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Procurement Contract Management in Nigerian Public Sector

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Abstract

Procurement and contract management are essential to achieving effective project delivery and public-sector value for money. This paper examines key procurement and contract management processes, including planning, tendering, supplier selection, negotiation, contract execution, performance monitoring, and closure, within the Nigerian public sector. It highlights the legal, ethical, and regulatory frameworks governing procurement decisions and identifies major challenges such as corruption, weak contract administration, supply chain disruptions, and inadequate oversight. The study further demonstrates that effective procurement practices and contract supervision can enhance transparency, accountability, cost efficiency, risk management, service delivery, and value for money. It also considers emerging practices such as e-procurement, sustainable procurement, and digital contract management as mechanisms for improving efficiency and strengthening public procurement systems.

Keywords: Procurement, Contract Management, Supplier Selection, Risk Management.

Introduction

Procurement and contract management constitute strategic functions for achieving efficiency, accountability, and value for money in the Nigerian public sector. Public procurement encompasses the systematic identification of institutional needs, planning, solicitation and evaluation of bids, supplier selection, contract award, and acquisition of goods, works, and services, while contract management focuses on ensuring that contractual obligations are properly implemented, monitored, documented, and concluded. Contemporary procurement governance increasingly regards procurement not merely as an administrative purchasing activity but as an important instrument of public governance, economic management, and service delivery (Organisation for Economic Co-operation and Development [OECD], 2025). In

Nigeria, the Bureau of Public Procurement (BPP), established under the Public Procurement Act (PPA) 2007, is responsible for regulating, monitoring, and strengthening public procurement through transparency, competition, efficiency, integrity, and value for money.

The importance of public procurement is particularly significant because governments commit substantial public resources to infrastructure, healthcare, education, transportation, security, and other essential services through procurement activities. However, weaknesses in procurement planning, contract administration, monitoring, and oversight can result in financial leakages, delays, inflated costs, poor-quality outputs, and ineffective service delivery. Recent evidence on Nigeria indicates that weaknesses in implementation, institutional fragmentation, inadequate transparency, and limited political commitment continue to constrain procurement reform and its developmental impact (Adeniran & Raifu, 2024). Similarly, research on Nigerian construction procurement identifies corruption, inadequate risk management, weak transparency, and poor procurement practices as significant challenges affecting project delivery (Boniface et al., 2024). These challenges demonstrate the need for procurement systems that combine sound planning, professional competence, effective regulation, risk management, and continuous contract monitoring.

Effective procurement and contract management can contribute substantially to improved public-sector performance by ensuring that goods, works, and services are obtained at appropriate cost, quality, quantity, and time. Transparent competition can improve supplier participation and value for money, while effective contract administration helps ensure compliance with specifications, schedules, payment conditions, and performance requirements. Recent OECD evidence emphasises that effective procurement systems require transparency, integrity, competition, efficiency, risk management, accountability, professional capacity, and integration throughout the procurement lifecycle (OECD, 2025). In Nigeria, empirical evidence also suggests that compliance with the Public Procurement Act is relevant to project implementation and time outcomes, although gaps in effective implementation remain (Oladiran & Oche, 2024).

Digital transformation has further changed the nature of contemporary procurement and contract management. E-procurement systems can facilitate electronic tendering, improve access to procurement information, strengthen audit trails, reduce opportunities for human interference, and support more efficient contract administration. The OECD (2025) reports that digital procurement tools can improve transparency, data integration, competition, efficiency, and risk management across the procurement cycle. In Nigeria, Yamusa et al. (2024) developed a machine-learning-integrated e-procurement framework designed to capture the public procurement lifecycle and automate aspects of tender and expenditure classification. Similarly, the expansion of e-procurement initiatives in Nigerian states reflects increasing recognition of digital technology as a means of strengthening transparency and accountability in public expenditure.

Despite these developments, procurement and contract management in Nigeria remain vulnerable to corruption, conflicts of interest, bid manipulation, inadequate monitoring, contract splitting, weak enforcement, and poor institutional capacity. Recent studies continue to identify corruption and institutional weaknesses as major constraints on the effectiveness of Nigeria's procurement system (Ifejika, 2023; Ayinde, 2023). The OECD (2025) similarly identifies integrity risks across the pre-tendering, tendering, and post-award stages and stresses the importance of coordinated oversight, internal controls, transparency, and effective risk-management mechanisms. Consequently, there is a continuing need to examine procurement and contract management practices in the Nigerian public sector, particularly in relation to regulatory compliance, transparency, supplier selection, contract performance, digitalisation, risk management, and value for money.

