



National College *of* Ireland

Corruption in public procurements, resilience and the impact on the state economy (a case study of Anambra state Nigeria): a qualitative analysis.

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Kingsley Osita Ataka- Corruption in public procurements, resilience and the impact on the state economy (a case study of Anambra state Nigeria): a qualitative analysis.

Abstract

This study aims to perform a comprehensive analysis with a focus on corruption in public procurement, its resilience, and its effects on Anambra State's economy. The objectives are to: investigate the factors responsible for the poor performance of Public Procurement in Anambra State; examine the impact of Corruption, Theft, and Favouritism on Anambra State's Public Procurement; evaluate the effectiveness with which Organizations and Institutions combat Institutional Corruption; and explore the impact of Legal Frameworks, Willpower, and Procedural Rules on the Performance of Public procurement. This research examined the complex field of public procurement, using semi-structured interviews to extract knowledge from knowledgeable Anambra State participants. In this study, eight interviews with civil servants employed in the public procurement sector in Anambra State, Nigeria, were conducted using a qualitative research methodology. The study used the theme analysis to explore the complex landscape of procurement processes, with a strong emphasis on the critical roles of accountability, transparency, and legal compliance. The findings revealed that there are negative effects of drawn-out procurement processes, ambiguous evaluation standards, and ineffective practices, all of which add up to delays, increased expenses, and decreased effectiveness. Moreover, procurement procedures are rife with the scourge of corruption, embezzlement, and favouritism, which leads to unfair competition, financial difficulties, and lowered quality. The study unveils a spectrum of strategies deployed by organizations to combat corruption, ranging from bolstering accountability mechanisms to fostering a culture of transparency and moral conduct. These measures, which include compliance oversight, whistle-blower protection programmes, and explicit procurement criteria, act as barriers to fraud and strengthen the integrity of procurement operations. The recognition of legislative frameworks as guiding lights for procurement endeavours is central to the discourse, emphasising the need for a strong legal infrastructure. Long-term strengthening of procurement performance also hinges on the development of an ethical attitude via mentorship, anonymous reporting methods, and ethics training. In the end, the study emphasises how complex public procurement issues are and how important comprehensive solutions are. By addressing the root causes of poor performance, combatting corruption, and nurturing an ethical culture, organizations can chart a course towards enhancing the integrity and efficacy of procurement processes within Anambra State.

Submission of Thesis and Dissertation

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Chapter One: Introduction

1.1 Background

Drawing upon a wide range of academic literature on corruption in public procurement in several circumstances, this study is based on a thorough comprehension of the complex nature of corruption and its adverse impacts on economic development, governance, and the welfare of society. Based on the insights and approaches used in ground-breaking studies by Kirin et al. (2020), Basheka (2021), and Okulicz-Kozaryn & Melnyk (2021), the present study seeks to clarify the ongoing difficulties and weaknesses present in Anambra State's public procurement procedures. These issues could involve, but are not restricted to, bribery, favouritism, collaboration, financial theft, and a lack of transparency, all of which have been linked to widespread corruption in comparable settings like Nigeria and other African countries.

As noted by Ahmadu et al. (2021) and Okwudili et al. (2022), the study recognises the important role that public procurement plays in promoting economic development, infrastructure enhancement, and service delivery. But, as studies like Basheka (2021) and Abioro (2021) argue, corruption also undermines these goals by warping procurement strategy, driving up costs, and producing subpar service delivery. Additionally, this study considers the wider consequences of corruption on society well-being and governance, as investigated by Arevadze (2021) and Mustapha et al. (2022), highlighting the detrimental impacts on public trust, democratic institutions, and human rights. The study highlights the difficulties in eliminating corruption within current governance structures by acknowledging the interwoven nature of corruption with political systems and institutional frameworks and using insights from studies such as Toba and Victor (2022) and Ifejika (2023).

With reference to previous studies by Ama et al. (2023) and Adedokun (2023), among others, this research intends to provide actionable insights for fighting corruption in the public procurement sector of Anambra State by drawing on practical suggestions and policy implications. It might support policies that improve accountability and transparency, fortify enforcement tools, use technology to monitor and enforce compliance, and encourage moral procurement procedures. Because of this, the study aims to add to the body of knowledge already available on public procurement corruption by offering a comprehensive understanding of its persistence and wide-ranging effects on the economy of Anambra State. It seeks to provide insightful analysis and

recommendations for policymakers, practitioners, and stakeholders to successfully combat corruption and promote sustainable economic development in the region through empirical research and analysis.

Anambra State is one of the noteworthy states in southeast Nigeria. The original name of the Anambra River was "Oma Mbala," which is also its indigenous name (Ekwueme and Aronu, 2023). And its capital is Awka. Nnewi, Onitsha, and Ekwulobia are the State's three biggest industrial and commercial hubs. The state's neighbours are Delta State, Imo State, Rivers State, Enugu State, and Kogi State. Of the original ethnic groupings of Anambra State, 98% of the population is Igbo, and 2% is Igala. Anambra State is one of the most populated and densely populated states in Nigeria, after Lagos State (Ekwueme and Aronu, 2023). It has an average density of 1,500–2,000 people per square km and spans 45 kilometres between Amorka and Oba. Over 60% of the state's population lives in its metropolitan areas, and the state's population is growing at a rate of 2.83% annually (Ekwueme and Aronu, 2023).

1.2 Research Problem

One major obstacle is the lack of a thorough grasp of the mechanics of corruption in Anambra State's public procurement sector. Although the extant literature reviewed in the current research provides insightful reviews from a wider viewpoint, it is unable to fully convey the subtle subtleties unique to this particular setting. Efforts to effectively address corruption and support sustainable economic growth in the region are hampered by this knowledge gap. The public procurement sector in Anambra State functions within a specific socio-economic and political milieu, defined by certain historical, institutional, and cultural elements. These elements impact the type and extent of corruption in the procurement process, hence it is crucial to carry out empirical study that is concentrated on this area.

To fully understand the origins, strategies, and outcomes of corruption in Anambra's public procurement system, the need for the current research. Procurement procedures, governmental rules, and enforcement mechanisms would all be carefully examined and analysed as part of this research work. This study attempts to offer in-depth insights into the complexities of corruption

within Anambra's procurement sector by revealing the fundamental causes and methods of corruption.

Additionally, this research work looks for special methods and strategies that are appropriate for the Anambra State environment. The study intends to create focused interventions that address the unique problems and weaknesses in the state's procurement system rather than depending solely on general anti-corruption tactics. These interventions could be in the form of technical advancements, institutional bolstering, policy changes, or capacity training with the goal of improving the accountability, integrity, and transparency of procurement procedures.

The purpose of this research work is to improve the existing knowledge of the dynamics of corruption in the public procurement sector in Anambra and to provide guidance for evidence-based tactics aimed at thwarting corruption and advancing region-wide sustainable economic growth. Hence, the work is focused on bridging the knowledge gap between theory and practice in order to aid in the creation of anti-corruption policies that work well in Anambra State's particular circumstances.

1.3 Research Questions

- I. What are the causes of Anambra State's subpar public procurement performance?
- II. In what ways does corruption, theft, and favouritism affect the integrity and fairness of Anambra State's public procurement procedures?
- III. How can professional associations, anti-corruption groups, and religious institutions help combat institutional corruption in public procurement?
- IV. In what ways can the existing legislative frameworks, stakeholder willpower, and uneven procedural standards aid in Anambra State's efforts to eliminate corruption and advance openness in public procurement?

1.4 Research Aim and Objectives

This study aim to perform a comprehensive analysis with a focus on corruption in public procurement, its resilience, and its effects on Anambra State's economy. The specific objectives are:

- I. To investigate the factors responsible for the poor performance of Public Procurement in Anambra State;
- II. To examine the impact of Corruption, Theft, and Favouritism on Anambra State's Public Procurement:
- III. To evaluate the effectiveness with which Organizations and Institutions combat Institutional Corruption:
- IV. To explore the impact of Legal Frameworks, Willpower, and Procedural Rules on the Performance of Public Procurement.

1.5 Research Rationale

This research work is significant because it attempts to close a significant gap in the body of current literature. Based on the review of literature in the present work, it was identified that a great deal of research has been done on corruption in public procurement both internationally and in more general African contexts but very little is known about the dynamics of corruption in Anambra State's public procurement sector. By concentrating on this area, the study aims to offer empirical insights into the methods, causes, and consequences of corruption. This will improve the comprehension of corruption phenomena in this particular context and add significant knowledge to the body of the existing literature.

The justification, however, focuses on how crucial it is to create interventions and tactics that are specific to the institutional, socioeconomic, and cultural setting of Anambra State. Since the state's

procurement system has unique risks and challenges, generic anti-corruption measures might not be able to adequately address them. To identify context-specific elements that contribute to corruption, a comprehensive understanding of local dynamics can be obtained through the present study focuses on Anambra State. Consequently, this makes it easier to create focused interventions that have a higher chance of successfully combating corruption in the procurement industry in the area.

This research work is expected to contribute to evidence-based policymaking and practice by producing empirical insights into the dynamics of corruption in the public procurement sector of Anambra State. The outcome of the research work can be the basis for developing and putting into action empirically supported anti-corruption programmes, policy changes, and institutional strengthening projects. The outcome of the research can be used by policymakers, practitioners, and stakeholders to create more efficient governance frameworks, increase accountability and transparency in the procurement process, and eventually support Anambra State's sustainable economic growth. To fill a critical gap in the literature, customize interventions for the local context, and inform evidence-based policy and practice aimed at battling corruption and fostering sustainable economic growth in the area, the study rationale's elaboration highlights the significance of conducting empirical research on corruption in Anambra State's public procurement sector.

1.6 Method of Study

The research work will employ a qualitative approach. Given the nature of the study and the time limits, this approach was found to be the most appropriate for this research work. Data for this study will be obtained through interviews. After analysing both qualitative and quantitative approaches, it was determined that the qualitative approach was most suited for this particular study. This will be discussed in detailed in Chapter Three.

Chapter Two: Literature Review

This chapter focused on the theoretical framework adopted for the study which comprises of ethical decision-making, its significance and the challenges it poses in public procurement across the globe.

