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Abstract

Despite the strategic importance of public procurement as a tool for promoting economic growth and national development, Nigeria still faces significant challenges in maximising the benefits of its procurement processes. The lack of widespread adoption of digital procurement tools, limited training for procurement personnel, and insufficient monitoring and evaluation frameworks continue to stymie efforts to use procurement as a tool for national development. As a result, there is an urgent need to investigate the relationship between economic growth and public procurement in Nigeria, identify existing gaps, and propose actionable solutions to enhance the system's effectiveness and developmental impact.

Because of the nature of the studies, a qualitative method based on literature is used. The method entails conducting a comparative examination of scientific literature. The finding has shown that procurement in Nigeria has the ability to improve the growth of the economy, but its success has been hindered by lack of capacity, institutional flaws, and corruption. However, while implementation of digitisation is an important step, a long-term way forward needs general reforms which could address both political-institutional and technical barriers. The study recommends that procurement enforcement and regulation should be strengthened through collaborative efforts between the Bureau of Public Procurement (BPP) and anti-corruption agencies to address the challenges of procurement in the country.

Keywords: Corruption, Development, Economic Growth, Public Procurement, Nigeria.

Introduction

Public procurement is the process by which governments acquire goods, services, and works from private-sector companies (Siyal&Xin, 2020; Fazekas, M., & Blum, 2021; Manyathi et al., 2021). According to Ifejika (2020) in Nigeria, public procurement accounts for more than 70% of total public expenditure. Strategic use of public procurement can boost economic growth by encouraging infrastructure development, stimulating local industries, and creating job opportunities (Ambe, 2019; Zabala-Iturriagoitia, 2022).

On the aspect of economy, according to the World Bank, Nigeria has the largest economy in Africa, with a GDP of \$470 billion, driven majorly by oil, agriculture, and services (Ikeanyionw et al., 2023). Though the economy is majorly propelled by oil, service sectors such as telecommunication, entertainment, and finance also play a major role in the growth of Nigeria (Usman, 2022; ADEBISI, 2024). In spite of the large resources at their disposal, the country is still faced with many challenges like poor infrastructure, lack of employment, and inflation, among many others. Over the past two decades, the Nigerian government has been trying to diversify the economy through different forms of reform programmes (Usman, 2020; Akanle & Shittu, 2022). Among the programmes are public sector reforms, mostly in procurement, which have been more critical in order to increase efficiency and encourage transparency in the area of public spending.

Public procurement contributes to the growth of the economy by improving healthcare, education, and infrastructural development (Ambe, 2019; Manu et al., 2022). Take, for instance, a programme of the

federal government like the Federal Government's National Social Investment Programme (NSIP), which adopts procurement to create programmes that make provisions of a social safety net, school meals and job creation available (Oyewo, 2021). Moreover, contracts from the government have improved various sectors like agriculture, construction, and ICT by directing public funds to local businesses. However, issues like lack of compliance with laws of procurement, corruption, and bureaucratic bottlenecks usually hinder optimal results (Mkhize et al. 2022). This paper investigates the relationship between economic growth and public government procurement in Nigeria, highlighting current trends, challenges, and future prospects.

Statement of problem

Despite the strategic importance of public government procurement as a tool for promoting economic growth and national development, Nigeria still faces significant challenges in maximising the benefits of its procurement processes. Public procurement accounts for a significant portion of government spending over 70% of the national budget but inefficiencies, corruption, weak institutional capacity, and noncompliance with legal frameworks limit its ability to drive economic transformation (Ambe, 2019; Zabala-Iturriagoitia, 2022).

In spite of the Nigeria large economy, the country is still faced with many challenges like poor infrastructure, lack of employment, and inflation, among many others. The continuity of this issue despite large amount of money spend by government, show inappropriate between public spending through procurement and actual outcome of economic. This disparity raises serious concerns about the effectiveness of procurement practices and their alignment with the larger goals of economic growth and development.

Moreover, while the Public Procurement Act of 2007 was passed to ensure transparency, competition, and value for money in public spending, many Ministries, Departments, and Agencies (MDAs) continue to operate in ways that violate the spirit of the law. Reports of political interference, inflation of contracts, lax oversight mechanisms, political interference, and ghost projects are common, undermining public trust in the procurement system (Masoud, 2023).

