

Effect of Transparency on Public Procurement Processes in the Federal Ministry of Agriculture Abuja

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Abstract: This study examines the effect of transparency on procurement processes in the Federal Ministry of Agriculture Abuja, Nigeria. Specifically, it assesses the effect of access to procurement information, clarity and simplicity of communication, and openness in decision-making on procurement efficiency. A cross-sectional survey research design was employed, and a census sampling approach was used, covering all 44 staff members in the procurement department of the ministry. A structured questionnaire was used for data collection, with responses analyzed using descriptive statistics, and multiple regression analysis. The reliability of the instrument was confirmed using Cronbach's Alpha, with all constructs scoring above 0.70, ensuring internal consistency. Findings revealed that access to procurement information had a significant positive effect on procurement processes ($\beta = 0.431$, $t = 7.708$, $p = 0.000$), demonstrating that improved access to procurement details enhances supplier participation and reduces bid manipulation. Clarity and simplicity of communication also had a significant effect ($\beta = 0.322$, $t = 5.828$, $p = 0.001$), indicating that transparent communication fosters trust and fairness in procurement transactions. Similarly, openness in decision-making positively influenced procurement processes ($\beta = 0.431$, $t = 7.708$, $p = 0.000$), reinforcing the notion that transparency in procurement decisions promotes integrity and compliance. The study therefore concludes that transparency has a significant positive effect on procurement processes in Federal Ministry of Agriculture Abuja. Based on the findings, the study recommends among others that procurement agencies should enhance access to procurement information through digital platforms, simplify procurement language to improve bidder comprehension, and establish independent oversight mechanisms to strengthen transparency in decision-making.

Keyword: transparency, public procurement, procurement processes, access to information, decision-making.

INTRODUCTION

There is a growing global emphasis on transparency in governance, particularly in public procurement, as a critical mechanism for promoting accountability, reducing corruption, and improving efficiency in the use of public resources. International organizations such as the World Bank, United Nations, and the Organization for Economic Co-operation and Development strongly advocate transparent procurement systems to ensure value for money, fairness, and sustainable economic development. In many developed economies, transparency reforms have significantly improved procurement efficiency, strengthened public trust, and enhanced economic sustainability. In contrast, procurement systems in many developing countries remain characterized by opacity, weak public oversight, and political interference, underscoring the urgent need for greater transparency.

Transparency in procurement refers to the openness, accessibility, and accountability of procurement activities, ensuring that relevant information is available for public scrutiny and that decisions are made fairly. It is a core principle of good governance that enables public participation, monitoring, and evaluation of procurement outcomes. Transparency is commonly understood through three key dimensions: access to information, clarity and simplicity of communication, and openness in decision-making. Access to information ensures that procurement documents such as tender notices, bid evaluations, and contract awards are publicly available, thereby discouraging insider dealings, encouraging competition, and reducing corruption risks. Clarity and simplicity of communication ensure that procurement rules, bidding procedures, and contract terms are presented in clear and understandable language, enabling broad participation by potential suppliers. Openness in decision-making promotes stakeholder involvement in procurement decisions, limits excessive discretionary power, and strengthens accountability. Collectively, these dimensions provide the foundation for a fair, competitive, and accountable procurement system.

Procurement processes themselves involve a structured sequence of activities through which organizations acquire goods, services, and works. These processes typically include need identification, supplier selection, and contract negotiation. Need identification involves defining procurement requirements in line with organizational objectives, while supplier selection focuses on evaluating vendors based on criteria such as cost, quality, and reliability. Contract negotiation establishes clear terms and conditions to ensure regulatory compliance and effective contract execution. The effectiveness and integrity of procurement processes depend on clearly defined procedures, strict adherence to regulations, and effective risk management mechanisms.

In developed countries, transparency has been institutionalized through strong legal frameworks, e-procurement systems, and open contracting practices. Countries such as the United States, Canada, and the United Kingdom have adopted digital procurement platforms that provide real-time access to procurement information, promote competition, and reduce irregularities. Similarly,

European Union procurement directives emphasize disclosure, competitive bidding, and stakeholder engagement, leading to improved accountability and compliance.

However, in Africa and Nigeria in particular, transparency and accountability in public procurement remain weak despite the existence of regulatory frameworks such as the Public Procurement Act of 2007. Challenges including corruption, bureaucratic inefficiencies, limited institutional capacity, and resistance to reform continue to undermine procurement effectiveness. Strengthening transparency through open bidding, publication of procurement outcomes, independent audits, and enforcement of sanctions is essential for improving procurement performance.

The motivation for this study stems from persistent procurement challenges within the Federal Ministry of Agriculture, Abuja, despite existing transparency initiatives. This indicates a gap between policy and practice and highlights the need for empirical research on how transparency dimensions influence procurement processes in Nigeria.

LITERATURE REVIEW

Theoretical Review

Resource dependence theory

Resource Dependence Theory (RDT), developed by Pfeffer and Salancik in 1978, posits that organizations are not self-sufficient but depend on external resources such as funding, information, materials, and legitimacy controlled by other actors. This dependence compels organizations to strategically manage relationships with stakeholders to secure critical resources, making practices like partnerships, information sharing, and governance reforms essential. Contemporary scholarship has expanded RDT beyond private firms to public organizations. Studies highlight the roles of inter-organizational relationships, board structures, accountability, and adaptive strategies, particularly in emerging markets, to reduce uncertainty and meet donor and regulatory expectations.

Institutional theory

Institutional Theory focuses on how norms, rules, and cultural expectations shape organizational behavior. Originating from Meyer and Rowan (1977) and advanced by DiMaggio and Powell (1983), it explains why organizations conform to societal and regulatory expectations to gain legitimacy, stability, and social acceptance, rather than pursuing efficiency alone. The theory has evolved to incorporate institutional logics and normative pressures that influence practices, particularly in public sector organizations. Scott (2014) further articulated the regulative, normative, and cultural-cognitive pillars through which behaviors become institutionalized. These perspectives make Institutional Theory especially relevant for public institutions operating in highly regulated environments and value-laden contexts.