2.1 Public Procurement in Nigeria

Like in many countries, public procurement is essential to both economic activity and governance in Nigeria. It entails the government or its agencies serving as the procurement entities in the purchase of products, works, and services financed from the public treasury (Tukamuhabwa, 2012). However, because public procurement involves a large amount of interaction between the public and private sectors, it has been noted as being particularly susceptible to corruption (OECD, 2007). Nigeria is not alone in facing difficulties maintaining integrity in public procurement procedures; these issues affect governments all around the world (Aliu et al., 2020). Calls for heightened scrutiny of procurement procedures to guarantee adherence to international standards have arisen due to mismanagement of resources and a lack of openness in contract awards (Tukamuhabwa, 2012; OECD, 2007). To address these challenges, Nigeria has embarked on public procurement reforms aimed at enhancing transparency, accountability, and value for money (Jibrin et al., 2014). The establishment of the Bureau of Public Procurement and the enactment of the Public Procurement Act of 2007 were crucial steps in this direction, seeking to professionalize and streamline procurement processes (Shwarka & Anigbogu, 2012).

The reforms aim to tackle issues such as conflict of interest, fraudulent practices, and corruption within the public sector, with the overarching goal of improving governance and economic development (Shwarka & Anigbogu, 2012). The reforms seek to present Nigeria as a progressive nation by expediting the development of infrastructure, curbing project abandonment and inflation of contract costs, and fostering due process and adherence to legal frameworks (Jibrin et al., 2014). The desire to address issues of accountability and transparency, stop fraudulent activities, and improve governance is what motivates Nigeria's public procurement reform (Aliu et al., 2020). Even though laws and regulatory bodies have advanced significantly, continued efforts are necessary to guarantee that changes are implemented successfully and that their intended goals are met.

2.2 Public Procurement Reform in Nigeria

The subject of public procurement reform in Nigeria has attracted substantial attention and discourse, mirroring worldwide patterns in governance and economic advancement (Jibrin et al., 2014). Public procurement, like in many other nations, is essential to the acquisition of goods, services, and works by bodies that use public funds for procurement (Jibrin et al., 2014). Nigeria has made efforts to modify its procurement procedures over the years, motivated by the realization that better accountability, efficiency, and governance are essential. Nigeria, like many developing nations, must contend with issues such as weak institutional frameworks and insufficient regulatory compliance (Hui et al., 2011). Because procurement officers are frequently held accountable for misconduct and noncompliance, stronger enforcement measures as well as capacity building are required (Hui et al., 2011).

There have been calls for the reform of Nigeria's procurement environment due to the quick changes in procurement methods brought about by international standards and development agendas (Wambui, 2013; McDonald, 2008). Standardized procurement laws and methods have been promoted by development partners including the United Nations Commission on International Trade Law (McDonald, 2008). However, given the various goals and requirements for procurement imposed by laws and trade agreements, putting these reforms into practice will be difficult (Jibrin et al., 2014).

Public procurement reforms are supported by core notions such as accountability, competitive supply, consistency, integrity, informed decision-making, responsiveness, and transparency (OECD, 2007). According to the OECD (2007), these guidelines are crucial for encouraging good governance, preventing the theft of public funds, and guaranteeing that bidders are treated fairly. Nigeria's procurement procedures are nevertheless plagued by anomalies and inefficiencies, despite efforts to introduce improvements. To tackle these obstacles, a persistent dedication to upholding regulations, strengthening institutional capability, and advocating for transparency is necessary (OECD, 2007).

The public procurement reform in Nigeria is multifaceted, continuous process that reflects larger developments in development and governance (Jibrin et al., 2014). Although the Public Procurement Act of 2007 has brought about several notable improvements, the landscape of procurement still faces chronic difficulties that require ongoing attention and coordinated efforts

to address (Jibrin et al., 2014). Nigeria may improve openness, accountability, and efficiency in its public procurement procedures by following the core ideas of good procurement practice and utilizing global best practices (Jibrin et al., 2014). This would ultimately support sustainable development and sound governance.

2.3 Factors responsible for the poor performance of Public Procurement

According to the study of Matto (2017), while considering the scenario of Tanzania, Local Government Authorities (LGAs) are susceptible to inefficiencies and mismanagement due to a lack of internal controls, as defined by the American Institute of Public Accountants. Transparency International states that corruption erodes legitimacy and confidence, hence strong laws are required to fight it (Matto (2017). According to the Public Procurement Oversight Authority (PPOA), staff capability is essential for efficient procurement but is still deficient in many LGAs, impeding their ability to carry out their daily business (PPOA, 2007). These things work together to make it difficult for LGAs to carry out their procurement duties, which affects accountability and service delivery.

According to Adjepong and Anane (2022), procurement performance in both public and private sectors suffers from various factors hindering organizational growth globally. Drawing for the Ghanaian perspective, Adjepong and Anane (2022) argued that unprofessional staff, traditional methods, resistance to electronic procurement, and inadequate coordination hamper progress. In their contribution, Hamza et al. (2017) considered the factors impacting procurement performance in Ethiopian textile firms, the study in its conclusion called for the need for further research on staff competency and planning. Addressing this, the work by Adjepong and Anane (2022) were motivated to examine procurement performance within Ghana's public sector, emphasizing staff competence and planning, bridging gaps in existing research such as Mamiro et al. (2010). The research by Testa et al. (2012) emphasized the necessity of exploring implementation factors in measuring procurement performance, advocating for deeper analysis of efficiency and effectiveness.

2.4 Corruption

Corruption, a pervasive issue, plagues both developed and developing nations, exerting detrimental effects on political and socio-economic development (Ajie & Wokekoro, 2012). The work by Raimi et al. (2013) stated that the World Bank defined corruption as the misuse of public office for private gain, encompassing bribery, patronage, and nepotism (Raimi et al., 2013). This definition expresses how corruption extends beyond the public sector to include private individuals flouting institutional rules (Lawal & Tobi, 2006). Corruption has influenced government expenditure, which takes money away from vital services and puts it towards personal wealth (Ilechukwu, 2014). In addition, it hinders productivity, deters investment, and jeopardizes the growth of capital and human resources (Ilechukwu, 2014). Economic progress in Nigeria has been impeded by corruption, as evidenced by Transparency International's listing of Nigeria as one of the world's most corrupt countries (Akinpelu et al., 2013). Corrupt practices continue despite modest gains in rankings; they thrive in weak institutions, political favouritism, and a lack of accountability (Lawal, 2007). The consequences of corruption are best illustrated in Anambra State, where theft and embezzlement have caused critical infrastructure to deteriorate (Achebe, 1988). The severe repercussions of corruption highlight how urgently robust anti-corruption measures are needed in Nigeria to promote sustainable development (Ilechukwu, 2014).

Looking at the perception of corruption in Nigeria, the Corruption Perception Index (CPI) from Transparency International consistently paints a bleak picture of Nigeria's corruption landscape, with the nation ranking among the most corrupt countries globally for over sixteen years (Akinpelu et al., 2013). Nigerian society has allowed corruption to spread in all facets of daily life (Ikezue & Alawari, 2015). According to Uma and Eboh (2013), corruption is like a communicable illness where everyone wants to engage in illegal activity to swiftly accumulate a fortune. This is demonstrated by the large number of candidates running for political office (Uma & Eboh, 2013). This ingrained mindset encourages unethical behaviour, as seen by the frequent presence of police checkpoints that facilitate bribes and result to traffic jams on roads (Uma & Eboh, 2013). Corruption sustains injustice and inequality by affecting all sectors, including religious organizations, and transcending political regimes (Uma & Eboh, 2013). Corruption benefits the elites and their political allies, escalating socioeconomic inequality and encouraging criminal activity such as armed robbery and kidnapping (Ikezue & Alawari, 2015). The country's progress

is hampered by the frequent embezzlement of cash for personal benefit, even despite significant budget allocations for vital areas like power, roads, and education (Uma & Eboh, 2013). Nigeria's progress is still severely hampered by this pervasive corruption, which can range from local to systemic (Ikezue & Alawari, 2015). It poses a formidable challenge that calls for immediate and coordinated action to counter since it impairs governance, skews economic growth, and erodes public trust (Ikezue & Alawari, 2015).

In Nigeria, corruption is viewed as more than just a problem; rather, it is a deeply ingrained systemic problem that must be resolved by extensive reform and ongoing attention to detail. In light of these, Ikezue and Alawari (2015) were motivated to investigate, using Bandura's social learning theory as their theoretical framework, how the general public perceived corruption in the Aguata local government area of Anambra state. The study concluded that the main causes of corruption in the area were poverty and unemployment as well as elements like a deficient legal system, a lack of patriotism, and unfavourable values (Ikezue and Alawari, 2015). However, the outcome showed that the economy was negatively impacted by corruption in several ways, including slowed economic growth, poor infrastructure, increased unemployment and poverty, inadequate basic amenities, and fewer investment opportunities (Ikezue and Alawari, 2015). Given these results, the study recommended a radical change in mindset, stressing the necessity of modifying deeply ingrained materialistic value systems to effectively fight corruption (Ikezue and Alawari, 2015). Moreover, it should be understood that Aguata is a popular Local Government Area in Anambra State but not among the commercial hubs in Anambra State (Ikezue and Alawari, 2015).

In the intricate tapestry of South Africa's socio-political landscape, the research by Snyman (2022) stated that corruption stands as a formidable adversary, deeply entrenched yet fiercely contested. Foucault's concept of governmentality offers a lens through which to scrutinize the interplay of anti-corruption endeavours within the country's historical and contextual framework (Snyman, 2022). South Africa's democratic transition in 1994 brought in a new age full of potential and danger, rooted in the colonial legacy of racial inequality and dispossession (Snyman, 2022). A progressive vision was greeted by the constitutional protections for freedom and rights, but corruption quickly became a serious obstacle in the way of the fledgling democracy (Pityana, 2010). Profound accusations of corruption continue to dominate South Africa's public discourse

despite admirable efforts, such as the establishment of anti-corruption programmes and adherence to international agreements like the United Nations Convention against Corruption (UNCAC) (Majila et al., 2014). The Steinhof crisis, which sent shockwaves through the worldwide retail business, serves as an example of how even the private sector was not immune (Naude et al., 2019). The persistence of corruption despite a strong regulatory framework and policy actions has prompted an examination of the underlying factors contributing to its resilience. The failure, according to experts like Manyaka and Nkuna (2014), is not due to a lack of laws but rather to inadequate oversight, enforcement, and political will to hold offenders accountable. However, a closer look uncovers a complicated web of issues, such as low pay in the public sector, institutional flaws in the prosecution and investigative processes, and a widespread climate of impunity (Manyaka & Nkuna, 2014).

