



## Effect of Public Procurement Practices on Project Implementation in Federal Medical Centre Makurdi, Benue State-Nigeria

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ABSTRACT	Original Research Article
<p>Getting projects done right in places like Federal Medical Centres in Nigeria whether it's building new infrastructure, buying essential medical equipment, upgrading facilities, or improving patient services really comes down to how well the procurement process is planned, carried out, and watched over. Even though Nigeria has the Public Procurement Act of 2007 and internal rules meant to promote transparency and get the best value for money, serious problems still keep cropping up and slow down progress in these hospitals. This study took a close look at how public procurement practices actually affect project success specifically at Federal Medical Centre Makurdi. We wanted to understand the real impact of three key areas: procurement planning, choosing the right suppliers, and monitoring and evaluating progress. Using a survey approach, we reached out to 367 staff members across procurement, management, audit, and finance departments (basically everyone relevant), collected their responses through questionnaires, and then analyzed the data with both simple statistics and more advanced regression techniques. The findings were clear: better procurement planning strongly predicts smoother project execution (correlation of 0.639), thoughtful supplier selection makes a meaningful positive difference (0.473), and solid monitoring and evaluation practices show an even stronger link (0.579) all statistically significant. In short, good procurement isn't just paperwork; it's absolutely critical to delivering successful projects at FMC Makurdi. The study therefore recommends that the hospital put real effort into creating thorough, well-structured procurement plans and set up consistent systems to track and assess project progress against its original goals.</p> <p><b>Key Words:</b> Public procurement practices, Procurement planning, Supplier Selection Monitoring and Evaluation and Project implementation.</p>	<p><b>Article History</b></p> <p>Received: 10-02-2026</p> <p>Accepted: 24-03-2026</p> <p>Published: 31-03-2026</p>
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### INTRODUCTION

Around the world, procurement is one of those behind-the-scenes functions that quietly makes or breaks how well any organization whether a government agency or a private company actually performs. It's all about getting the right goods, services, or construction work at the right time, and it involves everything from smart planning and picking trustworthy suppliers to negotiating fair deals and then managing the contracts properly. When procurement is done thoughtfully, organizations save real money, receive higher-quality items delivered on schedule, build stronger long-term relationships with suppliers, and even open the door to fresh ideas and innovations. In the public sector especially, procurement has become a hot topic because so many people recognize how much it matters, which is

why countries have been rolling out major reforms, new laws, and stricter guidelines to try to get it right (Kabega *et al.*, 2016).

The Organization for Economic Cooperation and Development pointed out in 2020 that public procurement remains a persistent headache for many nations transparency is often lacking, accountability can be shaky, and getting genuine value for taxpayers' money is still a struggle in too many places. Yet the upside of doing it well is huge: lower costs, better quality products and services that arrive when promised, healthier partnerships with suppliers, and more room for creative solutions. Because of these clear benefits, more and more organizations, both public and private, are treating the improvement of their procurement systems as a top

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strategic priority, recognizing that getting this right can genuinely lift overall performance (Cao and Wang, 2022; Mohamud *et al.*, 2023).

Public procurement, just like any other kind of buying process, kicks off with solid planning. At this stage, people in the organization carefully figure out exactly what they need whether it's equipment, services, or construction work and make sure those needs are properly captured in the federal government's yearly budget. Once that's done, the actual selection of suppliers or contractors happens through open and fair competition, following the clear rules set out in Nigeria's Public Procurement Act. After bids are evaluated, contracts are awarded to the winning parties, and then the real work begins: ongoing monitoring and evaluation to make sure everything stays on track and the project ultimately delivers what was promised (BPP, 2023). Research shows that choosing the right suppliers is not just a formality when organizations carefully assess potential suppliers against key performance measures like quality, on-time delivery, correct quantities, fair pricing, and their ability to stick to contract terms, it makes a real difference in whether the project succeeds (Buzzetto *et al.*, 2020; CIPS, 2018). Monitoring, meanwhile, is about staying vigilant: teams use practical checklists and regular checks to spot any drift from the original plan early, so small issues don't turn into big problems (Brown and Hyer, 2010).

Project implementation is really about turning big ideas, policies, or goals into concrete, on-the-ground results through focused effort and action. A well-thought-out implementation schedule spells out exactly what needs to be delivered and by when, giving everyone a clear roadmap to follow (Gow and Morss, 2018). In essence, this is the stage where plans, dreams, and objectives stop being words on paper and actually start happening (Lwiga and Kisimbi, 2018). Studies consistently show that how smoothly a project rolls out depends heavily on getting the public procurement side right—especially thorough planning, smart supplier selection, and strong monitoring and evaluation (Musyoka and Wainaina, 2022; Mukashema and Njenga, 2023). Good procurement planning means clearly defining what goods or services are needed, setting realistic timelines, and deciding the best way to acquire them (Mgawe and Kiwango, 2023; Munene and Gachengo, 2023). When this is done properly, the project has the resources it needs exactly when they're required, which greatly reduces the chances of frustrating delays, cost overruns, or work grinding to a halt.

### Statement of the Problem

In Nigeria, a huge number of public projects especially in areas like healthcare, infrastructure, and essential services keep running into the same frustrating problems year after year: long delays that drag on for months or even years, budgets that balloon way beyond initial estimates, substandard work or equipment that

doesn't last, and a general sense that public money isn't being used wisely. These issues often stem from weak enforcement of procurement rules, outright disregard for proper procedures, and unfortunately, unethical practices such as awarding lucrative contracts to friends, family members, or political allies in exchange for kickbacks. When this happens, millions of naira (and sometimes dollars) are lost, projects suffer, and ordinary citizens end up paying the price through poorer services and eroded trust in government institutions (Afolabi *et al.*, 2022). At its core, good public procurement is about much more than just buying things—it's a critical part of project management that determines whether public goals are actually achieved and whether limited resources deliver real value to society and help drive national development.