Conceptual Framework

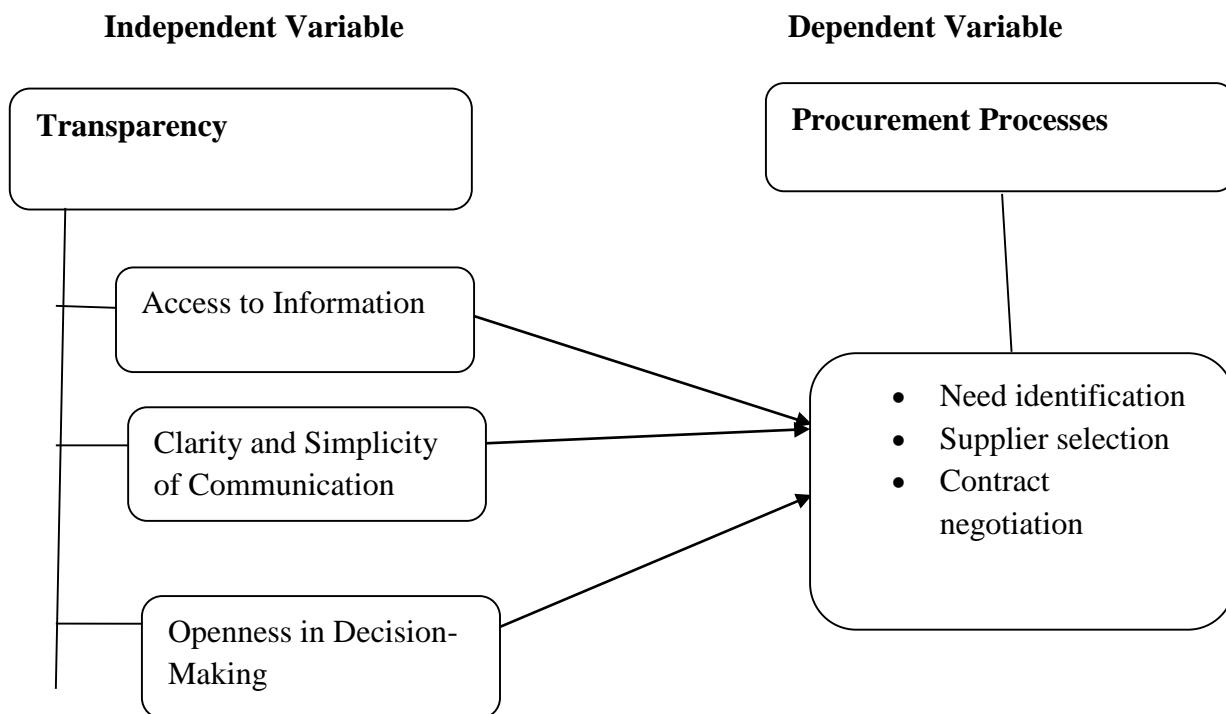


Figure 1: Conceptual Framework

Source: Designed by the Researcher, 2025

Transparency

Transparency in public procurement according to Yukins and Schooner (2015) is a foundational principle that emphasizes openness, accessibility, and the clear disclosure of information throughout the procurement process. This concept aims to ensure that all stakeholders, including the public, have a comprehensive understanding of how public funds are spent and how procurement decisions are made. Transparency is essential in fostering accountability, mitigating corruption risks, and promoting fair competition among suppliers bidding for government contracts.

Dimensions of transparency

- i. Access to Information: Access to information refers to the extent to which government-held procurement data is made available to the public and relevant stakeholders.
- ii. Clarity and Simplicity of Communication: Clarity and simplicity of communication refer to the ease with which procurement policies, guidelines, and procedures are conveyed to stakeholders.
- iii. Openness in Decision-Making: Openness in decision-making refers to the extent to which stakeholders are allowed to participate in, observe, and scrutinize procurement-related decisions.

Procurement process: Procurement process encompasses the systematic activities involved in acquiring goods, services, or works from external sources, typically through a competitive bidding or negotiation process (Gyawali, 2018).

Measures of procurement process

- i. Need identification: Need identification is a critical stage in the procurement process, serving as the foundation for all subsequent procurement activities.
- ii. Supplier selection: Supplier selection is a critical component of the procurement process, significantly influencing an organization's operational efficiency and competitive advantage.
- iii. Contract Negotiation: Contract negotiation is a pivotal aspect of the procurement process, serving as the mechanism through which buyers and suppliers establish the terms and conditions governing their commercial relationships.

Review of Related Empirical Studies

Adebayo (2023) investigated transparency and accountability in Nigerian public procurement using a mixed-method approach. Interviews and record analysis established a positive correlation between transparency measures and improved outcomes like reduced corruption and lower costs. However, the study's limited sample size and lack of focus on specific mechanisms driving these outcomes highlight a need for further research. Fourie (2023) examined transparency in South African local government procurement during COVID-19 through qualitative interviews. The study found that while online platforms aided information access, capacity constraints and low citizen engagement persisted. Improved communication strategies were deemed essential to rebuild trust. A limitation is the specific crisis context, suggesting a need for studies on long-term trends. Kimani and Mutua (2023) analyzed the impact of procurement disclosure policies on government efficiency in Kenya using a case study design. Findings revealed that mandatory disclosure significantly reduced delays and improved contract execution. However, the researchers acknowledged a gap regarding information clarity, noting that future research should expand the scope to examine unexamined areas like information quality.

Kassim and Mushi (2023) investigated how openness in procurement promotes transparency within Tanzanian government ministries. A survey of 200 respondents indicated that openness significantly enhanced procurement compliance and public oversight. However, the study omitted critical aspects like information access and clarity, creating a gap that necessitates further research to fully understand transparency dimensions in procurement. Okello and Nabwire (2023) investigated open contracting's role in minimizing procurement fraud within Uganda's Ministry of Agriculture. A mixed-methods approach showed that public data access effectively reduced inflated costs and ghost suppliers. However, barriers like weak enforcement and political interference remained. The study suggests that addressing these structural barriers is necessary for open contracting to fully prevent fraud. Ssewagudde and Tumwine (2022) examined transparent decision-making's impact on procurement integrity in Ugandan ministries. Thematic analysis of interviews showed that transparency upheld process integrity. Although relevant, the study was geographically limited to Uganda. The authors suggested testing these variables in other contexts,

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specifically recommending similar research in Benue State to validate the findings. Mosha and Mchopa (2022) explored how transparency in Tanzanian public ministries enhances procurement processes. Using structural equation modeling on survey data, results revealed that clearer information sharing significantly improved bidder participation. However, the study's focus on the Tanzanian context limits its generalizability, indicating a need for similar studies within the Nigerian public sector to confirm these findings.

Mwangi and Wanjiru (2022) examined the impact of procurement transparency on supplier participation in Kenyan government tenders. Regression analysis showed that increased transparency in information sharing improved supplier confidence and reduced bid rigging. However, the study focused solely on information access, noting that gaps remain regarding information clarity and openness in decision-making, which require further investigation. Musili et al. (2022) examined the effect of leadership transparency on perceived corruption in Kenya's Judiciary procurement. Findings revealed a positive correlation between transparent leadership and reduced perceived corruption. However, the limitation is its focus on perception rather than actual corruption. The authors suggest further research is needed to explore transparency's impact on concrete outcomes like cost savings. Nkuna and Mavhungu (2021) examined the impact of transparency and accountability on efficiency in the South African public sector. The mixed-methods study found a significant positive relationship between these variables and process efficiency. However, it is critiqued for sample size issues and a focus on perceptions. Future research is recommended to explore specific measures and their direct impact on outcomes.