Studies such as Okwudili et al. (2022) and Ama et al. (2023) have addressed the deleterious consequences of corruption on infrastructure projects and economic development. These studies highlight the significance of effective governance reforms and procurement procedures in reducing the negative effects of corruption on national growth. Additionally, Ifejika (2023) looked into the widespread issue of corruption in Nigeria's public procurement system and emphasized the necessity for all-encompassing approaches to address the damaging effects of corruption on the economy. In contrast, Adedokun (2023) examined how corruption affects sustainable development and emphasized the need for multimodal anti-corruption initiatives that involve both state and non-state players.

2.5 Organizations and Institutions combat Corruption

According to Rusin et al. (2021), since the 1970s, corruption which was previously exclusively seen via moral and legal lenses has transformed into an economic category that is the focus of systemic research. According to the authors, legal frameworks frequently portray corruption as a socially dangerous practice that results from official venality, bribery, and the misuse of authority for one's benefit. Most anti-corruption initiatives centre on improving laws to guarantee that those responsible for corrupt activities are held accountable (Rusin et al., 2021). Because of the connections between corruption and the shadow economy, fighting corruption requires combining anti-corruption initiatives with actions taken against the shadow economy. Corruption continues to drain money from national budgets every year, even in the face of strong legal frameworks such

as those found in the EU (Rusin et al., 2021). Thus, in line with international norms, the work by Rusin et al. (2021) explored the structural and theoretical foundations of anti-corruption policy in the context of fighting the shadow economy. Furthermore, the fight against corruption is international in scope and involves many aspects of policy and government. The findings of the research by Hessami (2014), which spans 29 countries, showed a startling correlation between government spending trends and political corruption, emphasizing the fact that corruption exists in both developing and developed countries. In a similar vein, Vukovic (2019) investigated the complex relationship between mayoral elections and corrupt procurements, revealing a nonlinear dynamic that is complex and has consequences for electoral integrity. Szucs et al. (2017) examined policy reforms in their contribution and recommended threshold-based state regulation as a way to reduce corruption and increase productivity at the national level. In the meanwhile, Kováčiková (2019) suggested a "red flags" method to spot conflicts of interest during reforms, with the goal of reducing fraud and corruption in the creation of anti-corruption policies. Babica & Sceulovs (2019) further highlighted the significance that innovative public procurement methods may play as a vehicle for societal advancement by promoting sustainable development. They added that continuous difficulty of creating successful anti-corruption laws and institutional models is highlighted by the urgent need for systematic investigation of corruption inside public administration frameworks, notwithstanding advancements in study and policy creation (Babica and Sceulovs, 2019).

Also, studies by Kirin et al. (2020) and Basheka (2021), looked at the challenges faced in combating corruption and assessing the effectiveness of anti-corruption measures. These studies emphasize the importance of severe punishments, transparency, and law enforcement to deter corrupt practices. Studies like those by Okulicz-Kozaryn & Melnyk (2021) and Arevadze (2021) have shown that transparency and good governance emerge as key issues in the fight against corruption. To foster integrity and accountability, these studies support robust audit systems, open and transparent procurement processes, and the integration of human rights standards (Arevadze, 2021). To effectively combat corruption, Abbas and Hassan (2023) and Ebekozién et al. (2023) promote policy changes and make policy proposals. The proposal was to encourage accountability and openness in public procurement, these recommendations call for capacity building, regulatory changes, and technological integration (Ebekozién et al., 2023). In his research, Arevadze (2021) examined how corruption interacts with human rights and moral principles. The research addressed

the necessity of doing interdisciplinary research and coming up with workable ideas to improve procurement procedures' transparency, accountability, and respect for human rights (Arevadze, 2021). International comparisons and legislative frameworks for addressing corruption are examined by Anishchenko and Oharenko (2023) and Bernatt and Jones (2022). To reduce the risks of corruption, these studies emphasized the significance of integrity agreements, robust enforcement measures, and international cooperation (Anishchenko and Oharenko, 2023). The research by Akena (2023) considered the issue of corruption in Ugandan public procurement, emphasizing the necessity of taking decisive action to stop corruption and safeguard public finances, especially in emergencies.

2.6 Theoretical Framework

2.6.1 Ethical Decision-Making Framework

Project managers, among other disciplines, have engaged in extensive discourse on ethics as practitioners and scholars have come to recognize how crucial it is to comprehend and apply ethics in the workplace to maintain stakeholder, client, and customer confidence. An effective approach has not yet been found, even though an efficient evaluation of the entire project's success results is considered vital (Ifejika, 2023). If ethical decision-making is reduced to what is right and wrong, in black and white, it may be simple. Numerous ethical dilemmas that have arisen in businesses and organizations around the world have increased interest in making ethical decisions, but it is not always as simple as it seems. Numerous factors influence our decision-making process. To make better ethical decisions, one must first comprehend how people behave morally in an organizational setting (Hassim et al., 2011).

2.6.2 Ethical Behaviour in Project Procurement

Projects in the public sector are subject to a variety of outside forces, mostly social and political (the populace) (Hassim et al., 2011). These factors may influence the moral behaviour of those engaged in project procurement, which may result in morally dubious situations including bribery, corruption, conflicts of interest, and covert agendas (Hassim et al., 2011). The fact that most initiatives are becoming more globally integrated only serves to exacerbate this ethical conundrum. Furthermore, it has been maintained that public officials' accountability is essential for discouraging corrupt behaviour and for fostering a thriving private sector. The study by Cooper &

Marder (2023) examined the moral judgments individuals make in professional against personal purchasing contexts, particularly when it concerns the impact on supply chain workers. The authors revealed that stronger moral values in harm/care lead to higher felt responsibility in personal purchasing, while weaker harm/care values correlate with greater responsibility in workplace purchases (Cooper & Marder, 2023). Awareness of organizational ethical commitments heightens workplace responsibility but not personal (Cooper & Marder, 2023). These findings indicate the interplay of personal values and organizational climates in shaping ethical behaviour, suggesting avenues for future research and internal communication strategies in public procurement contexts (Cooper & Marder, 2023).

It should be acknowledged, that governments' disregard for unethical behaviour while handling public funds and affairs gives rise to accountability issues (Adedokun, 2023). This also involves underfunding of activities, complex tasks that make it difficult to assign responsibilities, and disdain for administrative processes (Adedokun, 2023). There is a huge possibility that unethical behaviour may arise when accountability issues arise, which will in turn affect the moral decision-making process in plan procurement (Adedokun, 2023). Moreover, finding acceptable relationships between the owner and contractor is one of the reasons thorough procurement procedures are necessary for a project (Adedokun, 2023). Ethical problems are frequently averted when protocols and rules are explicit. A conflict of interest arises when an individual has the opportunity to make a decision that advances their interest rather than the organization's (Hassim et al., 2011). However, the definition of a conflict of interest varies depending on the country. In Western countries, bribes, gifts, and personal payments are all considered conflicts of interest (Adedokun, 2023). This tracks back to the principal-agent theory, which focuses on the relationship between the principal (owner/client) and the agent (contractor), emphasizing (Adedokun, 2023). In their research, Tembo et al. (2023) looked at procurement strategies in public construction projects, emphasizing ethical considerations and transparency. They advocate for a flexible approach combining various strategies to manage pricing and inflation effectively (Tembo et al., 2023). Key indicators identified for selection criteria include benchmarking price performance and minimizing tender documentation errors, essential for ensuring public accountability and infrastructure development (Tembo et al., 2023). Speaking on the complexities of procuring COVID-19 vaccines during the pandemic, the work by Bencheikroun et al. (2022) looked at merging analytical models to understand procurement strategies and evaluates

sustainability using a multidimensional grid. The study by Bosire and Matayo (2021) considered the intricacies of ethical behaviour in public procurement within Kenya. Through a behavioural model encompassing professionalism, social dynamics, personal traits, legal parameters, and workplace conditions, the study looked at how these factors influence adherence to ethical standards (Bosire and Matayo, 2021). Employing a descriptive approach, the study of (Bosire and Matayo, 2021) engaged 40 employees, employing both structured questionnaires and statistical analyses. The findings showed that professionalism, legal frameworks, and work environment significantly impact compliance, underscoring the need for stringent enforcement and enhanced training initiatives within public organizations to uphold ethical standards (Bosire and Matayo, 2021). Bosire and Matayo (2021) found that the Morocco's approach aligns theoretically but suggested prioritizing certain sustainability goals amid economic and social recovery needs. Looking at ethical framework with a libertarian focus, Bagus et al. (2022) argued about the proposed laws against exploitation in global supply chains, by examining ethical implications. Bagus et al. (2022) noted that such legislation, despite good intentions, may infringe on voluntary exchanges and shift responsibilities unevenly. Hence, they stressed the need for a moral guide for navigating supply chain decisions amid complex ethical considerations for managers (Bagus et al., 2022). On the other hand, Owusu-Ababio and Agyepong (2022) looked at the ethical landscape within Ghana's engineering sector. Their survey exposed a widespread ethical lapses, including reluctance to report misconduct and common infractions like budget inflation and time mismanagement (Owusu-Ababio and Agyepong, 2022). Rationalization emerged as a key driver of unethical behaviour (Owusu-Ababio and Agyepong, 2022). To foster a culture of integrity, the study advocated for proactive leadership, ethical modelling, swift response to misconduct, and continuous ethics training to empower employees to speak up against wrongdoing (Owusu-Ababio and Agyepong, 2022).

Chapter Three: Research Methodology

This chapter focused on the research materials and methodology adopted for the study which comprises of the outline of the study methods, data collection procedure, method of data analysis, sampling techniques and the criteria for participant's inclusion and exclusion.

3.1 Research Methodology

This study is a qualitative study which explores the way people make sense out of their own concrete, real-life experiences, in their own minds and words, and subsequently analyse their general understanding and knowledge (Denny and Weckesser, 2019). This research strategy is an impactful approach that allows for a thorough exploration of various phenomena, often in an in-depth and comprehensive manner, by collecting rich narrative materials using a flexible research methodology. It can also be used to understand what obstacles and enablers stand in the way of the successful implementation of interventions, or to inform their development (Thompson, 2022). The strategy for gathering and analysing data for this study is given below:

3.2 Data Collection

The interview methodology is a significant data gathering approach in social science research and its used in many research investigations, particularly when data on experiences or beliefs is required (Denny and Weckesser, 2019). The interview strategy is a framework in which practices and standards are not only recorded but also achieved, challenged, and reinforced (Wingate and Bourdage, 2024). The research applicant proposes to collect data using semi-structured telephone interviews and open-ended interview questions. The open ended nature of the question in semi-structured interviews helps to clarify the topic of the investigation and allows the interviewee and the interviewer to delve deeper into the matter. Additionally, the applicant will establish an appropriate atmosphere and time to ensure the respondent feels more at ease and thus communicates freely.

