to monitor tourism. Nations are equally encouraged to develop potential measures that will reflect the culture and language of the society and create sustainable jobs for the local communities.

12.c Remove market distortion that encourages wasteful consumption: Realising the subsidy regime in oil-producing nations and how they could have a devastating effect

on the poor and affected communities, this target encourages the rationalisation of inefficient fossil fuel in ways that remove distortion and wasteful consumption in accordance with the national circumstances.

## **2.19 SUSTAINABLE PUBLIC PROCUREMENT**

Goal 12 (Target 7) of the United Nations Sustainable Development Goals addresses the significance of the need to promote sustainable public procurement for sustainable development in the Federal, state, and local communities.

All around the world, particularly in developed countries and emerging economies, sustainable public procurement is one of the most powerful tools to reflect a national strategic objective and consistently promote technological and scientific innovation (Wang, Liu, & Ju, 2018). Furthermore, and from the demand side, sustainable public procurement is regarded as a significant policy to support local enterprises in terms of structural innovation and sustainable development (UN, 2020a; Wang *et al.*, 2018). There have been giant strides across Asia, North and South America, the European Union (EU), and most recently, the United Kingdom. For instance, the European Union had formulated specific strategic guidelines for the implementation of the green procurement in promoting 18 classes of products amongst the EU member states through the implementation of the national action plan (NAP) (Flynn & Davis, 2016) cited in (Wang *et al.*, 2018). In the United States of America, the interventions are analogous. There has been a dramatic turn in policy implementation and standards of promoting the green economy, such as price concession, life cycle cost, and



methodology of utilising recycled materials using the federal environmental agency to enforce the law (Sönnichsen & Clement, 2020). In South Korea, public procurement has received a tremendous sustainability boost through its direct policy implementation program that prevents resource waste and environmental pollution. It further raised green procurement standards that promote eco-label certification (Lopert & Gleeson, 2013). The United Kingdom has not relented in this effort. They have introduced several mechanisms and policies supporting the green revolution, such as "Pre-commercial Procurement, small business research initiative (SBRI). In Germany, the government is systematically encouraging the participation of SMEs to bid for major projects. In France, the government reserves share and prioritises contracts for local contractors to encourage equity and wealth creation (Leger, Oueslati, & Salanie, 2013). In China, mandatory procurement is internalised and enforced for products with standard energy savings and environmentally friendly products (Wang *et al.*, 2018).

## **2.20 SUSTAINABLE PUBLIC PROCUREMENT IN DEVELOPING COUNTRIES.**

Sustainable public procurement has witnessed an escalating growth in the past decade in the developing society (Williams-Elegbe, 2015). However, this assertion is viewed with so much contempt since innovation and the concept of sustainable public procurement have been addressed with levity and equally associated with little awareness (Usang & Salim, 2016). For instance, the application of e-government offers an informative platform for developing countries to disseminate procurement requirements toward closing the information gap in the procurement practice (Adjei-

Bamfo, 2018). It is, therefore, crucial to understand that sustainable public procurement extends beyond the market sample assessment and sustainability procurement assessment, with immense regard to the participation and influence of dedicated UN member states with a controlled level of awareness and broader coverage (Adjei-Bamfo, 2018; UN, 2019).

## **2.21 SUSTAINABLE PUBLIC PROCUREMENT IN NIGERIA**

Procurement is said to be sustainable if it encompasses the principles of sustainability, which addresses areas of social justice, economic inequality, and environmental integrity in all its ramification (Adjei-Bamfo, 2019). Following the global initiative to promote sustainable development, public procurement practices are examined in line with the United Nations Sustainable Development ambitions, particularly in business production and consumption behaviour, particularly in the developing countries: Nigeria (UN, 2020).

The United Nations' sustainable development goals guarantee sustainable consumption and production patterns to ameliorate the living standards in developing societies. Target 7 of the SDG 12 validates a significant position as a promoter of this goal by encouraging sustainable public procurement practices regarding the national guidelines (UN, 2015c). Sustainable procurement is not only about integrating social, environmental, and economic factors in making procurement decisions that are focused and look beyond the traditional economic paradigm. However, based on whole life cost, success measures, and associated risks regarding the environment

and society, this decision entails initiating a strategic procurement function in the context of performance management, value for money, corporate social responsibilities with priorities to the communities (Steinfeld, McCue, & Prier, 2017).

Sustainable public procurement highlights how the government purchases goods, works, and services through documented and valuable suppliers by considering certain factors such as availability, functionality, and value for money that prioritises the right price, time, and quality. It justifies an environmental factor that deals with green public procurement and considers the social aspect of poverty eradication, inequality, fair trade, unemployment, human rights, and labour condition (Thai, 2017)

#### **2.21.1 A Review of Existing SPP Framework in the LGAs of Nigeria**

The concern of how sustainable public procurement in the local government areas can be used as an instrument for sustainable development in Nigeria has triggered numerous contributions from literature and individual interviewees who participated in this study. According to the United Nations (2020), the public procurement market is massive and accounts for 9.7 trillion globally per annum, with an average of 20% GDP of global expenditure. In OECD countries, it represents an average of 12% of GDP, up to 30% of GDP in developing countries. Particularly in Nigeria, it accounts for 12% of the GDP of the national expenditures (UNCTAD, 2020). Further assertions that local government expenditures could drive the realisation of voluntary sustainability standards (VSS), a special rule that guarantees that the products we buy today do not endanger the environment and that the people who make them are not compromised.

VSS further ensures that these products are transported with significant considerations to specific sustainability metrics, such as gender inequality, labour standards, environmental impact, and fundamental human rights (UNCTAD, 2020).

Literature suggests that the relevance of sustainable public procurement as an instrument for sustainable development in the local government areas is inexhaustible and viewed as a significant contributor that drives the local economy. As empirically and systematically outlined in the third-party expenditure with a total estimated value of £60 billion in revenue per year, as exemplified in OECD countries (LGA, 2013). Furthermore, possess minor qualification criteria in achieving the demands of the bid. Procurement authorities can facilitate access to frameworks, setting up an appropriate requirement that accommodates all interested members. Additionally, government authorities can simplify all aspects of the procurement process, promote collaboration and a joint venture between SMEs and larger organizations, encourage capacity building, and make an informed, relevant target for the proportion of contracts awarded to SMEs (Caroline, 2011; LGA, 2013).

Sustainable public procurement ensures that suppliers are directly engaged with products that meet the needs of the local communities without hurting the environment in ways that their products are not sub-standards but continue to meet the local consumers' expectations. Accordingly, in Nigeria, the local government authorities are empowered by law through the bureau of public procurement (BPP) to utilise this leverage to drive up the local economy by adopting the sustainability concept. It is

achieved through the local suppliers to boost agricultural products and farm implements for the rural farmers whose livelihood cannot be compromised.

## **2.22 THEORETICAL FRAMEWORK**

Good research should be grounded in theory to advance knowledge through scientific and social understanding that engenders interpretation and explanation of phenomena (Defee, Williams, Randall, & Thomas, 2010). It justifies the quality of research and describes the theoretical block upon which the study is based (Starik & Kanashiro, 2013). Several theories have emerged to elucidate how public procurement operates. According to Defee and his co-authors, there is no theory to depict a particular kind of research conducted and the degree to which it can be used in the field (Defee et al., 2010). This section intends to address two basic objectives - the theoretical blocks that underpin this study to determine its suitability for the research. This will further help the researcher develop a theoretical framework for the research and justify a more precise picture that leads to the development of a new theory for this study in resonance with the research findings.

### **2.22.1 Sustainability Theory**

The evolution, concept, and practice of sustainability amongst societies, individuals, and cooperative organisations have engendered the theories of sustainability management, which is used for management research, practice, and education (Grob & Benn, 2014). Different scholars have adopted other theories to help explain the need for sustainability advancement. However, none of these theories possess the unique

features required for sustainability practice (Grob & Benn, 2014). Sustainability theory is unique and encompasses benefits, challenges, opportunities, and orientations that enable individuals and organisations to move towards the sustainability paradigm (Grob & Benn, 2014; Starik & Kanashiro, 2013).

Sustainability theories attempt to integrate and prioritise social concerns to environmental and cultural cognitive. At the same time, the economic model addresses both natural and financial capital. The environmental model addresses biodiversity and ecology. The social model looks at the sustainable welfare of human dignity, including religion, particularly with critical, symbolic, and motivational elements of cultural rationality (Edwards, 2005). Sustainability is about all the good life and maintaining a decent survival. The economic model of sustainability addresses sustainable opportunity in the form of capital, viewing it as an investment problem that proceeds from the natural resources to recreate further opportunities of a higher value (Grob & Benn, 2014). The economic model will remain sustainable if we accept the interchangeable disposition of the natural capital and other proponents of ecological economics as a substantial conservation measure is required for sustainable opportunities and operating the economies regarding natural limits (Daly, 1996). Considering the relationship existing between opportunity and capital, Daly argues that in the future, spending on the poor might be regarded as an investment, as creating an option for future engenders options for today as more options give a greater possibility for development; implying the need to invest in human dignity today for a sustainable future (Daly, 1996). The environmental sustainability model places more

attention on the health of the living world by focusing on biodiversity and ecological integrity rather than concentrating on capital or opportunity as the critical element of sustainability (Rolston, 1994). Viewing from the eccentric point of sustainability, species should be sustained for their outstanding value centred on recreation. At the same time, anthropocentric argues that both essential natural resources and the ecological system should be sustained and equally, given the regenerative process that defines human existence. Sustainability theories propose social systems that utilise human dignity are environmentally concerned with how environmental problems threaten humanity and focus on sustaining environmental justice and management (Grob & Benn, 2014; Starik & Kanashiro, 2013).

#### **2.22.2 Best Value Procurement (BVP)**

Maurer (2014) argued that in dealing with procurement systems, it is imperative to ask "how the organisation is seeking for continuous improvement in its approach for renewed development, planned and responsive maintenance." In other to ensure this needed and continuous improvement, organisations are expected to employ 'best value' techniques with its relevance in challenging what organisations should do and how it is done; making comparisons with other competitors, building direct contacts with affected service users, and making sure that value for money is obtained (Kashiwagi, 2011; Maurer, 2014). BVP technique is associated with the procurement system that looks beyond the ordinary price but relatively places emphasis on the quality of goods and services and professionalism when selecting vendors (Kashiwagi, 2011). Although BVP is relatively new, it is concerned with the Most Economically

Advantageous Tender (MEAT). This principle guarantees the contracting authorities to prioritise criteria that reflect good procurement quality, sustainability, technicality, and pricing when reaching an award compromise. The role of the best value procurement technique is becoming attractive in the modern procurement practice. It is also concerned with minimising the risks associated with disseminating information that is effectively utilised for a proper choice. According to Maurer (2014), best value procurement is not just a method but also a systematic approach whose principle is based on natural law. Instead of influencing people, the transaction can then be understood in a manner that engages the use of expertise to maximize value and obtain minimum risk. Interestingly, values are attached to past performance, price, vision, and schedule (Maurer, 2014; Singh & Singh, 2015).

Continuous improvement is connoted to assume various meanings; it is synonymous, as viewed by many scholars, with innovative principles that instigate a continual quest for making things better in processes, customer services, and products (Maurer, 2014). Continuous improvement is regarded as a core value that plays centre role at the heart of organisational renewal programs such as total quality management, while for others, it is concerned with sustained transformation in the detailed agender of quality improvement and waste reduction (Kashiwagi, 2011; Maurer, 2014; Singh & Singh, 2015).

### **2.22.3 Institutional Theory**



The study of sustainable procurement is receiving a global embrace; however, scholars have tremendous criticism for the lack of theoretical development utilising this literature (Biesenthal, Clegg, Mahalingam, & Sankaran, 2018; S. Brammer & Walker, 2011; Grob & Benn, 2014). According to Grob and Benn (2014), many scholars have indicated adopting some management theories to describe the introduction of corporate sustainability in real-world terms. However, "Institutional theory" is frequently used to depict practices familiar in organisations that are also applicable to several other studies relevant to sustainable public procurement. This theory uses traditional approaches to examine components of public procurement (Grob & Benn, 2014). *'It is a theory on the deeper and more resilient aspects of social structure'* (Scott, 1987). The institutional theory considers the open systems view that an environment affects an organisation and how it operates, particularly in sediments; the institutions in this context are the game rules that govern social exchanges embarked upon by different social actors (Biesenthal et al., 2018). Institutional theory is concerned with how organisations adapt to their environment and manage their credibility through social and economic regulations. Many contributors have expanded on institutional theory; for instance, Scott and his co-authors (Scott, 1987), define institutions as comprising of *"regulative, normative and cultural-cognitive elements that together with associated activities and resources, provide stability and meaning to social life"* and emphasised as institutional pillars (Scott, 2014). While the regulatory pillar focuses on procedures, rules, and regulations as a basis for compliance, the normative pillar on the other hand emphasised norms and values with social obligation as the basis for

compliance. Cultural-cognitive as Institutional pillar deals with a shared understanding of symbols and common beliefs. The relationship and relevance of this study in 'Institutional theory' are buttressed in the early institutional work of Mayer and Rowan (1977), highlighting how institutions convey the message of conformity without compromising the total functionalities of the institutions, which could attract heavy penalties. The institution of public procurement holds a similar view in sustainability in meeting the needs of future generations (Burton, 1987).

As further buttressed by Scott (2004), institutional theory identifies social influence, enforcement, organisational culture, and organisational incentives as prerequisites of compliance regarding procurement laws and the regulations as the basis for performance by strengthening procurement functions. The public procurement process in the local government requires a framework that is focused and potentially committed to achieving set up goals and objectives (Grob & Benn, 2014). Public procurement's strategic role can be realised if included in the corporate strategic planning process and implementation, along with other purposeful areas that offer credence and acceptance by top management (Grob & Benn, 2014). To this end, the importance of procurement by the top management needs to be emphasised by involving the procurement practitioners in formulating corporate strategy by including the head of procurement in the top management board (Meyer & Rowan, 2006). The institutional theory offers a clue that the performance of procurement staff is achieved through effective training. The current trend in the business world today demands vastly and professionally trained as well as competent skill for procurement

practitioners to deal with the strategic functions and the growing complexities in the supply market (A. S. Carr & L. R. Smeltzer, 2000). Furthermore, to realise the potential strategic procurement functions and operations, consideration for staff professionalism and capabilities are emphasized (Scott, 1987; Starik & Kanashiro, 2013). Institutional theory, therefore, explicitly elucidates the relevance of organizational structure and, by extension, possesses the inclusion of its applicability in the modern-day sustainable public procurement fixtures as it relates to the institution of cooperate social responsibility, and highlighted as the core element of this research.

#### ➤ **Institutional Theory in Retrospective View**

Finding suggests that there is a growing scale of studies in sustainable public procurement and other related sectors of the economy such as supply chain management; however, there has been more than a few scholars that criticised a lack of theoretical development regarding these fields of human development (Biesenthal et al., 2018; S. Brammer & Walker, 2011; Grob & Benn, 2014). There has been an overwhelming contribution of academia seeking for the inclusions of other management theories to complement this area of corporate sustainability; however, the institutional theory is often associated with phenomena of new practices in organisations to bring about sustainable performance – this applies to several corporate social responsibility research (Grob & Benn, 2014).

It can also explain sustainable procurement across the organisations as they tend to mimic each as a theoretical key concept of survival and legitimacy (DiMaggio & Powell,

1983; Grob & Benn, 2014; J. W. Meyer & Rowan, 1977). The institutional theory clarifies the intervention of external pressures to influence the organisation to adopt organisation practice, consisting of three key constructs: Coercive Isomorphism, mimetic Isomorphism, and normative Isomorphism (Grob & Benn, 2014; Kannan, 2021).

Coercive Isomorphism – in this construct, there is a form of concerted force applied on organisation by other similar dependent organisations orchestrated by the general influence of the society they depend on (Grob & Benn, 2014). This implies that the government and non-governmental organisation can exert a specific form of pressure in coercive regulation through formal or informal means on the firms and corporations to consider the role of sustainability and social responsibility initiatives (Grob & Benn, 2014). In essence, corporate social responsibility's (CSO) framework and policies can improve organisations sustainability through the instrumentality and mechanisms of coercive Isomorphism such as supplier assessment programs, regulations, and public procurement programs.

Mimetic Isomorphism – this construct occurs when organisations, in an attempt to improve the performance of its CSR, model another similar organisation, which in some circumstances serve as a convenient form of practice (Grob & Benn, 2014), and appear to be with or without the knowledge of the modelled organisation. According to Grob and Benn (2014), voluntary and supplier codes are structured in ways that mimetic Isomorphism seems to adopt a restraining effect on the implementation of sustainable procurement. Furthermore, there is a constant rise in institutional theory

to describe and convey the message of conformity incorporating sustainability in organisation through mimetic tendencies of frameworks, alliances, and programs (Grob & Benn, 2014; Scott, 1987). Therefore, it is understood that organisations in the same sector, for instance, the procurement sector, can now embrace similar codes and systems that escalate sustainable procurement practice through mimetic tendencies (Grob & Benn, 2014).

Normative Isomorphism – this construct occurs when an organisation uses the instrumentality of education or other established professional institutions and professional bodies to articulate the message of sustainable procurement through normative pressures (Grob & Benn, 2014). This is based on the fundamental principles of the institutional theory that disseminates the power of sustainability through educational, media, NGOs, and professional bodies that influence sustainable procurement practice (Grob & Benn, 2014; Kannan, 2021). The study of sustainable public procurement and sustainable development are established fields of study that seek advanced knowledge in human and methodology. Therefore it is not possible to successfully enrich knowledge by adopting a single theory in this research (Grob & Benn, 2014; Kannan, 2021; Zorzini et al., 2015).

#### **2.22.4 Legitimacy Theory**

Resulting from the organisational legitimacy theory, this theory denotes an existential condition or status where the existing value entities are consistent with the value system of the broader social value system that builds the structure (Dowling, 1975).

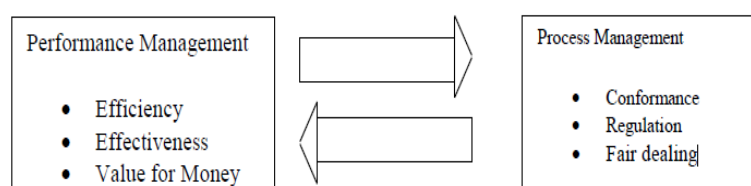
While it is possible to see threats existing in the value system due to discrepancies, legitimacy theory discusses four courses of action that can be taken to maintain legitimacy in an organisation (Lindblom, 1994). These legitimacies are: educating the public regarding the activities and performance of the organisations, changing the perception of the general public towards legitimacy, develop a strategy of manipulation that deflect the attention of the general public from the immediate issue of concern to another related and relevant issue, and changing the external perception of its performance (Lindblom, 1994). Legitimacy theory is defined by its responsibility to inform the stakeholders and other public members of its adaptive activities and dealings, internally and externally, through justification within the tents of the society and law (Deegan, 2019). Legitimacy theory is defined by its responsibility to inform the stakeholders and other public members of its adaptive activities and dealings, internally and externally, through justification within the tents of the society and law (Deegan, 2019). This theory further asserts that public procurement is identified as a process that is intertwined with the political structure and that the public officials are thereby responsible to the public by promoting transparency, probity, and integrity at all levels of the process (Archel, Husillos, Larrinaga, & Spence, 2009).

From the legitimacy theory, it can be perceived that public procurement regulations have been acknowledged as part of the fundamentals of compliance conduct. It can also be perceived by the degree of transparency, integrity, and honesty of the procurement practitioners and the procurement process (Deegan, 2019). The application of this theory is justified by the Federal Bureau of Public Procurement

(BPP) regarding the performance, monitoring, and annual publication and reports, debates, and workshops of procurement activities across the sector in compliance with the procurement laws (BPP, 2020c). This study finds this theory relevant to the constant attempt being demonstrated by the Bureau to ensure integrity and transparency in the procurement processes in Nigeria.

### 2.22.5 Compliance – Performance Reform Cycle Model

accomplished models in describing the performance of procurement and how it can best be accentuated. Several debates and controversies prompted the emergence of this model to accommodate the lack of consensus regarding the involvement of public procurement and its strategic significance in terms of performance management, process management, and strategic management (Thai, 2001, 2009).



Source: Thai 2009

Figure 2. 11 **Figure 10: Compliance – Performance Reform Cycle Model**

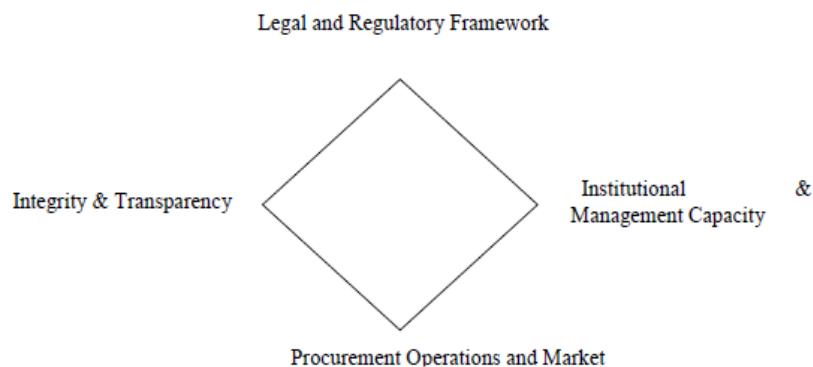
As depicted in the model, Thai (2009) public procurement encompasses three types of management: performance, process, and strategic management, focusing on outcomes, compliance, and strategy. This implies that when government and institutions recognise the strategic implication of public procurement to the society,

there could be a striking balance in the performance and processes in these entities that engenders skill development, improved organisational structure, delivery of community expectations, better incentives for the workforce, and performance measure (McCue & Prier, 2008; Thai, 2009). Several literature and studies have demonstrated the advancement in the field and practice of sustainable public procurement but emphasise the "Means" than "Ends"; At the same time, the former refers to the procurement process, the latter refers to the procurement performance (K. Snider, 2006). Findings and country assessment suggest that sustainable public procurement in Nigeria focuses more on the process, regulatory framework, guidelines, and procedures. This model emphasises the need to consider performance in public procurement to accentuate sustainable development, particularly in rural communities. The relevance of the Compliance–Performance Reform Model to this study is enormous – it discussed two significant elements upon which this study considered a major construct, which is measured in terms of sustainable public procurement and its objectives.

#### **2.22.6 The Four Pillars Model**

This model was developed to evaluate the national procurement system's level of effectiveness and quality in both developed and developing countries by the World Bank, Development Assistance Committee (OECD, 2007).





Source: OECD/DAC (2007)

Figure 2. 12 **Four Pillars Model**

**Legal and Regulatory Framework:** According to the model, the legal and regulatory framework pillar was designed to assess the level of compliance of the procurement regulatory framework with the national and international standards in terms of existing regulation, documentation, and potential tools for implementation (OECD, 2007). The model encompasses several guidelines, operational procurement procedures, tender procurement documents, and procurement standard contract documents (OECD, 2007; OECD/DAC, 2003).

**Institutional Management and Framework** deal with the government institutional framework's ability to promote the efficient and effective implementation of existing procurement initiatives within the boundaries of the law (OECD, 2007).

**Procurement Operations and Market Pillar** - The Procurement Operations and Market pillar were developed to assess the level of knowledge and capacity of the

procurement contractors/bidders in the supply markets; its activity is collectively based on the operations of the system during implementation (OECD, 2007; OECD/DAC, 2003).

**The Integrity and Transparency Pillar** respond to the public procurement system that relies comprehensively on several control mechanisms such as effective appeals mechanism, effective and controls audit system, complaint review mechanism, fairness and transparency control mechanism, a mechanism to detect, prevent and control procurement frauds (OECD, 2007; OECD/DAC, 2003). The Nigerian government controls a strategic procurement regime assessed by the World Bank Country Procurement Assessment Review (CPAR) as part of its development mandate regarding procurement policies, procedures, and practices (OECD, 2006 ). The Four Pillar Model played a significant role in the Bureau of Public Procurement (BPP) and other regulatory agencies explaining the framework and the procurement system in Nigeria's context.

#### **2.22.7 Corporate Social Responsibility Theory**

Corporate Social Responsibility (CSR) theory has significantly impacted the corporate world, and its effect is still resounding in the global social-economic echelon. However, several authors have addressed CSR theory differently but still conveys a similar message as it were (Wang, Gibson, & Zander, 2020). According to Russell (2008), CSR theory is emphasised when organisations take responsibility for how their

activities or actions can affect the overall employees, customers, communities, and the environment upon which they function.

It further signifies the voluntary responsibility of an organisation to its numerous stakeholders regarding how their operations have direct or indirect implications on them. In a more recent development and global perspective, CSR theory has received overwhelming popularity beyond the traditional paradigm that assesses CSR theory in the form of social, economic, and environmental dimensions (Wang et al., 2020). The social dimension addresses the responsibility of the Nigerian government through sustainable public procurement to ensure that relevant infrastructures are put in place to meet the social needs of the communities. For instance, the local communities in Nigeria are in a deplorable state and require urgent attention to health to reduce the child mortality rate, primary schools for pupils to develop their educational status, portable water for citizens, and the list is endless (Stober, 2019). The CSR theory's economic dimensions deal with the government's economic responsibility to support small and medium enterprises (SMEs), research and development spending, cost of living, long-range businesses, and other economic programs that can promote the living standard for the citizens. The environmental aspect of the CSR theory is vital in terms of environmental hazards, as such much is expected to ensure the local community's livelihood is always protected. Climate change, environmental degradation, soil erosion, and other forms of environmental diversities. The government needs to do more to improve this area of sustainability to reduce the threat to the existence of the communities. Corporate Social Responsibility Theory was

adopted as part of this study to meet up with the necessities of the local communities that perpetually depend on the services of the government. Finding suggests that there are five main dimensions in CSR theory: social, economic, environmental, stakeholder, and voluntariness. Therefore, it is inferred that this study's framework is focused on sustainability and found this theory fits into other theories to be conceptualised.

#### **2.22.8 The Principal–Agent Theory**

This model highlights a similar kind of relationship between the principal and his agent in such a manner that the principal is in a constant spot of authority to dictate to the agent the best possible performance approach. Also, to determine the order of interest of the principal and sometimes referred to as the actor. This implies that the principals represent the company shareholders, whereas the agents represent the company executives and managers (Heath & Norman, 2004). This theory responds that the company (shareholders) employs the staff as (agents) in all the daily activities on behalf of the owners. And by extension, it empowers the managers as the principal-agent to be responsible. Every business outcome is usually referred to as the shareholder's agents' relationship (Clarke, 2004). To justify the contributions of the Principal-Agent Theory, all public officials and managers involved in the practice of procurement endeavours must play by the rule as Agents for the elected representatives. This theory is evident in the Nigerian procurement compliance structure proliferated by the Nigerian Bureau of Public Procurement (BPP) to ensure that MDAs comply with the rules of engagement to promote accountability,

transparency, and probity in governance (BPP, 2020c; Clarke, 2004). However, this theory did not come without its challenges. For instance, several scholars have questioned its credibility and applicability in some critical subject matters. Responding to this criticism is the disparity between the directives given by the principal and the agent's decisions. This irreconcilable reality in the management of the commands remains the challenging aspect of the principal-agents theory.

Additionally, further divergence is accentuated in circumstances where the agents demonstrate selfish behaviour to carry out their responsibilities. It can be understood and inferred from the theory that when an individual is irrationally compelled to work against a will, disharmony is likely created, which ultimately leads to cognitive dissonance (Tukamuhabwa, 2012). Nevertheless, advocates of the principal-agent theory argue that public participation in the procurement process is likely to improve interaction. It will strengthen the scope of monitoring, build harmony, enforce good decisions by the public (agents), and potentially shift responsibility to the taxpayers (principals) from the political elite.

This theory was relevant in this study because it supported the researcher's ideology to provide a vivid explanation of the relationship that exists between the government (principal) and the procuring entities (agents) in terms of implementation. The public procurement legal framework, which is clearly highlighted in this research, does not provide a detailed analysis of the current debate on sustainability, which is the bedrock of this research.

## **2.23 THEORIES THAT UNDERPINNED THE STUDY**

A review of literature has shown how these four theoretical constructs, namely Institutional theory, Corporate Social Responsibility theory, the Four Pillars Model, and the theory of sustainability, informed an integrated construct that serves as a conceptual foundation for this study, which prompted the research questions. However, based on the degree of relevance and application, Institutional theory and The Four Pillars Models are underpinned for this study.

**THE INSTITUTIONAL THEORY** considers the open systems view that an environment affects an organisation and its operation. With the substantial amount of resources available for public procurement, it is evidence that the economy, society, and the environment can receive a remarkable turnaround for sustainable development (Arrowsmith, 2010a; S. Brammer & Walker, 2011; Grob & Benn, 2014; Preuss, 2009b). The Institutional theory provides specific justifications for investigating new knowledge, such as research and development (R&D). It considers processes that ensure public institutions are given the necessary attention needed to carry out their strategic functions. Furthermore, it buttresses positive signals of conformity across the different organisational groups and potentially raises questions about objectivity and the government's policies. The relevance of the application of institutional theory to this study is further buttressed in ensuring that organisations embrace full responsibility. It emphasises how their actions can impact changes in the

communities and the environment they function in through the contributions of the people, particularly in sustainable development. The theory accentuates that social, economic, and environmental dimensions become the pillar (Wang et al., 2020) upon which government institutions can deliver sustainable development to the local government areas. This theory is underpinned by this study due to its significance and applicability which prompted the need to understand the strategic functions of the government and the extent of implementations at the various levels of the political divides.

**THE FOUR PILLAR MODELS:** The World Bank development assistance committee (DAC) supported the development of this model to evaluate the quality and the effectiveness of the procurement systems in the developing communities (OECD, 2007). Regarding regulations with the national and international standards, this framework is identified to possess the potential tools for implementation of this current research. Addressing these guidelines, this model supports the establishment of a new institution with economic viability, harmonises the various key constructs derived from the model, and plays an integral mandate in developing a condensed framework for this study. The Four Pillar Models respond to the critical role of both private and public procurement as an instrument for effective performance and, therefore, require a competitive private sector market (OECD, 2006 ). It Attempts to condense and prioritise social and environmental concerns. The economic model emphasises both natural and financial capital. The environmental model addresses biodiversity and

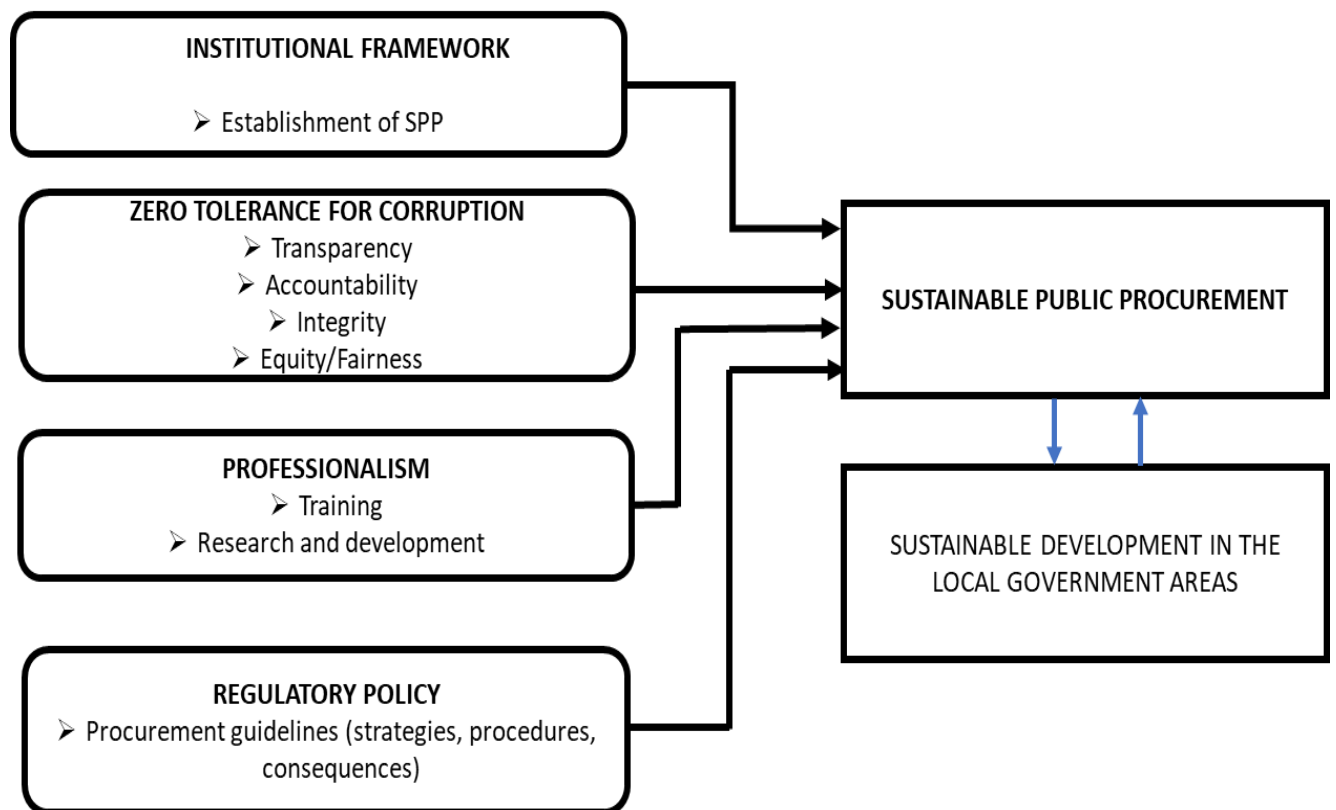
ecology and cascades issues regarding how the environmental problems threaten humanity and focuses on sustaining environmental justice and management. The World Bank proposes social systems that utilise the sustainable welfare of human dignity. Therefore, the Four Pillars Models is underpinned for this study to recognise this outstanding revolutionary contribution.

## **2.24 PROCESS OF DEVELOPMENT OF CHALLENGES FRAMEWORK OF THE STUDY**

This study attempts to articulate the concept of institutional theory to develop an integrated construct that encompasses best value procurement practice, transparency and integrity, organisational structure, legal framework, and professionalism.

Below is a framework from the challenges of SPP in this study, which is expected to be adopted as a prototype. The application of this framework this framework intends to improve the living standard of the people in the local government areas of Nigeria through the instrumentality of sustainable public procurement for sustainable development.





**Figure 2.13 The Challenges Framework from SPP**

The development of this framework emerged from the correlation of existing literature, model from the World Bank (WB), Development Assistance Committee (DAC), of the Organisation for the Economic Cooperation and Development, used for evaluating the quality and effectiveness of international public procurement systems (OECD/DAC, 2003). It is further derived from other documentary pieces of evidence in the literature as a pattern of concepts and interconnections of broad ideas, principles, and contributions from relevant fields of inquiry to achieve set objectives in logical formations (Chakraborty, 2009; Colin, 2010; Saunders et al., 2007).

The two fundamental concepts of this study are sustainable public procurement and sustainable development. The framework of this study demonstrates the significant role sustainable public procurement can play to achieve sustainable development in the local communities. Despite these phenomena and strategic dispositions, it is argued that the performances and functionalities are restrained based on existing realities (Ottosson, Magnusson, & Andersson, 2020). Therefore, this study refers to engaging the minor constructs as the power required to drive sustainable public procurement as an engine of change to attain sustainable development, referred to as the destination of this research.

Over the years, and around the world, several scholars in public procurement have attempted to theorise the potential implication of sustainable public procurement towards sustainable development (Iqbal & Ahmad, 2021). While the concept of integrating theories into sustainable public procurement is a phenomenon as a reason for the advancement of human knowledge, several actors in this field argue the need

for further development of theories to stimulate deeper understanding and enrichment of literature (Snider & Rendon, 2008). Based on these guidelines, the review of this study is instituted on the premise of existing theories relevant to this research. The framework of this study proposes two dependent constructs, Sustainable Public Procurement (SPP) and Sustainable Development (SD) in the local government areas, and four independent constructs: Institutional Framework that comprises the establishment of Sustainable Public Procurement; Zero Tolerance for Corruption that deals with the objectives of public procurement such as Transparency, Accountability, Integrity, Equity, and Fairness; Professionalism, that comprises of Training, Research, and Development; Regulatory Policy, that consist of the Procurement Guidelines such as procurement strategies, procedures, and consequences.

#### **2.24.1 Institutional Framework**

According to Thai (2004), effective government structures, frameworks, and oversight functions are necessary to prevent and minimise irregularity in the institutionalisation of public procurement. Addressing this contribution, Meltzer (2012) asserts that it is required that the executive functions of the government be structured in a manner that reduces officials' ability to alter procedures and to operate functions without due process and the involvement of their citizens and their representatives. However, Tillipman (2018) has a contrary opinion that the position of citizens is compromised and argues that contact between the officials and the citizens is limited to open an appropriate venue to eliminate any act of irregularity that might surface. It is further argued that doing business with a particular office or ministry must follow an objective,

clear, and well-established process, and everyone is informed. Additionally, Nicolaides & Manyama (2020) argue that to deter or mitigate inappropriateness in an executive branch, other institutions in the government must provide stringent oversight. They claim that the executive branch should not change laws and regulations independently, as many countries have their congressional and parliamentary committees routinely investigating the executive branch and its activities. Therefore, this study believes that to ensure compliance with the law and protect taxpayers' money and best interest, information should be made available to the citizens.

According to Idelson (1995), a strong judiciary also acts as a critical check on the other executive branch and ensures proper enforcement of the law. While this assertion is viewed from the perspective of the law, it, however, is understood with skepticism by other legal actors regarding professionalism. According to Meltzer (2012), judges must be qualified, adequately trained, impartial, and equipped with political liberty to constantly deliver justice to the citizens without any form of intimidation. Additionally, proper vetting of judges by the legislative branch before their appointment and throughout their lifetime tenure eliminates potential doubts of the judge's commitment to good governance that protects the rights of the vulnerable citizens (Barkow, 2016).

Another oversight mechanism is the public audit of government functions. For instance, in the United States, the Controller General (CG) has government officials and other agencies that handle the oversight functions controlling government waste and corruption (Bennett, 2015). According to this report, the CG is responsible for identifying fraud, waste, and abuse with regular reviews of agency programs and

contracts and reporting their findings and recommendations to the US Congress. Similarly, in Nigeria, the Economic and Financial Crime Commission (EFCC) and other anti-fraud agencies were established by Nigeria's Constitution to monitor and report all financial mismanagement and other forms of corruption and persecute offenders through the legal system (EFCC, 2011). While this institution claims to have achieved overwhelmingly in the fight against economic and financial misappropriations over the past decades, several opinion leaders and scholars in Nigeria and the diaspora thought otherwise. Umar *et al.* (2018) conducted a qualitative study on resolving systemic corruption and ascertaining how institutional and organisational factors influence the performance of the EFCC. This study concludes that the commission is incompetent to fight financial crimes in Nigeria for a lack of commitment, incompetent workforce, poor budgetary allocation, and inefficient judiciary. Uthman *et al.* (2015), the EFCC has been facing severe criticism over the years for lack of incompetence and partiality in the fight against corruption. So far, there has been low patronage to correct this ill. In a more recent development, Sirajo (2021) conducted a study to examine the EFCC act of 2004 and regulations that are relevant to the recovery and management of proceeds of crime in Nigeria; it concludes that the provisions of the EFCC Act 2004 contain loopholes and may never be able to persecute offenders. Thus, the urgent call for its amendment by the act of the constitution.

According to Adelopo *et al.* (2020), employing a professional, independent, and competent civil service help in reducing the risks of corruption. This is achieved by crafting laws and procedures to ensure civil servants are qualified professionals,

receive competitive wages and are free from political influence. Fallah (2021) holds a similar view and further contributes that the government can significantly reduce the temptations from financial misappropriation by installing an effective oversight authority and concludes that the government is positioned to reward civil service with assertive and ethical behaviour. Therefore, this study establishes an effective governance mechanism that reduces financial waste, anti-corruption solid laws, and enforcement are the foundation of a robust and good governance philosophy.

Any government with good intentions must enforce anti-corruption criminal laws that punish actual illegality. This similar law was established in Hongkong as an independent commission against corruption (Restall, 2012); the independence of the commission is guaranteed in law and has adopted a particular form of strategies to include law enforcement, prevention, and education on the negative impact of corruption. While other foreign entities view these laws as a mitigating strategy, Pirić (2021) argues that anti-corruption laws are essential to public procurement institutions but are worthless without adequate enforcement. Therefore, anti-corruption laws must be actively enforced by well trained, experienced, well resourced, and professionally experienced investigators and persecutors; the laws must also include substantial penalties, including prison times and hefty fines in manners that punish corrupt behaviours and prevent others from engaging in similar misconduct (Nicolaidis & Manyama, 2020). In ensuring that the government acts in the best interest of society and the country, ethical laws are encouraged to prevent illegality and the personal

interest of their bank accounts; they must be applied equally and judiciously (Akhtar, 2020).

While the institutional framework of whistle-blower protections set to protect extended corruption, promote institutions, transparency in the aspect of protection of identity, protection against retribution, and immunity from disciplinary proceedings and liability under the law (Transparency International, 2016), several scholars, particularly in the developing societies argue that the realisation of this approach is only limited to the developed societies. Mealem (2010) argues that the whistle-blower policy is practically not reliant on the tax investigations' performance. McGlynn (2014) further asserts that the activity of the Whistle-blower is associated with endless arrays of threat, physical intimidation, and death threat; the author further iterates the theoretical and practical implications, which include the influence of stigma and social alienation. A recent study conducted by Nwoke (2019) asserts that the concept of whistle-blowing in Nigeria is virtually non-existent, and this is because there is a lack of comprehensive legislation for the protection of whistle-blowers. The author further contends that whistle-blowing can significantly become a powerful instrument for entrenching a credible corporate governance mechanism in Nigeria. Additionally, critical principles must be enshrined under the law to offer protection for the whistle-blowers; these measures ensure that they are unpunished for their advocacy (McGlynn III & Richardson, 2014).

According to the Academic Journal of South Asian Studies, the Institutional framework is extensive and equally concerned with the government functionaries that identify the freedom of the press - the free and open press is critical to good governance (Khan,

2017). Trained and professional journalists are necessary to expose lawlessness and guide against abuse of power. To achieve this endeavour, Raheem (2019) argues that the press must have access to government officials and their work; government workings must be shared with the public to unbiased actors who can report the news and provide an honest analysis. According to the author, a free and open press also means that the press should not be censored, persecuted, or subjected to unnecessary discomfort (Raheem, 2019). Therefore, the institutional framework is integrated with other minor constructs that power the "sustainable public procurement" as the engine to drive sustainable development in the local communities.

#### **2.24.2 Zero Tolerance for Corruption**

In the context of this study, the zero tolerance for corruption emphasises the objectives and principles of procurement that promote the practice of sustainable public procurement. It is a concept that seeks to alienate all possibilities of financial irregularities from the structure of the practice of procurement. According to the Organisation for Economic Corporation and Development, globally, between 13 percent and 20 percent of gross domestic product on average is spent on public procurement annually (OECD, 2013a). Several economic actors hold the view that with such an enormous amount of money at stake, there is a greater chance of waste emanating from the government's financial activities that tend to negate the achievement of sustainable development, particularly in the local communities (Ismail, 2018; Salim, 2016).



- **Transparency in public procurement:**

Transparency International (2015) states that "*a procurement system that lacks transparency and competition is the ideal breeding ground for corrupt behaviour*".

Bauhr (2020) holds a similar view that a lack of competitive bidding in public procurement contracts can derail competitive bids and decimate the cause of transparency and accountability, especially when open competitive tendering is not considered. Bauer and his co-author further assert that the existence of transparency in public procurement practices empowers processes and decisions, which ensure that decision-making authorities are held accountable and ostensibly expose public procurement practices to more competition. Transparency plays an integral role in public procurement. Therefore, it needs to pervade the entire steps in the procurement cycle ranging from need assessments, procurement plans and budget allocation, evaluation of bids, award of contract, and procurement management (Çetinkaya, 2014). In a more recent contribution to literature, Mabillard & Raphaël (2020) argue that the competitive bidding process should not only be the determinant factor for accountability and transparency in the public procurement process. But also recommended that certain guiding principles in public procurement must be followed and not be undermined if achieving zero tolerance for corruption. (a) As a matter of urgency, regarding selection criteria and details of the contract award, a vivid justification of the agreed standards should be published before the procurement process begins by the government. Enhanced transparency is vital in public procurement, particularly during the bidding process, to allow stakeholders and

decision-makers to make their relevant contributions in the quality of the products, cost of acquisition, social-economic impact, and environmental impact of the project (Mabillard, 2020). Contrary to any form of manipulation concerning the decision-making process, every detail regarding the award process to the point of completion must be placed at the table for the sake of transparency.

Alford (2017) affirms that public procurement processes must be transparent to ensure that government purchases are made openly and impartially. According to Alford, the degree of transparency enables citizens to identify potential sources of corruption. In developed countries such as the United Kingdom and the United States of America, elected officials have been forced to vacate the office using taxpayers' money for their personal needs. However, Stober (2019) argues that in sub-Saharan Africa, Nigeria in particular, the discussions are dissimilar. The officers who abused their privileged offices using taxpayers' money are given the option of fines and, in most cases, set free due to their political power and influence in the government. This endeavour is not appropriate and perpetually alters the cause of governance and ostensibly decimates the achievement of sustainable public procurement, which is the engine that drives sustainable development.

- **Accountability in public procurement**

Kajimbwa (2018) argues that accountability in public procurement is fundamentally referred to as the central pillar that upholds the idealism of procurement practice. This was further affirmed by Juliyanti (2021), that a system ceases to be functional if

unaccountable and unsustainable; therefore, accountable systems enable the citizens and the government to exhibit a certain level of mutual understanding that helps preserve the vast resources channelled through public procurement. This potentially connects accountability to a development concept of three principles, such as the "inclusive rights for all people, the rights to participations, the obligations to protect and promote the realisation, as well as rights by states and other duty bearers" (Gaventa, 2002) cited in (UNDP, 2010).

While accountability is regarded as a vital organ of sustainable public procurement due to the vast amount of funds channelled through the system and runs the risks of increased financial mismanagement, some scholars claim accountability should not be regarded as the ultimate remedy to a functional procurement system. McGuinness (2010) argues that procurement should be conducted in an open, transparent, fair, and accountable manner, which is critical to democracy, but these are principles referred to as a "means to an end." According to McGuinness, the whole public procurement process can be undermined if it does not get a good deal. This further affirmed that while credence to accountability, oversight can help identify inefficiencies that ostensibly empower procurement efficiency, service delivery, effectiveness, and improved lifestyle (Macey, 2021; Melese (Macey, 2021; Melese, 2020).

Therefore, to achieve a certain measure of accountability, it is necessary for an active engagement of the government towards the citizens. The framework of this study is an interface of relationships empowered by the core minor construct of accountability to effectively drive the engine of sustainable public procurement to the destination of

sustainable development. This embodies societal value in the concept of social equity, economic development, and environmental integrity.

- Integrity in public procurement

According to the academic journal of contract management, integrity in public procurement should not be a secret (Gragan, 2010); to a procurement practitioner, integrity epitomises that public trust is so significant that it cannot be compromised and expected to demonstrate the principles at all times. Integrity is identified as one of the fundamental standards of conduct highlighted in the UN Charter documents, which is enshrined in the rule of law by demonstrating the values such as equity, fairness, honesty, truthfulness, and fidelity (UNPPH, 2012a). In a further development, Ghossein (2021) opined that while integrity promotes organisational integration, it is necessary to prioritise the cause of the practice without consideration of personal gain. Furthermore, it is recommended to resist unjustified political gravities when making a prudent decision that stands to be of immense benefit to the citizens (Ghossein, 2021; Gragan, 2010). Therefore, this study holds the view that procurement officers maintain exceptional standards of moral value and integrity to be able to drive the engine of development in the local communities.

- Equity/fairness in public procurement

Fairness remains an essential component in public procurement, without which effectiveness is unsustainable (Poppo, 2014). It is the state where every bidder is treated with a high degree of impartiality (Transparency International, 2014b).

According to Khan (2017), fairness in public procurement ensures that decision-making from the early stage of planning to the final stage of procurement management can be treated with a high sense of rationality. In similar circumstances, Bauhr *et al.* (2020) reiterate that procurement should be offered equal opportunity and subjected to the same compliance mode as the procurement solicitation documents stipulated. Therefore, this study holds the view that public procurement bidders should be offered the leeway to challenge and call for redress of any bid in the event of doubts. It is the harmonisation of "zero tolerance" with other "elements" that power the major constructs of "sustainable public procurement" as the engine to drive sustainable development in the local government areas. It is included in this framework to help drive the engine of sustainable public procurement (SPP) to the destination of sustainable development (SD).

