

ETHICAL PROCUREMENT PRACTICES IN PUBLIC INSTITUTIONS

Dr. Daniel Roberts

Assistant Professor

Department of Public Administration and Governance

School of Social Sciences

University of Manchester

Manchester, United Kingdom

Abstract

Public institutions procure goods, works, and services in order to convert public budgets into hospitals, schools, roads, digital systems, medicines, welfare delivery, and other essential services. The ethical quality of procurement is therefore inseparable from public trust. A decision that is technically compliant but influenced by concealed interests, unequal access to information, unrealistic specifications, avoidable urgency, or weak contract oversight can damage competition, increase cost, and undermine the legitimacy of public administration. Ethical procurement is not limited to preventing bribery. It requires public officials and suppliers to act with integrity, impartiality, transparency, accountability, stewardship, and respect for the public interest throughout the procurement cycle.

This study examines the principles, institutional arrangements, and operational practices that can strengthen ethical procurement in public institutions. It uses an evidence-informed conceptual and comparative approach to analyse five connected dimensions: responsible procurement planning, fair and open competition, management of conflicts of interest, ethical supplier engagement, and accountable contract administration. The paper gives particular attention to risk assessment, clear specifications, disclosure mechanisms, evaluation safeguards, audit trails, grievance channels, digital procurement records, due diligence, and monitoring of supplier performance. It also considers settings where limited capacity, urgent requirements, political pressure, fragmented records, and information asymmetry may affect the quality of procurement decisions.

The analysis indicates that ethical procurement works best when rules are supported by leadership, professional competence, transparent processes, independent review, reliable information systems, and practical consequences for misconduct. Digital tools can improve traceability and access to information, but they do not automatically remove bias, collusion, or conflicts of interest. Public institutions should therefore treat ethical procurement as a whole-of-cycle governance responsibility that protects public resources, supports fair market participation, improves service outcomes, and strengthens confidence in government.

Keywords: Ethical Procurement, Public Institutions, Public Value, Transparency, Accountability, Conflict of Interest, Supplier Integrity, Contract Management, Sustainable Procurement, Public Governance

1. INTRODUCTION

Public procurement is one of the principal ways through which governments and public bodies translate policy commitments into practical services. It determines how institutions obtain construction works, professional services, equipment, technology, transport, textbooks, medicines, maintenance, and many other requirements that affect daily life. Because procurement involves public funds and decisions that influence market access, it carries a special obligation to demonstrate fairness and responsible stewardship. The central question is not only

whether an institution obtained an item at the lowest visible price, but whether the full process served a legitimate need, protected competition, managed risk, achieved appropriate quality, and remained open to scrutiny.

Ethical concerns can arise at every stage. During planning, needs may be exaggerated, fragmented, or framed around a preferred supplier. During specification design, technical requirements may be unnecessarily restrictive or drafted to exclude capable competitors. During tendering, selected firms may receive information that is unavailable to

others, deadlines may be impractical, or procurement methods may be used without adequate justification. Evaluation panels may face conflicts of interest, lack relevant expertise, or apply criteria inconsistently. After award, contract modifications, acceptance decisions, delayed payments, poor record keeping, and weak monitoring can create further risks. These concerns demonstrate that integrity cannot be treated as a final compliance check; it must shape the way decisions are designed, documented, and reviewed from the beginning.

Public institutions often operate under competing pressures. They may need to procure quickly after emergencies, respond to service disruptions, work with limited staff, meet budget deadlines, support local development, or manage highly technical requirements. These realities make ethical practice more difficult, but they also make it more important. A procurement system that depends solely on individual goodwill is fragile. Conversely, a system that relies only on formal rules may encourage box-ticking without creating sound judgement. Strong practice combines clear procedures with institutional values, realistic planning, trained personnel, separation of duties, accessible information, independent challenge mechanisms, and leadership that consistently prioritises the public interest over convenience or personal relationships.