Eight participants in total, who voluntarily agreed to participate and showed a thorough comprehension of the research issue in the context of Anambra State, Nigeria, were interviewed by the researcher. The participants in this study were chosen with great care due to their qualifications, backgrounds, and subject-matter understanding. Every participant added insightful opinions and viewpoints to the conversations, resulting in a deep and thorough examination of the

subject. The researcher obtained comprehensive qualitative data from these interviews, which were enhanced by the participants' varied perspectives and experiences. The perspectives shared by these participants gave the research findings significant context and depth, which improved the study's overall validity and credibility. Hence, the engagement of these eight participants in Anambra State, Nigeria, provided a solid foundation for the research inquiry, ensuring that the study captured a broad spectrum of perspectives and experiences relevant to the local context.

3.3 Ethical Considerations

Securing ethical clearance from NCI's ethical committee demonstrates the researcher's dedication to carrying out the research with honesty and deference to moral standards. The researcher carefully followed the NCI's research ethics criteria and GDPR regulations at every stage of the investigation. This entails getting each participant's informed consent, maintaining anonymity and confidentiality, and defending the rights and welfare of those taking part in the study. Every participant gave their informed consent after being fully informed about the study's goals, methods, any hazards, and their rights as participants. Before willingly consenting to participate, participants were given the chance to raise any concerns and ask questions. To safeguard participants' privacy, confidentiality protocols were put in place. These included anonymizing data and ensuring that private information remained safe and out of the hands of unauthorized parties. All personally identifiable data gathered for the study was kept private and utilized exclusively. Furthermore, the investigator implemented measures to mitigate any possible injury or pain that participants might experience during the study endeavour. This entails making certain that participants were not forced or unfairly persuaded to take part, as well as offering assistance and resources to handle any worries or unfavourable consequences that might surface before, during, or after the study. By obtaining ethical approval from IRBs and adhering to ethical guidelines, the researcher demonstrated a commitment to upholding the highest standards of integrity, transparency, and respect for the rights and well-being of research participants.

3.4 Data Collection Process

The data collection for this research took place through interviews conducted in Awka, the Capital of Anambra State, between March 28 and April 16, 2024. The interviews were conducted using a combination of face-to-face and telephone methods, depending on the availability and preferences of the participants. A total of 10 interview questions were asked during each session, with an

average duration of 8.05 minutes per interview. When considering interview methods, it's essential to understand the various approaches available. Structured interviews follow a strict protocol, with predefined questions and no room for deviation (Statistics Solutions, 2019). Unstructured interviews, on the other hand, are more open-ended, resembling a casual conversation, allowing for rapport-building but often requiring more time (Statistics Solutions, 2019). Semi-structured interviews strike a balance between the two, providing a set of predetermined questions while still allowing flexibility for additional inquiries based on the conversation's flow (Wingate and Bourdage, 2024). Given the need for extensive information within a limited time frame and the desire for a structured yet adaptable approach, semi-structured interviews were deemed the most suitable method for this research. This approach ensures that essential questions are addressed while also allowing for exploration of additional topics that may arise during the interview process. Each participant was asked for consent before the interview commenced, and all interviews were recorded to facilitate data analysis and ensure accuracy in capturing relevant information. This methodological approach not only ensures the integrity of the data but also respects the participants' autonomy and confidentiality throughout the research process.

3.5 Sampling Techniques

To carefully select participants who have relevant knowledge or insights into the research issue, the study will strategically combine purposive and snowball non-probability selection strategies. The target participants are Public Civil Servants working in the Public Procurement sector in Anambra State. First, participants will be chosen according to preset standards that correspond with the goals of the research, guaranteeing a targeted and concentrated recruiting process. It will be possible to include people who can provide in-depth insights and significant contributions to the research inquiry. The next step will be to use the snowball sampling technique to increase the number of potential participants by utilizing referrals from the original participants. Participants who were initially recognized by the participants as having relevant expertise or experience will be invited to participate in the study through this iterative procedure. This approach fosters a network-based recruitment strategy, allowing for the inclusion of diverse perspectives and expertise within the research sample. Hence, the combination of purposive and snowball sampling techniques ensures a systematic and comprehensive approach to participant selection, enabling the recruitment of individuals who can provide rich and meaningful insights into the research topic.

3.6 Inclusion Criteria

Adults (above 18 year of age)

Public Civil Servants in Anambra State

3.7 Exclusion Criteria

Inability to comprehend the information and write in English

Unwilling to give informed consent

Also, it should be noted that no payment or rewards/incentives (participant's points) shall be made to the participants in the course of this study.

Chapter Four: Findings and Analysis

4.1 Introduction

This chapter presents a summary, analysis, and explanation of the findings, which highlight the key themes from the obtained data. The phenomenological approach was used in this study; between March 28 and April 16, 2024, in-depth interviews were conducted with five (62.5%) male and three (37.5%) female employees who were actively working in the procurement sector of the Anambra State Civil Service offices. Thematic analysis was employed to examine the results obtained from the interviews (Campbell et al., 2021). To provide an authentic account of the research, responses from participants are used to develop the key themes. The study included eight full-time public procurement officers from various public and civil service parastatals in Anambra State. Each participant's working experience are indicated. The demographics and experience of each participant are presented. The average age of the male and female participants is 47.4 years and 39 years, respectively. The age range of the participants was 38–53 years. The study's average mean age was 44.25 years. This provides a glimpse into their experiences regarding tenure in the public procurement sector. The abbreviations in Table 1 represent eight participants identified by gender Female (F) and Male (M). Education level (Degree (D)) and working experience is in years. It was discovered that each participant's highest educational level was a degree (D). Also, result showed that the respondents interviewed for the study have a varied range of working experience, with some having relatively less experience (2 years) and others having extensive experience (15 years). The mean working experience of the respondents was found to be 7 years, which suggest that the majority of respondents have around 7 years of working experience.

Table 4.1 Participant Demographics

Respondents	Age (Years)	Gender	Educational Level	Working Experience (Years)
Respondent 1	38	F	D	5
Respondent 2	49	M	D	7
Respondent 3	53	M	D	10
Respondent 4	39	F	D	5
Respondent 5	46	M	D	5
Respondent 6	39	M	D	8
Respondent 7	40	F	D	2
Respondent 8	50	M	D	15

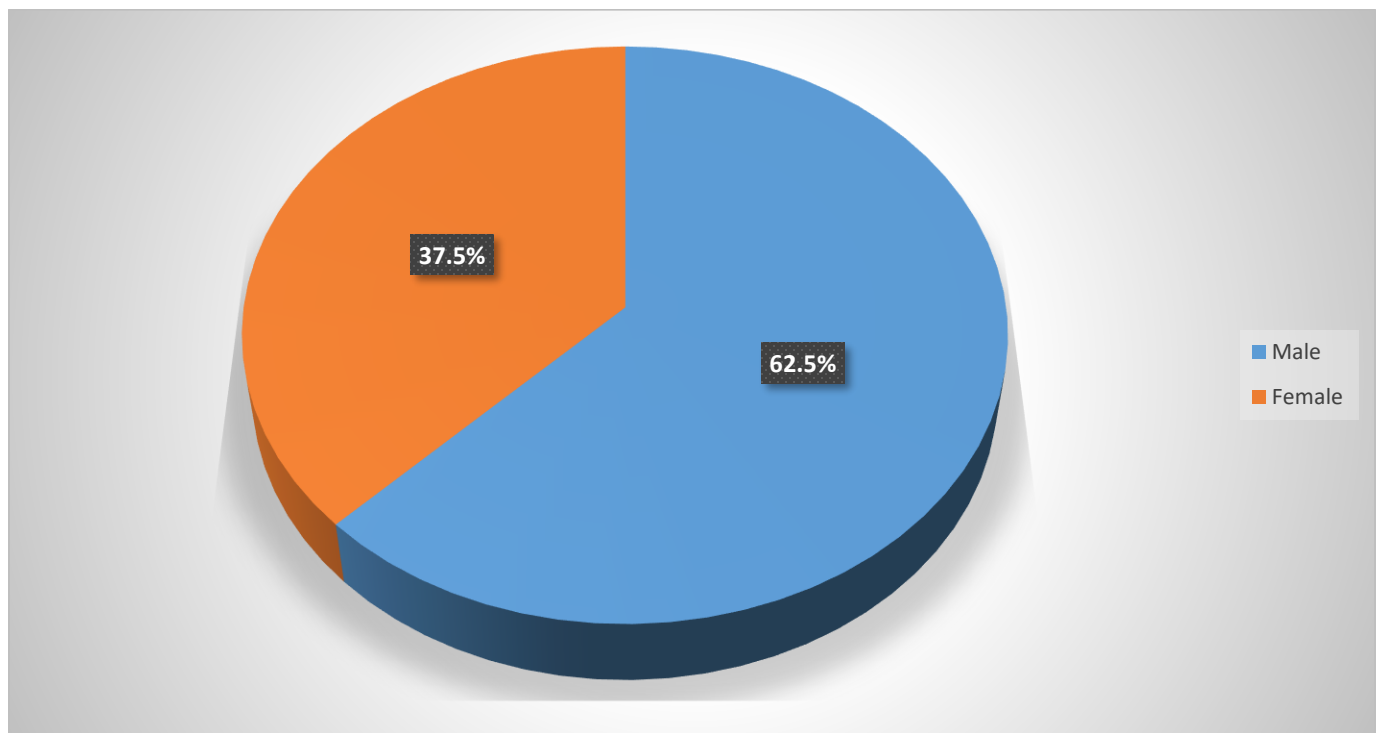


Figure 4.1 Pie Chart showing the percentage Gender distribution of the Participant

4.2 Summary of findings

The thematic approach was used to identify, code, and group related concepts into a logical framework. The most pertinent interview questions were developed using semi-structured questions that were based on the studied literature. This provided extensive information for analysis using the thematic approach. Participants provided new insights into invisible barriers to corruption in public procurement, its resilience, and its effects on the economy of Anambra State, Nigeria. It was determined whether the participant genuinely possessed the knowledge necessary for their work function in public procurement based on their knowledge of the role. Section 4.3 below contains the responses to the assessment of the participant's knowledge of their duty as procurement officers.

