KPMG-GIPS 2026 Procurement Enhancement Survey Report



September 2026

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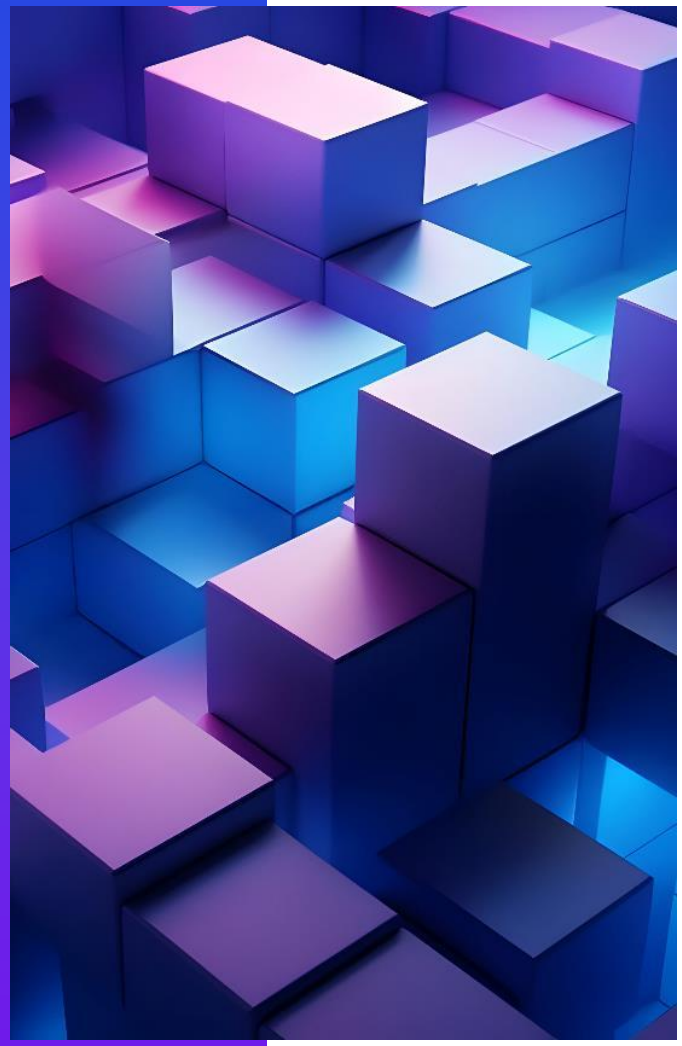
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01

Foreword

Foreword



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When KPMG and the Ghana Institute of Procurement and Supply (GIPS) published the inaugural Procurement Enhancement Survey in 2023, the findings were stark. Procurement fraud had become one of the most consequential threats to organisational performance, resilience and value creation across Ghana's public, private and civil society sectors. Eighty-nine percent (89%) of respondents confirmed that procurement fraud occurred in their organisations. Conflict of interest was the most cited irregularity and over half of organisations had no anonymous channel through which employees could safely report suspected fraud.

Three years later, we return with the 2026 edition not merely to measure progress but to deepen the conversation. This survey retains the four core thematic areas of the 2023 edition to enable meaningful trend analysis, while introducing two critical new themes: E-Procurement and Artificial Intelligence, and Sustainable Procurement. These additions reflect the profound shifts reshaping procurement globally and the questions that Ghanaian organisations can no longer afford to defer.

At KPMG, we believe that a high-performing procurement function must go beyond transactional efficiency. It must combine strong governance and controls with commercial insight, effective technology, reliable data, capable people and a clear understanding of stakeholder needs. Increasingly, organisations must also consider how procurement can contribute to broader priorities, including third party risk management, sustainability, ethical sourcing and business resilience.

The findings of this survey offer stakeholders invaluable insights into where procurement functions currently stand, the areas where progress is being made and the opportunities that remain to enhance procurement practices in Ghana.

We encourage readers to reflect on these insights and translate them into meaningful action to strengthen their procurement practices, enhance value delivery and protect their organisations from the risks of malpractice and fraud. We welcome the opportunity to engage with organisations seeking to explore these insights further, strengthen their procurement function and identify areas for collaboration.

This report is grounded in the voices of procurement practitioners across Ghana. Their candour is what gives this study its authority and its relevance. We are deeply grateful to every respondent who participated.

The standard of procurement excellence Ghana deserves is achievable, but it requires deliberate, collective commitment by all stakeholders. Together, let us rise to the challenge.

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GIPS Contribution



Dr. Simon Annan

President, Ghana Institute of Procurement and Supply (GIPS)



Prof. Innocent Senyo Kwasi Acquah

Chairman, Policy and Research Committee, Ghana Institute of Procurement and Supply (GIPS)

Procurement is the engine room of every organisation. It is where resources are committed, relationships are formed and institutional values are either upheld or compromised. For Ghana to realise its development ambitions across infrastructure, healthcare, education and economic transformation, the integrity and professionalism of its procurement systems must be beyond question.

The 2026 KPMG-GIPS Procurement Enhancement Survey represents GIPS's continued commitment to that standard. As the professional body responsible for advancing procurement practice in Ghana, we recognise that evidence must drive reform. Surveys such as this one do not simply document problems; they create the foundation for solutions that are grounded in the lived experiences of practitioners.

The 2023 edition of this survey revealed uncomfortable truths. Fraud was pervasive. Controls were inconsistently applied. Reporting mechanisms were absent in many organisations while practitioners themselves were often under pressure from superiors, organisational culture and systemic weaknesses to participate in or overlook irregularities. The 2026 survey asks whether and how that picture has changed, and where new risks have emerged.

We are particularly encouraged by the inclusion of E-Procurement and AI, and Sustainable Procurement as new thematic areas. These are necessary responses to a procurement landscape that is being transformed by technology and by global expectations around ethical and sustainable business conduct.

GIPS remains committed to equipping its members and the broader profession with the knowledge, standards and advocacy needed to lead this transformation. We encourage procurement practitioners to use the insights presented in this report as a basis for reflection and action. The real value of a survey of this nature lies not only in the findings but in how those findings translate into improvements in practice.

We extend our sincere gratitude to KPMG for their continued partnership and commitment to advancing professionalism in procurement in Ghana.

We would also like to thank the Governing Council of GIPS led by Mrs. Evelyn Sam for the continuous support, which has been instrumental in shaping the institute's direction. The Executive Committee of GIPS is also appreciated for their contribution towards this collaboration with KPMG.

We would further like to commend Dr. Makafui Agboyi of the Policy and Research Committee of GIPS for her unflinching support towards the release of this survey.

To the procurement practitioners who participated in this survey, your contribution made this work possible.

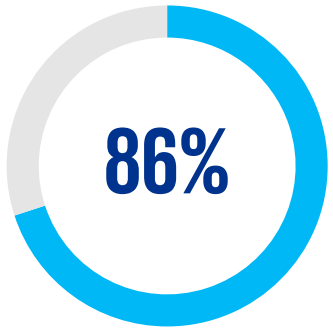
Together, let us build a procurement culture that Ghana can be proud of.

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Highlight of Survey

12%

of respondents have experienced retaliation after reporting suspected fraud, compared with 26% in 2023.



of respondents indicated that procurement fraud occurs in their organisations but in varying degrees, compared with 89% in 2023.

Most common reason for procurement fraud

62% of respondents reported the desire for **personal financial gain** as the primary motivation for engaging in procurement fraud



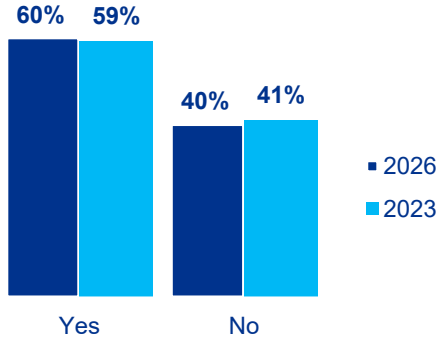
70%

of individuals who are pressured to engage in Procurement fraud are within the ages of 20 and 40.

68%

of respondents reported that their organisations have not fully implemented a formal ESG or sustainable procurement policy.

Organisations with Approved Reporting Channels



40% of respondents reported that their organisation have no approved anonymous reporting channel, compared with 59% in 2023. Even so, four in ten organisations still operate without a channel through which staff can report suspected fraud without revealing their identities.

46%

of respondents indicated that they have not been trained on procurement fraud, compared with 25% in 2023.

E-Procurement and AI

67%

Of respondents disclosed that their organisations have adopted e-procurement systems.

30%

of respondents indicated that their organisations are actively using AI tools in procurement.

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KPMG and GIPS Insight

Procurement Processes and Fraud Controls

The 2026 survey indicates improvements in procurement governance, including stronger awareness of anti-fraud policies, procurement monitoring, investigation processes and performance measurement.

However, fraud remains a persistent risk, highlighting the need for organisations to embed fraud risk assessments into enterprise risk management frameworks, regularly assess the effectiveness of procurement controls and strengthen oversight through periodic reporting to executive management and the board.

Reporting and Training

Most respondents who suspected procurement fraud reported it through established channels, demonstrating a willingness to report potential misconduct.

However, limited access to anonymous reporting channels remains a concern. Organisations should strengthen reporting mechanisms by implementing anonymous reporting channels and provide regular fraud awareness training to improve understanding of fraud risks, reporting obligations and escalation procedures.

Vendor Management and Due Diligence

Organisations have made progress in strengthening vendor management controls. However, continued oversight is needed to identify ownership interests, related-party relationships, conflicts of interest and venador performance risks. Strengthening vendor due diligence, conflict-of-interest management and monitoring of higher-risk suppliers will help enhance procurement integrity and governance.

Sustainable Procurement and ESG

Sustainable procurement is becoming an increasingly important consideration in supplier selection and purchasing decisions.

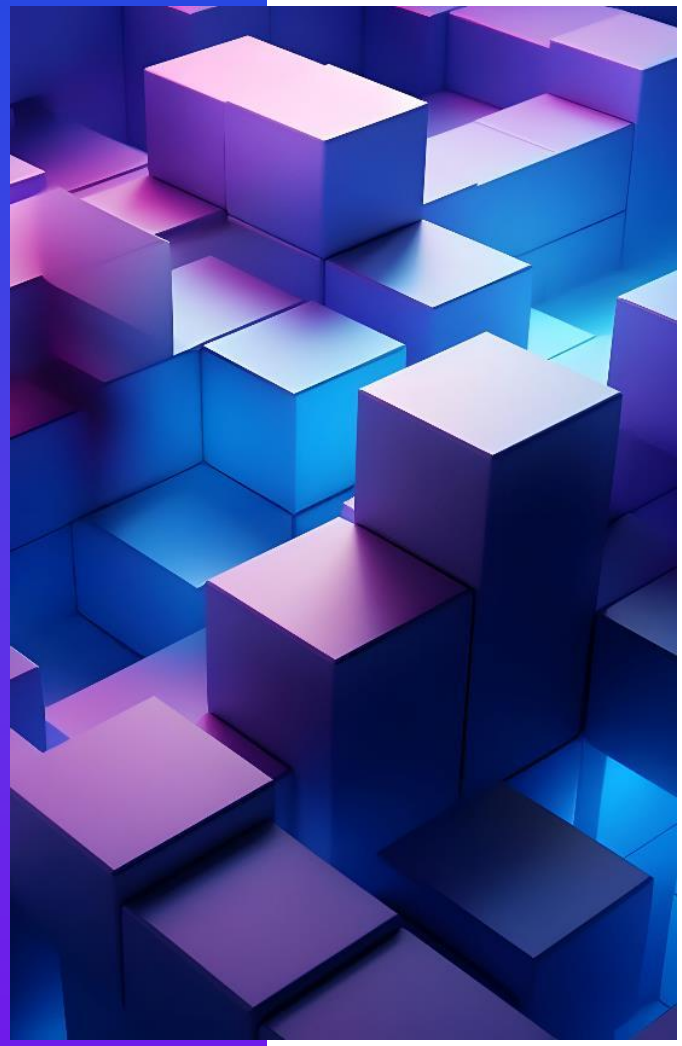
Key ESG considerations for organisations include environmental compliance, labour standards, ethical business conduct and local content. Organisations should strengthen sustainable procurement practices by embedding ESG requirements into procurement policies, supplier assessments and ongoing supplier monitoring.