Countries that take procurement laws and guidelines seriously tend to see much better outcomes: projects finish on time, stay within budget, meet quality standards, and genuinely contribute to progress. Strong compliance with procurement rules isn't just a bureaucratic checkbox; it's a signal that public institutions are functioning responsibly and transparently. Yet in many Nigerian public organizations, including hospitals, the opposite is often true. Inadequate planning leaves projects without clear specifications or realistic timelines, supplier selection becomes rushed or biased instead of competitive and merit-based, and monitoring and evaluation are either weak or completely ignored. Add to that lax enforcement of regulations and persistent unethical behavior, and the result is the same vicious cycle: wasted public funds, unmet policy objectives, and growing public disillusionment (Afolabi *et al.*, 2022). This study therefore set out to examine exactly how public procurement practices—particularly planning, supplier selection, and monitoring—are influencing the actual implementation of projects at Federal Medical Centre Makurdi in Benue State, Nigeria, to better understand what's going wrong and how things could be improved.

### Objectives of the Study

The main objective of the study was to examine the effect of public procurement practices on project implementation in Federal Medical Centre Makurdi, Benue State. The specific objectives of the study were to:

- i. examine the effect of procurement planning on project implementation in Federal Medical Centre Makurdi, Benue State.
- ii. determine the effect of supplier selection on project implementation in Federal Medical Centre Makurdi, Benue State.
- iii. assess the effect of monitoring and evaluation on project implementation in Federal Medical Centre Makurdi, Benue State.

### Research Hypotheses

The null hypotheses that will be tested in this study are;

**H01:** Public procurement planning has no significant effect on project implementation in Federal Medical Centre Makurdi, Benue State.

**H02:** Supplier selection has no significant effect on project implementation in Federal Medical Centre Makurdi, Benue State.

**H03:** Monitoring and evaluation have no significant effect on project implementation in Federal Medical Centre Makurdi, Benue State.

## LITERATURE REVIEW

### Theoretical Framework

#### Principal-Agent Theory

The principal-agent theory, first laid out by Jensen and Meckling back in 1976, is one of those foundational ideas that helps explain a lot of what goes wrong or right in organizations. At its heart, it's about a simple but powerful dynamic: one party (the principal) hands over some decision-making power or responsibility to another party (the agent) to get things done on their behalf. Think of shareholders hiring a CEO, a hospital board relying on its management team, or even taxpayers trusting government officials to spend public money wisely. The catch is that the two sides don't always want the same thing. The agent is supposed to act in the principal's best interest, but they often have their own goals, preferences, or temptations whether that's personal gain, less effort, or just protecting their own job security. When those interests clash, you get classic agency problems like moral hazard (the agent taking hidden risks because they don't bear the full consequences) or adverse selection (the principal ending up with a less capable or honest agent because they can't fully observe the agent's true qualities upfront). The theory has been hugely influential, shaping how we think about everything from executive pay packages and performance bonuses to employee monitoring systems, basically showing why well-designed contracts and incentives matter so much in aligning everyone's motivations (Jensen & Meckling, 1976; Eisenhardt, 1989).

That said, the theory isn't without its flaws, and plenty of scholars have pointed them out over the years. One common critique is that it paints people—especially agents—as almost cartoonishly self-interested, driven only by money and personal gain, which feels like an oversimplification of real human behavior (Perrow, 1986). Others argue it downplays the influence of trust, shared values, organizational culture, or social norms that can shape how people actually behave in these relationships (Granovetter, 1985). There's also the complaint that it leans too heavily on financial carrots and sticks while ignoring other powerful motivators like pride in work, professional reputation, or a sense of public duty (Fama, 1980). On top of that, the theory often assumes a neat, stable principal-agent setup, when in reality these relationships can be messy, overlapping, or constantly shifting who's really the "principal" when multiple stakeholders are involved? (Eisenhardt, 1989).

More recently, researchers have questioned some of its core assumptions, like the idea that principals are typically risk-neutral while agents are risk-averse, pointing out that in many real-world situations especially where information gaps are huge the dynamics are far more complicated and unpredictable (Winter *et al.*, 2008). Despite these limitations, the framework remains a useful lens for understanding why organizations so often struggle to get everyone pulling in the same direction.

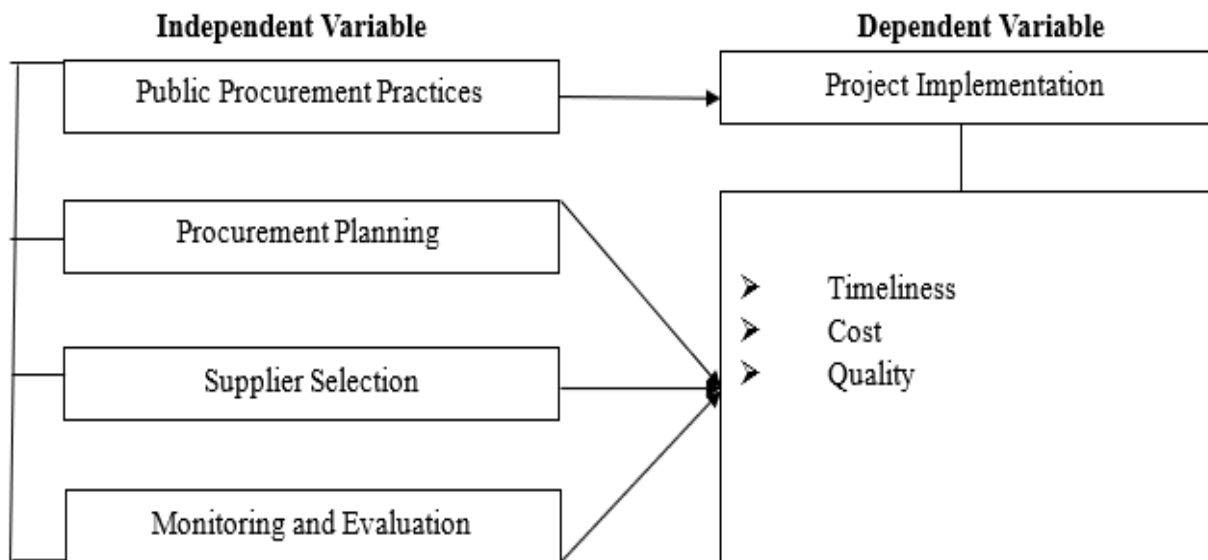
In Nigeria's public procurement system, corruption and shady practices are still deeply entrenched problems that too often sabotage the whole process. Projects end up with substandard medical equipment, shoddy construction work, overpriced supplies, or services that simply don't meet the required standards all because corners get cut, bribes change hands, or contracts go to the wrong people for the wrong reasons. Drawing from principal-agent theory, the core idea here is straightforward but powerful: the principal (the government agency, hospital management, or ultimately the public/taxpayers) can curb corruption and protect quality by keeping a close, active eye on the agents (the contractors, suppliers, or even internal procurement staff). When monitoring is weak, agents have more room to act in their own interest rather than the public's. But when the principal puts real effort into oversight through regular independent audits, surprise site visits, strict documentation requirements, transparent reporting, and consequences for misconduct—it becomes much harder for unethical behavior to go unnoticed or unpunished. These practical steps help close the gap between what's supposed to happen and what actually happens, fostering greater accountability and integrity in how public money is spent.