4.3 The evaluation of the participant knowledge on their job role as procurement officers

The main themes are presented below in order of grouping: -

- i. Policy Development and Implementation
- ii. Stakeholder Collaboration
- iii. Transparency and Fairness
- iv. End-to-End Procurement Management
- v. Reporting and Documentation
- vi. Vendor Evaluation and Contract Oversight
- vii. Market Research and Analysis
- viii. Contract Negotiation and Compliance

The researcher identified that the themes obtained from the respondents on their job role in public procurement collectively represent the multifaceted nature of public procurement roles, encompassing policy development, stakeholder engagement, ethical conduct, process management, documentation, vendor oversight, market analysis, contract negotiation, and compliance assurance. They underscore the diverse responsibilities and competencies required to

effectively manage procurement activities within public sector organizations. Hence, the respondents have good knowledge of their role as public procurement officials in Anambra State.

However, the findings of this study reflect the four objectives set out in the previous chapter to answer in this research are summarized below:

- I. To investigate the factors responsible for the poor performance of Public Procurement in Anambra State;
- II. To examine the impact of Corruption, Theft, and Favouritism on Anambra State's Public Procurement;
- III. To evaluate the effectiveness with which Organizations and Institutions combat Institutional Corruption;
- IV. To explore the impact of Legal Frameworks, Willpower, and Procedural Rules on the Performance of Public Procurement.

Objective one is answered in section sections 4.4 below:-

The main themes are presented below in order of grouping: -

- i. Transparency and Accountability Stakeholder Collaboration
- ii. Capacity Building and Skill Enhancement
- iii. Regulatory compliance and procedural adherence
- iv. Improving procurement expertise
- v. Procedural Inefficiencies
- vi. Lack of transparency and fairness

4.4 Factors responsible for the poor performance of Public Procurement in Anambra State

The result highlights the importance of fostering transparency and accountability in the procurement process through collaboration with stakeholders in Anambra State. Respondent 8 sharing his experience stated that: *“One of the major challenges is the lack of transparency in the procurement process, leading to suspicions of favouritism, corruption, and lack of accountability”*

This result implies that involving various stakeholders, such as government agencies, procurement officials, suppliers, and civil society organizations, is crucial for promoting openness, fairness, and integrity in procurement activities. Also, the result indicated the need of investing in capacity building and skill enhancement programs for procurement officials. This implies that improving the capabilities and expertise of procurement professionals is essential for overcoming challenges such as inefficiencies, errors, and difficulties in implementing best practices. In addition, the findings emphasized on the importance of ensuring compliance with complex procurement regulations and procedures. It suggests that adherence to legal requirements and procedural guidelines is essential for avoiding delays, confusion, and potential legal issues in the procurement process.

“Insufficient transparency in bid evaluation processes, such as opaque criteria for vendor selection or inadequate disclosure of evaluation criteria, can foster suspicions of favouritism and undermine trust in the fairness of procurement procedures (Respondent 1)”

Further finding expressed the need for enhancing the expertise and skills of procurement officials to address challenges such as mistakes, inefficiencies, and difficulties in applying best practices. This implies that investing in professional development and training opportunities can contribute to improving the overall performance of procurement functions. Also, the identified themes refers to the challenges arising from cumbersome and lengthy procurement processes, including excessive paperwork, multiple approval layers, and bureaucratic delays.

“There are specific procedural and regulatory constraints that contribute to the poor performance of public procurement, such as cumbersome and lengthy procurement processes, including excessive paperwork, multiple approval layers, and bureaucratic delays, often hinder efficiency and timely delivery of goods and services (Respondent 5)”

These inefficiencies hinder the efficiency and timely delivery of goods and services in public procurement. This result indicate that the presence of procedural inefficiencies suggests that the procurement processes in Anambra State may be overly complex and bureaucratic, leading to delays, increased costs, and decreased effectiveness in delivering goods and services to the public. Additionally, the problem of inadequate disclosure of evaluation criteria or opaque vendor selection criteria was identified as a contributing factor in the bid evaluation processes' lack of openness. This kind of opaqueness breeds perceptions of partiality and erodes faith in the

impartiality of procurement processes. Furthermore, respondents' serious concerns about the integrity and fairness of the procurement procedures in Anambra State are shown by the frequent mentions of a lack of openness and justice.

“Indeed, Suspicion of favouritism and a diminished sense of trust in the impartiality of procurement procedures can arise from inadequate openness in bid review processes, such as vague vendor selection criteria or insufficient disclosure of evaluation criteria (Respondent 3)”

The lack of well-defined and lucid standards for selecting vendors may give rise to prejudiced attitudes and undermine trust in the neutrality of procurement processes.

Similarly, the objective two is answered in section sections 4.5 below:-

The main themes are presented below in order of grouping: -

- i. Presence of malpractices
- ii. Variability in frequency and factors
- iii. Impact on Integrity and Effectiveness
- iv. Effects on Procurement Practices

4.5 The impact of Corruption, Theft, and Favouritism on Anambra State's Public Procurement

The identified themes refers to the challenges arising from indicates that respondents acknowledge the existence of corruption, theft, and favouritism to some extent in the public procurement process in Anambra State.

“Corruption, theft, and favouritism do exist to some extent in the public procurement process in Anambra State, but the prevalence may vary depending on various factors (Respondent 2 and 4)”

While the degree may vary, the recognition of these malpractices suggests a concern about unethical behaviour and misconduct in procurement activities. The acknowledgment of the presence of malpractices implies that there are vulnerabilities within the public procurement system in Anambra State that may facilitate corrupt practices. Addressing these malpractices is crucial for promoting integrity, transparency, and accountability in procurement processes. Also, it was found that there is variability in the prevalence of corruption, theft, and favouritism,

depending on various factors such as circumstances, variables, or factors. The respondents recognize that the frequency of these malpractices fluctuates and is influenced by different contextual elements.

“In Anambra State, there is some degree of corruption, theft, and favouritism in the public procurement process, although the frequency varies based on several variables (Respondent 8)”

The recognition of variability in the frequency and factors influencing malpractices suggests a complex landscape of corruption risks within the public procurement process. In addition, the identified themes indicates how the presence of corruption, theft, or favouritism significantly undermines the integrity and effectiveness of public procurement practices in Anambra State. The reliability and effectiveness of procurement processes are weakened, according to the respondents, by these malpractices. Therefore, it appears that corruption, theft, or favouritism undermine public confidence in the procurement process and make it more difficult to accomplish procurement goals effectively.

“The presence of corruption, embezzlement, or favouritism seriously undermines public procurement processes. As a result, there is unfair competition, a rise in prices, and the calibre of goods and services is compromised (Respondent 6)”

This is supported by the impact on integrity and effectiveness analysis. It is imperative to tackle these concerns in order to reinstate credibility and improve the efficiency of procurement procedures. Additionally, it was discovered that procurement methods were specifically impacted by corruption, embezzlement, or favouritism, which resulted in unfair competition, increased costs, and degraded quality of goods and services. Respondents draw attention to the ways in which these activities impair the supply of products and services, increase financial burdens, and distort competition. Therefore, recognizing the impact on procurement procedures highlights the practical consequences of corruption, embezzlement, or partiality. These malpractices not only undermine the fairness and efficiency of procurement processes but also have tangible impacts on the economy, public finances, and service delivery. Addressing these effects requires comprehensive strategies to combat corruption and promote transparency, accountability, and ethical conduct in procurement activities.

Also, the objective three is answered in section sections 4.6 below:-

The main themes are presented below in order of grouping: -

- i. Transparency and Accountability
- ii. Oversight and Accountability
- iii. Reporting and Protection
- iv. Compliance and Improvement
- v. Implementation of various anti-corruption measures and mechanisms
- vi. Establishment of clear and transparent procurement guidelines
- vii. Accessibility of guidelines to all stakeholders and regular updates for compliance with the latest regulations and best practices
- viii. Recognition of the need for continuous improvement despite some success in locating and eliminating/resolving instances of institutional corruption
- ix. Effectiveness in finding and addressing instances of institutional corruption within the organization or institution

4.6 Evaluation of The effectiveness with which Organizations and Institutions combat Institutional Corruption

The researcher noted that the theme of transparency and accountability includes actions that encourage accountability and transparency in the procurement process. The creation of precise and open procurement guidelines, including the steps and standards for choosing a vendor, assessing bids, and awarding contracts, is something that respondents have brought up. These rules guarantee transparent procurement processes that are open to all parties involved and include readily available criteria and procedures. Transparency and accountability procedures make sure that decisions are made openly and in keeping with established rules, which aims to increase public trust in the procurement process. Organizations can reduce the likelihood of corruption and favouritism and promote an integrity and accountability culture by establishing clear procedures and standards.

“My organization has implemented various anti-corruption measures and mechanisms. We have established clear and transparent procurement guidelines that outline the procedures and criteria

for vendor selection, bid evaluation, and contract award. These guidelines are easily accessible to all stakeholders and are regularly updated to ensure compliance with the latest regulations and best practices (Respondent 1)”

Improved supervision procedures to keep an eye on procurement procedures and guarantee accountability are the main focus of the supervision and Accountability topic. Respondents have mentioned the creation of independent procurement oversight committees or units to analyse procurement decisions, identify inconsistencies, and suggest corrective steps.

“We have enhanced oversight mechanisms to monitor procurement processes at every stage and ensure accountability. This includes the establishment of independent procurement oversight committees or units tasked with reviewing procurement decisions, detecting irregularities, and recommending corrective actions (Respondent 4 and 7)”

These supervision measures aim to identify and stop unethical or corrupt behaviour during the procurement process. Furthermore, oversight and accountability procedures greatly aid the identification and resolution of corruption risks in procurement activities. Organizations can encourage adherence to procurement standards, increase accountability, and discourage misbehaviour by putting in place independent oversight bodies and methods. The theme of Reporting and Protection concerns policies that seek to encourage the disclosure of wrongdoing and corruption while guaranteeing the safety of those who come forward with information. It was found that extensive whistleblower protection programmes was introduced to checkmate some of these challenges. The respondents stated that these programmes ensure that employees or other stakeholders reporting instances of fraud, corruption, or unethical behaviour in the procurement process will remain anonymous and will not face retaliation.

“To promote the reporting of wrongdoing and corruption, a thorough whistleblower protection programme has been put in place. Employees or other stakeholders who identify instances of fraud, corruption, or unethical behaviour in the procurement process will receive anonymity and protection from reprisal, thanks to this programme (Respondent 3)”

Stakeholders are encouraged to come forward with information regarding corruption or misbehaviour without fear of retaliation when reporting and protection systems are in place.

