

Towards Transparency and Efficiency: Assessing Public Procurement in Sub-Saharan Africa vis-à-vis Global Best Practices

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Abstract

Public procurement plays a pivotal role in government operations and socio-economic development, particularly in regions like Sub-Saharan Africa (SSA). The study assessed public procurement practices in Sub-Saharan Africa using global best practices as parameters. It utilized cross-country time series data from World Bank Group and Transparency International for 30 Sub-Saharan African countries spanning 11 years with a focus on procurement steps, time efficiency, e-procurement adoption, legal/regulatory frameworks, and Corruption Perception Index (CPI). Data collected were analysed using percentages and a one-sample *t*-test. Although the findings showed no significant difference between the procurement practice performance in SSA and the global average in the overall analysis, specific indices analysis revealed that while Sub-Saharan African countries performed above global averages in procurement steps and legal/regulatory frameworks, they lag significantly in e-procurement

adoption and corruption control, which hampered procurement outcomes. This study provides insights into key challenges and opportunities for improving public procurement in Sub-Saharan Africa, emphasizing the need for comprehensive reforms to enhance transparency, efficiency, and governance.

Keywords: Public, Procurement, Transparency, Efficiency, Best Practice

Introduction

Public procurement is a vital process that underpins government operations worldwide, encompassing the acquisition of goods, services, and infrastructure projects essential for public service delivery. The importance of public procurement cannot be overstated, particularly in a region like Sub-Saharan Africa, where government spending and investment decisions significantly impact socio-economic development. Effective public procurement processes ensure value for money, promote fair competition among suppliers and contribute to sustainable economic growth and development. However, achieving these objectives requires a robust framework guided by transparency, accountability, and efficiency.

Transparency and efficiency are fundamental principles that reinforce successful public procurement practices globally. Transparent processes ensure openness, accountability, and public trust, while efficient procedures optimize resource utilization and prevent wastage. In Sub-Saharan Africa, the integration of these principles into procurement systems has been a focal point for reform efforts aimed at improving governance, reducing corruption, and enhancing service delivery outcomes.

Despite efforts to improve public procurement, challenges persist in Sub-Saharan Africa, impacting the region's procurement landscape and outcomes. Corruption remains a significant concern, leading to inefficiencies, inflated costs, and compromised service quality. Inadequacy of capacity and limited technological adoption further exacerbate these challenges. Addressing these issues to ensure conformity with global best practices requires comprehensive reforms, including legal and institutional changes, capacity building, and leveraging technology to enhance transparency and efficiency in the region's procurement process.

The need to assess public procurement practice in Sub-Saharan Africa with the lenses of international best practices necessitated a study of this nature. The study delves into the dynamics of public procurement in Sub-Saharan Africa, focusing on assessing the region's practices vis-à-vis global best practices. It sheds light on the significance of transparency, efficiency, and reforms in public procurement, identifying key challenges and opportunities for improvement. By analyzing data spanning over a decade from various Sub-Saharan African countries, this research offers insights into the state of public procurement in the region and proposes recommendations for enhancing its effectiveness and integrity.

By examining key indicators such as procurement steps, e-procurement adoption, legal/regulatory frameworks, and corruption perception index, the study provides a nuanced understanding of the region's procurement landscape. The findings contribute to ongoing discussions on procurement reform, good governance, and sustainable development in Sub-Saharan Africa and beyond.

Literature Review

An Overview of Public Procurement: Definition and Significance

Public procurement is a fundamental process through which government and public sector entities acquire goods, services, and construction projects from external suppliers or contractors. This process, governed by legal and regulatory frameworks, encompasses various stages such as needs assessment, tendering, bid evaluation, and contract execution. Its primary objectives include ensuring transparency, equal treatment, open competition, and efficient procedural management in all transactions (World Bank Group, 2017). The definition of public procurement underscores its role in meeting government needs, as highlighted by Bosio et al. (2023) and Aboelazm (2018). This process is guided by regulations and procedures aimed at promoting integrity, transparency, and efficiency, as noted by Mofokeng & Luke (2014) and Gatobu (2020).