The principal-agent lens is especially useful for this kind of study because it shines a light on the real-world tensions that exist in public procurement in places like Federal Medical Centre Makurdi. On one side you have the principal, the government or the hospital itself entrusting agents (contractors, suppliers, or even procurement officers) to deliver goods, services, or infrastructure on its behalf. The theory helps explain why interests can so easily diverge and why things go wrong when information is uneven or oversight is lax. While the framework isn't perfect and has its limits (as we've seen in earlier discussions), applying it thoughtfully can guide smarter decisions: writing clearer, tighter contracts with built-in safeguards, setting up effective monitoring and evaluation systems, managing risks more proactively, and holding people accountable when standards slip. Ultimately, using these insights can lead to better project delivery, higher-quality outcomes, genuine value for the public's money, and stronger trust that government resources are being used responsibly.

## Conceptual Framework

The concepts that make up the dependent and independent variables of this study are carefully

reviewed. First, the framework showing the dependent and independent variables are related with the schema in Figure 1 below



**Figure 1:** Conceptual Schema  
Source: Author Conceptualization (2025)

### Public Procurement Practices

Public procurement practices cover a whole spectrum of activities that go far beyond just buying things—they include careful procurement planning, rigorously evaluating and selecting suppliers, managing contracts once they're signed, keeping tabs on everything through monitoring and controls, training the people who handle these processes, and even managing inventory so nothing sits unused or gets wasted (Makabira and Waiganjo, 2014). At its core, public procurement is one of the most important ways governments turn policy promises into reality. It's how public money gets spent to bring in the goods, construction projects, and services needed to run hospitals, schools, roads, and countless other programs that affect everyday life (Khan, 2018). When these practices are done well, they deliver real transparency (so everyone can see how decisions are made), accountability (so people are held responsible), and genuine value for money (so taxpayers get the most benefit possible from each naira spent). Done thoughtfully and strategically, strong procurement doesn't just help individual public organizations perform better—it can ripple outward and strengthen the entire economy by ensuring public resources are used efficiently and effectively (Keith *et al.*, 2016).

### Procurement planning

Procurement planning is really the foundation of the whole process. It's about procurement teams sitting down ahead of time and mapping out a clear, detailed roadmap often laid out visually as a chart or schedule that spells out exactly what needs to be bought, which specific items or services, when they are needed,

and how the purchases will happen over the coming months or year (Rono, 2015). This isn't guesswork; it involves asking practical questions: What is the real purpose of this purchase? What's the full scope? What do the end-users (doctors, nurses, patients, engineers, etc.) actually require? What are the key steps and tasks involved? When do things need to arrive to keep the project on track? How much is this realistically going to cost? Who's responsible for each part? And how does all of this fit with other related activities? By working through these elements systematically, good planning helps avoid last-minute scrambles, mismatched purchases, or costly delays (Brown and Hyer, 2010). In short, solid procurement planning turns vague needs into a concrete, coordinated plan that keeps everything moving smoothly and on budget.

### Supplier Selection

Supplier selection is really one of the make-or-break moments in any organization's operations. It's the careful process of sizing up potential suppliers, weighing their strengths and weaknesses, and deciding which ones are worthy of joining your supply chain (Rajesh and Ravi, 2015). Why does it matter so much? Because the suppliers you choose have a direct hand in shaping some of the most important things: how much your products or services end up costing, whether they meet quality standards, whether deliveries show up when promised, and whether you can count on having what you need when you need it (Das and Buddress, 2017). The whole journey typically involves spotting promising candidates, thoroughly evaluating them against clear criteria, and then signing contracts with the ones that

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make the cut. As some researchers put it, the selection part is about narrowing down to a shortlist of truly capable and reliable suppliers who are eligible to receive orders, while the next step allocation is about figuring out how much of the required volume each chosen supplier should actually handle (Monoki *et al.*, 2017). Get this right, and you set yourself up for smoother operations; get it wrong, and you can end up with headaches that ripple through the entire project.

### **Monitoring and Evaluation**

Monitoring and evaluation, on the other hand, are like the heartbeat and the periodic check-up that keep a project alive and on course. Monitoring is the day-to-day, ongoing watchfulness constantly keeping an eye on how resources, activities, and plans are turning into actual results (Project Management Institute, 2017). It's all about making sure things are being done the right way, efficiently, effectively, and with proper accountability, so you catch problems early rather than discovering them when it's too late. Evaluation, by contrast, happens at planned intervals maybe at key milestones or at the end of a phase and takes a step back to ask bigger questions: Are the outputs we're producing actually relevant and useful? Are they leading to lasting, meaningful outcomes and real impact? Does this still make sense given any changes in the environment? Together, these two activities support each other: monitoring keeps the train on the tracks in real time, while evaluation helps leaders make smarter, evidence-based choices about whether to adjust direction, continue as planned, or even stop and rethink (PMI, 2021). At its best, this combination gives project teams solid, objective data they can trust when deciding how to run programs, deliver services, and ultimately determine whether the whole effort is truly making the difference it was meant to (Ballard, 2016).

### **Project Implementation**

Project implementation is essentially the stage where big-picture policy goals or organizational objectives stop being ideas on paper and start becoming real, tangible results through focused, deliberate action. It's the bridge between planning and actual delivery turning "we want to improve healthcare access" into "this new wing is built, equipped, staffed, and seeing patients." A well-crafted implementation schedule plays a huge role here: it spells out exactly what the project is supposed to produce (the deliverables) and pins down realistic timelines for each piece, so everyone knows what success looks like and when it should happen (Gowand and Morss, 2018).

At its heart, project implementation is about bringing people, money, materials, and time together in a coordinated way to carry out the plan and hit the intended targets (Pinto and Slevin, 2017). There's a real science to doing it effectively it's not just about working hard, but about being systematic: clearly deciding who is responsible for what, what exactly needs to be done, how it will get done, and when each step should be completed.

