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Integrating Sustainable Procurement into Tertiary Education Management for Effective Sustainable Development: A Review Paper

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A B S T R A C T

*The study explored the strategies to integrating sustainable procurement into tertiary education management in Nigeria. The paper used secondary data. The secondary data were collected from print and online publication. Content analysis was adopted to review the literatures. The paper concluded that adoption of an explicit sustainable procurement policy and embed it in institutional regulations, creation of a dedicated green-procurement unit or focal points (governance & coordination), effective implementation of capacity building programme, integration of sustainability criteria into tender documents and supplier selection, adoption of life-cycle costing (LCC) and whole-life value rather than lowest purchase price, supplier engagement and local supplier development,, procurement digitalization & e-procurement with sustainability checks, implementation of effective monitoring, KPIS and public reporting (transparency & accountability), ensuring budgeting & incentives (match finance to sustainability goals), integration of sustainable procurement into curriculum and research and effective stakeholder awareness and campus engagement are some of the strategies to integrate sustainable procurement into the tertiary education management in Nigeria. Based on the findings, the study recommends that the Nigerian tertiary institutions should develop and institutionalize comprehensive sustainable procurement policies that clearly define environmental, social, and economic sustainability standards for all procurement activities. Such policies should be embedded within institutional strategic plans and procurement manuals to ensure compliance at all administrative levels. The policy should outline specific guidelines for selecting suppliers that adhere to sustainability criteria—such as environmental certifications, ethical labor practices, and the use of recyclable or low-carbon materials. Nigerian tertiary institutions should ensure effective capacity building programme that will provide continuous training and capacity-building programmes on topics such as life-cycle costing, environmental impact assessment, supplier sustainability evaluation, and eco-labeling. Tertiary institutions should shift from traditional procurement practices that prioritize the lowest initial cost to approaches that emphasize *life-cycle costing (LCC)* and value-for-money (VfM) principles. Life-cycle costing considers the total cost of ownership—including acquisition, operation, maintenance, and disposal—ensuring that institutions make procurement decisions that are cost-effective over time and environmentally sustainable.*

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1.0 Introduction

In recent years, the concept of sustainability has gained global prominence as institutions and governments seek to balance economic growth with environmental protection and social equity. Within this context, sustainable procurement has emerged as a critical tool for promoting responsible consumption, reducing waste, and ensuring long-term value for money. Sustainable procurement refers to the process of acquiring goods, services, and works in ways that not only meet organizational needs but also minimize negative environmental impacts, support local economies, and enhance social well-being.

Integrating sustainable procurement into tertiary education management in Nigeria is therefore a vital step toward achieving effective and efficient service delivery. Nigerian universities, polytechnics, and colleges of education are major consumers of resources such as energy, paper, laboratory equipment, and construction materials. By adopting sustainable procurement practices—such as sourcing eco-friendly products, encouraging suppliers with green credentials, and implementing transparent procurement processes—these institutions can reduce operational costs, enhance accountability, and model sustainable behavior for students and communities.

Moreover, embedding sustainability principles into procurement management supports the attainment of Sustainable Development Goals (SDGs), particularly Goal 12 (Responsible Consumption and Production) and Goal 4 (Quality Education). It promotes efficiency, accountability, and innovation within institutional operations, thereby strengthening the capacity of tertiary institutions to deliver quality education and services. Consequently, integrating sustainable procurement into tertiary education management in Nigeria is not only an administrative necessity but also a strategic approach for driving sustainable development and effective service delivery across the education sector.

2.0 Review of Literature

2.1 Concept of Sustainable Procurement

Sustainable procurement refers to the process of purchasing goods and services that have a positive impact on the environment, society, and economy. This approach aims to promote sustainable development by considering the entire lifecycle of a product, from its production to its disposal. It involves considering factors such as the environmental impact of the materials used, the working conditions of the producers, and the economic benefits to the local community. Sustainable procurement is becoming increasingly important in today's society as organizations and governments strive to reduce their carbon footprint and promote ethical practices. By incorporating sustainable procurement principles, businesses and institutions can contribute to a more sustainable future for all.