Furthermore, the lack of widespread adoption of digital procurement tools, limited training for procurement personnel, and insufficient monitoring and evaluation frameworks continue to stymie efforts to use procurement as a tool for national development. As a result, there is an urgent need to investigate the relationship between economic growth and public procurement in Nigeria, identify existing gaps, and propose actionable solutions to enhance the system's effectiveness and developmental impact.

Objectives of the Study

1. To analyze the relationship between activities of public procurement and development of economic in Nigeria.
2. To assess how effective recent reforms in improving procurement efficiency and transparency.
3. To identify the key bottlenecks and challenges that is affecting the procurement process.
4. To propose recommendations of policy for improving the contribution of public procurement to national economic growth.

Literature Review

Conceptual Clarification

Public Procurement

Public procurement simply means the way by which government agencies and public sectors acquire goods and services or properties from any private supplier. It is critical in ensuring transparency, accountability, and efficiency in the administration of public funds (Komakech, 2016; Siyal & Xin, 2020). Research from the OECD (2017) indicates that public procurement is about 12% to 20% of the GDP of some developing countries, and it has also been proven that most of them set their public policies and procedures based on this and that it has become standard for achieving development objectives (Panya. et al., 2023). The process of achieving this is always come with stringent regulations in order to prevent corruption and ensure fairness, but these regulations can also lead to inefficiencies (Mugellin, 2021).

In the early literature, procurement was viewed as a simple transactional process; however, more recent research has recognised its strategic importance (Rokkan & Haugland, 2022). Public procurement is now seen as one of the major tools of accomplishing objectives of public policy like social inclusion, development of economic, and sustainability of environment (Manta, 2022). This is also supported by Zabala-Iturriagoitia (2022) which indicate that procurement decisions can have an impact on local economies, improve innovation, and help achieve larger government goals. Most research has been focused on the importance of government public procurement. According to Kohler & Dimancesco (2020), studies stress the need to regulate procurement and the legal framework to ensure transparency and reduction in corruption. However, excessive bureaucracy and overly complex procedures have been chastised for causing project delays and cost increases (Karimi et al., 2020). As a result, scholars have advocated for process simplification to improve the efficiency and effectiveness of procurement practices (Basiru et al., 2023). Furthermore, the use of technology in public procurement, such as e-procurement systems, has been shown to increase transparency, lower costs, and make contract management easier (Fazekas & Blum, 2021). However, many jurisdictions continue to face significant challenges, such as cybersecurity threats and resistance to technological change (Bechara & Schuch, 2021).

Economic Growth

Economic growth which is the increase in country goods and services output, is the major focus of Macroeconomic analysis. Traditional growth models, such as the Solow-Swan model, emphasise capital accumulation, labour force growth, and technological advancement as the primary drivers of long-term growth (Webb, 2024). This model indicates that economies will come to a steady state, having diminishing returns on capital. This stress on the need for long-term innovation for sustainable growth. Endogenous growth theories, developed in the 1980s and 1990s, contend that internal factors such as human capital, innovation, and knowledge spillovers are the primary drivers of economic growth (Roberts & Setterfield, 2007). These models suggest that investments in education, research and development (R&D), and institutions can result in long-term increases in productivity and output that are not limited by diminishing returns.

Empirical studies support the notion that institutional quality, governance, and political stability have a significant impact on growth outcomes (Poniatowicz et al., 2020). Efficient and proper resource allocation, technological development and investment are promoted by strong institutions. In addition, free trading and globalisation are directly connected to greater growth rates in that they help in facilitating access to markets and the transfer of technology (Perraton, 2019). Recent literature indicates the key significance of inclusive growth; stress how equality of growth distribution is important for the improvement of long-term sustainability (Labeque & Sanaullah, 2019). Another important area that must be taken into account is environmental sustainability, most scholars contended that ecological challenges must be taken into account by the growth strategies and green technologies must be encouraged (Söderholm, 2020).

To summarise, the literature on economic growth has shifted from focussing solely on capital and labour to including knowledge, institutions, and sustainability. Contemporary research continues to look into how policy choices and global dynamics influence growth trajectories.