It involves constantly asking tough questions, following up relentlessly to make sure things stay on track, and making sure everyone knows who's accountable for which outcomes. Brown and Hyer (2014) put it in practical terms: implementation is the chain of purposeful activities and structures you set up to turn a carefully thought-out plan into reality. Whether it's happening in a government hospital, a ministry project, or a private company, good implementation is what actually brings the original vision to life and delivers the benefits—better services, cost savings, improved outcomes that everyone was hoping for in the first place.

### **Review of Related Empirical Studies**

Musyoka and colleagues (2024) took a close look at how the way public universities in Kenya pick their suppliers actually affects the overall performance of their procurement departments. They approached the question from a postpositivist perspective meaning they believed in using objective data to uncover cause-and-effect relationships and chose a causal-comparative research design to make those connections clearer. To get a solid sample, they used a multistage sampling method and ended up surveying 93 procurement officials across various universities. Everyone filled out carefully designed, structured questionnaires, and the responses were crunched using SPSS version 27. The results were pretty straightforward: the way suppliers are selected really does matter. When universities put real effort into assessing potential suppliers (checking their track records, capabilities, and reliability) and then set up strong governance arrangements (clear rules, contracts, and oversight once suppliers are on board), the entire procurement function performs noticeably better delivering better value, fewer headaches, and more reliable outcomes.

In a different but related study, Wachira and Mutuku (2024) turned their attention to how monitoring and evaluation practices shape project success, focusing on projects run by the Presbyterian Church of East Africa (PCEA) in the Nairobi Region between 2017 and 2021. They went with a descriptive research design to paint a clear picture of what was happening on the ground and gathered firsthand information through semi-structured questionnaires from 134 carefully chosen respondents who had been directly involved. The analysis relied on straightforward descriptive statistics plus multiple regression to tease out which factors carried the most weight. What came through strongly was that several specific monitoring and evaluation approaches participatory ones that bring stakeholders into the process, formal evaluation methods, survey-based feedback, and the use of clear performance indicators—all had a meaningful, statistically significant positive impact on how well projects were implemented. The researchers wrapped up by emphasizing a practical takeaway: when an organization has solid, well-thought-out monitoring and evaluation policies in place, the quality of project delivery improves noticeably, helping

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ensure that good intentions actually turn into real, lasting results.

Olaremi and colleagues (2024) took a close look at how monitoring and evaluation practices actually affect the success of building construction projects in tertiary institutions across Ondo State, Nigeria. They went with a straightforward survey approach, reaching out to 105 construction professionals engineers, architects, quantity surveyors, and project managers and ended up with a solid 81% response rate, meaning most people they contacted shared their experiences. The team analyzed the data using descriptive statistics to summarize patterns, plus more advanced tools like multiple logistic regression to pinpoint which specific practices really made a difference. What stood out was that several well-established monitoring and evaluation techniques had a clear, significant impact on getting these building projects delivered on time, within budget, and to an acceptable standard. Things like benchmarking (comparing performance against best practices), earned value analysis (tracking how much value is actually being delivered relative to money spent), feasibility studies, key performance indicators, the Program Evaluation and Review Technique (PERT) for scheduling, the balanced scorecard for broader performance tracking, and work breakdown structures all turned out to be important drivers of success in those construction projects. While this study was carried out in the same country as the current research, it focused squarely on the construction sector in educational institutions, whereas our work zeroes in on healthcare delivery at a federal medical centre.

In a related but different context, Mgawe and Kiwango (2023) explored how well procurement planning actually works in improving procurement outcomes for public organizations, using Babati District Council Headquarters in Tanzania as their case study. They chose a mixed-methods design to get both numbers and deeper insights, combining simple random sampling with purposive selection to survey and interview 78 out of the 97 staff members involved in procurement. Data came from structured questionnaires and face-to-face interviews, then was analyzed with basic descriptive tools (frequencies, means, standard deviations, percentages) as well as regression analysis to test relationships. The results were encouraging: key elements of procurement planning thorough needs assessment, realistic budgeting, and choosing the right procurement methods showed a strong positive link to better procurement performance. The researchers concluded that when public organizations take the time to properly assess what they really need, prepare accurate budgets, and follow established planning procedures, they're much more likely to receive high-quality goods, works, or services on schedule, avoid wasteful spending, cut unnecessary operational costs, and ultimately meet the needs of the people they serve more effectively. These findings highlight how foundational good

planning can be, even though the setting (local government administration in Tanzania) differs from the healthcare focus of the present study in Nigeria.

Changalima and Mdee (2023) set out to understand how the skills of procurement professionals in Tanzania actually translate into better procurement outcomes, with a particular focus on whether good planning acts as the bridge between the two. They chose a cross-sectional research design, meaning they captured a snapshot in time, and gathered information directly from public procurement practitioners working in Dodoma City through a carefully structured questionnaire. To dig into the connections, they used structural equation modeling (SEM)—a powerful statistical technique that lets researchers test complex relationships and pathways all at once. The results painted a clear picture: having stronger procurement skills (things like technical know-how, negotiation ability, and understanding of regulations) really does lead to noticeably better procurement performance in public organizations. On top of that, skilled practitioners tended to produce better procurement plans, and those solid plans in turn drove stronger performance. The key takeaway from the study was that procurement planning doesn't just happen alongside skills, it actively mediates the link, meaning skills improve performance largely because they help create more effective, thoughtful planning processes.

In a similar vein, Munene and Gachengo (2023) explored how procurement planning influences the overall success of commercial state corporations based in Nairobi City County, Kenya. They blended descriptive and explanatory research designs to both describe what was happening and explain why, and rather than sampling, they went for a full census, reaching out to all 153 people involved in procurement roles across these organizations. Their analysis combined quantitative tools (like regression) with some qualitative insights for a well-rounded view. What came through strongly was that clearly identifying what the organization actually needs doing a proper procurement needs assessment had a significant positive effect on how well these corporations performed overall. When they got specific about detailing those needs, performance improved in measurable ways. The study also found that realistic budget estimates and cost projections were positively linked to better organizational outcomes. Interestingly, though, the choice of procurement methods (like open tendering versus direct procurement) didn't show a statistically meaningful impact on performance in this context, suggesting that while method matters in theory, other planning elements may carry more weight in driving real results for these Kenyan state corporations.