Sustainable procurement is the process of purchasing goods or services in a way that minimizes negative impacts on the environment and promotes social responsibility. It involves considering the entire supply chain, from sourcing materials to delivering the final product, and taking into account factors such as fair labor practices, ethical sourcing, and environmental sustainability. Sustainable procurement is an important aspect of sustainability efforts, as it can have a significant impact on the overall environmental and social impact of a company or organization. By implementing sustainable procurement practices, organizations can reduce their carbon footprint, support communities and workers, and contribute to a more sustainable future.

The benefits of sustainable procurement in tertiary institutions in Nigeria are numerous. Implementing sustainable procurement practices can help tertiary institutions reduce their environmental impact. This includes reducing energy consumption, minimizing waste, and sourcing materials from sustainable sources.

Sustainable procurement can also lead to cost savings for tertiary institutions. By using sustainable materials and reducing waste, institutions can save money on purchasing and disposal costs. This can result in significant long-term savings for the institution.

Furthermore, sustainable procurement can also improve the reputation of the institution. With increasing awareness and concern about environmental issues, implementing sustainable practices can help attract environmentally conscious students and faculty. This can also improve the overall image and credibility

of the institution.

In addition, sustainable procurement can also foster innovation and research within the institution. By incorporating sustainability into procurement processes, students and faculty can develop new and innovative solutions for sustainable sourcing and production.

Moreover, implementing sustainable procurement practices can also help with compliance and risk management. Many funding agencies and government bodies now require institutions to have sustainable practices in place. By adhering to these requirements, institutions can avoid penalties and maintain their eligibility for funding.

Promoting sustainable procurement in tertiary institutions in Nigeria can have a significant impact on the surrounding community and country. By setting an example and promoting sustainable practices, institutions can encourage other organizations to follow suit and contribute to the overall sustainability of the country.

3.0 Method

The strategies to integrating sustainable procurement into tertiary education management in Nigeria is a position paper that adopted a systematic literature review-based method. The method allows to collect and review the related previous literature from various online sources. With the aid of digital platform, the researcher collected secondary information to generate knowledge on this topic from 2015-2025. The position paper followed qualitative narrative design method. The researcher has visited different online sites to collect the previous literature and analyze the Integrating sustainable procurement into tertiary education management in Nigeria. The previous findings are critically analyzed and presented in different themes as on the Integrating sustainable procurement into tertiary education management in Nigeria.

Inclusion and exclusion criteria

Inclusion

This output of the literatures on the Integrating sustainable procurement into tertiary education management in Nigeria presents an in-depth study and result that can infer conclusion on the topic. The study includes: online publication; conference paper, journals sorted from reputable international journals such as CEON, Elsevier, Hindawi, JSTOR, IEEE, Learn Techlib, SAGE, Nebraska and Springer.

Exclusion

Also, the literature review excludes information from edited books, preprints, monographs, information below 2015 and book chapters.

4.0 Result and Discussion on strategies

Adopt an explicit sustainable procurement policy and embed it in institutional regulations**

Create or revise procurement rules so environmental, social and life-cycle criteria are mandatory parts of tender evaluation (e.g., LCC — life-cycle costing, eco-labels, social clauses). An institutional policy gives procurement officers legal/administrative backing to reject lowest-price-only decisions (Muhammed). The adoption of an explicit sustainable procurement policy and embedding it into institutional regulations is a key strategy for integrating sustainable procurement into tertiary education management in Nigeria. This approach according to Peter is to ensure that sustainability principles are incorporated into all facets of procurement processes, from initial planning to contract execution. By implementing a sustainable procurement policy, tertiary education institutions in Nigeria can effectively promote sustainable practices and contribute to the country's overall sustainable development goals. Not only does this approach help to minimize negative environmental and social impacts, but it also leads to cost savings and increased efficiency in the long run. By prioritizing sustainable procurement, institutions can reduce their environmental footprint and enhance their reputation as socially responsible organizations. This as noted by (Muhammed) can also attract potential students and staff who value sustainability and want to align themselves with institutions that share the same values. Moreover, embedding sustainability into institutional regulations provides a clear and consistent framework for all procurement activities. This ensures that sustainable practices are not overlooked or disregarded in the face of other priorities. It also

helps to build a culture of sustainability within the institution, where all stakeholders are aware of the importance of sustainable procurement and work towards achieving it.