Public procurement is a critical component of government spending globally, contributing substantially to the global GDP (World Bank Group, 2017). Its multifaceted impact on various stakeholders and the economy underscores its significance. Preda (2020) emphasizes that public procurement involves multiple stakeholders such as contracting authorities, beneficiaries, suppliers, providers, consultants, and sponsors, playing a vital role in economic development, job creation, and innovation stimulation.

The significance of public procurement extends beyond economic impacts to governance and societal progress. Transparency, fairness, and competitiveness in procurement processes are crucial for generating innovative solutions, ensuring value for money, and promoting overall economic development (Bolton, 2006).

Furthermore, public procurement serves as a strategic tool for achieving policy objectives and addressing societal needs. It contributes to industry development, supports small and medium-sized enterprises, and fosters technological advancements (Balaeva et al., 2022). The purchasing power of public procurement is leveraged to stimulate demand, drive market competitiveness, and promote sustainability goals (Manta et al., 2022). Public procurement plays a pivotal role in national development by efficiently meeting government needs, stimulating economic activity, promoting innovation, fostering good governance practices, and contributing to overall societal progress.

Importance of Transparency and Efficiency in Public Procurement

Transparency and efficiency are fundamental pillars of public procurement, playing a crucial role in achieving sustainable development goals, promoting good governance, and optimizing the use of public resources. Transparency ensures openness, accountability, and public scrutiny in the procurement process, thereby combating corruption and fostering fair competition (Soylu et al., 2022). Efficient procurement processes enable the effective utilization of public resources, leading to better value for money, enhanced competition, and reduced susceptibility to corruption (Nemec et al., 2023).

Sustainable public procurement acts as a driver for public investment, significantly impacting the economy of countries or communities of states. The integration of transparency and efficiency in procurement practices facilitates the systematic use of innovative, ecological, and social criteria in contract awards, professionalizes public procurers, enhances access for small and medium-sized enterprises (SMEs) to procurement markets, improves transparency and integrity of procurement data, digitizes procurement procedures, and fosters collaboration among public authorities across regions (Manta et al., 2022).

Transparency ensures fairness, equal treatment, and open competition throughout the procurement process (Dorasamy & Fagbadebo, 2021). It creates a conducive environment for competition and enables governments to allocate public resources optimally by selecting the most suitable bidder for tenders. Effective methods for ensuring value for money in contract awards are vital in public procurement. Competitive tendering broadens the contractor base, allowing the selection of the best option, fostering a fair and competitive marketplace, driving economic growth, and encouraging innovation (World Bank Group, 2017).

In addition to promoting accountability and fairness, transparency in public procurement supports open access to information, curtails corruption, prevents conflicts of interest, and reduces undue influence on bureaucrats (Kagume and Wamalwa, 2018). Efforts toward transparency encompass the entire government value chain, enhancing access to information and meeting citizens' needs, while ensuring fair concessions of natural resources. Efficiency in public procurement is crucial for economic growth and effective service delivery. A well-structured procurement system, guided by clear legal frameworks and institutional arrangements, promotes value for money, good governance, and reduces opportunities for rent-seeking and corruption. Efficient procurement practices are characterized by fair competition, integrity, transparency, risk management, consistency, and customer satisfaction (Schooner et al, 2002).

The integration of transparency and efficiency in public procurement processes is essential for fostering accountability, preventing corruption, promoting fair competition, achieving sustainable development goals, and optimizing the utilization of public resources.

Global Best Practices in Public Procurement

Global best practices in public procurement are fundamental pillars aimed at ensuring efficiency, transparency, and accountability throughout the procurement process. These practices encompass a range of key principles and strategies that contribute to robust and effective procurement frameworks worldwide.

Transparency and open competitive bidding stand out as critical components of best practices in public procurement. Nemeč et al. (2023) emphasize that a robust and transparent procurement regime not only improves resource management but also enhances competition and reduces susceptibility to corruption. Implementing transparent processes, such as ex-ante transparency through the advertisement of upcoming tenders, has been shown to lead to direct price savings and overall procurement efficiency. Moreover, effective anti-corruption activities and institutional reforms are essential elements of global best practices in public procurement. Institutions play a pivotal role in shaping procurement efficiency and integrity, underscoring the significance of institutional quality in procurement frameworks (Manta et al., 2022).