Mukashema and Njenga (2023) took a practical, in-depth look at how procurement practices actually shape the success of public projects, using the African Evangelist Enterprise (AEE) in Rwanda as their real-

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world example. They blended a descriptive research design with correlation and regression analysis to measure how strongly different factors influenced outcomes, and they went with a mixed-methods approach to get both numbers and richer insights. From a pool of 250 people involved in the organization's work, they randomly selected 154 to fill out questionnaires, while also purposefully choosing key informants for more detailed interviews. The analysis combined straightforward descriptive stats like averages, percentages, and spreads—with more advanced regression techniques to test the strength of relationships tied to each of their specific goals. What came through clearly was that AEE managed to deliver its public projects successfully largely because it put real effort into effective procurement planning from the start. On the flip side, the study highlighted a common weak spot: when staff don't receive adequate training in procurement procedures, performance suffers noticeably. For supplier selection, the picture was more encouraging AEE generally stuck to the relevant rules and regulations, followed proper procedures when choosing suppliers, and made a point of carefully assessing each supplier's actual competence before handing over contracts. These findings underline how much thoughtful planning and capable people matter in turning procurement into successful project delivery.

Matunga (2023) shifted the focus to Kenya's devolved county governments, examining how various public procurement practices influence the overall level of procurement implementation across all 47 counties. The study looked specifically at four key areas: how competent the procurement staff are, how well they manage relationships with suppliers, how effectively they handle inventory, and how rigorously they carry out procurement audits. Using a mix of descriptive and inferential statistics, the researcher analyzed responses and found a consistent pattern all four of these procurement practices had a positive and statistically significant effect on how well procurement was actually implemented at the county level. In plain terms, when any one of these areas improved even a little (say, staff got better trained, supplier relationships became more reliable, inventory was managed more tightly, or audits were done more thoroughly), the overall success of procurement implementation went up noticeably. The study wrapped up with a clear recommendation: county procurement officers need to treat these practices as top priorities and pair them with strong monitoring and evaluation efforts, since the evidence shows that paying close attention to them directly leads to more successful, efficient, and effective procurement outcomes across the counties.

Salim and Macha (2023) took a close look at how the way procurement is handled actually affects the success of public building construction projects under the Ministry of Education and Vocational Training in Zanzibar. They went with a descriptive research design

to capture what was really happening on the ground, working with a small but focused population of just 28 people involved in these projects. Using Yamane's formula, they settled on a sample of 26 respondents, deliberately choosing them through purposive sampling to make sure they were the right people with direct experience. Data came from a combination of questionnaires and interviews, giving them both numbers and richer personal insights. For the analysis, they handled qualitative responses by grouping them into themes, while the quantitative side relied on straightforward tools like averages, standard deviations, frequency counts, percentages, and most importantly multiple regression to see how strongly different factors drove project performance. The results showed clear variation in impact: procurement planning, the criteria used to pick suppliers, and the ongoing monitoring of contracts each played a meaningful role in how well these school and training facility projects turned out. When the researchers crunched the numbers, they found that procurement planning alone explained about 59.2% of the differences in project performance, supplier selection criteria accounted for 37.3%, and contract monitoring contributed 30.7%. In other words, getting these three pieces right can go a long way toward delivering better buildings on time and within budget in a public-sector setting like this.

Musyoka and Wainaina (2022) explored a similar question but in a different context focusing on how procurement procedures shape project implementation at the Kenya Ports Authority in Mombasa County. Rather than sampling, they opted for a full census, reaching out to all 100 people directly involved: 15 project managers and 85 team members working on port-related projects. Everyone completed questionnaires, and the analysis leaned heavily on descriptive statistics (means and standard deviations) to summarize patterns, plus multiple regression to test how much each procurement element influenced outcomes and to measure the strength of those connections. The conclusions were practical and encouraging. Strong procurement planning stood out as a real game-changer it boosts overall efficiency, shortens the time it takes to get things moving, helps match the right procurement approach to each specific contract, speeds up decision-making and processing, and ultimately makes contract execution smoother and more effective. When it came to choosing suppliers, the study found that prioritizing quality-related factors (rather than just the lowest price) noticeably lifted the quality of project delivery. On the monitoring side, keeping a close watch on contracts ensured that what was ordered actually arrived on time and as promised, allowed for ongoing checks to confirm everything stayed compliant with both the contract terms and proper purchasing rules, and helped catch issues early. The researchers also highlighted that good inventory management played a supporting role, making it possible for the authority to meet orders accurately and keep schedules on track. Taken together, these findings

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show how interconnected and practical procurement practices can be in driving successful project outcomes in a major public institution.

Rubia and Kimaru (2022) carried out a detailed study on how monitoring and evaluation practices actually shape the success of road construction projects in Kiambu County, Kenya. They started with a fairly large and diverse group of 229 people directly involved in these projects—engineers, architects, KeRRA and county officials, project managers, clerks of works, contractors, financial officers, and road construction supervisors. To make the research manageable, they used stratified random sampling to select a 59% sample from this population, ensuring representation across all these different roles. The findings painted a positive picture: road projects in the county rely on a range of monitoring and evaluation practices that help build stronger, more capable M&E teams, and those teams play a real part in getting projects delivered successfully. Beyond that, the researchers highlighted leadership within monitoring and evaluation as a critical driver. Good M&E leaders help set clear objectives, map out realistic plans to reach them, organize the work effectively, put the right people in place, keep tight control over progress, and continuously monitor what’s happening all of which come together to make a tangible difference in whether these road projects are completed well and on time.

Catherine and her colleagues (2021) explored a similar theme but in a different setting, looking at how monitoring and evaluation strategies affect whether projects actually get finished at the Cross River University of Technology (CRUTECH) in Nigeria. They went with a classic survey design, targeting a population of 250 people connected to the university’s projects and calculating a sample size of 153 using Taro Yamane’s formula to keep things statistically sound. Data came straight from questionnaires, and they used simple regression analysis to test how strongly different M&E elements influenced project completion. The results were clear and encouraging: regular project inspections made a significant positive difference in getting projects across the finish line, the issuance and verification of engineering certificates had a meaningful impact, the integrity and trustworthiness of contractors turned out to be important, and keeping stakeholders genuinely engaged and interested also helped drive projects to successful completion. While this study was conducted in Nigeria like the current research on Federal Medical Centre Makurdi it focused on the education sector and university infrastructure projects, whereas the present work zeroes in on the health sector and hospital-related project implementation. Still, the shared emphasis on strong monitoring, evaluation, and accountability practices offers useful parallels for understanding what helps public projects succeed.