Okotie and Tafamel (2021) examined the influence of transparency levels on public procurement practices within the Nigerian Civil Service. Simple regression results indicated a significant positive relationship between transparency and procurement practices. The study recommends enshrining impartiality and fairness to maximize resource utilization, underscoring the necessity of transparency for effective operations in Nigeria's federal ministries. Igwe et al. (2021) examined public procurement, transparency, and accountability in Nigeria through documentary analysis. The study concluded that open, transparent processes lead to surmounting development challenges and achieving value for money. Recommendations include creating a level playing field, positing that transparent procurement management reflects the quality of governance and the state's development. Mohammed (2021) investigated transparency and accountability in the Nigerian public sector using a quantitative approach. Surveying 300 officials, findings showed a significant positive relationship between these measures and improved outcomes like lower corruption and costs. However, reliance on self-reported data introduces bias, and excluding other stakeholders suggests a need for broader perspectives in future research.

METHODOLOGY

Model specification

In this study procurement processes (PP) is regarded as a function of Access to Information (ATI), clarity and Simplicity of Communication (CSC) and Openness in Decision-Making (ODM). Thus, implicit form of the model for this study is stated as:

$$PP = f(TR) \quad (1)$$

Since TR is made up of ATI, CSC, and ODM, equation 1 becomes:

$$PP = f(ATI, CSC, ODM) \quad (2)$$

Mathematically, the model is stated explicitly thus:

$$PP = \alpha + \beta_1 ATI + \beta_2 CSC + \beta_3 ODM \quad (3)$$

Where;

PP = Procurement Processes

TR = Transparency

ATI = Access to Information

CSC = Clarity and Simplicity of Communication

ODM = Openness in Decision-Making

α = Intercept of the Model (constant)

$\beta_1, \beta_2, \beta_3$ = Parameters of ATI, CSC, and ODM respectively.

RESULT AND DISCUSSION

Data Presentation and Analysis

The subsection presented questionnaire response rate, respondents' personal attributes, responses to research instrument according to each variable of the study as captured by the questionnaire and the regression analysis.

Response rate

The response rate shows the total number of questionnaires administered to the respondents, the number returned and not returned by the respondents. Ideally, a response rate which is more than 50% is regarded as sufficient for data analysis and reporting whereas a response rate which is more than seventy percent is considered excellent. Therefore, this study's response rate fell within the limits that are acceptable for concluding as well as making references.

Table 4: Questionnaire Response Rate

Details	Sample	Percent
Questionnaire administered	44	100
Valid questionnaire retrieved	41	93.2
Questionnaire missing/invalid	3	6.8

Source: Field Survey, 2025

Table 4 presents the questionnaire response rate, which evaluates the effectiveness of data collection for the study on Transparency and Procurement Processes in Federal Ministry of Agriculture, Abuja. A total of 44 questionnaires were administered to respondents, representing 100% of the intended sample size. Out of these, 41 questionnaires (93.2%) were successfully retrieved and deemed valid for analysis. However, 3 questionnaires (6.8%) were either missing or invalid due to incomplete responses, errors, or other factors that rendered them unusable for statistical analysis.

A response rate of 93.2% is considered high and acceptable for research purposes. Generally, a response rate above 70% is regarded as sufficient for ensuring data reliability and minimizing the risk of non-response bias. The high response rate in this study suggests that the majority of the targeted respondents actively participated, enhancing the credibility and representativeness of the findings.

The 6.8% of missing or invalid responses could be attributed to factors such as respondents' reluctance to disclose information, incomplete answers, or errors in filling out the questionnaire. While this percentage is relatively low and unlikely to significantly affect the study's conclusions, it is essential to acknowledge such limitations in data collection. Overall, the high response rate strengthens the validity and reliability of the study's findings, ensuring that the results accurately reflect transparency in procurement processes within the Federal Ministry of Agriculture, Abuja.

Demographic attributes of respondents

This subsection presents a discussion on the personal demographic characteristics of respondents. These personal characteristics include age, educational qualification and years of working experience. Table 5 presents the demographic attributes of respondents in the study on Transparency and Procurement Processes in Federal Ministry of Agriculture, Abuja. The table categorizes respondents based on their age, educational attainment, and work experience, providing insights into the composition of the study participants and their relevance to the research.

The respondents' ages range from 18 to 60 years, with the largest proportion (32.0%) falling within the 18-27 years category. This indicates that a significant number of younger employees or stakeholders are involved in procurement activities within the ministry. The 28-37 years group follows closely at 27.0%, while those aged 38-47 years account for 24.0%. The least represented age group is 48-60 years at 17.0%, suggesting fewer senior employees or decision-makers participated in the study. This distribution highlights a mix of youthful and experienced individuals contributing to procurement processes, which could impact transparency practices.

The majority of respondents hold at least a Higher National Diploma (HND) or a Bachelor's Degree (63.0%), while 27.0% have postgraduate degrees, indicating a relatively high level of education among procurement personnel. Only 10.0% possess an Ordinary National Diploma (OND) or a National Certificate in Education (NCE), and no respondent has only a Senior Secondary Certificate Examination (SSCE) qualification. The predominance of degree holders and postgraduates suggests that most employees engaged in procurement activities have received

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formal training, which could influence their understanding of transparency and procurement best practices.

Regarding professional experience, 41.5% of respondents have 21-30 years of work experience, making them the most dominant group. This suggests that a considerable number of employees have extensive exposure to procurement processes. Those with 11-20 years of experience constitute 27.0%, while 19.5% have over 30 years of experience, likely comprising senior officials or supervisors. The least represented group is those with 1-10 years of experience (12.0%), indicating a relatively low proportion of newly recruited staff. The high concentration of experienced personnel suggests that the respondents are well-informed about procurement practices and transparency issues, adding credibility to the study's findings.

The demographic profile of respondents reveals a balanced mix of age groups, a high level of education, and significant work experience in procurement-related roles. This composition enhances the reliability of the study, as the respondents likely possess adequate knowledge and experience regarding procurement transparency. Moreover, the prevalence of degree holders and seasoned professionals suggests that any transparency issues identified in procurement processes may not stem from a lack of competence but rather from systemic challenges, enforcement gaps, or policy weaknesses.

Table 5: Demographic Attributes of Respondents

Personal Attributes	Frequency	Percentage (%)
Age		
18-27 years	13	32.0
28-37 years	11	27.0
38-47 years	10	24.0
48 – 60 years	07	17.0
Total	41	100
Educational Attainment		
SSCE	0	00.0
OND/NCE	4	10.0
HND/Degree	26	63.0
Postgraduate Degrees	11	27.0
Total	41	100
Experience		
1-10 years	5	12.0
11-20 years	11	27.0
21-30 years	17	41.5
31 and above	08	19.5
Total	41	100

Source: Field Survey, 2025.