E-Procurement and Artificial Intelligence

AI can enhance e-procurement through improved vendor screening, contract review, spend analysis and fraud detection.

However, adoption also introduces risks that require appropriate governance and oversight. Organisations should integrate AI as a decision-support tool while maintaining accountability, performance monitoring and professional judgement.

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02

Methodology and Demographics

About this Study

The 2026 Procurement Enhancement Survey is the second edition of the KPMG-GIPS Procurement Survey and builds on the baseline established in 2023.

The 2026 Survey Report is based on the results of the 2026 KPMG-GIPS Procurement Survey, an online survey that was made available to procurement practitioners in Ghana between July and August 2026. Respondents were asked about their awareness, experiences and perceptions of procurement processes controls, fraud risks and related practices within their organisations. Respondents were not required to identify their organisations.

We received 505 total responses to the survey.

Methodology

The percentages presented in this report were calculated using the total number of responses for the question(s) analysed. Blank responses and responses indicating that the respondent did not know the answer were excluded from the relevant calculation.

Where comparable questions were available, 2026 findings are presented alongside the corresponding 2023 findings to illustrate changes in respondents' reported experiences and perceptions.

Survey Respondents

To provide context for the findings, demographic information about respondents was collected as part of the survey.

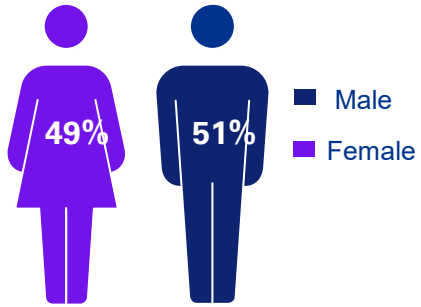
Note to interpretation

This survey records what practitioners report about their own organisations. It does not audit them and self-reported data on sensitive matters such as fraud, pressure and retaliation is shaped by what respondents feel able to disclose as much as by what they observe.

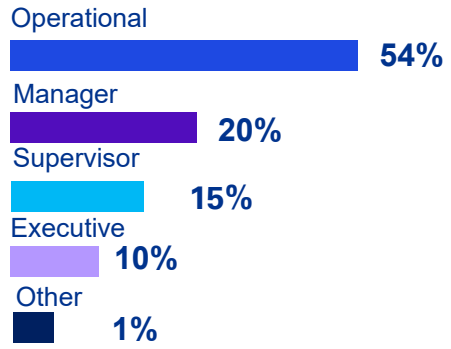
Demographics

505
responses from procurement practitioners

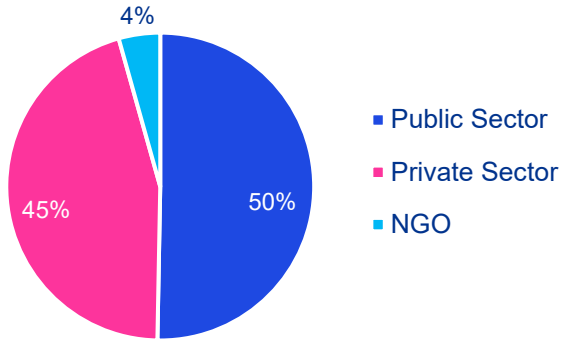
Gender



Role or Job Title in organisation



Sectoral Representation of Respondents



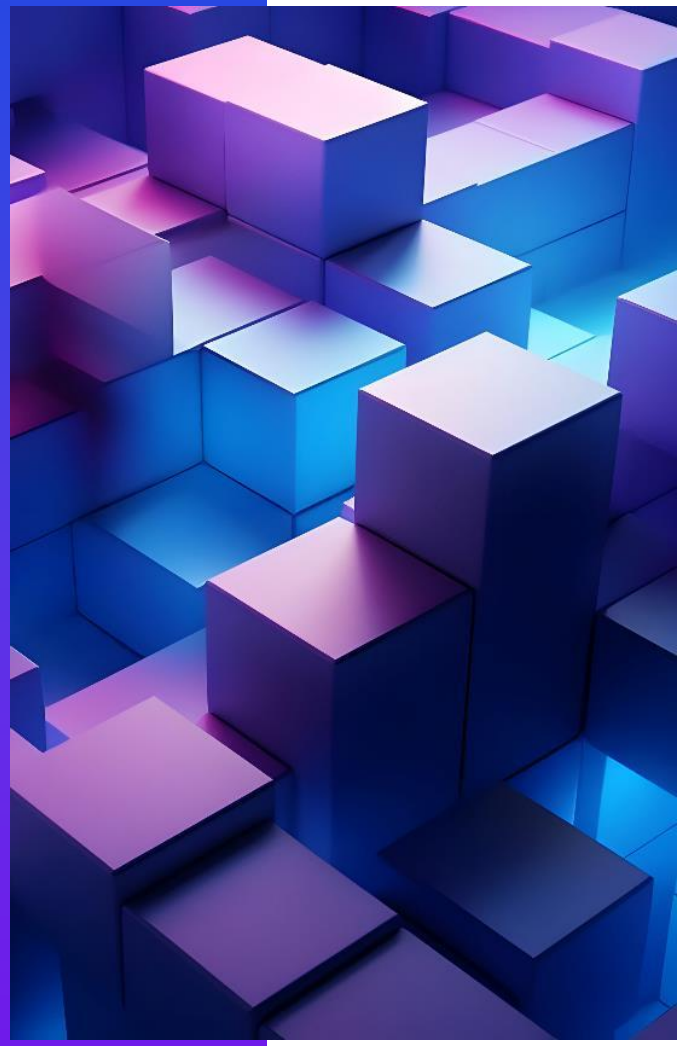
Years of Experience in Procurement

50% of respondents indicated that they had 2 years or more experience in procurement and supply.

Professional Membership of Respondents

72% of respondents indicated that they do not belong to any professional body related to procurement and supply.

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03

Procurement Processes and Controls

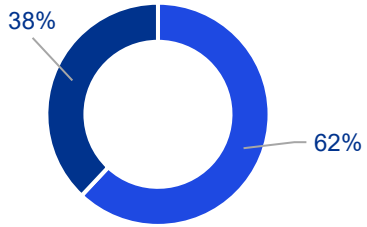
Establishing Effective Processes and Controls

The effectiveness of an organisation's procurement function is largely dependent on the strength of its underlying processes and controls. Robust controls not only ensure compliance with organisational policies but also help prevent and detect procurement fraud, enhance transparency and strengthen accountability.

The findings in this section highlight how organisations are approaching procurement governance, fraud prevention and control monitoring and provide an indication of the evolution of procurement practices across Ghana since the 2023 edition of this survey.

Awareness of policies to prevent and detect procurement fraud

The survey findings indicate a notable improvement in awareness of procurement fraud prevention and detection policies. As shown in *Figure 1* below, in 2023, 51% of respondents reported being aware of such policies within their organisations. In 2026, this figure has risen to 62%. While this positive shift may reflect increased efforts by organisations to formalise and communicate anti-fraud measures, over one-third of respondents (38%) remain unaware of such policies. This highlights an opportunity for organisations to strengthen policy communication across all levels of staff.



62% of the respondents indicated that they are aware of the procurement policies implemented by their organisations to prevent and detect fraud compared with 51% in 2023.

Figure 1: Organisations with policies to prevent and detect fraud

Awareness of policies to prevent and detect fraud by various roles

Awareness of fraud prevention and detection policies was broadly uniform across roles in 2026, ranging from 60% among supervisors to 64% among executives. That spread falls within the margin of error and does not show any role group to be better informed than another. The more meaningful movement is over time.

Awareness among operational staff rose from 55% in 2023 to 62% in 2026, while executive awareness was essentially unchanged at 64% compared to 62% in 2023. The visible gap between senior and operational staff in 2023 has therefore closed.

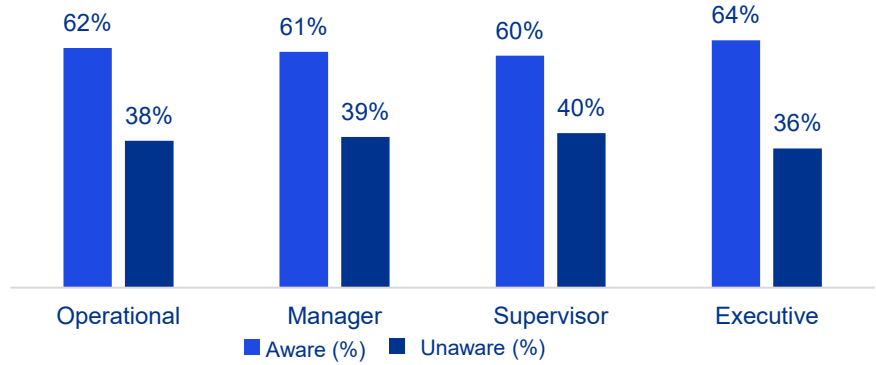


Figure 2: Awareness of policies to prevent and detect fraud by various roles.

Methods of communicating procurement fraud prevention and detection policies

- **Workshops** remained the most common mechanism for communicating procurement fraud prevention and detection policies**, although their use declined from 44% in 2023 to 38% in 2026.**
- Organisations also increased their use of **onboarding and orientation programmes in communicating procurement fraud and detection policies** with responses **rising from 8% to 16% over the same period**.
- **The proportion of respondents reporting that their organisations had no awareness mechanism** in place fell from **31% in 2023 to 11% in 2026**, indicating that more organisations have introduced formal channels for communicating procurement fraud policies to their staff.

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Establishing Effective Processes and Controls

Fraud Risk Assessment

Organisations that conduct periodic fraud risk assessments place themselves in a stronger position to identify fraud risks early and design targeted controls to address them. The survey sought to understand whether organisations undertake fraud risk assessments, providing insight into how actively organisations identify and manage fraud risks.

The findings from the survey indicate that more organisations conducted fraud risk assessments in 2026 than in 2023. Specifically, 57% of respondents indicated that their organisations conduct periodic procurement fraud risk assessments, compared to 52% in 2023. Forty-three percent (43%) reported that their organisations do not conduct such assessments. Organisations that do not conduct periodic procurement fraud risk assessments may be more exposed to vendor collusion, bid-rigging and conflict-of-interest schemes as such risks may remain unidentified until losses or misconduct occur.

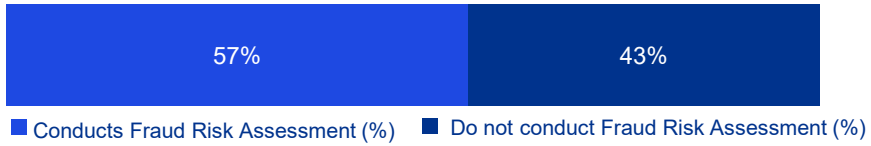


Figure 3: Conduct of Fraud Risk Assessments.

Frequency of fraud risk assessments

Among organisations that conduct fraud risk assessments, 28% do so annually, 12% semi-annually, 38% quarterly while 22% do so occasionally.

These findings suggest that organisations generally recognise the importance of monitoring procurement fraud risks on a recurring basis. The preference for quarterly assessments cited by 38% of respondents indicates a growing appetite for more structured and proactive fraud risk management.
However, a sizeable proportion of organisations (22%) that conduct assessments only occasionally may reflect resource constraints or a reactive rather than preventive approach to fraud risk. Embedding fraud risk assessments into broader enterprise risk management cycles would help ensure consistency and strengthen overall procurement governance.