Mutuku and colleagues (2021) set out to understand how the criteria used to choose suppliers

really impact the day-to-day performance of public corporations in Kenya, zeroing in on the Water Resources Authority (WRA) as their case study. They opted for a descriptive case study design and decided to survey the entire relevant population 55 people in total, which included every senior departmental head plus key administrative staff rather than just taking a sample. Everyone received a closed-ended questionnaire to capture their views and experiences in a structured way. The responses were processed using SPSS software and summarized with clear tables and basic descriptive statistics. What came through strongly was that certain supplier selection factors made a real, measurable difference to how well the WRA performed. Specifically, how strictly suppliers complied with existing regulations had a significant positive effect. The same held true for adherence to e-procurement rules and systems organizations that enforced those standards saw better overall performance. On top of that, the study found that suppliers’ ability to guarantee consistent quality and their overall management capacity (their systems, reliability, and track record) were both strongly linked to improved performance at the Water Resources Authority. In short, picking suppliers based on regulation compliance, quality assurance, and solid management capabilities isn’t just a nice-to-have it directly drives better outcomes in a public-sector setting like this.

Changalima and his team (2021) took a different angle, focusing on how well procurement planning actually shapes the overall effectiveness of public procurement in selected government entities in Dodoma City, Tanzania. They went with a cross-sectional research design to get a snapshot of current practices and deliberately chose 146 respondents people actively involved in procurement across various public organizations using purposive sampling to make sure they were talking to the right people. Data came from a structured survey questionnaire, and the researchers analyzed it using binary logistic regression, a method well-suited to identifying which factors increase the odds of “effective” versus “ineffective” procurement outcomes. The results were clear: procurement planning isn’t just routine paperwork; when done properly, it significantly boosts how effective the whole procurement process becomes. Several specific elements stood out in the regression model actually putting prepared procurement plans into action, actively involving end-users and other key stakeholders during planning, strictly following procurement laws and regulations at this early stage, and making sure budgets are realistic and adequate all showed a statistically significant connection to better procurement effectiveness. The researchers wrapped up by emphasizing a practical message: if public procuring entities want more reliable, transparent, and value-driven procurement, they should invest real effort in thoughtful, well-executed procurement planning.

## METHODOLOGY

This study adopted a survey research design approach, specifically a cross-sectional survey design. The target population comprised staff members of the Federal Medical Centre (FMC) Makurdi. In particular, the study focused on 72 employees from the Procurement Department, 6 top management officials (including the Chief Medical Director, Head of Clinical Services, Director of Administration, Director of Finance, Head of Nursing Services, and Medical Records Officers), 37 employees from the Audit Department, and 252 employees from the Finance and Accounts Department. This resulted in a total population of 367 employees. These individuals were selected due to their critical and strategic roles in relation to procurement activities within the organization. Given that the sample size equated to the entire population of 367 staff members from the procurement unit, top management, audit department, and finance and accounts department of FMC Makurdi, a census approach was adopted, as the population size was considered relatively small and manageable. Data

for the study were collected through the administration of questionnaires. A structured questionnaire was developed to gather responses from the participants. The questionnaire was organized into two sections for ease of administration and respondent convenience. Section A collected respondents' personal data, while Section B contained items addressing the study variables, measured using a four-point Likert scale with the response options: strongly agree, agree, disagree, and strongly disagree. Primary data were obtained primarily through the structured questionnaire, which served as the main instrument for data collection. The collected data were analyzed using both descriptive and inferential statistics.

## RESULTS AND DISCUSSION

The researcher distributed 367 questionnaires to respondents. However, only 297 questionnaires were returned. The following tables showcase both the descriptive and inferential statistics of respondents on procurement planning, supplier selection, monitoring and evaluation and project implementation.

**Table 1: Responses on procurement planning (N = 297)**

S/No	Items	SA	A	N	D	SD
1	Procurement planning is done early enough	89 (29.97)	118 (39.73)	30 (10.10)	44 (14.81)	16 (5.39)
2	There is a comprehensive needs Assessment	76 (25.59)	124 (41.75)	26 (8.75)	32 (10.77)	39 (13.13)
3	The budget for procurement is adequate	80 (26.94)	103 (34.68)	47 (15.82)	38 (12.79)	29 (9.77)
4	The stakeholders are well-informed	94 (31.65)	110 (37.04)	38 (12.79)	30 (10.10)	24 (8.08)

Source: Field Survey, 2025

Table 1 highlights the respondents' perceptions of procurement planning in FMC. A notable 89(29.97%) of the respondents strongly agreed and 118 (39.97%) of the respondents agreed that procurement planning is conducted early enough to avoid delays in project execution, while 30(10.10%) of the respondents were not sure, 44(14.81%) of the respondents disagreed and 16(5.39%) of the respondents strongly disagreed. Regarding the implementation of a comprehensive needs assessment before initiating procurement processes, 76 respondents (25.59%) strongly agreed and 124(41.75%) of the respondent agreed, 26(8.75%) of the respondents were not sure whereas 32(10.77%) of the respondents disagreed and 39(13.13%) of the respondents strongly

disagreed. In terms of budget adequacy for procurement projects, 80 respondents (26.94%) strongly agreed and 103(34.68%) of the respondents agreed, 47(15.82%) of the respondents were not sure but 38(12.79%) of the respondents disagreed and 29(9.77%) of the respondents strongly disagreed. Finally, on whether stakeholders are well-informed and actively participate in procurement planning, 94 respondents (31.65%) strongly agreed and 110(37.04%) of the respondents agreed, 38(12.79%) of the respondents were not sure while 30(10.10%) of the respondents disagreed and 24(8.08%) of the respondents strongly disagreed. These results illustrate a generally positive perception of procurement practices, with a minority expressing concerns across various aspects.