Ethical procurement also has a wider economic and social role. A fair process gives qualified suppliers a reasonable opportunity to compete, reduces the likelihood that public funds are diverted, and encourages businesses to invest in quality and compliance. When procurement documents are understandable, schedules are realistic, payments are predictable, and evaluation is consistent, institutions can attract more credible suppliers. In the longer term, this can improve resilience, value, innovation, and trust. The present paper develops a structured framework for examining these issues and for identifying practices that public institutions can adapt to their legal and administrative context.

2. LITERATURE REVIEW

The literature on public procurement commonly presents the field as both an administrative function and a governance

instrument. It concerns the acquisition of goods, works, and services, but it also determines the quality of institutional decision-making, the openness of markets, and the confidence of citizens in public bodies. International procurement guidance places emphasis on economy, efficiency, effectiveness, integrity, transparency, fairness, competition, and accountability. These principles are interdependent. For example, a low tender price may not represent value if specifications are unclear, the supplier lacks capacity, post-award changes are uncontrolled, or the transaction creates avoidable environmental or social costs.

Ethics expands the discussion beyond compliance with minimum rules. It asks whether public authority has been exercised responsibly, whether decisions can be justified to affected stakeholders, and whether the procurement process protects the common good. A lawful procedure may still be ethically weak if relevant information is withheld, a conflict is undisclosed, criteria are difficult to understand, or decision-makers do not explain material deviations. Ethical conduct therefore depends on the quality of both rules and judgement. It requires officials to identify risks early, make reasons visible, maintain proper records, resist undue influence, and preserve equal treatment among bidders.

Research and policy guidance also highlight that corruption and misconduct do not occur only through direct bribery. Risks include collusive bidding, bid rotation, market allocation, favouritism, undisclosed relationships, false certification, inflated variation orders, manipulation of thresholds, and acceptance of substandard delivery. A preventive approach requires institutions to understand the procurement market, use proportionate controls, establish clear responsibilities, and create safe routes for raising concerns. This perspective has contributed to the growing importance of integrity systems, data analytics, supplier due diligence, open contracting approaches, and professional procurement capability.

2.1 TRANSPARENCY, EQUAL ACCESS, AND COMPETITION

- Procurement opportunities, eligibility conditions, evaluation criteria, and award

decisions should be communicated in a timely and understandable manner so that similarly situated suppliers receive comparable information.

- Transparency should extend beyond publication of notices; it should include clear reasons for key decisions, traceable approval records, contract information, and accessible channels for clarification and review.
- Competition is weakened when specifications are unnecessarily narrow, qualification criteria are disproportionate, tender periods are unrealistic, or information is shared selectively.
- Open and fair procedures support both ethical legitimacy and better value because institutions can compare credible offers rather than relying on a restricted or prearranged market.

2.2 CONFLICTS OF INTEREST AND IMPARTIAL DECISION-MAKING

- Conflicts may be financial, professional, family-related, political, or personal; they should be identified before procurement responsibilities are exercised, not only after a complaint is made.
- Declarations should be specific, updated when circumstances change, and linked to a clear management response such as recusal, reassignment, additional review, or publication of the decision.
- Evaluation committees need relevant technical knowledge and independent judgement. Separation between requesters, evaluators, approvers, and contract managers reduces the risk of concentrated influence.
- Gifts, hospitality, informal supplier contact, and post-employment opportunities should be governed by clear institutional standards because they can create real or perceived bias.

2.3 SUPPLIER INTEGRITY AND RESPONSIBLE MARKET ENGAGEMENT

- Supplier due diligence can help institutions identify ownership opacity, exclusion grounds, compliance concerns, prior performance problems, and capacity limitations that may affect delivery.
- Ethical engagement requires respectful communication, consistent treatment of

suppliers, predictable payment practices, and proportionate documentation requirements that do not create unnecessary barriers.

- Sustainability, labour standards, accessibility, and responsible supply-chain practices may be included where they are relevant, measurable, lawful, and connected to the subject matter of the contract.
- Contract terms should make integrity expectations visible through clauses on conflicts, fraud, subcontracting, audit access, reporting, sanctions, and remedies for non-compliance.