Conceptual Framework

The conceptual and theoretical basis of this study draw on the premise that good governance of public procurement positively impacts economic growth by encouraging competitiveness, transparency, accountability and efficiency in public resource management (Abbey et al., 2023). Public procurement governance is the independent variable while economic growth is the dependent variable. It is believed that good governance in public procurement decreases the level of corruption, boosts the quality of public spending, expands infrastructure development and service provision, thereby resulting in higher economic growth.

Public procurement governance is the policies, institutional arrangements, law and administration that govern the acquisition of goods, works and services by Governmental entities (Adekoya 2024).

Procurement governance principles are realised by five elements of good governance: transparency, accountability, competition, regulatory compliance and procurement efficiency (OECD, 2019). Transparency implies openness in the procurement processes and access to procurement information. Accountability fosters responsibility and answerability of procurement officers and contractors. It complements a competitive bidding process, which helps ensure good supplier participation, thereby increasing the value of money. Regulatory compliance is about public procurement laws and procedures, and procurement efficiency is all about public works that are delivered in time and at reasonable costs.

The term economic growth—dependent variable—in this context is defined as the sustained improvement of a country's productive capacity and output, typically expressed in regards to gross domestic product (GDP) growth, infrastructure building, job creation, investment attraction, and the delivery of public services (World Bank, 2024). The study goes on to state that improved procurement governance will help improve the efficiency of public spending, cut down on wastage of resources, limit corruption losses and boost the effectiveness of government investments in critical areas of the economy.

There is a direct and indirect relationship between the variables. Good procurement governance will increase transparency and accountability, thereby limiting opportunities for corruption and contract inflation. Less corruption gives rise to more efficient allocation of public resources and better project implementation. The benefits of greater efficiency and good project delivery for infrastructure include better public services, better investor confidence and greater economic growth. However, a poor governance framework in procurement can give rise to procurement fraud, project cancellation, budget overruns, and poorly allocated public investments, which can hinder economic development.

The findings of the study implies that improved public procurement governance contributes to Nigeria's economic growth through the intervening variable of lower level of corruption, effective public expenditure management and improved infrastructure development.

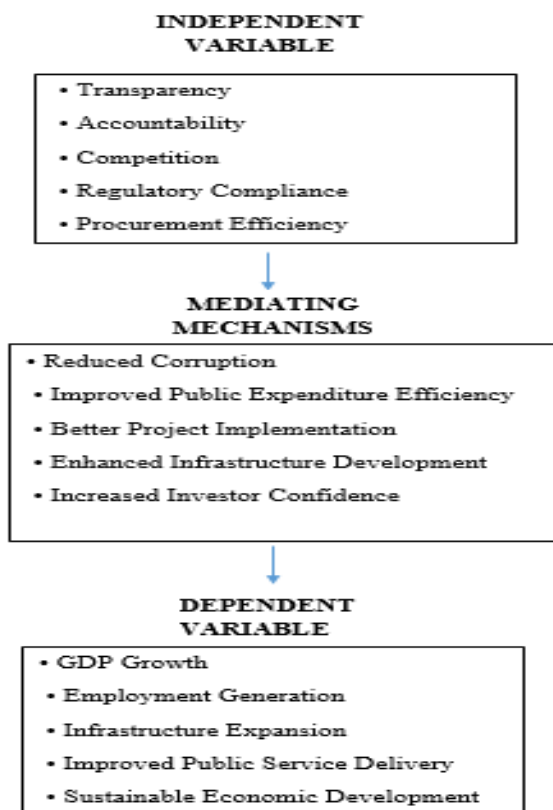


Figure 1: Conceptual Framework Linking Government Procurement to Economic Growth in Nigeria

Source: Adapted from Romer (1994), Thai (2001), and contextualized for Nigeria

Theoretical review

The theory employed in this study is endogenous growth theory, which stresses the significance of internal factors like the development of human capital, innovation, and the effectiveness of government policies in facilitating long-term growth of the economy (Arjun et al., 2020). This theory, unlike exogenous theory that connects the growth of economics with external advance technologies, shows how the intervention of policies can have an impact on the development outcome and the productivity.