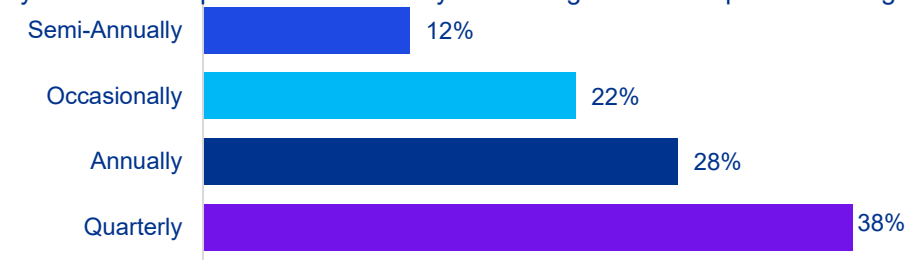


Figure 4: Frequency of Fraud Risk Assessments.

Measuring the effectiveness of controls in place to prevent and detect procurement fraud

The survey also examined whether organisations measure the effectiveness of the controls in place to prevent and detect procurement fraud.



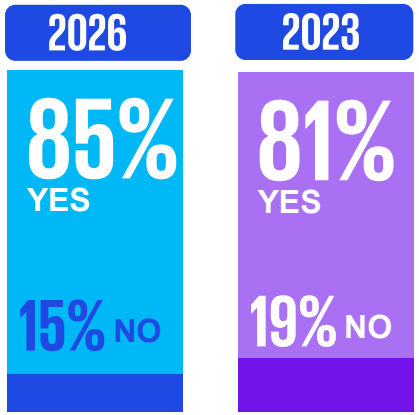
of respondents in 2026 indicated that their organisations do not measure the effectiveness of controls put in place to prevent and detect procurement fraud, compared with 30% in 2023.

The existence of controls does not guarantee their effectiveness. The findings from other sections of this report suggest that controls, where they exist, may not be consistently enforced or sufficiently robust to deter misconduct. Organisations should therefore move beyond simply establishing controls to actively testing and validating their effectiveness on a regular basis.

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Establishing Effective Processes and Controls

Monitoring and regular review of procurement activities for compliance with policies and procedures



In 2026, 85% of respondents indicated that their organisations regularly monitor and review procurement activities for compliance with policies and procedures, compared to 81% in 2023.

Despite the positive trend, 15% of respondents still indicated that their organisations do not regularly monitor and review procurement activities for compliance. This gap may expose organisations to increased risks of policy breaches, control weaknesses and procurement irregularities.

Figure 5: Monitoring and regular review for compliance with policies and procedures

Presence of procedures in place to address conflicts of interest or other red flags related to vendors



of respondents indicated **NO procedures in place**

While majority of respondents indicated that their organisations have procedures in place to address conflicts of interest and other vendor-related red flags, a slight improvement from the position recorded in 2023, findings reveal that **one in five respondents** indicated their organisation remain exposed to potential risks arising from unmanaged conflicts of interest, inappropriate vendor relationships and other procurement irregularities.

Separation of duties within the procurement process to prevent fraud



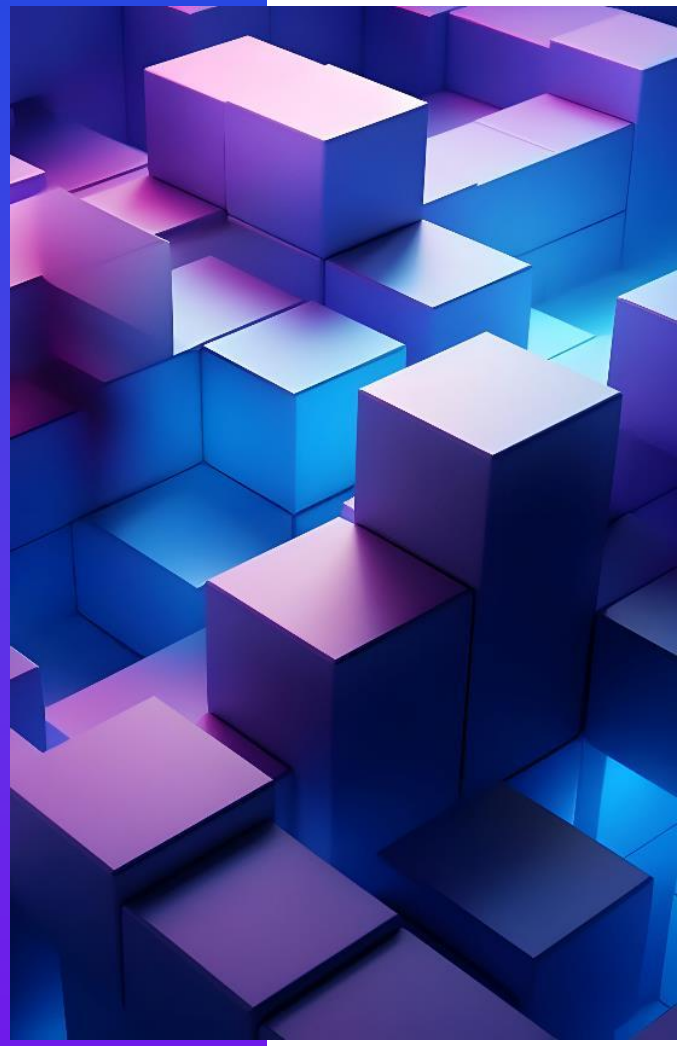
- While a majority of respondents (74%) indicated that their organisations have implemented separation of duties within the procurement process, more than one-quarter (26%) reported that such controls are absent.
- The findings indicate that separation of duties is generally adopted as a procurement fraud prevention measure. However, the 26% of respondents reporting otherwise suggests that gaps remain that could increase the risk of conflicts of interest and procurement fraud.
- Organisations should focus on ensuring that segregation of duties is consistently implemented and monitored across all stages of the procurement cycles.

Formal processes to investigate and resolve incidents of suspected procurement fraud



- 20% of respondents indicated that their organisations do not have a formal process in place for investigating and resolving incidents of suspected procurement fraud.
- While this represents an improvement from 37% recorded in 2023, one in five organisations continue to operate without a structured mechanism for responding to suspected procurement fraud.
- Without clear investigation and resolution procedures, organisations risk undermining the effectiveness of their broader fraud prevention and detection efforts.

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04

Vendor Management

Navigating Vendor Relationships

Vendor management is an essential component of an effective procurement function, as it helps organisations establish transparent supplier relationships, monitor vendor performance, ensure compliance with procurement requirements and mitigate vendor-related risks.

This section compares reported vendor management practices in 2026 with the 2023 findings, highlighting areas of progress, emerging trends and opportunities for further improvement.

Formal vendor evaluation process

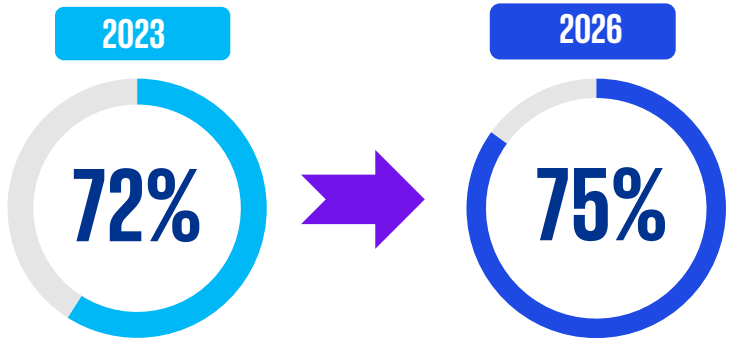


Figure 6: Formal vendor evaluation process

The survey findings indicate a slight improvement in the adoption of formal vendor evaluation processes. In 2026, 75% of respondents reported having a formal vendor evaluation process in place within their organisations compared with 72% in 2023.

This trend suggests a gradual strengthening of vendor governance practices among organisations in Ghana.

Monitoring of vendor relationships

To further assess vendor management practices, respondents were asked about the monitoring of vendor relationships in their organisations. In 2023, 64% of respondents indicated that vendor relationships were monitored and reviewed regularly, while 36% reported that such reviews were not conducted regularly. In 2026, 93% of respondents reported that their organisations regularly monitor and review vendor relationships for compliance with procurement policies and procedures.

This is a movement of twenty-nine percentage (29%) points in three years, which is substantial for a practice of this kind. It may reflect a genuine strengthening of vendor oversight. Equally, it may reflect the different composition of the 2026 respondent pool, or a tendency to report that monitoring arrangements exist rather than that they are consistently applied. While the finding is encouraging, it must be read alongside the note on interpretation in the Methodology section.

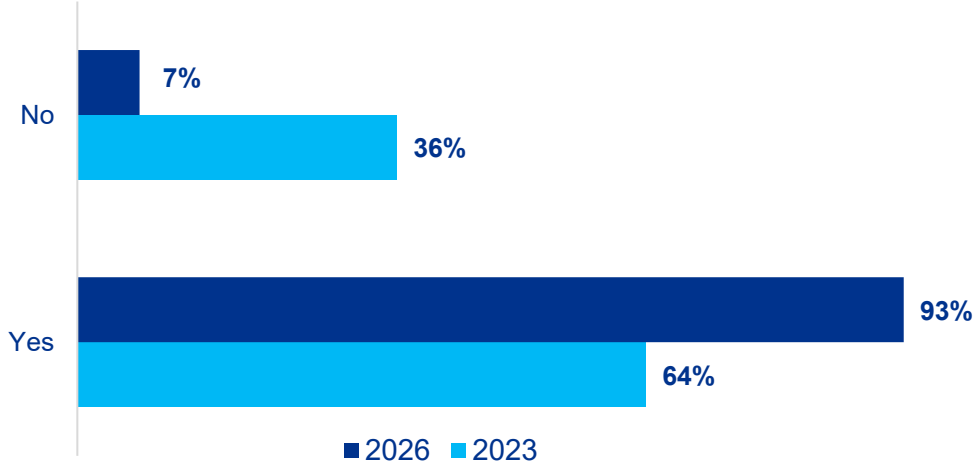


Figure 7: Vendor relationships monitored and reviewed regularly

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Navigating Vendor Relationships

Existence of controls to prevent kickbacks and vendor-related fraud

The proportion of respondents reporting the existence of controls to prevent kickbacks or other forms of vendor-related fraud increased from 53% in 2023 to 76% in 2026, representing a significant increase of 23 percentage points. Furthermore, the proportion of respondents indicating that no such controls exist declined from 47% to 24%.

The substantial increase in the implementation of vendor related fraud controls reflects growing organisational awareness of procurement fraud risks and a stronger commitment to procurement governance. However, the 24% of respondents reporting an absence of such controls suggests that vulnerabilities remain within a significant minority of organisations.

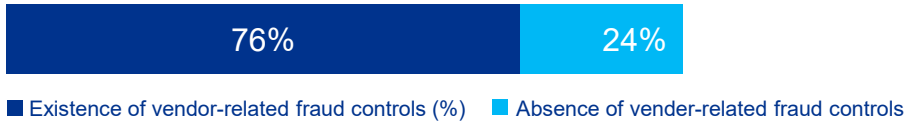


Figure 8: Controls to prevent kickbacks or vendor-related fraud

Vendor contracting

In line with the objective of enhancing procurement practices in Ghana, the survey also sought from respondents whether vendors are required to sign contracts or agreements that outline their obligations and responsibilities.

In 2023, 87% of respondents indicated that vendors were required to sign contracts or agreements, while 13% reported otherwise. In 2026, 91% of respondents indicated that vendors are always required to sign contracts or agreements outlining their obligations.

The proportion indicating that vendors are never required to sign agreements decreased from 13% in 2023 to 9% in 2026, a reduction of 4 percentage points.