2.4 DIGITAL PROCUREMENT AND INFORMATION GOVERNANCE

- Electronic procurement can improve audit trails, publication, bid security, and consistency of records, but it must be designed to protect confidentiality, accessibility, data quality, and cyber security.
- Digital systems should retain a reliable chronology of notices, clarifications, submissions, evaluation actions, approvals, communications, and contract changes.
- Data analytics can support risk detection by identifying unusual patterns, but alerts require human review and should not be used as a substitute for evidence-based decision-making.
- Open data must be balanced with legitimate confidentiality, commercial sensitivity, and legal obligations so that transparency does not create avoidable harm.

3. OBJECT OF STUDY

The present study focuses on ethical procurement practices in public institutions. Its central purpose is to examine how public bodies can organise planning, tendering, evaluation, supplier engagement, contract management, and oversight in a manner that protects integrity and public value. The study treats procurement as a governance process in which legal compliance, professional judgement, public accountability, and service outcomes must operate together. It is concerned with the conditions that make ethical behaviour practical and verifiable rather than merely aspirational.

The analysis is conceptual and comparative. It does not report results from a single procuring entity or a specific procurement database. Instead, it brings together widely recognised dimensions of procurement integrity and applies them to representative institutional

contexts. The framework is intended to assist public administrators, procurement officers, auditors, researchers, oversight bodies, and policy makers in identifying vulnerabilities and selecting proportionate responses.

3.1 THEORETICAL BASIS AND INSTITUTIONAL CONTEXTS CONSIDERED

S.No.	Institutional Procurement Context	Common Ethical Risk	Priority Ethical Response	Key Significance
1	Municipal service delivery	Fragmented purchases, local influence, or limited market reach	Annual needs planning; published opportunities; independent approvals	Improves consistency and reduces discretionary purchasing
2	Public hospital procurement	Urgency, technical asymmetry, and supplier dependence	Clinical input with procurement oversight; traceable emergency justification	Protects patient needs while maintaining accountability
3	Public university purchasing	Decentralised demand and close academic-supplier relationships	Conflict declarations; standard thresholds; accessible procurement guidance	Balances autonomy with fair institutional practice
4	Infrastructure agency projects	Complex specifications, variations, and contractor concentration	Risk-based planning; evaluation records; contract-change controls	Reduces scope manipulation and weak post-award governance
5	Emergency response procurement	Compressed timelines and reduced competition	Written urgency rationale; post-award disclosure; retrospective review	Preserves speed without normalising opaque procedures

3.2 STUDY OBJECTIVES

- To examine the relationship between ethical procurement, public value, service delivery, and institutional trust.
- To identify procurement practices that support fairness, transparency, impartiality, accountability, and responsible use of public resources.
- To analyse the role of planning, competition, conflict management, supplier due diligence, and contract oversight in reducing integrity risks.
- To compare priority responses across representative public-institution procurement contexts.
- To develop an integrated conceptual framework for ethical, practical, and sustainable procurement governance.

4. RESEARCH METHODOLOGY

The study adopts a conceptual and comparative research methodology. It draws on public procurement principles, public-administration literature, integrity guidance, governance frameworks, and recognised procurement standards to identify conditions that influence ethical decision-making. The methodology is designed to connect recurring procurement risks with practical institutional responses rather than to measure the performance of a single jurisdiction, platform, or agency. This approach is appropriate because public procurement systems differ in their legal rules, administrative capacity, market conditions, and service responsibilities, while still facing common challenges of transparency, discretion, competition, and accountability.

A qualitative governance framework is used to examine the interaction between planning quality, information access, decision rights, conflict controls, supplier engagement, contract management, and oversight. The analysis recognises that public institutions operate in different environments. Some manage high-volume routine purchases; others procure complex infrastructure, specialised medical supplies, research services, emergency support, or information technology. The ethical response must therefore be proportionate to the value, complexity, urgency, market structure, and consequences of the procurement. A small low-risk purchase should not carry the same administrative burden as a high-value contract, but neither should low-value transactions become a channel for repeated evasion of controls.