In Nigeria, public procurement is a critical policy tool that the government uses to stimulate economic activity, support domestic industries, and promote infrastructure development. According to Manta et al. (2022), public procurement is not only a means of acquiring goods and services, but also a strategic tool for achieving macroeconomic and social goals. The Public Procurement Act of 2007, which created the Bureau of Public Procurement (BPP), was intended to improve transparency, efficiency, and value for money in public contracting. This is consistent with the principles of endogenous growth theory because it promotes good governance and institutional capacity, which are key drivers of long-term growth (Rijal et al., 2023). The foundation of this was supported by the executive Order 003, issued in 2017 which mandate all ministries, departments, and agencies (MDAs) to first take into consideration local contents in their procurements processes. This policy is consistent with the endogenous view that government spending can improve domestic production and technological learning (Anzoategui et al., 2019).

In spite of these efforts, challenges like weak enforcement, fraud, and capacity constraints limit the full realisation of procurement's potential in Nigeria (Alonge, 2023). Nonetheless, within the context of endogenous growth theory, government procurement continues to be a powerful lever for equitable and sustainable economic development, especially when embedded in broader policy reforms.

Empirical evidence

Public procurement is an important share of the government's spending and has an important role in economic development (Manta et al., 2022). The corruption and inefficiencies in procurement are widespread in Nigeria and continue to jeopardize the effectiveness of public spending. Financial crime and procurement corruption are estimated to be up to \$ 18 billion lost yearly, which translates to fewer resources for health, education, and other infrastructure (Chatham House, 2024). These losses are a major loss to the economy and a reminder of the importance of accountability and transparency in procurement systems if procurement governance is weak.

The importance of procurement governance for economic growth is also reflected in budgetary evidence. Public expenditure on Nigeria's GDP is one of the lowest in the world, with a range of 11.8% in the year 2016 to about 12.1% in the year 2020, and there is an estimated shortage of infrastructure of more than US\$3 trillion (Chatham House, 2024). Poor procurement process inefficiencies have an outsized effect on development outcomes, particularly with constrained budget resources. There is therefore an opportunity to make gains to increase the value for money and improve the use of public funds through improving procurement planning, contract management and monitoring.

Indicators of corruption also offer empirical evidence for the concern on the issue of procurement governance. Nigeria scored 26 points out of a possible 100 in the 2024 Corruption Perceptions Index (CPI) by Transparency International, placing the country at 140th place out of 180 countries, and highlighting persistent weakened integrity in the public-sector (Transparency International, 2025). This is an improvement on what was recorded in Nigeria in 2023 which was 25, but remains among the nations with high level of corruption. The low CPI score indicates that the government is still weak in its governance practice — a trait that is common in public procurement — which may hinder economic growth.

Comparative procurement performance indicators also point to governance issues. According to survey evidence, 73.9% of Nigerians believe that procurement officers are likely to grossly overestimate the budget of the projects they are handling for personal gains while 77.6% believe contractors are likely to misappropriate public funds during project implementation phase (Chatham House, 2024). These

perceptions are corrosive of trust and indicate shortcomings in accountability systems. Countries that have more effective public sector procurement governance tend to achieve higher levels of procurement efficiency, lower corruption risks and better public service delivery, whereas those countries whose public sector procurement is less effective tend to experience the opposite outcomes (OECD 2019).

Together, all of these empirical results show that procurement governance is a much more than an administrative issue and has an important economic impact. An improved transparency, accountability, competition and oversight in the Nigerian procurement system could minimize losses from corruption, enhance budgetary efficiency and foster sustainable economic development.

Indicator	Nigeria	Source
Annual procurement losses to corruption	US\$18 billion	Chatham House (2024)
Public expenditure as % of GDP (2016–2020)	11.8%	Chatham House (2024)
Corruption Perceptions Index Score (2024)	26/100	Transparency International (2025)
CPI Rank (2024)	140/180 countries	Transparency International (2025)
Citizens believing procurement officials inflate contracts	73.9%	Chatham House (2024)
Citizens believing contractors divert funds	77.6%	Chatham House (2024)

Table 1: empirical evidence

Public Procurement and Economic Development

Public procurement is important to the development of the economy because it allows the government to be able to distribute resources more efficiently, encourage innovation, and support local industries. Procurement was defined by Kakwezi & Nyeko (2019) as a process more than just a purchasing function; it is also a strategic tool for advancing national development goals. James (2023) contended that when a procurement system is properly prepare, it can minimise fraud, improve delivery of service, and promote competition.