Create a dedicated green-procurement unit or focal points (governance & coordination)

The dedicated green-procurement unit or focal points are crucial strategies for integrating sustainable procurement into tertiary education management in Nigeria. By establishing a specific unit or focal points, it allows for a more streamlined and focused approach towards green procurement practices, ensuring that sustainability is at the forefront of all procurement decisions (Śhuibu). This unit or focal points would be responsible for overseeing all procurement activities and ensuring that sustainability is taken into consideration at every step. They would also be responsible for developing and implementing sustainable procurement policies and procedures, as well as monitoring and evaluating their effectiveness. One of the main benefits of having a dedicated unit or focal points for green procurement is the enhanced coordination and governance that it brings. With a designated team in charge, there is a clear hierarchy and accountability for sustainable procurement practices (Titus). This ensures that sustainable procurement is not simply an afterthought, but a fundamental part of the procurement process. Furthermore, having a specialized unit or focal points also allows for focused training and development opportunities for staff involved in procurement activities. This includes educating them on the importance of sustainable procurement and providing them with the necessary skills and knowledge to make environmentally responsible decisions. In addition to these benefits, establishing a dedicated green-procurement unit or focal points also enhances the overall reputation of a tertiary education institution in the eyes of stakeholders, including students, faculty, and the wider community (Sunda). It demonstrates a commitment to sustainability and responsible procurement practices, which are becoming increasingly important factors in decision-making for many. Set up a small team (or designate sustainability focal points in procurement and estates) to coordinate sustainable tenders, supplier vetting, reporting and training. Nigeria's SPESSE / Centres of Excellence model shows the value of dedicated institutional capacity for procurement standards. ([National Open University of Nigeria (Niyi)

Build capacity: training for procurement staff, engineers, and budget holders

Regular training on sustainable procurement methods (life-cycle costing, environmental specifications, social safeguards) tackles the common knowledge gap found in Nigerian public institutions and improves implementation. Peer training and short courses increase uptake (Titus). The implementation of a capacity building programme is a key strategy for integrating sustainable procurement into tertiary education management in Nigeria. This programme aims to equip individuals and institutions with the necessary knowledge, skills, and resources to effectively implement sustainable procurement practices (World-bank). Through this programme, individuals will gain an understanding of the principles of sustainable procurement, as well as how to identify and address potential sustainability risks in their procurement processes. The capacity building programme will also focus on educating individuals about the benefits of sustainable procurement, both in terms of environmental impact and financial savings. By creating awareness and promoting the importance of sustainable procurement, this programme will encourage individuals and institutions to adopt sustainable practices in their procurement activities. The programme will also provide training on how to incorporate sustainable criteria into procurement decision-making processes ((Muhammed). This according to Bala includes, but is not limited to, conducting life cycle assessments, considering the use of renewable resources, and evaluating suppliers' sustainability policies. With this knowledge, individuals will be able to make informed and sustainable decisions when procuring goods and services. The capacity building programme will also provide guidance on how to effectively monitor and evaluate the implementation of sustainable procurement practices. This will ensure that the programme is effectively achieving its goals, and any necessary adjustments can be made to continuously improve and enhance sustainability efforts in procurement.

Integrate sustainability criteria into tender documents and supplier selection

Use measurable environmental and social criteria in specifications and evaluation matrices (e.g., energy performance, recycled content, local employment targets, supplier ESG or green certification). Require suppliers to provide evidence (eco-labels, emissions data, disposal plans). This reduces hidden costs and improves accountability. The integration of sustainability criteria into tender documents and supplier

selection is a crucial strategy for implementing sustainable procurement practices in tertiary education management in Nigeria. By including sustainability criteria in tender documents, Peter noted that the potential suppliers are incentivized to adopt sustainable practices in order to be considered for the contract. This not only promotes environmental responsibility, but also encourages social and economic sustainability within the higher education system. Supplier selection based on sustainability criteria also ensures that the university is partnering with companies that align with its values and vision for sustainability. This integration of sustainability criteria into tender documents and supplier selection is an effective approach to promoting sustainable procurement and contributing to a more sustainable future for tertiary education in Nigeria (Peter).