Views of respondents to research instrument

The responses collected from the respondents on the study variables namely: access to information, clarity and simplicity of communication, openness in decision-making and procurement processes. are presented in this subsection. The results were presented using the responses on a five-point Likert scale to show the extent the respondents agreed and disagreed with the statements.

i. Access to Information

The analysis of "Access to Information" in procurement processes within the Federal Ministry of Agriculture, Abuja reveals key insights into the level of transparency in disseminating procurement-related information. The responses to the four items under this variable provide a detailed understanding of stakeholders' perceptions. For the first item, which assesses whether procurement information is made available to all interested parties without unnecessary restrictions, 19 respondents (46.3%) strongly agreed, while 14 (34.2%) agreed, making a total of 33 respondents (80.5%) in agreement. 5 respondents (12.2%) were neutral, 2 (4.9%) disagreed, and 1 (2.4%) strongly disagreed. This suggests that while a majority believe procurement information is accessible, a small percentage either find it difficult to obtain or are unaware of its availability.

Regarding the accessibility of tender announcements through multiple channels, 18 respondents (43.9%) strongly agreed, while 15 (36.6%) agreed, totaling 33 (80.5%) in agreement. 5 respondents (12.2%) remained neutral, while 2 (4.9%) disagreed, and 1 (2.4%) strongly disagreed. The strong agreement suggests that the ministry employs multiple platforms for procurement announcements, but the existence of neutral and disagreeing responses indicates that some individuals may not be fully aware of all the channels used.

On the issue of clear communication regarding bid evaluations and contract awards, 16 respondents (39.0%) strongly agreed, and 14 (34.2%) agreed, making a total of 30 respondents (73.2%) in agreement. However, 6 respondents (14.6%) were neutral, 3 (7.3%) disagreed, and 2 (4.9%) strongly disagreed. This suggests that while most stakeholders believe bid evaluation results are communicated, a notable proportion either do not receive this information or find it insufficiently detailed.

Lastly, when asked if procurement records are easily retrievable for public scrutiny, 15 respondents (36.6%) strongly agreed, while 15 (36.6%) agreed, bringing the total agreement to 30 respondents (73.2%). 6 respondents (14.6%) were neutral, 3 (7.3%) disagreed, and 2 (4.9%) strongly disagreed. The relatively high agreement level implies that records are generally accessible, but the disagreement suggests that some individuals still face challenges in retrieving procurement records when needed.

In summary, the findings indicate that transparency in access to procurement information is relatively strong, with most respondents acknowledging the availability of procurement details, tender announcements, bid evaluation outcomes, and contract records. However, the presence of neutral and disagreeing responses across all items suggests that some gaps remain in information

accessibility. This calls for further improvements in dissemination strategies, ensuring that all stakeholders have equal access to procurement-related data.

Table 6: Responses to Access to Information (n = 41)

Statement	Responses				
	SA(%)	A(%)	U(%)	D(%)	SD(%)
Procurement information is made available to all interested parties without unnecessary restrictions.	19(46.3)	14 (34.2)	5(12.2)	2 (4.9)	1 (2.4)
Tender announcements are publicly accessible through multiple channels (e.g., website, notice boards, newspapers).	18(43.9)	15 (36.6)	5(12.2)	2 (4.9)	1 (2.4)
Information regarding bid evaluations and contract awards is clearly communicated to stakeholders.	16(39.0)	14 (34.2)	6(14.6)	3 (7.3)	2 (4.9)
Procurement records are easily retrievable for public scrutiny when needed.	15(36.6)	15 (36.6)	6(14.6)	3 (7.3)	2 (4.9)

Source: Field Survey, 2025

ii. Clarity and Simplicity in Communication

The responses regarding clarity and simplicity in procurement-related communication provide insight into how well procurement guidelines, feedback, and procedural changes are conveyed to stakeholders in the Federal Ministry of Agriculture, Abuja. The analysis of the four question items under this variable is as follows: For the first item, which assesses whether procurement guidelines and requirements are written in clear and understandable language, 17 respondents (41.5%) strongly agreed, while 14 (34.2%) agreed, making a total of 31 respondents (75.7%) in agreement. 6 respondents (14.6%) were neutral, 3 (7.3%) disagreed, and 1 (2.4%) strongly disagreed. This indicates that while most respondents find procurement guidelines easy to understand, a small proportion either struggles with comprehension or believes the guidelines are not as clear as they should be.

Regarding the ease of communication between procurement officers and suppliers, 16 respondents (39.0%) strongly agreed, while 15 (36.6%) agreed, totaling 31 respondents (75.6%) in agreement. 5 respondents (12.2%) were neutral, while 3 (7.3%) disagreed, and 2 (4.9%) strongly disagreed.

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The relatively high agreement level suggests that procurement officers engage in clear communication with suppliers, but the presence of neutral and disagreeing responses indicates that some interactions may still involve ambiguity or misinterpretation. On the responsiveness of procurement officers to feedback and clarification requests, 15 respondents (36.6%) strongly agreed, while 15 (36.6%) agreed, bringing the total agreement to 30 respondents (73.2%). 7 respondents (17.1%) were neutral, while 2 (4.9%) disagreed, and 1 (2.4%) strongly disagreed. This suggests that while procurement-related inquiries are generally responded to promptly, some respondents may have experienced delays or inadequate responses in seeking clarifications.

Lastly, when asked whether changes or amendments in procurement procedures are effectively communicated to all relevant stakeholders, 14 respondents (34.2%) strongly agreed, while 16 (39.0%) agreed, bringing the total agreement to 30 respondents (73.2%). 6 respondents (14.6%) were neutral, 3 (7.3%) disagreed, and 2 (4.9%) strongly disagreed. While a majority feel that procedural changes are well-communicated, the disagreement suggests that some stakeholders may not always receive timely updates or may struggle to interpret procedural modifications. Overall, these findings suggest that clarity and simplicity in procurement communication are relatively strong, with a significant proportion of respondents affirming that procurement guidelines are clear, interactions with suppliers are effective, and changes in procedures are well communicated. However, the presence of neutral and disagreeing responses in all items highlights areas for improvement. Efforts should be made to further simplify procurement documentation, enhance direct communication channels, and ensure timely dissemination of procedural updates to all stakeholders.