The World Bank Group (2017) underscores the significance of a transparent, fair, and competitive procurement system. Such a system not only fosters business opportunities and drives innovation but also fuels economic growth. The report also highlights the advantages of electronic procurement (e-procurement), including streamlined spending, enhanced transparency, and efficiency gains ranging from 10% to 20% in total volume procured through electronic means in economies that have adopted e-procurement.

In addition to the aforementioned sources, a study by Kandhro & Pathrannarakul (2013) delves into the role of technology in enhancing transparency and accountability in public procurement. The study emphasizes the use of digital platforms and data analytics to improve procurement processes, reduce fraud and corruption risks, and ensure fair competition among suppliers. Insights from the Organisation for Economic Co-operation and Development (OECD) equally highlight the importance of regulatory frameworks, stakeholder engagement, and risk management strategies in promoting best practices in public procurement (Manta et al., 2022).

The OECD advocates for the adoption of international standards and guidelines to strengthen procurement governance and integrity.

Global best practices in public procurement involve a comprehensive approach that includes open competitive bidding, transparency, institutional reforms, anti-corruption measures, and leveraging technological advancements. These practices are vital for enhancing efficiency, accountability, and transparency in procurement processes, ultimately leading to better resource management and sustainable economic development.

Challenges Confronting Procurement Processes in Sub-Saharan Africa

Public procurement processes in Sub-Saharan Africa face a myriad of challenges that impact their efficiency, transparency, and overall effectiveness. One of the prominent challenges highlighted in the literature is the pervasive issue of corruption. According to the World Bank Group, corruption poses a significant obstacle, leading to disparities in information across economies, lack of fair and transparent complaints mechanisms, delays in resolving complaints, and difficulties in ensuring timely payments to suppliers (World Bank Group, 2017).

Corruption is intricately linked to other challenges within public procurement systems. Dza et al. (2013) underscore the challenges of corruption alongside inefficient record management, poor planning, and a lack of procurement expertise, which collectively hinder effective procurement reforms in Africa. Gatobu (2020) emphasizes challenges faced by public entities in the Nairobi County Government, including reduced funding, escalating operational costs, and rampant loss of funds through procurement processes.

Furthermore, challenges related to legal and regulatory frameworks significantly impact public procurement processes. Stoffel et al. (2019) note that institutional structures and practices vary widely across Sub-Saharan Africa, posing challenges for standardizing and ensuring transparency in procurement. According to Preda (2020), the complexities arising from corruption, complex procedures, and material flow issues within procurement systems are serious challenges confronting public procurement practices in the region.

The lack of capacity and expertise in procurement management is another critical challenge. Fazekas and Blum (2021) identify this as a key problem in deteriorating procurement outcomes in developing countries, including those in Sub-Saharan Africa. Challenges in professionalizing procurement staff, inadequate training, and the absence of standardized qualifications contribute to inefficiencies and complexities in procurement processes.

These challenges culminate in ineffective service delivery, impacting the quality of goods and services provided to the public. The inefficiencies in procurement processes, including delays, limited advertisements, and short advertisement periods, lead to increased costs for public institutions, highlighting the need for reforms (Bosio et al., 2023).

In addressing these challenges, specific measures to enhance procurement performance, such as budget savings, process efficiency, quality, sustainability, and innovation, are vital (Patrucco et al., 2016). Comprehensive reforms are needed to address legal, professional, and ethical aspects, build capacity, and strive for greater transparency, efficiency, and effectiveness in public procurement processes in Sub-Saharan Africa.

Reforms in Public Procurement in Sub-Saharan Africa

Public procurement in Sub-Saharan Africa has undergone significant evolution and reforms aimed at promoting competition, transparency, efficiency, and accountability. These reforms have been championed by international organizations such as the African Development Bank Group (AfDB), the World Bank, and sub-regional bodies like the Common Market for Eastern and Southern Africa (COMESA) and the West African Economic and Monetary Union (WAEMU).