The increase from 87% to 91% in organisations requiring vendors to sign contracts reflects progress in strengthening procurement controls and accountability. Formal contracts play a critical role in defining expectations, managing performance and providing legal protection in the event of disputes.

However, nearly one in ten respondents reported that vendors are not required to sign agreements, indicating that gaps in procurement governance persist and may expose organisations to operational, financial and compliance risks.

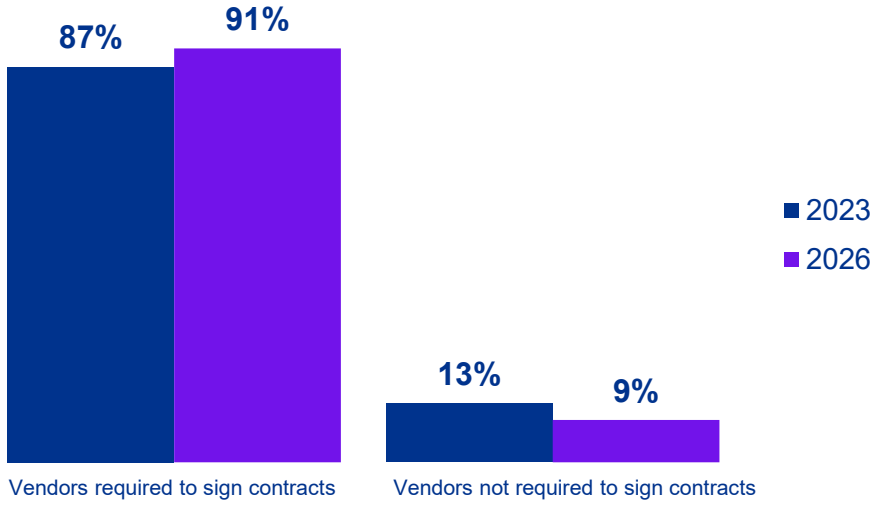
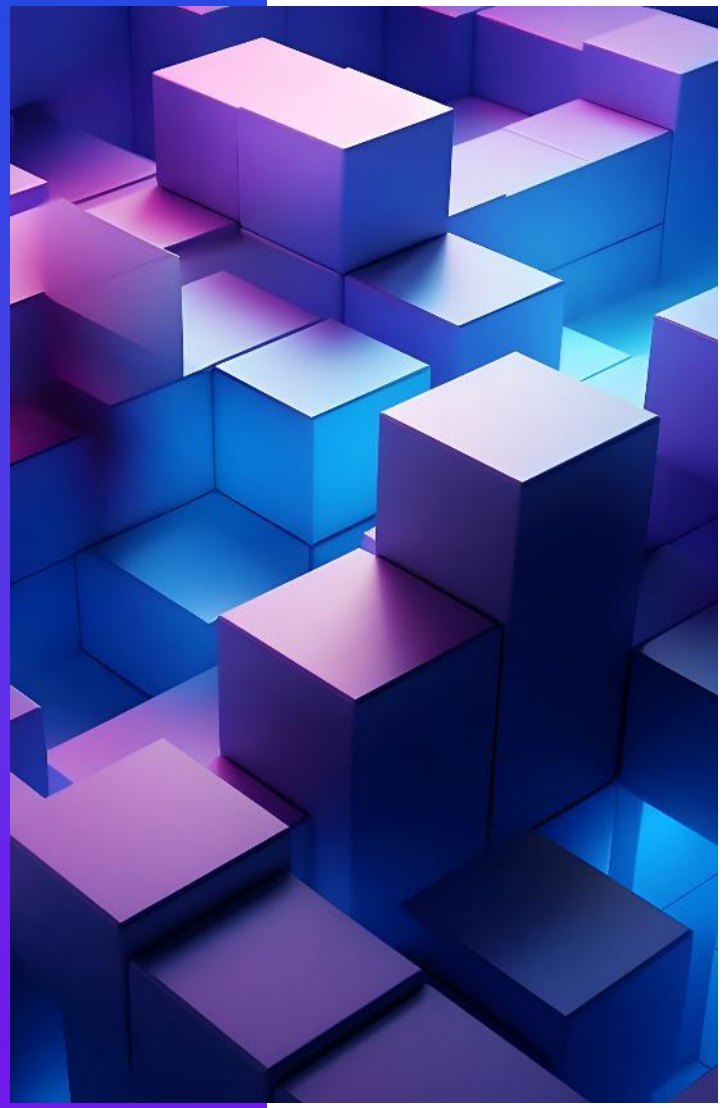


Figure 9: Requirement for vendors to sign Contracts and Agreement

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05

Decoding Procurement Fraud

Presence of Pressure to Commit Fraud

Procurement fraud poses significant risks to organisations, threatening financial stability, eroding trust, damaging reputation and undermining the integrity of business operations.

Frequency of procurement fraud occurring in organisations

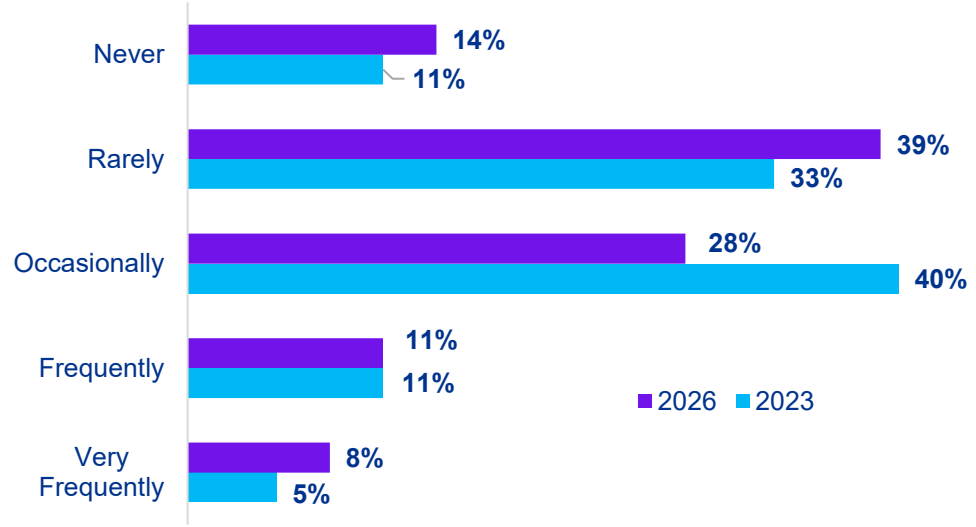


Figure 10: Frequency of Procurement Fraud occurring in Organisations

86% of respondents indicated that procurement fraud occurs in their organisations to some degree, compared with 89% in 2023. The two headline figures are close, but the distribution beneath them has shifted. Respondents reporting that fraud occurs frequently or very frequently rose from 16% to 19%, while those reporting only occasional occurrence fell from 40% to 28%. Prevalence has therefore changed little even as reported frequency has risen. This tempers the wider picture of improvement in the report and suggests that organisations are building controls faster than those controls are changing behaviour.

Encouragement or pressure to engage in fraudulent procurement activities

91%

of respondents indicated no pressure to commit procurement fraud.

In 2026, 9% of respondents indicated that they had been encouraged or pressured to engage in fraudulent procurement activities, compared with 33% in 2023. This may indicate improvements in the ethical culture and control environment within organisations.

The survey also found that **70%** of individuals who reported being pressured to engage in fraudulent procurement activities were between the ages of 20 and 40. This could be attributed to their relatively operational positions within organisational hierarchies and greater susceptibility to influence from supervisors or peers. The findings highlight the importance of targeted ethics, speak-up and supervisory interventions for employees earlier in their careers, particularly where they may face pressure from more senior colleagues.

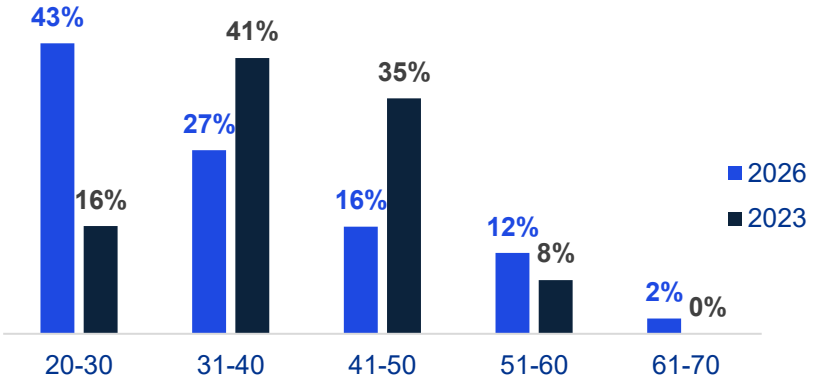
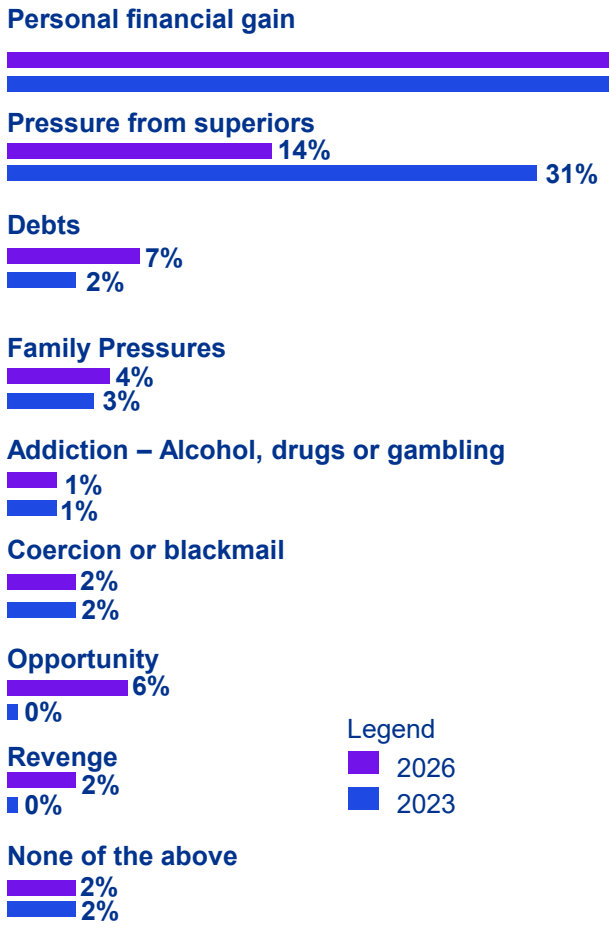


Figure 11: Pressures to engage in fraudulent procurement activities at different ages

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Motivation for Committing Procurement Fraud



Key Drivers

Personal financial gain remains the leading motivation for procurement fraud, increasing from 57% in 2023 to 62% in 2026. This suggests that opportunities for personal benefit continue to be a key driver of fraudulent behavior, highlighting the importance of strong controls, sound ethical culture and accountability mechanisms.

Pressure from superiors fell from 31% to 14% over the same period, though that comparison warrants caution; the 2026 instrument offered response options unavailable in 2023, which may have drawn responses away from the categories common to both waves.

Note: the 2026 response options included revenge and opportunity, none of which was offered in 2023. Comparisons between the two waves on this question are therefore indicative rather than exact.