Use life-cycle costing (LCC) and whole-life value rather than lowest purchase price

Require LCC analyses for capital goods, buildings, and equipment so that energy, maintenance and disposal costs are captured. This shifts procurement decisions toward long-term value and lower total cost of ownership. Studies from Nigeria and elsewhere show LCC improves sustainability outcomes (Randy). The adoption of life-cycle costing (LCC) and whole-life value instead of solely focusing on the lowest purchase price is a proven strategy for integrating sustainable procurement into tertiary education management in Nigeria. LCC takes into consideration not only the initial purchase price of a product or service, but also the costs associated with its entire life cycle, such as maintenance, operation, and disposal. This approach allows for a more comprehensive evaluation of the true value of a product or service, taking into account both immediate and long-term costs. This is particularly beneficial for sustainable procurement, as it encourages the consideration of environmental and social impacts over the entire life cycle of a product or service. By utilizing LCC and whole-life value, Ogunode tertiary education management in Nigeria can make informed and sustainable procurement decisions that align with their values and goals. This can lead to a more efficient and effective use of resources, as well as a positive impact on the environment and society. Ultimately, the adoption of these strategies can help integrate sustainable procurement into the core operations of tertiary education institutions in Nigeria, promoting responsible and sustainable practices.

Supplier engagement and local supplier development

Run supplier workshops, pre-tender briefings and supplier registers that highlight sustainability requirements. Where feasible, favor local suppliers who meet environmental and social standards to boost local development and shorter supply chains. Evidence from Nigerian programmes shows supplier engagement builds market capacity for green goods (Niyi). The adoption of supplier engagement and local supplier development has been identified as a key strategy to effectively integrate sustainable procurement into tertiary education management in Nigeria. By actively engaging and developing relationships with suppliers at the local level, tertiary institutions can ensure that their procurement practices align with sustainable principles. This can range from sourcing sustainable materials for campus construction projects to promoting fair labor practices among suppliers. By prioritizing supplier engagement and development, Ogunode noted that tertiary education management in Nigeria can promote sustainability throughout their procurement processes, leading to long-term benefits for both the environment and local communities.

Procurement digitalization & e-procurement with sustainability checks

Use e-procurement platforms to embed mandatory sustainability fields, improve transparency, and make supplier performance data auditable. Digital tendering reduces corruption vectors and makes it easier to track green procurement KPIs (Ogunode). Adoption of Procurement digitalization & e-procurement with sustainability checks is a strategy to integrate sustainable procurement into tertiary education management in Nigeria. By implementing these digital tools, universities in Nigeria can streamline their procurement process and ensure that sustainability factors are taken into consideration when making purchasing decisions (Rakha). This not only helps to reduce the environmental impact of the university's procurement activities, but also supports the development of a sustainable supply chain by promoting the use of environmentally friendly and socially responsible suppliers. Additionally, the use of digital tools for procurement can help to improve efficiency and transparency in the procurement process, reducing the risk of corruption and ensuring fair and ethical practices. By adopting these strategies, tertiary education

institutions in Nigeria can play a key role in promoting sustainable procurement practices and contributing to a more sustainable future (Niyi).

Monitoring, KPIs and public reporting (transparency & accountability)

Define measurable KPIs (percent of spend meeting sustainability criteria, number of green tenders, reductions in energy/waste), and publish annual procurement sustainability reports. Transparency encourages continuous improvement and stakeholder trust. (Niyi). The adoption of effective monitoring, Key Performance Indicators (KPIs), and public reporting is a crucial strategy for integrating sustainable procurement into tertiary education management in Nigeria. By implementing these measures, educational institutions can ensure transparency and accountability in their procurement processes, leading to more sustainable and efficient practices. Monitoring plays a vital role in tracking the progress and success of sustainable procurement initiatives (Femi). By regularly monitoring procurement activities, educational institutions can identify any areas of improvement and make necessary changes to their processes. This not only helps in achieving sustainability goals but also enables better management of resources and finances. KPIs provide a set of measurable targets that allow educational institutions to evaluate their procurement practices' performance and impact. Baba noted that by setting KPIs related to sustainable procurement, such as reducing carbon emissions or using environmentally friendly materials, institutions can work towards tangible goals and measure their progress. This creates a sense of accountability and motivates stakeholders to actively participate in sustainable procurement efforts. Public reporting ensures transparency in the procurement process, making it easier to identify any discrepancies or unethical practices. By publicly reporting procurement activities, educational institutions can build trust with stakeholders and demonstrate their commitment to sustainable procurement. It also serves as a form of accountability, as institutions are held accountable for their procurement decisions and actions. The adoption of effective monitoring, KPIs, and public reporting is a crucial strategy for integrating sustainable procurement into tertiary education management in Nigeria (Muhammed). It not only promotes transparency and accountability but also helps in achieving sustainability goals and improving overall procurement practices.