Also, according to Windapo (2020), procurement can be used to achieve social and economic goals such as job creation, skill development, and support for small and medium-sized businesses (SMEs). Effective procurement policies have been linked to infrastructure growth and industrial development in developing countries such as Nigeria, though implementation challenges continue (Asuquo et al., 2021).

In Nigeria, public procurement accounts for a significant part of the budget—more than 70% in some fiscal years (PPDC, 2011). The spending of government on social infrastructure like roads and electricity and areas like education and health through procurement processes contributes to general development of infrastructure and job creation, however they is a weakness between the expenditure and economic output as a result of leakages, poor implementation, and mismanagement.

In general, the literature show that when procurement is in line with policy priorities and managed transparently, can greatly contribute to long-term economic development.

Challenges of Public Procurement in Nigeria

The effectiveness of public procurement in Nigeria to function as a tools for economic growth is faced with several challenges. Despite the passage of the Public Procurement Act of 2007 and the formation of the Bureau of Public Procurement (BPP) to improve transparency and accountability, implementation remains difficult (BPP, 2007). One of the major challenges of procurement is corruption, research indicate that several procurement processes are often been manipulated for the purpose of political or personal gain (PPDC, 2022).Rashied et al.(2024) claims that inefficiencies and waste in public spending are caused by weak institutional capacity, a lack of transparency, and limited stakeholder oversight. In the same vein, studies from Moon (2020) indicate that delay in the execution of project, poor management of contract, and failure to comply with rules of procurement are ongoing issues. Furthermore, inadequate procurement officer training and resistance to reform continue to limit procurement's potential as a development tool (Panya & Awuor, 2023). These challenges erode public trust and reduce the economic value of government investments.

Public Procurement Reforms and Innovations

Reform of public procurement and innovation has become an important aspect of present governance, with the aim of introducing accountability, transparency, and efficiency into the use of public resources. In the past two decades, most country have implement procurement reform, especially in the developing country, this implementation is to address the irregularities in the system and to align it with the best global practices (Fazekas & Blum, 2021).

One of the most significant innovations in this field is the use of e-procurement systems, which have transformed the procurement process by reducing human discretion, increasing competition, and combating corruption (Mackey & Cuomo, 2020). E-procurement platforms improve transparency by providing open access to tender opportunities and contract information, which boosts public trust and supplier participation (Fazekas & Blum, 2021).

In addition to digital innovations, legal and institutional reforms were necessary. Many countries, including Nigeria, have implemented legislative frameworks such as the Public Procurement Act of 2007, which created regulatory bodies such as the Bureau of Public Procurement (BPP) to oversee and professionalise procurement activities. These reforms aim to improve compliance, fairness, and value for money in public procurement (JOHN & CINJEL, 2021).

While reforms and innovations have generally improved procurement systems, their effectiveness is heavily dependent on institutional capacity, political will, and consistent enforcement. According to Panya & Awuor (2023), challenges such as inadequate monitoring mechanisms, a lack of technical expertise, and resistance to change frequently impede the full implementation of procurement reforms, particularly in developing countries.

More also, recent literature stresses the need for sustainability and all-inclusive procurement innovations that put into consideration social and environmental goals into the procurement practices (Kahupi et al, 2021). These emerging trends reflect a shift away from a narrow economic focus and towards a more comprehensive approach aligned with sustainable development goals (Salvia et al., 2019).

Knowledge Gap

Though previous studies were able to look into different aspects of public procurement, only a few have been able to carry out a comprehensive view that can connect procurement practices with the outcome of economy in Nigeria, particularly with recent developments like e-procurement and digital governance. This study aims to close the gap by conducting an integrated analysis of procurement growth and its implications for the Nigerian economy.