#### **2.24.3 Procurement Professionalism**

This study provides the theoretical evidence and concept that the problems of sustainable public procurement in the local communities for sustainable development could be effectively addressed through the practice of training procurement officers across the region. The level of qualifications defines professionalism in sustainable public procurement, education (Raymond, 2008), skill, and behaviours that transcend an informal knowledge but are tailored towards a professional approach in manners that promote the vision and aspiration of the sector (Steinfeld *et al.*, 2017). According to Smith *et al.* (2016), this can also be characterised as being involved in a professional organisation, ethics, a code of conduct, a researched activity, as well as a body of

knowledge. Professionalism and education are vital in addressing relevant procurement objectives such as accountability, compliance, and, in most cases, value for money for procurement personnel in terms of conduct and management (Chacha, 2020). The implication of professionalism and education for procurement officers is critical and necessary to ensure zero tolerance for corruption and other forms of unethical display, leading to the subsequent collapse of procurement institutions. This assertion was earlier suggested in the adopted institutional theory, which offers the clue and guidelines that adequate training and professionalism can significantly achieve procurement performance and good returns that produce evidence of accomplishment and ultimate functionality (Smeltzer, 2000; Steinfeld et al., 2017). Extant literature establishes less representation in terms of procurement professionalism regarding professional bodies that regulate and monitor ethical conducts and certification of practitioners in Nigeria, thereby creating that gap of procurement mismanagement at all levels of government (Stober, 2019). Addressing this area of professionalism through the theoretical lens as envisioned by the Project Management Institute, critical areas of professionalism were considered in achieving sustainable public procurement for sustainable development (PMI, 2012). The body of knowledge demands that for effective and efficient performance, acknowledging and registering with professional bodies elevate moral values, increase productivity, and fortify security for diligent procurement practice that constantly promotes ethical conduct at all stages of the process (Mrope, 2017; PMI, 2012; Smith, 2016).

#### **2.24.4 Regulation Policy**

The regulatory policy in the context of the framework of this study refers to the public procurement legal and regulatory framework that includes the procurement policies and laws, procurement strategies, procedures, and consequences. In addressing the independent constructs of the study's framework, regulatory policy is identified as one of the critical drivers of sustainable public procurement. This application attempts to define the rules that govern the procedures and processes in every perspective to deliver on the quality of procurement management principles in totality. As earlier mentioned by several scholars, the legal and regulatory policy in countries around the world is intended to encourage the economic development of countries within this jurisdiction and promote good governance through the genuine implementation of government expenditure in the form of gross domestic product economic model (Arrowsmith, 2010b; EU, 2017a; Preuss, 2009b). Some of the procurement legal and regulatory frameworks are referred to as constitution, national procurement laws, procurement regulations. A country's constitution remains the fundamental law regulating every citizen or inhabitant in that country and remains uncontradictory, incontestable, binding, and supported by all. The elementary principles and laws of a country determine the government's powers to guarantee certain rights of the citizens without fear or otherwise (Li, 2021).

Manu *et al.* (2019) claim that the national procurement laws are federal directives and policies that control the general practice of public procurement but still assume directives from the country's constitutions. From Nigeria's perspective, Ojo *et al.* (2020) argue that the BPP is controlled by the national procurement laws within the

boundaries of the practice and does not contravene the constitution of the federal republic of Nigeria. According to Ojo and his co-authors, this assertion is evident with the full knowledge that the national laws derived from the legislature, thus remaining superior to all other organisational bureaucracies in Nigeria.

Raheem (2019) suggests that procurement regulations are legal instrumentalities of the law in the countries that support the national procurement law, which originates from the country's procurement regulatory organs or agencies. This law supports the procurement regulations by providing detailed explanations regarding the provisions of the law. In Nigeria, the BPP governs the procurement activity, the only regulating body responsible for monitoring and providing oversight functions for public procurement of goods, services, works, and utilities at all levels of the government (Ojo, 2020). The regulatory framework of public procurement is critical and therefore identified by this study as one of the most significant minor constructs that drive the sustainable public to achieve sustainable development.

#### **2.24.5 Sustainable Public Procurement**

In summary, the framework of this study is defined by the two dependent constructs as "engine" (sustainable public procurement) and destination (sustainable development), respectively. This analogy further describes sustainable public procurement as the brainbox of this research, and this is because the entire echelon of this study dwells on the performance and instrumentality of sustainable public procurement and how it does systematically and objectively deliver quality goods,



works, and services to the destination of sustainable development. This development touches the lifestyles of the citizens without compromise. The findings obtained in this study are evidence of sustainable development through sustainable public procurement. However, the framework of this study highlights that as a major construct, its functionality to attain the desired goal remains completely elusive and therefore supported by the minor constructs. The elements of the minor constructs thus, power the engine of SPP that drives sustainable development to its destination of accomplishment.

Inclusive, dynamic, and exemplified in addressing the aim and concept of this study and its focus on sustainability, thus, this definition is adopted to satisfy the needs of what the research stands to achieve. "Sustainable development is the development that is consistent with the principles of sustainability, such as ensuring a strong, healthy and just society, living within environmental limits, and promoting good governance", (Brammer & Walker, 2007). Sustainable procurement is best understood as having the most positive environmental, economic, and social impact while striving to reduce any negative impacts through the life cycle of that product or service being purchased. While the practice of sustainable public procurement is not a stand-alone activity and not different or separate from excellent procurement, which means it needs to be considered as part of the policy, process, and practice. It is not something that a single champion can deliver; it needs to be part of the roles and responsibilities of the entire team and ideally goes beyond the team. Therefore, there is a need for accountability, transparency, the rule of law, institutional frameworks, equity, and

integrity from the highest level right down to the bottom to make procurement sustainable. As identified in this study, these minor constructs are key factors that drive sustainable public procurement.

Additionally, the effective accomplishment of sustainable public procurement requires clarity of communication, and every member needs to understand what it entails to achieve and how it will be achieved. Sustainable procurement is also wider than just the procurement team; it demands internal stakeholders, specifiers, internal customers, external stakeholders, and suppliers. This study, therefore, holds the view based on evidence from literature and suggests that when sustainable procurement is embedded adequately in the system, it will help improve every process and practice.

#### **2.24.6 Sustainable Development**

The ambitious concept of Sustainable Development calls on both developed and developing countries to make substantial improvements to their citizens' lives, which encompasses social equity, economic benefit, and environmental integrity (Jabbari, 2020). Scholars and experts in sustainable development research have demonstrated in many ways in making the concept a reality through the numerous involvements of the global institutions such as the establishment of the United Nations Environmental Programs (UNEP), United Nations Development Program (UNDP), United Nations Human Settlements Programme (UNHABITAT), United Nations Office for Project Services (UNOPS); international community policy initiatives (e.g., MDG),

organisations and conferences, such as the "Rio 20" conference in Rio De Janeiro, Brazil in 2012 (Gallopín, 2001; UN, 2020; WEBER, 2021).

Many academics opine on sustainable development as a complex paradigm.

For instance, Ksonzhyk (2021) affirms that the concept engages the partnerships of many actors to ensure that countries around the world embark on the path of prosperity, which is characterised by a grand sustainability initiative that promotes continuity in all aspects of sustainable development goals. Sachs (2017) further provides potential support for resilient societies in dealing with humanitarian emergencies, reducing risks and instability, and shocks even at the most elusive locations. It is pretty daunting the tasks of sustainable development and could be understood the reason for lack of global coverage as argued by numerous scholars (Patrick, 2015; Steinfeld et al., 2017), however, in all its ramifications, sustainable development stands a chance to make the world a better place, and now is the time (UN, 2019).

Implementing successful sustainability requires a wholistic commitment and synergies between social-economic progress, resources for sustaining the plant, ecosystem, and tackling climate change through the honest enrolment of global leaders leading these roles (OECD, 2020; Sachs, 2017).

It is imperative to partner with countries and other stakeholders to ensure sound environmental management that promotes the well-being of all and is further echoed in the sustained achievement of economic development and prosperity while

considering resilience and delivering human security (OECD, 2020; UN, 2019). It means recognising the connections between societies, the planet, and all living things. It means collective striving towards goals and reaching for a world that benefits all lives. Based on the current global debate and numerous empirical contributions to literature, there is no doubt that sustainability is the key to a better future resources for business activities and survival; ignoring sustainability can engender human civilisation's collapse and decimate our natural world (Attenborough, 2020).

This study's framework identifies four constructs that can achieve sustainable development in the local government areas of Nigeria; these constructs are the minor constructs underpinned by this study that includes the institutional framework, professionalism, zero tolerance for corruption, and regulatory policy.

## **2.25 Summary**

The primary focus of this study was to ascertain how sustainable public procurement can be utilized as an instrument to foster sustainable development in the local government areas of Nigeria concerning social benefit, economic development, and environmental integrity. Drawing attention from the global debate on sustainability as championed by the United Nations, this chapter highlighted the seventeen sustainable development goals with its priorities and international guidelines.

This chapter further induced attention regarding what literature to consider, context and content, and the empirical evidence needed to justify the framework. From the existing literature, four relevant theories were adopted to underpin and justify the

framework of this study. These theories include institutional theory, corporate social responsibility theory, four-pillars model, and sustainability theory. The novel insight of this study is buttressed in the framework that seeks to provide a great value to decision-makers and the procurement processes upon which they can be held accountable for their actions.

The next chapter discusses the various public procurement operations, focusing on the empirical process, procedures, and applications of sustainably carrying out public procurement functions. Due to the limited resources and expertise in the public procurement sector, this study calls for on-hand training for procurement officers as a necessity to promote sustainable public procurement in the local government areas of Nigeria.

## **CHAPTER THREE**

### **PUBLIC PROCUREMENT OPERATIONS**

#### **3.1 INTRODUCTION**

According to the World Bank Group (2020), public procurement regulation is ostensibly new. Nevertheless, except for a few countries like Japan that historically had their procurement regulations instituted in 1947, followed by the United States a few years, most other countries followed suit in adopting the procurement laws in the early 1990s and 2000s (Erica, 2020). Following this development, in line with the legislative activities, The United Nations Commissions on International Trade Law (UNCITRAL) in 1994 made available a global prototype for procurement regulation for best practices (Lavin, Bell, Dunker, & McBride, 2019). Furthermore, subsequently adopted by different international organisations, to create awareness on multiple ways of improving public procurement operations worldwide.

From the evaluation of this study, procurement practitioners across the public sectors in all the tiers of the Nigerian government lack procurement knowledge, ethics, and standard procedures of the best applicable mechanism- in executing the project with due diligence and accountability (Williams-Elegbe, 2015). Hence, the World Bank standard procurement practice is included as a prototype for all public procuring entities in conducting procurement practice.

This chapter describes the various public procurement operations and procedures: planning for procurement, preparing bid documents, publication, receipt, and opening of bids, evaluation of bids, awards of contracts, and management of public contracts. It also includes the various types of procurement contracts and procurement management organisations (PMO).



Table 3. 4 Summary of PPO

### 3.2 PLANNING FOR PROCUREMENT

Planning for procurement operations has a similar correlation between a building and the foundation of the building structure and the building structure itself; thus, the significant leverage in Planning for procurement in the procurement operations (World Bank Group, 2020). Furthermore, the amount of time and effort invested at the early stage of planning can determine the quality of time and effort saved in the subsequent

procurement operations and determine the failure and success of the entire procurement operations. Thai (2017) contends that a flawed procurement planning process usually leads to inefficiencies, sub-optimal assets, time, effort, and cost loss. Planning for procurement is categorised as shown in the table below:

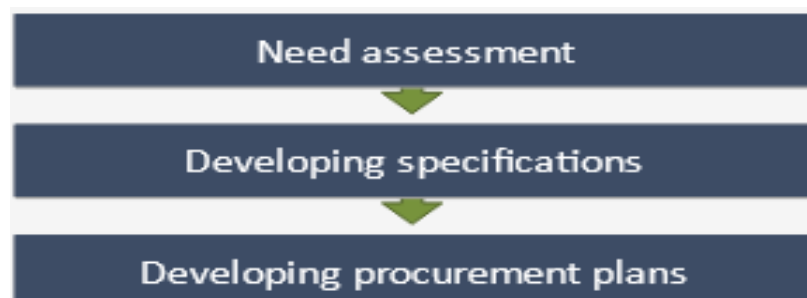


Table 3. 5 Categorisation of PPO

### 3.2.1 Need Assessment

Neto (2019) discusses that need assessment ensures detail of every requirement is assessed, which guarantees technical requirement, the economy in quantity, terms of reference, scope in services, and time effectiveness; it further consists of technical and commercial aspects, as well as procurement functions and finance functions.

### 3.2.2 Developing Specification

These are the detailed qualitative requirements of procurement. Developing specifications has the most significant impact on value for money in procurement. According to Modrušan (2021), in product procurement, specifications must meet the essential need, such as functional, objectives, generic, and measurable. The



specification aimed to set out technical, quality, performance characteristics, and equilibrium playing fields for all prospective vendors.

Material composition, physical, dimensional and performance parameters, manufacturing process, preservation and packing	Materials, their specification, tests, method of executing work	Terms of reference (TOR) and schedule of work (SOW)
Works	Goods	Services

Table 3. 6 Specifications for goods, works, and services.

### 3.2.3 Developing Procurement Plans

Hartung (2019) highlights that advance procurement planning is necessary to develop appropriate procurement strategies to achieve a more robust procurement goal; these strategies are developed to withstand emergencies. The procurement plan accelerates a structured approach towards managing the procurement activities, undertakes organisational level for a critical procurement project category, and potentially interfaces with budgetary allocations (Williams-Elegbe, 2015).

## 3.3 PREPARING BID DOCUMENTS

Bid documents and bid opening offer an illustration that considers a situation where the government of Nigeria decides to link the various part of the major cities through the metro rail. The procurement department will invite tenders to build overhead and underground railway tracks and stations in this operation. The operation demands that

they also flow tenders to buy train sets for the metro, automation, and control systems. It will also require training services for operations and maintenance. This kind of massive project poses several challenges that are associated with public procurement. Preparing the bid document remains one of the primary tasks. It also requires publishing in the newspapers and other media hubs and opening the bids received bid evaluation, negotiation, and award of contracts (Croom, 2014).

Bid documents are vital in procurement. Therefore, it is necessary to identify what bid documents are; as potential bid evaluators, it is critical to understand how they are being prepared, the different bidding systems, and what is needed to participate and qualify in a bidding process. Bid documents are constantly encouraged to provide clear technical and commercial terms of reference for the proposed procurement. However, most organisations have standard formats for preparing bid documents, often referred to as the standard bid documents. For instance, in Nigeria, several in-house training pieces have begun as initiated by some state governments in collaboration with their local administrators to improve the terms of procurement operations to meet up with the global practice (Manu et al., 2019). Achieving this synergy suggests sustainable development in building the economic sector where public procurement plays a significant role.

### **3.4 PUBLICATION OF BID**

Faccia et al. (2021) acknowledge the imperatives of the publication of bid documents, which enhances honesty and promotes the integrity of the organisation for sustainable

development. It is required that essential guidelines be identified in the aspect of publication. Such as the publication of bids, clarification, amendment, modification, alteration, withdrawals of bid documents, pre-conference, and the receipt and custody of bids. In terms of publicity, public procurement should ensure that all publications of its contract and advertisements are adequately covered. Using the organization's website, national newspapers, and procurement portal as iterated by Hartung (2019), the justifiable way of making public procurement sustainable.

### **3.5 EVALUATION OF BIDS**

Evaluation of bid documents is an integral aspect of procurement management organisation that conducts the preliminary examination, scrutiny, and evaluation of techno-commercial bids and financial bids (Delima, 2020). It further discusses that a performing bid must meet the required specification. These are essential to increase the product's life span and security and discourage sub-standard products in the supply chain (Neto, 2019). This discussion engenders the reality of sustainability in the bid documents, which ensures that the manufactured products do not endanger the environment as well as the end-users.

### **3.6 AWARD OF CONTRACT PROCESS**

Studies suggest a growing concern of climate change, resource utilisation, and sustainable consumption and production regarding the public sector spending on goods and services (Steinfeld, McCue, & Prier, 2017). Therefore, it is imperative to focus more attention on the eligibility criteria of the Most Economically Advantageous

Tender (MEAT) (EC, 2016). According to the European Commission, MEAT is an acronym that considers the price of goods and services and ensures contracting authorities adopt sustainability criteria in the awards of contracts; both above and below the threshold of the procurement directives (EC, 2016; Ma, 2020).

The contract awarding process comprises five main steps, as tabulated below.



Table 3. 4 Contract award process

### 3.7 THE USE OF INFORMATION TECHNOLOGY FOR SPP

Information Technology (IT) is an effective tool in the prevention of financial mismanagement. It creates a virtual scenario where processes are anonymous and without intermediates. These processes are made available 24x7 irrespective of location allows transparency and equality among bidders. Therefore, it can be a great instrument to reduce government waste (Adam & Fazekas, 2018). This assertion is further supported by Faccia & Petratos (2021), that the use of information technology in government procurement can change the architecture, overcome, and improve

several limitations of the national systems. The various facets of IT that are relevant for e-Government procurement are e-Governance, e-Procurement, and e-Payment.

### **3.7.1 e-Governance**

Ajei-Bamfo (2020) highlights that e-Government is a system that involves replacing manual interfaces with web-enabled interfaces for regulatory, enforcement, and other governance functions. It is further stated that e-Governance may effectively reduce corruption through a direct public interface. The e-governance approach demonstrates an electronic correlation, including rules and procedures governing licenses and permissions. At the same time, downloadable forms are made available and ensuring that the status of the individual's application is transparently published on the internet. e-Governance is the practice in developed societies and has helped in the fight to reduce financial mismanagement through the public interface (Faccia, 2021).

### **3.7.2. e-Procurement**

Croom & Brandon-Jones (2014) claim that the multiple ways in which e-procurement helps in reducing government waste are greater transparency and fair competition and minimises delays and human greed in bid processing. Through e-procurement, bidders get access to the bidding opportunities, sending alerts to the registered bidders on SMS or e-mail as and when a bid of interest is published. Khorana (2021) shares similar views and discussed further that the information to all bidders is the same, and this is because:

Documents are downloadable and tamper-proof, and bidder's submissions are kept confidential till bid-opening.

Any corrigendum is immediately available to all bidders. Bidders may not come physically to drop their bids where they may not face mafias, cartels, local thugs,

Bidders get an evaluation summary immediately on bid-opening, the progress of processing procurement can be seen online,

Uniformity of procurement processes, forms, conditions of bids, and contracts are essential for reducing corruption; this endeavour is empirically obtainable through the application of e-Procurement.

It drastically cuts procurement delays.

Due to automated processes, the chances of human errors are obviated.

The evaluation summary is automated and in a reverse auction, thus reducing human elements.

### **3.7.3 e-Payment**

Payments are a great source of corruption in public procurement and remain unsustainable. According to Modrušan & Rabuzin (2021), electronic transfer of payment such as electronic clearance service (ECS), electronic fund transfer (EFT), and real-time gross settlement (RTGS) should be made mandatory. This is because there is little or zero need for the contractor to visit the payment office several times

physically in this circumstance. Many e-payment systems allow online submission of bids and tracking of the payment process, which enhances economic sustainability.

### **3.8 Summary**

This chapter has highlighted the six fundamental public procurement operations in organisation: planning for procurement, preparing procurement bid documents, publication of bids, evaluation of bids, awards of contract, and contract management. Extant literature suggests a lack of procurement knowledge in executing procurement functions. It filled that gap and demonstrated the standard procurement practice, including the various procurement functions, work ethics, processes, and standard procedures of the best possible mechanism according to international best practices. It further emphasised how the utilisation of information technology could be an effective tool to avoid the growing level of financial waste in governance, thereby creating multiple ways of sustainable management. It concluded by summarising the various methods of preventing economic waste in government regarding sustainability.

The next chapter discusses the methodology and methods that define the overall research philosophies, strategies, approaches, and sampling techniques considered for this study. Justification and explanation have been provided for each selection.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

A research methodology is a process that involves the overall approach of the study from the theoretical underpinning and data collection to data analysis, which in other words, describes the entire process and procedures utilised during the research investigation (Becker, Bryman, & Ferguson, 2012; Collis & Hussey, 2013; Hussey, 1997). The methodology addresses all the critical approaches, procedures, and methods required by the researcher to conduct a study (Saunders et al., 2007). Precisely, this consists of the research philosophy, philosophical assumptions, research strategy, types of research, research paradigm, research approach, sampling methods, philosophical position, research design, and research technique. Furthermore, this chapter describes the various process through which the data were collected and analysed. In addition, this chapter discusses the motivation regarding the methodological choices made in this study with credence to the literature review that shaped the cause of this study.

#### **4.2 REVISITING THE OBJECTIVES OF THIS STUDY.**

To establish how the methodology and methods suit the aim of this study, it is imperative to reiterate the research objectives of this study. However, the focus of this study is to explore how local government authorities in Nigeria utilises their public procurement function to foster sustainable development regarding the economic,



social, and environmental benefits. To achieve this research aim, the following overarching research question was developed: how can public procurement in the local government areas be used as an instrument for sustainable development in Nigeria?

#### **4.3 THE PURPOSE AND IMPLICATION OF CONDUCTING RESEARCH**

As the name implies, research has been defined by many scholars using many kinds of wordings and labels to justify their explanations and definitions. However, as defined in academic terms, research is a “systematic collection and interpretation of information” that clarifies its purpose (Saunders., Lewis, & Thornhill, 2016). Further, Bryman (2012) also asserts that research is a systematic inquiry that provides a researcher with the requisite knowledge to address and decide on clear objectives, which leads to conclusions based on their data and analysis. It is referred to as a method that can be utilised in order to explore and investigate certain realities or truths (Collis & Hussey, 2013). Research is fundamentally conducted to gain knowledge based on the methodological process of data collection and analysis to understand the subject under investigation, which aims to address the research question to generate and develop knowledge. The primary purpose of conducting research is to contribute knowledge in a particular field of human endeavour.

#### **4.4 RESEARCH PHILOSOPHICAL ASSUMPTIONS**

While researchers must understand the need for philosophical assumption before embarking on any research, research philosophy develops human knowledge

regarding nature in a specific field of human endeavours (Saunders. *et al.*, 2016). This can equally be described as a framework that the researcher possesses as a guide to determine the direction of the study (Saunders *et al*, 2012). Choosing the appropriate type of research philosophy is very significant as it supports the researcher in identifying and developing several designs outside their experiences. Guide the researchers to streamline their designs and identify which is most suitable for their studies (Easterby-Smith, Thorpe, & Jackson, 2012; Saunders. *et al.*, 2016). According to Saunders *et al.* (2012), research philosophies and assumptions regarding the nature of the world are buttressed by the methodology and methods that resonate in research. The research philosophies constitute three main assumptions: ontology, epistemology, and axiology (Easterby-Smith *et al.*, 2012; Saunders. *et al.*, 2016).

#### **4.4.1 Ontology**

Easterby-Smith *et al.* (2012) argue that ontology is the philosophical study about knowledge and the nature of reality. Further claims signify how the researcher makes assumptions regarding how the world functions (Saunders. *et al.*, 2016). The ontological assumption is concerned about the actuality and influences between people, society, and the world in its entirety; this, therefore, derives its focus on the existence of human reality and the world over (Eriksson, 2008). Furthermore, Cassell (2015) alludes that ontology is a physiological assumption that deals with the questions that determine if these entities exist. It further discussed other fundamental ontological questions such as "what is true? What does exist? How can we sort

existing things? (Killam, 2013). It is further argued that ontology stresses the need to ask critical questions: actual or abstract, real, or ideal, fact or opinion.

While the contributions of most scholars remain analogous, Kouppanou *et al.* (2013) reiterate that the concept of ontology provides a prompt to assume what something is in a real-life scenario and concludes based on relativism and realism. Hence, the significance of believing that truth exists and can be alienated from human behaviours. While realism is bounded by natural law, it can be measured subjectively and produce a generalised outcome. With the application of science, this can be determined by applying the natural laws by scientific experimentation.

Relativism argues to get subjective meaning rather than seek the truth. According to King *et al.* (2019), relativists possess in a whole that context should not be alienated from reality, which is the meaning gained through the experiences of individuals that is perceived as the truth. Therefore, relativists believe that truth is influenced by different perceptions and cannot exist outside the individual entities (Eriksson, 2008). Therefore, the truth is not sorted for because it is based on an individual's experience with the possibility of change. Relativism is based on the assumption that there is no universal truth or objective reality (King, 2019). Therefore, rather than conducting an experiment to determine authenticity, relativists try to gain in-depth understanding by asking people and listening to their stories regarding their individual experiences (Saunders, Lewis, & Thornhill, 2019). Ontology demonstrates a belief system that constitutes a fact by an individual, which is perceived to ask whether social entities are viewed as subjective or objective (Cassell, 2018); hence believes that objectivism

describes the condition that social entities exist in reality. Objectivists apply the realist approach in that the researcher is curious to understand the respondents' view of a particular subject matter known to exist outside the social actor compared with the account of other respondents. On the other hand, subjectivists believe that social phenomenon emanates from understanding and perception of the social actors' actions. In applying the relativist approach, subjectivists insist that truth is contextual in the form of multiple realities.

Therefore, ontology is characterised by the nature of reality, as the researcher deduced with the concept of multiple realities in line with the qualitative research approach. The researcher, the research respondents, and the reading audience adopt the concept of multiple realities. The qualitative researcher conducts this study with adequate knowledge of reporting multiple realities, which is the ontological stand of this study, as numerous themes are developed from the respondents' words that show different perceptions over the same phenomena.

#### **4.4.2 Epistemology**

Epistemology is a physiological assumption concerned with the inquiry into the nature of the world (Easterby-Smith *et al.*, 2012). It is a branch of philosophy that postulates adequate knowledge and information required by the researcher to research in a particular field. According to Saunders *et al.* (2012), The philosophy of epistemology seeks to embrace facts about how knowledge is achieved and the relationship between the researcher and the phenomenon under review (Killam, 2013). According to King *et al.* (2019), epistemology utilises specific standards to ask questions

regarding what does and does not constitute acceptable knowledge. In this circumstance, researchers try to understand the concept of 'truth' and establish if the assertion is false or true (Easterby-Smith, Thorpe, & Jackson, 2012). The ontological stance of this study is subjective based on social phenomena generated from perception, understanding, and consequent actions from social actors, which result in multiple realities. Therefore, epistemological consideration of this study will inform the suitable methodology, such as the research methods and physiological assumptions (Cassell, 2018). The epistemological assumption also indicates that in conducting qualitative research in this study, the researcher is coming in close contact with the participants, providing relevant views based on experiences. This process leads to how knowledge is known and therefore necessary to research the participant's natural environment, which independently aids context comprehension (Cassell, 2018)

#### **4.4.3 Axiology**

Axiology is the philosophical study of values, ethics, and aesthetics that form the research process's fundamental basis (Denzin & Lincoln, 2011). That branch of philosophy attempts to determine which is suitable for either inaction or the object. Ethics investigates the concept of human rights in individual and social conduct, whereas aesthetics studies the concept of beauty and harmony and relates these two studies of ethics and aesthetics in a common denominator referred to as value (Crotty, 1998; Denzin & Lincoln, 2005, 2011). From a philosophical point of view, it is argued that values are the guiding principles behind all human actions, which explains the significance of incorporating values during the research process (Saunders et al.,

2007). Whatever your perception, it is imperative to bring your axiological skill to the fore so that you can articulate your values by expressing what your research entails and how you intend to achieve it (Heron, 1996).

#### **4.5. PHILOSOPHICAL POSITION**

Research philosophy deals with human knowledge and realities about the world and how it applies to the researchers' choices regarding the research methods and research strategy. These follow the philosophical assumption and beliefs that guide every action taken by researchers that help explore the social phenomena with specific understanding (Saunders. et al., 2016). There are two key research philosophies in literature. However, contradictory views stand to shape the direction of human knowledge and realities. The philosophical positions are positivism and interpretivism (Easterby-Smith et al., 2012; Saunders. et al., 2016).

##### **4.5.1 Positivism**

Positivism is an epistemological position associated with empirical science. It is based on the conviction that scientific knowledge is accurate and certain (Crotty, 1998). Positivism assumes a position that takes cognisance of a scientific and systematic approach to addressing problems and, consequently, embraces the idea that knowledge is part of a single scientific system. This explains why positivism is linked to survey and quantitative analysis methods (Crotty, 1998). Positivist researchers suggest that when it comes to processes that relate to effect and cause, the phenomena need to be identified to explain and test the theory (Crotty, 1998; HENN,

2006). This is further emphasised that knowledge should be based on empirical evidence, standardisation, scientific method, and objectivity, which entails a highly structured research design that can generate large-scale numerical data for the study in question (Crotty, 1998; HENN, 2006). Positivism is challenged due to its absurd logical and rigid assumptions that negate high-quality social research (Crotty, 1998). Regarding the study approach, positivist researchers embrace the deductive line of theory and hypothesis testing derived from the natural sciences to gain the study's objective under investigation (HENN, 2006; Saunders. et al., 2016). Drawing more lines into the philosophy of positivism, is it empirically concerned with the concept of generalisation over a broader range of population samples (Alan Bryman, 2016). It is further argued that with positivism, the analysis method attempts to explain how and why things happen the way they do, thus applying numerical analysis, theory and hypothesis testing, and measurement (Bell, Bryman, & Harley, 2018).

#### **4.5.2 Interpretivism**

Interpretivism is opposed to positivism (Saunders, Lewis, & Thornhill, 2019). It is a branch of philosophy that enables researchers to understand the social world through perception and experiences from human participation (Crotty, 1998; Easterby-Smith et al., 2012). Interpretivism accounts for the complexities of social phenomena and the general impact on people's opinions regarding the outcome of social reality. Interpretivism is closely related to realism and emerged to critique the existence of positivism systematically but from the standpoint of subjectivism (Saunders et al., 2012). Saunders and his co-authors argue that there is a disparity between human

beings and physical phenomena. This is based on the fact that they create meanings; interpretivism studies that as social actors (Kouppanou, 2013). Interpretivism further argues that in the wake of these understanding and distinctions, humans and the social world are separated from the same dynamism of physical phenomena, connoting that social sciences research is fundamentally resistant to the belief of the natural sciences (Cassell, 2018). The social actor characterises the account of interpretivism from the viewpoint of what is meaningful to the people regarding their culture, religion, attitudes, beliefs, and emotional contents (Bryman, 2016). In similar circumstances, interpretive researchers derive comfort in the possibilities of the social actor in attempting to interpret the social roles of the subject in specific situations (King, 2019). Therefore, in a more general perspective, the primary purpose of interpretive research is a demonstration of new knowledge.

#### **4.5.3 Realism**

Closely related to positivism is realism. It is directed towards explaining what one is capable of seeing and experiencing based on the underlying circumstances of reality and the development of knowledge (King, 2019). From a philosophical position, realism represents the view that reality exists in the external world and its existence does not depend on the human mind; meaning that whatever one perceives is real and is out there existing in natural reality (Easterby-Smith et al., 2012; Saunders et al., 2007).

#### **4.5.4 Phenomenology**



Phenomenology is the study concerned with a participant's lived experience, a study that emanates from the experience of being in the world (Saunders et al., 2012). It attempts to understand the outer world as it relates to humans and how it can be interpreted through human consciousness (Husserl, 2012). According to Husserl (2012), the reality could be grasped by and through constructs of consciousness by applying intentionality, intentionally directing one's focus to describe realities.

#### **4.5.5 Constructionism**

This philosophy accounts that knowledge is not regarded as an insight into some objective reality, instead constructed partially through social interactions and human collaboration (Wadsworth, 1996). Jean Piaget and his co-authors believe that the reality of the world is relative, and this is based on the fact that humans have different ways of view the world and its existence (Harlow, Cummings, & Aberasturi, 2007; Wadsworth, 1996). In other words, while proponents of constructionism do not strive to discover the series of universal laws and theories that underpin reality. Instead, they try to understand individuals' views about specific issues, places, and events. Constructionism, therefore, stands to argue that observations and findings emanate through interaction between the educators and the learners (Harlow et al., 2007).

#### **4.5.6. Postmodernism**

This branch of philosophy highlights the role of language and power by providing alternative marginalised views and attempts to undermine the acceptable norms of thinking (Saunders et al., 2007). Postmodernism has mostly been associated with the

French philosopher Jean-François Lyotard (1984) and hosts of others since the late 20th century, attributing enormous significance to the contribution of language (Easterby-Smith et al., 2012; Saunders et al., 2007). Postmodernist proponents claim that the social world does not exist beyond what we offer through that of power and language. There are no abstract means in describing the 'right' and 'true' world. Rather this is generally considered through collective decisions; these choices are shaped by the power of relations and ideologies (Cassell, 2018).

#### **4.5.7 Hermeneutics**

Hermeneutics is a branch of philosophy that accounts for texts interpretations, for instance, biblical texts, wisdom literature, and philosophical texts (Killam, 2013). Hermeneutics received its dominance through the application of the holy scripture. Hermeneutics was popularised by the theory of understanding through the work of Friedrich Schleiermacher in the book 'Romantic hermeneutics' (Schleiermacher & Beintker, 1963). The analogy of hermeneutics is based on the philosophy of relativism and closely related to internal realism (Killam, 2013).

#### **4.5.8 Justification for the choice of philosophy**

The choice of a clear research paradigm and philosophy is evident in the selection of an appropriate philosophical assumption (Denzin & Lincoln, 2005). The philosophical underpinning informs the choice of the philosophical assumption made in this research. With the nature of the research aims and questions - how can public procurement be used as an instrument for sustainable development in the local

government areas regarding the economic, social, and environmental benefits? This study addressed the fundamental research questions through the semi-structured interview using the qualitative research instrument. Due to the uniqueness and complexities of the public procurement sector in Nigeria thus, interpretivism philosophy is adopted to interpret the subjects' actions (Eriksson, 2008). The interpretive philosophy accounts for social realities where the research participants comprise different people of different geopolitical zones, cultural backgrounds, and at different circumstances of time, thereby creating the experience of social realities. For business research of this nature, this study attempts to restore the richer insight and understanding into humanity which might be lost if such complexities of data are reduced to law-like generalisation; it is interactive and reflects the perception of the people (Bryman, 2016; HENN, 2006).

#### **4.6 STRATEGY**

A Research strategy is concerned with the plan by the researcher to conduct a study. This implies that the strategy guides the researchers throughout their research journey in planning, executing, and monitoring the study (Denzin, 2011). There are several strategies outlined in the literature, such as experiment, survey, case study, ethnography, grounded theory, action research, archival research, phenomenology. However, only a handful is discussed as it relates to this study.

##### **4.6.1 Case study research strategy**

Case study research strategy: Case study research is concerned with an in-depth inquiry about a group of people, individuals, families, and organisations based on a specific geographical location (Collis & Hussey, 2013). A case study is oftentimes applied to sensitive and complex qualitative studies due to its interactive nature and dynamism (Collis & Hussey, 2013). However, scholars have argued that applying case studies to quantitative and qualitative research (Yin, 2017).

#### **4.7 JUSTIFICATION FOR THE SELECTION CASE STUDY**

The researcher focuses on understanding the dynamics that resonate in a single setting. A case study is usually associated with studies with a specific location, such as organisation and community (Saunders et al., 2012). Hussey & Hussey, 1998 further argues that a case study is a finding of a single instance of a phenomenon of interest. In this study, the researcher makes room for participants' perceptions based on professional experience and understanding of the subject area of public procurement. The essence of this choice is to create opportunities for policymakers to have a prior understanding of situations from this perspective, which suggests that the case study data is fundamentally open and complex (Simons, 1996).

In this research, an exploratory case study is adopted. It is exploratory because it seeks to explore in-depth knowledge of sustainable public procurement in the local government areas in Nigeria. Other methods might have tested this idea, but the direct interaction with the stakeholders and procurement practitioners based on their outstanding experience and geographical location makes this study stand out. In this

current study, the case study helps generate the richness of ideas within this research topic through semi-structured interviews that demonstrate overwhelming engagement with all the participants. The case study supports this study's idea by illustrating theories to demonstrate how the different aspects of human life intertwine. Given these complexities of ethnicities, geographical locations, religious background, and organisational antiquity, a case study strategy is recommended to accommodate all research perspectives.

Furthermore, the case studies of this research offer detailed insight into the causal mechanisms, motivations, beliefs, processes, policies, benefits, and challenges of sustainable public procurement in the local government areas of Nigeria. Statistics and large-scale surveys often find it challenging to address basically due to long records of repetition of statistical data emanating from the government that has let the people down. The case study research offered the researcher the unique opportunity to interact with the relevant procurement practitioners in the form of primary data, which formed the foundation and richness of this study.

#### **4.8 APPROACHES TO THEORY DEVELOPMENT**

There are three basic approaches to research theory development. Research is deductive if it engages academic literature and subsequently designs a strategy to test the existing theory. It is inductive if research starts by collecting data to explore a phenomenon to generate or build a theory. Lastly, research is abductive when collecting data and identifying themes and patterns to generate a new theory or modify

an existing theory and subsequently test through another or rather a different data collection (Saunders, Lewis, & Thornhill, 2019). Further explanations of these approaches are provided below:

#### **4.8.1. Deduction**

The deductive approach is mainly concerned with scientific studies in the domain of natural sciences that subsequently accounts for theory development and, in most cases, are subjected to severe testing of research findings. That basis of explanation is applying laws whose occurrences are permitted and controlled (Saunders et al., 2019). This approach is most popular with positivist research philosophy linked to scientific findings (Collis & Hussey, 2013).

#### **4.8.2. Induction**

The inductive approach is concerned with social reality through socially constructed language, culture, and multiple meanings (Bryman, 2016; HENN, 2006). In this approach, the researcher aims to get a more profound understanding of the subject matter and focus on the interpretation, narrative, and perceptions of the participants through the journey of the data collection to build a theory around the subject phenomena. According to Easterby-Smith et al, (2012), an inductive research approach utilises qualitative data collection methods to explore diverse views about real-life scenarios and interpretive philosophical tradition and adopt a non-probability sampling method for data collection.

#### **4.8.3. Abduction**

In conjunction with Deduction and Induction, the abduction research approach is employed to make logical inferences about the nature of the world (Crotty, 1998). This kind of approach could be complex as it requires testing and re-testing both new theories and modifying existing ones. This research approach is practicable by collecting further data to investigate a phenomenon (Collis & Hussey, 2013).

#### **4.9. TYPE/NATURE OF RESEARCH STUDY**

From a general perspective, research can be divided into three categories: namely exploratory, descriptive, and explanatory. The research questions usually determine the nature of the study because it is the research questions that define the manifestation of given research to be addressed (Kervin, 1992; Saunders *et al.*, 2012). Below are details of the various types of research and justification for the choice of this study.

##### **4.9.1. Exploratory Study**

As the name implies, the exploratory study explores a new understanding of a specific phenomenon, often associated with the research literature, to gain insight into the subject matter by conducting interviews with experts. Conducting focus group interviews, in-depth interviews, discussions, focusing on certain occurrences, asking questions relevant to the subject matter, and addressing issues in new ways and perspectives (Kervin, 1992). It involves exploring several existing literature to gain in-depth knowledge and understanding of the phenomena and conducting interviews with experts and stakeholders in the field (Saunders *et al.*, 2012). Exploratory research

is often appropriate when the subject matter under investigation is new and demands knowledge coverage for the advancement of humanity (Kervin, 1992; Simons, 1996). Explorative studies embrace the researcher's idea to understand certain environmental complexities that assume specific foundational construct applicable to the Study (Yin, 2017).

Where the researcher is confronted with uncertainties regarding relevant relationships for a given situation in studies with a bit of or low baseline, exploratory studies can be considered the most appropriate choice for the subject phenomenon (Yin, 2017). Given these backgrounds, this Study intends to engage and uncover the untapped information associated directly with the local government procurement practitioners and their local communities through a semi-structured interview in ways that can bring sustainable development to the various communities. This type of research design is usually conducted when limited studies within the subject matter inquire for further insight. It is flexible to adopt due to its unstructured pattern of data collection methods, frequently adopted as a preliminary study due to changes in specific information available within the study domain, and can allow further access for investigation (Saunders et al., 2012; Yin, 2014). Therefore, the exploratory research study is considered for this research because it supports interactions between the interviewer and interviewees irrespective of their ethnicities, geographical locations, and social divides. Furthermore, it allows knowledge initiative, in-depth discussions for deeper insights, flexibility, and adaptability in terms of change of studies, and provides a richness of knowledge (Denzin, 2011).



#### **4.9.2. Descriptive**

A deductive type of study essentially describes the characteristics of variables in certain phenomena and conditions in certain situations (Saunders et al., 2012). A descriptive research design is often consistent with common questions such as what, who, when, where, how in order to understand in specific the research question and to gain accurate information about the person, events, or situation to appropriately address some research problems (Saunders *et al*, 2012). A descriptive research design is often consistent with common questions such as what, who, when, where, and how in order to understand in specific the research question and to gain accurate information of the person, events, or situation to appropriately address some research problems (Saunders *et al*, 2012; Anselm Strauss & Juliet Corbin, 1998). This research design is popular with quantitative methods of research that are introductory to another form of investigation and analysis and subsequently serves as a prelude to a descriptive study (Saunders *et al.*, 2012).

#### **4.9.3. Explanatory Study**

An explanatory study is the highest order of the nature of research that attempts to explain the relationships between variables, builds on both exploratory and descriptive, and attempts to explain why things happen; it is explanatory by nature and covers statistical data and correlation that are in between various variables (Saunders *et al*, 2012). Explanatory types of studies are most appropriate for research that seeks to establish relationships between variables and uses statistical tests to establish more

apparent facts (Saunders et al., 2012). This research approach intends to ask fundamental questions such as 'why' and 'how' questions regarding the nature of the correlation of the study variables (Collis & Hussey, 2013). It uses extant theories to develop hypotheses as its premise is found on quantitative methods and proceeded by qualitative methods (Saunders et al., 2012).

#### **4.9.4 Choice of the Type/nature of Study**

From existing literature and account of the nature of the study, it could be deduced that the type of research adopted for this study is exploratory to explore the aim and answer the research questions. The overarching question of this research is, thus, how can sustainable public procurement in the local government areas be used as an instrument for sustainable development in Nigeria? Based on the research aim, this study intends to focus on the following supporting questions: how established is public procurement concerning sustainability in the local government areas of Nigeria? What are the challenges and opportunities in addressing sustainability imperatives through public procurement in Nigeria? What is the perception or view of the people about public procurement, and how does it relate to sustainable development? What is the extent of implementation towards sustainable development?

Extensive studies have been conducted around the globe regarding implementation, corruption practices, financial conditions, compliance, and several other expositions in public procurement and its entirety. However, there is a lack of literature relating to the multiple ways public procurement in the local government areas in Nigeria can be utilised as an instrument for sustainable development regarding the economic, social,

and environmental benefits. As elucidated in the United Nations Sustainable Development Goal 12, target 7, that critically ensures sustainable consumption and production and promotes sustainable public procurement at all levels and at all times regardless of nationality, race, gender, age, and religion (Anselm Strauss & Juliet Corbin, 1998; UN, 2020i; H. Walker, Miemczyk, Johnsen, & Spencer, 2012).

#### **4.10 SAMPLING METHOD**

We recall that a population is a group of things, people, or individuals requiring specific information. Whereas a sample is that part of the population that we select and investigate, it is the more miniature representation of a larger population (Saunders et al., 2012). There are two groups of sampling methods in research: probability sampling and non-probability sampling (purposive) (Saunders et al., 2012). Addressing the two sampling methods and justification for the choice, therefore:

##### **4.10.1 Probability Sampling**

Usually referred to as random sampling, it is a technique in which every member of the entire sample population is given an equal opportunity to be selected as a representative; such findings are usually generalizable (A. Bryman, 2012). This technique is mostly required in quantitative research for selecting a relatively large number of participants from the given population, as it can reduce bias in data design (Saunders *et al*, 2012). There are a few probability sampling methods, such as Simple random sampling, cluster sampling, stratified sampling, and systematic random sampling.

#### **4.10.1.1 Simple Random Sampling (SRS)**

This process is taken by sampling at random without replacement and at an equal chance. However, the method is usually expensive in selecting individual populations, and specific design complexities may be deliberately introduced (A. Bryman, 2012).

#### **4.10.1.2 Cluster Sampling**

This sampling is taking by dividing the population into clusters and using SRS to select the clusters; it is sometimes viewed as an alternative to simple random sampling to minimize the cost of a given sample size from the general population.

#### **4.10.1.3 Stratified Random Sampling**

This method takes a population and divides it into strata. Furthermore, strata are referred to as groups of similar people in which, within each stratum, an SRS is taken and combined SRS to get the total sample. A stratified random sampling ensures that whoever is administering this sample is in contact with each kind of group (A. Bryman, 2012; Saunders *et al*, 2012)

#### **4.10.1.4 Systematic Random Sampling**

In this method, the researcher explicitly selects numbers from the general population (Anselm Strauss & Juliet Corbin, 1998). Assuming two thousand students in a school, then alphabetically, every 10th and 20th is selected as a sample. Research can now be conducted systematically based on this sample (A. Bryman, 2012).

#### **4.10.2 Non-Probability Sampling**

Non-probability sampling is also known as purposive and addresses a sampling technique where units from a population are specifically selected for the purpose of the Study (Saunders et al, 2012). It involves the deliberate selection of a sample and not randomly from a population in order to support the researcher in achieving the aims and objectives of the research under investigation; thus provides in-depth knowledge and is usually associated with qualitative research (Saunders et al, 2012; Anselm Strauss & Juliet Corbin, 1998). There are three main types of non-probability sampling: quota, judgmental, and convenience.

#### **4.10.2.1 Quota Sampling**

This is a percentage that is reserved for a specific section of society. For instance, when we have demographically specific numbers of female or male quota in a particular location as the population for the sample (Saunders *et al*, 2012)

#### **4.10.2.2 Judgmental Sampling**

This is evident from the term itself and can be described with the use of personal knowledge and experience to select a sample deliberately (Saunders *et al*, 2012).

#### **4.10.2.1 Convenience or Haphazard**

As the name implies, it involves the choice of a sample that is readily available and based on convenience rather than selecting a sample from other external sources, places, or other backgrounds to meet the aims and objectives of the research (Saunders *et al*, 2012; Anselm Strauss & Juliet Corbin, 1998).

#### **4.10.3 Justification for the Selection of Sampling Method/Technique adopted for this Study.**

The sampling method adopted by this research is purposive or non-probability sampling, using the semi-structured interview as a data collection method to obtain in-depth knowledge about the phenomenon under investigation. According to Cassell (2018), sample selection in a qualitative study is organised, flexible and systematically guided by research questions. Although everyone selected in quantitative research can be part of the sample size, qualitative research is not the same. So, in qualitative research, the sample size entirely depends on the non-probability sample, which is usually smaller. It is non-probability sampling because it requires the researcher's judgment to select the sample based on the participants' eligibility criteria. King (2019) alludes that speaking with the right participants is crucial to answering relevant research questions, which signifies a qualitative study's exploratory and in-depth alignment.

Furthermore, non-probability sampling demands participants who can provide more details regarding the subject matter, which is established based on purpose. Purposive or non-probability sampling signifies the strategic demeanour of the researcher regarding the selection of the participants, as suggested by (Easterby-Smith, Thorpe, & Jackson, 2012). While the sample size of non-probability sampling depends on the idea of saturation when no new theme can be processed further, the use of non-probability sampling is underpinned to provide the richness of information (Collis & Hussey, 2013; Yin, 2017).

#### **4.11. RESEARCH METHODS**

The research method of this study emphasises the various methods adopted, and the step-by-step procedures carried out to gather the research data before reaching a conclusion based on the general information received. The research method is the tool(s) used in collating and analysing research data (Saunders et al, 2012). The data collection method used in this study is a mono method of the semi-structured interview to gather qualitative data directly from procurement practitioners and procurement stakeholders in the local government areas of Nigeria.

#### **4.12 ACCESS**

In qualitative research, gaining access is considered a significant endeavour linked to results obtained from the study. It entails getting permission from the gatekeeper who has direct access to information and authority to grant or deny access. The concept of a gatekeeper is applauded on the condition upon which the research is conducted. Therefore, it is the researcher's responsibility to guarantee the protection of the data retrieved through the gatekeeper from the participants. In this circumstance, the participants are provided the leeway to make an informed decision to participate in the study by endorsing the consent letter or not regarding the ethical position.

In this study, the researcher did not have direct access to the participants, and therefore, obtained contacts from the participants through the gatekeeper. The gatekeeper was the Director General (DG) of the Nigerian Bureau of Public Procurement (BPP), who influenced the contacts and booked the appointments with

various stakeholders and practitioners across the six geopolitical zones of Nigeria. Established contact with any participants, the appointment was drawn within one or two days. The researcher conducted the semi-structured interview via the telephone and online technology. Only a few face-to-face interviews were done with the researcher due to the distance, inconsistencies in the appointment of time and date, and the region's topography.