4.1 RESEARCH DESIGN

- The study follows an evidence-informed conceptual and comparative research design.
- Ethical procurement is examined through linked dimensions of integrity, transparency, competition, accountability, professionalism, and public value.
- The framework compares representative procurement contexts rather than producing institution-specific statistical estimates.
- The analysis gives attention to both preventive controls and corrective mechanisms, including review, audit, complaints, and remedial action.

4.2 ANALYTICAL FRAMEWORK

- Need identification, budgeting, market assessment, aggregation decisions, and specification design.
- Publication, supplier communication, eligibility requirements, tender methods, and protection of equal access.
- Conflict-of-interest management, evaluation governance, decision records, approval pathways, and disclosure of reasons.
- Supplier integrity, beneficial-ownership awareness where lawful, subcontracting controls, performance history, and ethical contract clauses.
- Contract administration, acceptance, variations, payments, monitoring,

auditability, redress, and learning from completed procurements.

4.3 INTEGRITY AND GOVERNANCE INDICATORS

- Existence of written procurement plans, clear authority limits, documented market analysis, and proportionate risk assessments.
- Availability of procurement notices, tender documents, clarification records, award information, and contract data consistent with applicable rules.
- Completion and review of conflict-of-interest declarations by officials, advisers, evaluators, and other persons with decision-making roles.
- Evidence of consistent evaluation against published criteria, collective decision-making, secure bid handling, and documented approvals.
- Use of supplier-performance records, variation controls, payment monitoring, complaint mechanisms, audits, and corrective actions.

4.4 PARAMETERS OF ANALYSIS

- Alignment between the identified public need, the approved budget, the chosen procurement method, and the intended service outcome.
- Adequacy of safeguards against preferential treatment, undisclosed interests, collusion, information asymmetry, and unjustified urgency.
- Clarity and proportionality of specifications, qualification criteria, evaluation methodology, and contract conditions.
- Continuity of ethical controls from pre-tender planning through contract close-out rather than concentration on the award stage alone.
- Institutional capacity for professional training, documentation, data management, independent review, safeguarding of reporters, and continuous improvement.

4.5 PROCEDURE OF STUDY

- Review central principles of public procurement, administrative ethics, competition, accountability, and anti-corruption practice.

- Identify recurrent integrity risks across planning, tendering, evaluation, award, contract performance, and close-out.
- Organise institutional responses into planning, competition, decision integrity, supplier engagement, contract management, and oversight dimensions.
- Compare representative public-sector contexts to identify how urgency, complexity, decentralisation, and market conditions affect risk.
- Interpret how transparent procedures, professional judgement, and independent controls can reinforce one another across the procurement cycle.
- Develop practical implications for policy design, staff development, record keeping, supplier communication, and institutional assurance.

4.6 ANALYTICAL APPROACH

- Qualitative comparison of procurement risks, control measures, decision processes, and expected governance contributions.
- Assessment of interactions between rules, organisational culture, professional capability, data systems, and accountability arrangements.
- Identification of trade-offs associated with speed, competition, confidentiality, administrative burden, supplier access, and sustainability goals.
- Use of an illustrative integrity matrix to demonstrate priority-setting for public institutions.

5. DATA ANALYSIS

The data analysis is based on a structured qualitative synthesis of the procurement and governance dimensions identified in the literature. The purpose is not to assume that every public institution faces identical vulnerabilities. Instead, the analysis illustrates the questions that responsible procurement leaders should be able to answer. Was the need clearly defined and appropriately authorised? Were specifications linked to outcomes rather

than a preferred brand or supplier? Did eligible firms receive comparable information? Were decision-makers free from undisclosed interests? Did the evaluation apply published criteria consistently? Is there a defensible record of why the contract was awarded and how it was managed? These questions shift attention from formal paperwork alone to the quality and explainability of decision-making. The synthesis indicates that ethical procurement is strongest when organisational arrangements are mutually reinforcing. A declaration form has little value if conflicts are not reviewed or managed. Publication of a tender notice has limited value if the documents are unclear, the deadline is impractical, or material clarifications are not shared equally. An electronic platform can preserve records, but it cannot compensate for poor planning, inappropriate specifications, or a culture that discourages challenge. By contrast, a procurement process that combines needs assessment, market engagement, clear documentation, independent oversight, supplier communication, and contract monitoring is better positioned to prevent misconduct and to correct problems before they become systemic.