However, organizations can foster a secure reporting environment for misconduct by offering protection to whistleblowers. This can help in the early identification and prevention of corrupt activities. On the other hand, the theme of Compliance and Improvement deals with actions meant to guarantee legal compliance as well as ongoing procurement process improvement. The respondents have mentioned that they regularly monitor and review procurement activities in order to spot possible weak points or risks. These audits evaluate if legal requirements are being met, point out control gaps, and make recommendations for strengthening the integrity and transparency of procurement procedures.

“We conduct regular audits and reviews of our procurement activities to identify potential areas of vulnerability or risk. These audits are performed by internal or external auditors with expertise in procurement practices and aim to assess compliance with legal requirements, identify weaknesses in controls, and recommend improvements to enhance transparency and integrity in procurement processes (Respondent 8)”

The objective of compliance and improvement measures is to enhance the efficacy and integrity of procurement procedures through the identification and remediation of flaws and vulnerabilities. Organizations can improve overall procurement performance and integrity by proactively identifying and mitigating corruption risks through frequent audits and reviews. These themes highlight the different approaches and systems that organizations use to stop and identify institutional corruption in public procurement. Organizations can reduce the risk of corruption and maintain the integrity of procurement processes by pushing for openness, improving monitoring, streamlining reporting, and satisfying regulatory requirements. Also, the theme of "Implementation of Various Anti-Corruption Measures and Mechanisms" emphasizes how crucial it is to fight institutional corruption proactively by putting in place a range of tactics, guidelines, and protocols intended to stop, identify, and deal with corrupt activities inside the company or institution. The theme "Establishing Clear and Transparent Procurement Guidelines" highlights how important it is to establish and uphold transparent and unambiguous criteria for procurement procedures. Guarantee justice, honesty, and accountability in the procurement process, it entails defining precise protocols and standards for vendor selection, bid assessment, and contract granting. Making procurement rules widely accessible to all stakeholders within the organization or institution is crucial, as shown by the themes of accessibility of guidelines to all stakeholders

and regular updates for compliance with the most recent regulations and best practices. It also emphasizes how crucial it is to update these rules on a regular basis in order to guarantee adherence to changing laws and industry best practices, which will foster accountability and openness. The theme of acknowledging the necessity of ongoing improvement in spite of some success in finding and removing/resolving instances of institutional corruption recognizes that although some progress has been made in locating and addressing institutional corruption cases, there is always space for improvement. It emphasizes how crucial it is to always work towards improving anti-corruption policies, procedures, and systems in order to successfully fight corruption and reduce risks. Additional findings showed that the organization's or institution's capacity to successfully detect, look into, and resolve cases of institutional corruption is reflected in the theme of efficacy in locating and addressing such occurrences within the organization. It shows a dedication to honesty and moral behaviour and marks the effective application of anti-corruption policies and procedures that have led to the discovery and abolition of corrupt activities.

Furthermore, the objective four is answered in section sections 4.7 below:-

The main themes are presented below in order of grouping: -

- i. Guidelines and Regulations
- ii. Accountability and Transparency
- iii. Identified Weaknesses
- iv. Call for Improvement
- v. Ethics Training and Education
- vi. Anonymous Reporting Systems
- vii. Mentorship Programs
- viii. Culture of Accountability and Transparency
- ix. Positive Impact on Procurement Performance

4.7 Exploring the impact of Legal Frameworks, Willpower, and Procedural Rules on the Performance of Public Procurement

The researcher observed that the participants regularly recognized the existence of legal frameworks that offer directives and rules to control procurement procedures. This implies that the structured character of procurement procedures is acknowledged. Furthermore, it was shown that the significance of accountability and openness in procurement procedures was emphasized by the participants. They stress that in order to guarantee that these ideas are followed, any flaws or holes in the legal systems must be fixed. Some of the responders acknowledge that the current legal frameworks have holes or shortcomings that need to be filled. These flaws can make it more difficult for procurement processes to be transparent and accountable.

“The rules and regulations required to control procurement activities are provided by the legal frameworks controlling public procurement in our jurisdiction. However, in order to guarantee accountability and transparency, there can be some holes or weaknesses that need to be fixed (Respondent 3)”

Furthermore, a noteworthy agreement was reached regarding the necessity of enhancing the legal frameworks that oversee public procurement. To increase accountability and openness, this entails addressing any defects or deficiencies that are found. The execution of programmes like ongoing ethical training sessions for staff members at all levels is emphasized by respondents. Frameworks for making decisions, awareness of conflicts of interest, and ethical standards are the main topics of these seminars.

“There have been initiatives aimed at strengthening willpower and ethical culture within the organization, such as implementing regular ethics training sessions for employees at all levels, focusing on decision-making frameworks, conflict of interest awareness, and ethical guidelines (Respondent 1)”

This implies a proactive strategy for establishing moral principles and behaviours across the entire organization. The creation of anonymous reporting platforms that allow staff members to report possible ethical issues or transgressions without fear of reprisal is another recurring subject. This encourages an environment of transparency and responsibility, enabling staff members to voice

concerns without worrying about the consequences. The creation of mentorship programmes, in which experienced executives instruct junior employees on moral leadership practices, is another idea suggested some respondents.

“The implementation of a mentorship programme in which executives instruct junior employees on moral leadership techniques and offer help and direction for resolving moral quandaries in the workplace (Respondent 7)”

These programs are geared towards providing guidance and support in navigating ethical dilemmas in the workplace, emphasizing the importance of mentorship in fostering an ethical culture. Furthermore, there is a strong emphasis on fostering a culture of accountability and transparency within the organization. Initiatives such as ethics training, anonymous reporting systems, and mentorship programs all contribute to creating an environment where ethical behaviour is valued and encouraged. While not explicitly stated by all respondents, the implication is that these initiatives have a positive impact on procurement performance. By promoting ethical behaviour and decision-making, organizations are likely to experience improved procurement outcomes, including reduced risk of corruption, increased trust among stakeholders, and better compliance with regulations.

4.8 Conclusion

The chapter presents findings on public procurement in Anambra State, Nigeria, focusing on factors influencing poor performance, the impact of corruption, efforts to combat corruption, and the role of legal frameworks and ethical culture. Based on semi-structured interviews with participants who were informed about roles in public procurement, the study used thematic analysis to investigate these questions. The research emphasizes how important it is to promote accountability, openness, and adherence to procurement laws. Investing in procurement authorities' capacity building and collaborating with stakeholders are recognized as essential tactics. Protracted procurement procedures, insufficient evaluation criteria disclosure, and inefficient procedural practices all lead to delays, higher expenses, and less efficacy. The integrity and efficacy of public procurement are undermined by corruption, theft, and favouritism, as acknowledged by the respondents. There is variation in the frequency and effects on the procurement processes, such as unfair competition, higher expenses, and lower quality. Restoring reputation and enhancing procurement results require addressing these malpractices. It was found

that organizations in the study area use a range of tactics to fight corruption, such as increasing accountability, transparency, and oversight. Effective strategies include the following: clear procurement criteria, impartial oversight organizations, programmes for protecting whistleblowers, compliance oversight, and ongoing efforts to improve. The significance of legislative frameworks in offering direction for procurement operations is acknowledged by the participants. The promotion of an ethical culture is emphasized by means of programmes including mentorship, anonymous reporting mechanisms, and ethics training. By encouraging responsibility, openness, and moral conduct, these programmes help to improve procurement performance in the long run.

As a result, the study emphasizes how complex the issues in public procurement are and how crucial it is to provide all-encompassing solutions. By addressing factors contributing to poor performance, combating corruption, and fostering ethical culture, organizations can enhance the integrity and effectiveness of procurement processes in Anambra State.

Chapter Five: Results and Discussion

5.0 Introduction

This chapter aims to analyse the findings presented in Chapter Four and their significance in relation to the objectives of the study. Furthermore, it will explore the potential implications of this study for the public procurement sector in Anambra State, shedding light on its outcomes. Each of the research questions outlined will be examined, and the corresponding results will be discussed. Additionally, this chapter will address the limitations of the study and areas to be considered for future research will be discussed.

5.1 Overview of Results

The reason this study was investigate corruption in public procurement, its resilience, and its effects on Anambra State's economy. There has been a lot of research in the past related to this topic, but there is need to improve the existing knowledge of the dynamics of corruption in the public procurement sector in Anambra and to provide guidance for evidence-based tactics aimed at thwarting corruption and advancing region-wide sustainable economic growth. There were four main objectives for this study which have been outlined previously. It is evident from the findings the importance of promoting accountability, transparency, and adherence to procurement laws while emphasizing the necessity of capacity building and stakeholder collaboration. By addressing corruption, improving transparency, and nurturing an ethical culture, organizations can enhance the integrity and effectiveness of procurement processes, ultimately striving for better outcomes in Anambra State. The objectives which were outlined earlier will be evaluated in relation to the findings in this chapter.

5.2 Discussion

5.2.1 Objective 1 - To investigate the factors responsible for the poor performance of Public Procurement in Anambra State

The findings from this study underscore several critical themes that resonate with broader discussions in the procurement literature. Firstly, the importance of fostering transparency and accountability through collaboration with stakeholders aligns with the work by Matto (2017), who stated observations regarding the susceptibility of Local Government Authorities (LGAs) to

inefficiencies and mismanagement due to a lack of internal controls. The research by Matto (2017) further emphasized the erosion of legitimacy and confidence by corruption, as highlighted by Transparency International, further supports the Anambra State study's call for strong laws to combat corruption.

Moreover, the need for investing in capacity building and skill enhancement programs for procurement officials, as identified in the current study, was echoed by Adjepong and Anane (2022), who argue that unprofessional staff and inadequate coordination hinder procurement performance globally. Similarly, Hamza et al. (2017) emphasized the importance of staff competency and planning in procurement, calling for further research in this area. The challenges arising from cumbersome and lengthy procurement processes, as discussed in the current study, align with the findings by Testa et al. (2012) who emphasized on exploring implementation factors in measuring procurement performance. The authors further advocated for a deeper analysis of efficiency and effectiveness, which resonates with the findings of the present study regarding the hindrances posed by procedural inefficiencies.