Methodology

This study used a qualitative research design that was implemented using systematic literature review and content analysis techniques to analyze the relationship between public procurement governance and economic growth in Nigeria (Cordery & McConville, 2022). A systematic review approach was deemed to be suitable because it allows a thorough search, identification, evaluation and synthesis of existing evidence on a research field which increases transparency and decreases selection bias (Agarwal et al., 2025). The data were gathered solely from secondary sources such as peer reviewed journal articles, government reports, policy documents, conference papers and publications by international development organisations. The relevant literature was retrieved using systematic literature search in the online academic databases including Google Scholar, ScienceDirect and ResearchGate. The remainder were taken from various institutions, such as the World Bank, the Organisation for Economic Co-operation and Development and the African Development Bank, among others.

A keyword and Boolean-based search strategy was used, with some of the search terms used being public procurement governance, procurement reform, procurement transparency, economic growth and Nigeria. Only publications from 2007 – 2025 were considered, as the Nigerian Public Procurement Act of 2007

came into effect. Predefined inclusion and exclusion criteria was used to keep the results relevant and of good quality. Those documents dealing with public procurement governance, public procurement reforms, accountability, transparency, efficiency and corruption in the Nigerian public sector and relating to their implications for economic development were included. Only publications in English that contained empirical or theoretical evidence were kept. Only those studies that dealt solely with private sector procurement, opinion pieces, newspaper articles or duplicated copies of records were included.

Document selection process was systematic screening. During the first search 186 records were found, and 34 duplicates were eliminated. The remaining 152 documents were identified based on the titles/abstracts and 78 documents were excluded from the study due to lack of match to the study objectives. A full-text analysis of 74 documents was then carried out, which resulted in the exclusion of 29 further documents because of either a lack of relevance or insufficient empirical evidence. For this reason, 45 documents were kept, including 28 peer-reviewed journal articles, 7 government policy documents, 5 international development reports, 3 doctoral theses and 2 conference papers.

A review matrix was developed to capture the data pertaining to the study objectives, methodologies, key findings, dimensions of procurement governance, and economic growth outcomes. The information obtained was then analysed theatrically based on the methods described by Braun and Clarke (2006). The analysis included multiple readings of the selected documents, initial coding of relevant concepts, clustering of related codes into categories, and the creation of themes or overarching concepts. During this process five key themes emerged: the evolution of procurement practice, the role of procurement in economic growth, systemic challenges and the impact of procurement reforms.

Content analysis was conducted in a systematic manner with open coding, axial coding and selective coding (Kyngäs, 2019). Open coding was used to identify important statements and to assign initial codes, and axial coding was used to cluster together related concepts into larger categories. Selective Coding was then employed to reduce these categories to themes that clarified the influence of Procurement Governance on economic growth outcomes. The credibility and reliability of the findings were reinforced by triangulating the types of documents, as well as by repeatedly reviewing the themes for consistency and coherence (Krippendorff, 2019). Ethical approval was not required for this study because only publically available secondary data was used, but all publically available secondary data was properly cited to ensure academic integrity.

Findings and Results

In this section thematic analysis will be conducted on the literature to identify patterns and evidence that is related to the expansion of public procurement in Nigeria and its impact on economic development. The analysis is organised around four major themes: the evolution of procurement practices, the role of procurement in economic growth, systemic challenges, and the impact of reforms.

Evolution and Expansion of Public Procurement in Nigeria

The Nigerian public procurement system has changed dramatically over the last two decades, particularly since the implementation of the Public Procurement Act (PPA) of 2007 and the formation of the Bureau of Public Procurement (BPP).

According to Ifejika (2020); Ifejika (2024); Fagbadebo & Mbada (2021), prior to the Act, procurement in Nigeria lacked transparency and was highly susceptible to abuse. After the PPA (2007) and BPP, they have been structure in the regulation of procurement, with the BPP acting as a watchdog over MDAs.

According to BPP (2025), procurement activities account for more than 60% of the national budget each year, highlighting the importance of public procurement as a strategic development tool.

The role of public procurement in economic development

Several studies have confirmed the ability of public procurement to stimulate economic growth:

- Research from different studies indicate that public infrastructure investment directly correlates with GDP growth, as it promotes capital formation and job creation through procurement (Azolibe et al., 2020; Ojo, 2020; Asuquo et al., 2021; Adeosun et al., 2021).