**Table 2: Responses on supplier's selection (N = 297)**

S/No	Items	SA	A	N	D	SD
1	Suppliers are selected based on capability to deliver	90 (30.30)	106 (35.69)	37 (12.46)	38 (13.79)	26 (8.75)
2	The supplier selection process is transparent	96 (32.32)	101 (34.01)	25 (8.42)	40 (13.47)	35 (11.78)
3	Supplier past performance is considered during selection	79 (26.60)	112 (37.71)	31 (10.44)	45 (15.15)	30 (10.10)

S/No	Items	SA	A	N	D	SD
4	The suppliers' financial stability is thoroughly evaluated	83 (27.95)	108 (36.36)	46 (15.49)	27 (9.09)	33 (11.11)

Source: Field Survey, 2025

Table 2 presents respondents' perceptions of supplier selection practices at Federal Medical Centre (FMC) Makurdi, based on key evaluation criteria. Regarding the criterion of selecting suppliers based on their capacity to deliver quality products or services, 90 respondents (30.30%) strongly agreed, 106 (35.69%) agreed, 37 (12.46%) were undecided, 38 (13.79%) disagreed, and 26 (8.75%) strongly disagreed. These responses reflect a range of opinions, with a majority leaning positive but notable disagreement from some participants. On the transparency and fairness of the supplier selection process, 96 respondents (32.32%) strongly agreed and 101 (34.01%) agreed, while 25 (8.42%) were undecided, 40 (13.47%) disagreed, and 35 (11.78%) strongly disagreed. The results indicate a generally positive perception, though a significant minority expressed concerns about potential bias or lack of fairness. When asked whether past performance of

suppliers is considered during selection, 79 respondents (26.60%) strongly agreed and 112 (37.71%) agreed, compared to 31 (10.44%) who were undecided, 45 (15.15%) who disagreed, and 30 (10.10%) who strongly disagreed. This suggests that a clear majority believe past performance plays a role, even though some respondents perceived otherwise. Finally, concerning the thorough assessment of suppliers' financial stability prior to contract award, 96 respondents (26.16%) strongly agreed and 149 (40.60%) agreed, while 81 (22.07%) disagreed and 41 (11.17%) strongly disagreed. (Note: the percentage for those undecided is not explicitly provided in this item.) Overall, the findings indicate a predominantly favourable perception of supplier selection practices at FMC Makurdi across the assessed criteria, although areas of concern particularly around transparency, fairness, and consistency suggest opportunities for further improvement.

**Table 3: Responses on monitoring and evaluation (N = 297)**

S/No	Items	SA	A	N	D	SD
1	Regular monitoring is carried out to track projects progress	100 (33.67)	98 (33.00)	29 (9.76)	30 (10.10)	40 (13.47)
2	Clear performance indicators are established to evaluate projects	84 (28.28)	109 (36.70)	41 (13.80)	39 (13.14)	24 (8.08)
3	Monitoring reports are used to improve project performance	98 (33.00)	124 (41.75)	18 (6.06)	25 (8.42)	32 (10.77)
4	Adequate follow-up on projects after completion are ensured	88 (29.63)	117 (39.39)	34 (11.45)	28 (9.43)	30 (10.10)

Source: Field Survey, 2025

**Table 3:** highlights respondents' perceptions of monitoring and evaluation practices in FMC, focusing on several critical aspects. For regular monitoring to track the progress of procurement-related projects, 100(33.67%) of the respondents strongly agreed and 98(33.00%) of the respondents agreed, 29(9.76%) of the respondents were not sure while 30(10.10%) of the respondents disagreed and 40(13.47%) of the respondents strongly disagreed, reflecting a majority view that regular monitoring is carried out. Regarding the establishment of clear performance indicators for evaluating procurement projects, 84(28.28%) of the respondents strongly agreed and 109(36.70%) of the respondents agreed, 41(13.80%) of the respondents were not sure whereas 49(13.14%) disagreed and 24(8.08%) strongly disagreed, indicating a general agreement with

some dissent. On the use of monitoring reports to improve project performance in real time, 98(33.00%) of the respondents strongly agreed and 124(41.75%) of the respondents agreed, 18(6.06%) of the respondents were not sure while 25(8.42%) disagreed and 32(10.77%) of the respondents strongly disagreed, showing a positive outlook with notable concerns. Lastly, concerning adequate follow-up on procurement projects after completion, 88(29.63%) of the respondents strongly agreed and 117 (39.39%) of the respondents agreed, 34(11.45%) of the respondents were not sure while 28(9.43%) of the respondents disagreed and 30(10.10%) of the respondents strongly disagreed. Overall, the responses suggest a favourable perception of monitoring and evaluation practices.

**Table 4: Responses on project implementation (N = 297)**

S/NO	ITEMS	SA	A	N	D	SD
1	The project objectives are clearly defined	101 (34.00)	95 (31.99)	41 (13.80)	28 (9.42)	32 (10.77)
2	Adequate resources are allocated to ensure successful project completion	94 (31.65)	126 (42.42)	26 (8.75)	29 (9.76)	22 (7.42)

S/NO	ITEMS	SA	A	N	D	SD
3	Project timelines are regularly met.	82 (27.61)	107 (36.03)	48 (16.16)	40 (13.47)	20 (6.73)
4	There is sufficient stakeholder	97 (32.66)	114 (38.39)	32 (10.77)	24 (8.08)	30 (10.10)

Source: Field Survey, 2025

Table 4 presents respondents' perceptions of project implementation practices at Federal Medical Centre (FMC) Makurdi, with a focus on key aspects related to planning and execution. With respect to the clarity and alignment of project objectives with the hospital's overall strategic goals prior to implementation, 101 respondents (34.00%) strongly agreed, 95 (31.99%) agreed, 41 (13.80%) were undecided, 28 (9.42%) disagreed, and 32 (10.77%) strongly disagreed. This distribution indicates a generally positive view, though a notable portion of respondents expressed uncertainty or disagreement. Regarding the allocation of adequate resources—financial, human, and technological—to ensure successful project completion, 94 respondents (31.65%) strongly agreed and 126 (42.42%) agreed, while 26 (8.75%) were undecided, 29 (9.76%) disagreed, and 22 (7.42%) strongly disagreed. The majority expressed confidence in resource provision, yet a minority highlighted perceived shortcomings in this area. On the issue of adherence to procurement project timelines, 82 respondents (27.61%) strongly agreed and

107 (36.03%) agreed, compared to 48 (16.16%) who were undecided, 40 (13.47%) who disagreed, and 20 (6.73%) who strongly disagreed. While more than half of the respondents viewed timeline adherence positively, a substantial number indicated concerns or uncertainty about meeting scheduled deadlines. Finally, concerning stakeholder involvement throughout the project lifecycle, 97 respondents (32.66%) strongly agreed and 114 (38.39%) agreed, while 32 (10.77%) were undecided, 24 (8.08%) disagreed, and 30 (10.10%) strongly disagreed. The responses reflect a predominantly favourable perception of stakeholder engagement, although some respondents felt it could be strengthened. Overall, the results indicate a generally positive perception of project implementation practices at FMC Makurdi. Nevertheless, the findings point to specific areas particularly resource allocation, adherence to project timelines, and stakeholder involvement where further improvement could enhance overall project execution effectiveness.