Statement of the Problem

Although procurement and contract management are governed by established legal and institutional arrangements in Nigeria, significant weaknesses continue to affect the effective utilisation of public resources. The Public Procurement Act 2007 established a regulatory framework intended to promote transparency, competition, accountability, and value for money, yet evidence indicates that implementation and enforcement remain uneven. Oladiran and Oche (2024) found that the operation and compliance with the Public Procurement Act remain important concerns in relation to project outcomes, while Adeniran and Raifu (2024) identified incomplete implementation, institutional fragmentation, and weak political commitment as continuing barriers to procurement reform in Nigeria. The problem is further compounded by corruption, inadequate procurement planning, weak contract monitoring, poor risk management, limited transparency, and insufficient professional capacity. Boniface et al. (2024) identified poor risk management, corruption, and lack of transparency among the prominent challenges confronting public procurement in Nigeria's construction sector. In addition, procurement-related corruption can undermine competition and compromise the quality and timeliness of public projects (Ifejika, 2023). Weaknesses in contract management may also persist after contract award, resulting in inadequate supervision, delayed completion, variations, disputes, cost escalation, and failure to obtain the expected value from public contracts. Therefore, there is a need for a systematic examination of the principles, regulatory requirements, challenges, and emerging practices that can strengthen procurement and contract management within Nigeria's public sector.

Objectives of the Study

The study seeks to achieve the following objectives:

1. To examine the fundamental principles and practices governing procurement and contract management in the Nigerian public sector.
2. To assess the legal, institutional, and regulatory frameworks guiding public procurement and contract administration in Nigeria.
3. To identify the major challenges affecting procurement processes and contract implementation in the Nigerian public sector.
4. To examine contemporary strategies and emerging practices, including e-procurement, digital contract management, risk management, and sustainable procurement, for improving procurement outcomes.

Research Questions

The following research questions guide the study:

1. What are the fundamental principles and practices governing procurement and contract management in the Nigerian public sector?
2. How do legal, institutional, and regulatory frameworks influence procurement and contract management in Nigeria?
3. What are the major challenges affecting procurement processes and contract implementation in the Nigerian public sector?
4. What strategies and emerging practices can improve procurement efficiency, contract performance, transparency, accountability, and value for money in Nigeria?

Theoretical Framework/Literature Review

The study of procurement and contract management can be explained through several complementary theoretical perspectives. These theories provide a basis for understanding why organisations select

particular procurement arrangements, how they manage relationships with suppliers and contractors, and how procurement decisions can contribute to organisational and public-sector outcomes.

Transaction Cost Economics Theory: Transaction Cost Economics (TCE), originally associated with Williamson, explains organisational decisions in terms of the costs involved in planning, negotiating, monitoring, and enforcing economic exchanges. In procurement and contract management, the theory suggests that organisations seek procurement arrangements that minimise transaction costs while controlling uncertainty, opportunism, information asymmetry, and contractual risks. Contemporary public procurement research continues to recognise transaction costs as important considerations in determining procurement methods, supplier relationships, monitoring mechanisms, and contract structures. In the public sector, effective procurement design should therefore balance administrative costs, competition, supplier risks, and the costs associated with monitoring contractual performance (Williamson, 1985; OECD, 2025).

Resource-Based View: The Resource-Based View (RBV) explains organisational performance in terms of the effective acquisition, development, and utilisation of valuable and difficult-to-substitute resources. From a procurement perspective, suppliers, technological capabilities, procurement expertise, information systems, professional knowledge, and strategic supplier relationships can constitute resources that strengthen organisational performance. In contemporary public procurement, professional procurement capability and digital infrastructure are increasingly recognised as strategic resources that support efficiency, risk management, innovation, and value creation. The RBV is therefore relevant because effective procurement depends not only on purchasing at the lowest price but also on developing organisational capabilities that enable better supplier selection, contract administration, data management, and performance monitoring (Barney, 1991; OECD, 2025).

Public Value Theory: Public Value Theory provides a particularly relevant perspective for public-sector procurement because government procurement should generate benefits that extend beyond organisational efficiency or financial savings. Public procurement is expected to contribute to improved public services, social welfare, accountability, sustainability, fairness, and public trust. The theory therefore shifts attention from obtaining goods and services at the lowest immediate cost to achieving broader outcomes for citizens and society. Recent international procurement guidance emphasises that procurement governance should support public policy objectives, well-being, inclusive development, efficiency, integrity, and value for money across the entire procurement cycle (OECD, 2025).