#### **4.13 Ethical Consideration**

Creswell (2018) argues that in conducting research, the researcher should consider a fundamental necessity to protect the participants from any potential harm - a fundamental issue regarding the human subject. The ethical standard is a mandatory requirement, as found in most research institutions, where the board members review and approve every research proposal before the commencement of the fieldwork. Addressing this demand and safeguarding the participants' rights, the university granted ethical approval before the commencement of data collection. In commencing the data collection process through the semi-structured interviews, the participants were offered information sheets, which provided the general overview regarding the research. The necessary ethical processes were followed, including sending out the participant's consent form with clearly stated study objectives. O'keefe et al. (2016) assert that it is vital to inform the participants that they are under no obligation to participate in the interview and reserve the leeway to stop if they wish not to continue.



In discussing further, the participants have to be assured that every information is treated with the utmost confidentiality and will be destroyed at the end of the study, while they are also at liberty to raise any issue of concern.

This study ensured that the consent forms were signed appropriately before every interview. Before the interview, the participants were informed regarding how the recording device would be utilised to record the interviews, as the issue of confidentiality, anonymity, and ownership are considered a priority.

The participants were also informed about the literal quotes in the interpretation of the data, but they would not be identified as all the participants are coded using a mathematical algorithm developed by the researcher (O'Keeffe, Buytaert, Mijic, Brozović, & Sinha, 2016). All data collected by the researcher were secured in a password-protected computer at the university. Additionally, all the interviews conducted were strictly based on the outline conditions stipulated on the consent form and participants sheet of the university's ethics committee.

#### **4.13 Data Collection**

According to Saunders *et al.* (2012), the data collection method depends on the ability to provide answers to the research questions and the nature of the subject research, which determines the ability of the researcher to adopt a single method of data collection or a combination of several techniques. Qualitative research is defined by the validity and applicability of the various methods used in collecting data. In the

process of data collection, this research used interviews from various participants to gain insight into the subject matter and for the enrichment of knowledge.

#### **4.13.1 Interviews**

According to Ritchie *et al.* (2013), an interview is regarded as a managed verbal exchange exhibited between the interviewer and the interviewee. Collis & Hussey (2013) argue that in qualitative research, interviews are used to collect valuable information directly from the participants in the form of interaction between individuals. It demonstrates purposeful discussion amongst two or more individuals (Saunders et al., 2012), thereby identifying three types of interviews: structured, semi-structured, and unstructured interviews. In structured interviews, the questions are predetermined, and they are strictly guided by the interview guide so that the interviewer must restrict themselves. The aim is to collect a maximum number of standardised answers, often characterised through closed questions (Ritchie, Lewis, Nicholls, & Ormston, 2013). One of the unique features of a structured interview is that different interviewers can conduct it to obtain a stated result (HENN, 2006). In the case of an unstructured interview, an interview guide is not required as there are no predetermined questions by the interviewer.

Furthermore, unstructured interviews enable the interviewee to assume absolute control rather than the interviewer. According to Saunders et al. (2012), semi-structured interviews are less formal than structured interviews but more formal than unstructured ones. Hence, the interviewer's questions are predetermined and

prepared before the interview. For this study, the researcher adopted a semi-structured interview due to the research phenomena.

#### **4.13.2 Semi-Structure Interview**

According to Strauss & Corbin (1998), semi-structured interviews remain popular methods of collecting in-depth information in a qualitative study. According to Saunders *et al.* (2012), it is a qualitative data collective strategy that enables the researchers to ask participants sets of open-ended questions with unlimited arrays of responses. Dudovskiy (2018) further argues that a semi-structured interview allows the use of an interview guide by the researcher regarding answering the research questions. In this circumstance, the researcher may utilise the interview guide or may be directed by responses of the respondents (Collis & Hussey, 2013; Yin, 2017). While ensuring that all aspects of the study are covered, the interview guide's essence is to guarantee that the researcher has an operational structure (King, 2019). The semi-structured interview is demonstrated in that the interviewer asks initial questions and obtains leads from the participants' responses, which might require further questioning during the interview. By this understanding, the researcher tends not to throw more questions that might influence the participant's participation. Those initial questions act as a guide, which are developed according to the purpose of the study and the literature review, which forms part of the research as accentuated by (O'Keeffe *et al.*, 2016).

Easterby-Smith *et al.* (2012) argue that semi-structured interviews related to the qualitative study are less rigid than questionnaires in a quantitative study. Unlike the

questionnaires, the semi-structured interview is in-depth in nature, as the researcher exhibit a form of control in the content and direction of the conversation (Saunders *et al.*, 2012). In semi-structured interviews, participants' responses are not restricted, which aligns with the research philosophy (Creswell, 2018). A semi-structured interview is interactive by nature, allowing the researcher to extract more data in circumstances where the previous response was incomplete or vague. With the data protection act in place, participants often want to express their opinion from a more comprehensive perspective and consent regarding the research paradigm.

#### 4.13.3 Theories Verses Research and Interview Questions

Below is a table showing a detailed evaluation of how the various research questions are linked with the interview questions and how four selected theories inform them.

Research questions	Interview questions
<p><i>How established is public procurement in relation to sustainability in the local government areas of Nigeria?</i></p> <p>➤ <i>These questions are informed by the Four Pillar Models/ Corporate social responsibility (CSR) theory</i></p>	<p><i>How established is sustainable public procurement in the local government areas of Nigeria?</i></p>
	<p>What are the functions of public procurement in the local government areas?</p>
<p><i>What are the challenges and opportunities in addressing sustainability imperatives through public procurement in Nigeria?</i></p> <p>➤ <i>These questions are informed by Sustainability Theory/ Corporate social</i></p>	<p>Knowledge of sustainability in terms of public procurement.</p> <p><i>What are the necessary tools required to execute procurement jobs in the local government areas in Nigeria?</i></p>

responsibility (CSR) theory/ Sustainability Theory	
	How can public procurement be utilised to support sustainable development?
	Ways public procurement can be used as instrument for sustainable development
	Aspects of training and professionalism in public procurement
<i>What is the perception or view of the people about public procurement, and how does it relate to sustainable development?</i>  ➤ Informed by the Corporate social responsibility (CSR) theory/ <i>Informed by Institutional theory</i>	<i>How public procurement is receiving the necessary attention it deserves in the local government areas?</i>
	What is the perception or view of the people about public procurement and how does it relate sustainability?
<i>What is the extent of the implementation of public procurement towards sustainable development?</i>  ➤ Informed by the Corporate social responsibility (CSR) theory/ The Four Pillar Models	What is the extent of implementations?
	<i>How established is sustainable public procurement in the local government areas of Nigeria?</i>

Table 4.1 Tabulation of theories that informed interview/research questions

#### 4.13. 4 Limitation of Semi-Structured Interviews

O'Keefe et al. (2016) and Cassell (2018) reiterate the significance of a semi-structured interview how it is popularly used for data collection in qualitative research for details, adaptability, and flexibility. However, using a semi-structured interview is time-consuming, labour-labour intensive, and the researcher's expertise is required (Killam, 2013). In a semi-structured interview, it is pretty daunting to allow the proper procedures to take precedence, which involves several stages such as obtaining

contacts of all participants, conducting interviews at different locations, and analysing the various data. While the interviewer is expected to be knowledgeable in conducting the interviews, extra care is necessary to avoid biased data.

#### **4.14 Population and Sampling Selection of this Study**

The sample selection for this study is pivoted on two criteria developed by the researcher. These criteria are primary criteria (PC) and secondary criteria (SC).

##### **4.14.1 Primary Criterion**

This criterion is based on the scope of this study that identifies public procurement activities in the local government areas. Extant literature from Nigeria's bureau of public procurement (BPP) revealed that the enactment of Public Procurement Decrees has not been holistically successful by all states in Nigeria (Adeyeye, 2014; BPP, 2020b). Statistics show that in 37 states, including the federal capital territory of Nigeria, seven states have not enacted the federal Fiscal Responsibilities Act (FRA). The aim was to identify the states in Nigeria with an active record of public procurement participation. In this criterion, seventeen states declined for different unsatisfactory reasons. For instance, the researcher could not secure an appointment through the gatekeeper to interview the procurement officers, and several attempts did not succeed. The researcher could not press further for ethical reasons, allowing voluntary participation and withdrawal of interviewees from the study without questioning their decision.

##### **4.14.2 Secondary Criterion**

In the secondary criterion of this study, the case organisation was selected to be the bureau of public procurement (Yin, 2003 ) cited in (Preuss, 2009). This is based on the idea that sustainable public procurement is an understudied phenomenon in the local government areas of Nigeria. Therefore, the study selected the bureau of public procurement (BPP) to lead in this study area. The BPP was designated by the Nigerian constitution to provide oversight function and to possess a greater level of control relating to government policy on the procurement sector in the country (BPP, 2020).

As a result of the government policy's strong influence on public procurement, the participants of this study were restricted to the six geo-political zones and municipalities. Hence, the BPP was approached by this study to nominate leaders in local government areas with track records of public procurement activities based on the states' constituted acts. Consequently, the bureau shortlisted fifty-three local government areas with documented evidence of public procurement activities.

After selecting the local government areas, initial contact was established by the various departmental heads as identified on the protocol document and the web page. The contacts were made possible by the gatekeeper, who is the Director-General (DG) of the bureau, and by influence had direct access to the various units of the procurement commission in the zones. If the participants were not the best persons to respond to, they were asked to redirect the researcher to the person with the most significant oversight of local government procurement activities in their unit. Additionally, the researcher considered only one interviewee in local government areas where the research questions could be reliably and satisfactorily answered. In

circumstances where interview questions did not receive reliable responses in a particular local government, two or three staff members were interviewed.

The data for this research was collected through semi-structured interviews and other documentary sources of evidence such as the bureau of public procurement bi-annual publication, public procurement protocol documents, E-library documents from the National Bureau of Statistics, United Nations documents, relevant journals, and publications in the field of public procurement and sustainability. Out of the total number of local areas suggested for interviews, thirteen local government areas were available. Since there is no guideline to determine sample size in non-probability sampling (Fusch, 2015), this study depended on the idea of data saturation, which was considered after twenty-four interviews were conducted by the researcher and presented for analysis. Additionally, five interviews were inconclusive out of the twenty-nine interviews conducted, and the researcher could not press further as no information was forthcoming.

It was found that most of the participants interviewed for this study come from the north-central and south-west geopolitical zones, while the remaining of the participants covered the south-south, south-east, north-west, and north-east geopolitical zones of Nigeria. The north-central region is host to Abuja, which is the federal capital territory of the nation with its diverse mixed cultural heritage, pride of citizens from all corners of the country. Abuja is strategically located with all the headquarters of ministries and parastatals and consists of six different area councils: Abaji, Abuja Municipal, Bwari, Gwagwalada, Kuje, and Kwali. Similarly, most of the participants are from Lagos,



being the former capital of Nigeria, one of the most populous states, remains the major economic center of the country and the face of tourism compared to other parts of the country (FCT, 2008). Port Harcourt is a commercial city due to its oil drilling activity, making it a rich, cosmopolitan city. Many other states in the region followed suit by enriching this research profile and played a critical and strategic role, which suggests a comprehensive representation of the entire population (NBS, 2020b).

Therefore, the entire study consists of twenty-four interviews from thirteen local government areas in the six geo-political zones of Nigeria. Furthermore, this number is a good representation for this study as they are more prominent and equally provide quality data.

All interviews were recorded using a mini recording device and manually transcribed into a word document and downloaded into the NVivo software for further analysis.

#### **4.15 Data Analysis – Thematic Analysis and NVivo 11 Software.**

This procedure addressed the rules that were followed to ensure effective and resourceful implementation of the right data collection tools and analysis. This study adopted both primary and secondary data. The secondary data were obtained through the exploration of extant literature in global procurement practices, particularly from the United Nations publications on sustainable public procurement, sustainable development, sustainable consumption and production, documents from OECD countries, the World Bank, and other documentary evidence from the bureau for public procurement (BPP) office on procurement procedures, practices and performance,

procurement audit & financial reports, accredited websites of the procurement department in Nigeria. The analysis of this study was done chiefly by NVivo and complemented by thematic analysis.

#### **4.15.1 Thematic Analysis**

The researcher adopted thematic analysis to supplement the NVivo qualitative software. This is argued by Saunders *et al.* (2012) that it is the researcher's responsibility to determine any analysis tools that meet the aim and objectives of the research paradigm. The thematic analysis looks at familiar reoccurring patterns and themes in the data and provides significant insight into the phenomenon of the study (Braun & Clarke, 2006). According to these authors, the thematic analysis focuses on identifying, analysing, reporting reoccurring themes, and minimally describing and interpreting the data set in detail.

Due to the vast area of coverage of the research phenomena, the researcher deemed it fit to concurrently analyse the data using the thematic and the NVivo 11 to justify the accuracy of the themes and patterns from the research data obtained from the interviewees (Ritchie, Lewis, Nicholls, & Ormston, 2013; Saunders, Lewis, & Thornhill, 2012). Braun & Clarke (2006) outlined the various phases in thematic analysis:

##### **Phase One: Data Familiarisation**

In this study, data familiarisation entails having full knowledge of the content of the data. It involves subjectively immersing oneself in the data before the analysis. This was achieved through consistent reading and listening to every detail provided by the

interviewees in public procurement and sustainability, which led to the data familiarisation. During the interview, the note-taking process served as a reflective note at the end of the data collection process.

### **Phase Two: Generating Codes**

The initial list of ideas was generated and organised into meaningful groups. This phase involves developing initial codes using a specific language, as the interviewees voiced out their perceptions and disclosed their numerous experiences regarding sustainable public procurement during the interview. Hence, taking notes of every session.

### **Phase Three: Searching Theme**

Searching for the theme occurs when the initial coding and the list of the various codes have been determined across the data set. This sorting process is an example of merging similar codes to produce central themes in the cause of the interview. In this study, all the codes were sorted and linked with similar codes to form the central theme, connecting with the research questions

### **Phase four: Reviewing themes**

The thematic analysis gives flexibility, enabling qualitative researchers to back and forth the field note in quest of emerging themes and possibly combining themes due to inadequate data. In this study, in reviewing the theme, the researcher places priority

on the participant's contributions to the interviews and identified and reviewed some new-found areas from the interviewees in the cause of the interviews.

#### **Phase five: Defining and Naming Themes**

This phase involves defining and revealing all the identified working themes in the cause of the interviews. In this study, each related theme that connects to the research question has been defined, captured, analysed, and used to develop the various areas in the analysis discussion.

#### **Phase Six: Report/Writing-Up**

While the themes are fully sorted, the next stage is the analysis of the data and the writing up. The essence of this is to carefully interpret the collected data to convince the reader regarding the report's validity. This is not just about the story but an engaged and intuitive argument linked to the research questions. Therefore, the analysis (chapter five) and the discussions (chapter six) of this study demonstrate the perceptions, challenges, and opportunities of how public procurement can be used as an instrument for sustainable development in the local government areas of Nigeria.

#### **4.15.2 Limitation of Thematic Analysis And Justification For The Use Of NVivo**

Just like many other analysis tools, thematic analysis is not exonerated. Nowell *et al.* (2019) argue that thematic analysis draws several feelings of uncertainty leaving emerging researchers with few options in conducting rigorous research. Further contended that in developing themes from qualitative data, thematic themes lack the

depth of analysis but embrace other innovative supports to justify its accuracy (Hawkins, 2018). According to Holloway & Trodres (2003), although thematic analysis is defined by its flexibility, it is argued that the flexibility of thematic analysis can engender inconsistency and a lack of rationality in the cause of developing the themes derived from the research data. Reiterating the contribution of Saunders *et al.*, (2012) on the choice of analysis tools by the researcher that fits the research paradigm; in addressing these limitations, this study simultaneously utilised the NVivo 11 qualitative software to step up the accuracy of the plethora data derived from the interviewees.

#### **4.15.3 NVivo Analysis**

NVivo is an analysis software for coding or tagging qualitative data with themes or codes. Qualitative researchers often analyse text-free sources such as surveys, websites, Twitter posts, field notes, Facebook posts, focus groups, and interviews (Swygart-Hobaugh & Amanda, 2016). It can also be used to analysed audio-visual materials such as images, filmed interviews, YouTube clips, recorded field notes, and recorded interviews. According to Zamawe (2015), NVivo is one of the most intuitive, easy-to-use, not limited by the size of the document, and powerful software for qualitative data analysis. It helps to organise, explore, and analyse data from almost any source and easily virtualise reports for recording with a wide range of conception. It enhances research by extending its formation power far and beyond with all-new cloud modules, efficiently collaborates with the research team, saves time by transcribing audio files straight to NVivo with automated functionality that enhances the research process (Woods, Paulus, Atkins, & Macklin, 2016).

#### **4.15.3.1 Transcribing Procedure**

The interviewed data obtained from the fields came in a raw material that needed to be processed. These audio files got uploaded from the recording device to the University's computer and passworded according to ethical requirements of confidentiality and anonymity data. In this study, the respective names of the interviewees were abridged and labelled with auto-generated numbers in ascending order of which the interviews were conducted. In this study, audio files were transcribed manually into word documents, respectively.

#### **4.15.3.2 Importing Data.**

The NVivo software allows the importation of different research materials such as pdf files, word documents, audio files, text files, survey monkeys, and qualities for analysis. Using both internal and external folders in NVivo, the transcribed word documents are directly imported into the internal folder of the software for practical analysis. In contrast, the external folder accommodates materials that cannot be imported into NVivo, such as books and archival documents.

#### **4.15.3.3 Procedure for Data Coding**

The semi-structured interview analysis of this study was achieved using NVivo 11 software which was uploaded into the database. By default, it opens with the source's window; all the documents are securely saved for analysis, although it is highly recommended that interviews be transcribed into a word document before it is

imported to NVivo, making coding easier than audio. Selecting the data, all sources were imported into the Internal folder.

In NVivo, the relevant information is coded and dropped in their respective nodes. The term 'node' is used in NVivo with a literal meaning as a container. References are the vital information we drop in the node based on similarities and frequencies. There is a further description of the node in the dialogue box, which helps when presenting the results or findings to know what the code is all about. The memo link is also initiated and attached explicitly to the source, which contains reflections or vital points derived from the coding.

Key steps:

- a. Identification: first, the relevant information is identified from the transcript that helps answer or addresses the research question.
- b. Assign a phrase or concept that best represents the information and at the same time helps you to address your research question.
- c. Label it or put it in the node, and categorise the node based on similarities.
- d. Documentation in NVivo connotes the analysis of the codes derived from the overall transcribed data of the study. The concept of documenting relevant information is essential in this research, as it forms the fundamental structure upon which codes are annotated. Documentation in this context deals with perception, reflections, and the general qualitative analysis. When it comes to qualitative study, personal biases and

background might influence how to interpret. So, it is essential to carry out a robust interpretation of the data to convey the research objective's message whenever the node's labeling is done.

It is within the prerogative of the researchers to select any software package that supports their qualitative data analysis, particularly that which favours the coding procedure and paradigm of the overall aim of the study (Saunders *et al*, 2012). In specific terms, using NVivo in qualitative data analysis reduces the overall time taken to complete the entire process, saves an enormous amount of data, and provides simple access for data input (Houghton, 2017). Nevertheless, the software package application does not alienate researchers' data analysis capabilities, as there is limited reliance on the application. The software package is classified as a tool considered to aid the researchers in organising and analysing qualitative data more effectively; interpret data, sort data, classify and arrange many non-numerical data such as field notes, videos, audio, and recordings.

This study finds that the analytical thematic method combined with NVivo (11) digital analysis software package, which supports data management, offered a valid and tested analysis, as confirmed by (Maher, Hadfield, Hutchings, & de Eyto, 2018).

#### **4.16 Quality Evaluation In The Research (Feasibility, Validity, Reliability)**

##### **Pilot Study**

The pilot study essentially determines the feasibility of the proposed interview questions by representing it in a mini version or small sample representative of the



overall anticipated population given the same condition (Thabane, 2010; Van Teijlingen, 2001). Interestingly, suppose the pilot study is adequately and intellectually conducted. In that case, there is a likelihood that the success of the study is guaranteed, as a further error is constantly minimized, areas of potential chaos are quickly identified and easily managed. The pilot study reaffirms research clarity and further increases reliability and validity in the research data (Van Teijlingen, 2001). A pilot study was conducted before the main study to assess the reliability and validity of the data to be collected, as equally suggested by (Leedy, 2006). For the pilot of this study, semi-structured interviews were conducted between December 2018 and March 2019 at homes, offices, skype, and zoom, and audio recorded accordingly. The English language was adopted for these interviews being the official language of Nigeria.

### **Validity**

Drucker-Godard *et al.* (2001) argue that in the cause of conducting research, it is imperative for the researcher always to consider the validity and the reliability of their research. According to Saunders *et al.* (2012), validity is the degree to which a test or tool measures what it claims to measure; in other words, it is the accuracy of a study and the concept that it measures what it says (Drucker-Godard *et al.*, 2001; Saunders *et al.*, 2012). In a qualitative study, Creswell (2014) argues that the validity of the research is regarded as a powerful instrument used to check the degree of accuracy, and this requires several procedures. In ensuring the validity of the research, this author suggested multiple validity procedures such as member

checking, prolonged time in the field, detailed thick description, reflexivity, external audience, triangulation. Despite the ubiquity of member checking, Hallett (2013) argues that very little has been published regarding member checking as means to maintain validity. Lincoln & Guba (1986), cited in (Candela, 2019) further argue that member checking is arguably one of the most effective techniques in ensuring the validity and credibility of the qualitative data. To verify the accuracy and improve the validity of this research data, member checking was used to provide validity to the participants' data in the form of therapeutic benefits as affirmed by (Harper & Cole, 2012). In this study, the audio recorded data was transcribed into a word document shortly after the event. The transcripts were partitioned into one document and emailed to the gatekeeper, who later contacted the various participants for comments and possible clarification of content. Each participant went through their contributions and graciously affirmed and returned them after a few days to the gatekeeper, which was subsequently sent back for analysis.

### **Reliability**

Saunders et al. (2012) and Yin (2014) argue that reliability entails a process whereby the data collection techniques and analytic procedures can be reproduced consistently under similar circumstances or replicated by another researcher with similar findings. It is the degree to which a test or tool produces a similar result under consistent conditions; therefore, research is reliable if a test or finding can be repeated more than once with similar results (Saunders et al., 2012). However, certain factors could be a

threat to the reliability of research. Krawczyk (2019) discusses the various reliability threats involved in the cause of conducting research:

Participant error refers to any factor that adversely modifies the participants' performance (Krawczyk et al., 2019). For instance, an interview conducted in the morning with participants might produce dissimilar findings after dinner; chances are participants might be happier or better respond. Participant bias deals with any factor that produces a false finding in the cause of the study. While researcher error deals with any factor which can change the researcher's interpretation, researcher's bias deals with the factor which can induce bias in the researcher's recording of response (Leeds, Long, & Mitchell, 2000).

To reduce bias in this study so that the findings can be reliable, the researcher conducted two stages of reliability tests. The first stage was to conduct a pilot study on a minimal number of participants to ascertain if the research questions could meet the research aim. Secondly, the transcripts will be checked to alienate any potential mistakes during the transcription of the data. The reliability of this study was further attained by constantly linking the research data to codes and making notes.

#### **4.17 Summary**

This chapter has presented the entire procedures followed in the cause of collection of the data for the analysis of this study and subsequently highlighted the method adopted for the research. It further discussed how two analysis tools (thematic and NVivo software) were used simultaneously to analyse the semi-structured interviews. Additionally, the various processes and methodology followed to improve the research

validity and reliability of this research were highlighted. The next chapter introduces the analysis of the results obtained from the semi-structured interview.

## **CHAPTER FIVE**

### **ANALYSIS OF RESULTS**

#### **5.1 INTRODUCTION**

This chapter presents the results and analyses the primary data from the semi-structured interviews conducted during the study. It summarises how the study aims have been fulfilled by the data results analysis from the interviews, which was based on the research questions. The findings from the primary data collected were based on the overarching research questions; how can public procurement be used as an instrument for sustainable development in the local government areas of Nigeria about the economic, social, and environmental benefits? Other supporting questions identified the challenges and explored the opportunities entrenched in the local government public procurement, procedures, and strategies of the multiple ways public procurement can be utilised as an instrument for sustainable development in Nigeria. The ultimate objectives of the primary data obtained were to validate the findings from the existing literature review and explore additional related themes relevant to the study for justification of the research. This study has achieved that by informing lists of themes from the qualitative data, derived from 24 voluntary interviewees who were profiled by local government procurement practitioners across the Nigerian states. The choice of a qualitative study became eminent as the researcher intended to explore the phenomena and increase awareness and knowledge (Collis & Hussey, 2013). Furthermore, this is within the context of the local

government procurement function seeks the multiple ways it can be used as an instrument for sustainable development regarding the citizens' economic, social, and environmental prosperity. This chapter identified all the relevant themes from the semi-structured interviews in correlation with documentary evidence of publication, annual reports, financial journals, procurement publications, and accredited websites of the Bureau for Public Procurement (BPP) in Nigeria, including other existing papers with proportionate relevance to the study paradigm.

## **5.2 DEMOGRAPHIC INFORMATION OF PARTICIPANTS**

The demographic details show the representation of 24 anonymous participants based on ethical resolve. The participants were meticulously selected based on primary and secondary criteria designed by the researcher to streamline the concept of the research' aim under investigation. The demographic profile of all the interviewees is depicted by selected variables such as participant's profile, education, designation, years of experience and type of interview, states, and local government areas that participated. The objective of the demographic profile of this study is not singularly based on the narrative contributions of the respondents but also to obtain in-depth knowledge that potentially engenders an expert evaluation regarding the implementation of sustainable public procurement in the local government areas across the Nigerian states.

In this study, all the participants were selected based on a minimum of 5 years of working experience with various designated portfolios. In terms of education, the

minimum qualification is a bachelor's degree, as the researcher recognized the significance of the academic qualifications of the respondents in ensuring accountability on the part of the procurement officers and ensuring the best value for money and citizens. The level of education is an indication that the respondents possess the requisite knowledge to effectively carry out procurement activities as iterated in the literature that the level of education of employees influences organisational performance (Pettersen *et al.*, 2020).

S/N	PARTICIPANT	DESIGNATION	EDUCATION	YEARS OF EXPERIENCE
1	Interview A1 - REC018- EM	Procurement Officer - Sup	MSc	7
2	Interview B2 - REC022- EN	Procurement Officer	BSc	5
3	Interview C3 - REC023- SU	Procurement Officer	BA	5
4	Interview D4 - REC024- HE	Procurement Officer	MBA	5
5	Interview E5 - REC025- UM	Procurement Officer	MSc	5
6	Interview F6 - REC026- SA	Procurement Officer - Sup	BSc	8
7	Interview G7 - REC027- EY	Procurement Officer - Sup	MSc	5
8	Interview H8 - REC028- OH	Procurement Officer	BA	8
9	Interview I9 - REC029- AD	Procurement Officer - DG	PHD	10
10	Interview J10 - REC030- DI	Procurement Officer - Mgr	PHD	8
11	Interview K11 - REC031- AL	Procurement Officer	B.ENG	5
12	Interview L12 - REC032- OJ	Procurement Officer - Sup	MSc	7
13	Interview M13 - REC033- SE	Procurement Officer	B.ENG	5
14	Interview N14 - REC034- OK	Procurement Officer	BA	5
15	Interview O15 - REC036- OJ	Procurement Officer	BSc	5
16	Interview P16 - REC037- EL	Procurement Officer - Dir	B.ENG	11
17	Interview Q17 - REC038- OM	Procurement Officer	MSc	6
18	Interview R18 - REC039- JJ	Procurement Officer	MSc	5
19	Interview S19 - REC040- TO	Procurement Officer	MBA	5
20	Interview T20 - REC041- PA	Procurement Officer	B.ENG	5
21	Interview U21 - REC042- OJ	Procurement Officer - Mgr	BSc	6
22	Interview V22 - REC045- OJ	Procurement Officer	BSc	5
23	Interview W23 - REC046- OG	Procurement Officer - Sup	BSc	7
24	Interview X24 - REC047- UK	Procurement Officer - Sup	BSc	7

Table 5. 3 Demographic information of participants

Below is the demographic information of the 24 respondents out of the 53 leading local government areas in terms of Revenue Account Allocation across the six geopolitical zones of the Nigerian states. The Revenue Account Allocation Committee (RAAC) is a federal committee authorised by the act of the parliament to regulate and document every financial disbursement to the three tiers of government: federal, state, and local governments. This research addresses the challenge of gender equality. It is evident in the inclusion of the demographic detail that shows less representation of females in the local government procurement council. Inclusion in the demographic profile is the type of interview conducted with the participants, such as face-to-face, telephone, skype, and zoom technology.

However, several rehearsed arguments in the literature have been related to the appropriateness of telephone and face-to-face interviews. For instance, the traditional methodological textbooks indicated that telephone mode is unsuited for qualitative interviewing as it tends to limit natural encounters between the interviewee and the interviewer (Gillham, 2005; Shuy, 2003). Other scholars argue that telephone or video technology becomes impracticable when access to the telephone is unavailable, and hearing is difficult (Wenger, 2002; Worth & Tierney, 1993). However, other scholars suggest otherwise; in many circumstances, the use of telephone or video technology such as skype, zoom remains a valuable alternative among these are: zero or less spending costs on traveling, accessibility to a more diverse population, reduced unpredictable circumstances like poor weather and devastating topography that might deter face-to-face meetings, the benefit of resource savings and time (Deakin, 2013;



Gray, Wong-Wylie, Rempel, & Cook, 2020; Robson, 2002; Shuy, 2003). There is an overwhelming similarity, flexibility, expression, and convenience in using telephone/online video technology for qualitative interviews (Deakin, 2013). It is further asserted that telephone and video technology utilisation is ethically preferable due to the researcher's more significant level of anonymity, feasibility, and safety (Chapple, 1999; Irvine, 2011). More recently, the advancement in technology has also impacted the development of qualitative research, thereby collapsing the gaps that exist in places of impossibility in conducting face-to-face interviews and the unwillingness of participants to travel (Gray et al., 2020).

S/N	Participants	LGAs (Accept participation)	Geo-Political zone	Gender	Type of Interview
1	Interview A1 - REC018- EM	Abuja Municipal Area Council	North Central	Male	Face-to-face
2	Interview B2 - REC022- EN	Bwari Municipal Area Council	North Central	Male	Telephone
3	Interview C3 - REC023- SU	Yola North LGA	North East	Male	Face-to-face
4	Interview D4 - REC024- HE	Zaria LGA	North West	Male	Skype Technology
5	Interview E5 - REC025- UM	Kano Municipal	North West	Male	Skype Technology
6	Interview F6 - REC026- SA	Alimosho LGA	South West	Male	Skype Technology
7	Interview G7 - REC027- EY	Yola South LGA	North East	Female	Skype Technology
8	Interview H8 - REC028- OH	Umuahia South LGA	South East	Male	Telephone
9	Interview I9 - REC029- AD	Lokoja LGA	North Central	Female	Telephone
10	Interview J10 - REC030- DI	Suleja LGA	North Central	Male	Face-to-face
11	Interview K11 - REC031- AL	Sapele LGA	South South	Male	Skype Technology
12	Interview L12 - REC032- OJ	Kaduna South LGA	North West	Female	Telephone
13	Interview M13 - REC033- SE	Apapa LGA	South West	Male	Skype Technology
14	Interview N14 - REC034- OK	Aba North LGA	South East	Male	Telephone
15	Interview O15 - REC036- OJ	Kwali Municipal Area Council	North Central	Female	Telephone
16	Interview P16 - REC037- EL	Gwagwalada Municipal Area Council	North Central	Male	Telephone
17	Interview Q17 - REC038- OM	Nassarawa LGA	North Central	Male	Skype Technology
18	Interview R18 - REC039- JJ	Awka South LGA	South South	Male	Telephone
19	Interview S19 - REC040- TO	Warri central LGA	South South	Male	Skype Technology
20	Interview T20 - REC041- PA	Calabar South LGA	South South	Male	Skype Technology
21	Interview U21 - REC042- OJ	Ajaokuta LGA	North Central	Male	Telephone
22	Interview V22 - REC045- OJ	Obio-Akpor LGA	South South	Male	Zoom Technology
23	Interview W23 - REC046- OG	Port Harcourt LGA	South South	Male	Zoom Technology
24	Interview X24 - REC047- UK	Ikeja LGA	South West	Male	Zoom Technology

Table 5. 4 Geographical demographic profiles of participants

### 5.3 UNDERSTANDING OF SUSTAINABLE PUBLIC PROCUREMENT (SPP)

The priority of this study was to address the multiple ways sustainable public procurement can be utilised as an instrument for sustainable development. It was, however, necessary that the various stakeholders understand the concept of economic development, social equity, and environmental protection. According to the United Nations (2015), procurement is the acquisition of goods, works, services, and utilities using public funds to meet the growing needs of the citizens within the confines of the law. Sustainable public procurement (SPP) is:

*“...a process whereby organisations meet their needs for goods, services, works, and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only for the organisation, but also for the society and the economy, whilst minimising damage to the environment”* (DEFRA, 2003, 2006; Sönnichsen & Clement, 2020; UN, 2015a; UNEP, 2013, 2018d). It is therefore ascertained that most of the participants shared a similar understanding. For instance, the interviewee (A1- REC018 – EM-OJ) sees sustainable public procurement as a practice that follows the principles of acquisition that are:

*“...enduring, diligent, and positively impacting humanity.”*

According to (E5 – REC025 – UM-YI):

*“...public procurement becomes sustainable when the purchase of today can still make meaningful contribution tomorrow”.*

Interviewee (G7 – REC027 – EY-GE) asserts that in her opinion as a procurement officer, procurement can become sustainable when the role or services rendered could still be replicated in years to come:

*“...When I leave office today, the next person that takes over from me can still do everything I was doing yesterday and ten years ago, without having many challenges, then we have a sustainable public procurement”.*

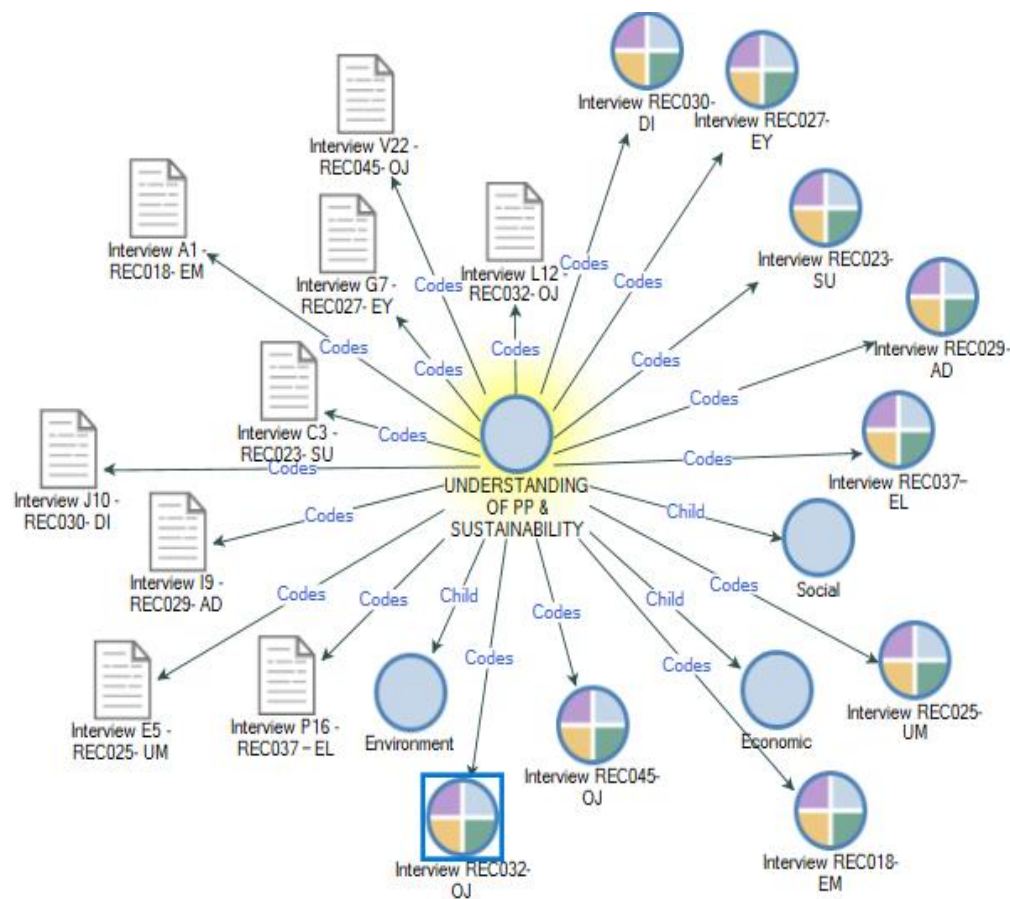
Sustainability in terms of procurement is about a procedure or system that takes ownership to improve the economy on a whole life basis. According to the interviewee (L12 – REC032 – OJ-SH), sustainable public procurement has to do with procurement best practices and accountability and ensuring the local suppliers are engaged to purchase locally produced items that are compatible with the environment and avoid compromising on the part of the staff to save for the future.

In a similar perspective, sustainable public procurement remains the driver of economic growth with the potential of changing the narrative to a more sustainable economy, particularly in Sub-Sahara Africa (UNEP, 2018d). All the participants demonstrated their vast knowledge of the role sustainable public procurement could achieve for the generality of the people, particularly in the local communities. For instance, SPP can deliver projects based on the current needs and have in mind the population yet unborn; in that way, resources will be managed efficiently and effectively. This is further made evident in the words of (P18 – REC037- EL- LU):

*“...When you can make your procurement sustainable, you will be spending fewer resources that is spent now, and it makes your procurement more sustainable;*

*therefore, there would be savings. The other aspect is that it will throw in the idea that the act of governance is moving in the right direction, and will further get more people involved, and more people will begin to pay attention to governance”.*

Below is a visual tree diagram captured from NVivo qualitative analysis software, representing the participants' collective understanding as it relates to public procurement and sustainability.



**Figure 5. 2 NVivo visual map and tree nodes diagram of the participants' understanding of public procurement and sustainability.**

## **5.4 PUBLIC PROCUREMENT AS INSTRUMENT FOR SUSTAINABLE DEVELOPMENT IN THE LGAs**

The participants were asked the overarching question regarding how public procurement could be used as an instrument for sustainable development in the local government areas. While majority of the interviewees made several assertions, few interviewees thought otherwise. According to an interviewee (B2– REC022 – EN - RA), public procurement can achieve sustainable development by:

*"...establishing and maintaining schools, health centres, rural roads. It can support the idea of erecting markets that are sustainable to the rural dwellers. They can purchase their daily needs, lift their hope, promote their small-scale businesses by providing them low-interest loans or zero interest".*

### **Training and development**

Furthermore, training is an incredible weapon and should be mandatory for the procurement officers to enable them to have adequate knowledge and approaches to enhance their level of productivity, as an interviewee (C3 – REC023- SU-OK) further suggests:

*"While adequate training will help fine-tune their attitudes, it also builds their morality to become better practitioners for the society".*

To participant (J10- REC030 – DI-AC), procurement can only be used as an instrument for development if training of staff is considered a priority:

*"...that again is something that has not been taking seriously over time in the local government procurement. There are no particular ways of doing it in general and a more realistic approach except that people are sent to go for workshops and conference from time to time - that is the only way to begin".*

In the words of (G7- REC027 – EY -GE):

*"...While public procurement is not the only thing that can bring about sustainable development, it is the fundamental thing when we chose the right people that are trained to do the job".*

An overwhelming number of the interviewees agreed that public procurement could be used as an instrument for sustainable development.

## **Restructuring**

For a road construction that costs five million Naira, the value can be reduced to two million Naira with the proper procurement. The excess money can be channelled into other projects like hospitals; this is the reason for procurement - deriving value for money and citizens. In the interviewee's contribution (I9 – REC029- AD-ST):

*"...once the procurement is properly done, then savings are made. And once savings are properly made, you can now invest more on infrastructural development such as health sector, education, agriculture, and that would translate to better living standards for the people in the society".*

Therefore, it is paramount to set up a structure that has a sustainable impact on the citizens at the local governments. That is why respondent (S19– REC040- TO- AJ) suggested that if you want to start development, start from the grassroots. This is the location where most citizens can afford to live and remains where the impact of the ordinary person is felt. With restructuring in the local government administration, there would be sustainable development through public procurement.

*"I can say it is the only way to sustainable public procurement in the local government areas" (S19– REC040- TO- AJ).*

Through public procurement, a good hospital could be erected, the quality of a good school could be enhanced, markets could be built and maintained for the rural dwellers. It is through this that a good road can be constructed and maintained. The roads could be linked to other rural area networks for agricultural produce and other valuables alongside urban areas. Respondent (W23– REC046 – OG–DA) intimated that:

*"...if the restructuring in the local government is considered a priority, it could fine-tune sustainable development in the local area with maximum results".*

## **5.5 CHALLENGES OF SUSTAINABLE PUBLIC PROCUREMENT IN THE LOCAL GOVERNMENT AREAS**

The entire participants mentioned the challenges confronting the successful implementation of sustainable public procurement in their local communities.

According to the participants, the challenges are numerous, and one may run out of counts. This study identified several (themes) nodes: corruption, lack of autonomy, apathy, lack of professionalism, lack of training, absence of structure, lack of finance, and lack of performance. The study further identifies new themes in the context of local government sustainable procurement such as non-conformity, need analysis, stakeholder engagement, E-procurement, nepotism, lack of communication, and lack of policy administration and legislation.

### **5.5.1 Corruption**

According to Transparency International (2016), corruption is the abuse of entrusted power for private gain; it hurts everyone who depends and excels on integrity. Moreover, in a recent publication, it is further suggested that corruption has a much more negative impact on the social-economic development of every society (TI, 2010). In this study, all the respondents agreed that corruption flows deep into the fabric of the society, particularly the political class and those in authority, thereby distorting the sustainable development agenda. The respondent (J10 -REC030- DI-AC) alludes that:

*"...a lot of corrupt and sharp practices happen that invariably lead to where we are as a country today...we do not have electricity because of corruption—no portable water. We have the most undeveloped local governments in the country and got nothing to showcase other than corruption in high places".*



Many respondents presented further instances that the community leaders would do otherwise rather than purchase hospital amenities. For instance, in the words of respondent (F6 – REC026- SA- JO):

*"They wanted cash and Toyota land cruiser jeeps for themselves, "...and they intend to use the jeeps as patrol vehicles. They want to use it for their personal need. No two ways; what the community would have preferred is ambulances or hospital vans. So, those that represented them did not speak the minds of the community. So, it is about those at the top".*

According to the participant (G7- REC027 – EY-GE):

*"...it is about their interest and gains. Money is given to the senators for the development of their constituencies, and nothing is provided. This is self-evidence...if you look around our local community, you will not see a decent market for local dwellers to market their farm produce. You cannot find any access roads that link the neighbouring villages".*

Respondent (W23– REC046 – OG–DA) further reiterates that the presence of government in the community is a fantasy:

*"We do not have a government in our country anymore. It is only a corrupt person that will take the quote and ask for money. Corruption is everything that is holding us backward in Nigeria today. Corruption is a major issue, and if that can be tackled, tell me why we will not be living in paradise on earth, as we have got all it takes to be one of the most celebrated nations on earth?".*

Corruption in the government is certainly not going to end soon as the institutions built by the government are equally compromised in the fight against corrupt officials. Unfortunately, the negative impact of their action is felt by the most vulnerable people in society. The account of corruption relating to the local government administration is ridiculous. **When** resources are not appropriately directed to the right organs that need attention, it will render those in the office useless because they cannot work effectively. In the words of the respondent (K11– REC031 – AL–SO):

*"...in their usual manner, the state government would embezzle fund meant for the development of the community and release the leftovers to the local government without accountability. For example, the allocation of 100 million to the local government released 40 percent of that money to the local government. So, what happened to the other part of the money? Where did it go? Nobody can account for that. Nobody is held responsible for that.*

Furthermore, the local govt council cannot do anything about it. They can only see it on paper. There is a high level of corruption going on under the government watch. Interviewee (H8 – REC028 – OH - AT) believes that the amount of corruption in the system is enormous. The respondent further argues:

*"...that corruption has always been the challenge we cannot run away from, which is why the procurement reform must stem that gap, but corruption is still there. It is not something that can stop immediately, but a continuous process".*

### **5.5.2 Lack of Autonomy**

On the analysis of this research, several participants discussed the absence of autonomous practice in the local government areas. All the participants agreed that local government administration in Nigeria is not autonomous and perpetually subjected to the autocratic regime of the state governors across the Nigerian state. According to the interviewee (A1 - REC018- EM-OJ):

*"...the level of dominance is overwhelming and has prevented the local govt from carrying out their statutory functions. We have none on the ground in terms of structure, as the state government does not give us the latitude to perform our statutory function. All we need to be sustainable is autonomous".*

It is disheartening to note that in the 21st century, the Nigerian state is still not free as there is a total absence of federalism. For instance, the state has deprived local government administrations of their account, making it challenging to embark on any developmental project to sustain the local community's economy (K11 - REC031- AL-SO). In terms of autonomy, the local government areas in Nigeria do not have absolute control of their resources. According to the interviewee (G7- REC027 – EY- GE):

*"...there is a high level of political interference by the state government as this is unconstitutional and does not help our democracy nurture. There is a high level of poverty and underdevelopment in our own very local government. The condition has degenerated to the point where workers' salary is no more guaranteed".*

This discussion is further affirmed by the interviewee (W23– REC046 – OG–DA) that:

*"...as we speak, our staff at the local government councils have not been paid in the past three months. The state government is the architect of our misfortune, as we are not autonomous in practice".*

### **5.5.3. Under Funding**

Every organisation is influenced by the financial conditions for its long-term survival. It remains a significant source for organisational expansion and stakeholder satisfaction (U21 – REC042- OJ – EM). According to the interviewee (G7- REC027 – EY- GE), the performance of the local government areas is related to funding, which provides a clue to the sustainability of the fundamental objectives of the community project.

All the participants acknowledge the significant role finance can play to bring sustainable development to the local community through local government initiatives. For instance, interviewee (S19– REC040 -TO-AJ) mentioned that:

*"...during the budget phase, the local authorities through our procurement office would like to procure hospital equipment, maintain the schools, maintain markets in the various wards and possibly erect new ones for the benefits of the rural dwellers. We even constructed drainages and provided irrigation systems for the farmers to grow and have commercial value. So, without funding from the federal and state allocations, we are incapacitated".*

Having realised the inexhaustible roles of finance to the local government, most of the interviewees thought otherwise and alluded that the funds are never available to execute the desired project as proposed by the local government administration. *"In the local government areas, we always come up with a budget year in, year out, but*

*there is no cash release for the procurement department to procure any material for the benefit of the citizens. Local government staff can stay for six months without salary. There is no fund, and as such, there is invariably nothing to procure in our local government. There is an insufficient fund to implement any project. I want to challenge you that if you become the local government chairman of my local government today, in the next three years from now, your only achievement is the payment of workers salary” (N-14- REC034 – OK- MA).*

In the local government across the Nigerian states, there is a high level of impoverishment. The provincial government areas are underfunded, providing access to a perpetual stream of inhumanity. In the word of the respondent (T20- REC041- PA- UK):

*“...we embarked on a need assessment and drew out plans to purchase some necessary equipment for the local community. Unfortunately, the funds are not available to meet these budgets. With this kind of attitude, how could you expect a sustainable development in the local communities that are meant to be the bedrock of development”.*

According to the interviewee (K11- REC031- AL-SO):

*“...due to the delay and insensitivity on the part of the government, the banks are not willing to lend the local government any money to finance the meaningful project. The same caution is extended to the contractors who dares to embark on any contracting jobs in the local government”.*

Respondent (T20 – REC041- PA- UK) strongly contends that:

*“...any contractors that executes contract in local government should be ready for the worst days, as they may have to wait many years for their money if lucky”.*

This act is unsustainable and can ruin the economy of any given society (T20 – REC041- PA- UK, U21 – REC042- OJ – EM). Contrarily, the activities of the local government administrators could be confusing, and this is because there is no mechanism in place to ascertain the availability of funds.

Respondent (K11- REC031- AL- SO) highlights that it is with a severe emphasis that the federal government has been demanding to publish every penny paid into the local government account in recent times.

#### **5.5.4. Lack of Training**

Training is an integral aspect of human development in an organisation that provides opportunities for learning and acquiring skills for purposes of increasing the organisational stability, higher productivity, better safety, and morality (Bell, Fahmy, & Gordon, 2016; Memon, Salleh, & Baharom, 2016). In this study, all the participants acknowledged the significance training could bring to the fore, especially the young graduates coming from different disciplines into the sector. For instance, the respondent (G7 -REC027 – EY- GE) alludes that:

*“...sometimes when we employ fresh graduate from the University, you find out that most of them studied engineering, computer science, geography, and many other different courses, and so when they get into the department, we try to train them by hand-on the job and sometimes organise external training program to acquaint them*

*with the caprices of the job".*

Respondents (K11 – REC031 – AL-SO), (U21 – REC042- OJ- EM), and (O15- REC036 – OJ -EM) suggest that to get the best out of the working staff, Training is always needed and carried out to keep the workforce abreast with the operational philosophy. However, in the context of this study, participants overwhelmingly assert the collapse of the local government administration bordering on lack of oversight functional training and development.