Figure 12: Most common reason for committing procurement fraud in 2023 edition

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Procurement Fraud Typologies

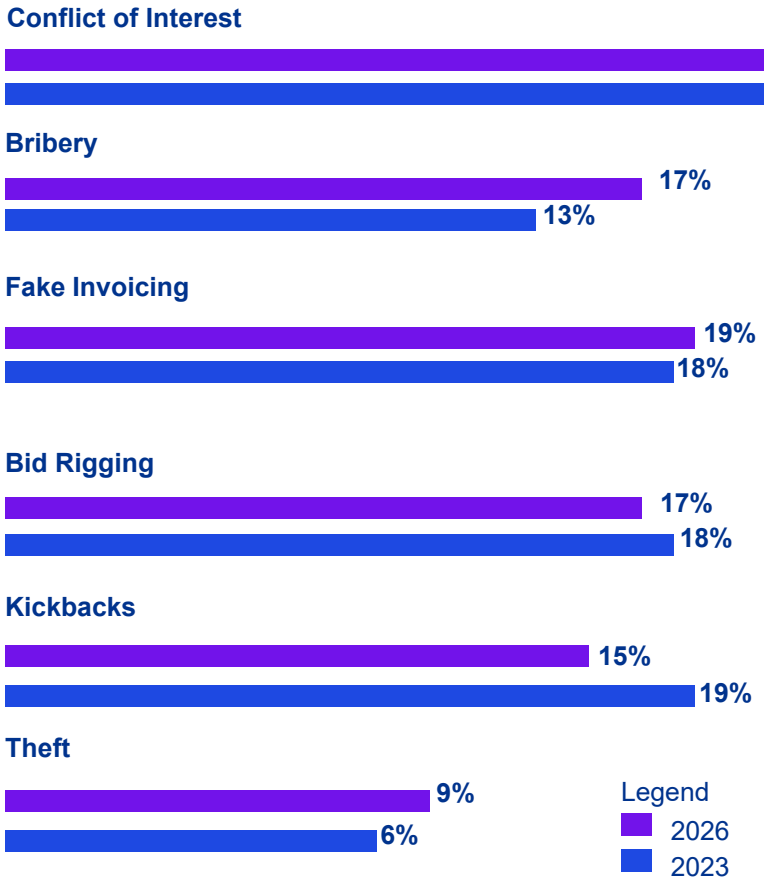


Figure 13: Types of procurement fraud personally observed or witnessed by respondents

Key Drivers

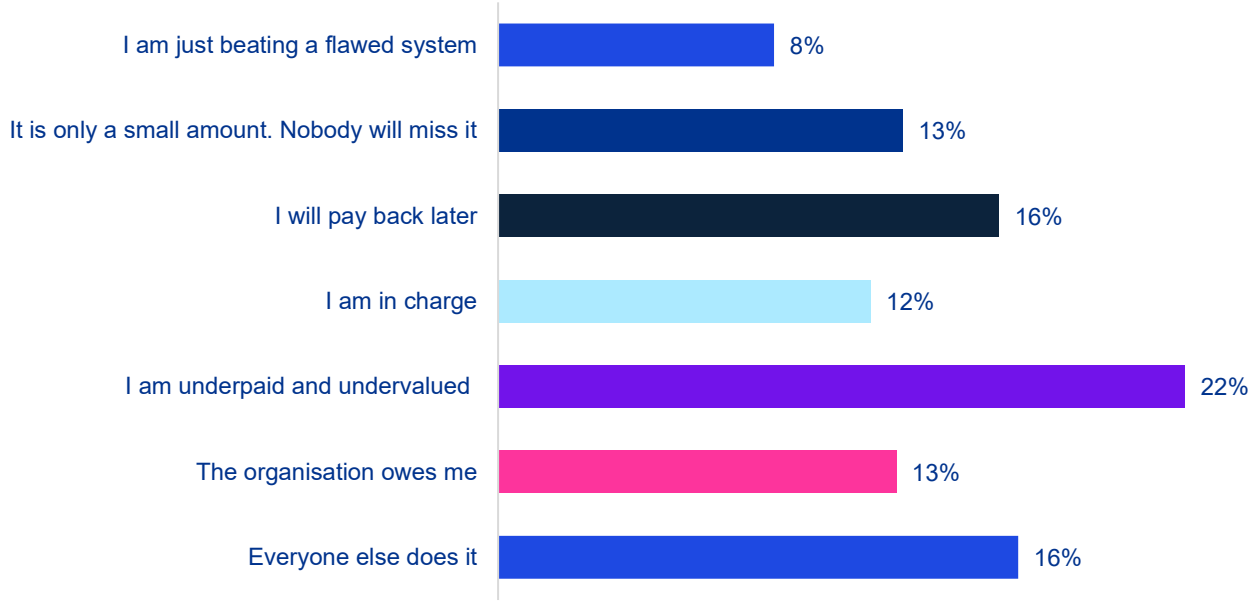
Conflict of interest remains the most commonly identified procurement fraud scheme, although its prevalence has declined since 2023. At the same time, increases in bribery, fake invoicing and theft suggest that procurement fraud risks continue to evolve, highlighting the need for organisations to regularly reassess fraud risks and adapt their control measures to emerging threats.

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How People Rationalise Procurement Fraud

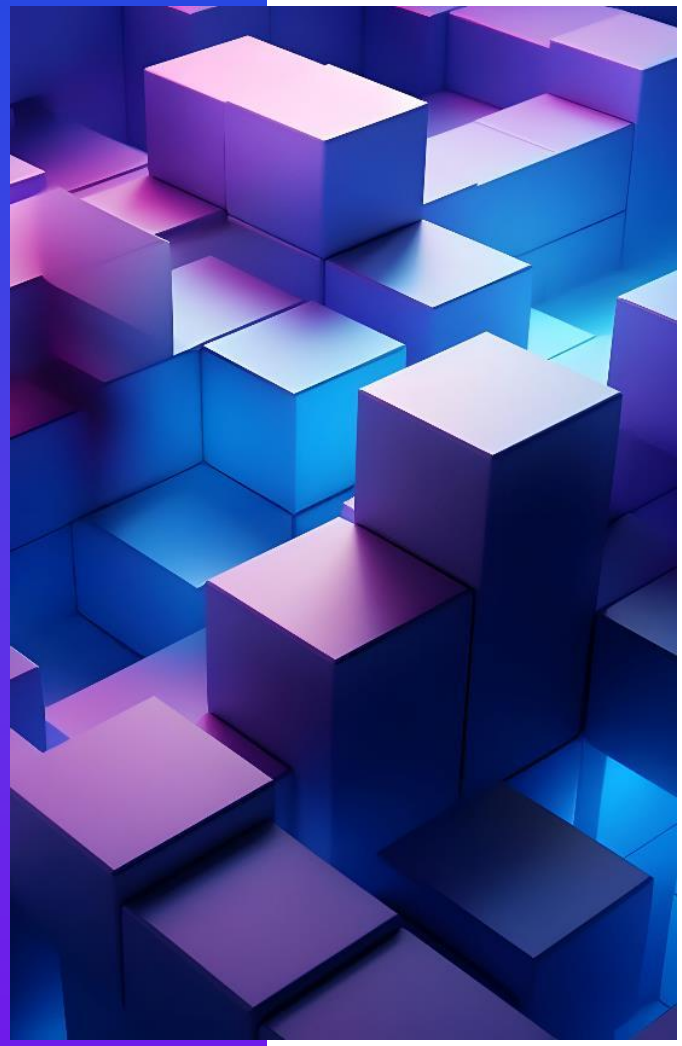
Common rationalisation people use

In line with the objective of understanding the underlying causes of procurement fraud, the survey explored common attitudes and justifications that individuals may use to rationalise unethical behaviour within procurement processes as presented in the figure below.



The prominence of "I am underpaid and undervalued" as a justification for procurement fraud suggests that perceptions of unfair compensation and lack of recognition may contribute to the rationalisation of unethical behaviour. This highlights the importance for organisations to foster a workplace culture where employees feel valued, fairly treated and appropriately rewarded.

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06

Reporting and Training

Reporting of Procurement Irregularities

Effective reporting of procurement irregularities is an important aspect of maintaining transparency, integrity and accountability within procurement processes. A key enabler of effective reporting is the existence of anonymous channels through which employees can safely disclose suspected fraud without fear of identification or reprisal.

Approved anonymous channel for reporting suspicious fraudulent activity

40%

40% of respondents reported that their organisation do not have an approved anonymous reporting channel, compared with 59% in 2023.

This means **four out of every ten respondent work in organisations** that still operate without an anonymous reporting mechanism.

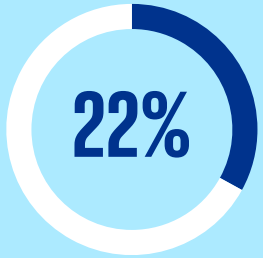
Organisations should provide accessible, confidential and anonymous channels through which employees and external parties can report suspected procurement irregularities.

Suspicion of fraudulent activity



Nearly four out of every ten respondents have suspected fraudulent activity in the procurement process at some point, compared with nearly five in ten (45%) in 2023.

Blowing the whistle



More than one-fifth of respondents who suspected fraud still chose not to report it, compared with one-third in 2023.

Insights from our 2020 KPMG Whistleblowing Survey showed that individuals abstain from reporting due to a lack of trust in internal reporting systems, fear of retaliation and the belief that no action will be taken. The 22% that did not report their suspicion indicated that they took the below actions when they chose not to report their suspicion.

Actions taken when respondents suspected procurement fraud but chose not to report it

"I confronted the officers"

"I forgave the person and gave them a strong warning"

"I cautioned those involved"

"I advised the perpetrators not to repeat it next time"

"I told a colleague about it"

"I did nothing because I was scared I would lose my job"

"I only watched and prioritised my job and safety"

"I kept quiet because our system is such that when you report an issue, you are targeted and can be badly harmed."

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Reporting of Procurement Irregularities

Retaliation after reporting suspected procurement fraud

12% **of respondents have experienced retaliation**

The survey found that 12% of respondents experienced some form of retaliation after reporting suspected procurement fraud. This represents a meaningful improvement from the 26% recorded in the 2023, suggesting that organisations may have made progress in creating safer conditions for reporting. Nevertheless, **one in eight reporters** still faced adverse consequences for doing the right thing and the qualitative responses collected paint a sobering picture of the forms that retaliation takes: sidelining, withheld promotions, forced transfers, threats and social exclusion.

These experiences are not merely personal; they send a powerful signal to all other employees about the true cost of speaking up. Even a relatively low retaliation rate is sufficient to suppress reporting culture across an entire organisation. Organisations must therefore strengthen protection for whistleblowers, communicate clearly that retaliation will not be tolerated, punish instances of retaliation and ensure that reports are handled by independent parties with no conflict of interest.

Retaliation faced by procurement practitioners

"Scolded"

"Victimisation"

"Your role would be changed"

"Witch-hunting"

"Insults and threats"

"I was threatened"

"Cold treatment"

"Backlash from suspects"

"I was sidelined and disrespected. My bosses secretly invited my subordinates to do things in his favor"

There was an immediate attempt to transfer me out of the unit, prevented only by the intervention of other directors. I have since been sidelined and my promotion has been held.

"Withholding of promotion"

"Sidelining, forceful transfer to a very harsh place, non payment of allowances, non honoring of memos"

"It always comes in a form of my boss sidestepping me and always nominate my assistant for international travels"

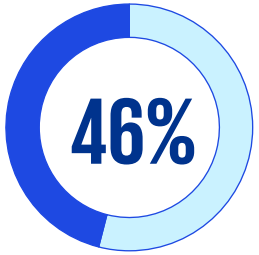
"They took me out from the chain especially where I do final inspection of goods supplied to specifications "

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The Need for Training...

Training or guidance on procurement fraud

The survey asked respondents whether they receive training or guidance on what constitutes procurement fraud. The proportion of respondents who had not received training increased from 25% in 2023 to 46% in 2026. Despite broader improvements seen in controls, vendor management and fraud risk assessments, formal fraud training has declined significantly. It suggests that while organisations have invested in building structural controls, they may have deprioritised the human element; the awareness, judgment and ethical grounding of individual practitioners and that is what ultimately determines whether those controls are effective.



of respondents indicated that they have not been trained or given guidance on procurement fraud

Figure 14: Training or Guidance on Procurement Fraud

Furthermore, the proportion of respondents who feel confident in their ability to detect procurement fraud declined from 90% in 2023 to 76% in 2026 as shown in figure 15 below. Confidence tracks training. Organisations that allow fraud awareness training to lapse are, in effect, creating a workforce that is less equipped to identify the risks that their controls are designed to prevent.