- Alignment of procurement with national development plans benefits key areas such as education, construction, and healthcare (Ezenwaka et al., 2022; Onwujekwe et al., 2022; Imoni et al., 2023)
- Research indicate that efficient procurement in the areas of power and transport sectors in Nigeria can improve service delivery and increased the productivity of the economic (World Bank, 2025; Ochei & Mamudu, 2020; Maduekeh et al., 2022; Umoh & Effiong, 2024)

Despite these advantages, procurement's impact on growth remains suboptimal due to issues like fund misappropriation and political interference.

Challenges Undermining Procurement Efficiency

There is evidence from literature that systemic challenges continue to reduce the ability of procurement to implement growth.

Corruption

According to the Economic and Financial Crimes Commission (EFCC, 2022), procurement fraud is one of the most common financial crimes in Nigeria (Onje, 2025). In 2022, Transparency International ranked Nigeria low in the Corruption Perceptions Index, citing public contract irregularities as a major issue (Okafor et al., 2024). Also, non-competitive bidding or inflated pricing often result in lower contract values (Wallis, 2020). According to Titl & Geys, 2019), procurement is often politicised during election periods, with politicians awarding contracts to allies or for political gain over economic logic.

Weak Institutional Capacity

According to Kanu & Anthony (2021) and BPP (2025), most MDAs lack skilful procurement professionals. Another issues is inadequate training and poor record-keeping which have prevent effective contract execution and monitoring (Mugecha & Ndeto, 2024).

All these practice hinders fair competition and leads to inefficiency.

Reforms and Initiatives

Digital Transformation and E-Procurement

The aim of introducing E-procurement is to reduce manual processes and increase transparency. According to Chinedu (2021); Adedokun et al. (2023), implementation is still limited to a few federal institutions, as many MDAs lack the necessary infrastructure or willingness to transition.

Local Content Policy

Nigeria has implemented local content rules to support indigenous companies in procurement processes, particularly in oil and gas (Adedokun et al., 2023). Marks & Baird (2025) found that enforcement of these policies is inconsistent and often overridden by elite interests.

Comparison with Other Countries

When compare with procurement in Nigeria with other country like Ghana, Kenya, and Rwanada, finding show that Nigeria is still lag behind in term of audit practices, automation, and stakeholder engagement.

- Rwander was praised by OECD (2025) for reducing corruption in the procurement through the use of e-platform and involvement of citizen.
- Slow adoption of these models by Nigeria limit competitiveness and prevent foreign direct investment (FDI) (Akinola & Ohonba, 2024)

Summary of the findings

The summary of the findings indicates that there is a positive link between procurement and economic growth, particularly in infrastructure sectors. Two, in terms of major challenges, findings show that poor monitoring, political interference, corruption, and a lack of capacity are preventing Nigerian procurement from having a positive economic impact. Third, the findings indicate that BPP oversight, the Public Procurement Act (2007), and e-procurement are major reforms in Nigerian procurement. Furthermore,

the findings reveal a lack of e-procurement, inconsistent application, and weak enforcement in Nigeria's procurement processes. Finally, in terms of international standards, Nigeria lags behind peer countries in procurement innovation and transparency.

Discussion

The findings suggest that increased public procurement is viewed as the foundation for economic growth and development (Egunjobi, 2013; Aigheyisi & Edore, 2015; Ibidapo-Obe, 2020; Ebekozi et al., 2023; ADEKOYA, 2024). The World Bank (2024) supports this finding, stating that public procurement accounts for up to 15% of developing economies' GDP. This shows the ability of public procurement to enhance transparency, stimulate growth, and improve service delivery. Studies from Abuselidze & Beridze (2020) agree with this by indicating that public procurement plays a critical role in influencing the GDP and acts as a factor that speeds up the economy and business as a whole. More also, the finding is consistent with NIGP (2025), which highlighted the economic benefits of procurement as increasing competition and lowering market prices, assisting in the development of sustainable business models through a circular economy, procuring energy-efficient goods, and saving money in the long run, thereby simplifying end-of-life recycling.