Concept of Procurement

Procurement refers to the systematic process through which an organisation identifies its needs, plans acquisitions, selects suppliers, awards contracts, and obtains goods, works, or services in accordance with established policies and procedures. In the public sector, procurement extends beyond the simple purchase of inputs because it involves public expenditure, regulatory compliance, competition, transparency, accountability, and the achievement of intended service-delivery outcomes. The contemporary conception of procurement therefore covers the entire procurement lifecycle, beginning with needs assessment and planning and extending through tendering, contract award, implementation, payment, and contract close-out (OECD, 2025).

Public procurement is consequently an important instrument of governance and public financial management. Effective procurement enables government institutions to obtain the appropriate quality and quantity of goods, works, and services at competitive costs while ensuring that public resources are used for their intended purposes. In Nigeria, the Public Procurement Act 2007 provides the principal federal legal framework for public procurement, while the Bureau of Public Procurement (BPP)

provides regulatory oversight and guidance. However, recent assessments indicate that leakages, inefficiencies, corruption, institutional fragmentation, and incomplete implementation continue to affect the effectiveness of Nigeria's procurement system (Adeniran & Raifu, 2024).

Procurement may be classified according to the nature of what is acquired and the purpose of the acquisition. Common categories include direct procurement, indirect procurement, works procurement, and services procurement. In public-sector settings, procurement may also be distinguished according to the procurement method adopted, such as open competitive tendering, restricted tendering, request for quotations, and other legally permitted procedures. The selection of an appropriate method should reflect the nature, value, complexity, urgency, and risk profile of the procurement while maintaining transparency, fairness, competition, and value for money (OECD, 2025).

Concept of Contract Management

Contract management refers to the systematic administration and monitoring of contractual relationships from contract preparation and award through implementation, performance monitoring, modification, payment, dispute resolution, and eventual close-out. Whereas procurement is primarily concerned with obtaining the required goods, works, or services through an appropriate acquisition process, contract management focuses on ensuring that the successful contractor or supplier performs according to the agreed contractual requirements. Effective contract management is therefore essential for converting procurement decisions into actual project and service-delivery outcomes. Modern contract management increasingly forms part of an integrated procurement lifecycle rather than being treated as a separate post-award activity. The OECD (2025) stresses that procurement systems should connect procurement information with contract management, expenditure, performance, and outcomes. Digital systems can facilitate the monitoring of contractual obligations, supplier performance, payments, risks, and deliverables, thereby improving accountability and reducing information gaps (OECD, 2024).

The Principles and Practices of Procurement and Contract Management

The effectiveness of public procurement depends on adherence to principles that promote integrity, competition, transparency, efficiency, accountability, and value for money. The Nigerian Public Procurement Act 2007 establishes fundamental requirements concerning procurement planning, budgetary provision, competition, transparency, fairness, and value for money. These principles are consistent with contemporary international procurement standards, which emphasise transparency, integrity, access, efficiency, risk management, accountability, professional capacity, and digitalisation throughout the procurement cycle (OECD, 2025).

1. Transparency: Transparency requires procurement information, procedures, evaluation criteria, decisions, and contractual outcomes to be sufficiently open and accessible to relevant stakeholders. Transparent procurement reduces information asymmetry, facilitates oversight, strengthens competition, and can discourage corrupt practices. In Nigeria, however, access to comprehensive and timely procurement information remains a concern despite initiatives intended to improve public disclosure (Adeniran & Raifu, 2024). Recent international practice also demonstrates that transparency should extend beyond tendering to contract award and contract implementation because post-award information is essential for assessing whether public contracts achieve their intended results (OECD, 2025).

2. Accountability: Accountability requires procurement officials, contractors, suppliers, and other responsible actors to justify decisions and demonstrate compliance with applicable rules and contractual

obligations. It involves appropriate documentation, reporting, auditing, monitoring, and mechanisms for addressing misconduct or non-performance. Strong accountability mechanisms ensure that procurement decisions can be traced from needs identification through contract execution and payment. OECD (2025) identifies accountability as one of the core principles of an effective public procurement system.