Dza et al. (2013) highlight the institution of reforms across African countries, focusing on enhancing governance and accountability through new procurement legislations and regional directives. Organizations like the AfDB and the World Bank have played pivotal roles in supporting these reform initiatives. de Mariz et al. (2014) delve into the challenges and reforms in public procurement in Africa, emphasizing competitive tendering's role in ensuring value for money and sustainable procurement practices. They shed light on the regulatory and legal

frameworks impacting public procurement practices, reflecting the region's evolving procurement landscape.

According to Dorasamy & Fagbadebo (2021), notable regulations and reforms in sub-Saharan Africa's public procurement practices include:

- i. **Legislative Framework and Corruption:** A clear legal framework is crucial for transparency and efficiency in public procurement. Despite reforms, challenges like cultural insensitivity and corruption hinder seamless implementation.
- ii. **Nigeria:** The country faces corruption challenges in public procurement, leading to waste and collusion. It made reforms that included e-procurement adoption and accountability promotion to address these issues.
- iii. **Public Procurement in South Africa:** South Africa's regulatory frameworks aim for fairness, transparency, and cost-effectiveness. Acts like the Public Finance Management Act play key roles in regulating procurement at different governance levels.
- iv. **Tanzania's Procurement Reform:** Tanzania has made strides in procurement reform, introducing new laws, policies, and regulations to enhance governance and oversight. However, challenges persist, including corruption and enforcement issues.

Methodology

The countries of Sub-Sahara Africa, as shown in Figure 1, are Namibia, Rwanda, Mauritius, South Africa, Kenya, Senegal, Tanzania, and Cape Verde. Others are Seychelles, Swaziland, Burundi, Botswana, Gambia, Guinea, Uganda, Ivory Coast and Zambia. The rest are Benin, Mali, Ethiopia, Ghana, Burkina Faso, Malawi, Zimbabwe and Lesotho; including Gabon, Nigeria, Cameroun, Mozambique, Angola, DR Congo, Madagascar, Mauritania, Chad, Liberia, Sierra Leone, and Sao Tome & Principe.

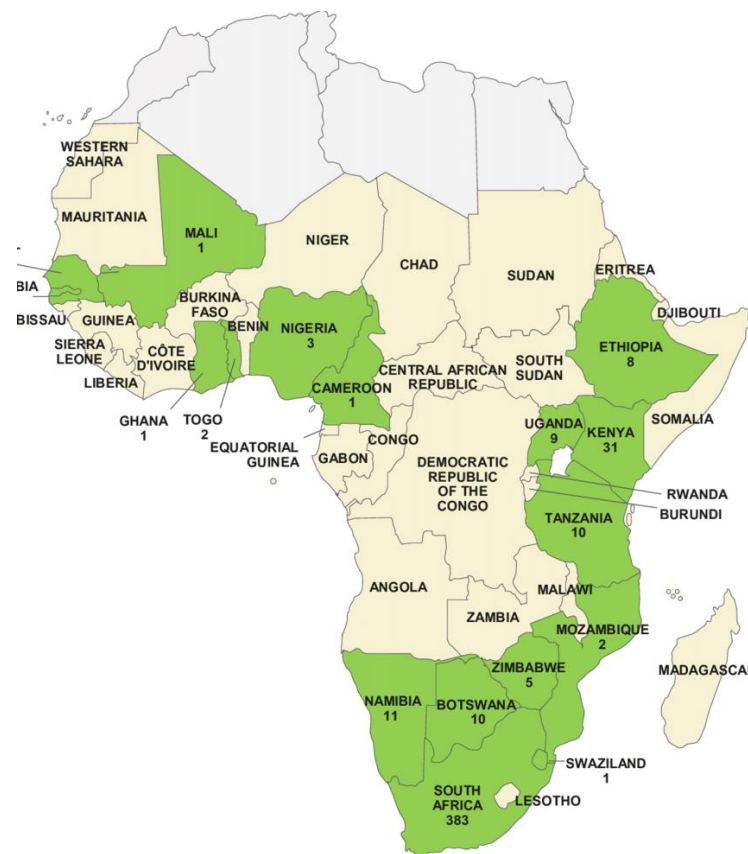


Figure 1: Map showing Sub-Saharan African countries.