Figure 15: Ability to Detect Procurement Fraud

Respondents were also asked whether their organisations should provide more training on detecting and reporting procurement fraud. An overwhelming 93% of respondents indicated that their organisations should provide additional training in this area. The findings indicate that there remains a strong demand for procurement fraud-related training across organisations. By investing in continuous training and awareness initiatives, organisations can foster a more vigilant and informed workforce, strengthen fraud detection capabilities and promote the timely reporting of suspected fraudulent activities.

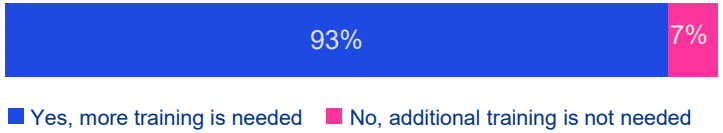
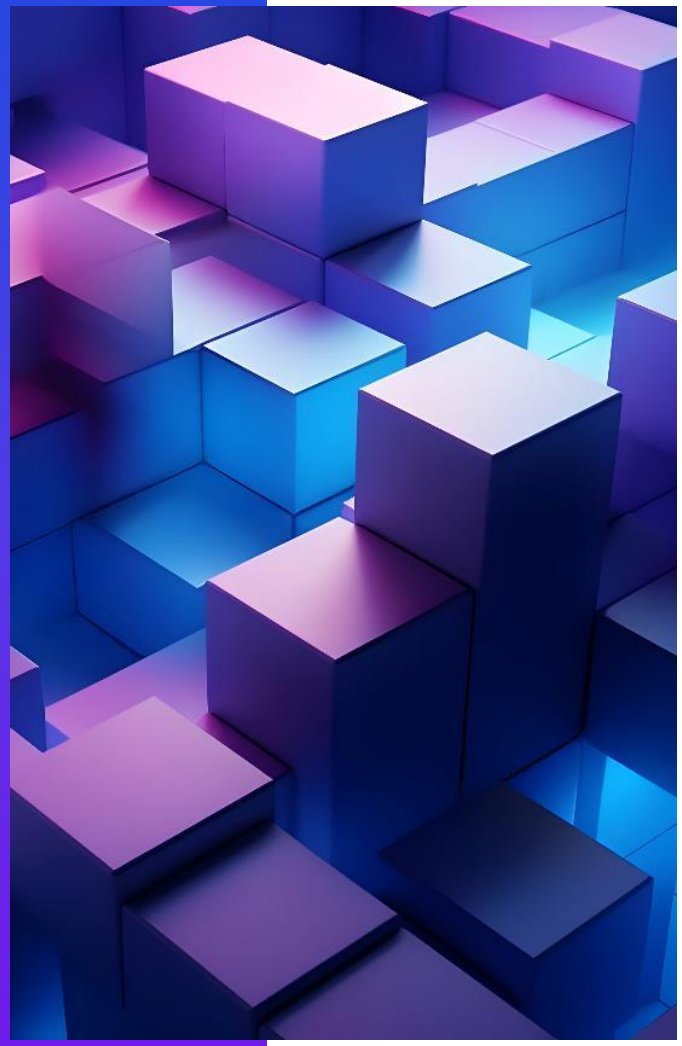


Figure 16: Need for Training on Procurement Fraud

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07

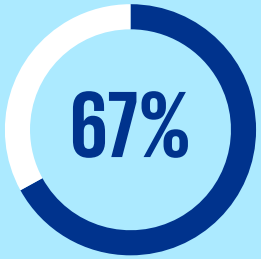
E-Procurement and AI

Adoption of E-Procurement

As organisations increasingly adopt technology to automate their workflows, new approaches are emerging to improve how procurement activities are managed.

E-Procurement adoption

Respondents were asked whether their organisation currently use an e-procurement system for managing procurement processes.



of respondents indicated that their organisations have fully or partially adopted e-procurement systems. Among the 67% of respondents, 40% indicated full adoption and 27% indicated partial adoption. Also, 26% of organisations have not adopted e-procurement systems yet but plan to do so, while 7% do not have any plans to adopt these systems.

E-Procurement Adoption by Sectors

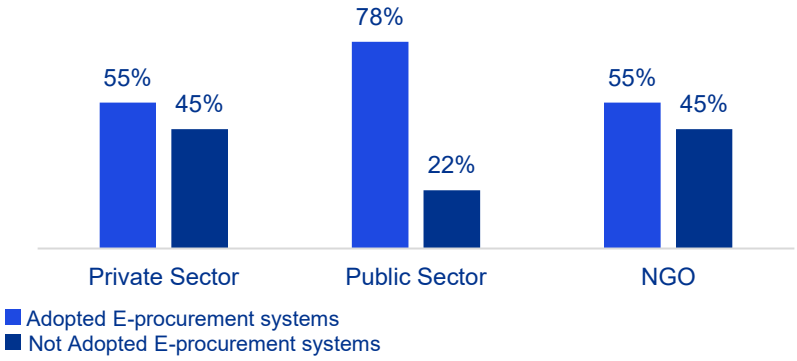


Figure 17: E-Procurement adoption by sectors

E-procurement adoption varies considerably across sectors. Respondents from public sector organisations reported the highest level of adoption (78%), while respondents from private sector organisations and NGOs reported adoption rate of 55% each. The strong adoption of e-procurement observed within the public sector may reflect the impact of a ministerial directive issued by the Minister of Finance on 31 August 2023, which required the procurement activities of Covered Entities to be undertaken through the Ghana Electronic Procurement System (GHANEPS).

Impact of E-Procurement on Procurement Efficiency

Beyond simply adopting e-procurement systems, it is important to assess the extent to which e-procurement improves operational efficiency. We asked respondents from organisations using these systems about the extent to which their procurement processes have become more efficient and the responses are shown in Figure 18.

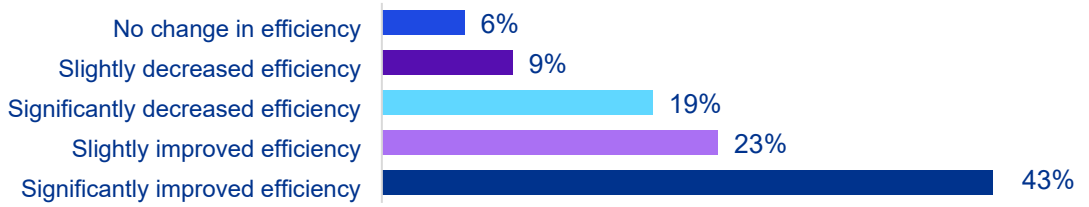


Figure 18: How E-Procurement has impacted procurement efficiency

Areas of Efficiency Improvement

Respondents were also asked the particular areas where their e-procurement systems had boosted efficiency.

21% of the responses indicated that the adoption of e-procurement has helped their organisations improve transparency and tracking within the procurement process, as shown below in Figure 19.

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Challenges in E-Procurement

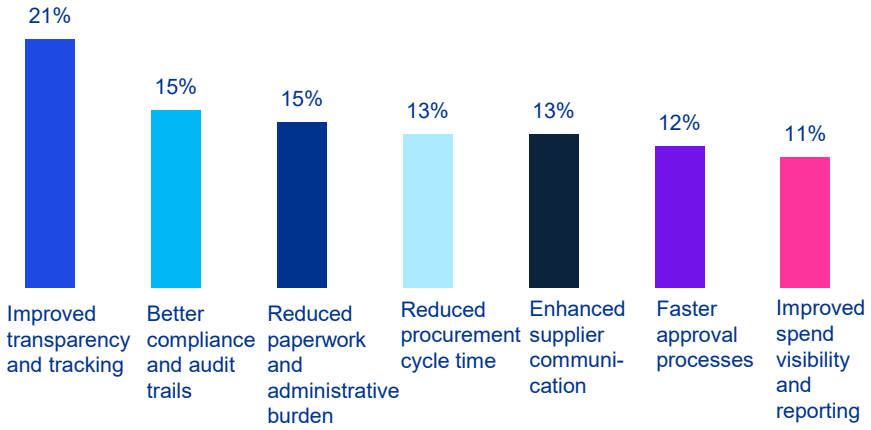


Figure 19: Key areas of process improvement

Fraud Incidents Related to E-Procurement

Respondents were asked whether their organisations had experienced any fraud incidents related to e-procurement. **92%** indicated that they had not faced any such incidents, as shown in Figure 20.

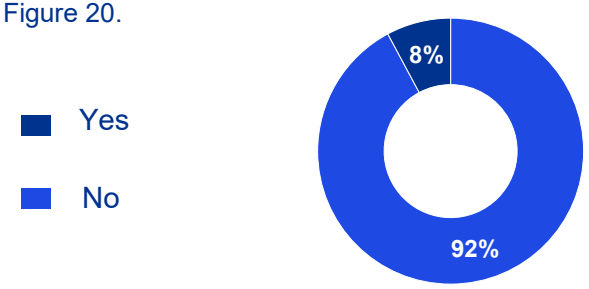


Figure 20: Incidence of Fraud in E-Procurement: Yes or No Responses.

Although most respondents (92%) indicated that they had not experienced e-procurement fraud, many identified manipulation of vendor data (**37%**), unauthorised access or hacking (**35%**), bid rigging through system abuse (**32%**), collusion between procurement officers and vendors (**26%**) and duplicate or fictitious supplier entries (**26%**) as significant fraud risks. Organisations should consider improving controls over e-procurement as digitisation does not eliminate procurement fraud. It changes where and how fraud occurs.

34% **of respondents indicated that the adoption of e-procurement has significantly reduced procurement fraud or irregularities.**

Challenges organisations face in preventing fraud within e-procurement systems

"Inadequate separation of roles in the system"

"Power from above"

"Fear of losing your job"

"Appointed leaders just do not care. Career heads of institutions have a reputation to protect, so they are careful. Appointed heads often are not."

"Leadership influences"

"System failures"

"Complexity of Transactions: E-procurement involves multiple transactions, suppliers, and stakeholders, making it difficult to monitor and detect fraudulent activities effectively. Supplier Fraud: Suppliers may submit false invoices, inflate prices, or misrepresent their credentials, leading to financial losses."

"Inefficient training"

"Lack of adequate training, weak system access controls and limited use of data analytics to monitor transactions for red flags."

"Weak internal controls"

"Budget constraints. This limit investment in advanced fraud prevention technologies."

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Leveraging technology and AI

Additional measures required to leverage technology

Respondents were asked about the additional measures they believe are required in their organisation to leverage technology more effectively in combating procurement fraud. Respondents identified several measures they believe would help organisations leverage technology more effectively to combat procurement fraud, including:

1. **Leverage the e-procurement**: Utilise the capabilities of the GHANEPS platform and other e-procurement solutions to enhance transparency in procurement.
2. **Training for Procurement Officers:** Provide targeted training to procurement officers to enhance their capability in the use of e-procurement systems.
3. **Utilise Data Analytics:** Employ data analytics in e-procurement systems to gather insights and detect anomalies that might indicate fraudulent activities.
4. **Conduct Independent Audits:** Perform independent audits regularly to ensure transparency and accountability in procurement operations.
5. **Use AI for Vendor Screening and Due Diligence:** Implement AI technologies to automate and enhance the vendor screening process, improving risk assessments and decision-making efficiency.

Use of Artificial Intelligence in Procurement

30%

Of respondents indicated that their organisations are actively using AI tools in their procurement processes. Additionally, **22%** are currently piloting some AI tools, **24%** plan to adopt AI within the next 1-2 years and **24%** have not considered its adoption as it is not a priority.