Budgeting & incentives (match finance to sustainability goals)

Ensure budgets allow for higher up-front spend where LCC shows net benefit (e.g., energy-efficient equipment). Consider performance-based payments or incentives for contractors who meet sustainability targets. Budgetary alignment removes a major barrier to implementation. (Femi). According to research, budgeting and incentives are effective strategies for integrating sustainable procurement into tertiary education management in Nigeria. By aligning financial resources with sustainability goals, educational institutions can ensure that their procurement decisions are environmentally and socially responsible. This approach not only supports sustainable development, but also helps to create a culture of sustainability within the education system. Budgeting and incentives allow for the prioritization of sustainability goals in the procurement process. This means that funds are allocated specifically for sustainable products and services, making it easier for educational institutions to incorporate sustainability into their purchasing decisions. In addition, Peter acknowledged that incentives can be used to encourage suppliers to offer more sustainable options, further promoting the adoption of sustainable procurement practices. One example of how budgeting and incentives can be used to integrate sustainable procurement into tertiary education management is by implementing a green procurement budget. This budget would set aside a specific amount of money that can only be used for purchasing sustainable products and services. This as noted by Baba, will ensures that sustainability considerations are factored into every procurement decision, rather than being an afterthought. Incentives can also be used to drive supplier behavior towards sustainability. This can be done by offering preferential treatment to suppliers who offer sustainable products and services, such as faster payment terms or longer contract agreements. By providing these incentives, educational institutions are not only promoting sustainable procurement, but also creating a competitive advantage for suppliers who prioritize sustainability.

Integrate sustainable procurement into curriculum and research

Incorporate procurement sustainability into relevant undergraduate/postgraduate courses and promote applied research (e.g., cost–benefit of green lab equipment, campus circular economy pilots). This builds

long-term expertise and produces evidence for institutional change. The integration of sustainable procurement into curriculum and research is a key strategy for promoting sustainable practices in tertiary education management in Nigeria (Randy). This integration allows for the incorporation of sustainable procurement principles and practices into the education system, ensuring that students are equipped with the necessary knowledge and skills to implement sustainable procurement in their future careers. Additionally, Randy, noted that research on sustainable procurement can lead to the development of innovative solutions and strategies for sustainable procurement in Nigeria. By incorporating sustainable procurement into the curriculum and research, Muhammed pointed out that tertiary institutions can play a crucial role in promoting sustainable development and responsible consumption and production within the country. This integration also allows for collaboration between academia and industry, leading to the implementation of sustainable procurement in real-world scenarios. The integration of sustainable procurement into curriculum and research according to Niyi is a crucial strategy for promoting sustainable practices and responsible consumption and production in tertiary education management in Nigeria.

Stakeholder awareness and campus engagement

Run awareness campaigns with students, academic staff and estates teams so procurement choices are supported by the campus community; students can act as advocates and monitorers of institutional commitments. Stakeholder awareness and campus engagement are crucial strategies for successfully integrating sustainable procurement into tertiary education management in Nigeria (Rakha). By increasing stakeholder awareness, individuals and groups involved in the procurement process become more informed about the importance and impact of sustainable procurement. This can include educating stakeholders about the social, environmental, and economic benefits of using sustainable products and services (Muhammed). Additionally, Niyi observed that by engaging with the campus community can foster a culture of sustainability and encourage environmentally responsible behavior. This can lead to a more sustainable procurement process, as well as raise awareness and create support for sustainable initiatives throughout the campus. Overall, stakeholder awareness and campus engagement are essential tactics for promoting and successfully implementing sustainable procurement practices in Nigeria's tertiary education institutions.

4.1 Findings

The study revealed that adoption of an explicit sustainable procurement policy and embed it in institutional regulations, creation of a dedicated green-procurement unit or focal points (governance & coordination), effective implementation of capacity building programme, integration of sustainability criteria into tender documents and supplier selection, adoption of life-cycle costing (LCC) and whole-life value rather than lowest purchase price, supplier engagement and local supplier development,, procurement digitalization & e-procurement with sustainability checks, implementation of effective monitoring, KPIS and public reporting (transparency & accountability), ensuring budgeting & incentives (match finance to sustainability goals), integration of sustainable procurement into curriculum and research and effective stakeholder awareness and campus engagement are some of the strategies to integrate sustainable procurement into the tertiary education management in Nigeria.