Table 7: Responses to Clarity and Simplicity in Communication (n = 41)

Statement	Responses				
	SA(%)	A(%)	U(%)	D(%)	SD(%)
Procurement guidelines and requirements are written in clear and understandable language.	17(41.5)	14 (34.2)	6(14.6)	3 (7.3)	1 (2.4)
Communication between procurement officers and suppliers is straightforward and free from ambiguity.	16(39.0)	15 (36.6)	5(12.2)	3 (7.3)	2 (4.9)
Procurement-related feedback and clarifications are promptly provided when requested.	15 (36.6)	15 (36.6)	7(17.1)	2 (4.9)	1 (2.4)
Changes or amendments in procurement procedures are effectively communicated to all relevant stakeholders.	14(34.2)	16 (39.0)	6(14.6)	3 (7.3)	2 (4.9)

Source: Field Survey, 2025

Openness in Decision-Making

The responses on openness in decision-making highlight how transparent and inclusive procurement processes are within the Federal Ministry of Agriculture, Abuja. For the first item, which assesses whether procurement decisions are made through open discussions and fair deliberations, 18 respondents (43.9%) strongly agreed, while 14 (34.2%) agreed, giving a total of 32 respondents (78.1%) in agreement. 5 respondents (12.2%) were neutral, 3 (7.3%) disagreed, and 1 (2.4%) strongly disagreed. The strong majority in agreement suggests that procurement decisions are generally perceived as transparent and inclusive, but the presence of neutral and disagreeing responses indicates that some participants may not always feel involved in the decision-making process.

Regarding whether stakeholders, including suppliers and civil society organizations, are allowed to observe certain procurement processes, 16 respondents (39.0%) strongly agreed, while 14 (34.2%) agreed, totaling 30 respondents (73.2%) in agreement. 6 respondents (14.6%) were neutral, 3 (7.3%) disagreed, and 2 (4.9%) strongly disagreed. While the majority affirms the openness of procurement processes to external stakeholders, the significant number of neutral and disagreeing responses suggests that some stakeholders may feel excluded from key aspects of procurement oversight.

On the issue of whether the criteria for evaluating bids are predefined and applied consistently across all bidders, 17 respondents (41.5%) strongly agreed, while 15 (36.6%) agreed, resulting in 32 respondents (78.1%) in agreement. 5 respondents (12.2%) were neutral, 3 (7.3%) disagreed, and 1 (2.4%) strongly disagreed. This indicates that bid evaluation criteria are generally perceived as standardized and fair, but there remains some skepticism about the consistency of their application.

Lastly, regarding whether justifications for awarding contracts are made available to interested parties, 15 respondents (36.6%) strongly agreed, while 16 (39.0%) agreed, leading to 31 respondents (75.6%) in agreement. 6 respondents (14.6%) were neutral, 3 (7.3%) disagreed, and 1 (2.4%) strongly disagreed. Although most respondents believe that contract awards are justified and transparent, the neutral and disagreeing responses imply that some stakeholders might struggle to access these justifications or perceive them as insufficiently detailed.

Overall, these results suggest that openness in procurement decision-making is relatively strong, with most respondents affirming that decisions are made through fair deliberations, stakeholders have some level of access to procurement processes, and bid evaluation criteria are consistently applied. However, the neutral and disagreeing responses indicate that there is room for improvement in ensuring full transparency, particularly in making contract award justifications more accessible and strengthening stakeholder engagement in procurement processes.

Table 8: Responses to Openness in Decision-making (n = 41)

Statement	Responses				
	SA(%)	A(%)	U(%)	D(%)	SD(%)
Procurement decisions are made through open discussions and fair deliberations.	18(43.9)	14 (34.2)	5(12.2)	3 (7.3)	1 (2.4)
Stakeholders, including suppliers and civil society organizations, are allowed to observe certain procurement processes.	16(39.0)	14 (34.2)	6(14.6)	3 (7.3)	2 (4.9)
The criteria for evaluating bids are predefined and applied consistently across all bidders.	17(41.5)	15 (36.6)	5(12.2)	3 (7.3)	1 (2.4)
Justifications for awarding contracts are made available to interested parties.	15(36.6)	16 (39.0)	6(14.6)	3 (7.3)	1 (2.4)

Source: Field Survey, 2025

iv. Procurement Processes

The responses on procurement processes, measured through needs identification, supplier selection, and contract negotiation, provide insight into how well procurement practices align with transparency and efficiency principles. Regarding needs identification, 19 respondents (46.3%) strongly agreed, while 13 (31.7%) agreed, giving a total of 32 respondents (78.0%) in agreement that procurement needs are properly assessed before tendering begins. 5 respondents (12.2%) were neutral, 3 (7.3%) disagreed, and 1 (2.4%) strongly disagreed. Similarly, 18 respondents (43.9%) strongly agreed, while 14 (34.2%) agreed, totaling 32 respondents (78.1%) in agreement that procurement needs follow a structured and transparent approach. These results indicate that most respondents view procurement needs assessment as well-structured and transparent. However, the presence of neutral and disagreeing responses suggests that in some cases, procurement planning may not be entirely systematic, possibly due to inadequate consultations or rushed decision-making.

Supplier selection is another critical measure of procurement processes. On the statement that supplier selection is based on predefined and transparent criteria, 20 respondents (48.8%) strongly agreed, while 12 (29.3%) agreed, meaning that 32 respondents (78.1%) affirmed the transparency of supplier selection. 5 respondents (12.2%) were neutral, while 3 (7.3%) disagreed, and 1 (2.4%)

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strongly disagreed. A similar trend is observed for the presence of clear guidelines for evaluating supplier qualifications and capacity, where 17 respondents (41.5%) strongly agreed, 15 (36.6%) agreed, totaling 32 respondents (78.1%) in agreement. 1 (2.4%) remained undecided, while 5 (12.2%) disagreed and 3 (7.3%) strongly disagreed. These results suggest that while supplier selection processes are generally perceived as fair and objective, the neutral and disagreeing responses indicate that some irregularities or inconsistencies might exist, potentially in how criteria are enforced or communicated.

The final component of procurement processes, contract negotiation, also shows a high level of transparency, as 19 respondents (46.3%) strongly agreed and 13 (31.7%) agreed, making 32 respondents (78.0%) believe that contract terms are negotiated transparently. However, 3 (7.3%) remained neutral while 6 (14.6%) disagreed. Likewise, 18 respondents (43.9%) strongly agreed, while 14 (34.2%) agreed, leading to 32 respondents (78.1%) in agreement that contract negotiations align with procurement regulations. 5 respondents (12.2%) were neutral, 3 (7.3%) disagreed, and 1 (2.4%) strongly disagreed in both cases. These findings indicate that most respondents perceive procurement contract negotiations as properly conducted, though the neutral and disagreeing responses highlight the possibility of non-disclosure of key contractual details or last-minute changes that might not involve all stakeholders.