The comparative assessment also shows that integrity measures should be risk-based. High-value, technically complex, politically sensitive, or urgent procurements usually require stronger scrutiny, clearer justifications, and more frequent review. Yet small purchases should not be ignored, especially when many low-value transactions are directed repeatedly to the same supplier or used to avoid competitive thresholds. Ethical practice is therefore concerned with patterns as well as individual decisions. Institutions need information systems that can connect procurement plans, tender records, purchase orders, invoices, supplier performance, contract changes, and audit findings in a manner that enables meaningful oversight.

5.1 ILLUSTRATIVE COMPARATIVE ETHICAL PROCUREMENT ASSESSMENT

Ethical Dimension	Typical Challenge in Public Procurement	Priority Institutional Measure	Expected Governance Contribution
Planning and need definition	Demand is unclear, fragmented, or designed around a	Documented needs assessment, market analysis, and approval of	High - strengthens public purpose and reduces avoidable

	preferred solution	the procurement strategy	discretion
Competition and equal access	Suppliers face selective information, restrictive requirements, or short response periods	Open publication, proportionate criteria, shared clarifications, and monitored timelines	High - improves fairness, participation, and value
Evaluation and award	Conflicts, inconsistent scoring, or weak decision records affect credibility	Conflict declarations, collective evaluation, score justifications, and independent approval	High - supports impartiality and defensible awards
Contract administration	Variations, weak monitoring, or delayed payments erode value after award	Performance indicators, variation controls, acceptance records, and timely payment review	Medium to high - protects delivery quality and accountability
Oversight and learning	Complaints, red flags, and audit findings are not used to improve practice	Protected reporting channels, audits, data analysis, and corrective action plans	High - enables early detection and institutional learning

6. DISCUSSION

The analysis confirms that ethical procurement should be understood as a public-governance practice rather than a narrow administrative task. Procurement choices distribute economic opportunity, shape service quality, and signal how an institution treats public money. A process that is difficult to understand, poorly documented, or vulnerable to private influence can damage trust even when the immediate transaction appears successful. Conversely, an institution that plans carefully, treats suppliers consistently, documents decisions, and responds constructively to challenges can strengthen confidence among citizens, oversight bodies, employees, and market participants.

One of the most important findings concerns the role of planning. Many procurement problems are created before a tender is issued. Weak needs assessment can result in unnecessary purchases, unclear outcomes, inappropriate packaging of requirements, or specifications that fail to reflect market realities. Ethical planning requires officials to ask whether the requirement is necessary, whether it can be standardised or aggregated, whether the proposed timeline is realistic, and whether there are alternative ways to achieve the public objective. It also requires attention to life-cycle considerations, accessibility, maintenance, environmental impacts, and supplier capability where those matters are relevant. By making these decisions visible early, institutions reduce the likelihood that

urgency or technical complexity will later be used to justify opaque choices.

The discussion also highlights the distinction between transparency and disclosure without purpose. Publishing information is essential, but meaningful transparency depends on whether stakeholders can understand what was decided, why it was decided, and how they may raise concerns. Procurement notices should be accessible; evaluation criteria should be clear; material clarifications should reach all bidders; award decisions should be supported by reasons; and contract changes should be traceable. At the same time, institutions must protect legitimate confidential information and ensure that disclosure does not compromise security, intellectual property, or fair competition. This requires sound information-governance rules and professional judgement rather than indiscriminate publication.