In the words of some participants, *"lack of capacity building is another serious factor that is taking us backward as a people; nobody is trained here or sent out for training so that we can even learn from such an individual on how to execute our work diligently"* (H8 – RECO28- OH- AT), (K11 – REC031 – AL - SO), and (F6 – REC026 – SA- JO).

#### **5.5.5 Lack of Professionalism**

Closely related to Training is professionalism. It is an area that requires a high level of education, requisite skills, and vast procurement knowledge and background for effective procurement practices regarding the procurement code of ethics as established by law (BPP, 2020b; WBG, 2019). In the perspective of this study, many of the respondents agreed to poor professionalism across the local government procurement system. For instance, respondents (D4 – REC024- HE-NA, E5 – REC025- UM-YI, B2 – REC022- EN – RA) opine that procurement officers have a general lack of knowledge targets groups with regards to policies requirement,

strategy, and procedures. One of the significant challenges confronting sustainable public procurement is the absence of professionalism amongst the administrators in controlling the affairs of the government.

According to the respondent (O15 – REC036 – OJ- EM):

*"Their decision tends to dwindle the need for some of the patches as it is in line with the world global practices. It tends to limit the number of people or the infrastructure that is meant to be there. It tends to limit the number of people or technical practitioners to be employed. They rather employ their cronies or political affiliates to occupy such a position than employ a technical professional who can mount such places and deliver effective services to benefit the communities".*

Nowadays, the procurement profession is regarded as a noble discipline that calls for professionalism and is driven by expertise through the acquisition of formal education, grounded by theoretical and practical knowledge across the boundaries of professionalism (BPP, 2020b). The lack of professionalism in public procurement has led to the collapse of the local government's sustainable public procurement. The respondent (P16 –REC037– EL-LU) elucidates that:

*"...when you bring someone that knows nothing about procurement to come and head the procurement department, what do you expect? There is a lack of procurement professionalism at the grassroots, as many are not qualified. No competency to execute the kinds of jobs that are given out. Unless the right calibre of staff is brought in to handle this at the local government level, we should continue to expect the worst".*



The respondent (H8 – RECO28- OH-AT) discusses further the weak institutional framework relating to the procurement professionalism in Nigeria.

*“Additionally, and on a more general perspective, the entire procurement institution in the country is yet to prioritise the professional certification of procurement practitioners, unlike their counterparts in Ghana and other developed society that mandates every procurement practitioner to be a registered member of the institute. This approach helps to strengthen the credibility and value of this noble career”.*

#### **5.5.6. Social, economic, and environmental Apathy**

According to (X24 – REC047- UK- PI), a challenge that has crawled its nerves into the echelon of sustainable public procurement at the local authorities is apathy. Within the boundaries of this study, all the participants agreed to a high level of apathy toward the stakeholders, procurement officers, suppliers, and community dwellers.

*"There is no proper handling of government property. We lack a maintenance culture as far as the local government is concerned. The attitude of the staff towards work must change, especially towards government property. To me, it is one of the little ways we can prosper as a community" (C3 – REC023- SU- OK).*

In the words of (X24 – REC047- UK- PI):

*"...the citizens do not care for the government anymore because they no longer trust the system can do work for them. And would rather remain ignorant about the activities of the government".*

On the contrary, the respondent (K11- REC031- AL-SO) suggests the need for the citizens to safeguard the government's infrastructure, which ironically belongs to the community, instead of vandalising them.

Respondent (N14 – REC034 – OK- MA), in his words:

*“... as I speak with you, we cannot shy away from our responsibility...up to the local government area, the environment is very much unkept. For instance, if you come from a place like my local government area, the road is no longer accessible. You would see waste bins on the road, and the odour is so irrational that you will be unable to breathe. Absolute negligence remains a menace to our society now”.*

#### **5.5.7. Absence of Organisational Structure**

There is a general absence of procurement structure on the ground to develop the local government areas. *“...I stand to be corrected. I say this because the approach is the same everywhere you go in Nigeria”* (R18 – REC039- JJ- OK). Many of the respondents argue that the bureaus of public procurement (BPP), as a government agent, is only effective at the federal level, leaving the states and the local government areas extremely vulnerable and unsustainable (C3 – REC023- SU- OK).

Another respondent (X24 – REC047 – UK - PI) alludes that:

*“...if we had a structure, accordingly, why would the Local government Chairman handle everything? He operates as the chairman. He is the director”.*

This stands to mean that, at the local government procurement practice, structures do not define effectiveness. The provincial government presiding officer can act as the project manager, procurement manager, finance manager, and distributor. There is no

practical structure to tabulate appropriate justification for the need for procurement structure. According to the respondent (P16 – REC037 – EL- LU):

*"...There is no implementation of local government procurement at this tier of government. No organisational structure to plan the department. Nothing is being followed. No procurement act as amended is followed. The governor himself appoints the local government chairman, so it is an opportunity for him and his affiliates to manipulate on the existing structure and manage the fund to his advantage".*

The respondent (R18 – REC039- JJ- OK) further alludes that one can never get the procurement system right because of these unsustainable practices.

Additionally, respondent (G7- REC027 – EY- GE) suggests that:

*"...one can build a multimillion-dollar structure, yet it is as useless as nothing. It is only the procurement structure that ensures that the edifice remains sustainable. It is only the procurement structure that ensures the infrastructure remains perpetually functional. Moreover, that is why the role of procurement in our community is so significant and that there is no productive alternative known with the excellent outcome.*

#### **5.5.8. Nepotism**

While the research interview generated twelve references and seven different sources attest that nepotism is poised an enormous challenge to sustainable public procurement in the local government area, few other interviewees did not comment, and others suggested otherwise. The concept of nepotism is directly related to the principle of human practice that opposes fairness or impartiality at all levels of

governance. It is a faulty business practice that embraces favouritism over professionalism. The procurement practice involves fundamental basic operations like planning for procurement, preparing for bid document, the publication (receipt, opening of bids), evaluation of bid document, awards of contract, and contract management. These procedures require a competitive negotiation at all levels to keep the cost of goods and services under control for quality and best value for the organisation and the generality of society. In the context of this study and testament of the overwhelming participants, it can be said accordingly that,

*"...procurement jobs are given out on the basics of patronage either because you are a political actor or you have a relationship with those people who are saddled with tasks of performing these activities"* (P16 – REC037 – EL- LU), (N14 – REC034 – OK-MA).

According to the respondent (H8 – REC028- OH- AT):

*"...the truth about the matter of contract award is that the public procurement act or its activity is a mockery. And this is because jobs are awarded arbitrarily and are just passing through the motion for the sake of it".*

According to the respondent (O15 – REC036 – OJ- EM):

*"...contracts are awarded not just on the bid or past antecedence or technicality but also on personal relationships. The government officials are constantly in dialogue with the suppliers regarding their benefits. They would not risk such an opportunity to any supplier that is unwilling to compromise, regardless of his technical expertise on the job".*

The practice of nepotism is bizarre and disproportionately damages the reality of sustainability in social equity, economic development, and environmental benefit. According to the respondent (G7 – REC027 -EY- GE), procurement officers are just regarded as figureheads. For instance:

*"...it is the responsibility of the procurement officers through the office of the local government administrators to find the right vendors who can carry out some of these projects in the communities" (G7 – REC027 -EY- GE).*

However, this means that many of the projects have been taken over by unqualified individuals due to nepotism. Furthermore, this demonstrates the reality that:

*"...as a procurement officer in the local government area, one is only regarded as a figurehead who cannot give the job to the correct supplier as the local government chairman is interested in that job and always has his candidates" (F6 – REC026 – SA- JO).*

#### **5.5.9. Absence of E-Procurement**

While the participants realise the importance of e-procurement and its permanent role and responsibilities in building sustainable public procurement in Nigeria's communities, many other participants are still cynical and far from reality. The researcher understood their challenge, which is connected to corrupt tendency, since there has been a lack of advancement in technology over the years of practice to improve their day-to-day on-desk job. According to (F6 – REC026 – SA- JO):

*"...we are still using the old and manual process that is easy to manipulate and twist*

*standard procedure. With the necessary tools, software, and e-platform system, we should have an improved procurement system, but not now”.*

The application of the e-procurement system is now a global initiative in keeping with the trend of technology, making information more accurately preserved for all generations. Respondent (G7 – REC027- EY- GE) illustrates that the analogue approach of purchases is relatively ineffective and demands a change to meet the computer evolution. The respondent further refers that:

*“...when it comes to transparency and keeping historical data, the application is not very effective. If my person wins the election now and may promote me to something bigger and I must leave the office, you will find out that the last person who is taking up from where I stopped may not have all the required information. And sometimes you find out that the information might be difficult for my other colleagues to pass on”.*

It is evident that the preference for a paper-based system in the local government procurement has always been the source of corruption, as several shady activities go undetected. The issue of continuity is a thing of challenge and has permanently submerged the reality of good governance. To reduce the number of human interfaces, and improve transparency in governance, local government authorities in Nigeria have been persuaded to allow the use of computer software packages relevant to procurement operations (I9- REC029- AD- ST).

#### **5.5.10. Absence of Stakeholder Engagement**

The concept of stakeholder involves the stream of individuals with vested interest who

can either affect or be affected by circumstances of performance and business operation in organisation and maintain a significant position (PMI, 2012).

In the contest of this study, the stakeholders involve the local government politicians, lawmakers, presiding officers and their deputies, the local contractors, and other members of the communities. The challenges confronting sustainable public procurement in the local communities identified stakeholder engagement as a critical point to consider in addressing the overwhelming needs of the community. Most of the participants contested the vital engagement of the stakeholders as: “...*unnecessary and defenders of the government rather than standing up to their political promises*” (I9 – REC029 – AD- ST, F6 – REC026 – SA-JO, U21 – REC042 – OJ- EM).

According to the interviewee (F6 – REC026 – SA-JO):

*“...we could have better patronage and achieve most of the sustainable development goals here in our local government area. Unfortunately, the community dwellers have lost connection with the stakeholders as they are dishonest with their words and actions”.*

According to the respondent (N14 – REC034 – OK- MA), there is a disconnect between the political elite and the followers:

*“...the citizens are constantly aware that the stakeholders convey wrong information that does not engage the vulnerable people in the community as the case might be”.*

#### **5.5.11. Poor of Communication**

The concept of public procurement is increasingly perceived as having the strong potential to drive sustainable development in the local government areas, particularly in developing economies. Despite this interest, numerous barriers tend to decimate this realisation. Closely related to the stakeholder engagement as one of the challenges earlier illustrated, a lack of communication is identified by this study which is associated with the procurement sector to the impairment of the local dwellers. The essence of communication is to keep the people consistently informed of the happenings. This involves finance in terms of expenditure, capital projects that serve the interest of the people. Few respondents had critical views, while most of them thought otherwise, particularly in its failed policy that alienated the citizens' participation. In this study, five references and three sources immersed for analysis and emphasised the fact that:

*"...in terms of communication, we still have a long way to go, and for it to be sustainable, we must be able to know the need of the citizens from time to time and trying to get information which we do not do—for instance, the printing of questionnaire to ascertain the performance of the government. Suppose there is that communication between the citizen and the local government authority it will help in sustaining the practice of procurement, build trust and confidence, and yield positive dividends to the overwhelming citizens at the grassroots" (K11- REC031 – AL-SO).*

In this context, the essence of communication is to provide feedback in finance, relationships, knowledge sharing, and interventions that promote transparency and potentially bridge the gap between the poor and rich people in the local communities.



### 5.5.12. Lack of Compliance

Most of the interviewed participants agreed that lack of conformity or compliance is a significant challenge confronting sustainable public procurement for the development of the local communities. According to the interviewee (J10- REC030- DI -AC):

*"...we do not possess any standard practice when it comes to the issue of the price of commodities. The chairman just gives us money to buy based on our discretion".*

Interviewee (M13- REC033 – SE- OL) further elucidates:

*"...that the past regime was diligent and ensured that due processes were followed with commitment. They were almost getting it right because it was the right thing to do. Proper procedures were followed, and the value for money was being felt at the local level. We made significant savings and used the proceeds to erect dilapidated hospitals and opened some rural roads for easy accessibility of produce. We went further to erect new markets for the villagers from this little money we saved, and they are happy. Unfortunately, all those efforts are gone. There is now a complete collapse at the level of compliance of government procurement of goods and services".*

For lack of compliance, many of the suppliers are not accredited. Because they are familiar with the local government chairman, they can now win contracts to supply any commodity without compliance with the procurement ethics of standardisation. According to the Interviewee (P6- REC037– EL-LU):

*"...the contractors are not in any way qualified or conformed to the standard of bidding for a contract, let alone winning it. Because there is a lack of conformity, jobs are*

*awarded arbitrarily without respect for ethics and sustainability criteria. This poses an enormous challenge for the community's prosperity as jobs are awarded at the wrong price to the wrong bidders for constant reasons of non-conformity".*

### **5.5.13. Reluctance to Change**

While some participants have strong views on the reluctance of the procurement actors and stakeholders alike to embrace the new knowledge of sustainable procurement and how the benefits have the capacity to revolutionise the local economy, other contributors claim the role of sustainable procurement plays a little to comfort the local lifestyles. For instance, the interviewee (X24- REC047 – UK- PI) asserts that,

*"...most local communities are not knowledgeable unlike their counterpart in the urban areas", so we do not understand the importance of procurement to us. We do not know how it can make life meaningful when our wages are unpaid. We do not want to see the impact – all they tell us is lies! Being in such a community like ours is like a life sentence of poverty and deprivation".*

Interviewee (E5- REC025 – UM- YI) also alludes:

*"...that there is a high level of reluctance in the local government areas. That is why we do not care about what is being purchased by the local government authority".*

There is a constant demand for a better lifestyle by the citizens. When the government makes a significant attempt to provide these amenities, it is perceived with little interest; schools, health care, and markets sell their locally produced goods, but

achieving these is of no interest to them. So, there is a lack of enthusiasm, not only on the side of the procurement officers but the overwhelming populace in the local communities. In most cases, these projects are never built for the community. To these individuals, the knowledge of procurement is novel and still struggling to reconcile with the old procurement approach of goods and services. The contributions of these participants were incredible and diverse. For instance, on account of some respondents, the local government chairmen in most cases do not stay in their offices or areas of their abode, for lack of basic amenities such as water, electricity, and access roads connecting to the urban communities.

In the words of (K11- REC031- AL-YI):

*"...So, the people are there to make money for the governor. Whatever they make, the governor has his share. They do not do bidding to negotiate the price and quality; they give you the award/contract". Many uncompromising businesses are going on at the procurement level, just like all other local government areas in Nigeria".*

According to one of the interviewees:

*"...the procurement system in the local government is an embarrassment, as some local governments' practices only exist on paper. The chairman only comes whenever there is money to sign - this attitude of these leaders demonstrates a lack of democracy in this part of the world" (M13- REC033 – SE- OL).*

#### **5.5.14. Lack of Need Analysis**

Need analysis is simply an organization's process in partnership with stakeholders and possibly with an expert to determine the overall performance and address it for better

results. This can be conducted by specifying the desired level of performance, the current performance level, and possibly determining the cause of the performance gap (Obura, 2020). Within this study, need analysis is an investigation into a need of the organisation that ensures that the procurement process seeks a solution to the problem. By this understanding, the various departments identify and submit to the procurement department their requirements regarding goods, works, and services for the financial year under review. With the concept of need analysis in local government procurement, according to (F6 -REC026- SA- JO):

*"...we can cut down on wastages and save whole lots of resources to better the lives of the people who are in dire need in the immediate community".*

With need analysis, as reported by respondent (J10- REC030- DI -AC):

*"...resources can be channeled to the right places with adequate needs, and the risk of getting a lousy procurement process would be drastically reduced. There will be proper tracking of the procurement cycle in terms of inventory. One will be able to cut down on fraud and all other unforeseen circumstances".*

However, many participants suggest a lack of need analysis as a standard limitation in public procurement. Interviewee (K11- REC031- AL-SO) affirms:

*"...that the local authorities must conduct need analysis to acknowledge the needs of the overwhelming citizens at various times".*

Additionally, constant information is required from time to time instead of what is obtainable now. A situation whereby citizens demand from the government through the procurement sector without due consideration for assessment/analysis is

unsustainable and can obviate sustainable development for lack of direction. With need analysis, citizens are never out of the government's plan in getting the necessities always.

#### **5.5.15. Government policy and Legislation**

While some of the participants agreed that there is a lack of government legislation and policy in regulating public procurement practice in Nigeria, most participants opined that what the country needs now is beyond Legislation and policy, but the implementation of the existing policy. For instance, the respondent (U21- REC042-OJ- SH) alludes:

*"...that there is a conspiracy that most politicians at both the national and local assemblies manipulate the constitution to balance up their lifestyle. They have pinched the constitution that belongs to all of us because they have the power and money to conquer the overwhelming populace. If we continue this trend as a people, I am afraid we might go into extinction. We live in a society where the lawmakers do not obey the law, but only make law for the common person in local communities".*

According to the interviewee (U21 – REC042 – OJ- EM), a lack of government policy implementation diminishes the reality of sustainable public procurement to develop the local communities across Nigeria's states. It has been the expectation of the general society for the performance of government policy and regulation on public procurement across the three tiers of government by institutionalizing the public procurement system in a way that achieves value for money.

The institutionalization of the public procurement regime in the local governments has met several resistances despite the Civil Society Organisations (CSOs) on the need to initiate more meaningful policy for better governance. For instance, the interviewee (K11- REC031- AL- SO) refers that:

*"...several international bodies have visited the local government to encourage them to pass the public procurement laws in their respective jurisdiction. However, there have been concerted efforts to whittle down their public procurement laws to achieve their selfish desires".*

The following figure is an NVivo visual map and tree nodes diagram that represent the challenges of sustainable public procurement in the local government areas of Nigeria as identified by this study.

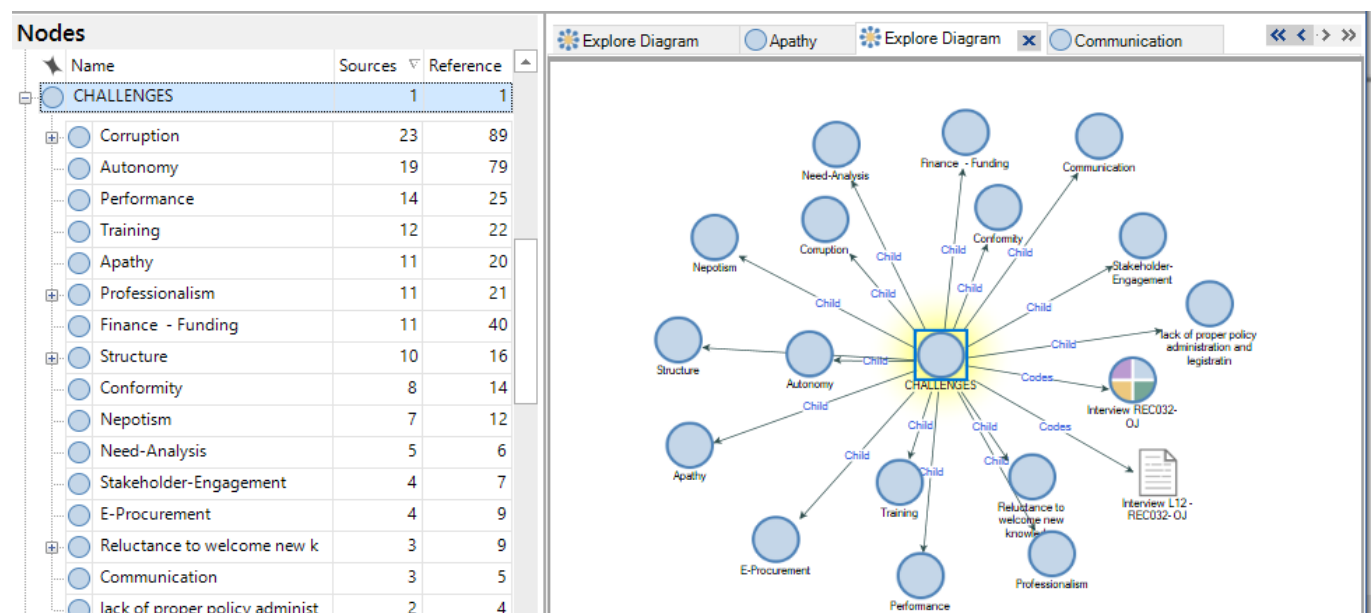


Figure 5. 2 NVivo visual map and tree nodes diagram for the Challenges confronting SPP in the local government areas.

#### **5.5.16. Lack of Performance**

Lack of performance is part of the challenges confronting sustainable development in the local government areas. To achieve sustainable public procurement in the local community, the stakeholders and the local government authorities must be determined to outline the direction of the performance of the local government procurement policy. In most cases, local government procurement authorities are directed to accept some clues from the federal bureau. For instance, the respondent (X24- REC047- UK- PI) argues that:

*"...Unlike established institutions at the federal government level where the BPP is already established with other departmental agencies of the government, the system is not working for us. We have the worst state and local government areas in the whole of the 36 states of the federation. Our performance is inadequate and negatively rated".*

According to another participant (U21- REC042-OJ – EM):

*"...the government is not only far away from the people but right now, everybody is running from local government purchasing as the answer to our predicament is not known anymore. There is a complete disfunction of the local government administration".*

Interviewee (V22- REC045 – OJ- MC) alludes to a significant disconnect between the government and the people, reports that:

*"...this role has led to a lack of performance around the economy. The performance of the procurement department in the LGA is that they are not sustainable and not providing the expected benefits to the community. The future does not belong to them" (W23- REC046 – OG- DA).*

While most of the participants see the disappointment on the part of the government, Interviewee (I9- REC029 – AD- ST) sees otherwise. According to this participant, there is an effort on the part of the government in terms of performance:

*"...the good thing is that they have the government's political will, and I can say that we are becoming more effective in carrying out the activities. We are trying our best. We are achieving results. We are beginning to feel the impact".*

## **5.6. OPPORTUNITY**

Responding to the overarching necessity of this study is the potential sustainable public procurement can create for sustainable development in local government areas across Nigeria's states. The participants identified several opportunities that border on social justice, economic development, and environmental benefits. For instance, the respondent (I9- REC029- AD-MU) suggests:

*"That sustainable development to us here in Nigeria down to the local government areas ensures availability of education, poverty reduction. So, we know now that most people, especially in our rural areas, are uneducated. For them to make informed decisions that affect their lives, they need a certain level of education".*



Another respondent (W23- REC046 – OG- DA) further explains that:

*“...if the government invests in infrastructure, like school facilities, hospital health care, there will be a more productive society where everyone can always achieve their goals”.*

Furthermore, development is about human capacity building with a multiplier effect on every economic sector, and so much is at stake without development. It is like a pillar that upholds the entire weight of a building. People and communities depend on the development that potentially lifts them from poverty to a more meaningful life, excellent health, and education.

#### **5.6.1 Social Opportunity**

This study identified several references and sources supporting the positive direction sustainable procurement would go if adequate attention were provided at all levels of governance. For instance, all response agreed that opportunities that emanate from sustainable procurement have a positive retrospective effect on the community. Social opportunity suggests that the youth can be trained and be gainfully employed in the community. Women empowerment is another opportunity that can emanate from the proper activity of procurement. The security of the local community is also guaranteed because of a successful procurement (M13- REC033- SE- OL). Addressing the social aspect of opportunities, according to the respondent (D4- REC024 – HE- NA):

*“...sustainable public procurement invariably enhances productivity, brings about cost-effectiveness, endless job opportunities, encourages local business owners, and potentially lifts so many local dwellers from poverty”.*

Respondent (K11- REC031- AL- SO) reports:

*“...that the essence of public procurement in the local government is to provide basic amenities for the society, including health care, clean water, good sanitation, maintenance of schools, value for money, social security, financial security, and trust in our local communities”.*

### **5.6.2 Economic Opportunity**

Scholars have increasingly stepped up the awareness regarding economic opportunities using procurement as a panacea that drives this innovation to achieve sustainable development.

In the aspect of economic opportunities, respondent (B2- REC022- EN- SH) advocates:

*“...that local procurement suggests that governments should utilise their purchasing power to support local business with the expectation that this endeavour will grow the local economy”.*

The government is vested with enormous powers to create wealth amongst the local dwellers from the economic perspective. In a similar vein, participant B2- REC022 – EN- RA) suggests that:

*"...if the government can spend a reasonable amount of money in all forms of procurement across the local government areas, it will benefit the local businesses and directly protect local jobs".*

According to the interviewee (D4- REC024- HE-NA), *"...Every day of our lives is spent in the community without value for money, without support for the common person; this practice is unsustainable".*

The entire participants agreed that there is a disconnect in the economic opportunity in the rural areas where the presence of the government is mostly needed. However, the respondent (F6- REC026- SA-JO) further illustrates that:

*"...if the local government authority is determined, they can employ construction firm for a local building project or water drainage systems, that are likely to engage supplies from within the local businesses. Their workers will then provide more businesses for the local kiosks and shops".*

Public procurement must be at the central stage of economic recovery for sustainable purchases, equity distribution of materials, delivery, and logistics of the prospective personal equipment (PPE). While these efforts require tremendous contributions, the public sector should play its part by ensuring that public resources get the value it craves through accountability and respect for the rule of law.

### **5.6.3 Environmental Opportunity**

Environmental opportunity ensures that local communities are supported with adequate information regarding the existential threat of climate change. This

awareness extends to the pollution in the communities as well as soil degradation. In the words of the respondent (I9- REC029- AD-MU) explains:

*“...that in the past years, some group of experts came from the World Bank and conducted intensive seminars in the communities regarding the climate change that may soon negatively impact our agriculture if we did not address certain conditions. This team of experts equally shared several lessons about forestry and deforestation. I can assure you that the effect of this seminar developed renewed commitments in the minds of the locals. We hope to have more of such forum”.*

Most respondents agreed that environmental opportunities could lift their communities from the great depression if much consideration is provided to the environment. Respondent (B2- REC022 – EN- RA) shares similar views that:

*“...in my opinion, environmental sustainability supports waste management solutions. In the same vein, it raises productivity and supports cost reduction within the local domain”.*

Additionally, the environmental opportunity could be a reduction in resource wastage, reduction in global emission, and possible reduction in consumption.

Many businesses in the local communities could be repositioned using environmental criteria. According to the respondent (X24- REC047 – UK- PI), environmental opportunity ensures:

*“... that businesses comply with environmental legislation and adopts environmental and sustainable best practices”.*

Respondent (B2- REC022 – EN- RA) further discussed:

*“...that the opportunities of environmental sustainability create the aura of environmental protection, conservation of ecosystems, air quality, and integrity”.*

## **5.7 PERCEPTION**

This study uncovers significant opinions from many experts, opinion-leaders, and stakeholders across a wide spectrum of Nigeria's states and divides. The respondents' perception speaks endlessly about the performances of public procurement in the local government areas and the review towards sustainable development. The testament of the interviewee (A1- REC0180 – EM- OJ) alludes that:

*“...when it comes public procurement, there is no element of transparency in all their dealings. There is no honesty in the system. Public procurement still yearns for more innovation and changes because of human factor”.*

In the perception of the Interviewee (B2- REC022 – EN- RA):

*“The role of public procurement in the local government is critical. However, it has achieved little or nothing for all in the community. There is a high level of underdevelopment in the local government areas. Many of the respondents agreed that the level performance of public procurement is not the expectation of the local communities; there is little or no improvement on the lifestyle of the local communities”.*

On the account and perception of the respondent (B2- REC022 – EN- RA):

*“...there is no electricity supply in most of the communities; when supplied, it does not stay more than three hours out of twenty-four hours. If there is no electricity supply, there cannot be any sustainable development”.*

Further perception affirms that workers now earn half paid salary once in three months. According to these participants: *“if there is no development, how can there be sustainable development”* (A1- REC018 – EM – OJ, B2- REC022 – EN- RA, K11- REC031- AL- SO, I9- REC029- AD-MU).

Addressing the role of suppliers in the local government areas, the suppliers are perpetually cautioned to be more environmentally friendly with the supplies by the local authorities. However, this idea is taken with levity. For instance, the perception of interviewee (B2- REC022 – EN- RA) is that:

*“...the suppliers are not environmentally compliant and can hurt you should you ever cross their part - It is as dangerous as that”.*

Further perception by respondent (K11- REC031- AL- SO), reiterates the negative impact suppliers play in making the local government more unsustainable:

*“...it is so obvious that the suppliers are cheats and do not have good protection for the people”. Further study confirms that the suppliers do not patronise the locally produced goods by the local manufacturers, as this keeps having a negative effect on the economy”.*

It is however difficult to prioritise when there is insufficient fund to pay worker's salary, hence the zero allocation. From a stakeholder's perspective, the people are worried that things are not getting done in the right way simply due to indifference on the part of the government. On the perception of the respondent (REC029 - AD- MU):

*"...it is a mess. "Nobody to complain to as the elected officers have surrounded themselves with armed police forces, and we cannot reach them anymore. They can now do whatever they like with us. We only have democracy in theory, but not in practical reality".*

Further on the perception, in the words of the respondent (W23- REC046 – OG – DA):  
"...the people are tired and do not know what to do due to the high level of negligence and display of power by politicians to the detriment of the citizens".

The essence of sustainable public procurement is to purchase goods and services, considering social, economic, and environmental factors, using the leverage of public funds through the approval of the local administration to bring improvement to the local communities within the boundaries of the law. However, most of the participants have provided inundating evidence of a deep disconnect between the government and the citizens across the entire geopolitical zones of Nigerian. Looking at the pharmaceutical area, only a few unquestionable medications are supplied, while most of the dealers supply fake and expired drugs, and sometimes with the conniver of the procurement

personnel (T20- REC041 – PA – UK); (K11- REC031 – AL - SO); (W23- REC046 – OG – DA).

On the account and perception of respondent (R8- REC039 – JJ – OK):

*“I have worked in the procurement office for more than 10 years here, little or nothing has been done to change the narrative. Once the salary is paid, go home and sleep. Comparing with my former organisation, which is private, the local government procurement is not sustainable at all. Give the council chairman money to maintain the school through the procurement office; they will all share it”.*

Nevertheless, once there is a sustainable public procurement geared towards that direction of sustainability, it can bring better democracy to the people and change the narrative.

The following figure (5.3) below is an NVivo visual map diagram of Tree nodes that represents the general perception of participants across the Nigeria’s geopolitical divides.



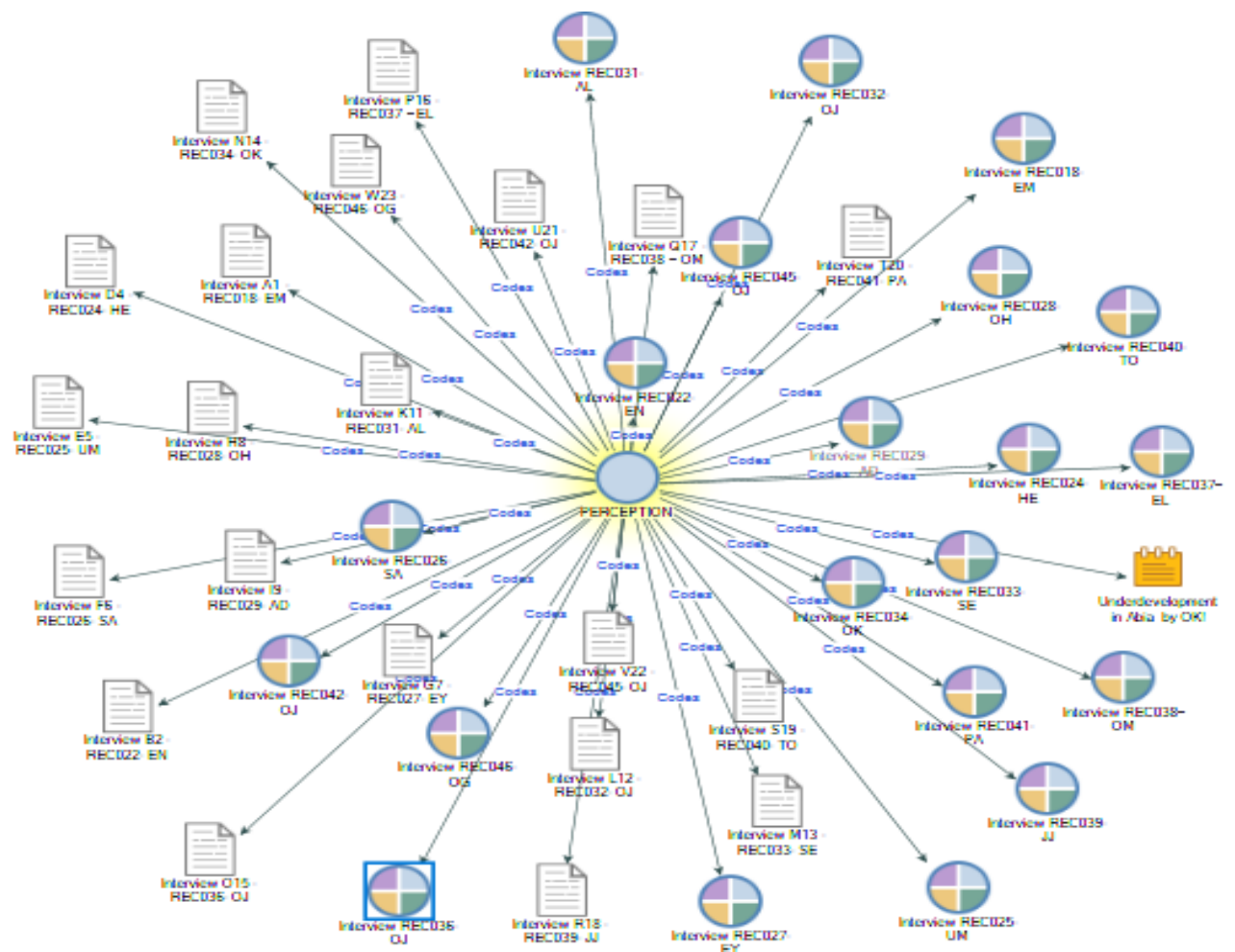


Figure 5. 3 NVivo visual map and tree nodes diagram of the perception of SPP in the local government areas.

## 5.8. SPP – RECEIVING GOVERNMENT ATTENTION

In this section, the researcher seeks to understand if the procurement sector in the local government areas across the Nigerian states is receiving the necessary attention it deserves. An overwhelming number of the respondents agreed that public

procurement had not received the necessary attention it deserves. The respondent (D4- REC024 – HE- NA) suggests:

*"...that the procurement system is out of balance due to the constant bridge of procedures by the local government administrator. Although, the nation is facing a difficult time where integrity in our leaders has deeply diminished. In terms of institutions for regulating public procurement, Nigeria has a bureau of public procurement that monitors public procurement activities. There is an economic and financial crime commission (EFCC) institution that checks and balances acts of corruption. However, all these institutions have equally lost their credibility to corruption".*

In the words of the respondent (A1- REC018 – EM – OJ):

*"It is challenging at this point to agree that procurement across the local government areas is receiving the necessary attention it deserves. Take a critical look at the performance; it is as good as non-existence. They have all been compromised one way or the other. Furthermore, the practice of government procurement does not follow the right procedures to purchase all the needed goods and services for the citizens".*

The role of public procurement was to promote infrastructural development, promote agriculture and make life more meaningful to the citizens. However, the circumstance in the public procurement calls for serious concern. Several participants lay claim that the practice of public procure has long lost its credibility. With the amount of influence it commands, there has not been any significant outcome to be proud of. It is only

credited on paper as perceived by numerous participants, and the reputation is a thing of tremendous interest.

In the words of the respondent (B2- REC022 – EN – RA):

*"...public procurement in the local government areas is not receiving the necessary attention it deserves. The society would continue to be impoverished and underdeveloped if nothing is done to move on the right track, as the level of corruption is too much, and nowhere to run to".*

Public procurement in Nigeria has not yet received the necessary attention it deserves, and the circumstances to make it better are not considered now. According to the respondent (S19- REC040 – TO- AJ):

*"Everywhere is a deadlock. Move around the procurement office, you will not see a single computer for procurement staff, and this has been happening for years, and everybody has turned their back. The story of our local government procurement makes me cry every day".*

In the words of respondents (L12- REC032 – OJ – EM); (G7- REC027 – EY – GE), public procurement has not yet received the necessary attention it deserves. Suppose we can inculcate standard procurement training into our institution or even when people are in their National Youth Service Corps (NYSC) training camp. In that case, they can train them on something that has to do with procurement and public procurement, so they are aware. Additionally, the government can decide to introduce the application of software to enhance the functionality of procurement services in local governments for the benefit of the community. However, this proposal is still written

on paper and may never surface again. There is a high level of negligence to make life more meaningful for the rural dwellers.

Local government autonomy empowers the local government areas, enables the local government to only take directives from the federal government just as the state government. The autonomy ensures that local government elections are conducted independently without interference from the state government. Respondents (R18- REC039 – JJ – OP) alludes:

*"...that until there is an autonomous local government system, local government administration may continue to pay lip service. Until these necessary authorities are relinquished to the local government administrators, we are far from getting public procurement in the local government right".*

Respondent (U21- REC042 – OJ- SH) suggests that public procurement is far from being realistic in the local government and possibly not in the foreseeable future if business continues as usual and explains that failure of the system is due to a lack of preparation from the government and stakeholders alike. Interviewee (O15- REC036 – OJ – EM) further asserts that:

*"...the local procurement we have here is more of a 'ghost.' I say this without fear of being persecuted, that what we have is invisible to us. We are only employed to occupy office spaces and earn a salary that we do not deserve. How can we continue as a people like this and expect our society to grow healthy and prosperous? For instance, in terms of putting data together and trying to do purchasing in a well-structured*

*manner, politicians will never stop interfering with the resources of the communities as there is no strong institution to punish offenders".*

Some few respondents thought otherwise. For instance, the respondent (I9- REC029 – AD – ST) claims that a certain level of progress has been recorded so far, particularly in the coordination and harmonisation of traders:

*"...while many states have not yet passed the procurement act of 2007, our state was domesticated in 2014. Immediately I came on board in 2016, I started working towards a council, so there could be collaboration and buy-in from the executive council in the state. There was a need for a council on public procurement to be in place, which I must work towards using the content of stakeholder analysis and trying to influence them. Eventually, enacted the council in January 2017, and we have been making progress. Even though the law was in existent since 2014, procurement has been done carelessly by what we call the state-tenders board. However, when I came on board, I saw all those gaps. I was able to influence them, talk to the different stakeholders, see why it should not be that way, and let them see the benefit of doing procurement properly. Eventually, they bought into the idea".*

The following figure (5.4) demonstrates the NVivo Visual Explore Diagram of Tree Nodes regarding how sustainable public procurement is receiving the necessary attention it deserves from the government.



followed to accomplish a meaningful result in part or/on a whole life basis. The researcher intended to understand if the procedure used conformed with the public procurement act of 2007 as enshrined in the constitution of the Federal Republic of Nigeria, as elaborated in chapter 2 of this study. Several participants ultimately agreed with the absence of procedure in the current procurement practice in the local government area. According to the interviewee (A1- REC018 – EM- OJ):

*"...we are living at a difficult time in our country where everything seems to be inappropriate. The procedure for the award of the local contract is an embarrassment. Get a note from any politician or any top federal executive, and the job is yours".*

Interviewee (A1- REC018 – EM – NE) agrees that we do not have a functional procurement system, which is a sufficient signal that the procedure in place does not conform to the national and international guidelines. For instance, in most local government areas, it has been observed that the chairman is the procurement officer; he is the only one who approves the cash for the purchase; he is the director and the accountant. He does everything and ignores the roles of others because he is up to something (R18- REC039 – JJ – OP). Across the procurement practice, it is essential to understand that no system functions this way and attain sustainability. The method of public procurement is a shared responsibility that requires teamwork, constant practice, and professionalism. The respondent (I9- REC029 – AD – ST) indicates that:

*"...when a single individual hijacks procurement practice due to lack of procedure, it calls for immediate action because it leads to unethical practice, and against the rule of the practice".*

Furthermore, the interviewee (L12- REC032 – OJ–SH) suggests that a lot needs to be done to update the knowledge of the procurement officers, and this is because:

*"...our procedures now seemed to be unprofessional as no one tells us what to do. Although we conduct need assessment based on general opinions and provide the necessary support if resources are available".*

Furthermore, and from a general perspective, no recorded progress has been made. The idea of the procurement procedure is far from being achieved at the local level because bidding is not done to select qualified candidates to do the job. Findings suggest that most jobs are given out based on brotherhood. Respondent (H8- REC028 – OH –AT) reiterates:

*"...that if it comes to procurement procedure, forget it – it does not exist anywhere, only on paper. There is absolutely nothing to write home about. In fact, don't waste your time for details on that because you will find no information".*

The following figure (5.5) is an NVivo Visual Explore Diagram and Tree Nodes of procurement procedure in public procurement.



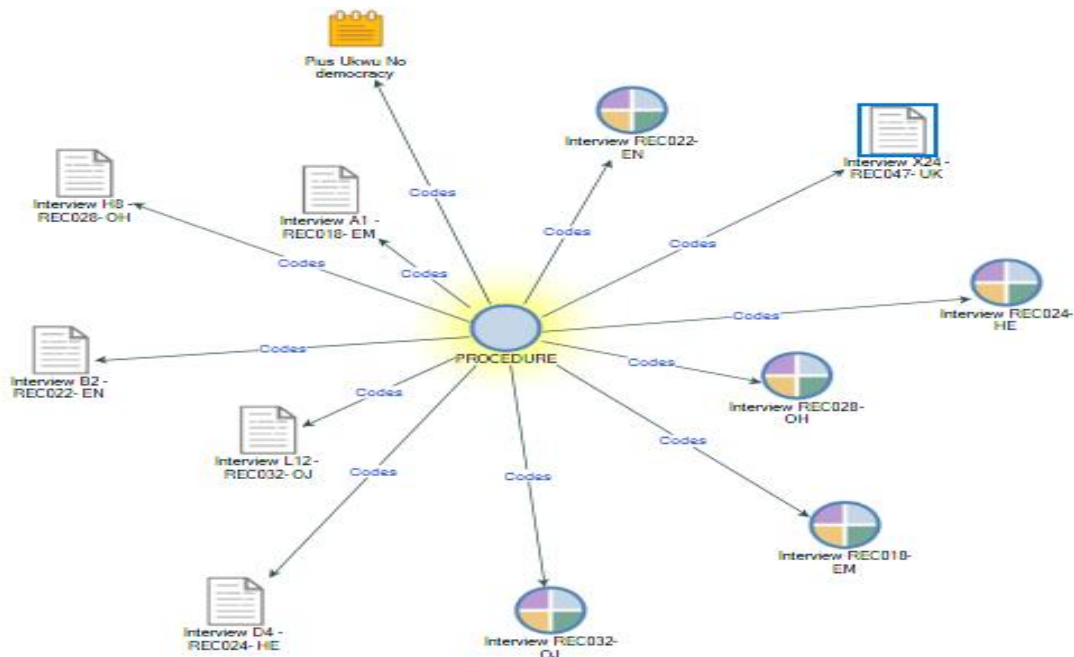


Figure 5.5 NVivo Visual and Tree diagram of procedure of public procurement.

## 5.9 PROCUREMENT STRATEGY

According to the United Kingdom Crown Commercial Service, procurement strategy deals with the directives, regulations, policies, and guidance relating to the procurement of supplies, services, and works for the public sector (UKCCS, 2015). It involves the integration guidance document, case studies of good procurement practice, social value, and a host of innovations that local government can learn from and benchmark their progress. The strategies include, but are not limited to, health and social care strategy, national technological and digital procurement, construction procurement, climate change procurement, improving the wellbeing of individuals and communities, social value, and improved environment. The strategy in this study looks at the role local government administration plays to provide hints and tips on the

possible ways to get the best out of procurement and contract management and measure their progress over the years. Responding to these needs, most of the participants have little or no understanding of procurement strategy. For instance, interviewees (B2- REC022 – EN – RA) and (A1- REC018 – EM – NE) alludes:

*"...that achieving a strategy is utterly impossible with this current lifestyle in procurement, and this is because it is only reflected on paper and does not represent the practical reality of the procurement practice. Any house built on such a foundation is bound to disintegrate and, of course, lack sustainability".*

There is a lack of understanding of what strategy means to many people regarding public procurement practice. The participant (V22- REC045 – OJ – IG) claims no evident knowledge of how procurement strategy plays out in the community:

*"...as the necessary procurement planning to achieve certain developmental goals within the stipulated budget is elusive. For example, the construction of a market square that started on the promise of the local government chairman in 2017 is still uncompleted during the compilation of this study. No one knows the exact completion date".*

The figure below (5.6) is an NVivo Visual Explore Diagram and Tree Nodes for public procurement strategy.

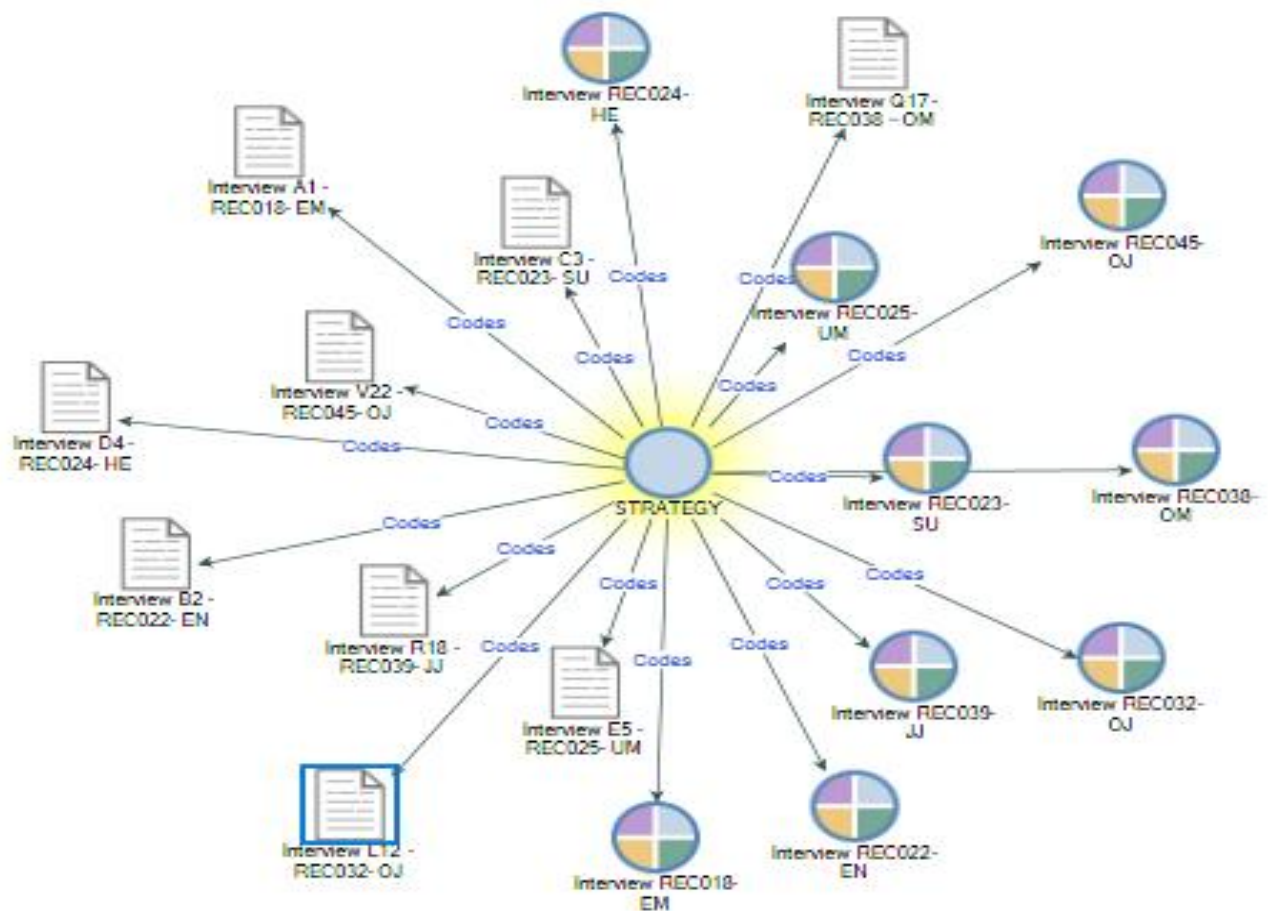


Figure 5.6 NVivo explore visual map diagram of tree nodes on the Strategy of public procurement.