3. Fairness and Equal Treatment: Fairness requires all eligible suppliers and contractors to receive equal treatment and have reasonable access to procurement opportunities. Procurement decisions should be based on predetermined and objective criteria rather than favouritism, political influence, personal relationships, or conflicts of interest. Equal treatment strengthens competition and improves the credibility of procurement institutions. It is particularly important in Nigeria, where corruption, political interference, and weak institutional controls have been identified as continuing risks to procurement integrity (Hoffmann, 2024).

4. Value for Money: Value for money involves obtaining the optimal combination of cost, quality, performance, risk, and long-term benefits rather than simply selecting the lowest-priced offer. A value-for-money approach considers the total costs and expected benefits associated with an acquisition throughout its useful life. Consequently, procurement decisions should consider quality, durability, maintenance, operational costs, supplier reliability, environmental effects, and contractual risks. The OECD (2025) places value for money and efficiency at the centre of effective public procurement governance.

5. Sustainability: Sustainable procurement incorporates environmental, economic, and social considerations into purchasing and contracting decisions. It encourages public institutions to consider the long-term environmental and social consequences of procurement choices, including resource efficiency, responsible production, labour standards, waste reduction, and lifecycle impacts. Contemporary procurement policy increasingly treats sustainability as an important strategic objective alongside cost and quality (OECD, 2025).

6. Competition: Competition involves providing qualified suppliers with fair opportunities to participate in procurement processes. Competitive procurement can improve price discovery, quality, innovation, and value for money while reducing opportunities for favouritism and collusion. The choice of procurement method should therefore promote competition wherever circumstances permit, while exceptions to competitive tendering should be properly justified, controlled, and documented (OECD, 2025).

Best Practices in Procurement

1. Adopt Digital Procurement Solutions: Public institutions should increasingly employ integrated e-procurement systems to automate procurement procedures, improve information management, strengthen audit trails, and reduce unnecessary manual intervention. Contemporary digital transformation extends beyond electronic tendering to encompass needs assessment, procurement planning, contract management, invoicing, payments, and performance monitoring. The OECD (2025) notes that digital procurement can improve transparency, competition, efficiency, data management, and contract administration when implemented across the procurement lifecycle.

2. Strengthen Regulatory Compliance: Effective procurement requires clear rules, institutional coordination, professional oversight, and consistent enforcement. Public institutions should ensure that procurement activities comply with the Public Procurement Act, applicable regulations, procurement guidelines, financial controls, and ethical requirements. Recent evidence from Nigeria indicates that

incomplete implementation, institutional fragmentation, and limited political commitment continue to constrain procurement reforms (Adeniran & Raifu, 2024).

3. Enhance Transparency and Public Disclosure: Procurement plans, tender opportunities, evaluation procedures, contract awards, implementation information, and relevant performance data should be disclosed through accessible platforms, subject to legitimate confidentiality requirements. Greater availability of procurement data facilitates monitoring by oversight institutions, suppliers, civil society, and citizens. Recent OECD evidence supports extending transparency throughout the procurement lifecycle, including the contract management stage (OECD, 2025).

4. Strengthen Supplier Due Diligence and Relationship Management: Effective procurement requires adequate assessment of suppliers' technical capacity, financial strength, experience, integrity, and ability to fulfil contractual obligations. Supplier management should continue after contract award through regular performance assessment, communication, corrective actions, and risk monitoring. This approach is particularly important where supplier failure can disrupt essential public services.

5. Develop Professional Procurement Capacity: Procurement personnel require continuous development in procurement law, contract administration, financial management, negotiation, risk assessment, ethics, data analysis, and digital technologies. The OECD emphasises professional capacity as a core component of effective procurement governance and recommends continuous development of procurement officials' knowledge and skills in response to regulatory and technological changes (OECD, 2025).

The Principles and Best Practices of Contract Management

Contract management is a critical post-award function that determines whether procurement commitments are translated into satisfactory outputs and public value. Effective contract management requires systematic attention to contractual obligations, performance standards, payment conditions, risks, variations, disputes, documentation, and final close-out. The following principles are particularly important in public-sector contract administration.

1. Clear Contract Terms: Contracts should clearly specify the scope of work, deliverables, quality standards, prices, timelines, responsibilities, payment conditions, performance indicators, reporting requirements, remedies, and termination provisions. Clear contractual provisions reduce ambiguity and provide a reliable basis for monitoring contractor performance and resolving disputes.

2. Effective Communication and Coordination: Continuous communication between contracting authorities, suppliers, contractors, consultants, and other stakeholders is necessary for effective implementation. Contract managers should establish clear reporting channels, meeting schedules, documentation requirements, and escalation procedures. Effective communication allows emerging problems to be identified and addressed before they develop into major disputes or implementation failures.