Source: worldgeo.pressbooks.com

The study used cross-country time series data spanning a period of 11 years (2010 – 2020) for 30 Sub-Saharan African countries. Five datasets were collected from the World Bank Group (WBG) and Transparency International (TI). The datasets are procurement steps, time to complete the steps, e-procurement adoption, and legal/regulatory framework (World Bank Group, 2017). The fifth dataset is the Corruption Perception Index (CPI), which was obtained from Transparency International. The data were rebased to percentages and the 11-year average score for each country was computed for each dataset using the following method.

- i. Procurement steps: has 21 indicators. A country that completes the 21 indicators scores 100% for the year in procurement steps. A country's score (X) is rebased to a percentage as $X/21 \times 100$. The global average step for the period is 18, which translates to 85.71%

- ii. Time to complete steps: There is no standard time (days) set for completing the steps but the global average given for this is 723 days. A country's score (X) is obtained as $(1735 - X)/1735 \times 100$. 1735 is the time taken by the country with the highest number of days (Sao Tome and Principe)
- iii. Legal/regulatory framework: has 16 indicators. A country that completes the 16 indicators scores 100% for the year in legal/regulatory framework. A country's score (X) is rebased to a percentage as $X/16 \times 100$. The global average step for the period is 9, which translates to 56.25%
- iv. e-Procurement adoption: has 10 indicators. A country that completes the 10 indicators scores 100% for the year in e-Procurement adoption. A country's score (X) is rebased to a percentage as $X/10 \times 100$. The global average step for the period is 3.8, which translates to 38%
- v. Corruption Perception Index: CPI is released annually on a scale of 0 – 100, where 0 score implies 'highly corrupt' and 100 is 'very clean'. The global average is 45.76%.

The performance score of each country for public procurement practice is finally obtained by obtaining her average score in the five indices. The data were analysed using percentages and one-sample t-test

Data Analysis and Results**Table 1: Public Procurement Practices Performance in SSA (2010 - 2020)**

S/N	Country	Procurement Steps	Total Time	Legal/Regulatory framework	e-procurement adoption	C. P. I.	Country Public Procurement performance
1	Angola	95	27.20	68.75	20	18.91	45.97
2	Benin	85	49.86	87.50	10	36.64	53.80
3	Botswana	85	32.68	75.00	30	61.55	56.85
4	Burkina Faso	90	60.12	81.25	20	38.00	57.87
5	Burundi	95	58.21	68.75	10	19.55	50.30
6	Cameroon	85	32.97	81.25	40	25.27	52.90
7	Chad	85	57.29	75.00	0	19.91	47.44
8	Ethiopia	100	40.29	75.00	20	33.09	53.68
9	Gabon	95	48.99	68.75	20	32.91	53.13
10	Gambia, The	85	62.65	68.75	0	32.09	49.70
11	Ghana	90	58.56	62.50	30	43.09	56.83
12	Guinea	70	50.26	87.50	20	25.36	50.62
13	Kenya	85	57.06	75.00	30	26.09	54.63
14	Lesotho	95	32.91	50.00	20	41.82	47.95
15	Liberia	90	49.22	62.50	30	34.00	53.14
16	Madagascar	90	58.50	87.50	40	26.91	60.58
17	Malawi	85	61.15	81.25	20	32.45	55.97
18	Mali	75	57.11	87.50	30	30.73	56.07
19	Mauritania	85	58.90	75.00	0	28.00	49.38
20	Mauritius	85	70.61	62.50	70	52.82	68.19
21	Mozambique	90	38.90	68.75	20	27.55	49.04
22	Namibia	95	54.52	68.75	30	49.55	59.56
23	Nigeria	90	59.83	62.50	30	26.00	53.67