Additionally, the problem of inadequate disclosure of evaluation criteria leading to perceptions of partiality, as highlighted in the present study, supports the work of Matto (2017) who argued that strong laws are necessary to ensure transparency and fairness in procurement processes. Furthermore, respondents' concerns about the integrity and fairness of procurement procedures in Anambra State, as mentioned in the study, align with the study of Adjepong and Anane (2022) which emphasises staff competence and planning in Ghana's public sector. Hence, the findings from the current study resonate with and are supported by various citations from the procurement literature. They highlight the importance of transparency, accountability, staff competence, and streamlined processes in enhancing procurement performance and integrity, ultimately contributing to effective service delivery in public procurement.

5.2.2 Objective 2 - To examine the impact of Corruption, Theft, and Favouritism on Anambra State's Public Procurement

The findings from this study shed light on the pervasive challenges of corruption, theft, and favouritism within the procurement process. These findings are supported by various existing literature from the review, providing a comprehensive understanding of the impact of corruption on procurement practices and socio-economic development. It was found that the recognition of

corruption as a systemic issue aligns with the observations made by Raimi et al. (2013) and Lawal & Tobi (2006), who define corruption as the misuse of public office for private gain, encompassing bribery, patronage, and nepotism. The detrimental effects of corruption on political and socio-economic development, as highlighted by Ajie & Wokekoro (2012), Ilechukwu (2014), and Akinpelu et al. (2013), resonate with the findings of this study which lays emphasis on the impact of corruption on public confidence, service delivery, and economic progress.

Furthermore, the findings of the present study regarding the practical consequences of corruption on procurement processes, such as unfair competition, increased costs, and degraded quality of goods and services, are supported by Ikezue & Alawari (2015), who discuss how corruption leads to slowed economic growth, poor infrastructure, and increased unemployment. Similarly, Snyman (2022) discusses corruption's detrimental effects on South Africa's socio-political landscape, highlighting its resilience despite regulatory frameworks and policy actions. The need for comprehensive strategies to combat corruption and promote transparency, accountability, and ethical conduct in procurement activities, as emphasized in this study, aligns with the recommendations of Okwudili et al. (2022), Ama et al. (2023), Ifejika (2023), and Adedokun (2023). These studies demonstrate how important it is to implement efficient governance reforms, procurement practices, and anti-corruption programmes to reduce the negative impacts of corruption on economic growth, infrastructural development, and sustainability. Because of this, the results of this study are consistent with those of other studies, offering a strong knowledge of the difficulties caused by corruption in procurement methods and the pressing need for extensive reforms to properly address these problems. This alignment draws attention to the study's results' broader significance and implications for Nigeria and other contexts dealing with procurement process corruption.

5.2.3 Objective 3 - To evaluate the effectiveness with which Organizations and Institutions combat Institutional Corruption

The findings from this study revealed several critical actions aimed at promoting transparency, accountability, and integrity within the procurement process. These findings are substantiated by various existing studies, which provide insights into the global discourse on anti-corruption policies, institutional reforms, and the challenges faced in combating corruption effectively. The

findings on establishing clear and transparent procurement guidelines, as identified in the current study, align with the findings of Rusin et al. (2021), who emphasize the importance of legal frameworks in combating corruption and holding accountable those responsible for corrupt activities. The emphasis on updating procurement rules regularly to adhere to changing laws and industry best practices resonates with recommendations from Babica & Sceulovs (2019) regarding the need for systematic investigation of corruption within public administration frameworks. Moreover, the focus on improving supervision procedures and implementing oversight mechanisms, as highlighted in this study, is supported by studies such as Hessami (2014), Vukovic (2019), and Szucs et al. (2017), which underscore the importance of robust audit systems and threshold-based state regulation in reducing corruption and increasing accountability. The findings on the need for reporting and protection, which emphasizes the need for whistleblower protection programs to encourage the disclosure of wrongdoing, were echoed by studies like Basheka (2021) and Abbas and Hassan (2023), which advocate for policy changes to promote accountability and openness in public procurement. Furthermore, the findings on the need for compliance and improvement, focusing on ongoing monitoring, evaluation, and improvement of procurement activities, align with the findings of Okulicz-Kozaryn & Melnyk (2021) and Arevadze (2021), who emphasize the importance of transparency, good governance, and the integration of human rights standards to combat corruption effectively. The findings on implementing various anti-corruption measures and mechanisms, which underscores the proactive approach to fighting institutional corruption, resonates with studies by Anishchenko and Oharenko (2023) and Bernatt and Jones (2022), which indicated the significance of integrity agreements, robust enforcement measures, and international cooperation in reducing corruption risks.

Consequently, the findings of this study are consistent with and corroborated by outcomes of other research, providing a thorough grasp of the problems caused by corruption in public procurement as well as the various approaches and techniques used around the world to deal with these problems. These findings highlight the need to implement several approaches to support accountability, openness, and integrity in procurement processes. These strategies should include legal reforms, oversight structures, whistleblower protection programmes, and ongoing monitoring and improvement.

5.2.4 Objective 4 - To explore the impact of Legal Frameworks, Willpower, and Procedural Rules on the Performance of Public Procurement

The findings of the study emphasized the role that legal frameworks, ethical training programmes, anonymous reporting systems, and mentorship programmes play in promoting accountability, transparency, and ethical behaviour within organizations. These outcomes are supported by several previous research findings that provide insights into the global discourse on ethical considerations in public procurement and the intricate interactions between individual morality, organizational cultures, and legal constraints in influencing moral behaviour. The recognition of the significance of legal frameworks in controlling procurement procedures, as highlighted in the findings of the present study was supported by Hassim et al. (2011), who emphasized on the influence of social and political factors on the moral behaviour of individuals engaged in project procurement. The emphasis on addressing flaws or deficiencies in legal systems to promote accountability and openness resonates with Adedokun (2023), who argues that governments' disregard for unethical behaviour contributes to accountability issues and affects the moral decision-making process in procurement. Furthermore, the emphasis on ongoing ethical training sessions and mentorship programs for staff members, as identified in the current study, aligns with findings from Cooper & Marder (2023), who highlight the interplay of personal values and organizational climates in shaping ethical behaviour. The focus on creating a proactive strategy for establishing moral principles and behaviours across the organization underscores the importance of internal communication strategies and continuous ethics training in public procurement contexts. The creation of anonymous reporting platforms to enable staff members to report possible ethical issues without fear of reprisal, as emphasized in this study, is supported by Bosire and Matayo (2021), who advocate for stringent enforcement and enhanced training initiatives to uphold ethical standards within public organizations. The importance of fostering a culture of integrity through proactive leadership, ethical modelling, and continuous ethics training, as suggested by Owusu-Ababio and Agyepong (2022), further indicated the significance of anonymous reporting systems in creating an environment where employees feel empowered to speak up against wrongdoing.

5.3 Limitations of the Study and Recommendations for Further Research

While this study aimed to provide an in-depth understanding of recruitment processes through a qualitative research method, it is important to acknowledge its limitations and potential for

further improvement. The use of qualitative research allowed for a detailed exploration of the perspectives of eight participants directly involved in recruitment. However, it's essential to recognize that the opinions and results presented are based on a relatively small sample size. Given the constraints of time and resources, the decision to use a small sample size was pragmatic. Nevertheless, for future research endeavours, expanding the sample size could enhance the study's robustness and generalizability. Increasing the number of participants would allow for a broader range of perspectives and insights from individuals involved in recruitment across various contexts. Therefore, the primary recommendation for future research is to augment the sample size. While the qualitative approach provided valuable insights from eight participants, involving a larger number of individuals, such as 100 or 200, within the industry would enable a more comprehensive understanding of common themes, patterns, and variations in recruitment practices and perceptions.

It would be an interesting idea to conduct a comparative study across different geo-political zones or States in Nigeria, this can offer valuable insights into variations in procurement practices, legal frameworks, and ethical norms. By comparing jurisdictions with varying levels of corruption perception or regulatory enforcement, researchers can identify best practices and lessons learned that can inform policy development and organizational reforms.

Finally, it might be interesting for future researchers to consider conducting a longitudinal study to track changes in procurement practices and ethical behaviour over time. By examining trends and patterns over an extended period, researchers can better understand the effectiveness of interventions and identify areas for continuous improvement.

5.4 Conclusion

This chapter has critically examined the findings presented in Chapter Four and their implications for the public procurement sector in Anambra State. The purpose of the study was to examine the issue of public procurement corruption, its persistence, and its negative consequences on the economy of the state. The study's comprehensive analysis sought to advance the understanding of the dynamics of corruption in Anambra State's public procurement system and provide practical strategies for dealing with corruption and promoting long-term economic growth.

The research objectives were systematically evaluated about the study's findings, highlighting the significance of promoting accountability, transparency, and adherence to procurement laws. The findings revealed that increasing stakeholder participation and capacity building was essential to improving the efficacy and integrity of procurement. The existing literature highlights the systemic aspect of corruption and its adverse impacts on socio-economic development, which is reinforced by the debate on the necessity for comprehensive measures to combat corruption, theft, and favouritism within the procurement process.

Additionally, the research assessed how well institutions and organisations work to prevent institutional corruption, highlighting the significance of distinct procurement policies, continuous improvement initiatives, and a range of anti-corruption safeguards. The results aligned with previous studies, highlighting the necessity of legal modifications, supervisory frameworks, and initiatives safeguarding informants to encourage responsibility and openness. It is imperative to recognise the limits of the research, specifically the limited number of individuals in the sample. Although the qualitative method yielded insightful information, increasing the sample size in subsequent studies could improve the study's validity and generalizability. Furthermore, comparing research across Nigeria's six geopolitical zones or states could provide important insights into differences in ethical standards and procurement methods. Lastly, longitudinal research that monitors modifications to ethical behaviour and procurement processes over time may offer insightful information about the success of treatments and point out areas that require ongoing development.

As a result, this study adds to the expanding corpus of information regarding corruption in public procurement and provides useful suggestions for resolving corruption issues in Anambra State. Organisations and institutions may improve the integrity and efficacy of procurement procedures and ultimately support sustainable economic development in the region by encouraging accountability, openness, and ethical conduct. In addition to thoroughly examining potential directions for future research, Chapter 6 will conclude this investigation by examining and summarizing all the results obtained while exploring future research that could be undertaken.

Chapter Six: Conclusion

6.0 Introduction

This chapter will provide an overview of the outcomes obtained during the study and close with the overall conclusions that were reached. This chapter will also address the recommendations of the study and its implications, and it will conclude with a personal learning statement.