Purpose of AI use in procurement process

Respondents were also asked the purpose of AI use in their procurement processes. Price analysis and benchmarking emerged as the leading reported use case for AI at **24%**, followed by vendor screening and due diligence at **22%**. Demand forecasting at **18%,** purchase-to-pay automation at **16%** and Contract analysis at **20%** were also highlighted as important reasons. Details are shown in Figure 21.

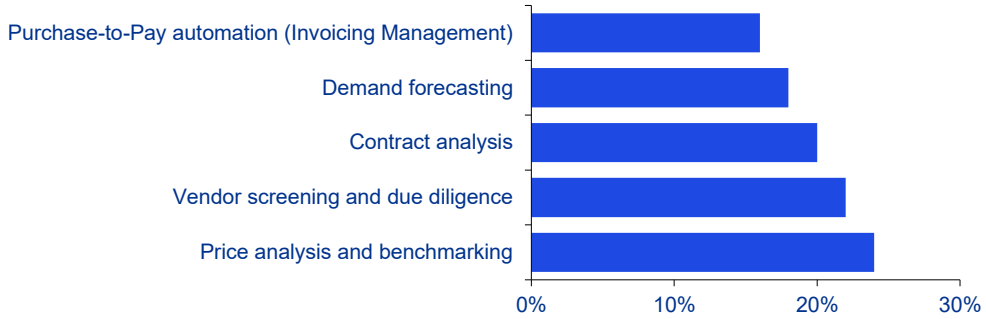
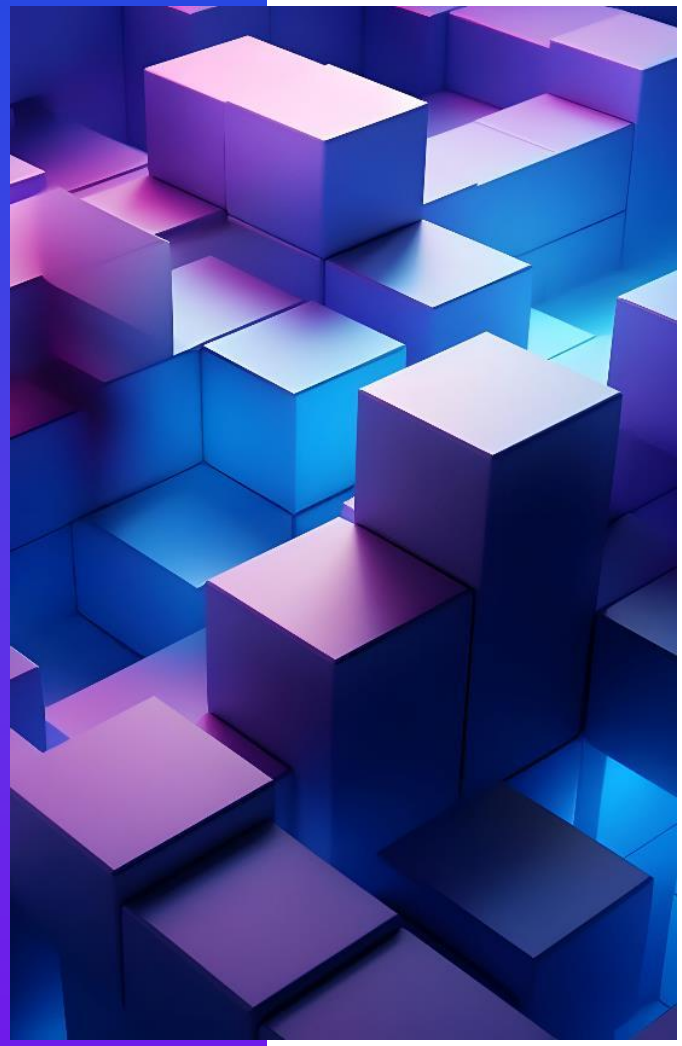


Figure 21: Reasons for AI Adoption

Governing AI in Procurement

As AI adoption in procurement grows, organisations must establish clear governance frameworks to ensure that AI tools are deployed responsibly and effectively. At a minimum, organisations should: define the specific procurement decisions where AI will be used as a support tool and those where human judgement remains mandatory; establish accountability mechanisms that identify who is responsible when an AI-generated recommendation leads to an adverse outcome; conduct periodic bias audits to ensure that AI models used for vendor screening or fraud detection do not systematically disadvantage certain categories of suppliers; and implement data governance protocols that protect sensitive procurement data from leakage or misuse. GIPS in collaboration with the Public Procurement Authority (PPA) could consider developing national guidelines for the ethical use of AI in procurement, positioning Ghana as a leader in responsible procurement innovation on the continent.

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08

ESG and Sustainable Procurement

ESG in Procurement

ESG (Environmental, Social and Governance) considerations are reshaping how organisations across the world think about procurement. Beyond price and delivery, procurement functions are increasingly expected to assess suppliers on their environmental impact, labour practices, ethical conduct and contribution to local economic development.

ESG Awareness and Familiarity

Respondents were asked to indicate their level of familiarity with sustainable procurement and ESG principles in the context of procurement. The findings reveal an uneven picture. Two in five procurement practitioners reported only slight familiarity (20%) or no familiarity at all (20%) with sustainable procurement and ESG in the procurement context, while 36% described themselves as very familiar. Familiarity is therefore concentrated rather than widespread, and a substantial minority of the profession remains outside the conversation entirely. That gap is a significant barrier to meaningful implementation, and it underlines the need for targeted capacity building that embeds ESG principles in core procurement training.

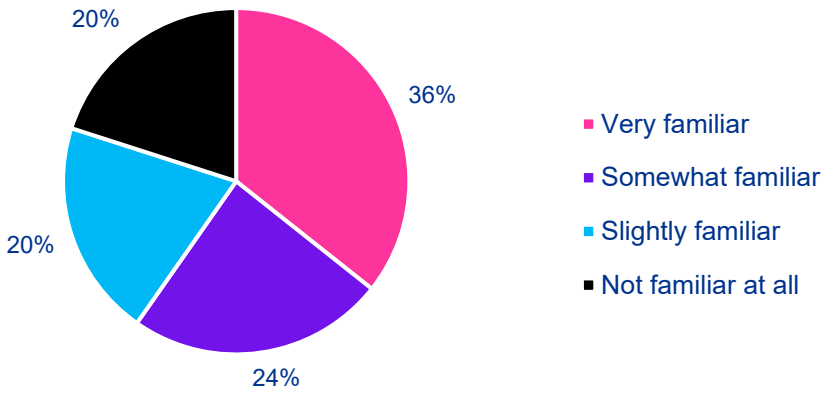
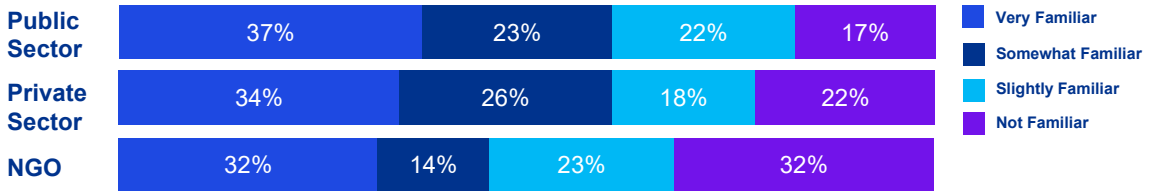


Figure 22: Awareness and familiarity with sustainable procurement and ESG



Awareness of sustainable procurement and ESG was highest in the public and private sectors, where 60% of respondents in the public and private sectors were either very or somewhat familiar, compared with 46% in the NGOs. The higher awareness levels in the public and private sectors could be driven by increasing regulatory stakeholder expectations and market pressures that have brought ESG considerations into organisational decision-making.

Sustainable Procurement Policies and Guidelines

The existence of formal sustainable procurement policies is a key indicator of an organisation's commitment to ESG principles. Such policies help translate sustainability objectives into procurement practices by providing clear direction, accountability mechanisms and a structured approach to decision-making. Sixty-eight percent (68%) of respondents indicated that their organisations have limited or no formal ESG or sustainable procurement policy.

68% of respondents reported that their organisations have limited or no formal ESG or sustainable procurement policy.

The findings suggest that the challenge is not whether organisations recognise the importance of sustainability. It is whether sustainability objectives have been translated into specific procurement requirements, supplier evaluation criteria, monitoring mechanisms and employee capabilities.

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Sustainable procurement practices

ESG Criteria Used in Supplier Evaluation

The integration of ESG into supplier selection and evaluation has become an important component in modern procurement practice. Implementing ESG in procurement processes strengthens supply chains, mitigates reputational and regulatory risks and support long–term sustainable value creation. Responses received indicated the following ESG criteria applied by respondents' organisations in the selection and evaluation of suppliers. Respondents had the option to select multiple criteria as applicable to their organisation.

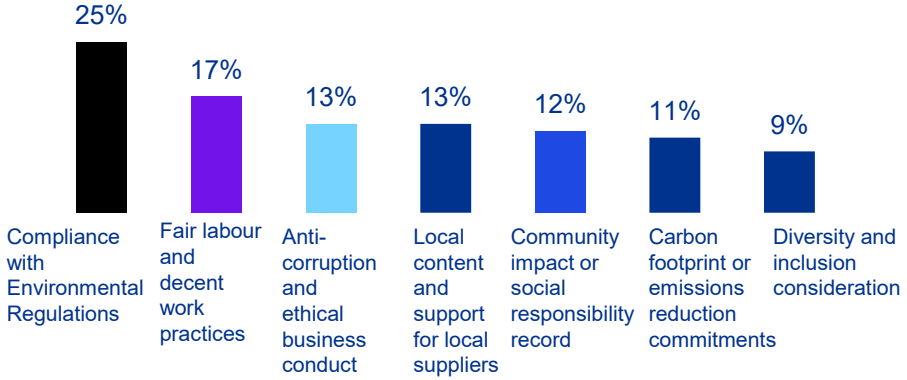


Figure 23: ESG Criteria for Supplier Evaluation

Implementation of Sustainable Procurement Practices

Respondents were asked the extent to which sustainable procurement practices have been implemented within their organisations' purchasing decisions. The largest group of respondents (33%) reported that sustainable procurement is fully embedded in their organisations' purchasing decisions and a further 24% reported that it is a standard practice across most procurement activities. However, 43% described implementation to be applied occasionally and in some instances not at all.

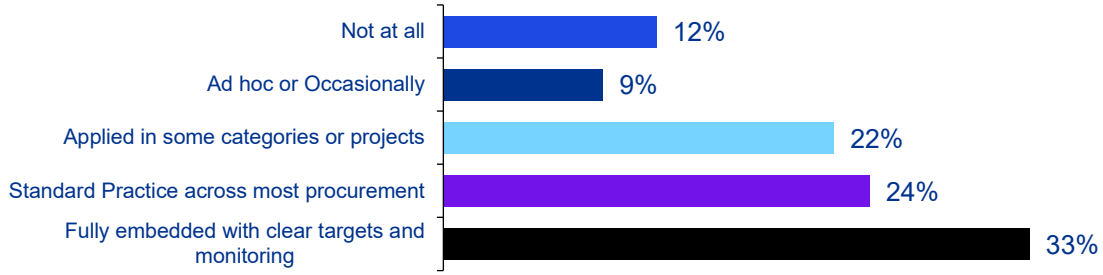


Figure 24: Implementing Sustainable Procurement Practices

ESG Integration and Brand Value

Respondents were also asked whether integrating ESG criteria into procurement can enhance brand value and strengthen stakeholder relations. The findings show that 49% of respondents agreed or strongly agreed with this view, while 26% were neutral or unsure. However, 25% disagreed or strongly disagreed. The results indicate a generally positive perception of the relationship between ESG integration and organisational reputation, although a significant proportion of respondents remain unconvinced or uncertain about its benefits.