24	Rwanda	95	66.69	93.75	80	51.91	77.47
25	Senegal	80	62.25	75.00	30	40.64	57.58
26	Sierra Leone	95	44.21	68.75	10	29.64	49.52
27	South Africa	95	66.97	75.00	40	43.45	64.08
28	Uganda	80	64.84	75.00	30	26.09	55.19
29	Zambia	90	63.92	75.00	20	35.45	56.87
30	Zimbabwe	95	56.14	81.25	10	22.09	52.90
	SSA					33.72	
	Averages	88.50	53.43	74.17	25.33		55.03
	Global					45.76	
	Average	85.71	58.33	56.25	38.00		56.81

Source: Researchers' Computation

Descriptive analysis from Table 1 reveals that Sub-Saharan African countries performed below global averages in the areas of total time to complete steps (53.43%), e-Procurement adoption (25.33%), and Corruption Perception Index (33.72%). More specifically, the region's performance in the areas of e-Procurement adoption and Corruption Perception Index is poor, confirming the position of most literature on challenges of public procurement practice in Africa.

On the other hand, in the areas of Procurement steps: and legal/regulatory framework, Sub-Saharan African countries showed performances above global averages. As shown in Table 1, the region recorded a score of 88.5% against the global average of 85.71 in procurement steps; and 74.17% against the global average of 56.25% in legal/regulatory framework. This implies that the region has robust procurement procedures and regulatory frameworks.

Table 1 also reveals a disparity in terms of country-specific performances. It shows Rwanda (77.47%), Mauritius (68.19%) and South Africa (64.08%) standing out among the Sub-Saharan African countries. Rwanda and Mauritius particularly rated high above global averages in the areas of e-Procurement adoption and Corruption Perception Index, where other SSA countries performed poorly.

Table 2: Test Statistics for SSA's Public Procurement Performance

One-Sample Statistics				
SSA	N	Mean	Std. Deviation	Std. Error Mean
Procurement Performance	30	55.0291	6.47629	1.18240

Source: Researcher's computation

Table 3: SSA's Public Procurement Performance Statistics

One-Sample Test						
SSA	Test Value = 56.81					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Procurement Performance	-1.506	29	.143	-1.78087	-4.1992	.6374

Source: Researcher's computation

A one-sample *t*-test is carried out to measure the significance of the difference between SSA countries' performance in public procurement practice and the global average. The statistics are shown in Table 2 and Table 3. Table 2 shows the descriptive statistics of the test, revealing that scores for 30 countries are tested; and the mean score (performance) is 55.0291. Table 3 shows the test value of 56.81, which is the global average for public procurement practice. The SSA's average is 1.78087 less than the global average as indicated by the negative sign. Although SSA's average is lower than the global average, to determine whether the difference is significant, reference is made to other figures in the table. A p-value of 0.143 is greater than 0.05 implying that the difference is not significant. Also, the 95% confidence interval of -4.1992 and 0.6374, which indicates an inclusion of 0, implies an absence of a significant difference between the two means.

In conclusion, public procurement practice in Sub-Saharan African countries is not significantly different from the global average. However, substantially poor performance in the

areas of e-Procurement adoption, which is a best practice with its attendant benefits, and corruption control, as shown in the region's CPI, may seriously hamper the outcomes of public procurement in the region.

Discussion of Findings

The findings of the study are, to a large extent, in alignment with existing works, especially in the areas of challenges facing Sub-Saharan Africa's procurement practices. The findings of the study specifically revealed a poor rating in the corruption perception index with the exception of Rwanda and Mauritius. This finding is in tandem with the position of earlier studies like World Bank Group, (2017); and Bosio et al. (2023) among others. According to the World Bank Group, corruption poses a significant obstacle, leading to disparities in information across economies, lack of fair and transparent complaints mechanisms, delays in resolving complaints, and difficulties in ensuring timely payments to suppliers. Bosio et al. identified the corruption-related challenges in the region to include delays, limited advertisements, and short advertisement periods, leading to increased costs for public institutions.