Overall, the responses show a strong agreement that procurement processes—including needs identification, supplier selection, and contract negotiation—are generally transparent and well-structured within the Federal Ministry of Agriculture, Abuja. However, the presence of neutral and disagreeing responses across all measures suggests that there are areas where transparency and standardization can be further improved, particularly in supplier selection enforcement and ensuring all stakeholders are adequately informed throughout contract negotiations.

Table 9: Procurement processes (n = 41)

Statement	Responses				
	SA(%)	A(%)	U(%)	D(%)	SD(%)
Procurement needs are properly assessed before tendering processes begin.	19 (46.3)	13 (31.7)	5 (12.2)	3 (7.3)	1 (2.4)
The identification of procurement needs follows a structured and transparent approach.	18 (43.9)	14 (34.2)	0 (0.0)	6 (14.6)	3 (7.3)
Supplier selection is conducted based on predefined and transparent criteria.	20 (48.8)	12 (29.3)	5 (12.2)	3 (7.3)	1 (2.4)

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There are clear guidelines 17 (41.5) 15 (36.6) 1 (2.4) 5 (12.2) 3 (7.3)
for evaluating supplier
qualifications and
capacity.

Contract terms are 19 (46.3) 13 (31.7) 3 (7.3) 6(14.6) 0 (0.0)
negotiated in a transparent
manner with all relevant
stakeholders.

The negotiation process 18 (43.9) 14 (34.2) 512.2 3 (7.3) 1 (2.4)
ensures that contractual
agreements align with
procurement regulations.

Source: Field Survey, 2025

Regression analysis

The study employed multiple regression analysis to determine the level of effect of the independent variables (access to information, clarity and simplicity of communication, and openness in decision-making) on the dependent variable (procurement processes) in Federal Ministry of Agriculture, Abuja. The presentation of the result of the multiple regression analysis is shown in form of model summary, analysis of variance and regression coefficients.

Model Summary

The Model Summary in Table 10 provides an overview of the strength and explanatory power of the regression model in predicting procurement processes based on the independent variables: access to information, clarity and simplicity of communication, and openness in decision-making. The R value (0.847) indicates a strong positive correlation between the predictors and procurement processes. This suggests that as transparency factors improve, procurement processes tend to improve significantly as well. The R² value (0.717) shows that 71.7% of the variations in procurement processes can be explained by the independent variables included in the model. This is a high proportion, indicating that transparency-related factors play a significant role in determining procurement efficiency.

The adjusted R² (0.701) is slightly lower than R², accounting for the number of predictors in the model. This means that even after adjusting for the number of variables, 70.1% of the variation in procurement processes remains explained by the predictors. The slight reduction compared to R² indicates that the independent variables included in the model are relevant, with minimal loss of explanatory power when generalized to a broader context. The standard error of the estimate (0.453) measures the average deviation of observed procurement process values from the predicted values. A smaller standard error suggests that the model makes relatively accurate predictions.

Finally, the Durbin-Watson statistic (1.923) is close to 2, indicating that there is no significant autocorrelation in the residuals. This confirms that the assumption of independent errors in regression is not violated, meaning the results are statistically reliable. In summary, the model shows a strong relationship between transparency factors and procurement processes, with a high explanatory power ($R^2 = 71.7\%$) and minimal issues with residual independence (Durbin-Watson = 1.923). This suggests that improving access to information, clarity and simplicity in communication, and openness in decision-making could significantly enhance procurement practices within the Federal Ministry of Agriculture, Abuja.

Table 10: Model Summary

Model	R	R Square	R square adjusted	Std. error of the estimate	Durbin Watson
1	.847 ^a	.717	.701	0.453	1.923

a. Dependent Variable: Procurement processes

b. Predictors: (Constant), Openness in decision-making, Clarity and simplicity of communication, Access to information.

Source: Author's Computations using SPSS 2025.

Analysis of Variance (ANOVA)

The ANOVA table (Table 11) provides insight into the statistical significance of the regression model and the extent to which the independent variables collectively explain variations in procurement processes. The regression sum of squares (15.872) represents the variation in procurement processes explained by the three predictors: access to information, clarity and simplicity of communication, and openness in decision-making. This relatively large value suggests that a significant proportion of the variability in procurement processes is due to these independent variables.

The residual sum of squares (6.263) accounts for the portion of variation in procurement processes that remains unexplained by the model. This value is much smaller than the regression sum of squares, indicating that the model captures most of the variation. The total sum of squares (22.135) is the sum of the regression and residual sums of squares, representing the total variation in the dependent variable.

The mean square values are obtained by dividing the sum of squares by their respective degrees of freedom (df). The regression mean square (5.291) is significantly higher than the residual mean square (0.169), further supporting the model's explanatory strength. The F-statistic (37.669) tests whether the independent variables collectively explain a significant amount of variation in procurement processes. A high F-value suggests that the model performs well in predicting procurement processes.

The significance level ($p = 0.000$) confirms that the regression model is highly statistically significant. Since $p < 0.05$, we reject the null hypothesis that transparency-related factors have no effect on procurement processes. This means that the independent variables together make a significant contribution to explaining procurement efficiency. Overall, the ANOVA results

reinforce the reliability and effectiveness of the regression model, demonstrating that access to information, clarity and simplicity in communication, and openness in decision-making are statistically significant factors in shaping procurement processes within the Federal Ministry of Agriculture, Abuja.

Table 11: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.872	3	5.291	37.669
	Residual	6.263	37	0.169	
	Total	22.135	40		

a. Predictors: (Constant), Openness in decision-making, Clarity and simplicity of communication, Access to information

b. Dependent Variable: Procurement processes

Source: Author's Computations using SPSS 2025.

Regression Coefficients

The regression coefficients on Table 12 present the effect of access to information, clarity and simplicity of communication, and openness in decision-making on procurement processes. The constant value ($B = 2.738$, $p = 0.000$) represents the baseline level of procurement process efficiency when all three independent variables are absent. This statistically significant constant indicates that even without improvements in transparency, procurement activities still occur, though likely in a less effective manner. The first Independent variable, access to information ($B = 0.728$, $\beta = 0.562$, $t = 10.111$, $p = 0.000$), demonstrates the strongest influence on procurement processes. The high standardized beta coefficient (0.562) suggests that procurement processes are most sensitive to changes in information availability. The t -value of 10.111, which is well above the critical threshold, confirms the robustness of this effect. The p -value of 0.000 further affirms that the relationship between access to information and procurement processes is highly statistically significant. This result implies that when procurement information is widely disseminated and made available without restrictions, procurement operations are conducted more effectively, leading to better accountability and decision-making.