3. Risk Management: Contract risk management involves systematically identifying, assessing, allocating, monitoring, and mitigating risks throughout contract implementation. Risks may include supplier non-performance, price fluctuations, delays, financial instability, regulatory changes, quality deficiencies, fraud, and force majeure events. Contemporary digital procurement systems can support risk management by linking risk assessment tools with contract-performance data and enabling early identification of supplier and financial risks (OECD, 2024).

Best Practices in Contract Management

1. Contract Lifecycle Management: Contract lifecycle management involves managing contractual activities from initiation and drafting through negotiation, award, implementation, modification,

performance monitoring, payment, renewal, and close-out. An integrated lifecycle approach prevents contract management from becoming an isolated administrative activity and allows contracting authorities to connect procurement decisions with actual performance and expenditure outcomes (OECD, 2024).

2. Contract Automation and Digitalisation: Digital contract management systems can improve document control, workflow management, approvals, notifications, reporting, and performance tracking. Digitalisation can also connect procurement information with expenditure and contract-performance data, thereby improving the ability of public institutions to identify delays, compliance problems, and emerging risks (OECD, 2025).

3. Contract Performance Monitoring: Contract performance monitoring involves systematically comparing actual performance against contractual requirements. Monitoring should cover cost, time, quality, deliverables, service levels, compliance, and other agreed performance indicators. Regular monitoring enables contracting authorities to identify deviations early, require corrective action, and determine whether contractual obligations are being satisfactorily fulfilled.

4. Contract Risk and Compliance Management: Contract managers should continuously assess risks and ensure compliance with contractual, legal, financial, ethical, and technical requirements. Effective monitoring should include documentation of contract variations, payments, milestones, performance reports, and remedial actions. The OECD (2025) emphasises that integrity standards and compliance mechanisms should operate throughout the procurement cycle, particularly during contract management.

The Legal and Regulatory Framework Guiding Procurement Process in Nigeria

Public procurement in Nigeria operates within a legal and institutional framework intended to ensure transparency, competition, accountability, efficiency, and value for money. At the federal level, the Public Procurement Act, 2007 remains the principal legislation governing public procurement. The Act established institutional arrangements for procurement regulation and provided procedures and principles governing procurement planning, solicitation, evaluation, contract award, and related procurement activities. The Bureau of Public Procurement (BPP) is central to the regulatory architecture, while procuring entities retain responsibility for conducting procurement in accordance with applicable requirements.

Key Components of the Public Procurement Act

1. Establishment of Regulatory Institutions: The Public Procurement Act provides for institutional structures responsible for regulating and overseeing public procurement. The Bureau of Public Procurement plays an important role in developing procurement standards, monitoring compliance, issuing guidelines, and supporting professionalisation. Effective regulatory institutions are essential because procurement rules cannot produce intended outcomes without adequate monitoring, enforcement, and institutional capacity.

2. Fundamental Procurement Principles: The Act establishes principles relating to transparency, competition, accountability, fairness, procurement planning, budgetary provision, and value for money. These principles are consistent with contemporary international procurement governance, which emphasises transparency, integrity, access, efficiency, risk management, accountability, and integration across the procurement lifecycle (OECD, 2025).

3. Procurement Methods: Nigerian public procurement regulations provide different methods for acquiring goods, works, and services, with competitive tendering generally serving as the principal

mechanism for promoting competition. Alternative methods may be used under specified circumstances and should be supported by appropriate justification and controls. International procurement guidance similarly recommends clear rules governing the selection of procurement methods and stronger transparency and controls when competitive procedures are not used (OECD, 2025).

4. Ethical Standards and Integrity: Procurement officials and other participants are expected to perform their responsibilities with integrity, impartiality, transparency, and accountability. Effective integrity controls should address conflicts of interest, fraud, bribery, collusion, and undue influence. This is particularly significant in Nigeria, where procurement-related corruption continues to undermine public spending effectiveness and the delivery of public goods and services (Hoffmann, 2024).

Regulatory Framework

1. Bureau of Public Procurement (BPP): The BPP is a major federal institution responsible for procurement regulation, monitoring, professional guidance, and the promotion of compliance with public procurement requirements. Its functions contribute to standardisation and the strengthening of procurement governance.