6.1 Conclusion

This study investigated corruption in public procurement, its resilience, and its effects on the economy of Anambra State. The findings of this study provide significant insights into the challenges and dynamics of public procurement in Anambra State, Nigeria. Through a thematic approach, various factors influencing procurement performance, the impact of corruption, theft, and favouritism, effectiveness of anti-corruption measures, and the role of legal frameworks, willpower, and procedural rules have been extensively explored and analysed. The study investigated the factors responsible for the poor performance of public procurement in Anambra State. The findings of the study indicate that augmenting procurement performance necessitates promoting transparency and accountability, allocating resources towards capacity building and skill enhancement initiatives, guaranteeing adherence to procurement legislation, and resolving procedural inefficiencies. These results are consistent with earlier studies conducted by the OECD (2007) and Tukamuhabwa (2012), which highlighted the vulnerability of public procurement to corruption and the significance of adhering to international norms in order to combat corruption. The researcher set out to investigate the effects of theft, favouritism, and corruption on public procurement in Anambra State. The analysis proved that these inconsistencies existed and that they had a detrimental effect on the integrity and effectiveness of procurement. The impact of corruption, theft, and favouritism on the economy, procurement procedures, and public confidence was emphasized by the respondents. These results are consistent with the literature, which emphasizes the usefulness of public procurement reforms in improving accountability, transparency, and value for money. Examples of this literature include discussions by Jibrin et al. (2014), Aliu et al. (2020), and Shwarka & Anigbogu (2012). The study also assessed how well institutions and organisations work to prevent institutional corruption. The study uncovered a

number of tactics and systems used to encourage accountability, integrity, and transparency in procurement operations. These include improved supervision, reporting and protection systems, compliance, and continuous improvement measures. The findings align with Rusin et al. (2021), emphasizing the importance of comprehensive approaches to combating corruption through transparent processes and oversight mechanisms. Furthermore, the research explored the impact of legal frameworks, willpower, and procedural rules on procurement performance. The study highlighted the significance of legal frameworks, ethical training, anonymous reporting systems, mentorship programs, and fostering a culture of accountability and transparency in improving procurement outcomes. These findings are consistent with the literature, emphasizing the importance of ethical conduct and strong governance frameworks in mitigating corruption risks, as discussed by Bagus et al. (2022). Moreover, while some literature such as Matto (2017), Adjepong and Anane (2022), and Snyman (2022), may not directly relate to the Nigerian context, their insights provide valuable perspectives on broader corruption issues and factors affecting procurement performance in other regions. Nonetheless, the study emphasises how complex public procurement positions are, how difficult it is to combat fraud, theft, and favouritism, and how crucial strong governance structures and moral behaviour are to improving the efficacy and integrity of procurement. To overcome these obstacles, stakeholders must work together, continue to build capacity, and pledge to use ethical, transparent, and accountable procurement methods.

6.2 Recommendations

Based on the findings of the study, the following recommendations are proposed to address the identified challenges and enhance procurement performance:

- i. There is a need to strengthen transparency and accountability measures in public procurement in Anambra State by: (a) implementing robust transparency and accountability mechanisms throughout the procurement process, including clear and accessible procurement guidelines, standardized evaluation criteria, and transparent vendor selection procedures; (b) Establish independent oversight committees or units to monitor procurement decisions, identify inconsistencies, and recommend corrective actions to ensure adherence to ethical standards and regulatory requirements; and (c) Enhance disclosure of evaluation criteria and vendor selection processes to promote

- fairness, mitigate perceptions of partiality, and foster public trust in the integrity of procurement procedures.
- ii. Also, there is need for the public and private sectors in the state to invest in capacity building and ethical training, this can be achieved by: (a) Developing and implementing comprehensive capacity building programs aimed at enhancing the skills, competencies, and ethical conduct of procurement officials and stakeholders involved in the procurement process; (b) Provide regular training sessions on ethical decision-making, conflict of interest awareness, and compliance with procurement regulations to equip procurement professionals with the knowledge and tools necessary to navigate complex procurement environments effectively; (c) Foster a culture of ethical behaviour and accountability within organizations by promoting mentorship programs, anonymous reporting systems, and whistleblower protection mechanisms to encourage the reporting of unethical conduct without fear of reprisal.
 - iii. In addition, there is need to streamline procurement processes and enhance efficiency by: (a) Simplifying procurement procedures by reducing bureaucratic hurdles, eliminating excessive paperwork, and minimizing approval layers to expedite the procurement process and improve efficiency; (b) Implement technology-driven solutions, such as e-procurement platforms and digital procurement systems, to automate manual processes, enhance transparency, and facilitate real-time monitoring of procurement activities; (c) Conduct regular reviews and audits of procurement processes to identify bottlenecks, inefficiencies, and areas for improvement, and implement corrective measures to optimize procurement performance and ensure compliance with legal and procedural requirements.

6.3 Implications of Findings

The implications of the findings for the study based on the outcomes obtained are manifold and extend to various stakeholders involved in public procurement in Anambra State, Nigeria. These ramifications emphasize how important it is to deal with the issues raised and put the recommended strategies into practice to enhance procurement performance and encourage accountability, integrity, and transparency. Firstly, the findings underscore the urgent need for government and policymakers to prioritize procurement reform initiatives to foster transparency, accountability,

and efficiency in public procurement. To fill in the gaps and fortify the legal frameworks guiding procurement procedures, policymakers should consider amending the current laws and regulations about procurement. Government organizations overseeing procurement should be endowed with sufficient funding and jurisdiction to ensure adherence to procurement rules and hold individuals involved in unethical behaviour accountable.

Secondly, procurement officials and practitioners play a pivotal role in implementing and upholding ethical standards and best practices in procurement processes. The findings emphasise how crucial it is to fund ethical training and capacity-building initiatives to improve participants' knowledge, abilities, and moral behaviour. To reduce the danger of corruption and guarantee the effective delivery of products and services, procurement experts should give priority to transparency, fairness, and integrity in their decision-making processes and strictly follow specified procurement standards and procedures.

Thirdly, the study's conclusions can be used by advocacy groups and civil society organisations to push for increased accountability, openness, and public participation in public procurement procedures. These groups may be extremely helpful in keeping an eye on and assessing procurement-related activities, educating the public about corruption risks, and pushing for changes that will improve procurement oversight procedures and increase public confidence in the system's integrity.

Finally, it is expected that International development partners and donors should use the findings of the study to inform their support and assistance programs aimed at strengthening governance, accountability, and transparency in public procurement systems. These partners can help governments execute reforms in procurement and strengthen the institutional ability to efficiently manage procurement processes and fight corruption. They can also offer financial support, technical assistance, and capacity-building efforts.

Therefore, the study's implications highlight the significance of cooperative efforts between the government, civil society, stakeholders in the private sector, and international partners to address the issues raised and put the recommendations made into practice to improve the openness, accountability, and efficiency of public procurement in Anambra State, Nigeria. Initiatives for reforming procurement procedures should be given top priority, and stakeholders can help the

state's socioeconomic development to be sustainable, public trust to grow, and service delivery to be better.

6.4 Personal Learning Statement

It has been incredibly interesting and enjoyable to work on this study on corruption in public procurement, its persistence, and its effects in Anambra State. It has given me great insight into the challenges of accountability, transparency, and governance in the public sector. When I consider the lessons I have personally learned from this endeavour, a few important ones come to mind:

Firstly, through this study, I have gained a comprehensive understanding of the multifaceted nature of public procurement processes, including the challenges, complexities, and systemic vulnerabilities that can undermine transparency and integrity. My understanding of the significance of strong governance frameworks and ethical standards in guaranteeing accountability and efficiency has grown as a result of learning about the many phases of procurement, from planning and bidding to contract administration and oversight.

Secondly, the realization of the widespread danger that corruption presents to public procurement systems is among the most important lessons to be learned from this study. Investigating the ways in which corruption manifests itself, including bid-rigging, embezzlement, and favouritism, has brought attention to the necessity of taking proactive steps in order to identify, stop, and effectively deal with corrupt behaviour. This knowledge has strengthened my resolve to support moral conduct and honesty in all facets of government and decision-making.

Also, the survey also emphasized how important stakeholder participation is to promoting accountability and transparency in public procurement. Learning about the importance of collaboration with government agencies, civil society organizations, private sector suppliers, and international partners has emphasized the value of inclusive approaches to governance reform. Understanding the perspectives and interests of diverse stakeholders is essential for designing effective policies and initiatives that address the root causes of corruption and inefficiency.

Finally, this study has instilled in me a profound commitment to lifelong learning and professional development in the field of governance and public administration. The significance of continuing education, training, and skill-building has been highlighted by the realization of the dynamic nature of procurement difficulties and the necessity of keeping up with new trends, innovations, and best practices. Adopting an attitude of perpetual learning and enhancement is crucial for tackling intricate governance concerns and promoting constructive transformation in public sector establishments.

As a result, taking part in this research has been a life-changing educational opportunity that has improved my comprehension of accountability, transparency, and governance in public procurement. The information I have learned from this endeavour has been enhanced, and I am now motivated to actively support ethical leadership and good governance practices in my future professional endeavours.

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Appendix

Sample of the research instrument: the interview questions for the study

- i. My name is Ataka Kingsley a Postgraduate student doing my research on the topic corruption in public procurement, its resilience, and its effects on Anambra State's economy
- ii. I wish to ask for your consent to be interviewed
- iii. I assure you that I will not disclose your name and contact information to anyone
- iv. Please be assured that any information you provide in the course of this interview shall be solely used for the purpose of this research
- v. I wish to ask for your permission to record (both audio and text) of your answers

Interview Questions

1. How long is your working experience?
2. What is your job role in public procurement?
3. From your perspective, what are the major challenges or obstacles hindering effective public procurement practices in Anambra State?
4. Do you think there are specific procedural or regulatory constraints that you believe contribute to the poor performance of public procurement?
5. Based on your experience, how prevalent do you believe corruption, theft, and favouritism are in the public procurement process in Anambra State?
6. How do you think the presence of corruption, theft, or favouritism affects the overall integrity and effectiveness of public procurement practices in Anambra State?
7. Can you describe the anti-corruption measures and mechanisms that your organization/institution has implemented to prevent and detect institutional corruption?
8. In your opinion, how effective have these measures been in identifying and addressing instances of institutional corruption within your organization/institution?

9. How would you characterize the legal frameworks governing public procurement in our jurisdiction, and how do they influence procurement practices?
10. Have there been any initiatives or interventions aimed at strengthening willpower and ethical culture within the organization, and what impact have they had on procurement performance?