Conflicts of interest remain a central ethical challenge because public procurement often depends on specialised expertise, local market knowledge, and ongoing relationships with suppliers. These relationships are not inherently improper. They become problematic when decision-makers conceal interests, use private connections to influence outcomes, or fail to withdraw from decisions in which their impartiality may reasonably be questioned. Effective conflict management therefore involves more than collecting declarations. It requires clear definitions, timely disclosure, review by an appropriate

authority, documented mitigation, and a culture in which staff can seek advice without fear of embarrassment. Institutions should also address perceived conflicts, because public confidence can be harmed where a reasonable observer cannot see how an interest was managed.

Supplier engagement is another area where ethics and performance meet. Public institutions need dialogue with the market to understand available technology, delivery capacity, pricing structures, sustainability practices, and emerging risks. However, pre-procurement engagement should be structured and documented so that one supplier does not gain an unfair advantage. Communications need agreed rules, appropriate attendance, retained records, and a clear separation between fact-finding and commitment. Once a contract is awarded, supplier relationships should remain professional. Contract managers should apply terms consistently, manage variations carefully, inspect delivery objectively, and ensure that payments are timely when obligations have been met. Late payment and unclear acceptance processes can impose serious burdens on smaller suppliers and can reduce future competition.

Digital procurement systems offer substantial benefits, including standardised workflows, searchable records, secure submission, automated alerts, and publication of procurement information. Nevertheless, digitalisation is not an ethical solution by itself. Poor-quality data, inaccessible interfaces, fragmented systems, weak cybersecurity, or unreviewed automated decisions can create new forms of exclusion and risk. Institutions should invest in data governance, user training, system controls, continuity planning, and audit capability. Digital tools should support human judgement, not obscure it. Where analytics identify unusual bid patterns, repeated awards, rapid amendments, or threshold splitting, trained reviewers should examine the context before drawing conclusions.

Finally, ethical procurement requires leadership and continuous learning. Senior officials must communicate that integrity is a performance expectation, not an optional ideal that is set aside when deadlines are tight. Procurement staff need ongoing professional

development in market analysis, documentation, evaluation, negotiation, contract management, data use, and ethical decision-making. Internal audit and oversight should be independent, proportionate, and constructive, identifying both failures and opportunities to improve systems. Complaints and whistleblowing channels should be credible, confidential where appropriate, and protected from retaliation. When institutions analyse recurring issues and share lessons across departments, ethical practice becomes embedded in normal operations rather than activated only after a scandal or audit finding.

7. CONCLUSION

This study presented a conceptual and comparative examination of ethical procurement practices in public institutions. The analysis showed that integrity depends on the combined quality of planning, competition, conflict management, supplier engagement, contract administration, information governance, oversight, and organisational culture. Systems that concentrate only on tender compliance may leave important vulnerabilities unresolved, particularly where early planning is weak or post-award controls are limited.

The paper emphasises that public institutions should use procurement procedures to make public purpose visible and accountable. Clear needs assessment, proportionate specifications, open access to information, conflict declarations, documented evaluations, supplier due diligence, controlled variations, timely payment practices, and reliable records can help transform ethical commitments into daily practice. These measures support not only prevention of misconduct but also better service delivery, stronger market confidence, and more responsible use of public resources.

The study concludes that ethical procurement requires adaptable, risk-based, and professionally supported governance frameworks. Future research can apply the proposed framework to particular institutions through procurement-file reviews, supplier surveys, staff interviews, contract-performance analysis, open-data assessment, and evaluation of complaint or audit outcomes. Such work can help convert broad principles of integrity into practical, measurable, and sustainable improvements in public procurement.