## 5.10 Foster Sustainable Development

Overwhelmingly, all participants agreed that sustainable public procurement significantly fosters sustainable development. Public procurement fosters sustainable development when structures are on the ground to minimise the rate of corruption, and savings can then be made (R18- REC039 – JJ – OP; I9- REC029 – AD – ST). Can reinvest resources to the workforce by creating incentives for the practitioners, welfare packages for their families, employing new technology, and providing

adequate training for all and always (O15- REC036 – OJ – EM). It supports the idea of erecting sustainable markets for the rural dwellers to purchase their daily needs (A1 – REC018 – EM – OJ). Respondent (F6- REC026 – SA- AL) sighted further illustration:

*"...in road construction that cost five million Naira, with procurement, can reduce the value to two million Naira, and can channel other money to other projects".*

Awareness is another means that can convey the message of procurement and its benefit. For instance, the interviewee (G7- REC027 – EY – GE) suggests:

*"...that awareness needs to be created, and it can start from the youth and the younger ones and becomes part of the structure".*

The concept of public procurement is fantastic. Those already practicing it are more energised and willing to create innovative changes in their community with their information. So, suppose public procurement must be used as an instrument for sustainable development. In that case, people need to be aware that public procurement can drive the economy even at the local market.

A similar contribution by the interviewee (I9- REC029 – AD – ST) ultimately agreed on the positive side of sustainability that public procurement could certainly foster sustainable development in multiple credible ways. Once the procurement is properly done, then savings are made, the government would now have value for every money spent. And once appropriately are made, one can now invest more in infrastructural development, translating to better living standards for the people in society. So, knowing well that most people, especially in our rural areas, are uneducated and need

to have some level of education to make informed decisions that affect their lives. So, if the government invests in infrastructure, like school facilities, hospitals, one can have a better and more productive society, and development is about human capacity building. The interviewee (P16- REC037 – EL – LU) thought otherwise and offered a more intuitive opinion:

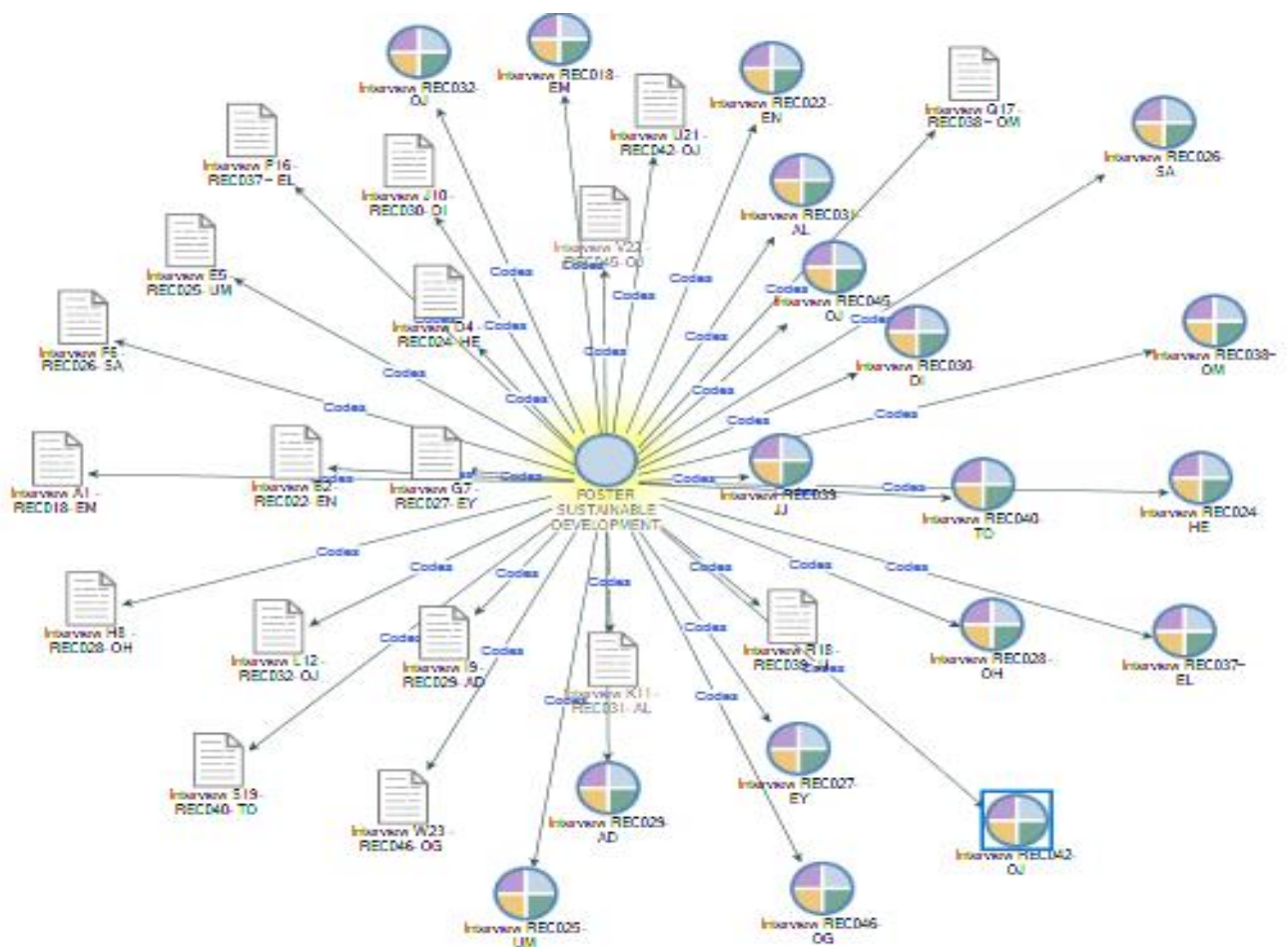
*"...unless the principle of public procurement is recognised, internalised, and implemented, across all levels of government, especially in the local government's areas, we may not be proactive in our procurement system".*

If this act is not demonstrated in our structure, it significantly means that corruption issues will not be tackled seriously. Public procurement, when professionally applied, is going to ensure that the purchases can be made at the right price, with the right quality.

Furthermore, this is the only way we can ensure sustainability. There is no waste, and that there is a provision of a life cycle maintenance built into it that can help maintain the assets over time. Furthermore, unless the right caliber of staff is brought in to handle this at the local government level, we are not likely to see any good result in the foreseeable future (P16- REC037 – EL – LU).

A whole lot depends on public procurement. When procurement is made sustainable, it is an indication that fewer resources are spent, thereby creating the latitude for more savings, which can now reinvest into more infrastructure such as roads, education, health care, schemes that promote rural agriculture. Several respondents agreed that

the blueprint for developing the local communities is there, and all that was needed was simple honesty by doing what is right (A1 – REC018 – EM – OJ).



## 5.11 Summary

In summary, this current chapter has presented the responses obtained from the research data. This chapter outlined the various challenges limiting the impact of sustainable public procurement on the local communities of Nigeria. It highlighted the multiple ways sustainable public procurement can foster sustainable development in the local government areas and uncovers several opportunities through the participants' perceptions across the geopolitical zones.

The next chapter discusses the findings of this research by relating them to the existing literature to ascertain the result of the study.

## **CHAPTER SIX**

### **DISCUSSION**

#### **6.1 INTRODUCTION**

This chapter presents the study results by linking them to the literature reviewed in the previous chapter. It is a typical demonstration of knowledge acquired through the research journey, applying the knowledge, and a critical study evaluation. This discussion chapter intends to make valid contributions to academic literature and significant recommendations for policymakers in the government for effective local government procurement system, future generations, and other challenging communities in sub-Saharan Africa.

This research aimed to conduct a semi-structured interview across Nigeria's leading local government areas amongst experts who are still active in administering procurement services irrespective of age, gender, and religious diversity. Fifty-three prominent local government areas were contacted and shortlisted for interviews. However, 24 conclusive and five inconclusive interviews were conducted from 13 local areas covering the six geopolitical zones, predominantly from Abuja, Lagos, Kano, Port Harcourt, and other prominent local government areas due to their commercial activities.

Additionally, several documentary pieces of evidence have been collected from the Procurement Bureau and reviewed regarding social, economic, and environmental prosperity in the local government areas of Nigeria.



## 6.2 DEMOGRAPHIC INFORMATION OF PARTICIPANTS

This section's demography demeanour comprises seven (7) items that include gender, age, geographical location, educational qualification, individual position, years of experience, and economic sector. The essence of the demographic information is to present a clearer picture of the representation of individual contributions regarding the subject under investigation. Also, the participants' essence, particularly in this study, is to present a clearer picture and detailed analysis of every individual's role in getting accurate data for this study.

### 6.2.1 Respondent's Gender

It was determined by this study that most of the participants were males (20), while female participants were few (4). The various roles of the participants vary from the position of director-general, procurement management position to procurement officers in different offices and localities visited throughout the interview. This represents a typical Nigerian management structure that tends to undermine the performance of the female demographics in the top management echelons. The General Assembly of the United Nations (2015) incorporates gender equality into the 17 Sustainable Development Goals. This emphasises that "*gender equality is not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world*" (UN, 2020I). This is a demonstration that when we abide by these principles of gender equality, a sustainable universe is guaranteed for future generations.

### **6.2.2 Levels of Academic Qualification**

Raymond (2008) argues that the academic qualification of individuals responsible for public procurement management is imperative in ensuring transparency, accountability, and value for money to meet the needs of the citizens. Thai (2007) shares similar views regarding the demands for increased transparency in public procurement to ensure effective planning in procurement. While academic qualification is regarded as a critical apparatus for advancing of public procurement, findings from this study suggest that it does not provide a holistic remedy. However, inclusion of morality as an added advantage does provide the needed change.

However, this study established various levels of education parameters among the respondents responsible for procuring goods and services in the local communities. The academic qualification obtained from the individual participants was bachelor's degrees, master's degrees, and Doctorate (PhD) degrees. It was found by this study that, while the highest number of 14 participants possess bachelor's degrees in various disciplines, 8 participants hold master's degrees, and 2 participants attained a PhD qualification.

Therefore, it is concluded by this report that most staff responsible for public procurement activities in the local government areas are degree holders, which is evidence that they have the requisite knowledge to carry out procurement functions efficiently without interference from the government.

### **6.2.3 Years of Experience**

This research reveals that most participants have spent five years, while others have spent more than five years, ranging from seven to eleven years in the procurement department. This duration of time demonstrates that the participants have long years of experience in carrying out the procurement function. This study further observed that the two PhD holders identified in this study had attained the position of a manager and director, respectively. Society places high value on education qualifications concurrent with years of experience that easily attract elevated positions.

### **6.3 SUSTAINABLE PUBLIC PROCUREMENT AS INSTRUMENT FOR SUSTAINABLE DEVELOPMENT**

The potential contribution of SPP for SD in the local government areas is evident in the size of its expenditure (DEFRA, 2006). In Nigeria, for instance, local government is regarded as the 3rd tier of government and receives the highest allocation from the federation account more than the state and federal government. Therefore, it is an area of interest (BPP, 2020c). With the available resources to the local government authorities, enormous developmental projects are expected to be on the frontline geared towards rebuilding the rural communities. This study suggests that the suppliers can do a lot by ensuring that their supplies are not sub-standards but meet the local consumers' expectations. According to the United Kingdom Department for Environment, Food and Rural Affairs (DEFRA), with SPP, local government administrators can steer the local economy by integrating sustainability into the local content. This can further be achieved through the suppliers by helping to build their morality that promotes transparency, accountability, probity, and best value (DEFRA,

2006). This study suggests that sustainable public procurement can be utilised as an instrument for sustainable development by encouraging the small and medium scale enterprises (SMEs) to boost their agricultural productivity, enabling wealth creation amongst the rural farmers. This assertion confirmed prior studies in this field that sustainable public procurement is fundamentally programmed to promote small-scale enterprises to improve productivity and quality, which further reduces cost in governance. Furthermore, it escalates response times and improves the local government projects, thereby maximising the public procurement's economic, social, and environmental benefits (CLRACE, 2019; DEFRA, 2006; ICLEI, 2012b).

Another respondent further argues that if sustainable public procurement is sincerely and effectively harnessed, it will be the most significant instrument needed to provide the desired basic amenities for the communities across the regions. With this understanding, more schools can be erected. Public health centres can adequately be maintained; there would be clean water for all and serving the needs of the people. There would be justification for public spending, especially in the training of community policing for the security of the rural dwellers. Low grid electricity such as solar electrification projects would be executed and equitably distributed. Further findings in this study allude that if sustainable public procurement is adequately realised, there would be an overwhelming decline in crime in the local communities. Training procurement practitioners is an aspect of sustainable public procurement that requires urgent attention from the local government administration.

#### **6.4 CHALLENGES OF SUSTAINABLE PUBLIC PROCUREMENT IN THE LOCAL GOVERNMENT AREAS (LGA).**

Numerous challenges are constraining the implementation of the United Nations Sustainable Development Goal 12; sustainable production and consumption, Target 7; promote sustainable public procurement practices, in accordance with national policies and priorities, all around the globe (UN, 2015a). These challenges of sustainable public procurement in the local government areas predominantly focused on the economic deficiency, social injustice, and environmental deprivation of the people living in the rural communities whose earnings are insignificant and who rely on agricultural produce for survival. This study identified 16 potential challenges of sustainable public procurement in the local government areas of Nigeria. These challenges enumerate those intricate factors that make sustainable public procurement achievements impossible. These are listed below in descending order of impact and most influence of the challenges: corruption, lack of autonomy, inconsistent finance-funding, lack of performance, lack of training, lack of professionalism, apathy, absence of organisational structure, conformity, Nepotism, basic amenities, e-procurement, absent of stakeholder engagement, need analysis, poor communication, lack of proper policy administration, and poor legislation. This can also be illustrated in the table below:

	CHALLENGES	SOURCES	REFERENCES
<input type="radio"/>	Corruption	23	89
<input type="radio"/>	Autonomy	19	79
<input type="radio"/>	Finance - Funding	11	40
<input type="radio"/>	Performance	14	25
<input type="radio"/>	Training	12	22
<input type="radio"/>	Professionalism	11	21
<input type="radio"/>	Apathy	11	20
<input type="radio"/>	Structure	10	16
<input type="radio"/>	Conformity	8	14
<input type="radio"/>	Nepotism	7	12
<input type="radio"/>	Basic amenities	3	9
<input type="radio"/>	E-Procurement	4	9
<input type="radio"/>	Stakeholder-Engagement	4	7
<input type="radio"/>	Need-Analysis	5	6
<input type="radio"/>	Communication	3	5
<input type="radio"/>	lack of proper policy admin and legisla	2	4

Table 6. 2 Challenges of public procurement

### 6.4.1 Corruption

Previous studies identified corruption from a generalised perspective of public and private sectors. However, the corruption in this study is specifically defined based on the local government procurement activities with regards to the local economy, social, and environmental implications of the local communities within the six geopolitical zones of Nigeria. Therefore, this study defines corruption as an act that deprives citizens of their essential means of livelihood, erodes the excellent image of the society, encourages economic immorality, and creates an unimaginable level of

unemployment across the economic spectrum. In the current study, corruption is ranked the topmost in the list of the challenges faced by the local government public procurement based on the participant's feedback with eighty-nine references from twenty-three sources.

While corruption has been highlighted as an abuse of power to the impoverishment of the citizens, all participants agreed that corruption in the government has led to underperformance of the local government administrations. Furthermore, corruption engenders unnecessary taxation from loyal citizens as an unimaginable lousy practice. With corruption, there are regular deductions in workers' wages, dilapidated school buildings, total collapse in the health care system, and a lack of accessible roads to link the community markets to promote their local produce, all related to unsustainable development. This finding supports a prior study conducted by Adeyemi (2012) on corruption and local government administration in Nigeria, suggesting that corruption is the greatest mystery of the local government administration. Extant literature further iterates that local government administration is consistently taking advantage of the weak tax institution to perpetuate corrupt acts against the people, a scenario that has led to multiple taxations in the system (Adeyemi, 2012b; Stober, 2019). As an illustration, to demonstrate the degree of corruption in the local government areas, a former local government chairman was charged before the High Court by the Independent Corrupt Practices and other related offense Commissions (ICPC). He was charged for diverting the sum (N110,925,000) one hundred and ten million, nine hundred and twenty-five thousand nairas, an equivalence of (£213,577.33) two

hundred thirteen thousand, five hundred seventy-seven and thirty-three hundredths-pounds sterling to his account during his years in office (Achile, 2011), cited in (Adeyemi, 2012b; Sani, Salisu, & Bello, 2012). In a similar development, a former local government caretaker committee chairman was interrogated and charged before the High Court for an allegation of embezzling the sum of twenty-three million, eight hundred twenty-five thousand nairas (N23,825,000.00) that belonged to the council while in authority (Sani *et al.*, 2012). In Nigeria, local government areas have become sanctuaries for financial mismanagement and corruption that showcases gross inefficiencies by office holders (Sani *et al.*, 2012). It is further accentuated that an extortionist frequently manipulates victims of corruption and dishonest individuals who are operating in a government of any size, everywhere (Andersson & Anechiarico, 2019). Existing literature in the field of corruption explicitly asserts that "*...public humiliation is a painful injury, but the humiliation of the public is a dangerous one*", and when allowed to escalate under the tutelage of politics, the consequences are usually devastating (Andersson & Anechiarico, 2019). Corruption causes anger and humiliation and, in so many societies, becomes a way of life that regularly erodes public trust and dignity. The concept of corruption is not meant to stimulate convenience amongst the communities legitimately. However, it is often seen as cynical passivity that regularly erodes the bond between the citizens and government institutions (Andersson & Anechiarico, 2019). Several illustrations have been cited in this study to demonstrate the extent of corruption and the perception of the government toward struggling citizens.



#### **6.4.2 Autonomy**

An institution or a sector is said to be autonomous when sovereignty exists that defines the ability to perform its statutory function without interference from external forces or forces within. The public procurement sector is viewed as a politically susceptible endeavor that political leaders often use for financial advantage, which in many cases weakens the motivation to promote accountability and probity (Omagbon, 2016; TI, 2010). Previous studies in this area employed secondary data to justify their analysis in literature. Although there is a similar result, this study is distinguished from previous by applying a different approach and obtaining primary data through semi-structured interviews directly from participants in the local government areas.

Therefore, this study revealed a lack of autonomous practice within the local government public procurement administration. For instance, the local government administration's monthly allocation received from the federal government is foremost redirected to the state government for endorsement, which is practically unlawful. It stands against all facets of the constitution. This practice of pressurising local government presiding officers into submitting their allocation to the state for vetting by the governors is unnecessary. It is a criminal offense with no records of space in the law. It is unsustainable and stands to create retrogression in the local communities. While the public perceives this act as a menace to society, the federal government needs to lead in this act in finding a lasting remedy. In a more recent development, this unsustainable act has mandated the Nigerian President, Muhammadu Buhari, to sign an executive order granting outright financial autonomy to the judiciary,

legislature, and the local government council (Arts, 2020). The state governor exceptionally makes the appointment of the local government chairman, hence dictates every financial hegemony, which in most cases does not translate to any significant development in the local government areas of the nation. It is equally alarming to understand that the state government is constantly in the business of depriving the local government of its constitutional rights. For instance, taxation and revenue and other exclusive functions of the local government, including motor parks, drainages, refuse collection, and clearing (Sani et al., 2012). Extant literature further suggests the adverse treatment of the local government administration by the state government, which also borders on the inabilities of the council to meet up with the statutory allocation in the aspect of the worker's monthly wages (Adeyemi, 2012a; Stober, 2019). This study further reveals that the Nigerian state's governments have become the architect of their underdevelopment because they have become greedy and attached to power. Based on these prior studies' findings, it can be said that this finding is not surprising. The difference between prior studies and this research is that they were conducted only in a specific industry, while this study looks at government projects in general. Therefore, this finding can be applied to different sectors within the government sector. These so-called state governors refuse to see beyond the ordinary allocation from the federal government and mismanage every penny that comes their way. For instance, in 2001, several council members from the South-Western region of Nigeria were arraigned before the high court for imposing the governor's decision on the communities against the people's wishes. The Council

member was caught trying to defraud the local government areas by documenting executed projects that did not exist (Adeyemi, 2012a). Under the autocratic leadership of the state government, several deductions are made without questioning of any sort. Resources allocated to the councils are taken away, projects are abandoned, and regrettably, these collisions are done with the knowledge of those sworn to protect the communities' interests (Adeyemi, 2012a; Omagbon, 2016). In a more recent development, a participant confirms that a chairman in his local government area received several death threats and promised to be removed from office if the total federal allocation was not remitted to the state governor. The refusal by the local government chairman to accept the unethical request of the state government ultimately led to his termination as he was determined to utilise the resources for hospitals and primary schools' renovation against the intention of the governor (P16 – REC037 – EL- LU). To this end, if local government administrators are given the latitudes to carry out their statutory functions as enshrined in the constitution, the chances are that sustainable development in the local government areas would become a thing of reality

#### **6.4.3 Funding/Finance**

The government's performance begins to diminish when there is insufficient funding to execute projects that make life in the local community more meaningful. Most of the participants ultimately agreed that mismanagement of funds in the local government areas is one of the significant challenges confronting the local government administration. Addressing the contributions of this disincentive, enormous resources

are allocated to the local government authorities in Nigeria through the federation account policy. However, this financial gesture only manifests in documents, as the physical reality perpetually places the local government authorities at a disadvantage. Finding from this study also suggests that the approved allocation from the federal government is indirectly meant for the state government to relish and manipulate due to the significant influence the state government possesses. Given these circumstances and the lack of visible resources within reach of the local administrators, it is therefore concluded that there is a zero-allocation accrued to the local government areas. Non-payment of salary or late payment is a big issue, contributing to the challenges public procurement faces every day. Training is regarded as a promoter of the economy (Arora, 2019). However, this aspect of economic development is completely unattainable due to a lack of funds. Most of the offices cannot afford desktop computers, not to mention office furniture and other office materials for the effective running of the departments. All these purchases are absolutely impossible without funds.

This kind of demeanour is becoming a norm, especially in the north-central geopolitical zone of Nigeria, where apathy in governance is mostly domicile.

The result of this study supports earlier studies conducted by Adeyeye (2014), Usang and Salim (2016), that the states and local government areas in Nigeria receive a robust statutory allocation of 52% public expenditure, while the federal government takes 48% of the share of public expenditure. Additionally, a 35% share of value-added tax poll revenues is acquired from the federal government. In contrast, the local

government areas are expected to generate more revenues through levies, taxes, and other economic activities, which are yet to be institutionalised by the standard public procurement regulation (Adewole, 2014). Existing literature further iterates that since Nigeria regained democracy in 1999, massive allocations have been directed to cater to the growing needs of the local government areas. However, the basic amenities are still not found, thereby making the expectation of achieving a sustainable society elusive (Stober, 2019; Usang, 2016). Available evidence further suggests an exhaustive level of poverty in the rural communities that border on poor sanitation, poor health and social services, a dysfunctional education system, and a decline in the security of people and the environment.

Prior studies focused on the financial conditions and their implications in the local government areas. This study focuses not only on the financial consequences of the local government areas; but also reveals the potential ways the financial allocation is judiciously utilised to support the local communities for sustainable development. These endeavours remain the only viable option in addressing the crises of inequality in the local government areas of the nations.

#### **6.4.4. Training/Professionalism**

Closely related to training is professionalism. Training and professionalism share so much commonality and are often interchangeable to convey a similar message; this study viewed both approaches in relative terms due to the significance of training and professionalism as a standard practice in public sector procurement. This study

revealed that all the participants agreed that there is a lack of local government procurement structure in terms of training.

Other respondents narrated the problematic nature of their jobs. In some instances, they had to consult some credible foreign websites for additional knowledge of whatever they needed to procure for the local government, which are not found within the locality. It was found from this study that procurement practitioners in the local government areas are desirous of receiving adequate training with the knowledge of improving their productivity in the local government procurement. The significance of training to sustainable public procurement is evidenced in prior studies conducted by Rusaw & Fisher (2017), which explains the substantial implication of training and professionalism to the public procurement sector as one of the most successful endeavors in any organization. Training and development are intertwined and remain one of the most significant gestures a procurement practitioner can ever acquire.

It defines job performance and part of employees' skill acquisition that engenders job longevity, career growth, responsibilities, and contributions towards the achievements of the organisation's mission, wealth, and health (Bowman, 2004; Rusaw & Fisher, 2017). Further, to effectively address value for money, probity, and accountability through public procurement, there is a need for professional training and education for the individuals responsible for procurement activities (Rusaw & Fisher, 2017). A similar study further confirms that procurement performance in organisations can be significantly improved if training for procurement officers is emphasised to address the existing complexities in the supply market (Carr, 2000). Due to the strategic role of

public procurement to sustainability, there is a need for highly and professionally trained procurement practitioners to effectively manage and enforce full implementation of the procurement best practice.

According to the respondents, procurement is an emerging discipline in society and has received low patronage in the local government areas, unlike other developed nations. However, without adequate training, development, and professionalism, there would be underperformance relating to the strategic roles of sustainable public procurement to sustainable development, particularly in health, education, and agriculture.

Several studies have explored the influence of training based on specialisation and specific terms in public and private sectors such as construction, health, education, agriculture, and many others. The most recent study conducted in this field did address the effectiveness of training, as co-authored by Cheng & Adejumo (2021). However, the findings of these studies were based on empirical evidence from secondary data. While this study validates the prior studies, it is distinguished by the adoption of the primary data obtained through the semi-structured interview, specifically from the local government areas.

#### **6.4.5 Social, Economic, and Environmental Apathy**

Findings suggest a vast degree of negligence on government property, and most people (stakeholders, procurers, and citizens) are all guilty of this act. For instance, in 2018, the local government authority in Nigeria's North Central geopolitical zone decided to upgrade their already dilapidated roads. So escalated the cost of acquiring

the bulldozer to execute the project, the board chairman narrowly lost his political appointment. Nine months after completing the project, it abandoned the once cherished and costly equipment; it eventually lost its economic value and became hazardous to the environment. Findings in this study suggest a complete breakdown of the value system that makes citizens apathetic to the things that matter.

Another interviewee from the southwest geopolitical zone asserts that, in a more recent development, the community clinic erected and equipped with modern medical gadgets through the public procurement department in 2017, under the authorities of the state medical board, has now become dilapidated. The medical doctors are not there anymore; the cleaners and other staff working in the hospital have all absconded due to lack of salary and negligence of local government administration. Any society that does not give regard to a public asset is bound to fail, and here is an example of a complete failure. A sustainable public procurement ensures that such government property is protected by providing a maintenance culture whenever there is a breakdown in the structure. The maintenance culture ensures maximum value for money for every project executed in the community. Procurement of goods and services is done in the local government areas without many considerations of sustainable factors. Each time these activities are conducted, the environment is exposed to danger, the economy is negatively impacted, and social justice becomes decimated. According to the respondents, the significance of SPP is evidence of the role the public procurement can play in maintaining and preserving every government's property through the timely intervention of the local authorities.



Therefore, it calls for the full participation of the citizens to protect the infrastructures of the government that directly or indirectly belong to them and the future generations by becoming more involved and concerned with infrastructures that support the living standards of the local community and future generations.

This finding agrees with an earlier study conducted by Elkington (1997). The concept of sustainability is drawn from the famous definition; "the principles of ensuring that our activities today do not jeopardise the range of economic, social, and environmental opportunities available to future generations." Earlier studies indicate a poor culture of impunity that translates to improper maintenance of government properties that disproportionately decline their original value (Onohaebi & Lawal, 2010). Furthermore, a prior and a more recent study also concluded that maintenance culture could be a critical driver in ensuring a sustainable competitive advantage towards sustainability for organisational settings (Okereke, 2020).

While previous studies considered significant maintenance culture as a demand from the public sectors to maintain and uphold the integrity of the government, this study looks at a specific tier of the government and obtains preliminary information to understand their contribution in terms of the maintenance culture irrespective of space and time.

#### **6.4.6 Organisational Structure**

The organisational structure is highlighted as a critical organisational procurement capacity area that includes staff profile, information technology infrastructure and

skills, human resource function, budgeting, and planning (Manu et al., 2019). Organisations significantly make provision for extended activities directed towards achieving specific aims. When this is attained, regularities in critical activities such as allocation, monitoring, planning, and coordination are developed and referred to as organisational structure (Manu et al., 2019). In this study, organisational structure refers to the pattern and multiple ways procurement practice is systematically structured to accommodate proper planning and integration of every staff to promote consistency. For instance, the structure of procurement practice in the south-eastern geopolitical zone where an interview was conducted in the local government procurement department calls for serious concern. In this locality, the appointed caretaker presiding officer takes monopoly over every project – he is just every position anyone could imagine in that department. Another respondent asserts that the state governors appoint local government chairpersons, giving them the latitude to manipulate the system. According to the interviewees, procurement practice in the local government area is awkward and unprofessional and calls for innovation in the profession. Organisations with structures allow responsibilities for different functions and processes and are clearly allocated to the various departments and employees. So, in perspective, with this clarity of responsibility comes the authority to control and effectively manage the structure of the organization (OECD, 2006 )

Studies in several domains affirm a lack of organisational structure from the general perspective of the government administrations (Mohungoo et al., 2020; Omagbon, 2016). Although these prior studies generalised their findings from the public sector

and private sector, this study looks at the local government structure to understand the structure of the procurement practice and how it directly affects the local communities.

#### **6.4.7. Nepotism**

According to the Congress of Local and Regional Authorities of the Council of Europe, Nepotism or favoritisms are types of corruption whose act undermines the states' functionality and potentially compromises public service (CLRACE, 2019). Most interviewees' findings demonstrate that Nepotism is bizarre and, if consistent, can damage the reality and actualisation of sustainable development, particularly in the awards of contracts to local suppliers where transparency and integrity are required the utmost. An act that encourages the participation of families and cronies to run the commission's affairs without due recognition to qualification criteria is absolutely a menace to society. Local government administration possesses the closest structure to the people and the most common point of interaction. Therefore, it is imperative to understand that the local government reserves the opportunities to listen to the voices of the local citizens, meet their expectations, and have more accessible ways to get feedback and undertake necessary actions that support their daily lives.

The Nigerian society, particularly the local government areas, where governance is expected to be closest to the people, can achieve sustainable development by promoting a system that offers equal opportunities to all bidders irrespective of whom they seem to know.

Prior studies in procurement from the Nigerian settings were popularised through media publications, the internet, freelancers, and a few academic authors in other sectors of the economy such as transportation and construction. However, this study looks at the local government settings, particularly the academic contribution to the literature. The practical application of this concept can promote orderliness amongst local businesses in the communities.

#### **6.4.8. E-Procurement**

Public e-procurement is referred to as an Inter-Organisational System (IOS) that promotes the linkages between government to business communication, exchange of information, and operational support (Mohungoo et al., 2020). According to the respondents, e-procurement is unfamiliar with their daily operations and sceptical if this plan would ever be a reality due to the level of inconsistency in the implementation of the government projects. Most of the respondents further emphasise the extent of the application of the e-procurement in the procurement system as a tool that brings about the human interface and makes the procurement activities very easy and transparent, and eventually puts an end to the analogue system that is currently in use in the locality. Findings suggest that the procurement department is desirous of such technological innovation in the local government account that may encourage a certain level of accountability. However, e-procurement is not without its challenges, for instance, the value-driven outcome, which, unlike the private sector procurement, public sector procurement requires implementation as a success factor that reflects on the core value of integrity, transparency, and accountability (Haim Faridian,

2015; Mohungoo et al., 2020). Leadership behaviour is another aspect of e-procurement challenges that deals with unethical attitudes of past government projects that tend to alter the cause of implementation for selfish advantages (Mohungoo et al., 2020; Williams & Hardy, 2005). Extant literature confirms these arguments regarding the innovative role e-procurement stands to achieve when institutionalised in the local government procurement system (Mohungoo et al., 2020).

#### **6.4.9. Reluctance to Change**

Findings from this study suggest a lack of interest in sustainable public procurement that extends beyond the local government administration to the state and federal levels. It is an unjustifiable practice of unwillingness, particularly in the things that matter - SPP. The reluctance to change by the stakeholders and practitioners alike calls for great concern. For instance, an interviewee alludes that the rural dwellers lack the requisite knowledge of what sustainable public procurement stands to achieve for them regarding sustainable public procurement. Because they are less informed, they do not demand accountability for how the public fund is spent. In the respondents' words, all they care about is physical projects. They are blinded to understand that with proper accountability, checks, and balances in the system, more savings could be made with the best value for money, thereby doing more with little. In some instances, the people come together and make demands such as roads and electricity transformers. Unfortunately, the procurement of their demands is of no interest to them.

Previous literature on the reluctance of change has been several reports from the media, seminar presentations, and Civil Society Organisation (CSO), particularly from the National Bureau of Statistics office, highlight the need to escalate the documentation and practical reformation of procurement policies and guidelines (NBS, 2019a; WBG, 2017). This report extends to the various tiers of government. It alienates any form of unenthusiastic attitude that places no value on the activities of procurement that can leave the sector more vulnerable to financial mismanagement (NBS, 2019a). Therefore, this is a unique contribution and adds an academic dimension to literature due to the paucity of academic reports.

#### **6.4.10. Government policy and legislation**

Findings suggested a constant abuse of government policy and legislation. In this situation, few individuals across the three arms of the government conspire and manipulate some parts of the constitution against the overwhelming populace. Further, findings revealed that the lawmakers are only interested in making laws that benefit them and do not obey the law – it is impossible to have a sustainable society that delights in circumstances like this. A more recent and more explicit example of the gap in government policy is in the Economic and Financial Crimes Commission (EFCC). This commission is an agency of the government established in 2003 by the then President (Olusegun Obasanjo) as an intervention in the fight against money laundering and economic and financial crimes in Nigeria. The Chairman is currently

on suspension because of corruption allegations (EFCC, 2020). Findings revealed that to overcome these challenges, great commitment is required from every stakeholder.

## **6.5 OPPORTUNITY**

Findings in this study outrightly place opportunities that resonate with sustainable public procurement at the receiving end. This implies that the several opportunities constituted in the social, economic, and environmental reforms are not derived by the people living in the rural communities. For instance, an interviewee acknowledged the vital role SPP can play but argued that it only translates to poverty reduction only on paper. Findings in this study allude that the best form of opportunity is to provide education for the people. This is because most rural dwellers are illiterate and equally hungry, so the opportunities need to be clearly stated, and until such a time, sustainable public procurement SPP is unrealistic. Findings further revealed that the practical reality is that if the government can invest in infrastructures such as education, health care, and agriculture, this can translate into a more productive society. Realising the impact of human capital development in capacity building to effect change in social opportunities, economic opportunities, and environmental opportunities for all and always. The finding suggests that youths in the local communities can receive training in specific skills on social opportunities. When adequately financed, they can proceed and commence their businesses and possibly employ others to join. A multiplier effect constantly lifts people from unemployment and poverty if the right things are done.

Furthermore, women's empowerment is another opportunity that can be guaranteed when SPP is given priority in society. Many participants are particularly concerned about the impossibilities on the part of the government over what is achievable with SPP. Economically, it is vital to ensure that local government administrators engage with the local suppliers to stimulate their local economy.

This study supports prior studies by several scholars; for instance, Preuss (2009) stated the benefits procurement managers stand to derive for the community through local initiatives that encourage local participation, particularly the local contractors. More than a few OECD countries have applauded the study of opportunities for local government areas through sustainable public procurement in the United States and the United Kingdom (OECD, 2006 ; Paterson and Devashree, 2008; Preuss, 2009b).

From the Nigerian perspective, there have been other media publications in the form of reports and lecture proceedings. While these assertions have no academic literature within the Nigerian domain, this study provides a scholarly contribution in the local government context.

## **6.6 RECEIVED NECESSARY ATTENTION**

Findings from this study provide credible testament from most respondents that SPP is not receiving the necessary attention it deserves; however, one respondent thought otherwise. Although new to their system, the respondent argued that SPP has an excellent record of awareness amongst the practitioners, suppliers, and the public in ensuring that the practice is domesticated. However, most of the respondents find



procurement practice appalling and contemptible. Finding from other respondents allude that SPP is far from receiving attention in the local government areas because there is a constant bridge of the procurement procedures, abuse of power, and ultimately collapse in the system by the local government authorities.

Further, the overwhelming number of interviewees assert that the institutions of the government to check and balance the system of financial and economic crimes have themselves been compromised as against its principles and guidelines. The government's responsibility towards SPP highlights all inclusions of the social, economic, and environmental benefits for the advancement of the citizens in all ramifications. However, findings suggested that all these expectations may not be realised even in the foreseeable future as government plans are constantly met by disappointment.

Further, a consistent administrative diversion stimulates an endless array of impunity for individuals involved in this act of rewarding the unscrupulous and depriving the poor people of services (BPP, 2020c; Okonjo-Iweala, 2018; Stober, 2019).

This study, therefore, supports the earlier studies conducted by Okonjo-Iweala (2018) and Stober (2019), that abuse of power in public sectors in Nigeria is so productive that the threat of a jail term is insufficient to cause disincentive. However, the literature of this study is exclusively devoted to the subject areas of the local communities.

## **6.7 PERCEPTION AND PERFORMANCES OF THE SPP IN THE LGAs**

All stakeholders' perceptions and performance concerning this study suggest several individualistic contributions to the literature on SPP in the local government areas. Most respondents presented their views based on experiences of the past, present, and future demeanour of the role of government in the public sector procurement. Findings from this study revealed that the attitudes of the local government authorities towards SPP are disheartening due to lack of trust and a lack of transparency. And when these key elements are void in governance, performance is counterproductive. Findings also suggested that the human factor has significant negative implications for the performance of SPP in the rural communities, as the people are outrightly wary of deception.

The role of procurement in the local community is critical, and as such, so much is expected. However, further study revealed a high level of underdevelopment as SPP has achieved little if not close to nothing in ensuring a better standard of life for the rural dwellers. Further instances suggest the poor level of environmental sanitation in many local communities. This is offensive particles emanating from this decay are outrightly hazardous to the health of humans and animals alike. This is an act of negligence, and a lot needs to be done to put the system in the right direction.

Another interviewee further argues that if the local government administrators are not elected but selected by the state government, which constantly interferes with the decisions of the local authorities, the people should continue to expect the worst days. Further perception and performance in the local government areas allude that the

dilemma of the people in the local community will continue to grow as there is a perpetual state of darkness – living without electricity.

This study revealed the complete decline in the trust of governance where the public officers are not accountable to the people who elected them to service. **6.8**

## **PROCUREMENT GUIDELINES AND STRATEGY**

According to the United Kingdom Crown Commercial Service (UKCCS), procurement strategy deals with the directed policies, regulations, and guidance relating to the procurement of supplies, services, and works for the public sector (UKCCS, 2015). It involves the integration of guidance documents, case studies of good procurement practice, social value, and a host of innovations that local governments can learn from and benchmark their progress. The strategies include but are not limited to; health and social care strategy, national technological and digital procurement, construction procurement, climate change procurement, improving the wellbeing of individuals and communities, social value, and improved environment. According to the Project Management Body of Knowledge, procurement strategy is principally focused on delivering the quality, potentially lowest cost of goods, and services to businesses, while considering all of the supply chain logistics, including inventory, the working capital cost associated with the delivery of goods (PMI, 2012).

Strategic procurement deals with *"the whole process of acquisition of goods, services and works from the initial assessment of a business need through to the end of the useful life of an asset or end of the service contract; both acquisition from third parties*

*and in-house providers"* (Byatt, 2001), cited in (Murray, 2007). The procurement strategy in this context assesses the domestic commitment of the local government administration and the stakeholders in ensuring equity to administer public procurement services to the citizens from the point of the project needs to the final accomplishment. Many of the participants agreed that a lack of procurement strategy exists in the local government areas.

Several studies have demonstrated the undermining efforts of the government, which has perpetually subjected the local government to cynicism and impoverishment with absolute zero regards for strategic function (Dim & Ezeabasili, 2015; Ibietan & Ndukwe, 2014). However, this study further highlights the low level of commitment and patronage by those in authority as there is a non-functional strategy in place to demonstrate the government's readiness towards a sustainable local procurement, which was to benefit the local communities.

## **6.9 FOSTER SUSTAINABLE DEVELOPMENT**

With great justification, sustainable public procurement can significantly foster sustainable development by promoting local agriculture, thereby creating wealth, and empowering the dwindling local economy. The recaptured resources can then be maximised and reinvested to create value for money. This approach can significantly open the market and give jobs to the vast number of unemployed youths in rural communities. To further achieve this level of success, findings suggest that a high-profile awareness is necessary to simulate everybody involved in procurement, such

as the local government administrators, procurers, suppliers, and citizens, which calls for all participation towards achieving the long-awaited SDGs. For SPP to foster SD, further findings suggest that the principles of public procurement need to be acknowledged, internalised, and implemented.

Findings also revealed that if SPP is applied diligently and prudently, purchases can be made at the right time, from the right suppliers, at the right price, with the right quality for the right projects that be maintained and reused without causing any damage to the environment. This finding supports a similar study conducted by the United Nations (2020), exploring how government spending can systematically drive sustainability standards so that products procured do not cause any damage to the people and the environment. This assertion was further argued that public procurement reform directly impacts the citizens, particularly in the local communities, to promote the economy. Also, the integration of information and communication technology can play a significant role, including trade policy and the potential to change the course toward sustainable development.

## **6.10 PROPOSED INTEGRATED FRAMEWORK FOR THE STUDY**

The significance of the variation of the four relevant theories adopted in the conceptual theory of this study is evidence in the implementation and institutionalisation of sustainable public procurement. The framework developed by the researcher in chapter two adopted an institutional approach, corporate social responsibility theory, the four-pillar model of the World Bank development assistance committee (DAC), and

the conceptual theory of sustainability for the advancement of human knowledge and fostering sustainable development in the local government areas of Nigeria. This could still apply to other developing communities in sub-Saharan Africa. Despite its theoretical phenomena, this study identified additional themes that ensure a comprehensive inclusion that touches every aspect of the research philosophy.

Further assertions demonstrate how sustainable public procurement can promote sustainable development regarding the rule of law. Findings from this study suggest that the institutions established by the federal government can succeed in their fight against all manner of illegality and transform into a law-abiding society. In this circumstance, the application of the rule of law calls for the involvement of everybody without regard to status, age, or gender, and no matter how high placed one seems to be – everybody must obey the law.

Local government autonomy is critical to the development of any given society. This concept empowers local government administrators to decide about areas that matter to them freely. If the local government areas have autonomous power, they can embark on multiple arrays of projects that can bring up the community.

This study identified Nepotism as one of the major reasons for the decline of sustainable public procurement in the local government areas of Nigeria. The act of Nepotism is a discriminatory approach that hinders effectiveness and efficiency, particularly in the regional government procurement settings, erodes public confidence, and creates a system that damages the perception of the council. Human

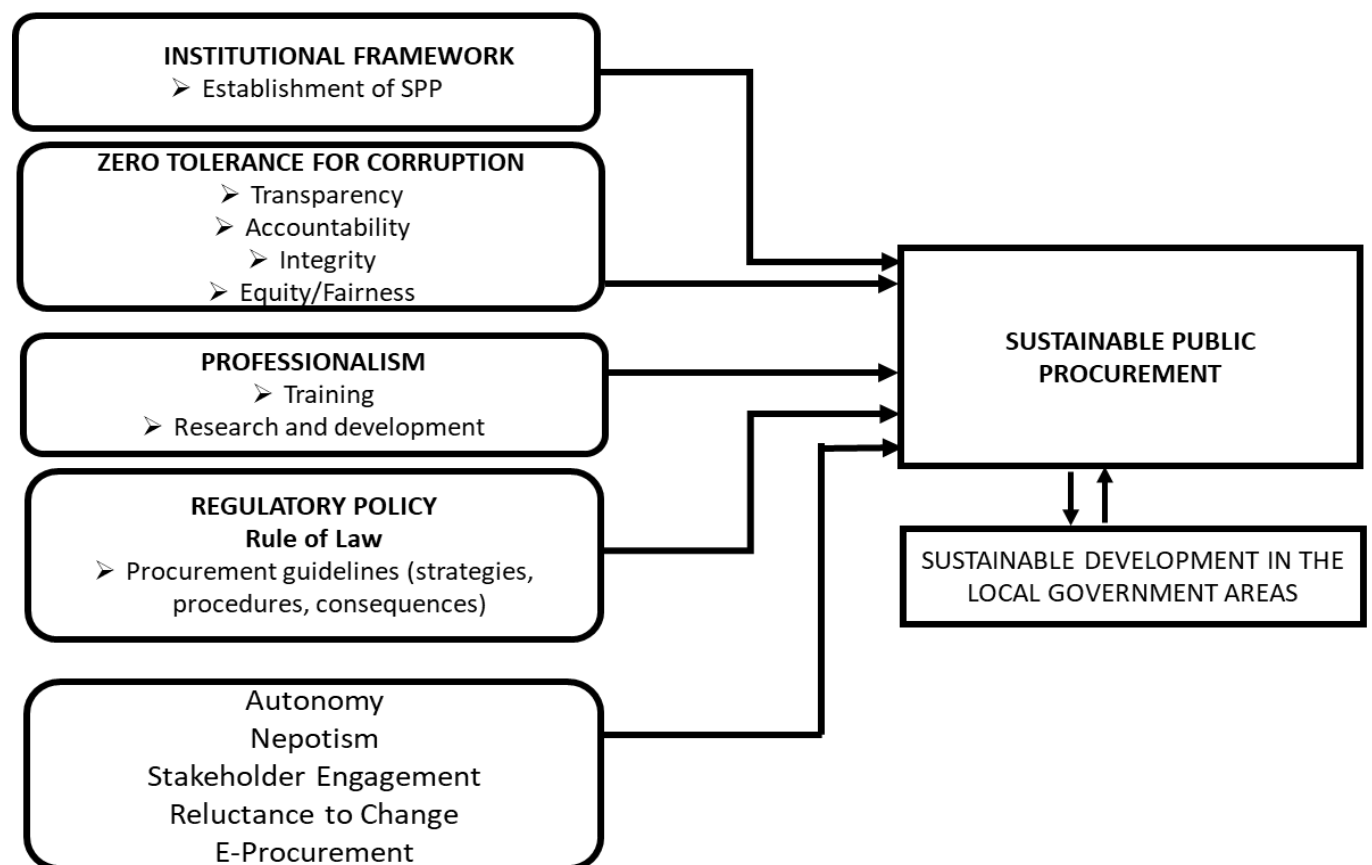
society can do more if Nepotism is addressed. In that case, local suppliers can bid for jobs and be confident that the right person is chosen for the job. This singular act can promote harmony and peaceful coexistence.

Stakeholder engagement is another aspect of sustainable public procurement that requires attention in the local government areas. The stakeholders in the context of this study comprise the local suppliers, procurement practitioners, owners, and the indigenous people. In this circumstance, the stakeholders communicate directly with the community leaders to secure possible ways to improve their social, economic, and environmental needs. This study suggests that if the stakeholders are genuine, they could build a robust relationship with the community to develop the local projects through community integration.

Reluctance to change – stakeholders' and practitioners' behavioral demeanour is evidenced by the unwillingness to practice sustainable procurement in the local government areas. Over the years, the rural dwellers claim to have been dispossessed of their basic needs, making it difficult to rely on any promises from the council. Findings from this study suggest that if the business of procurement is taken seriously with zero tolerance for reluctance, productivity and resultant effect would be evident in every aspect of sustainability, such as the economy, social, and environmental benefits

Being an integral part of public procurement reform, e-procurement is often a powerful tool to reduce financial fraud and promote the core values of procurement practices

such as transparency, accountability, integrity, and best value for money in the procurement functions. This current study confirms the vital role of e-procurement in bringing about sustainable development through public procurement in the local government areas. While this endeavour is viewed as a critical step in reforming the economic platform, it is equally associated with enormous challenges that limit little technological advancement.



**Fig. 6.1 The Challenges of Extended Framework from SPP**



This is the proposed framework of this study. It is an extension of the detailed framework in chapter two that provides a comprehensive overview of what the entire research represents.

## **CHAPTER SEVEN**

### **CONCLUSION AND RECOMMENDATIONS**

#### **7.1 INTRODUCTION**

The synopsis of this fundamental research is presented in this chapter after undergoing the research work; it concludes with the findings obtained from the literature, semi-structured interviews regarding the overarching question of this research, and the supporting questions linked to chapter one. Additionally, this chapter provides the various contributions to knowledge, particularly the theoretical and practical contributions, recommendations, limitations of the research, and suggestions for future study. It is worth reiterating that this study aimed to explore the multiple ways local government authorities in Nigeria utilise sustainable public procurement functions to foster sustainable development regarding the economic, social, and environmental benefits. This chapter attempts to revisit the overarching and supporting research questions to ascertain if the overall aim of the research was realised. Below are the overarching research questions:

#### **7.2 RESEARCH QUESTIONS**

1. How established is public procurement concerning sustainability in the local government areas of Nigeria?
2. What are the challenges and opportunities in addressing sustainability imperatives through public procurement in Nigeria?
3. What is the perception or view of the people about public procurement, and how does it relate to sustainable development?
4. What is the extent of implementation towards sustainable development?