The second independent variable, clarity and simplicity of communication ($B = 0.276$, $\beta = 0.322$, $t = 5.828$, $p = 0.001$), has the lowest influence on procurement processes among the three predictors. The standardized beta coefficient (0.322), while significant, suggests a comparatively smaller effect. However, the t -value of 5.828 remains high, indicating that this factor is still an essential component of procurement efficiency. The p -value of 0.001 confirms statistical significance, meaning that when procurement communication is clear, direct, and free from ambiguity, stakeholders better understand procurement guidelines, deadlines, and expectations, leading to improved efficiency. While its effect is not as pronounced as access to information and openness in decision-making, clarity in communication still plays a vital role in ensuring smooth procurement operations.

The third variable, openness in decision-making ($B = 0.501$, $\beta = 0.431$, $t = 7.708$, $p = 0.000$), follows in strength. The standardized beta coefficient (0.431) suggests a substantial contribution

to procurement efficiency, though slightly less than access to information. The t-value of 7.708 further supports this relationship, indicating that decision-making transparency plays a significant role in procurement efficiency. The p-value of 0.000 confirms statistical significance, meaning that open procurement procedures, where stakeholders can observe and understand how decisions are made, greatly enhance efficiency and fairness. When procurement processes are conducted transparently, there is reduced favoritism, increased competition, and improved compliance with procurement regulations.

Overall, all three transparency factors (access to information, openness in decision-making, and clarity and simplicity of communication) are statistically significant influencers of procurement processes. The ranking of their impact (access to information > openness in decision-making > clarity and simplicity of communication) aligns with expectations. This suggests that while clear communication is necessary, procurement processes are most efficiently driven by unrestricted access to procurement information and transparent decision-making. The findings indicate that enhancing transparency in procurement, particularly by ensuring widespread access to procurement information and fostering an open decision-making environment, will significantly improve procurement processes in the Federal Ministry of Agriculture, Abuja.

Table 12: Regression Coefficients

Model		Unstandardized coefficients (B)	Standardized coefficients (Beta)	t	P-Value
	(Constant)	2.738			5.003 0.000
1	Access to information	0.728	0.562	10.111	0.000
	Clarity and simplicity of communication	0.276	0.322	5.828	0.001
	Openness in decision-making	0.501	0.431	7.708	0.000
	. a. Dependent Variable: Procurement processes				

Source: SPSS Output of Field Survey, 2025.

Test of Hypotheses

The hypotheses were tested using the t-values and p-values derived from the regression analysis in Table 12. The decision rule is that if $p < 0.05$, the null hypothesis is rejected, indicating a significant effect. If $p > 0.05$, the null hypothesis is retained, meaning no significant effect exists. The t-values also help measure the strength of the statistical significance, with higher values indicating stronger effects.

Test of Hypothesis One

H₀₁: Access to Information has no significant effect on procurement processes in the Federal Ministry of Agriculture, Abuja.

To test this hypothesis, the regression analysis produced a t-value of 10.111 and a p-value of 0.000 for access to information. Since the p-value is less than 0.05, this result indicates that access to

information has a statistically significant effect on procurement processes. The high t-value of 10.111 further confirms the strength of this relationship. Since $p < 0.05$, we reject the null hypothesis and conclude that access to information has a significant effect on procurement processes in the Federal Ministry of Agriculture, Abuja.

Test of Hypothesis Two

H_{02} : Clarity and Simplicity of Communication do not significantly influence procurement processes in the Federal Ministry of Agriculture, Abuja.

To test the second hypothesis, the regression output shows a t-value of 5.828 and a p-value of 0.001 for clarity and simplicity of communication. Since the p-value is below 0.05, this confirms that clarity and simplicity of communication significantly influence procurement processes. The t-value of 5.828 also supports this conclusion, though its effect is weaker compared to access to information. Since $p < 0.05$, we reject the null hypothesis and conclude that clarity and simplicity of communication significantly influence procurement processes in the Federal Ministry of Agriculture, Abuja.

Test of Hypothesis Three

Openness in Decision-Making has no significant impact on procurement processes in the Federal Ministry of Agriculture, Abuja.

To test the third hypothesis, the regression results show a t-value of 7.708 and a p-value of 0.000 for openness in decision-making. Since the p-value is below 0.05, it confirms that openness in decision-making has a statistically significant impact on procurement processes. The t-value of 7.708 indicates a strong effect, though not as high as access to information. Since $p < 0.05$, we reject the null hypothesis and conclude that openness in decision-making has a significant impact on procurement processes in the Federal Ministry of Agriculture, Abuja.

DISCUSSION OF FINDINGS

This study sought to examine the effect of transparency on procurement processes in the Federal Ministry of Agriculture, Abuja. The specific objectives focused on access to information, clarity and simplicity of communication, and openness in decision-making. The findings from regression analysis provided valuable insights into how these factors influence procurement processes. The discussion of findings is structured around each objective, linking them to theoretical foundations, prior expectations, and past empirical studies.

Effect of Access to Information on Procurement Processes in Federal Ministry of Agriculture, Abuja

The first objective aimed to determine the effect of access to information on procurement processes in Federal Ministry of Agriculture, Abuja. The regression analysis revealed that access to information had a significant positive effect on procurement processes, with a high standardized coefficient ($\beta = 0.562$, $t = 10.111$, $p = 0.000$). This indicates that when procurement information

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is made available without restrictions, procurement activities are more transparent, efficient, and credible. A possible reason for this strong effect is that access to information reduces opportunities for collusion and favoritism, ensuring that suppliers and stakeholders are aware of tender opportunities and evaluation criteria. Additionally, when procurement data is readily accessible, it enhances bidder participation and improves competition, which can lead to better contract execution. This aligns with the expectations of the Resource Dependence Theory, which posits that organizations function effectively when they manage and disseminate critical resources, such as procurement information, in a transparent manner.

Findings from prior studies strongly support the current study's conclusion that access to information significantly enhances procurement processes. Lindskog and Brege (2020) found that when procurement data is made readily accessible to stakeholders, it facilitates greater transparency and accountability in contract administration. Similarly, Kaya and Öztürk (2019) reported that open access to procurement information reduced corruption risks and improved stakeholders' trust in the procurement system. Jeppesen (2021) also found that the publication of procurement-related documents and bidding outcomes limited opportunities for bid manipulation and enhanced integrity. Collectively, these findings validate the present study's position that access to procurement information is a vital enabler of openness, efficiency, and fairness in public procurement processes.

Additionally, the finding is consistent with Mwangi and Wanjiru (2022), who found that increased transparency in procurement information enhanced supplier confidence and participation in government tenders in Kenya. Their study highlighted that when suppliers had full access to procurement details, bid rigging and contract manipulation reduced significantly. Similarly, Okello and Nabwire (2023) found that open contracting in Uganda's Ministry of Agriculture minimized procurement fraud, particularly in eliminating ghost suppliers and inflated contract costs. However, unlike the present study, their research identified political interference as a barrier to full transparency, a factor that may also be relevant in the Nigerian context. Thus, the strong significance of access to information in this study aligns with prior theoretical expectations and empirical findings, reinforcing the argument that procurement transparency is crucial for process efficiency and accountability.