8. REFERENCES

1. United Nations. (2004). United Nations Convention Against Corruption. New York: United Nations.
2. United Nations Commission on International Trade Law. (2011). UNCITRAL Model Law on Public Procurement. New York: United Nations.
3. Organisation for Economic Co-operation and Development. (2015). Recommendation of the Council on Public Procurement. Paris: OECD.
4. Organisation for Economic Co-operation and Development. (2016). Preventing Corruption in Public Procurement. Paris: OECD.
5. Organisation for Economic Co-operation and Development. (2019). Reforming Public Procurement: Progress in Implementing the 2015 OECD Recommendation. Paris: OECD.
6. Organisation for Economic Co-operation and Development. (2025). Implementing the OECD Recommendation on Public Procurement in OECD and Partner Countries. Paris: OECD.
7. World Bank. (2025). Procurement Regulations for IPF Borrowers. Seventh Edition. Washington, DC: World Bank.
8. World Bank. (2016). Benchmarking Public Procurement 2017: Assessing Public Procurement Systems in 180 Economies. Washington, DC: World Bank.
9. Transparency International. (2014). Curbing Corruption in Public Procurement: A Practical Guide. Berlin: Transparency International.
10. International Organization for Standardization. (2017). ISO 20400: Sustainable Procurement - Guidance. Geneva: ISO.
11. Arrowsmith, S. (2010). Public Procurement: Basic Concepts and the Coverage of Procurement Rules. Public Procurement Regulation: An Introduction. Nottingham: University of Nottingham.
12. Thai, K. V. (2001). Public Procurement Re-examined. Journal of Public Procurement, 1(1), 9-50.
13. Piga, G., and Thai, K. V. (Eds.). (2007). Advancing Public Procurement: Practices, Innovation and Knowledge-Sharing. Boca Raton, FL: PrAcademics Press.
14. Schapper, P. R., Veiga Malta, J. N., and Gilbert, D. L. (2006). An Analytical Framework for the Management and Reform of Public Procurement. Journal of Public Procurement, 6(1-3), 1-26.
15. Erridge, A., and McIlroy, J. (2002). Public Procurement and Supply Management Strategies. Public Policy and Administration, 17(1), 52-71.
16. Brammer, S., and Walker, H. (2011). Sustainable Procurement in the Public Sector: An International Comparative Study. International Journal of Operations and Production Management, 31(4), 452-476.
17. Loader, K. (2015). The Challenge of Competitive Procurement: Value for Money Versus Small Business Support. Public Money and Management, 35(4), 307-314.
18. European Commission. (2017). Public Procurement Guidance for Practitioners: Avoiding the Most Common Errors in Projects Funded by the European Structural and Investment Funds. Brussels: European Commission.
19. OECD. (2009). Guidelines for Fighting Bid Rigging in Public Procurement. Paris: OECD.
20. OECD. (2021). Government at a Glance 2021. Paris: OECD Publishing.
21. United Nations. (2015). Transforming Our World: The 2030 Agenda for Sustainable Development. New York: United Nations.
22. United Nations Office on Drugs and Crime. (2013). Guidebook on Anti-Corruption in Public Procurement and the Management of Public Finances. Vienna: UNODC.
23. International Monetary Fund. (2019). Fiscal Transparency Code. Washington, DC: International Monetary Fund.
24. Open Contracting Partnership. (2020). Open Contracting Data Standard: Documentation. Washington, DC: Open Contracting Partnership.
25. World Bank. (2020). Enhancing Government Effectiveness and Transparency: The Fight Against Corruption. Washington, DC: World Bank.
26. Organisation for Economic Co-operation and Development. (2003). Managing Conflict of Interest in the Public Service: OECD Guidelines and Country Experiences. Paris: OECD.

-
27. Organisation for Economic Co-operation and Development. (2017). Recommendation of the Council on Public Integrity. Paris: OECD.
 28. OECD. (2017). Public Procurement for Innovation: Good Practices and Strategies. Paris: OECD Publishing.
 29. Fazekas, M., and Kocsis, G. (2020). Uncovering High-Level Corruption: Cross-National Corruption Proxies Using Government Contracting Data. British Journal of Political Science, 50(1), 155-164.
 30. United Nations Commission on International Trade Law. (2012). Guide to Enactment of the UNCITRAL Model Law on Public Procurement. New York: United Nations.