Fazekas and Blum (2021) identified the lack of capacity and expertise in procurement management as a critical challenge, which is a key problem in deteriorating procurement outcomes in developing countries, including those in Sub-Saharan Africa. Challenges in professionalizing procurement staff, inadequate training, and the absence of standardized qualifications, according to them, contribute to inefficiencies and complexities in procurement processes. The lack of capacity reflected in the inability of most countries of SSA to adopt e-procurement as revealed in this study

Stoffel et al. (2019) identified challenges relating to legal and regulatory frameworks as significantly impacting public procurement processes in SSA. This study revealed the contrary as SSA rated above the global average in this regard. This showed that the region has a robust regulatory framework for procurement.

Conclusion and Recommendations

In conclusion, the assessment of public procurement practices in Sub-Saharan Africa (SSA) compared to global best practices reveals a nuanced picture of strengths and weaknesses. While SSA countries demonstrate robustness in procurement steps and legal/regulatory frameworks, challenges persist in e-procurement adoption and corruption control, which significantly impact procurement outcomes.

The findings suggest that SSA's overall performance in public procurement is not significantly different from the global average. However, the substantial lag in e-procurement adoption, a best practice with multiple benefits, and the low corruption control ratings, as indicated by the Corruption Perception Index (CPI), are areas of concern. These challenges can impede the efficiency, transparency, and integrity of procurement processes in the region.

Based on these insights, several recommendations are proposed to enhance public procurement in Sub-Saharan Africa:

- i. **Accelerate e-Procurement Adoption:** SSA countries should prioritize and expedite the adoption of e-procurement systems. This includes investing in digital infrastructure, training procurement personnel, and promoting digital literacy to leverage the benefits of electronic procurement.
- ii. **Strengthen Anti-Corruption Measures:** Implement robust anti-corruption strategies and mechanisms to enhance transparency and accountability in procurement processes. This may involve strengthening legal frameworks, establishing independent oversight bodies, and promoting a culture of integrity and ethics.
- iii. **Capacity Building and Training:** Invest in capacity-building initiatives and training programs for procurement professionals. Enhancing skills and expertise in procurement management will improve efficiency, reduce errors, and enhance overall procurement performance.

- iv. **Promote Regional Collaboration:** Foster collaboration among SSA countries and regional organizations to share best practices, harmonize procurement standards and facilitate cross-border procurement. This collaboration can lead to efficiency gains, reduced costs, and improved governance in procurement processes.
- v. **Enhance Stakeholder Engagement:** Engage stakeholders including civil society, the private sector, and international partners in procurement reforms. Their input and feedback can contribute to more inclusive, transparent, and effective procurement practices.
- vi. **Continuous Monitoring and Evaluation:** Establish robust monitoring and evaluation mechanisms to track progress, identify challenges, and make data-driven decisions. Regular assessments will enable policymakers to adjust strategies, address emerging issues, and ensure continuous improvement in procurement practices.

By implementing these recommendations, SSA countries can address key challenges, enhance transparency, efficiency, and governance in public procurement, and contribute to sustainable development and economic growth in the region.

Suggestion for further Studies

While this study provides valuable insights into public procurement practices in Sub-Saharan Africa and their alignment with global best practices, there are avenues for further research to deepen understanding and address emerging challenges. Future studies could focus on exploring the impact of digital transformation and emerging technologies, such as blockchain and artificial intelligence, on public procurement efficiency, transparency, and anti-corruption measures in the region. Additionally, comparative studies across different regions within Sub-Saharan Africa or with other developing regions could offer nuanced perspectives on procurement practices, regulatory frameworks, and their outcomes. Investigating the role of public-private partnerships (PPPs) in improving procurement processes and outcomes, particularly in infrastructure development projects, could also be a fruitful area for research. Furthermore, longitudinal studies tracking the implementation and effectiveness of

procurement reforms, along with comprehensive assessments of capacity-building initiatives for procurement professionals, would contribute significantly to the ongoing discourse on enhancing public procurement governance and performance in Sub-Saharan Africa.

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