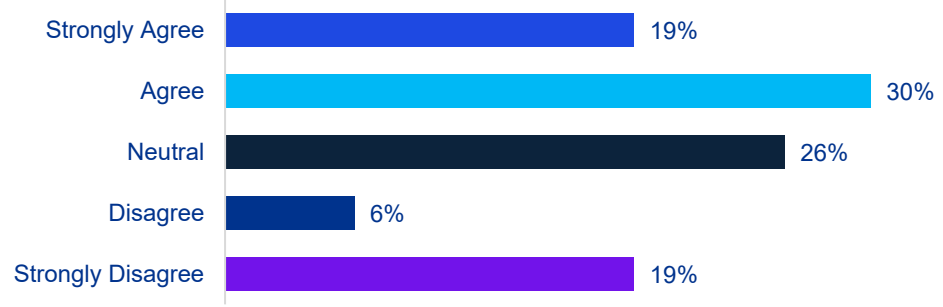


Figure 25: ESG Integration and Brand Value

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Issues in sustainable procurement

Barriers to Implementing Sustainable Procurement Practices

Respondents were asked what they considered to be the biggest barriers to implementing sustainable procurement practices in their organisations. Responses received indicated the following barriers to implementing sustainable procurement practices. Respondents had the option to select multiple criteria as applicable to their organisation.



Figure 26: Barriers to Implementing Sustainable Procurement Practices.

Misrepresentation of ESG Credentials

Respondents were asked whether they were aware of instances where suppliers had misrepresented their environmental or social credentials to secure procurement contracts. 45% of respondents indicated that they had not encountered such instances. However, 24% had heard of such occurrences, while 23% indicated that they were directly aware of specific cases. A further 8% would not know how to identify this type of misconduct.

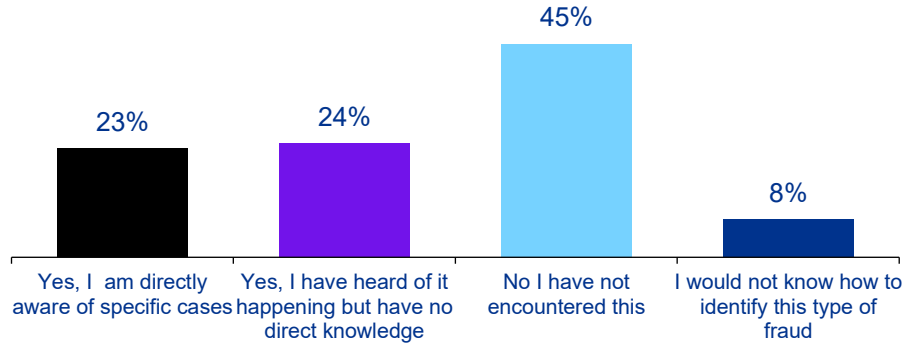


Figure 27: Misrepresented Environmental and Social Credential

Verification of Suppliers' ESG Claims

As ESG criteria increasingly influence supplier selection, organisations may be exposed to a new category of procurement misconduct related to the misrepresentation of sustainability credentials.

Respondents were asked whether their organisations verify the ESG or sustainability claims made by suppliers before or after contract award. The largest group of respondents (33%) reported that their organisations verify ESG claims thoroughly before contract award, while 25% rely solely on supplier self-declarations and a further 11% do not weigh ESG claims in supplier evaluations at all.

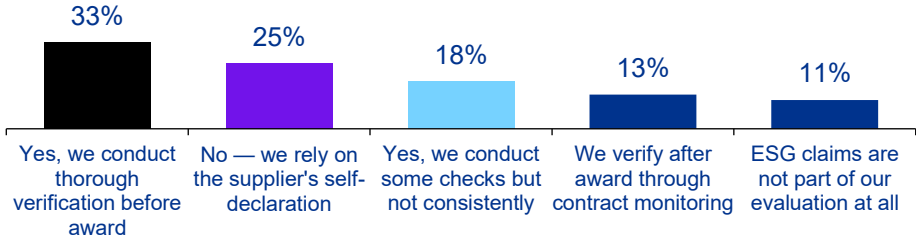


Figure 28: Verification of Suppliers' ESG Claims.

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ESG Procurement

ESG Training and Capacity Building

Respondents were also asked whether their organisations had provided training or capacity building on sustainable procurement or ESG principles during the past two years. The findings in figure 29 below indicate that 54% of respondents reported receiving formal ESG-related training, either as part of training provided to all relevant staff (28%) or to selected staff or management (26%). A further 21% reported that staff learn informally on the job, while 25% indicated that no training had been provided. This capability gap is consistent with the wider finding that lack of awareness or understanding of ESG was identified as the most significant barrier to implementing sustainable procurement practices, cited by 28% of respondents (see figure 26).

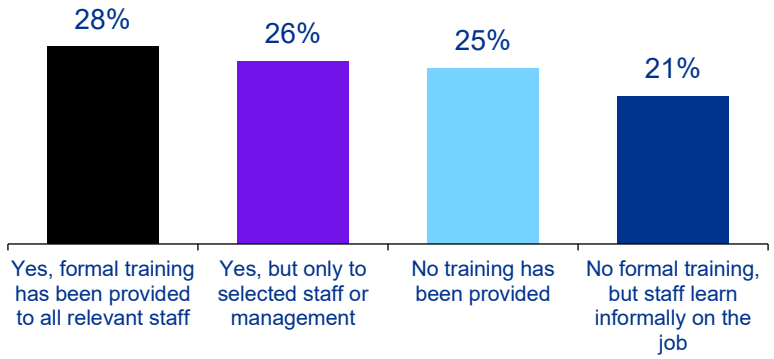


Figure 29: ESG Training and Capacity Building

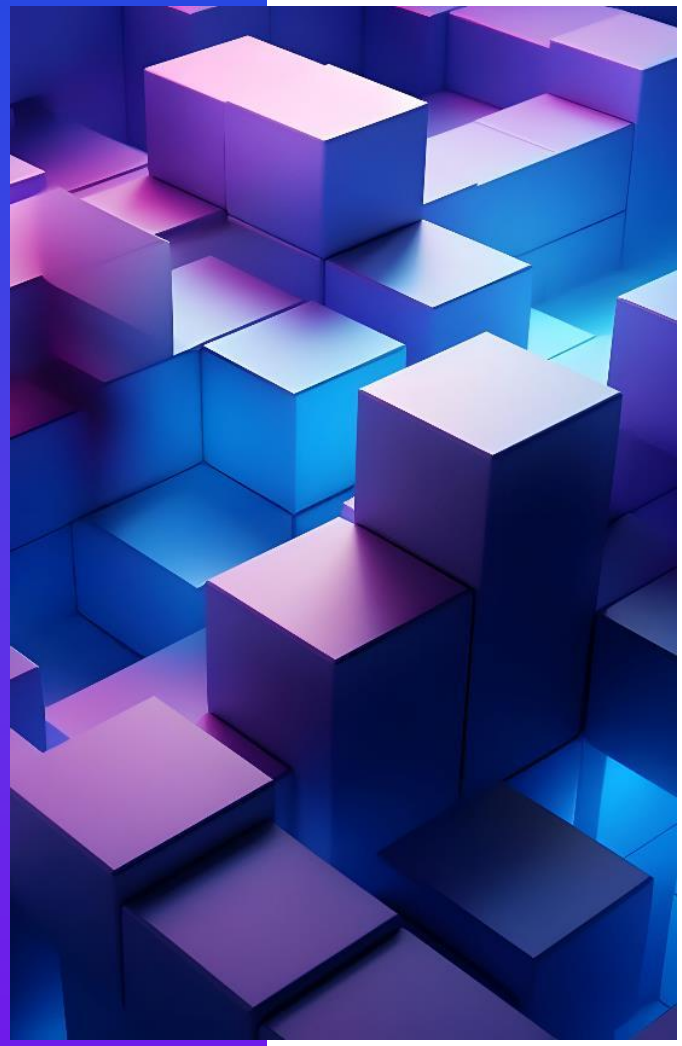
Organisations seeking to embed sustainable procurement practices should therefore equip procurement practitioners with practical guidance on ESG criteria, supplier assessment, evidence requirements, responsible sourcing, monitoring and escalation of non-compliance.

Key Changes Needed to Advance Sustainable Procurement Practices

Respondents were asked what one change would most significantly advance sustainable procurement practices in their organisation or sector.



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09

Conclusion and Acknowledgements

Conclusion

Procurement Processes and Fraud Controls 01

The 2026 survey indicates improvements across procurement governance indicators including awareness of anti-fraud policies, procurement monitoring, formal investigation processes and performance measurement. Fraud remains deeply embedded in the procurement environment even as formal controls appear to be improving. Organisations should embed fraud risk assessments into their enterprise risk management frameworks, regularly evaluate the effectiveness of procurement controls and provide periodic updates on key control weaknesses and remediation efforts to executive management and the board to strengthen oversight and accountability.

Reporting and Training 02

Most respondents who suspected procurement fraud reported the incident through established channels, suggesting that employees generally recognise their responsibility to report potential misconduct. However, access to approved anonymous reporting channels, especially independent third-party or externally managed channels, remains low, despite a strong preference for reporter anonymity. Organisations should implement anonymous reporting channels complemented by anti-retaliation monitoring and independent investigation protocols. Furthermore, organisations should provide regular fraud-awareness training on red flags, fraud typologies, conflict of interest, reporting obligations and escalation protocols to staff.

Vendor Management and Due Diligence 03

The results suggest that organisations have made progress in strengthening vendor management controls. However, effective procurement governance requires continuous oversight of suppliers, including the identification of ownership interests, related-party relationships, potential conflicts of interest and vendor performance risks throughout the contract lifecycle. To further strengthen procurement integrity, organisations should enhance vendor due diligence practices, enforce regular conflict-of-interest declarations and subject higher-risk suppliers to more rigorous review and monitoring procedures.

Sustainable Procurement and ESG 04

Sustainable procurement is emerging as an important consideration in supplier selection and purchasing decisions. Respondents identified environmental compliance, labour standards, ethical business conduct and local content as key ESG considerations within procurement activities. Supplier sustainability claims should be subject to proportionate verification rather than relying exclusively on self-declarations. To support consistent implementation, organisations should translate ESG commitments into formal procurement policies, integrate relevant ESG criteria into supplier assessments and regularly monitor compliance throughout the supplier relationship.

E-Procurement and Artificial Intelligence 05

AI can support e-procurement systems by improving vendor screening, contract review, spend analysis and fraud detection. Adoption of AI also introduces risks, including biased decision-making, inaccurate outputs, data leakage and the inability to explain how specific conclusions were reached. Organisations should therefore treat AI as a decision-support tool rather than a replacement for professional judgement. Procurement teams should integrate AI into e-procurement platforms while maintaining oversight through governance frameworks, performance monitoring and accountability mechanisms.

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Path Forward

Organisations 01

Organisations should embed procurement fraud risk assessment in enterprise risk management cycles; establish anonymous reporting channels with independent handling and anti-retaliation monitoring; emphasize on ethics; establish periodic fraud awareness training covering red flags, typologies, conflict of interest and escalation; and translate ESG commitments into procurement policy, supplier evaluation criteria and monitoring arrangements.

Ghana Institute of Procurement and Supply 02

GIPS should build procurement fraud detection and ESG competencies into membership and continuing professional development requirements; publish practical guidance on the declaration and management of conflicts of interest; work with the Public Procurement Authority towards national guidelines on the ethical use of AI in procurement; and use this dataset to support sector-level analysis for the profession.

Policy Makers 03

Policy Makers should strengthen enforcement of the existing Public Procurement Act, 2003 (Act 663) as amended, requirements on declaration of interests; extend GHANEPS functionality to support automated red flag detection and consider whether sustainable procurement criteria should be placed on a statutory footing, given that 14% of respondents named the absence of a regulatory requirement as a barrier to implementation.

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