Table 5: Regression Analysis Results

Variables	Coefficient	Std. Error	T	Sig.
Procurement Planning	0.267	0.053	5.021	0.000
Supplier Selection	0.218	0.059	3.719	0.000
Monitoring and Evaluation	0.203	0.054	3.744	0.000

Source: Computed result using SPSS version 27.

Procurement planning exerts a significant positive impact on project implementation in FMC Makurdi (). By implication, a well-structured procurement plan establishes a solid foundation for project execution by ensuring that resources, timelines, and budgets are efficiently managed. Effective procurement planning minimizes uncertainties, reduces delays, and enhances cost-effectiveness, ultimately leading to better project outcomes.

Further, supplier selection has a positive and significant relationship with project implementation in FMC Makurdi. Selecting the right suppliers is fundamental to ensuring quality service delivery, adherence to contractual obligations, and cost efficiency. This implies that organizations must adopt stringent criteria when evaluating potential suppliers because effective supplier selection not only reduces procurement risks but also enhances collaboration, ensuring the availability of necessary goods and services to keep projects on track.

Lastly, monitoring and evaluation has a positive and significant relationship with project implementation in FMC Makurdi. Monitoring and evaluation processes provide a structured mechanism for tracking project progress, identifying deviations, and making data-driven adjustments to improve outcomes. This suggests that continuous assessment and feedback mechanisms are essential in ensuring accountability, efficiency, and goal alignment.

#### Testing Hypotheses

In this study, three null hypotheses were formulated and tested using multiple regression analysis, with the level of statistical significance set at 0.05 ( $p < 0.05$ ). This significance threshold was used to determine whether meaningful relationships existed between the independent variables (procurement planning, supplier selection, and monitoring and evaluation) and the dependent variable (project implementation). The decision rule was applied as follows: if the p-value resulting from the regression analysis was less than 0.05, the null hypothesis was rejected, indicating the presence of a statistically significant relationship between the

variables. On the other hand, if the p-value exceeded 0.05, the null hypothesis was not rejected, meaning there was insufficient statistical evidence to support the existence of a significant relationship.

### **Hypothesis One**

#### **Procurement planning has no significant effect on project implementation in Federal Medical Center Makurdi.**

The regression analysis yielded a coefficient of 0.267 with a p-value less than 0.05, indicating a statistically significant and positive relationship between procurement planning and project implementation. As a result, the null hypothesis which posited that procurement planning has no significant effect on project implementation was rejected. This outcome demonstrates that effective procurement planning is significantly associated with enhanced project implementation performance at the Federal Medical Centre Makurdi.

### **Hypothesis Two**

#### **Supplier selection has no significant effect on project implementation in Federal Medical Centre Makurdi.**

The regression analysis produced a coefficient of 0.218 with a p-value less than 0.05, indicating a statistically significant and positive relationship between supplier selection and project implementation. Consequently, the null hypothesis which stated that there is no significant relationship between supplier selection and project implementation—was rejected. These findings suggest that effective supplier selection processes are positively associated with successful project implementation at Federal Medical Centre Makurdi. Specifically, the results imply that a robust supplier selection process that includes thorough evaluation of suppliers based on criteria such as quality, transparency, financial stability, and past performance is likely to contribute to greater efficiency and overall success in the execution of projects.

### **Hypothesis Three**

#### **Monitoring and Evaluation has no significant effect on Project Implementation in Federal Medical Centre Makurdi**

The regression analysis produced a coefficient of 0.203 with a p-value less than 0.05, indicating a statistically significant and positive relationship between monitoring and evaluation and project implementation. As a result, the null hypothesis which proposed that no significant relationship exists between monitoring and evaluation and project implementation was rejected. These findings indicate that more systematic and effective monitoring and evaluation practices are positively associated with improved project implementation outcomes at Federal Medical Centre Makurdi. Specifically, the results suggest that strengthening monitoring and evaluation through regular progress tracking, the establishment of clear performance indicators, real-time feedback mechanisms,

and consistent follow-up contributes to enhanced quality, greater efficiency, and overall success in the execution of projects.

## **CONCLUSION AND RECOMMENDATIONS**

The study concluded that robust public procurement practices are essential for successful project implementation at the Federal Medical Centre (FMC) Makurdi. Systematic procurement planning facilitates efficient resource allocation, adherence to timelines, and mitigation of challenges, while careful supplier selection ensures timely delivery, enhanced quality, and cost efficiency. Additionally, monitoring and evaluation (M&E) play a critical role in sustaining project momentum by providing continuous oversight, performance tracking, and corrective feedback. Together, these elements highlight the importance of strategic procurement practices in achieving organizational goals and improving project outcomes.

Based on the findings and conclusion of this study, the following recommendations were made:

- i. FMC Makurdi should prioritize comprehensive and systematic procurement planning to ensure effective project implementation. This includes conducting needs assessments, setting realistic timelines, budgeting effectively, and engaging relevant stakeholders during the planning process. Leveraging technology and procurement management tools can further improve precision and efficiency in planning.
- ii. The organization should establish and strictly adhere to transparent, competency-based supplier selection processes. Emphasis should be placed on the evaluation of suppliers' past performance, technical capabilities, and financial stability. Regular supplier assessments and audits can help maintain a pool of reliable vendors, reducing risks of project delays and substandard outputs.
- iii. Robust monitoring and evaluation systems should be developed to track and assess project progress against set goals. FMC Makurdi can benefit from using performance metrics, progress dashboards, and regular review meetings to identify and address issues early. Ensuring consistent feedback and adapting plans based on evaluation findings will contribute to smoother project execution.

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