Effect of Clarity and Simplicity of Communication on Procurement Processes in Federal Ministry of Agriculture, Abuja

The second objective assessed the effect of clarity and simplicity of communication on procurement processes in Federal Ministry of Agriculture, Abuja. The regression result showed that clarity and simplicity of communication had a significant positive influence on procurement processes ($\beta = 0.322$, $t = 5.828$, $p = 0.001$). This suggests that when procurement guidelines and requirements are clearly communicated, stakeholders, including suppliers and procurement officers, are better positioned to comply with regulations and participate effectively in the process. One reason for this result is that clear and understandable procurement communication reduces ambiguity, which in turn minimizes errors in bid submissions, contract negotiations, and overall

compliance. When procurement guidelines are complex or vague, bidders may misinterpret requirements, leading to disqualifications or disputes. Therefore, clear communication fosters transparency and ensures that procurement processes run smoothly without unnecessary delays.

This finding aligns with Mosha and Mchopa (2022), who found that clearer procurement information sharing in Tanzanian public ministries significantly improved bidder participation and accountability. The study concluded that simplified procurement guidelines reduced instances of bid manipulation and improved trust in the process. Additionally, Kimani and Mutua (2023) established that procurement disclosure policies, including the clarity of tender evaluations, enhanced procurement efficiency in Kenya by reducing delays and improving contract execution.

Additionally, evidence abound from related studies confirming the importance of clarity and simplicity of communication in advancing procurement outcomes. Marques and Jorge (2020) established that clear and well-structured procurement documents led to fewer bidding errors and improved bidder compliance. Their findings were echoed by Lemos and da Silva (2022), who observed that the use of simplified language in procurement communication increased participation, especially from less experienced vendors. Similarly, Gustavsson (2021) found that simplifying procurement guidelines and eliminating jargon enhanced overall efficiency and reduced delays in procurement cycles. These findings reinforce the current study's assertion that when procurement communication is clear and accessible, it fosters better understanding and smoother execution of procurement procedures.

From a theoretical perspective, this finding supports the Institutional Theory, which suggests that organizations, including public institutions, need structured and well-communicated policies to ensure compliance and operational efficiency. When procurement communication is clear, adherence to procurement laws and regulations improves, reducing procedural bottlenecks. Thus, the significance of clarity and simplicity of communication in this study is consistent with both theoretical expectations and empirical evidence, confirming its importance in ensuring effective procurement processes.

Effect of Openness in Decision-Making on Procurement Processes in Federal Ministry of Agriculture, Abuja

The third objective examined the effect of openness in decision-making on procurement processes. The regression analysis showed that openness in decision-making had a significant positive impact on procurement processes ($\beta = 0.431$, $t = 7.708$, $p = 0.000$). This indicates that when procurement decisions are made through transparent and participatory processes, procurement credibility and accountability improve. A plausible explanation for this result is that open decision-making allows stakeholders, including suppliers and oversight bodies, to monitor procurement processes and detect irregularities. When procurement decisions are made behind closed doors, there is a higher risk of corruption, favoritism, and manipulation. However, allowing suppliers, auditors, and civil society organizations to observe or scrutinize procurement decisions ensures fairness and builds public trust in government procurement activities.

This finding is in line with Ssewagudde and Tumwine (2022), who found that transparent decision-making in Ugandan government ministries upheld procurement integrity and encouraged

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whistleblowers to report malpractice. The study emphasized that when procurement decisions are made openly, officials are held accountable, reducing fraudulent activities. Similarly, Kassim and Mushi (2023) found that openness in procurement activities in Tanzanian government ministries improved compliance and public oversight, reinforcing the importance of transparent decision-making.

Furthermore, the present study's findings on the value of openness in decision-making are equally supported by Santos and Afonso (2021) who showed that when stakeholders were included in procurement decision-making, the process became more transparent and disputes were minimized. Similarly, Choi and Kim (2020) found that involving end-users and external observers in the planning and evaluation stages reduced bias and improved fairness in contract awards. Guerra and Almeida (2019) confirmed that open and inclusive procurement decisions promoted equity, accountability, and public confidence in the system.

The result also aligns with the Resource Dependence Theory, which suggests that organizations depend on external factors, such as suppliers and regulators, to achieve efficiency. By allowing openness in decision-making, procurement entities foster collaboration and trust, which ultimately improves procurement performance. Therefore, the significance of openness in decision-making, as revealed in this study, is consistent with theoretical expectations and past empirical studies, reaffirming its importance in ensuring fair and transparent procurement processes.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This section explained the summary of findings, conclusion, recommendations, limitations of the study and suggestions for further studies.

Summary of Findings

This study examined the effect of transparency on procurement processes in the Federal Ministry of Agriculture, Abuja. The findings from regression analysis provided statistical evidence supporting the significant role of transparency in procurement processes.

First, access to procurement information was found to have a significant positive effect on procurement processes in Federal Ministry of Agriculture, Abuja ($\beta = 0.562$, $t = 10.111$, $p = 0.000$). Second, clarity and simplicity of communication had a strong positive influence on procurement processes in Federal Ministry of Agriculture, Abuja ($\beta = 0.322$, $t = 5.828$, $p = 0.001$).

Third, openness in decision-making was also significantly associated with improved procurement processes in Federal Ministry of Agriculture, Abuja ($\beta = 0.431$, $t = 7.708$, $p = 0.000$).

Conclusion

The findings of this study reinforce the fundamental role of transparency in procurement processes. The study found that transparency dimensions such access to information, clarity and simplicity of communication and openness in decision-making ensure that procurement decisions are made fairly, competitively, and in compliance with regulatory frameworks. This study therefore concludes that transparency has significant positive effect on procurement processes in Federal

Ministry of Agriculture, Abuja. The study further concludes that access to information has the strongest effect on procurement processes in Federal Ministry of Agriculture, Abuja

Recommendations

- i. The Federal Ministry of Agriculture, Abuja should develop a digital platform where all procurement-related information such as tender notices, bidding criteria, and contract awards is published in real-time. This will enhance supplier participation, reduce bid rigging, and improve procurement efficiency.
- ii. The ministry should adopt standardized templates for procurement documents and ensure that procurement guidelines are written in clear, simple, and unambiguous language. Training procurement officers on effective communication strategies can also improve compliance and reduce bid submission errors.
- iii. Procurement decisions should be made transparently, with the involvement of oversight bodies, independent auditors, and civil society organizations. Public procurement hearings and regular stakeholder engagement forums should be introduced to promote accountability and integrity in procurement decisions.

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