The finding shows that in Nigeria, procurement plays an important role in infrastructure development, creation of employment, and the delivery of goods and services. Notwithstanding, in spite of this positive outcome of procurement, its functionality and effectiveness are hindered by several structural and operational challenges. According to findings, major procurement challenges in Nigeria include poor monitoring, political interference, corruption, and insufficient capacity (Onje, 2025). These are consistent with those of Ebekozi et al. (2023), who identified procurement challenges in Nigeria's infrastructure development as mismanagement of public funds, corruption, unbridled politicking, and incompetence of tender boards, collusion/price fixing/cartel formation/bid-rigging, lack of professionalism, embezzlement, lack of patriotism to national service, and a lack of government procurement capacity.

One of the major problems with successful procurement in Nigeria is the weak institutional framework. Though the Public Procurement Act of 2007 was designed to establish transparency and competition, its implementation has been hampered by continued political interference, poor enforcement, and inadequate capacity (Enweremadu & Ifejika, 2017). These issues have added to procurement, lack of value for money, and inflated costs, which mostly limit the performance of the economy.

This is in agreement with public choice theory, which suggests that individuals in the public sector, including politicians and bureaucrats, use to act in self-interest instead of acting for the public good (Self, 2021). According to research, Nigeria's procurement procedures have frequently been manipulated for political or personal gain, resulting in inefficient allocations and corruption (Onwujekwe & Agwu, 2022). Public officials may prioritise crony contracts or demand bribes, eroding trust and distorting the intended benefits of procurement reforms.

In the same vein, Institutional Theory stresses that in order to have desirable outcomes, the function of organisation in the framework of both formal and informal rules needs to be strong and enforced (Amenta & Ramsey, 2010). In Nigeria, inconsistent in applying procurement law and lack of accountability have crippled the strength to enforce compliance of it, and informal norms (such as patronage and favouritism) frequently trump formal procedures (Ibidapo-Obe, 2020). This further weakens procurement systems and reduces their development impact.

Digitisation provides a promising opportunity for reform. Electronics procurement systems can increase transparency, reduce human discretion, and combat corruption (OECD, 2018). Countries such as South Korea and Chile have shown that e-procurement significantly reduces transaction costs while increasing efficiency (Mélou and Spruk, 2020). Nigeria is gradually moving in this direction due to positive initiatives such as a lack of infrastructure, inability to adapt to change, and technical capacity issues (Olaseni & Alade, 2012).

Some scholars, however, argue that focusing on institutional and technical reforms risks overlooking deeper sociopolitical realities. Studies by Andrews (2013) show that in the developing countries, reform models normally fail due to the inability to recognize the need for path dependency, local contexts, and power dynamics. Thus, simply implementing new technologies or rules may not be enough without

broader governance and political economy reforms. Furthermore, assuming that digitization will solve all procurement problems may be overly optimistic if the underlying incentive structures and enforcement mechanisms remain flawed (Makarenkov, 2024).

In summary, though the findings have shown that procurement in Nigeria has the ability to improve the growth of the economy, its success has been hindered by lack of capacity, institutional flaws, and corruption. More insight is provided into this by Institutional Theories and Public Choice. However, while implementation of digitization is an important step, long-term way forward needs general reforms which could address both political-institutional and technical barriers.

Conclusion and Recommendations

The result of this finding shows that procurement in Nigeria has an ability to drive economic growth, mostly in the areas of education sectors, infrastructure, and healthcare. However, procurement effectiveness has been hampered by several challenges like weak institutional capacity, corruption, and political interference. In spite of the reform, like the development of e-procurement platforms and the Public Procurement Act of 2007 introduced into the procurement process, Nigeria is still faced with different obstacles in getting the full benefit of procurement.

The finding from this research has shown that though legal frameworks are available to help efficiency and transparency in procurement, their implementation is inconsistent, and the inefficient culture and corruption continue in public institutions.

Recommendations

Based on the findings and the analysis from different literatures, the following recommendations are suggested:

- Procurement enforcement and regulation should be strengthened through collaborative effort between the Bureau of Public Procurement (BPP) and anti-corruption agencies.
- Increase the expansion of electronic procurement all through MDAs to minimise human discretion and increase transparency.
- Provide support for indigenous contractors and promote local content policies

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