### **7.3 SUSTAINABLE PUBLIC PROCUREMENT AS AN INSTRUMENT FOR SUSTAINABLE DEVELOPMENT IN THE LOCAL GOVERNMENT AREAS**

Sustainable public procurement can be one of the most potent instruments for sustainable development in local communities in Nigeria today if effectively and judiciously explored. For instance, insecurity would be justification for spending through procurement planning for recruiting, training, and management of community policing to ameliorate the collapse of insecurity that has long been the government's challenge. Several contributions from security experts, corporate social organisations, religious leaders, and many opinion leaders have criticised the underperformance of the government, particularly in the aspect of low budgetary allocation, which many understood to be the reason for the decline of human protection across the region. According to the intelligence report by Proshare Intelligent Investing (PII), a private media hub endorsed by the Nigerian Bureau of Statistics, Nigeria has been imperilled by the rebels called 'Boko-Haram' and the herdsmen for nearly a decade. Due to this unrest, the country is now ranked 149th out of 163 countries according to the Global Peace Index in 2017 (PII-NBS, 2018).

The devastating impact of the security debacle has led to gross unsustainable agriculture production, significant damage to the hospitals, and education, loss of lives, and mass displacement of people from their natural habitat. The Nigerian government is perceived to have spent less on addressing these national emergencies. For instance, in the 2018 budget, \$1.58 billion was allocated for security, translating to a paltry \$8 per person. This amount is suggested to be relatively low compared to other

economies like Germany, Canada, the USA, the UK, Singapore, Botswanan, and Japan, and the list is endless, with a robust \$220 per person (PII-NBS, 2018). Other Nigerian scholars and security experts suggest otherwise with evidence that vast security budgetary allocations to the Nigerian military are far beyond the combined security votes of all other African states in all its ramifications (NASS, 2019; Temitope, 2020). However, a recent study shows significant improvement in budgetary allocations for security to combat the insurgents. However, despite this gesture, the increasing level of insecurity in the country is still a concern connected to unsustainable public procurement practices. Building an effective security defense to reduce crime in the nation and the local government areas requires sustainable public procurement. That, amongst other structures, promotes the sustainable management of the budgetary allocation by exploring the basic principles of sustainable public procurement such as accountability, transparency, integrity, and value for money. In terms of paying retired civil servants and other private organisations, sustainable public procurement can be utilised as an instrument for sustainable development. This is achieved by influencing and monitoring the pensioners' activities to ensure that their retirement wages and benefits are adequately paid. Suppose the government can address this; there will be a reduction in poverty amongst the elderly and vulnerable citizens in the communities. These efforts can be achieved through the interventions of the Nigerian government institutions such as the Independent Corrupt Practices and other related crimes Commission (ICPC) and Economic and Financial Crimes Commissions (EFCC). It is critical to address these activities through the institutions

and other legislative apparatus as the reality of average retirees in Nigeria is ostensibly unimaginable. In the developed world, retirement is viewed as the best time of life. Retirees are likely to travel to different locations and have access to medical care without fear of medical bills whenever needed. It is time it is not allowed to lack what to eat, wear, and a time that one does not need to work anymore (Foster, 2018).

In Spain, for instance, the word retirement is referred to as "jubilation," and this is based on the fact that you do not need to work to earn money to cater to your needs – it becomes the government's responsibility to provide all the human necessities. Retirement time is a period where your income is predictable and manageable, as you do not need to lose sleep about when or how it will pay. Retirees enjoy getting older, with nothing to worry about except loneliness, sorted through community integration. It is viewed as years of fulfillment where they are willing to give back to society by playing an advisory role to the younger people and sometimes embark on charities (Repetti, Phillipson, & Calasanti, 2018).

The perception of people on retirement is similar irrespective of nationalities, but dissimilar in the multiple ways different countries and their governments embrace the responsibilities of their seniors. In Nigeria, most retired civil servants return to their native homes or communities and expect to enjoy their retirement peacefully with their families and joyfully expect their pensions. However, that is not always the case, as the conditions of the pensioners are marred with gross negligence. Retired civil servants across the Nigerian states suffer similar dilemmas in the story is the same; they are subjected to abject poverty as few individuals have stolen from their pensions

and are without medical facilities (BBC, 2021). A recent report published in 2019 highlights that pensioners across the country owned over 400 billion naira (\$1,052,631,560.00). They are perpetually denied their money, which they laboured for in their youth; to a Nigerian retiree, life has no meaning as his only source of survival is immobilised (EFCC, 2021). Despite years of promises from the top government functionaries, the pension reform is still hampered due to incompetence and corruption, causing devastation in the lives of elderly and vulnerable Nigerians (BBC, 2021; EFCC, 2020, 2021).

**7.4 (RSQ2): How can public procurement functions be utilised to support sustainable development?** In terms of globalisation and increasing global supply chain, procurement authorities have the responsibilities and unique opportunity to use the leverage of procurement functions to protect the rights of numerous enslaved rural workers. Accepting these responsibilities is an integral component of the sustainable public procurements functions that organizations operate within accepted International Labour Organisations' core conventions regarding universal labour standards. Regarding gender equality, rural women can be empowered by the local authorities to set up a rural mobilisation fund that aims to develop their various capacities by acquiring skills such as trading, computer literacy, fashion designing, craftsmanship, and driving and agricultural development. It is no doubt that such an attempt would not systematically avert negative disposition to an image of a positive reality.

In rural electrification, public procurement functions can be encouraged to achieve sustainable development in the local government areas, thereby making life more

meaningful to the rural dwellers in all its ramifications. The narratives of power crises in the rural communities are absolutely incidents of current reality, as a sizeable population of the rural dwellers lives without electricity. Only 59 percent of the population is directly connected to the national electricity grid in Nigeria. In contrast, most of the general population finds the concept of the spectacular benefits of electricity to be a mirage. There is a constant instability in the radial network that experiences system failure, technical losses, electricity theft, lack of functional control system, and poor maintenance from existing literature.

#### **7.5 (RSQ3): How established is public procurement in relation to sustainability?**

The fundamental reality of establishing public procurement towards sustainability in the local government areas has sunk far below expectation in all its ramifications. The institutional framework of the government in addressing the necessities of social justice, economic development, and environmental integrity has at one point or the other, been marred with endless challenges. This is borders on financial misappropriation, instability of government policy, and lack of accountability and transparency at the top echelon of government. Literature made further assertions concerning numerous government institutions that demand urgent attention. The extent of institutional collapse in the local government administration is evidenced in the agency established and designated by the act of the parliament to fight corruption that became the victim of corruption itself. This assertion is linked to establishing the Economic and Financial Crime Commission that is mandated by the rule of law to combat all forms of financial fraud in all tiers of the government - local, state, and

federal. Nevertheless, had its past Executive leaders were suspended and arrested for a similar crime. The commission was established in 2003 in response to the pressure from international bodies like the UNDOC and transparency International after Nigeria was enlisted as one of the 23 countries that were uncooperative in the global fight against money laundering.

Unfortunately, since its inception, eighteen years down the line, there has not been any significant account to demonstrate that the battle against financial crimes has been decimated. EFCC has been accused of being the agency whose only targets are the enemies of the ruling politicians in Nigeria. Findings show that many African institutions are weak in a wider perspective, just like the Nigerian's EFCC. They can wield power in whatever manner they choose. In addressing the degree of establishment of sustainable public procurement with sustainability, this study, therefore, concludes that extant literature, documentary evidence from Ministries, Departments, and Agencies (MDAs), and BPP archives, are research participants that a lot is required to meet up with the demands of a better system.

#### **7.6 (RSQ4): What are the challenges and opportunities in addressing sustainability imperatives through public procurement in Nigeria?**

##### **➤ Challenges**

Challenges in addressing sustainability imperatives through public procurement in Nigeria: This study uncovers several challenges that limit the utilisation of sustainable public procurement for sustainable development in the local government areas of



Nigeria. While these challenges have been analysed in the previous chapters, it is worth exploring several other contributions and drawing a summary from the detailed analysis. This study examines several challenges and appears in descending order and frequency of occurrence as tabulated by the NVivo software used for the qualitative analysis of the data. Corruption appeared on the graph, with the highest number of frequencies under challenges and a lack of proper policy and administration with minor frequencies for sustainable public procurement challenges. Corruption has always been the enigma confronting human society and appearing in different forms and shapes from time immemorial. According to Transparency International, no society is immune from corruption. However, societies can find different approaches to combat and potentially reduce corruption to a management level. The negative impact of corruption cannot be overemphasised – it has the potential to ruin any existing peaceful society and collapse its economy. The resultant effect is mystery, poverty, hopelessness, intolerance, and unproductivity instituted in every sector. The fight against corruption is continuous, and the developed nations have done significantly, which is evident over the years in attaining overall development, especially in infrastructures and other technological innovations compared to the developing nations. Like many countries worldwide, Nigeria is not exempted from the fight against corruption and claims not to be ignorant of the negative impact and consequences. The current challenge of Nigeria holistically is linked to corruption at the highest echelon. Surprisingly, the institutions established to fight this menace are literarily incapable of producing the expected result.

In terms of autonomy, findings suggest that the local government areas in Nigeria are subjected to an unimaginable degree of backwardness and require attention as a matter of urgency. In a democracy, citizens are expected to choose their leaders, who serve them by listening to their demands and providing for their needs. It is an irony in this part of the world. The state government uses local governments as robots to defraud innocent citizens and remain perpetually under the governor's influence. Recent development claims that the local government areas in Nigeria do not conduct elections anymore but are directly appointed by the state government, which is against the people's wishes. The local government Chairmanship position is considered unattractive to a dedicated and committed leader.

There is absolutely nothing one can achieve independently without taking a directive from the state government. To the detriment of the local government areas, this autonomous dominance enjoyed by the state government has constantly directed the LGAs toward the part of unsustainable development. The LGAs are socially and economically deprived and can relatively not do more order than paying wages for unpaid workers for many months. Like the case of the north-central where workers were not paid for close to one year due to screening of "ghost" workers. Under a committed and transparent leadership, this exercise should not go beyond three weeks. According to the interviewees, this fruitless exercise created more impoverished circumstances than ever recorded in the history of the state.

In the financial allocation to the various local government areas, while many scholars evaluated the enormous allocation of resources accrued to the local government areas, other scholars thought otherwise. Although, the analysis of this study regarding the local government financial management may not be detailed as it is not within the scope of this research. However, a recent literature review clearly outlined that the local government areas of Nigeria solely rely on the federal government to survive (NBS, 2020). Nigeria is a massive country with abundant natural resources embedded in almost all the geographical regions, so local government areas now depend on the allocation generated from the federation account, to say the least of payment of wages unimaginable. Findings further assert that the accrued allocations from the federal government to the local government areas are, in most cases, adequate to maintain other relevant infrastructures like health centers and general hospitals for the local communities. Further findings claimed that these accrued resources could equip the hospitals with prescription drugs and all needed medical equipment. The allocation can maintain government primary schools that are currently dilapidated, supports the elderly and vulnerable people, and other vital areas within the jurisdiction of the local government administration. These sustainability imperatives are achievable alongside the internally generated revenues derived through the local levies to enhance the local financial power. However, these efforts are limited by the acquisitive political actors that think only about their pockets to the detriment of society. While this study understands the influence of the state government in the aspect of resources, there is still a lot that could do to meet the social and economic needs of the rural dwellers.

Training and development are critical areas that confront sustainability imperatives. Sustainable public procurement is characterized by many innovations and requires basic training to meet the citizens' endless demands. The practice of sustainable public procurement is beginning to gain relevance in a developing society like Nigeria, which can create enormous awareness beyond the boundaries of ignorance. With adequate training and professionalism, the sustainable procurement practice would lead to greater productivity. There would be a replication of standard and modern knowledge that will illuminate the local communities' quest for a better procurement management structure. The need for procurement training is endless. Findings from this study emphasized the desire of the local procurement officer for training to enhance their procurement knowledge, develop their confidence to extend their purchasing capability beyond the local territory, and build their morality that enforces better value in the society.

Findings from this study suggest that any society that is found on apathy on social, economic, and environmental apathy is bound to encounter infrastructural instability. It certainly will be double jeopardy in situations where the local government is unwilling to achieve a meaningful project, and the citizens then mismanage the few available projects. There are several instances in this study where the citizens are negligent towards the properties of the government. When values are not placed on these properties, the chances are that they will continue to diminish in value over time. Sustainable public procurement at the local government areas is fundamentally found to be nonexistent. It is simply because no consideration is given to the three pillars of

sustainability (social, economic, and environmental). The political actors have turned their blind eyes and chose to be political in addressing the current debate of human necessities. This includes climate change, child labour, fair wages to workers, and the environment where products are being manufactured, zero tolerance to corruption. Furthermore, purchases of goods and services are not achieved based on the right price, right time, right quality, right, and the right supplier. Another challenge that undermines the sustainability imperative in the local government areas is nepotism. This practice where specific individuals are preferred more than others could lead to a deteriorating society where everyone stands for his/herself. Nigerian community consists of different ethnicities, and the ability to co-exist has become a challenge in recent times. Several studies suggest that the act of nepotism is discriminatory against any individual and possesses the tendency to erode professionalism and expertise. In this circumstance, the right supplier is not always considered for the right job due to vested interest by corrupt procurement practitioners. Nowadays, sustainable public procurement at the grassroots level requires the digital application of the electronic machine, often referred to as the E-Procurement or ERP. The advantages of these innovations are overwhelming, particularly in data enhancement, transparency, accountability, accuracy, and building linkages amongst various forms of transactions among the suppliers, which is expected to promote sustainable procurement practice for sustainable development in the local government areas. While this innovation is applauded and perceived as a critical platform by numerous users, it is viewed as a threat and challenge to others. For instance, an interviewee expresses concern that

most local government administrators may not endorse this change, as this is frankly based on the fact that many fraudulent acts would be uncovered. Technology should be embraced, particularly when it has to do with advancing human knowledge, which is tailored toward building a viable economy that benefits all citizens.

Most officers in rural communities are reluctant to embrace the new idea of sustainable public procurement practice as they tend not to understand the benefit they stand to derive. Since they are not informed, they cannot figure out when they are being robbed nor understand when the fraudulent politicians have compromised their rights. Findings obtained from participants affirm this reality as they claim to continue with their existing idea and would instead not participate or welcome an innovation that might lead to a termination of their job. Some officers are content with the traditional procurement style that has no interaction with sustainability. This contribution was equally supported in the literature, as most practitioners are reluctant to embrace new knowledge for fear of relinquishing their job. Surprisingly, unexpected reasons of such could contest innovation. Linking this argument to the current reality of what sustainable public procurement can achieve is evidence of the poor level of awareness within the domain of the procurement practitioners at the local government areas. In terms of government policy and legislation, many challenges have been recorded over the years. The various legislative bodies across the three tiers of the government are in the business of satisfying their personal needs, and this unpleasant act has gradually become an acceptable norm within Nigerian society at large. No progressive

society delights in situations like this, as regulations are meant to define community and its ways of life.

➤ **Opportunity**

**What are the opportunities in addressing sustainability imperatives through public procurement in Nigeria?** The government can invest in infrastructures such as education in the local communities in terms of opportunities. When educated, the people become informed, which empowers them to make positive decisions about what matters and their immediate environment. The acquired education creates the opportunity for them to be involved in politics that directly impacts ensuring meaningful projects like affordable health care are provided, potable water, rural roads, and supply of agricultural implements to boost agriculture. With value for money, there would be adequate resources to engage the unemployed youths in several forms of training to acquire specific skills that can enhance productivity and empowerment of others through extensive skills development programs. This multiplier effect structure potentially uplifts people from poverty if the right things are accomplished at the right time. Women empowerment is another aspect that can be considered when sustainable public procurement is enshrined through the local government administration.

Additionally, the local authorities can use their advantage to influence the local suppliers to ensure that the product they supply has regulatory standards and comply with safety and labour laws. More opportunities are derived to ensure that

environmental factors such as places of manufacture of such products and other logistics guarantee that these products do not cause harm to the users in the local communities. In recent times, concerns regarding insecurity have been growing, and these attempts have forced several rural residents to flee from their communities. Findings suggest that most local government authorities have not done much to restore normalcy to their immediate constituencies due to a lack of funds. Nevertheless, with the sustainable practice of procurement that provides the opportunities for accountability and value for money, the available resources received by the local authorities can be adequately managed and delineated to cater to the needs of security and other meaningful projects that tend to engage the vulnerable youths. Sustainable public procurement can significantly promote peace at all levels in the community through social interventions and engagements that promote sustainable development.

The idea and opportunities of local procurement in food production are generally focused on a people-centered approach as they rely on many from the community perspective. This concept promotes the participatory governance of food systems and the utilisation of the ecosystem for production. Participatory governance creates opportunities where citizens are engaged in the dynamism of achieving collective voices of the best possible ways to manage the community's resources. At the same time, those food products from the local communities are regarded as fresher, tastier, more nutritious, and healthier for the well-being of the communities due to their seasonality. Moreover, sustainable local procurement provides opportunities to



enhance domestic food security and strengthen the community's bond to increase transparency and accountability between the producers and consumers. It is asserted that this local food enhancement through sustainable procurement can be an effective alternative to preserving traditional food cultures and native species that may become extinct, which are both vital resources for sustainability (UNFAO, 2014). The economic opportunities of sustainable public procurement in the local communities can include many examples, such as retaining farmlands, employment growth through extensive engagement, import substitution, and income generation at the local community levels. Furthermore, the farmer's market, which is regarded as the channel for local food, can accelerate vital business activities by offering small producers direct and greater access. According to the United Nations Food and Agricultural Organisation (2014), there has been immense growth associated with the farmer's market and other community-oriented agricultural support schemes in the recent decade in the developed economies. This practical illustration demonstrates the relevance of sustainable agriculture encouraged through sustainable public procurement in local government areas. Further inclusion of these options significantly can create more sustainable economies enshrined in the local communities (UNFAO, 2014). Sustainable public procurement in the local communities can substantially reduce the harmful environmental damage associated with food movement from one location to another, reducing greenhouse gas emissions and other pollutants that hurt human health and the environment.

Additionally, sustainable public procurement creates the opportunity to reduce infrastructural congestion in urban areas, such as airports and roads. It can play the crucial alternative that supports local agriculture and production through sustainable management that promotes the resilience of the ecosystem, which can be advantageous to extenuating the extreme impact of weather events like floods and droughts. With the considerable amount of savings accrued through the instrumentality of sustainable public procurement, the days of financial shortages could be over. The government could judiciously provide better living standards for its citizens, especially the vulnerable. Pensioners could begin to receive their regular wages. There would be sufficient resources to spend to derive value for money and citizens.

**7.7 (RSQ5): What is the perception or view of the people about public procurement and how it relates to sustainable development?** While much is needed to create extensive awareness of the endless array of benefits the society can achieve through sustainable public procurement, the people's perception through the procurement stakeholder poses an enormous challenge that requires immediate attention. Recent findings obtained from this study clarify that the local administration's action demonstrates a complete disappointment in the aspect of trust for many years. Society no longer sees the government as a reliable entity, and since there is no meaningful evidence of development despite several years of promises. For instance, in one of the local government areas visited in the north-central geopolitical zone, everybody's residence is responsible for the supply and distribution of electricity.

Despite the exorbitant petrol price, they constantly buy to power their generators, which, in most cases, pump their boreholes for water supply. Most primary schools in this community operate under a similar fate. It is pathetic that the school will cease to function without the generator plants. Everything depends on light consumption in the offices, computer learning, and other telecommunication activities. According to this account, these are government schools, and the reason they do not get funded is not unconnected to financial mismanagement. To these individuals, the reality of governance is just sheer fantasy. Findings from this study demonstrate the government's underperformance in places where economic and social support is needed the most.

**7.8 (RSQ5): What is the extent of implementation towards sustainable development?** The Nigerian government endorsed the World Bank country assessment intervention program. This project targeted reforming the financial sector on possible approaches in preventing corruption and cutting down government expenditures. The successful implementation of this project aims to make adequate savings towards rebuilding the economic, social, and environmental integrity for sustainable development. There was a tremendous involvement and commitment of the three tiers of the government - federal, state, and local government. Times have passed, and now it is over a decade; current studies suggest otherwise and confirm that the project is far from over.

In terms of implementation, there is a severe lack of commitment from the parts of the government towards the implementation of the public procurement regime. As different

successful government comes in every four years, so are their different policies. In most cases, they go as far as influencing the legislatures on the potential ways of altering the existing national laws and regulations. It is becoming a tradition in the Nigerian society where those in the authorities consistently live above the law while their subjects have little or nothing to contribute. Looking at the scenario of the judiciary, which is an arm of the government institution, is currently frustrated by the account of government's inconsistencies. This is the legislative arm of the government that mediates between the citizen and the state as a barrier against any form of misuse and abuse of executive power. Therefore, it is necessary to exonerate the judiciary from any form of influence provided in the constitution. In a more general perspective, the extent of implementation of sustainable public procurement across the local government areas is utterly immobilised. There is an absolute lack of procurement functionality, as earlier emphasised in the endless challenges confronting the actualisation of the procurement practice compared to other developed societies.

## **7.9 RESEARCH CONTRIBUTIONS TO KNOWLEDGE**

The uniqueness of this research was based on its capability to be documented in an academic portfolio as opposed to several media publications in the Nigerian settings that lack academic relevance. Therefore, this study claims significant contributions to the body of knowledge and stands to be of tremendous support and benefits that promote the integrity of public procurement practice, not only in Nigeria's local government areas but all-around Africa, particularly in the sub-Sahara.

### **7.9.1 Theoretical Contribution**

Under this research, it has become evident that developing societies have tremendous commonalities in terms of challenges besieging the advancement of sustainable public procurement in the local government areas for sustainable development. Furthermore, assertions from literature highlighted that Nigeria's local government areas are in dire need of sustainable development. It has resulted from long military and civilian governance that has perpetually let the people down and sees politics as the most lucrative career. Sustainable development addresses all areas of deformities in the local communities where basic amenities are most needed but currently elusive. Reiterating from literature, a "development is said to be sustainable if consistent with sustainability principles, such as ensuring a strong, healthy, and just society, living within the environmental limits and promoting good governance" (Brammer & Walker, 2007). However, achieving sustainable development on a whole life-cycle basis requires a mechanism that can drive the inclination of sustainability about sustainable public procurement.

The theories that underpinned the development of this study's framework are further realised by adopting the relevant theories that support the validation of this framework for the advancement of human knowledge. These are identified as the Institutional theory and the Four Pillar Model of the World Bank Development Assistance Committee. It is further accentuated from the primary data obtained through semi-structured interviews supported by the United Nations publications, Nigeria's Bureau

of Public Procurement (BPP), and other organisational documents, verifiable reports from cooperate and civil society's archive.

Therefore, this study acknowledged sustainable public procurement as the most appropriate mechanism/ instrument to drive the needed change. Sustainable public procurement is the driver that connects the missing links but lacks the capabilities to power itself across the borderline without the direct participation of the enlisted minor constructs in this study. It is significant to understand that the "power" required to drive the value chain of SPP towards the destination of SD can only be derived from the integration of the various major constructs shown in the framework of chapter two.

Addressing these findings, this study developed a framework of challenge from SPP that intends to illuminate the future horizon of sustainable public procurement practice in Nigeria's local government areas. The challenging framework of this study in chapter two identified two major constructs – Sustainable Development and Sustainable Public Procurement, and four minor constructs – Institutional framework, Zero Tolerance for Corruption, Professionalism and Regulatory Policy. The major construct of this study is the core foundations and precepts of this research, without which the aim of this study would have been implausible. While all declarations tend to depend on these constructs, it is interesting to equally understand that their participation remains immobilised without the involvements of the minor constructs.

## **Institutional framework**

In terms of the minor constructs, the institutional framework addresses the establishment of sustainable public procurement and stakeholder engagement that support the restructuring of the procurement institutions across the three tiers of the government. This approach deals with the reformation process that focuses on procurement towards sustainability. It also addresses the participation and absolute engagement of the partners and stakeholders in accepting a need for institutional reformation across all ministries, departments, and agencies (MDAs). The nation's current state necessitates this call and can be embraced as one of the multiple ways to power SPP for SD in the local government areas. Therefore, the judiciary and other institutions of the government must be adequately nurtured in manners that provide value to governance. Several elements are entrenched in the minor constructs: transparency, accountability, probity, integrity, equity/fairness, and tolerance for corruption. Achieving sustainable development through sustainable public procurement requires an immeasurable contribution of the basic principles of sustainability that has no empathy for corruption in all its ramification. It connotes that as a public officer in the procurement department, you are responsible for purchases of goods, works, and services; much is expected in terms of integrity and accountability. Purchases should not promote any act of corruption. This might jeopardise the living generation and deprive future generations of meeting their own needs and have lost equality of enjoying a natural world. These elements enshrined

in zero tolerance for corruption are identified as core principles required in sustainable public procurement to drive sustainable development along the value chain.

### **Professionalism**

The procurement system is structured in a way that helps add value and improvement to human capital development. It is an activity that demonstrates the readiness of an organisation to meet contemporary challenges in technological advancement and a software application to promote quality services to the generality of the people. Findings suggest that the progression level attributed to procurement education cannot be overemphasised. Furthermore, it is so strategic that a lack of professionalism registered in an organization is tantamount to unproductivity and retrogression. The consequences always have a ripple effect on the workforce and the customer's stakeholders. Therefore, consideration of professionalism that requires training, research, and workforce development in sustainable public procurement can significantly drive sustainable development along the value chain.

As defined by this study, the elements of regulatory policy refer to the rule of law that protects the local communities against certain government decisions and ensures that the citizens are not placed at a disadvantage by their government and does not arbitrarily take away their government rights.

### **The rule of law**

This study defines the institution, process, practice, and mechanism that promotes the equality of every citizen before the law. Literature stipulates that society cannot function appropriately without the rule of law; there would be no environmental



regulations. While crimes would be at their highest, repairs of streets and roads and traffic safety devices would be irregular. Applying the rule of law is imperative and precisely valuable in this study because it limits the arbitrary power of individuals in authority, particularly those that subvert justice at the outlay of the vulnerable citizens. Therefore, as rightly pointed out, the rule of law is emphasised in this study as a strategy to keep public authorities honest while discharging their duties.

### **Procurement guidelines**

In this study defines the institution, process, practice, and mechanism that promotes the equality of every citizen before the law. Literature stipulates that society cannot function appropriately without the rule of law; there would be no environmental regulations. While crimes would be at their highest, repairs of streets and roads and traffic safety devices would be irregular. Applying the rule of law is imperative and precisely valuable in this study because it limits the arbitrary power of individuals in authority, particularly those that subvert justice at the outlay of the vulnerable citizens. Therefore, as rightly pointed out, the rule of law is emphasised in this study as a strategy to keep public authorities honest while discharging their duties.

### **7.9.2 Practical Contributions**

**Citizens' awareness** - Several opportunities can be derived through sustainable public procurement. However, the awareness and the source of information play critical roles in the lives of the citizens. Findings show they do not trust the media, as they are used for political purposes. Most of the local communities are uneducated. To make informed decisions concerning the things that affect their lives, they need a

certain level of education that engenders human capacity development. While significant savings are made through accountability and reduction in government expenditures, schools and other infrastructures can be effectively managed to serve the growing needs of the citizens. There are numerous opportunities for women empowerment in skill acquisition that conduct training such as trade, tailoring, and auto repairs. Several contributions in this area of opportunities for the local citizens have direct implications with the local media publication and, in most cases, through submitted reports to the agencies. This study authenticates the regular news in media using the academic methodology to contribute to the literature.

**Lawmakers** - Findings suggest that the Nigerian lawmakers are inundated with limited information and can only act on the available data within their domain. The system's failure is not unconnected to the supply and enrichment of the information relating to the realities of sustainable public procurement's spectacular roles and activities as an instrument for sustainable development, particularly in the current software and technological revolution applications. This research provides unique opportunities to lawmakers for reassessment. Additionally, due to its exploratory approach, this study presents a detailed assessment through a semi-structured interview and collaborates with numerous relevant documents to contribute to sustainable procurement practice in the local government areas.

**Bureau of Public Procurement** - procurements obtained from the Bureau of Public Procurement in Nigeria affirmed that the practice and extent of coverage of the procurement activities across the various sectors and tiers of government (local, state,

and federal) are still at the parochial phase. This reality is possible due to a lack of human capital development, lack of mentorship, and limited resources, particularly in literature. This study has made valuable contributions to new knowledge in the novel context of public procurement literature by including and providing a greater understanding of sustainable public procurement around the local government areas, which can now be used as an instrument for sustainable development.

**Public procurement practitioners** – The procurement career is regarded as a disciplined and noble profession that must not tolerate the practice of nepotism in all its ramification. However, the procurement practitioners in the local government areas are marred with nepotism, figureheads, and under the constant influence of the so-called "god-Father-ism," an acronym for specific individuals above the law. It is asserted that a society with this lifestyle is potentially destined to fail due to a lack of visible direction. The media popularised the act of god-father-ism and nepotism through non-academic literature and based on political patronage in a more general perspective. This study is context-specific, focusing on the sustainable public procurement sector and guidelines for the local government areas in Nigeria. As was not mentioned in prior studies, this is viewed as a contribution to literature.

**Cost of governance** - In terms of perception concerning sustainable public procurement, it has been perceived by the local government procurement stakeholders that the cost of governance is unnecessary. It is mainly concerned with its constant waste of resources that obviates the basic principles of sustainability in promoting a healthy and just society and improving the quality of good governance.

Perception in this study addresses idiosyncratic affirmation that has not found any replication in existing literature but is unique in a way that involves a personal account of feelings, opinions, and professional experiences in this subject area. Hence, this is presented as a contribution to the body of knowledge.

**Reluctance to embrace new knowledge** - The reluctance by the practitioners and the stakeholders to embrace new knowledge to reduce procurement prejudice has always been a concern across the public sector. This approach demonstrates a significant margin of unwillingness, thereby subverting an array of opportunities; citizens are deprived because they cannot get the capable hands to bring about the needed change it deserves. Findings from this study conclude that the attitudes of reluctance by its implications have extended to societies in general. This is further understood because they are no longer interested in whatever the government intends to provide to the communities. The generality of the citizens have lost trust in the government. And as such, unwilling to demand accountability regarding public expenditure. In so many instances, the financial statement to support the implementation of rural projects is neither found nor disclosed to the public. This practice is unsustainable. On the other hand, information related to local government expenditures is leaked periodically to the public through the media. This study took extra steps to ascertain relevant information through the exploratory adventure to endorse the uniqueness of this research into an academic contribution as a prototype document for literature.

### **7.9.3 Other Contributions And Why This Study is Different**

Several studies have sscaefully examined this area of study, for instance, the analysis of the financial conditions of local government authorities and its implication for sustainable development in Nigeria (Salim et al., 2016). Secondary data from 122 local government areas were examined and found several degrees of financial misappropriation. However, this study conducted an empirical investigation and obtained primary data from the leading local government areas in the six geopolitical zones of Nigeria. Therefore, findings from this empirical study make unique contributions to the literature.

Several experts in procurement have linked the achievement of sustainable development goals to the procurement of public infrastructure in ways that meet the critical procurement objectives, such as accountability, transparency, value-for-money, and sustainability (Manu et al., 2019). In addressing the infrastructure of the procurement capacity gap in Nigeria's public sector institutions, several deficiencies in procurement were uncovered from different government agencies, particularly in the aspect of the weak institutional framework, corruption, and absence of governance structure. The previous study's findings seem similar to this current study but dissimilar in the approach and methodology. It employed a survey for more generalised information but was limited to detailed information. This study employed a semi-structured interview as its primary source of data directly from the procurement practitioners and analysed using thematic and NVivo 11 qualitative software.

Akenroye, Oyegoke, & Eyo (2013) conducted a comprehensive review based on existing literature and the adoption of semi-structured interviews to develop a

framework for implementing Green Public procurement (GPP) in Nigeria. This study provided a detailed analysis of the state of GPP regarding implementation, functionality, and implications. It concluded by highlighting specific drivers and perceived barriers to GPP implementation in Nigeria. Although the result of this study was generalised, the sample was restricted to a few participants. However, this current study focused on a more specific area, with broader coverage of interviews across the six geopolitical zones of Nigeria.

Finally, this study addresses the various gaps in the literature regarding the subject matter. It proposes multiple ways sustainable public procurement can be used to manage sustainable development in the local government areas regarding economic development, social benefit, and environmental integrity.

## **7.10 RECOMMENDATIONS**

As a priority, the government is therefore encouraged to escalate the concept of transparency by establishing procurement-specific laws and regulations and other legal apparatus, such as laws that prohibit conflicts of interests and pushing for a mandatory law on asset disclosure amongst procurement officials.

It is recommended that the government should make significant efforts to implement and provide adequate training on the code of conduct that binds contracting authorities and their employees to a strict anti-corruption policy.

It is recommended that government should create an independent intervention podium to monitor all aggrieved bidders by providing them with all the possible access that

reassures the doubt in all the various procurement processes. The independent monitors possess immense contributions to transparency by carrying out oversight functions of the procurement from the point of need to evaluations. Unfair procurement practices are usually exposed by businesses that claim they have lost out during the bid process. Thus, the need for appeals, which should not be complex, expensive, and time-consuming.

Findings from this study recommend that information regarding public procurement should be free, available, accessible, and exponentially utilised in an open structured format that is visible, searchable, independent, friendly, readable, and hypothetically translated to common Nigerian languages. These features are necessary to enable the stakeholders to analyse and identify any suspicious activity.

Corruption was identified as the topmost enigma that limits sustainable development in all three tiers of government, particularly the local government areas, which is evidence of underdevelopment. With the application of this framework in chapter two and the extended framework in chapter six, the government can now see potential perspectives to redress by mounting more pressures on institutions that can positively impact the economy, for instance, the EFCC and ICPC.

Achieving sustainable development through the instrumentality of sustainable public procurement requires human capital development through constant training and professionalism. This is the definition of a government willing to put everything on the line to impact sustainable life for its citizens. Therefore, this study recommends that

adequate and effective training be available in the public procurement sector for procurement practitioners and their indigenous suppliers; this training should include old and new employees, suppliers, stakeholders, and indigenous people.

This study, therefore, recommends that competent procurement professionals be allowed to manage the procurement institutions, particularly at the top echelon, such as the office of the Director-General (DG) of the bureau.

In conclusion, it is recommended as a matter of urgency that the rule of law is considered, reinforced, and internalised as the foundational remedy to achieving sustainable development not only in Nigeria but in other developing countries. The triumph of this study is closely knotted to the rule of law. This is because it ensures that 'no one is above the law,' as the government is accountable under the law, and the fundamental rights of the citizens are protected, live and work safely. This ensures that citizens are not arbitrarily subjected to government decisions and abuse of power; instead, it maintains fairness in applying the law.

#### **7.11 LIMITATIONS OF THE RESEARCH**

The limitation of this study is inevitable, just like any other research in contemporary academia. Nigeria has seven hundred and seventy-four local government areas in six geopolitical zones. It would be impossible to conduct interviews in all the local government areas. However, this study did try to conduct an intensive semi-structured interview among the leaders of the local government areas as acknowledged by the BPP and in collaboration with developed criteria adopting a measure of commercial



activity, population, annual fiscal allocations, budget, and expenditures. The sizeable numbers of participants in this study provided a quality, detailed and prominent representation of data that engendered the richness of the qualitative analysis. This data is limited to the scope of the local government areas using semi-structured interviews. However, additional data through the survey can increase the population sample for generalisation of results.

Funding was another aspect that limited the ultimate performance of this research. The qualitative nature requires transportation from the United Kingdom to Nigeria's various local government areas, even though the local government areas are farther apart. On many occasions, the researcher relied upon the assistance of the research gatekeeper for follow-up on cancelled appointments and reminders of existing and new appointments. The challenges of gathering data would have decimated the triumph of this research without the research gatekeeper's involvement, as the researcher's capability to arrange an appointment with the interviewees was an absolute impossibility. All these logistics arrangements, including the frequency of communication between the researcher, the gatekeeper, and the interviewees, cost the researcher immeasurable fortunes.

The COVID-19 pandemic became infamous during the data collection periods for this research, thereby limiting several journeys that could have rendered the researcher the opportunities to meet face to face with most of the interviewees. Although this challenge did not invalidate the study's overall results, a few unanswered interviewed

questions through telecommunications could have received a faster response before the researcher's equipment developed irreversible damage at the first instance.

Additionally, the sample of this research was restricted to the leading local government areas of Nigeria as furnished by the bureau of public procurement (BPP) policy documents. While this limitation did not negate the validity of the obtained data, future studies can consider other emerging prominent local government areas within the six geopolitical zones. S

## **7.12 SUGGESTIONS FOR FUTURE STUDY**

We can utilise the framework of this study to promote additional value by including several other significant minor constructs for the richness of information in escalating the degree of challenges bordering sustainable public procurement practice.

Finances should be provided for replicating this study in other developing countries, particularly in sub-Saharan Africa, to help develop and promote sustainable public procurement in their local territories with significant considerations in the areas of social, economic, and environmental benefits.

In this study, corruption was mentioned by all the interviewees as the major challenge confronting the full implementation of sustainable public procurement. While the developed societies have demonstrated evidence of the significant progress made in the past decades in this sector through practical and theoretical collaborations, it is surprising that little research has been conducted in this area of human endeavours. It is therefore suggested that further investigation be carried out into this phenomenon.

While this study conducted an exploratory study and realistically identified corruption as the topmost challenge in achieving sustainable development through the mechanism of sustainable public procurement, it is equally imperative that future studies explore the financial conditions of sustainable public procurement. This attempt can help create a high awareness of accountability and integrity in the public sector at the echelon of local government areas.

### **7.13 SUMMARY**

In summary, this chapter has presented the entire research findings and highlighted the practical and theoretical contributions. Furthermore, it sheds light on the recommendations, identified the research's limitations, and suggested areas that require further study.

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## APPENDICE 1

### 1a. Word Frequency Query Result: with stemmed words



1b. Query with synonyms



[illegible]

## APPENDIC 2: INTERVIEW QUESTIONS WITH 24 PARTICIPANTS

(1)

<p><b>Name:</b> Internal\Josh\Interview A1 - REC018- EM</p> <p><b>Created On:</b> 03/05/2020 11:56:43</p> <p><b>Created By:</b> JIN</p> <p><b>Modified On:</b> 04/08/2020 14:15:01</p> <p><b>Modified By:</b> JIN</p> <p><b>Size:</b> 3 KB</p> <p><b>REC018- EM/OJO</b></p> <p>Q. public procurement receiving the necessary attention it deserves?</p> <p>A. No. and that is why we have all these challenges in our procurement sectors.</p> <p>Q. Functionality?</p> <p>A. basic functions of procurement in the local govt has to do with construction, maintenance of schools and hospitals, roads, portable water and sanitation/.</p> <p>And these function are of immensed benefits to the pepople</p> <p>Q. When does public procurement become sustainable?</p> <p>A. public procurement become sustainable when it is appropriately practice. When the tenace of procurement are followed diligently and the impact on humanity become positive to them, which is also enduring.</p> <p>Q. perception?</p> <p>A. well, because of human factor, a lot of things are brought to beer here, and there is still a need for further improvement. There is no element of transparency in all their dealings. There is no just in the system as we speak. That all I can say about for now. When it doesn't affect them positively, it doesn't seem to be on the good side. It still yeans for more innovation and changes because of humane factor</p> <p>Q. foster sustainable development.</p> <p>A. yes, it does. When we continually place the impact of these laid down function in such a</p>	<p>OPPORTUNITIES</p> <p>STRATEGY</p> <p>PROCEDURE</p> <p>Autonomy</p> <p>Coding Density</p> <p>Interview REC018- EM</p> <p>UNDERSTANDING OF PP &amp; SUSTAINABILITY</p>
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Putting structures on ground to minimise the rate of corruption, such as incentives for the practitioners, welfare packages for their families etc. Employment new technology, and adequate training for all and at all times.

Q. Implementation and establishment?

A. we are trying, it's still a challenge in this part of the world. It is not enduring and sustainable at the moment. We need improvement so the impact to the rural dwellers would be felt.

Q. challenges?

A. There are three tiers of govt in Nigeria, just like every county, federal, state and local govt. But the local govt area is under the state, just that the level of dominance is overwhelming, and has prevented the local govt to carry out their statutory functions.

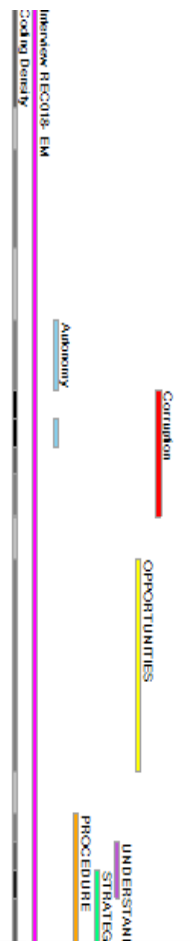
Excessive corruption. Human factor is also another challenge. Lack of research. Lack of information. Lack of communication. Source of power to enhance facilities. Lack of technicality. Lack of training. Many things are being compromise such as price, standards, quality.

Q. Opportunities?

A. the opportunities and benefits cannot be over emphasised; it tends to create a sustainable development in our procurement system. The impact on goods and services would be so positive on the life of the dwellers. It tends to give value for every money spent by the local govt on some of those services. By so doing, structures or public facilities would not just collapse or become dilapidated in a very short period of time, thereby maximising the expenditure of the govt. public procurement tend to cut down the excesses of the local govt spending thereby giving value for money and citizen.

Q. Strategies procedures?

A. the strategies and procedures can not in any way be in conformity with the global best practices in terms of integrity and best value. In fact, we don't have any strategy or procedure in place. Any house build on corruption is bound to lack all meaning and sustainable development. No staff is trained, and as such you don't expect any innovation and meaningful result. Procedure and strategy are only found in paper - it is zero in our





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Modified By: JIN

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## REC019-EN/RAY

Q. What is the general perception or view on the performance of the procurement in the local government area (LGA) over the years?

The role of public procurement in the local govt is critical, however, it has achieved little or nothing for all in the community. There is high level of underdevelopment in the local government. The people are tired of the govt authorities, as there was never an election. They are all machineries of the state govt, in order to loot the treasury. They are just agents of the state govt. if we continue the old part of doing things, sustainable development in the local govt area remains an illusion.

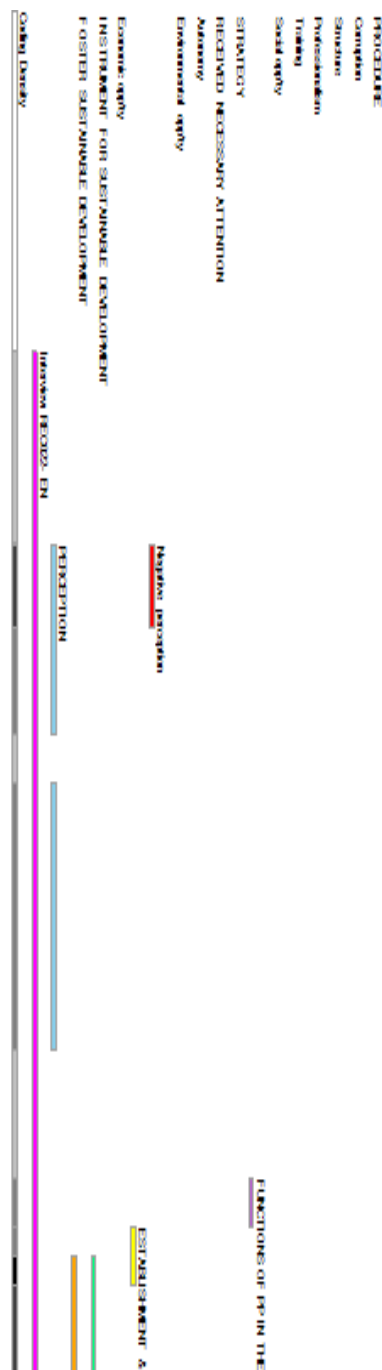
The level performance is not the expectation of the local communities. There is little or no improvement on the life of the people.

If there is no electricity supply, there can't be any sustainable development. We lack practically everything including fresh air. The water in our community is polluted due to defecation. That is where some families use as toilet. Our local govt is the most backward in all ramifications. Salaries are not paid and when you ask the local govt council, they tell you state hasn't release allocation. We are now paid half salary once in three months. There is no development not to talk of sustainable development.

Q. Are these functions of benefit to the local communities in terms of social equity, economic development and environmental benefit?

The functions of pp are of benefit, but far from achieving its goals and objectives.

What ways can these functions be utilised to foster sustainable development? Establishment and maintenance of schools, health centres, rural roads. Erect markets that are sustainable to the rural dwellers, where they can purchase their daily needs. Lift their hope. Promote their small-scale businesses by providing low interest loans or zero interest.





### Vote of thanks

55. State interference make our procurement to be unsustainable, we only have power on paper, we are like toothless bulldog. I challenge anybody to give us autonomy and we would

¶7. In the LGA here, trainings are conducted periodically based on approval from the chairman. And they are also paid based on the duration of the training and capacity of the resources available.

¶8.

¶9. The attitude of the staff towards work must change, especially towards government property

¶10. We lack maintenance culture as far as the local government is concerned.

¶11. Government properties are constantly destroyed because it's seen as public property. They can't do that if it is a private property.

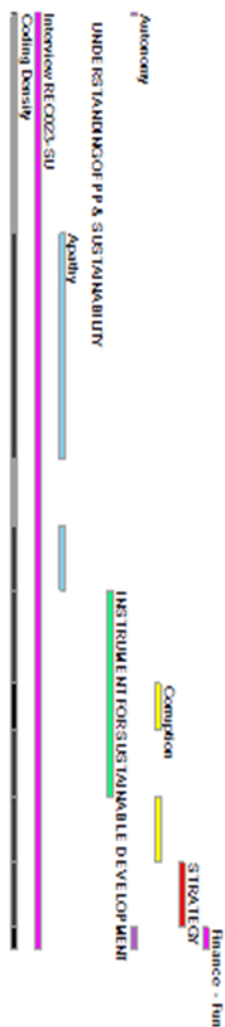
¶12. Serious need for orientation for them to realise that this property belongs to them too.

¶13. Training should be mandatory for the procurement officers to enable them to have adequate knowledge and approaches to enhance their level of productivity. Adequate training will help fine tune their attitudes from illot corrupt practices. This training will also build their morality to become better practitioners for the society

¶14. manipulation within the system such as vandalization and stealing of govt properties.

¶15. The supervisory lineage should be up to date. Effective monitoring

¶16. Lack of funding by the government due to monopoly of power by the state govt



(4)

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Modified By: JIN

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#### REC024- HE/NAT

Q. public procurement has met the attention it deserved?

A. I will say no. And this because we don't follow the right procedures to purchase all the needed materials for the citizens.

Q. Challenges?

A. performance risks in terms of technology, construction.

- Operations and the maintenance risks.
- poor Implementation in terms of rules and guidelines
- Lack of procurement planning
- Lack of software application (ERP) to drive accountability effective cost management.
- wild spread of corruption which has under mind procurement performances so far
- A general lack of knowledge on the part of procurement officers and the targets groups with regards to policies requirement and procedures
- the suppliers are equally corrupt and do not have intention to support the good will of the people.
  - The supplies are not environmentally friendly and can kill you should you ever cross their part. It is as dangerous as that.