4.2 Conclusion and Recommendations

The paper discussed the various strategies to integrating sustainable procurement into tertiary education management in Nigeria. The paper concluded that adoption of an explicit sustainable procurement policy and embed it in institutional regulations, creation of a dedicated green-procurement unit or focal points (governance & coordination), effective implementation of capacity building programme, integration of sustainability criteria into tender documents and supplier selection, adoption of life-cycle costing (LCC) and whole-life value rather than lowest purchase price, supplier engagement and local supplier development,, procurement digitalization & e-procurement with sustainability checks, implementation of effective monitoring, KPIS and public reporting (transparency & accountability), ensuring budgeting & incentives (match finance to sustainability goals), integration of sustainable procurement into curriculum and research and effective stakeholder awareness and campus engagement are some of the strategies to integrate sustainable procurement into the tertiary education management in Nigeria.

Based on the findings, the study recommends the following:

1. Nigerian tertiary institutions should develop and institutionalize comprehensive sustainable procurement policies that clearly define environmental, social, and economic sustainability standards for all procurement activities. Such policies should be embedded within institutional strategic plans and procurement manuals to ensure compliance at all administrative levels. The policy should outline specific guidelines for selecting suppliers that adhere to sustainability criteria—such as environmental certifications, ethical labor practices, and the use of recyclable or low-carbon materials. Additionally, clear enforcement mechanisms should be established through the procurement department and internal audit units to monitor adherence and penalize non-compliance. This approach will create consistency, accountability, and alignment with national and global sustainability frameworks such as Nigeria's Green Economy Policy and the UN Sustainable Development Goals (SDGs).

2. A major challenge in implementing sustainable procurement in Nigerian tertiary institutions is the limited technical knowledge and understanding of sustainability principles among procurement officers and administrators. Therefore, it is essential to provide continuous training and capacity-building programmes on topics such as life-cycle costing, environmental impact assessment, supplier sustainability evaluation, and eco-labeling. These training sessions can be organized through collaborations with government agencies like the Bureau of Public Procurement (BPP), the National Universities Commission (NUC), and international partners such as the United Nations Environment Programme (UNEP). Regular workshops and professional certification programmes will enhance the competence of procurement officers and promote a culture of sustainability-driven decision-making across all departments.

3. Tertiary institutions should shift from traditional procurement practices that prioritize the lowest initial cost to approaches that emphasize *life-cycle costing (LCC)* and *value-for-money (VfM)* principles. Life-cycle costing considers the total cost of ownership—including acquisition, operation, maintenance, and disposal—ensuring that institutions make procurement decisions that are cost-effective over time and environmentally sustainable. By adopting LCC, universities can reduce waste, energy consumption, and maintenance costs, particularly in areas such as campus construction, ICT infrastructure, and laboratory equipment. This shift would not only optimize budget utilization but also contribute to institutional sustainability goals and the creation of greener campuses.

4. Nigerian tertiary institutions should engage suppliers, contractors, and service providers in sustainability dialogues to encourage them to adopt eco-friendly practices and meet institutional sustainability standards. Regular supplier forums, pre-bid conferences, and awareness campaigns can be organized to sensitize vendors on the requirements and benefits of sustainable procurement. Furthermore, universities can promote local entrepreneurship by prioritizing certified local suppliers who produce environmentally friendly goods and services. This will stimulate local economic growth, create green jobs, and reduce the carbon footprint associated with long-distance logistics. Encouraging innovation among suppliers through sustainable procurement requirements can also contribute to the broader development of Nigeria's green economy.

5. To ensure accountability and continuous improvement, tertiary institutions should establish robust monitoring and evaluation (M&E) frameworks to assess the performance of sustainable procurement initiatives. Key performance indicators (KPIs) should be developed to track progress in areas such as the percentage of procurement contracts awarded to sustainable suppliers, reductions in waste generation, and improvements in resource efficiency. Annual sustainability reports should be published to communicate achievements, challenges, and future targets to stakeholders, including regulatory bodies, staff, students, and the public. Leveraging digital procurement systems and e-platforms can further enhance transparency, data collection, and reporting accuracy, thereby strengthening institutional credibility and governance.

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