2. National Council on Public Procurement: The Public Procurement Act provides for the National Council on Public Procurement as an important component of the federal procurement regulatory architecture. Its functions include consideration of procurement policy and applicable monetary and prior-review thresholds. The effectiveness of procurement governance, however, depends not merely on formal institutional arrangements but also on their actual operationalisation and enforcement.

3. State and Local Government Procurement Systems: Although the federal Public Procurement Act principally governs federal procurement, several Nigerian states have developed their own procurement laws and institutions. This creates a multilayered procurement environment in which the quality of procurement governance may vary across jurisdictions. Recent evidence indicates that fragmentation across states has been one of the factors complicating the implementation of coherent procurement reforms in Nigeria (Adeniran & Raifu, 2024).

Challenges and Limitations

1. Inadequate Implementation and Enforcement: A major challenge is the gap between formal procurement rules and their practical implementation. Although Nigeria has established a legal framework for public procurement, weaknesses in enforcement, institutional coordination, political commitment, and monitoring can reduce its effectiveness. Adeniran and Raifu (2024) observe that incomplete implementation and institutional fragmentation have constrained the impact of procurement reforms in Nigeria.

2. Corruption and Political Interference: Corruption remains one of the major threats to effective procurement and contract management. Procurement and contracting processes may be exposed to bribery, favouritism, collusion, conflicts of interest, and political interference. These practices can distort supplier selection, inflate costs, reduce competition, and compromise project quality. Recent evidence continues to identify procurement-related corruption as an important constraint on Nigeria's public spending effectiveness (Hoffmann, 2024).

3. Limited Professional and Institutional Capacity: Effective procurement requires competent personnel with knowledge of procurement law, contract management, financial controls, risk management, negotiation, technology, and supplier performance assessment. Capacity gaps can contribute to procedural errors, weak documentation, ineffective monitoring, and poor contract

administration. Professionalisation and continuous training are therefore essential components of procurement reform (OECD, 2025).

4. Insufficient Transparency and Procurement Data: Limited availability, accessibility, timeliness, and integration of procurement information can weaken oversight and accountability. Although digital platforms and disclosure initiatives have improved access to some procurement information, Nigeria continues to face challenges in providing comprehensive and timely procurement data throughout the procurement lifecycle. Greater integration of procurement, contract, expenditure, and performance information would strengthen monitoring and evidence-based decision-making (Adeniran & Raifu, 2024; OECD, 2025).

5. Incomplete Digital Transformation: Digitalisation offers considerable opportunities for improving procurement efficiency and transparency, but its benefits depend on interoperability, data quality, cybersecurity, user capacity, and integration across the entire procurement lifecycle. The OECD (2025) stresses that digital transformation should cover pre-tendering, tendering, contract management, invoicing, and related public-finance processes rather than simply converting individual paper-based procedures into electronic formats.

Conclusion

Procurement and contract management constitute essential mechanisms for promoting organisational efficiency, accountability, transparency, and value for money. Effective procurement enables institutions to obtain appropriate goods, works, and services at the required quality, cost, and time, while effective contract management ensures that suppliers and contractors fulfil agreed obligations and that contractual performance is properly monitored. Although Nigeria has established legal, regulatory, and institutional mechanisms for public procurement, persistent challenges including corruption, inadequate supervision, weak enforcement, limited professional capacity, and poor contract administration continue to undermine procurement outcomes. Nevertheless, the increasing adoption of digital procurement systems, data-driven monitoring, lifecycle contract management, and sustainable procurement provides significant opportunities to strengthen transparency, efficiency, risk control, and public value. Consequently, improving procurement and contract management requires an integrated approach that combines regulatory enforcement, professional competence, technological innovation, effective risk management, ethical conduct, and continuous performance monitoring.

Recommendations

Based on the above, discussion the following recommendations were made;

1. Government and procurement regulatory institutions should improve enforcement of procurement laws and regulations through effective compliance monitoring, transparent review mechanisms, timely investigations, and appropriate sanctions for violations.
2. Public institutions should provide continuous professional development for procurement and contract-management personnel in procurement law, contract administration, negotiation, risk management, digital procurement, ethics, and performance monitoring.
3. Public organisations should expand the use of integrated e-procurement and digital contract-management systems to automate procurement processes, improve data accessibility, strengthen audit trails, reduce manual interference, and enhance transparency.
4. Procuring entities should integrate systematic risk identification, assessment, allocation, monitoring, and mitigation into procurement planning, supplier selection, contract implementation, and contract close-out.

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