(5)

<b>Created On:</b> 03/05/2020 13:16:53	<b>Training</b>
<b>Created By:</b> JIN	<b>Source</b>
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<b>Modified By:</b> JIN	<b>Presentation</b>
<b>Size:</b> 4 KB	<b>Category</b>
	<b>BENEFIT FOR SECTORAL DEVELOPMENT</b>
	<b>Strategy</b>
	<b>Capacity</b>
	<b>Economic growth</b>
	<b>Humanity</b>
	<b>Environment</b>
	<b>Society</b>
	<b>Infrastructure</b>
	<b>Healthcare</b>
	<b>Education</b>
	<b>Transportation</b>
	<b>Communication</b>
	<b>Energy</b>
	<b>Water supply</b>
	<b>Waste management</b>
	<b>Disaster preparedness</b>
	<b>Peacekeeping</b>
	<b>Counterterrorism</b>
	<b>Cybersecurity</b>
	<b>Space exploration</b>
	<b>Artificial intelligence</b>
	<b>Autonomous vehicles</b>
	<b>Drones</b>
	<b>Nanotechnology</b>
	<b>Biotechnology</b>
	<b>Robotics</b>
	<b>Augmented reality</b>
	<b>Virtual reality</b>
	<b>Blockchain</b>
	<b>Cryptocurrency</b>
	<b>Quantum computing</b>
	<b>Cloud computing</b>
	<b>Data science</b>
	<b>Big data</b>
	<b>Machine learning</b>
	<b>Deep learning</b>
	<b>Reinforcement learning</b>
	<b>Generative adversarial networks</b>
	<b>Transfer learning</b>
	<b>Convolutional neural networks</b>
	<b>Recurrent neural networks</b>
	<b>Long short-term memory</b>
	<b>Gated recurrent units</b>
	<b>Autoencoders</b>
	<b>Variational autoencoders</b>
	<b>Generative models</b>
	<b>Bayesian networks</b>
	<b>Marginal probability</b>
	<b>Conditional probability</b>
	<b>Joint probability</b>
	<b>Independent events</b>
	<b>Dependent events</b>
	<b>Binomial distribution</b>
	<b>Poisson distribution</b>
	<b>Normal distribution</b>
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	<b>Covariance</b>
	<b>Correlation coefficient</b>
	<b>Hypothesis testing</b>
	<b>P-value</b>
	<b>Significance level</b>
	<b>Type I error</b>
	<b>Type II error</b>
	<b>Power of a test</b>
	<b>Confidence interval</b>
	<b>F-test</b>
	<b>T-test</b>
	<b>Z-test</b>
	<b>Chi-square test</b>
	<b>Fisher's exact test</b>
	<b>Mann-Whitney U test</b>
	<b>Kruskal-Wallis test</b>
	<b>Wilcoxon signed-rank test</b>
	<b>McNemar's test</b>
	<b>Likelihood ratio test</b>
	<b>Bayes' theorem</b>
	<b>Naive Bayes classifier</b>
	<b>Support vector machines</b>
	<b>Decision trees</b>
	<b>Random forests</b>
	<b>Gradient boosting machines</b>
	<b>XGBoost</b>
	<b>Catboost</b>
	<b>LightGBM</b>
	<b>AdaBoost</b>
	<b>Boosting</b>
	<b>Ensemble methods</b>
	<b>Meta-learning</b>
	<b>Active learning</b>
	<b>Online learning</b>
	<b>Reinforcement learning</b>
	<b>Q-learning</b>
	<b>Monte Carlo tree search</b>
	<b>Alpha-beta pruning</b>
	<b>Minimax algorithm</b>
	<b>Game theory</b>
	<b>Nash equilibrium</b>
	<b>Pareto frontier</b>
	<b>Efficient frontier</b>
	<b>Risk-return tradeoff</b>
	<b>Sharpe ratio</b>
	<b>Sortino ratio</b>
	<b>Calmar ratio</b>
	<b>Information ratio</b>
	<b>Tracking error</b>
	<b>Attribution analysis</b>
	<b>Factor investing</b>
	<b>ESG investing</b>
	<b>Impact investing</b>
	<b>Green bonds</b>
	<b>Sustainable development goals</b>
	<b>United Nations Development Programme</b>
	<b>World Economic Forum</b>
	<b>Global Compact</b>
	<b>Stakeholder theory</b>
	<b>Corporate social responsibility</b>
	<b>Business ethics</b>
	<b>Value-based management</b>
	<b>Porter's five forces</b>
	<b>SWOT analysis</b>
	<b>PESTLE analysis</b>
	<b>BCG matrix</b>
	<b>GE-McKinsey matrix</b>
	<b>Porter's generic strategies</b>
	<b>Blue ocean strategy</b>
	<b>Red ocean strategy</b>
	<b>Disruptive innovation</b>
	<b>Sustained innovation</b>
	<b>Incremental innovation</b>
	<b>Radical innovation</b>
	<b>Breakthrough innovation</b>
	<b>Open innovation</b>
	<b>Secret innovation</b>
	<b>Shut-off innovation</b>
	<b>Modular innovation</b>
	<b>Architectural innovation</b>
	<b>Component innovation</b>
	<b>Process innovation</b>
	<b>Business model innovation</b>
	<b>Marketing innovation</b>
	<b>Product innovation</b>
	<b>Service innovation</b>
	<b>System innovation</b>
	<b>Platform innovation</b>
	<b>Network innovation</b>
	<b>Organizational innovation</b>
	<b>Managerial innovation</b>
	<b>Technological innovation</b>
	<b>Innovation ecosystem</b>
	<b>Innovation hub</b>
	<b>Innovation center</b>
	<b>Innovation district</b>
	<b>Innovation corridor</b>
	<b>Innovation cluster</b>
	<b>Innovation network</b>

The stakeholders equally think the suppliers are cheats and do not have good protection for the people. They don't patronise the locally produced goods by the local manufacturers, as this keep having negative effect on the economy.

Q. Understanding functions of procurement in the LGAs and how it fosters sustainable development (Social, economic and environmental benefit)

A. The basic function of procurement in the local government council is to ensure availability of resources for project implementation and maintenance of basic amenities such as community health centres, schools, magistrates and many other viable projects that benefits the local communities.

Q. Are these functions of benefit to the local communities in terms of social equity, economic development and environmental benefit? **Yes, they are of benefit to citizens**

What ways can these functions be utilised to foster sustainable development? Establishment and maintenance of schools, health centres, rural roads.

Establishment and Implementation of public procurement?

How established is the practice of public procurement in the LGA? Its only on paper

What is the role/involvement of the federal and state towards these establishment? Federal and state are still involved, but they can't still do much due to low level of apathy

What is the legal implication towards the functionality and establishment? **No legal implication as they are all corrupt**

Q. What are the challenges of public procurement towards sustainable development in this LGA?

Do you think public procurement has received the necessary attention it deserves across the local government areas of Nigeria?

No. Because of corruption, it is not receiving the necessary attention it deserves. That bad!

Vote of thanks





## REC026-SA/JON

Instead of purchasing hospital amenities for them, the community leaders, in their words, "wanted cash and Toyota land cruiser jeeps for themselves" ...and they intend to use the jeeps as patron vehicles. ... "But we already know where they are heading to". They want to use it for their own personal need. However, we had made a proposal of what we know will benefit their community in the Lekki local govt of Lagos state. No two ways, what the Lekki community would have preferred is ambulances or hospital van. So, those that represented them, did not speak the minds of the community. So, at the end of the day, it's about those at the top.

Another example, this lady in procurement shot listed her husband's friend supplier, who became the major supplier of stationaries, and she started supplying rubbish stock piling these accessories which is not needed for years, wasting resources that should be utilised for other meaningful needs.

Q. perception?

A. It doesn't border them. And they don't have the interest charge of the people the claim to represent. It's "man-know-man". It's a sad one. In our case, procurement people are working with the the supplier which is inappropriate.

Q. How established?

A. it is not established in our local govt area to serve the interest of the masses, and they know exactly what they are doing, because it will cut short their "egunje"(corrupt practices), and would rather leave a porous system... that just the challenge

Q. How can it be used as an instrument for sustainable dev.?

A. in terms of procurement, the question is do we need? Who will benefit from it? Was there a proper tender? Who there be due process? Answering these questions lead us to properly understand how procurement can be used for sustainable development in the society at large, rather than just an individual. Yes, it beneficial to the society at large as it brings development to the society. Example roads. Road construction that cost 5 million naira, with procurement, the value can be reduced to 2 million naira, and other money can now be channelled to other projects. This is the reason of procurement-deriving value for money and citizens.

Q. Attention it deserves?

A. No. In fact, they have not yet started. And when you want to do it, the system will fight you. There is a lot of issue. There is non at all. Some how people will frustrate your efforts in doing that. There is no value for money, as the money is not being channelled to do right thing. There is no stakeholder engagement. There is lack of reputation, so there's whole lot of issues surrounding this procurement

There is a whole lot of unsustainability when it comes to procurement and stakeholder engagement.

In terms of legal implication, Economic and Financial Crimes Commission (EFCC), would catch up with you. But even at that, they are all corrupt officials.

Q. Opportunities?

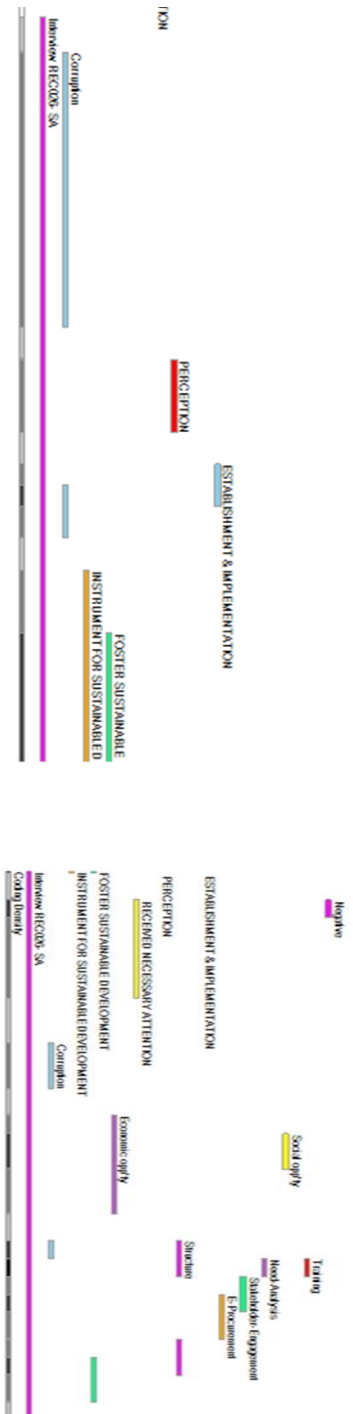
A. If we can get the procurement right, we can cut down on wastages and save whole lots of resources to better the life of our people who are in dire need. The need analysis will be met. Resources will be channelled to the right places, and risk of getting a bad procurement process will be reduced. Properly track your procurement cycle in terms of inventory. One will be able to cut down on fraud and all of that

Q. Challenges

A. corruption is number one is the major factor leaving the system porous. Contract management is zero. Need analysis is never conducted. Lack of training. Still using the old and manual process that is easy to manipulate and seconvent standard procedure. Lack of proper stakeholder engagement. With the necessary tools, software and e-platform system, we should have an improved procurement system.

And if you don't get your procurement system right, you can build a multimillion-dollar structure, yet is as useless as nothing. So, procurement is key to the government and every organisation

Vote of thanks!



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REC027- GE/EYA

Q1. What is your current position in the organisation?

REIY: Currently a manager at the bureau of public procurement in Abuja, and I have been there for the past ten years. I did not start as a manager, but have occupied the managerial role over five years ago. I started as a supervisor, before been promoted to the position as manager. So my years of experience with the Bureau is ten years.

Q2. What do you understand by public procurement?

RIEY: Well, I would say that public procurement... when you say public, it means service to the people. Public in Nigeria, can be used for another term for government, so when I refer to public procurement it simply means having to acquire things for the interest of the public. Things that could be used by the government in carrying out projects that will benefit the public. The public in procurement could mean the masses. That is you are serving the masses using the government platform. Using the government agencies to carry out contracts, government function

Q2ns: In your organisation, what software application is been used to perform these duties?

REY: Well, at the moment the Nigerian government is going with SAP, even though we have not had a grip of the software itself, so the current government because they like transparency they are trying to install an SAP that is more like a central application where everything that has to do with purchasing will have to pass through it. However, I will say now, we still use our filing system and excel sheet to keep records. So I will

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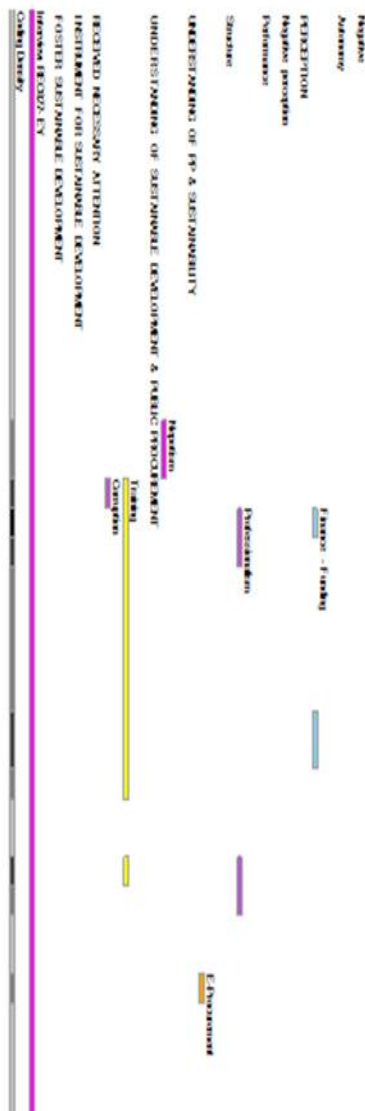


services for government...it is quite big and if you come here to our head office we have so many parastatals but the bottom line of what we do is that we serve the Nigerian public through ensuring that we get the best services available to execute the job subject to approval by the government. We raise quotation, we approve quotation, we see to the transparency of it all. Not like I am saying it is transparent 100%, all the way, a lot happens which sometimes do comes up but that our job to see that things are documented, things are recorded, follow the right procedures to get things done, and the right hands are getting on deck to do the work. Also, we do not really pay directly to vendors ourselves; the vendors get their payment directly from the ministry

Q5. Can you explain in details the main barriers or challenges confronting the practices of public procurement in the LGA?

R1EY: like I have mentioned before, nepotism because we do not allow the right people or qualified people to do the job, and when the vendor brings the quotation... personal interest and personal gain, lack of training due to limited resources, most of procurement staff are not equipped to do the job very well. Sometimes when we hired newly graduated student from the University, you find out that most of them studied engineering, computer science and when they get here to the parastatal we try to train them by hand-on the job, but we don't always send them out for training to prepare them out for job on how to learn how to review quotation, to learn how to follow up on procurement procedures, they are not sent for training because we are financially constrained. They learn from the old methods of doing things and those old methods of doing things do not ever improved. Not like I am been exceptional here, but I am privilege to be in my position today because I travelled abroad to study, and my own working style is different, there is so little one person can do, so training is also an issue, lack of knowledge, nepotism, technical know-how. When I was in the University of Birmingham, I didn't really see how IT helped the public procurement and I would love to see that but I believe that if we have a system of government that is very transparent, that is using IT, well we could be keeping some records that will define what the future of procurement might look like.

... thanks



Q6. How is the performance of the regulatory bodies towards the performance of public procurement?

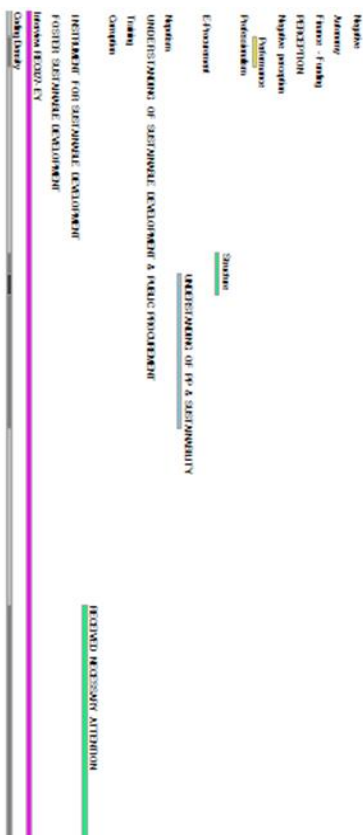
R1EY: Government like to be transparent, to track people who try to defraud the company, may be now and in the past. Invariably, EFCC is working hard and so to the other parastatal. I have a manager here for the past six years, but they don't like to come into our issues anyway. Except if they are interested in a particular individual, or we invite them for audit, otherwise they don't come to interrogate our agencies

Q7. What do you understand by sustainability in terms of public procurement?

R1EY: ehh... in terms of ...if we can really have a structure that is really sustainable...when I leave office today, the next person who takes over from me can still do everything I was doing yesterday and ten years ago, without having much challenges, then we have a sustainable public procurement. Is all about having a structure for the procedure that things need to be followed to get things done. And having checked in between as well ...in order to get proper end result....If we have a procedure or system in place... in order to improve our economy.

Q8. What do you think in your opinion, that public procurement has received the necessary attention it deserves in the sector?

R1EY:hmmm...if you go to the University now or high institutions, public procurement is not studied in the University. Most people working with public procurement studied banking finance or something different, so outside the internal training we offer them, no further training is offer. We do have IT trainings for other departments,...but we don't have people that train on procurement to save government money, and even proper business negotiation. Not yet, a lot needs to be done; if we can inculcate procurement standard training into our institution or even when people are in their NYSC training camp, they can train them on something that has to do with procurement and public procurement so they are aware of what it is...the government again, may be when we install the SAP could make public procurement a popularised one and it becomes like a whole name, so that people would know that there is something like public procurement and this is the services been offer to the public, and this is how to get access to those services, and to some cases of other ministries going on to call for vocational training, and going on to execute project without involving the public procurement.



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## Contents



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charge of building the roads would not want to involve the public procurement in securing the contracts for who is going to construct the roads... and they go on and build roads that would spoil in less than one year. I am not saying that public procurement is saint here,... but I feel it is our core responsibility to make sure that the procurement in government is as transparent and documented as possible. So I want to say the implication the in the Nigeria we see today, the implication of bad procurement policy, the implication of bad government policy, the implication of govt bad decision in the Nigeria we see today. Nigeria where people are hungry, people are unsafe, there are no good roads, no good hospital, there are no good water, Nigeria where nothing is sure, where anything can happen. So to ...fill... that, it is not going to be public procurement alone. It has to be all encompassing. Structural change of the whole system, ok. yes. So but the point is that the help procurement to all of this is that, if they have trained staff, they can go for the best, what does it take? If we have good public procurement officers who can even go and negotiate with a country like UK to bring electricity to Nigeria and then tell us what it will take, we will tell our govt then ministry of finance, and the ministry of power and electricity will come together and we will all agree and public procurement will bring those people and monitor their procedures and the ministry of infrastructure development, will monitor them and work together with our to do the job but people overtake it from us ...that is.

Q10. Do you agree that public procurement can be used as an instrument for sustainable development in the LGA?

R1EY: yeah, just like I already said, it can. It can even though public procurement is not the only thing that can bring about sustainable development, but it is the fundamental thing when we chose the right people to do the job. When we buy the right material for the job, the chances are that the job will come out fine. ....and there will be no development both infrastructural and otherwise that the government or the public carries out that is eluded or excluded completely from any procurement procedure...there are many things to be procured, to be used carry out...man power. We procure man power, man services, so that is just it. It is an instrument for sustainable development. I completely agree with you.

Q11. How can these be achieved?

R1EY: Emm...well, training is one of them, awareness is another one. ...ok... I was telling my boss the other day that we have to start running advert on television on the services of public procurement and the benefit it can offer to the different parastatals, getting the right people to do the job...sincerity

Q12. Invariably we need to encourage further training if our procurement must be sustainable

R1EY: some policies as well need to be made aware and enforce ...you know. Make people aware that this is the procedures for procurement for public and these are the benefits, and this the hammer that will catch you if don't follow these procedures, yeah. Awareness is also a major one. So if public procurement must be used as an instrument for sustainable development, then people need to be aware that public procurement can do this kind of things

Q13. How regularly do you expect the training and upgrade to take place?

R1EY: Emmmh...once in three years. Eheh! And again, if they can introduce these training in our institutions like ICT, they can teach them other skills because not everybody will end up as ....staff, doctors or nurses. If we can teach them as well on some procurement courses, even if it is not a full degree it can be like a course that you can just do along side your degree you know to just be aware of what and what is obtainable in the larger society. For those who already practicing Like my colleague here, I think once in every three years if you go for a training to up date your knowledge is not a bad one.

Q14. So on a final note, you did not really mention anything like corruption, can corruption play any negative role in public procurement?

R1EY: Ahh...! I mentioned corruption, then I didn't used the word corruption, ok...remember I said that greed, personal interest, nepotism, all those can be put under one umbrella called corruption. Because when you say corruption, it is big. I was trying to mention the individual actions of a corrupt person. It's only a corrupt person that will a job to somebody they know over somebody that is qualify for the job. It is only a corrupt person that will take the quote and ask for money. It is only a corrupt person ...you corruption is a big name you know, uummh! Corruption is everything that is holding us stand still to Nigeria of today. but if we can cut some of those things even if its by using policy and law



...we will get. So my dear corruption is a major issue. Everything surrounds corruption ehhe... they will give the money to the senator and he will do the job. Corruption that is stealing money from the government.

Thank you very well you have done so very well ...how is your work going? On behalf of Liverpool Doctoral Academy, I want to say thank very much for your contribution to this research.

Religion  
 Economy  
 Finance - Banking  
 Education  
 Religion perception  
 Performance  
 Performance  
 Satisfaction  
 Satisfaction  
 Understanding of IP & Sustainability  
 Religion  
 Understanding of Sustainable Development & Public Procurement  
 Training  
 Satisfaction  
 Received necessary attention  
 Investment for sustainable development  
 Foster sustainable development  
 Investment Record - EV  
 Global Economy



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#### REC028- OH/ATA

Q1. What is your current role/position in the north central geopolitical zone?

SUPAT1: I a supplier or rather a contractor with the government paras totals for the past 10 years

Q2. What do you understand by public procurement?

SUPAT1: public procurement are the set of rules and guidelines that guides the purchase or awards of contract in public offices.....thank you

Q3. Can you in a way explain in details the current procedures that you encounter in the cause of doing business (s) with the public procurement in this region?

SUPAT1: Eehm, when there is a job to be procured, a publication is usually made in the daily's and then we are required to submit expression of interest and then subsequently eelm .. we sumit bid. However depending on the kind of job that is involved some of them you submit bid straight, others you submit expression of interest first. And then there are various sums of money that you have to pay to...pause... depending on the size of the job, you are expected to buy/to pay according to the job that you are bidding for

Ok....

Q4. So far that you have been with this sector, or with public procurement has there been significant improvement over time?

SUPAT1: the truth about the matter is that ehhehh... the public procurement act or its activity as a whole is a "Shari". Because jobs are awarded arbitrarily we are just passing through the motion for passing through the motion sake. But before the jobs will be awarded, the jobs

Job Description

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are awarded not just on the bid or past antecedence, or on the basis of who you know that's how jobs are awarded or what is going to come back to the govt officials that are involved....ok that's fine. So most at times, quality is sacrificed on the alter of what you can give and get back....ok

Q5. From what you are saying now, is part of the challenges that you are facing in the public procurement right?

SUPAT1: Let me put it in this perspective for you....ok....there are set down rules that is been outlined in the public procurement act for public work to follow before it is awarded but I can assurance you that it is mere window dressing. We are chosen based on other criterial outside the laid down criteria. The only criteria that is used to award work is who you know, and the amount of feed back you are willing to give

Q6. Can you explain further or in details about these barriers and challenges confronting the practices for us to understand better?

SUPAT1: The fact is that the major challenge is that the people that have the real competent to execute job don't usually get it because the people, usually they people who are willing to do the job the way it should be done, they don't usually get the work so it is a major barrier to the development of our place (zone), take for instance, lets use the example of construction of road, most of our roads are in deplorable conditions because of the way and manner of which the job was awarded has been an issue so eeehhhh ok....that is affecting the quality of job that is done. And then the people with competence that can do a particular job of supplies are not awarded the job. Ok....ok

Q7. What is the performance of the regulatory body towards the activities of public procurement?

SUPAT1: The regulatory authorities for me, they are in on this things because eeehhh... is a matter of eehhmm... who you can settle in the regulatory authorities. On less you have a procurement that has to do with eehhmm... s some of this eemmm... World bodies in partnerships with various state government. *Then the enforcement and the procurement procedures are better, but if it is our local government and state government jobs, the procedures are in shamble or rather paralysed, and there is nothing to right home about. Don't waste your time for any procedure. Does not exist anywhere, only on paper.*



Q8. Are they aware? They are quite aware of everything that is happening and they can do little or nothing to salvage the ill-fated situation in the procurement sector.

Q9. In view of your experience, what positive way forward do you think you have that can help us to come up with a blue print on how to make it better?

SUPAT1: I think, we don't even need a blue print because there is a subsisting procurement act in the state. All that we need is the political will power to implement it. ...ok...because there is a very robust law that guide the way procurement should be done in the true sense of it. However, those laws are not been followed, and there is no political will power and the amount of corruption in the system is so much that the laws and procedures are just gathering dust and is not been effected so. For me I feel that it's the will to implement the law that is on ground that is the solution. ....ok

Q10. Do you agree with this research principle that public procurement can be used as instrument for sustainable development in this region?

SUPAT1: yes. In totality, I agree. If public procurement is done the way it should be done or according to the laws of our land is done like that, development, and the situation we are facing right now in the north central would not be like that

Q11. Do you encourage further trainings in sustainable procurement for the advancement of the practitioners?

SUPAT1: I see that part of the challenges of the implementation of public procurement practice is lack of training. Because if they were properly trained, I don't think the situation we are in today we would be in. because a lot of it boils down to knowledge gap, social and political orientation. So it is critical that emmmm.... There must be trainings in that wise for us to come out of this dungeon

Q12. How regularly do you expect trainings and upgrade to take place?

SUPAT1: from my experience, eeemmm, I feel that for public officers eh...emm, twice a year is most appropriate

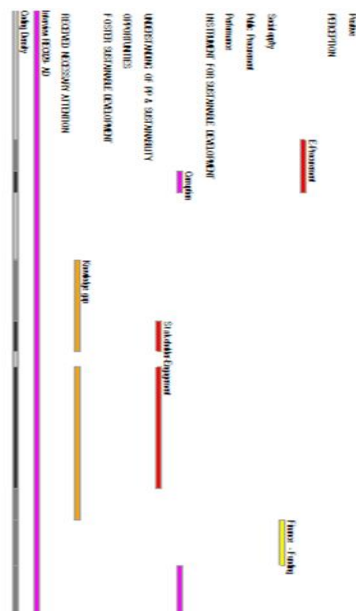
Ok, thank you very much. Its been an honour and privilege talking with you.





ST270918: The organisation I work for is a regulatory agency, i.e. the BPP, it is a regulatory agency that regulates the procurement activities of procuring entities. And when we say procurement entities, for the govt it involves ministries, directorates and agencies of govt that are responsible for carrying out governance, and then these agencies are acquire goods, works and services. When we say goods, we mean goods that can help facilitate their activities, the construction of roads, school facilities, all these big projects for the govt. so what the agency does is to set a thresh hold, that is the amount of money the limit that each procuring entities can head, and there are procedures that must be followed in the spending of public fund. For example, ehmmm ...every ministry, department and agency have a tender board, and the tender board is where the approval process for the approval and the processes must be followed. So, depending on the approval limit given to them by our own agency, being the regulatory body now. There are certain approval instrument they must acquire. If they don't have this approval instrument, even if procurement is carried out they cannot access fund and govt cannot pay for the job. You know. So the agency is there to regulate the activity, to regulate the spending to ensure that the money is well followed in the spending. And there is competition. When it comes to spending of money. And this means depending of the treasury, every job must be advertised. So, if the threshold is high, if the amount be spent is high, that will determine the number of daily's i.e. the news papers that is widely read in the country that they can advertise in. And if it's a small money that is going to be spent, advertisement will only be done in the local newspapers. So this is the role of the partner that means they have to do an international company native

ST270918: there is still knowledge gap for us, a whole lot of sensitisation and awareness may somehow need to be carried out. For us here, it's more of a knowledge. Because we use a lot of things in their own way now you are asking them to follow procedures, for them to understand it properly, their capacity need to be build and that is for all the stakeholders, we are looking at the civil servants that are responsible for carrying out the procurement activities, we are looking at the none gov'tal organisation or the civil society that is supposed to play the role of Watch-dog for this agencies also for contractors themselves for them to know that there is a law, because there's a law, that is an instrument that is been enacted in the state, and this law covered everybody. So, the people need properly need brief, and they need to be aware of these instrument and procedures that can be used. So right now, there is knowledge gap. I cannot say eehhm may be about sixty percent to seventy percent know what the agency stands to do in the state and know all the processes, so one of the major challenges we have know is funding. Because to carry out capacity building, to carry out sensitisation again, involves a lot of funding...the regulatory agency wants to take corruption. Corruption has always been the challenges we cannot run away from that, and that is why the procurement reform is been carried out, stem that corruption. You understand? Yes.



corruption is still a challenge, but now that they are aware that they must follow certain procedures, without which they cannot get funding and with the existence of the economic and finance crime commission...in Nigeria now, everybody is afraid of been locked up. You understand! So, with that in a very soft manna of bringing about change and we are fighting corruption. But corruption is still there. Is not something that can stop over night so it's a continuous process

- Performance? ST270918: well, eehhmm...the good thing is we have the political will from the government. And I can say we they are becoming more effective in carrying out the activities. we are trying our best. We are achieving result. We beginning to feel the impact.

- ST270918: Sustainability in terms of procurement, the people in charge of carrying out procurement activity. Taking ownership of this prospect activity of procurement report. Once they take ownership, their capacity is properly built, the political will is there, that means eehhh... the state and the country in general is already taken ownership. Presently there is even a lot of support from the world bank in terms of capacity building and most times, world bank projects are such that are tenor based, and so once their tenors is over, the ability of the state to continue doing with what they were doing where they were feeding support from being the world bank, now shows that the reform is becoming sustainable

- Necessary attention? ST270918: oh... a whole lot, a whole lot...because in our state here, we have a council that oversees all their trading which is the highest policy making body...you know and is not so in most of the states in the region. Some states have not even past into law, the procurement law. The federal act was enacted 2007, and up till now some states have not domesticated the act. Our state has domesticated it. It was domesticated 2014. Immediately I came on board in 2016, I started working towards a council, so there can be collaboration and then to have a buy in from the executive council in the state, there was need for a council on public procurement to be in place and that was something I have to work towards using the content of stakeholder analysis and trying to influence them. Eventually the council was enacted in January 2017. And we have been making progress.

Before then, even though the law was in existent since 2014, procurement was been done carelessly by what we call state tenders board, but when I came on board, I saw all those gap, I was able to influence them, talk to the different stakeholders, make them to see the reason why it should not be that way and let them see the benefit of doing procurement in a proper manner and eventually they bought into the idea and the state tender board was dissolved and as we speak every MDA now has a tenders board, taking responsibility and ownership for the process. By that building the capacity of the civil servant that are on ground and all the political office holders to help the sustainability process of our procurement. I think we are doing a lot in that area.

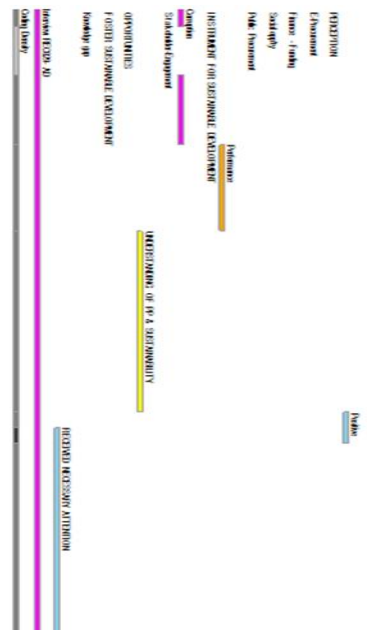
- 0. Training? ST270918: yeah, what we have done now is eehmm.... To first of all set up a procurement cadre in the state. And that is to professionalised procurement in the state. Right now professionals in the state within the civil service have indicated interest to become procurement officer, and the implication now is that we would now have professional procurement officers. Once they are converted we train them for months and they are now posted to different MDAs, they now become the eye of the agency to help same guide the process. So with that professionalisation already institutionalising our procurement

- 1. Positive contributions? ST270918: a whole lot ...once the procurement is properly done, then savings are made, the government would now have value for every money spent. Once savings are properly made, you can now invest more on infrastructural development. You can invest in the sector of health, in Education sector, ...and that would translate to better standards of living for the people in the society. So procurement is very, very good. ....thank you!

- 2. Do you agree that PP can be used....? ST270918: Exactly, Exactly, sustainable development to us here in Africa/Nigeria, is poverty reduction. So we know now that the majority of the people especially in our rural areas are uneducated and for them to take informed decisions that affect their lives, they have to have some level of education. So if govt invest in infrastructure, like school facilities, hospital (health care), you will have a better and more productive society, and development is about human capacity

building, you understand...exactly...increasing the human capital of the society, so when people are educated, human capital is improved upon, if you look at the health sector, people would now have access to the health facilities. They will live longer. You know...if you are talking of infant mortality rate. You know, it cut across, it has a multiplier effect on every sector of the economy, it is very important issue.

- 13. Training and upgrade? ST270918: Honestly, if we have funding, every fortnight people should be trained. Because we have stakeholders, and all the stakeholders will need to be adequately informed. Its funding



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#### REC030- AD/ACH

DM041018: I am the head of a unit. A stakeholder and a manager, in the Bureau of public procurement in the Niger state of Nigeria.

DM041018: 5 years

DM041018: it is the procedures put in place to make public institutions of purchasing in a transparent manner for the benefit of the citizens.

Software application? DM041018: No we don't have.

Barriers or challenges? DM041018: one of the challenges we face is getting the the right prices, getting the right suppliers for quality materials, time is also a challenge. These are the major challenges that we face every day.

Performance of regulatory bodies? DM041018: ..... .Generfly, there is a low performance record.

Sustainability in terms of public procurement? DM041018: my idea of sustainability is aligning for a system or a process of making procurement in such a way that the organisation best in making procurement would continue to thrive over a period of time and it will not negatively impact on the organisation or the society

In what way does public procurement affect sust..? DM041018: I will think from my experience that procurement has great and positive impact on sustainability. **A lot of corrupt and sharp practices** happen that will invariably lead to where we are as a country.... Anti-regulatory participation has to give the system a shape and I think it will help in the

making procurement. **So, we are not receiving adequate attention it deserves.**

Procedure of training? DM041018: that again is something that has not been taking seriously over the time and there are no particular ways of doing it except that people are sent to go for workshops and conference from time to time. That is the only way training is gotten.

Negative implication of pp...? DM041018: if procurement is not well handled, with a lot of sharp practices, and corrupt practices, so it will lead to inefficiency, misappropriation and general rote in the govt and corporate governance of any organisation. It is very important that PP is given its rightful place.

Positive contributions and opportunities? DM041018: is helps govt to prioritise, and also it helps govt to make savings if the right mechanisms for getting cheap pricing ...if efficient price mechanism is devised

Do you agree it can be used for .....? DM041018: I believe so. Yes!

How can it be achieved? DM041018: This can be achieved if the right attention is given to public procurement as a process, and the practitioners are well trained .....

That means you will encourage further trainings in pp for the advancement of the practitioners? DM041018: Correct

How regularly...? Well, every quarter of a year there should be a training and if there is any software...if software are deployed for use in public procurement, as soon as there is a new upgrade in the market it should be acquired and training should be conducted along side

End...

Thank you very much. On behalf of Liverpool John Moores University, Doctoral Academy, LBS, I want to thank you and appreciate your time in spite of your busy schedule.



the structure, part of a system and for those who are already practicing it, some of my colleagues, training, continuous training so that we know the new trend and how best to go about it.

....thank you.

Q9. How can you explain the negative implications of public procurement to the policy of government to the zone? .....accountability, regulation, R1EYemm, well, for every action there is a counter reaction the state of our nation today is as a result of so many wrong decisions we have made. I am telling in confidence because this is anonymous. (yes).. for every decision a leader takes there are consequences. I can not enumerate them for you. I just want to use the case of what happened in the camp in the north central you know.. the people internally displaced persons you know...what really happened within that region. They give the people money to provide for the people. They give the senator money to provide for the people. He writes and collect money and he doesn't provide for them. If things were done the way it is suppose to be done, you can not money from the CBN without public procurement being in the know. And even sending their delegate to make sure

the money is used for what it was meant to be used. You cannot say you are collecting money to feed the public and nobody knows anything about it. It is wrong. If public procurement was involved what he could have done was to send out our delegate to the senator make a list of all they need bring people to supply them....all the senator has to do is to tell CBN that this the list of all the people that have done this so far pls pay them. There is no need giving money to the senator or house of rep members, so what I would say is this so many policies are there people are not following them, and even the few that are following them how long can we achieve much success because of the

Negative
E-Procurement
Quality
Price
Confidentiality
Supplier
Positive
Performance
Public Procurement
Training
UNDERSTANDING OF PP & SUSTAINABILITY
RECEIVED NECESSARY ATTENTION
Completion
INSTRUMENT FOR SUSTAINABLE DEVELOPMENT
FOSTER SUSTAINABLE DEVELOPMENT
Interview R1C030-13
Coding Density

road we have awarded it. You said you were in Liverpool doing research, you see as their road is in the UK here. In Nigeria it is not so; we award roads from

the federal government and now if other people who are in charge of building the roads would not want to involve the public procurement in securing the

Negative
E-Procurement
Quality
Price
Confidentiality
Supplier
Positive
Performance
Public Procurement
Training
UNDERSTANDING OF PP & SUSTAINABILITY
RECEIVED NECESSARY ATTENTION
Completion
INSTRUMENT FOR SUSTAINABLE DEVELOPMENT
FOSTER SUSTAINABLE DEVELOPMENT
Interview R1C030-14
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#### REC031-AI/SOL

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. It has not receive the necessary attention it deserves. In terms of capacity buildings, most of us are not being sent for trainings. For you to get the best out of your staff you need to train and train at all times. So, capacity building is lacking. Lack of incentives – the local govt earns little or nothing, and you know the cost of living in Nigeria now is so high. Then you talk of insecurity. So, there are so many challenges ...ok.

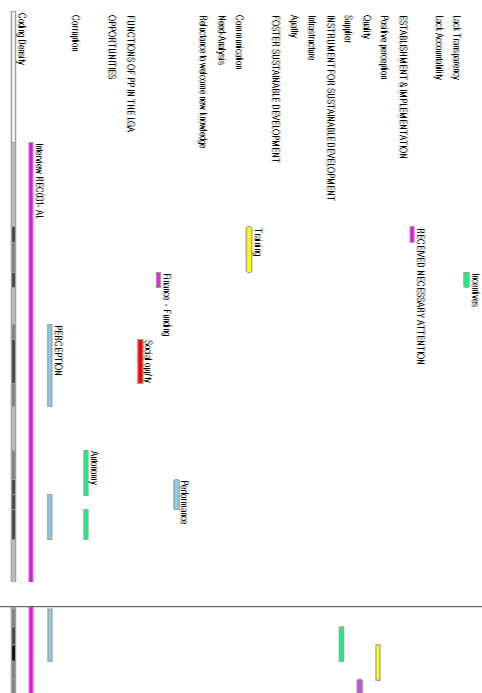
Capital NO! the answer is not the essence of public procurement through SDGs is to provide the basic amenities for the common man such as clean water, good sanitation, maintenance of schools and health centres for the communities, securities, but in Suleja LGA council, reverse is the case. So, public procurement is a failure in this part of the world. It is not sustainable at the moment.

Q. General Perception?

A. over the years, the local government have been deprived of their own account by the state. Local govt account is being managed by the state government or funded by the state government. So, in performance, the general view, suleja local govt, one would rate it 1/100 percent. Because most at times after the procurement has been raised, they pass through due process, the funds would not be released on time from the state government or sometime they are not even released at all. And when they are, you will realise that it is late to even do any of these projects. So, some of these physical projects are been carry over to the following year before execution.

Similarly, perception of the suppliers is poor, especially in the area of health care. few of them supply good drugs, while majority of them supply fake and expired drugs, with the conniver of the procurement officers. And while some of them again are being sincere, they give you good product...and in the area of small road construction and schools renovation, we also have problems with suppliers

1 / 3

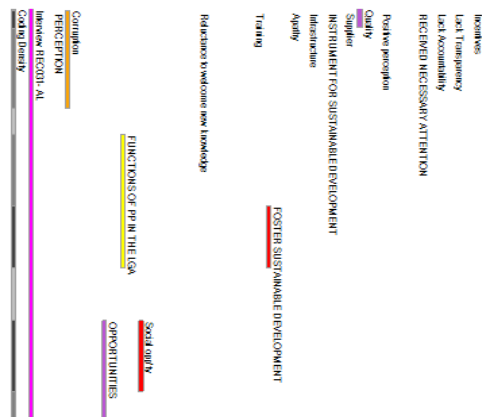


supplying fake or under quality (substandard). And all these things are done with conniver of the procurement officers, because everybody wants extra money...they are not straight forward, you know! Issue of corruption needs to be tackled most especially in the local government area procurement. That money is there, but they hardly get to the main people because of corruption.

Also looking at the basic function of procurement in the local gov in suleja, we handle the procurement of books to primary schools pupils, renovation of schools, follow up to ensure the funds are released on time. We purchase drugs for our maternity homes in our local govt wards, in suleja town there, we also have vocational centre that is being run by the local govt also, which empowers the youth of the local govt with skills such as sowing, painting, all kinds of hand works, computer maintenance

Q. Benefits?

A. GSM repair for instance, after acquiring that skill, the local govt authority was able to release some funds for them to have access to shop and to material to work. The women who are into sowing after 3 months training, the local govt is able to buy them sowing machine and mobilise them with the little amount to start up, and some time go the length of getting them shops because local govt authority has shops for rent so we allocate shops to some of them to occupy and make use of





<p>which after some years they begin to for those shops</p> <p>Q. Establishment?</p> <p>A. In terms of establishment, we still have a long way to go, and for it to be sustainable, we must be able to know the need of citizens of the people living in suleja by time to time trying to get information which we don't do..like printing of questioners to know the performance the government. Assessment of performance is not normally done by the citizens in suleja lga. I feel if there is that communication between the citizen and the local govt area it will help in sustaining the practice of procurement, because sometimes actions are based on the need of the citizens</p> <p>Q. Challenges?</p> <p>A. funds release from the federation account goes to the state and not directly to the local govt or vis versa. The state govt in thier usual manner, will missappropriate and release the left overs to the local govt without accountability and explanation. We are trying to be autonomous at the moment, but it's will be a long battle, as the state govt will do all it takes to block it. Local govt funds are not being released as when due. Most case, there are no resources to pay workers salary in the local govt. Most times local govt councils are not payed complete allocation. Long process when purchasing above a certain threshold.</p>	
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2 / 3

<p>Projects are not approved without the approval of the state govt. with all these delays, local govt shouldn't wait for approval of such projects. Interference of the state govt and they have done nothing improve on this allocation. Due to these limitations, we don't have good roads, no potable water, populate area because of the proximity to the federal capital area. Electricity is another major challenge facing the local govt area due to inadequate procurement planning. Most primary schools are over populated with less teachers to teach the pupils.</p> <p>Projects are not approved without the approval of the state govt. with all these delays, local govt shouldn't wait for approval of such projects. Interference of the state govt and they have done nothing improve on this allocation. Due to these limitations, we don't have good roads, no potable water, populate area because of the proximity to the federal capital area. Electricity is another major challenge facing the local govt area due to inadequate procurement planning. Most primary schools are over populated with less teachers to teach the pupils.</p> <p>For example, allocation of 100million to the local govt, the state would end up releasing 40 per cent of that money to the local govt. so, what happened to the other part of the money? Where did it go? Nobody can account for that. Nobody is held responsible for that. And the local govt council cannot do anything about it. They can only see it on paper. There is a high level of corruption going on most especially with the account and the chairman</p> <p>Until the local govt areas have access to their fund, I am afraid nothing meaningful would be achieved in the local govt area of suleja.</p> <p>Q. How it can be used as instrument for sustainable development?</p> <p>A. when we have full access to our fund. For every fund there should be a system in place where everybody can have access to it online. There should be transparency, accountability. Need for the citizen to safe guard the infrastructure because you see a vocational centre being open and the same citizen goes there to vandalise these structures.</p> <p>Vote of thanks</p> <p>Thank you very much, and on behalf of Liverpool John Moores university, I still assure you of confidentiality and ensure that every information is safeguarded in the university's computer. Once again, I appreciate your contribution</p>	
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REC032- OI/SHAI

#### Demographic / profile / experience

What local government area do you work...Lagos Main Land LGA, Lagos State, South Western Nige ria.

What is your level of education? Masters Degree in Computer Science

What is your level of experience in terms of years of practice in public procurement sector? Six (6 years)

What is your position? Procurement officer

How long have you been handling this position? Six (6) years

How did you become a procurement practitioner? By employment and training

#### Perceptions of public procurement and sustainability:

What do you understand by public procurement? Acquisition of goods and services for the local government to the benefit of the local communities

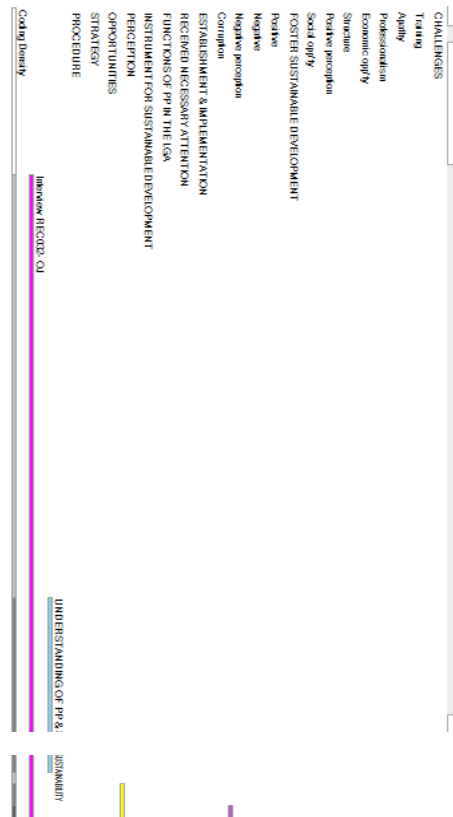
What do you understand by sustainability or sustainable development? This has to do with procurement best practices and accountability. Ensuring that local suppliers are engaged to buy locally produce items that compatible with the environment. Making sure that procurement staff are not compromise in order to save for the future.

When does public procurement become sustainable? Procurement becomes sustainable when every purchase is accounted for in terms of accountability, comply with improved local environment, and engages the participation of the

youths and other vulnerable citizens in the community.

What is the general perception or view on the performance of the procurement department in the local government area (LGA) over the years? The level performance is not to the expectation of the local communities. There is little of no improvement on the part of the people. No adequate water supplies. The roads

1 / 4



are death traps. The local health care is in terrible state. It is the general perception that the Local Government Authorities have abandoned their primary responsibilities and the reason the people voted for them.

What is the perception of stakeholders towards the performance of the suppliers/contractors in this LGA? The stakeholders think the suppliers are unfair to the local communities. They don't buy locally produced products from the locality. Local manufacturers are not encouraged. Suppliers would rather buy abroad thereby killing the local economy.

#### Understanding functions of procurement in the LGAs and how it fosters sustainable development (Social, economic and environmental benefit)

What are the basic functions of procurement in the local government areas? The basic function of procurement in the local government council is to ensure availability of resources for project implementation and maintenance of basic amenities such as community health centres, schools, magistrates and many other viable projects that benefits the local inhabitants



What is the legal implication towards the functionality and establishment? No legal implication as they are all corrupt officials thinking about their own immediate gain.

People

Planet

Profit

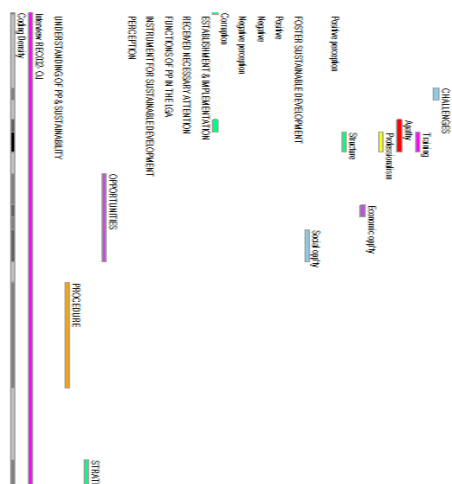
Progress

Economic & Environmental

Sustainable

Positive perception  
FOSTER SUSTAINABLE  
Positive  
Negative  
Negative perception  
Comparison  
ESTABLISHMENT & MAINTENANCE  
RECEIVED NEEDS  
FUNCTIONS OF PP  
INSTRUMENT FOR SUSTAINABLE PERCEPTION

What are the current public procurement strategies (approaches/plan) in the LGA represented? **There is no strategy in place at the moment**



What are the current public procurement strategies (approaches/plan) in the LGA represented? There is no strategy in place at the moment

What better strategy can be adopted in order to actualise a sustainable development through public procurement in the local government areas (LGAs)?  
Introduce innovation that can bring about better value for money. Create skill for adult. Create awareness. Introduce training periodically. Engage the stakeholder engagement

3 / 4



How can public procurement be used as an instrument for sustainable development in the local government areas of Nigeria? Tackle corruption and create awareness. Yes, it does have 100 percent potential as instrument of for sustainable development.

Do you think public procurement has received the necessary attention it deserves across the local government areas of Nigeria? No. Not even close. How do you build a house whose foundation is laid on corrupt?

Vote of thanks

Thank you very much, and on behalf of Liverpool John Moores university, I still assure you of confidentiality and ensure that every information is safeguarded in the university's computer. Once again, I appreciate your contribution



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#### REC033- SE-OLA

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. No.

Q. Why?

A. Why do we like deceiving ourselves. On paper yes. But practically, it is an empty office. Nothing is happening there. They are all bunch of thieves! Give the council chairman money to maintain the school through the procurement office, they will all share it. I have worked in the procurement office for more than 10 years here in Lagos, little or nothing has been done to better the life the people. Once the salary is paid, go home and sleep.

Q. How sustainable is the procurement in your local government area?

A. of course, not. The procurement here is not sustainable. Comparing with my former organisation which is private, the local government procurement is not sustainable at all. Of course, the government like ours are seeing a free money that is actually what is making them to keep going. But, if it happens to be a business-like kind organisation, definitely it will be sustainable...wow.

When it comes to procurement there are a lot of processes that actually evolve around it which they are not in place yet. Like ok....for example, looking at my former organisation we had compilation team that look into the people that would submit quotation or bid for quotation or bid for a particular supply for example now all those kind of thing ....and we need something we need to bench mark with some product for you to be able to be the cost effective....and also determine the quality of what you actually ....but kind of a thing are not you can you get in the local government local government. So, they can put some processes like that in place

Q. general perception of public procurement in the local government area?

A. yeah, ....ok, let me say that it is viewed as a kind of "Kangoru" arrangement because if you know someone, that is the only way you can actually get a call to actually do a supply or something which you get involved with a vendor or supplier ....as in chop I chop!!!



Q. Challenges?

A. Due process are not being followed. Political involvement in the affairs of the local government procurement, as they have the tendencies to sabotage the entire process. Corruption also play a major role in the local gov proc process

Q. Opportunities?

1 / 2

A.

Better spending of public resources. Job creation for and empowerment of the youth. Better clinics. There would be improved life style and every citizen would be happy. Crime rate will decline

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#### REC034- OK-MAT

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. Not at all. Because the system it self is not working. So, people don't go through due process to procure any item and if you go through, you will not have any record of anything on that, and it is a big problem... wow!

Q. Challenges?

A. one of the challenges is the interference from the state governors/government. That is the major challenge that they have. For instance, the local government can not function because the state tempers with their account. Now what the state does is to release some fund just for only paying workers' salaries, maybe release a little for the council chairman to maybe play with. But what ever contract is not properly done because the state government can wake up one morning and use one supplier and procurement settle one human being somewhere. There is no proper documentation anywhere. You can only do that if the council chairman is in charge fully. At that point it is supposed to pass through the due process and you could now have a good record and probably use the quality assurance to ascertain what the procurement department or the ministry means, if it is of a good standard and all of that. But it's not happening because the interference from the state governors.

Q. Perception?

A. No body is happy about it...ok. And it is not going down with everybody because, even from the state level, you can see a high level of undeveloped city in abia state. In fact, if I should group, abia state is the worst state in the 36 state of the federation...wow! Because the past government has this kind of god-father-ism thing and when the allocation comes in that they are suppose to use and take of local procurement and repairs, some group of persons will corner it and share it amongst themselves and making the state to look unkempt, you have bad roads all over the state as all over the state looks littered and ehnn, nobody is happy about because recently, the speaker who happens to be the first son of the former GOVERNOR of the state (Mr Orji Uzor Kalu), is given EFFC charges along side his father. So base of the report from the efco, the young man has many account traceable to him, and the list money there is 20 billion dollars. So you can imagine...talking about the Paris club fund, one person corners it, excess crude account, one person corners it, world bank project, one person corner it, so how would the state move with this kind of attitude.

Q. challenges?

A. In fact, as I speak with you we can not shy away from our responsibility...up to the local government area, the environment is very much unkept. I'm not talking about any other

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thing because the local government chairman does not have the capacity mostly because of the interference of the governor. So, that's the major challenge the local government is facing at the moment.

Corruption is also another major challenge. When you didn't channel the money appropriately to the organs that need attention, it would render those in the office useless because they can't work. For instance, in safety, when you discover what we call unsafe condition, unsafe act. You can only discover, because you cannot close it out because it takes more to close it out any unsafe condition. And when the fund is not being released, is all like the bad roads we are having...for instance, I had a wonderful interaction with a Road Safety Officer last week, and the young man told they have been making report each month to the federal government, and the road safety can not use out there money to close out this issue. Their work is to report and the federal is to implement. So, if you ask me, I will call it corruption. When you divert public fund that is meant for project and all of that, is corruption. Its stealing and that's the major problem.

If public procurement is allowed to run independently, there will surely be sustainable development and the society will definitely benefit.

, at least there won't be a system in which any vendor of any procurement they would have a proper record, proper quotation, inspection of material and a good quality job. At that, the local government can run, and is definitely the sustainable development we look for.

Q. public procurement as instrument for sustainable development?

A. ...like I said before, definitely it can be used as instrument for sustainable development. Because if you have quality control which still falls under procurement, now if you have a good procurement system, I think it will go a long way to make impact in an undeveloped area and some infrastructure that are not the way they are supposed to be

Q. Opportunities?

A. it's not encouraging in the environmental perspective. I cannot say it is encouraging, but people have been making petition to see if federal government can intervene in this issues so that the ministries can run on their own without any interference and shows like...for instance if you come from a place like aba now, its not passable, you see waste bin on the road and the ordure are so offensive that cant breath when passing in some of the roads. It is a big problem to our society at the moment

...these funds are meant for state, local government and of cause the legal implication is that, when you are diverting funds that are meant for project, procurement and you divert it to your pocket, someday there could be audit that would query people to explain how these funds are being used without doing anything on ground at that point someone can go to jail. Like if you read through the pages of newspapers, the former governor of Abia state is in kuje pris on because he embezzled certain amount of money meant for the state and was diverted. There was a lot of petition that rose and EFCC took up the matter based on investigation, the legal team was able to convict him and answer for his sins .

Vote of thanks

2 / 3

Thank you very much, and on behalf of Liverpool John Moores university, I still assure you of confidentiality and ensure that every information is safeguarded in the university's computer. Once again, I appreciate your contribution

[Linked Memo](#)

Memos\Underdevelopment in Abia by OKI

(15)

#### REC036- OJ-EMM

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. Obviously, no!.....ok

Q. Challenges confronting public procurement?

A. one of the major challenges confronting Gwagwalada area council where I practice as a procurement officer, is the political will of the politician that are heading the affairs of the government. Their decision tends to bridle dwindle or pull down the need for some of the patches as it is in line with the world global practices. Now the political will tend to limit the number of people or the infrastructure that are meant to be there. It tends to limit the number of people or technical practitioners that are meant to be employed. They rather employ their cronies or their political affiliates to occupy such position than to employ a technical professional that can such places and deliver effective services. That is one. Are you with me, sir? Yes. The second one again is corruption. Corruption is a serious issue here. The third one again is organisational structure. Organisational structure is not properly established in such a way such a way to accommodate this is a holistic form. Because the organisation structure is no adequately in place, the appropriate people.... will power too still limit them. Training and still acquiring them. Training and lack of capacity building is another is a serious factor and putting a square peg in a round hole this is a serious factor, because the wrong people employed. Bringing someone that knows nothing about procurement to come and head the procurement. How can such environment thrive? It's obviously a failure. ...of cause...hello! Are you with me? Yes sir. Again, another challenge as I talk to you is office ware...there are offices but I mean is that there not enough equipment in the offices to work with... yeah. Yes, it's a challenge on its own.

....shedding more light on the role of corruption in procurement ....corruption as it were, makes what is meant for the budget...every year after year, budget are provided...to provide the right technical no how, but these people (government), they keeping on taking the money and telling those in offices do in-house training themselves and not giving them the best. The will embezzle the money and will not give them any facility to work with. They will not train them. They will not enhance their capacity in any form to make them effective in their offices....yes, and every vote they offered, they keep embezzling them, and left to them self. Just like an orphan and the best of the them will never come out until there are changes....ok

Q. Can public procurement in your local government area be used as an instrument for sustainable development?

A. off cause, yes!

Q. How?

A. because public procurement as it were, is an instrument that employs best global practice in the area of procurement of services, procurement of goods, and even construction in all

for effective office use. Now, and....if adequate training is enhanced, structural material are provided, technical manpower is adequately provided, political will is addressed, and fashioned out in such a way that, these issues will begin the light of the day, as it continues, it becomes more sustainable, because the essence of sustainability is a practice that is enduring. And these process is becoming sustainable, the impact of some of

1 / 4

these goods and services, as it were in construction, will begin to trickle down the individual to the citizenry, in the local government the staff of those organisation will begin to be enhanced and even there life style, there standard of living will improved, enhanced and as they are being enhanced, the facilities that are ordinarily supposed to be enhanced or provided that they lack ordinarily will begin to be provided in a good and more sustainable manner, like roads, water, market channels, houses, like hospitals....life styles generally will improved or change. Schools can be maintained, and you now realised that the impact of these things will be very evidenced and it will better of for it. So by virtue of what is lacking today, that is why a lot of people are that have the best of knowledge are poor because there is not enough ground for them to showcase the best they have and they cannot have the best of life...you could imagine that the life of expectancy will enhance life expectancy. Imagine that the life expectancy in Nigeria ravages between 53 and 55 years for men and women. So you realise that if the life expectancy is being improved, of cause this would be part of sustainable practice as a result of public of public procurement....ok....that's fine.

Q. opportunities in the local government procurement

There are numerous opportunities with the implementation of public procurement in the local government area: more job opportunities, better spending of tax payers money, quality services for all

On the issue of combating corruption from the legal arms of the government: - as it were, one thing is to identify corruption; to know that is corruption in a place, another thing is to employ the best mechanism that combat corruption. I stand to tell you today that our method of addressing and corruption is obsolete. It is obsolete in the sense, all over the world today, you don't sack people that have embezzle money put them to jail and let them to go with their money. You have to collect this money and put in a structure in order to fight corruption adequately. You have to erect policies that will cause the looters to return this money.

Returning this money then create a structure where this money will transparently be utilised. But in Nigeria, they will tget this money back from the looters and then re-looted by the politicians themselves - by the government of the day, so, know we are experiencing a double jeopardy in Nigeria and Gwagwalada area council as it is today. Structures that are meant to be new measuring facilities now to check corruption. There's no human being fighting corruption anymore, they use structures on ground by putting... like measuring capacity and several instruments to measure the ways human activities are being carried out. Are you with me? I am with you sir....trying to check the excesses. But in Nigeria today we do not do that. You are using or employing people that are already corrupt to check corrupt individual. How is it possible? ....It is impossible. Corrupt men fighting corruption....emmmhmm....it's impossible. We have not yet made up our minds to fight corruption adequately.

Q. In terms of corruption, how do you identify corrupt officials? I speak to you today, corrupt men and looters of government treasuries are the most powerful people you can find any where around the world. They are so powerful that they have a cartel. Their cartel and network is so strong that it's unbeatable. Is like that of a drug barons like to that of Russia and Italy. Their cartel is so formidable that you can hardly understand how they work. Well, they can't publish their names...are you with me? Yes, Sir. They are stronger than the government of the day. They are not willing to publish their names. In the first place, these men, even bring some of these chairmen to head the organisation. The most important is how we get to know these corrupt individuals ...are you with me? Yes, I am with you....is by the way they carry out the responsibilities. For commodities that are meant to be procured for asuming one million naira they will inflate it and write 20million naira and by virtue of that



alteration they will still not deliver the services or the material...wow! That too bad.... Is so appalling... as in, is better told than imagine. If you work in some of this organisation, you will realise that your moral will continually drop and begin to look as if nothing good could come out of the "Nazaret"

.... thank you so much for your overwhelming elucidation on corruption. And I can tell you that the issue of corruption is endless as long as we continue with this interview. So, lets go to another aspect of the question.

Q. general perception of public procurement regarding performance

A. The general perception of the people regarding public procurement is that our leaders are corrupt are we cannot fight them. God can help to fight them.... the people are helpless. They feel the impact. What is used to develop their community is taken away by them. Several roads are being abandoned. Several schools and hospitals can only be found on papers, meanwhile, they are supposed to be established in all those communities and rural areas to enhance their livelihood. So, by not finding all those basic amenities in all those rural areas in our communities is obvious that government is not performing and not that these monies are not being voted for,so, I talk to you today, most of the citizenry or the community dwellers of the local government where I am today, are most challenged. Most Challenged in the sense that they cannot fight the government that are embezzling their resources meant to erect structure that can help better their life. And neither can they find these facilities in place for their usage.

..now looking at the sustainability of the suppliers/supplies, a house that is build on corruption is a shabby foundation.... are you with me? I am with you, sir. Because the house is built on a foundation, every other service that they have provided is compromised.

Q. Opportunities?

A. 1. persuasion to make the government of the day that are head of parastatal of the government to alter their political will

2. employ technical professional to mount and head this arms of government which is procurement

3. building adwquate facility and structures that will make things to be in perspective to enhance ease of service

4. creating an incentives and increasing the salaries of the stakeholders/staff or technical staff that are manging or works in the procurement arms of the government. Of cause, if you increase their earnings and provide incentives, you will realise the need for corruption will be less

5. again its training, training and training- enhancing capacity

Again, creating for them the basic amenities because one thing is to collect salary or motivation and another thiong is to live a quality of life. Quality life that I talk about here....until their standard of life is enhanced and vice avic their quality life, the best of

them can not come out. Quality life like providing for their children free health care, free school for their children and not on paper as it were, but actually they go to the best of school and they go to the best of school due to adequate procurement or sustainable [procurement and all these are free to procurement practitioners. They have goods, they have good transport system can take them to places. You will realise that their quality life is

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enhance. They have good housing...you understand? Yes! If all these are provided for them, you will realise that the need for corruption will be minimal...ok... yes. .

Vote of thanks

Thank you very much, and on behalf of liverpool John Moores university, I still assure you of confidentiality and ensure that every information is safeguarded in the university computers and treated with utmost confidentiality. Once again, I appreciate your contribution

**Linked Memo**

Memos\Making PP Sustainable - OJ EM MA



(16)

Created On: 03/05/2020 13:16:53

Created By: JIN

Modified On: 04/08/2020 14:16:59

Modified By: JIN

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#### REC037 – EL-LUC

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. Of course, in Nigeria case, in most of the local government, procurement standards have never been met and it has not been an issue, and that has resulted in many issues of contracts giving at that level.

Q. What are the general perceptions (people/stakeholder)?

A. The perception about procurement is that the local government procurement method is a set pool of scandal and corruption.

A. unless the principle of public procurement is well understood, internalised and enforced, across all levels of government, especially in the local governments we wouldn't be having a great bit in our procurement system and issues regarding corruption will not be able to be solved.

Q. Challenges?

Corruption is the major challenge. Contractor that are not qualified are given job on the basis of arrangements, and the jobs are not given out at the right price to the right people. And each time you have these deficiencies, it cannot bring out any output that would make all the system sustainable ....(ok).

If's the level of development... I will mention just a few. First of all, is the level of preparation or preparedness or capacity or competency of the contractors the bidding agents, many of them are not qualified, have no competency to execute the kids of jobs that are being given out. Another aspect is that the jobs are given out on the basis of patronage either because you are a political actor or you have a relationship with those people who are saddled with tax of performing these activities. And the third aspect is that there's no ethical conduct and there's no oversight by the public that will help those in authority to perform in the right way.

So, people are not punished for the wrong they are doing and therefore, it is perpetuated.

Q. Implementation and legality

A. In the local government, to be frank with you, without conducting any research on the basis of my perception as a practitioner, I will say it's below 5% ....oh that's terrible!

Q. How can it be used as an instrument for sustainable development?

A. public procurement when professionally applied, is going to ensure that the job be done at the right price, with price with the right quality. And this is the only way in which you can ensure sustainability, that there are no waste and that what you are providing has a life-cycle maintenance built into it that can help to maintain the assets over time. And unless the right calibre of staff is brought in to handle this at the local government level, we are not likely to see any good result in the foreseeable future.... thank you

Q. The roles of federal and state government towards the local government procurement establishment?

A. Well, we know from the principle of the constitution that there are separations of powers between federal, state and local government. However, the practice in Nigeria is that the state government, almost all the state government have pocketed the local government administration and to the extent that there direct involvement in the affairs of the local government is another problem the local government is having that they are unable to stand on their own and do the right thing.

Q. When does pp becomes sustainable based on your vast knowledge?

A. PP will become sustainable when is able to deliver projects based on the current needs and also having in mind the need of the population yet unborn; in that way, resources will be managed efficiently and effectively having in mind the population yet unborn.

Q. What are the opportunities looking at the social, economic and environmental perspectives?

A. Now....when you are able to make your procurement sustainable, it means that you will be spending less resources that is been spent now, and it make your procurement more sustainable, therefore there would be savings. The other aspect is that it will throw-in the idea that that the act of governance is moving in the right direction. It will get more people involved, and more people will begin to pay attention to governance.

....on behalf of LUMU, I want to reassure that every information provided will be used strictly for academic purposes. Once again you thank for your time and for being with us all the way.



Created On: 03/05/2020 13:16:53  
Created By: JIN  
Modified On: 04/08/2020 14:17:04  
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Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. Totally not....(why would you say no?)....because there are lots of gaps in the local government procurement. The government procurement is not given the due consideration or leeway to say. Maybe as a result of lack of expatriate capable hands to hand the affairs

Q. Challenges

A. Yes, there are lots of challenges, for instance, case of corruption, lack of accountability, and also on the part of the government lack of proper monitoring. Lack of professionalism (Unprofessional people who want to go in there because of white collar crime) they can get from there or they can personally benefit from themselves. So, the aim and the objective of the society or the people involved.....well, eesh.....on black and white is on paper there are strategies but in real practice I can say no....because there are laws guiding public procurement in the local government area, and there are people who are willing to go but because of the inability of the people to see the vision here is properly out. Though in check making in terms of approval and some other things, yes but the people are expecting another thing in return, you it's really drilling the activity of public procurement in the area

Q. Q. What are the general perceptions (people/stakeholder)?

A. The common man believes that the government is corrupt. So, their perception about it....eem, they are now seeing it as a reality. They look as something that is corrupt, that the government is not fair to the people, and even the people too are not being fair to the government. It's really not encouraging. There believe, you know the corruption in the country has eaten into the people's mind

A. Is the practice of public procurement tailored towards sustainable development (looking at the benefit)?

A. No. .... the reason why I said no is because of the attitude and the modality of the practice presently in vogue .....ok.

Q. The roles of federal and state government towards the local government

A. currently at the moment in Nigeria, every activity of the local government is hijacked by the federal and state government. So, the state eventually run the affairs of the local government

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Created On: 03/05/2020 13:16:53

Created By: JIN

Modified On: 04/08/2020 14:17:13

Modified By: JIN

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#### REC039- JJ/OKP

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. not at all

Q. why?

Comment also addresses challenges

- A. 1. corruption. Pp has an act already in Nigeria that about the procurement bureau, which is suppose to be in charge of all public procurement activity in Nigeria. This bureau is only effective at the federal level because the activities of procurement at the local govt level is subjected to overbearing influence of the state because the state has a supervisory role the local govt. due to the long time account system by the local govt makes it difficult for the local govt to run independently. There might be allocation to local govt, now, due to corruption and manipulation it does not get down to the local govt. and that is why there is underdevelopment at the local level than federal and state levels. Ironically, the state receives most attention than the local govt areas who need the attention more. I say that because that is where the large number of the citizens reside. Until there is an autonomous local govt system where we have well federal economy that the local govt receives its own directives from the federal govt just as the state government does, and elections are done by independent electoral commission instead of the state government, then we are far from getting public procurement in the local govt right. Most of the time, you find out that most of the local govt chairmen are hand-picked by the state govt which is pure manipulation as the elections are conducted purely by the state govt to their own interest
- B. Lack of well structure local govt administrative system
- C. Lack of independence on the local govt system as they are subjected to manipulations of the state govt
- D. Both tribalism and nepotism as no direct impact of sustainability is felt by the citizens. The office is used as compensations for politicians

Q. how can it be used as instrument for sustainable development with respect to social, economic and environment?

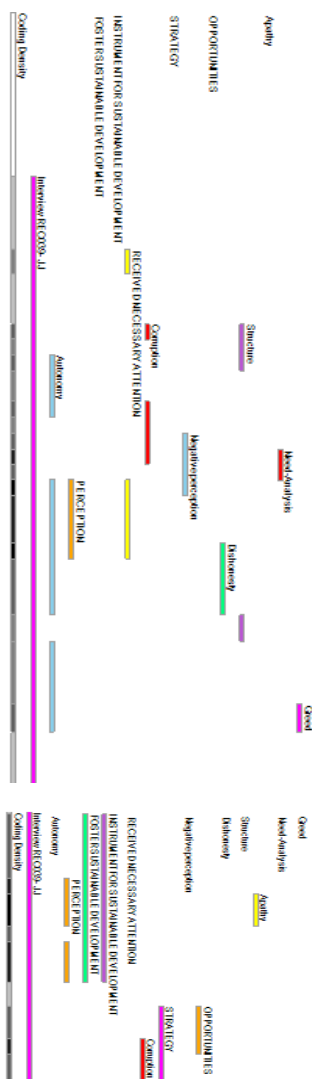
A.1. looking the benefit to the people, it is going to remove bureaucracy towards achieving sets objectives to the society

2. aid the speed of accomplishment in procurement services to the people

3. reducing the overbearing influence of our stratification depending on one system, as there is equitable distribution of the common wealth. Some arm of the govt rich while some are wallowing in abject poverty especially the local tier of the government. Once there is such occurrence, there will be total level of the-have and the-have-not, not middle point for anybody, so in that case, once there is sustainable public procurement geared towards that direction it can bring better democracy to the people.

Q. strategy?

A. The best strategy is for government to enhance anti-corruption agencies to be able to monitor procurement activities for the local govt thereby reducing all the initially stated factors and producing a better result. Removing corruption lead the current procurement practices to a sustainable procurement. If corruption cannot be removed it should be minimised, this is the major strategy



Created On: 03/05/2020 13:16:53

Created By: JIN

Modified On: 04/08/2020 14:17:26

Modified By: JIN

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#### REC041- PA/UKW

Q. Do you think public procurement has received the necessary attention it deserves in your local government area (Umahia south, South East of Nigeria)?

A. No, it is not receiving the necessary attention it deserves in our local govt area.

Q. Challenges?

This is simply as a result of indifference on the part of the government. It is a mess.

Local govt authority is underfunded, and marred with corruption.

There is an aggravated level of interference by the state govt.

Q. Perception?

A. People are worried that things are not getting done in the right way.

"nobody to complain to as the elected officers have surrounded themselves with armed police forces and we can't we reach them anymore. They can now do what ever they like with us.

The suppliers are having their own share of the negative impact corruption in govt. the local govt budgets are trashed and thrown far away. All these and many more leads to unsustainable development in the local govt area.

Q. What are the possible opportunities from the economic, social and environmental perspectives?

Public procurement can obviously lead to sustainable development in many ways. The local govt authorities can provide incentives to the local manufactures to produce locally made goods for rural consumption. Farmers can mass produce crops through the provision of fertilisers. Youths can now be employed in all these outlets thereby promoting the local economy. More markets outlets are created to link up the rural communities for trade.

Q. Establishment?

A. local govt procurement only exist on papers, and besides that, you can't even see an office. No computers. No desk, chair. So, issue of implementation is zero.

Federal and state govt are doing nothing about the 3rd tier of government. They sometimes contribute the existing problems by starving the local govt their allocation

we were meant to embark on need assessment and draw out plans to purchase the basic necessities for the local community. Unfortunately, the funds are not available to meet these budgets. In most cases salaries of local govt staff are unpaid. Any contractor that executes contract in local govt should be ready for the worst days, as he may have to wait many years. This act is unsustainable and can ruin the economy of any given society.

The procurement blue prints are there but it will not work for these whole situations we have found ourselves.

Vote of thanks



(21)

Created On: 03/05/2020 13:16:53

Created By: JIN

Modified On: 04/08/2020 14:17:32

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Size: 3 KB

#### REC042- EM/OJO

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. It has not, and not in the foreseeable future as there is no preparation from the part of the government and the stakeholders.

Q. Can it be used as an instrument for sustainable development?

A. Oh, yes!

"I can say it is the only way to the future development of my community"

The only way my local govt can see the light of the day.

In fact, it is the only way out

It is through this public procurement that good hospital can be erected and maintained

It is the only way the quality of good school school can be enhanced

It is through this pp that marketplace can be built and be maintained for the rural dwellers.

Several facilities in the marketplace can be enhanced

It is through this that good roads can be constructed. Roads can now be linked up into between the rural areas and the urban areas.



Through this, the literacy of the rural dwellers can be increased and quality of life can be enhanced.

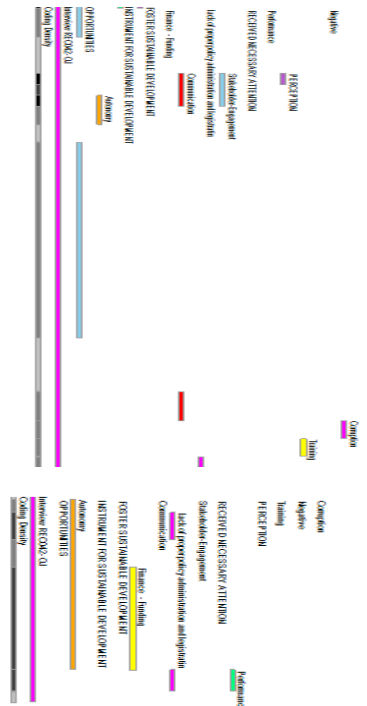
Q. Perception?

A. perception of the people is poor. And this is because at the top that are delivering services and responsible to enhance the quality of life the people. They ensure the public are not informed so that they will not attack them. There is a continuous denial and deprivation

There would be numerous opportunities/benefits if we get the public procurement right:

- Human capital development will be enhanced
- There will be quality health system in the local govt thereby reducing health tourism
- There will be adequate food production in the rural area
- Easy accessibility of these production due to good roads
- Boost agricultural production
- Increases the income of the rural dwellers
- The cost of living will be cheap and the standard of living will be high
- The wellbeing will be enhanced as well as their life expectancy. The benefits have no end
- Q. what are the challenges spp in the local government area?
- 
- A. 1. (lack of information dissemination)..some people are not aware of the benefit and the need for it.
- 2. corruption
- 3. Lack of human capacity
- 5. lack of proper policy administration and legislation
- There is a high level of interference by the state govt. if nothing is done now.....if God does not do something, local government administration might be in the state of desolate or faced out in Nigeria completely. There is a conspiracy that all local government chairmen be subjected to the draconial leadership of the state government. For every local government chairman to emerge, he must be loyal to the governor of the state. The consequences are so severe that many chairman that refused to support the candidacy of the governor of the state, becomes marginalised and further deprived of developmental funds, simply because they voted for their own choice not the choice of the governor. The state government returns the crumbs to the local government, they are underfunded. So you can see that with this kind of circumstances and challenges, the local govt cannot be developed

At the moment, the government is far away from the people



(22)

Created On: 03/05/2020 13:16:53  
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REC045-OJE/MCP

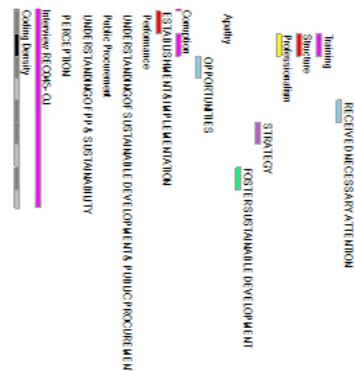
#### (A) Demographic / profile / experience

(B) Sepele LGA

1. MSC in Public Health
2. Zero experience
3. NA
4. NA
5. NA
6. Public Procurement is a process whereby authorities such as government departments or local authorities purchase work, goods or services from companies or private enterprises
7. Sustainability is an organizing principle for meeting human development goals while simultaneously sustaining the ability of natural systems to provide the natural resources which the economy and society depend on.
8. Procurement becomes sustainable when there is transparency and every purchase is accounted for and the youths in the community are fully engaged.
9. The general perception on the performance of procurement department in my LGA is that they are not sustainable, not providing the expected benefits to the community.
10. Stakeholders feel that the suppliers do not encourage the local process of services and goods as they (the suppliers) do not patronize the locals.
11. To ensure availability of needed resources.
12. Yes
13. No comment
14. Partially established as it is in a bad state needing structural reforming
15. Roles are not being fulfilled due to low level of apathy
16. The supposed legal implication is prosecution, but that is not the case as the officials are corrupt and can be bribed.



17. Zero level implementation as the legal framework is porous
18. Corruption, lack of professionalism, lack of training, structure lacking
19. Employment, financial equity.
20. I do not have information on this
21. Not at all
22. No strategy in place presently.
23. I do not know
24. Create awareness. Tackle corruption
25. No



(23)

Created On: 03/05/2020 13:16:53  
 Created By: JIN  
 Modified On: 04/08/2020 14:19:02  
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#### REC046- OGU/DANI

Q. Do you think public procurement has received the necessary attention it deserves in your local government area?

A. I don't think so. Because in the grassroots here, we don't have any form of robust procurement setting that will take place to start with, in terms of [putting data together and trying to do purchasing in a well-structured arrangement. We don't have such

Q. Challenges?

- A. - greed factor  
 - LGA affairs want to do everything on their own  
 - its been personalised  
 - high level of interference by the state government. It is the state that is running the local government. we heard they have passed the bill for local government autonomy, but we are unsure about the implementation  
 - The state government still controls the local government. sometimes, the governor's super impose things on the chairmen. In terms of funding the state govt starves the local govt and make unnecessary claims.  
 - the chairmen are just there as photocopy or as figure head without portfolios.  
 - right now, everybody is running from local govt purchasing as everybody knows the answer. Its non-functional  
 - there is nothing at the grassroots  
 - there is no election. It is the governor that installed the local govt chairman.  
 - It is the Governor that gives them directives

If the autonomous in the local govt can be achieved, it can fine-tune sustainable development in the local area. Impact of development can be felt straight and directly in the grassroots where it is needed the most.



Q. Do you think public procurement can be used as an instrument for sustainable development?

A. yes, for real.

Q. How?

A. Things can be further redirected if there is local government autonomy. The funding comes directly from the federal government, they can build the community to be sustainable and things would pick up from there

If things are properly done, with the right data, go online, do your bidding without interruption, why not? That's what every local government area wish for to develop their community. Purchasing can now be done judiciously, the economy will grow from strength to strength. Everyone can see transactions online, it gives room to accountability, better analysis, transparency.

Q. Opportunity?

A. the transparency level will be very high.

- more eligible people can now come forward to bid for jobs without subversion
- products are well tested and there is a high level of confidence on the system

Q. what is the perception/ view?

A. The people are tired and they don't know what to do.

At the local government, staff only come to the offices and don't do nothing. They are frustrated and have given up on the system.



(24)

Created On: 02/06/2020 20:58:03		Received Necessary Attention	
Created By: JIN		Negative	
Modified On: 04/08/2020 14:19:15		Local Transparency	
Modified By: JIN		OPPORTUNITIES	
Size: 4 KB		Belief in cost-effective knowledge	
REC047- PA/UKW		Quality	
Do you think public procurement has received the necessary attention it deserves across the local government areas of Nigeria?		Local Accountability	
No, it hasn't received the attention yet		LOCAL OF EDUCATION	
Why?		Costing Density	
In my own local government, we don't even have a credible office; everything is being handled by the local government chairman. He operates as the chairman. He is the director, he is the treasurer, he is the supervisor. He is everything. In fact, there is no procurement going on there. There is no implementation of local government procurement at this tier of government. Nothing is being followed. No procurement act as amended is followed. The local government chairmen are appointed by the governor himself, so it is an opportunity for them to make money		Autonomy	
Challenges?		Continuity	
High level of interference. So much, they don't practice procurement in the LGA. The local government chairmen, if they are not appointed by the governor, they are elected without election at the local government level. The political friends of the governor are politically elected. <b>There is no democracy!</b> So, the people that are there are there to make money for the governor. Whatever they make, the governor has his own share. They don't do bidding to select the lowest price, they just give you the award/contract. A lot of bad business are going on at the procurement level. And this is like all the local government in Nigeria. Procurement system in the local government here is rotten.		Performance	
Not properly instituted. They don't follow guidelines. They do things as they come. For instance, if the local government authority wants to buy anything, they just call a friend party, and give you money to go and buy. If the market price is N50,000, the chairman gives you to N500,000 to buy. What happens to the balance of the money? It is shared amongst themselves - that's corruption. The system is not working, unlike established institutions at the federal government level where the BPP is already established with other departmental agencies of the government. Sometimes the procurement is used to settle community leaders and lode them into corruption. Local government is the closest arm of the government, it is used to compensate the king and the top-class individual in the community. These are some of those challenges in the local government procurement		LOCAL OF EDUCATION	
Perception of the community? Remember that most of the people are not as learned as the people in the urban areas, so they don't know the importance of procurement to them. They don't understand how it can be used to make life even more meaningful- they don't know the impact. The is <b>totally lack of awareness</b> in the local government areas. That's why they don't		Costly	
that road is been constructed is none of their business. They need schools, health care, markets to sell their locally produced goods, but how these are achieved is none of their business, and so <b>there's lack of accountability</b> . And in most cases these projects are never built for the community. <b>Being in such community is like a life sentence of poverty and deprivation</b> . So, the little purchases that is done in the local government, does not follow due process. How the transformer is purchased is not known to them- they don't even know the cost of it. They don't care. Community really don't want to know. It's a whole lot of issues in the local government area. The community is either headed by the chairmen or the Caretaker, so it referred to as political fund, so nobody cares how it is spent. They don't care at all.		Autonomy	
Opportunities?		Continuity	
Open up many job opportunities in the communities. However, the need to build an institution that can foster the sustainable practice of procurement in the local government. This help the communities to be more focus on how best to achieve meaningful results for the people.		LOCAL OF EDUCATION	
Additionally, did you know that some local government chairmen do not go to their offices? This is because in the local government, the basic amenities are not there, such as water, electricity. So, in this circumstance they operate from their houses in the cities.		LOCAL OF EDUCATION	
Some local government are only existing on paper. The chairman only comes whenever there is money to sign. It is that terrible!		Costly	
They cannot drive to their places of work due to lack of accessible roads. How can a society function like this? When its leader cannot reside in the community to feel the pains, the anxieties of the people. Where have we got it wrong? If your research can be used to restore salvation and liberty to our community, you will never be forgotten!		LOCAL OF EDUCATION	
They attend to local government issues from home.		LOCAL OF EDUCATION	
Linked Memo		LOCAL OF EDUCATION	
Memos\Plus Ukwa No democracy		LOCAL OF EDUCATION	



## Appendix 3: Participant Information Sheet



### LIVERPOOL JOHN MOORES UNIVERSITY Participant Information Sheet

**Title of Study:** An exploration of public procurement as an instrument for sustainable development: the case of local government areas in Nigeria

**School/Faculty:** Liverpool Business School/LBS

**Name and Contact Details and status of the Principal Investigator:**

Joshua Ikani Negedu  
Liverpool John Moores University,  
Email address: [J.I.Negedu@2017.ljmu.ac.uk](mailto:J.I.Negedu@2017.ljmu.ac.uk)

**Name and Contact Details of the Investigators:**

Dr Olatunde Durowoju  
Faculty: Liverpool Business School  
Liverpool John Moores University.  
Email address: [o.a.durowoju@ljmu.ac.uk](mailto:o.a.durowoju@ljmu.ac.uk)

I am currently undertaking research as part of a PhD at Liverpool John Moores University, and You are being invited to take part in this study. Before you decide it is important for you to understand why the study is being done and what participation will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask us if there is anything that is not clear or if you would like more information. Take time to decide ~~whether or not~~ you wish to take part. Thank you for reading this.

**1. What is the purpose of the study?**

To seek for possible measures of how public procurement can be used as tools for sustainable development in the North-central geopolitical zone of [Nigeria](#)

**2. Why have I been invited to participate?**

You have been invited to participate as a practitioner in the field of procurement due to your vast experience to help in this field of research. You are being identified to participate in this study by the Director General of Kogi Bureau for Public Procurement. The researcher also wishes to inform you that the total number of potential participants recruited for this research is twenty-eight as the case might be.

**3. Do I have to take part?**

No. It is up to you to decide ~~whether or not~~ to take part. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form – if applicable. You can withdraw at any time by informing the investigators without giving a reason and without it affecting your rights/any future treatment/service you receive.



**4. What will happen to me if I take part?**

We will talk you through the study procedures and give you the chance to ask any questions. However, the interview will be conducted by the researcher, at a chosen location of the Bureau, and expected to last approximately 36-46mins. If the need be, another meeting will be scheduled and mail will be sent to inform your consent and approval. The questions are in simple language and straight forward to your understanding.

**5. Will I be recorded and how will the recorded media be used?**

The audio and/or video recordings of your activities made during this study will be used only for analysis and for illustration in conference presentations and lectures. No other use will be made of them without your written permission, and no one outside the project will be allowed access to the original recordings.

Interviews will be audio recorded on a password protected audio recording device and as soon as possible the recording will be transferred to secure storage and deleted from the recording device.

**6. What are the possible disadvantages and risks of taking part?**

There are no possible disadvantages, risks or danger associated with participating in this research.

**7. What are the possible benefits of taking part?**

There will be no direct benefits to you for taking part in the study, but it is hoped that this study will be of enormous benefit to the generality of people in the north-central geopolitical zone.

**8. What will happen to the data provided and how will my taking part in this project be kept confidential?**

The confidentiality of all participants in this research will be intact during and after the study.

The data collected will be used strictly for academic purposes. The data will be analysed in Liverpool John Moores University, United Kingdom, and All primary data, audio-recorded discussions, transcripts and Dictaphone will be kept and stored safely in LJM computer M: Drive protected by a password.

The duration for keeping and storing the data will still be 5 years to complete the Research and publishing. And thereafter destroyed. No names will be used for the purpose of this study and future publication. The participants personal data will not be used in this study. The interview would last approximately 36 minutes to 46 minutes.

**9. What will happen to the results of the research project?**

The investigator intends to *publish the results in a PhD thesis / journal article*

**10. Who has reviewed this study?**

This study has been reviewed by, and received ethics clearance through, the Liverpool John Moores University Research Ethics Committee

**16. Contact for further information**


Joshua Ikani Negedu  
Liverpool John Moores University,  
Email address: [J.I. Negedu@2017.ljmu.ac.uk](mailto:J.I.Negedu@2017.ljmu.ac.uk)

**Thank you for reading this information sheet and for considering to take part in this study.**

*Note: A copy of the participant information sheet should be retained by the participant with a copy of the signed consent form.*

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## Appendix 4: Consent Form

<p><b>LIVERPOOL JOHN MOORES UNIVERSITY</b> <b>CONSENT FORM</b></p>										
<p><i>Insert Title of Project (as in application for ethical approval)</i></p> <p><i>Insert Name of Researcher and School/Faculty</i></p>										
<p>1. I confirm that I have read and understand the information provided for the above study. I have had the opportunity to consider the information, ask questions and have had these answered <u>satisfactorily</u></p>	<input style="width: 50px; height: 30px;" type="checkbox"/>									
<p>2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and that this will not affect my legal rights.</p>	<input style="width: 50px; height: 30px;" type="checkbox"/>									
<p>3. I understand that any personal information collected during the study will be anonymised and remain <u>confidential</u></p>	<input style="width: 50px; height: 30px;" type="checkbox"/>									
<p>4. I agree to take part in the above study <i>(if appropriate please specify the type of study or particular intervention you are seeking consent for – eg focus group, interview, training programme)</i></p> <p><i>For studies involving the use of audio / video recording of interviews, focus groups etc or where there is a possibility that verbatim quotes from participants may be used in future publications or <u>presentations</u> please include the following:</i></p>	<input style="width: 50px; height: 30px;" type="checkbox"/>									
<p>5. I understand that the interview/focus group will be audio / video recorded and I am happy to <u>proceed</u></p>	<input style="width: 50px; height: 30px;" type="checkbox"/>									
<p>6. I understand that parts of our conversation may be used verbatim in future publications or presentations but that such quotes will be anonymised.</p>	<input style="width: 50px; height: 30px;" type="checkbox"/>									
<table border="0" style="width: 100%;"> <tr> <td style="width: 33%;">Name of Participant</td> <td style="width: 33%;">Date</td> <td style="width: 33%;">Signature</td> </tr> <tr> <td>Name of Researcher</td> <td>Date</td> <td>Signature</td> </tr> <tr> <td>Name of Person taking consent</td> <td>Date</td> <td><u>Signature</u></td> </tr> </table> <p><i>(if different from researcher)</i></p>		Name of Participant	Date	Signature	Name of Researcher	Date	Signature	Name of Person taking consent	Date	<u>Signature</u>
Name of Participant	Date	Signature								
Name of Researcher	Date	Signature								
Name of Person taking consent	Date	<u>Signature</u>								
<p><i>Note: When completed 1 copy for participant and 1 copy for researcher</i></p>										
<p>Version 10 – May 2018 Page last modified 26 May 2018</p>										

## Appendix 5: Gatekeeper Information Sheet



### LIVERPOOL JOHN MOORES UNIVERSITY GATEKEEPER INFORMATION SHEET

**Title of Project:**

**AN EXPLORATION OF PUBLIC PROCUREMENT AS AN INSTRUMENT FOR SUSTAINABLE DEVELOPMENT: THE CASE OF LOCAL GOVERNMENT AREAS IN NIGERIA**

**Name of Researcher and School/Faculty**

**Joshua Ikani Negedu, Liverpool business School**

*The following questions can be headings in your information sheet and beneath each you should add text that is relevant to your study:*

**1. What is the reason for this letter?**

You are being invited to be a gatekeeper for the researcher in your organisation. Prior to your decision to accept, it is important that you understand why the research is being done and what it involves. Please take time to read the following information. Ask us if there is anything that is not clear or if you like more information.

**2. What is the purpose of the study/rationale for the project?**

The purpose of this study is to critically explore the procedures of how public procurement can be used as an instrument for sustainable development in the north-central geopolitical zone of Nigeria.

3. **What we are asking you to do?** We asking you for permission to enable the researcher to have access to your premises and conduct interviews with you as well as other procurement practitioners in the zones within a stipulated time, date and location, convenient for all involved for the advancement of this study.
4. **Why do we need access to your facilities/staff/students?**  
The researcher needs to visit the participants because he does not want to take, too much of their precious time needed to travel to any destination. It will be easier for the participants if the researcher comes to their premises.
5. **If you are willing to assist in the study what happens next?** Your participation in this study involves interview that will serve as primary source of data. The interview will last approximately 36 minutes to 50 minutes which will focus on the research.
6. **How we will use the Information/questionnaire?** The data collected in this research will be exclusively for academic purposes. Personal data of the participants will not be used for the

7. purpose of this study. The researcher will convey the data to the United Kingdom (Liverpool) for further analysis.
8. **Will the name of my organisation taking part in the study be kept confidential?**  
During and after this study the confidentiality of every participant and the organisation will be safeguarded with high confidentiality. All data collected will be secured in a locked filing cabinet which is password protected or restricted access.
9. **What will taking part involve? What should I do now?**
  - Sign and return the **Gatekeeper Consent Form** provided
  - You are also expected to issue an approval/authorisation statement using letter headed paper of your organisation/company.
  - Your participation implies that LJMU acknowledges your immense contribution to research.

Should you have any comments or questions regarding this research, you may contact the researchers: *(insert names & contact details)*

**This study has received ethical approval from LJMU's Research Ethics Committee** *(insert REC reference number and date of approval)*

**Contact Details of Researcher:**

Joshua Ikani Negedu  
Liverpool business School,  
Liverpool John Moores University.  
Email address: [j.i.negedu@2017.ljmu.ac.uk](mailto:j.i.negedu@2017.ljmu.ac.uk)

**Contact Details of Academic Supervisor** *(student studies only)*

Dr Olatunde Durowoju  
Faculty: Liverpool Business School  
Liverpool John Moores University.  
Email address: [o.a.durowoju@ljmu.ac.uk](mailto:o.a.durowoju@ljmu.ac.uk)

## Appendix 7. Semi-structure interview questions



### LIVERPOOL JOHN MOORES UNIVERSITY Semi-Structure Interview Questions

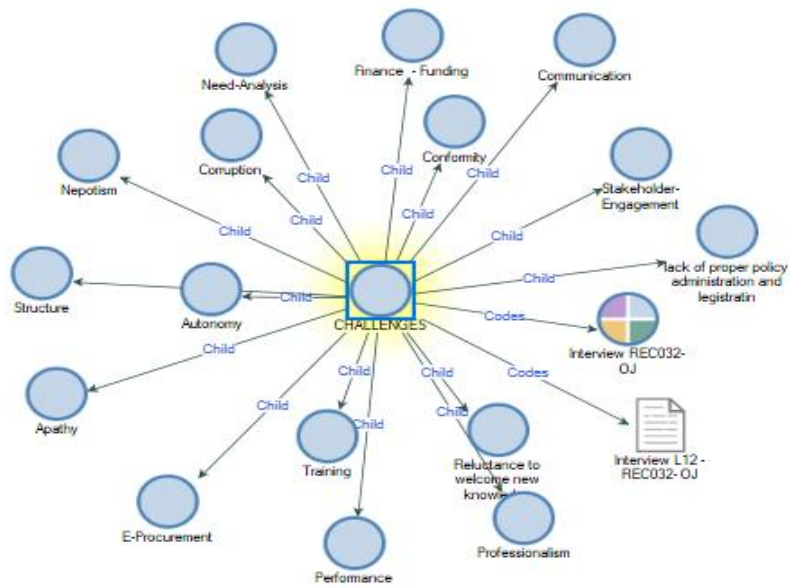
#### **Demographic / profile / experience theme**

- 1- What is your Job title?
- 2- For how long have you been handling this position?
- 3- What do you understand by sustainable public procurement?
- 4- What software application is procurement department using to perform its duty?
- 5- Can you mention some of the possible tools used in executing procurement related jobs in the local government?
- 6- How effective are the applications of these tools?
- 7- Can What do you understand by sustainability in terms of public procurement?

#### **Barriers and challenge's theme:**

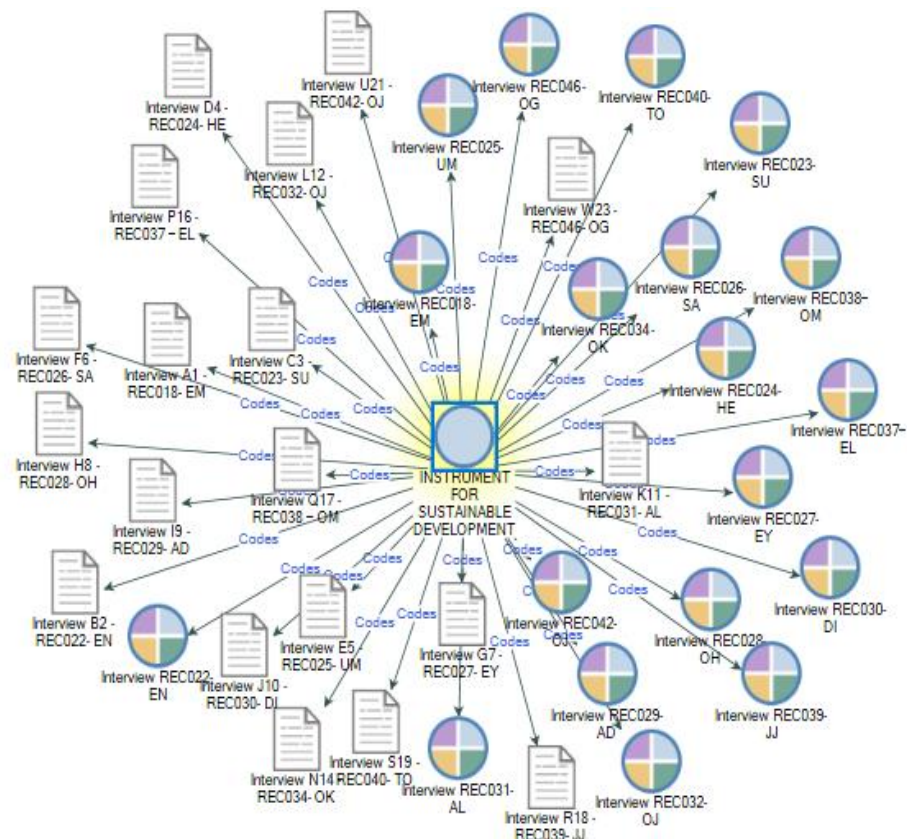
- 8- Do you think that sustainable public procurement has received the necessary attention it deserves in the local government areas?
- 9- What are the functions of public procurement in the local government authorities?
- 10- How can sustainable public procurement be used as an instrument for sustainable development?
- 11-How can public procurement be utilised to support sustainable development?
- 12-How established is public procurement in relation to sustainability?
- 13-What are the challenges and opportunities in addressing sustainability imperatives through sustainable public procurement in Nigeria?
- 14-What is the perception or view of the people about public procurement and how it relates to sustainable development?
- 15-What is the extent of implementation towards sustainable development?

- 16-How can you explain the negative implication of public procurement to the policy of government in the local government areas?
- 17-What are the positive contributions of public procurement to the policy of government?
- 18-Do you agree that public procurement can be used as an instrument for sustainable development in the local government areas?
- 19-Will you encourage further trainings in sustainable procurement for the advancement of the practitioners?
- 20-How regularly do you expect the training and upgrade to take place?



**Appendix 8. The overall challenges of SPP in the LGAs**





## Appendix 9. SPP for SD