



PUBLIC FINANCIAL MANAGEMENT AND BUDGET IMPLEMENTATION: IMPLICATIONS FOR SUSTAINABLE DEVELOPMENT IN NIGERIA

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Abstract

This study examined the relationship between public financial management (PFM) and budget implementation and its implications for sustainable development in Nigeria. The objectives were to examine the effect of public financial management practices on budget implementation, identify the challenges affecting effective public financial management and budget implementation, and evaluate their implications for sustainable development. The study was anchored on the Social Maximum Advantage Theory, which emphasizes the efficient allocation and utilization of public resources for societal welfare. A qualitative research design was adopted, relying on documentary sources such as government reports, journal articles, policy documents, and publications from international development organizations. Data were analyzed using content analysis. The findings revealed that sound public financial management practices, including fiscal discipline, transparency, accountability, effective revenue mobilization, and expenditure control, significantly improve budget implementation in Nigeria. However, corruption, weak institutional capacity, political interference, revenue leakages, delays in budget approval, and inadequate monitoring and evaluation mechanisms continue to hinder effective implementation. The study further found that efficient public financial management and successful budget implementation promote sustainable development through improved infrastructure, enhanced public service delivery, poverty reduction, economic growth, and better social welfare. The study concluded that effective public financial management is essential for achieving successful budget implementation and sustainable national development. It recommended strengthening transparency and accountability mechanisms, enhancing institutional and human capacity, adopting technology-driven financial management systems, and improving monitoring and evaluation processes to ensure effective budget execution and sustainable development in Nigeria.

1, Introduction

Public Financial Management (PFM) and budget implementation constitute fundamental pillars of effective governance and sustainable national development. To Allen et al., (2013) public financial management refers to the systems, institutions, policies, and processes through which governments mobilize, allocate, utilize, and account for public resources to achieve economic and social objectives. It encompasses key functions such as budget preparation, revenue generation, expenditure control, financial reporting, auditing, and accountability mechanisms. Effective PFM promotes fiscal discipline, transparency, accountability, and efficiency in public service delivery, thereby enhancing the government's capacity to foster sustainable development (Andrews et al., 2014; World Bank, 2022).

In Nigeria, the significance of public financial management has become increasingly pronounced due to persistent developmental challenges, including poverty, unemployment, infrastructural deficits, inadequate healthcare services, and economic instability. To address these challenges, successive administrations have introduced several fiscal and public sector reforms aimed at strengthening financial accountability and improving budget performance. Prominent among these reforms are the Government Integrated Financial Management Information System (GIFMIS), the Treasury Single Account (TSA), and the adoption of International Public Sector Accounting Standards (IPSAS). According to Adeolu (2015) in tandem with International Monetary Fund [IMF], (2023), these initiatives were designed to enhance transparency, reduce financial leakages, improve resource utilization, and strengthen fiscal governance within the public sector.

Budget implementation represents the execution phase of the budget cycle during which approved government plans, programmes, and policies are translated into tangible projects and public services. It is a critical stage because the effectiveness of government policies depends

largely on the extent to which budgetary provisions are implemented as intended (Premchand, 1999). Despite improvements in budget formulation processes, Nigeria continues to experience significant challenges in budget implementation, including inadequate planning, corruption, delayed budget approvals, weak monitoring and evaluation systems, revenue shortfalls, political interference, and limited institutional capacity. Ekeocha and Oji (2020) in line with Ogujiuba and Ehigiamusoe, (2021), posited that these challenges have often resulted in poor capital project execution, abandoned projects, cost overruns, and reduced developmental outcomes.

The concept of sustainable development gained global prominence following the report of the World Commission on Environment and Development (WCED, 1987), which defined it as development that meets present needs without compromising the ability of future generations to meet their own needs. Sustainable development encompasses economic growth, social inclusion, environmental sustainability, and improved quality of life. United Nations (2015) averred that achieving these objectives requires prudent management of public resources and effective budget implementation to ensure adequate funding of critical sectors such as education, healthcare, agriculture, infrastructure, and environmental protection.

Although numerous public financial management reforms have been implemented in Nigeria, concerns remain regarding their effectiveness in enhancing budget implementation and promoting sustainable development. The persistent disparity between budgetary allocations and actual project execution raises questions about the efficiency of existing financial management systems and their ability to deliver desired socio-economic outcomes. Consequently, this study examines public financial management and budget implementation in Nigeria and evaluates their implications for sustainable development.

1.1, Statement of the Problem

Public Financial Management (PFM) plays a vital role in ensuring the efficient allocation, utilization, and accountability of public resources for national development. Effective budget implementation is essential for translating government policies, programmes, and developmental plans into tangible socio-economic outcomes. Adekoya (2023) in consonant with Kasimu et al., (2025) stated that despite numerous public financial management reforms introduced by the Nigerian government, including the Treasury Single Account (TSA), Government Integrated Financial Management Information System (GIFMIS), International Public Sector Accounting Standards (IPSAS), and the Fiscal Responsibility Act (FRA), the country continues to face significant challenges in public finance administration and budget execution.

One of the major problems confronting Nigeria is the persistent gap between budgetary allocations and actual implementation. Over the years, approved budgets have often failed to achieve their intended objectives due to delays in fund releases, weak monitoring mechanisms, poor project execution, inadequate institutional capacity, and ineffective financial controls. Consequently, many public projects remain abandoned or incomplete, thereby limiting the government's ability to provide essential infrastructure and social services needed for sustainable development (Edeme & Nkalu, 2016; CABRI, 2023).

Corruption and financial mismanagement have also continued to undermine budget implementation in Nigeria. Public funds are frequently diverted, misappropriated, or inadequately accounted for, resulting in wastage of scarce resources and poor service delivery. Although several reforms have been introduced to improve transparency and accountability, the persistence of corruption and political interference has weakened the effectiveness of public financial management systems and reduced public confidence in government institutions (Kasimu et al., 2025; Alade et al., 2023).

Furthermore, sustainable development in Nigeria remains constrained by inadequate investment in critical sectors such as education, healthcare, infrastructure, agriculture, and environmental sustainability. According to Adekoya (2023), the inability of government budgets to achieve planned developmental outcomes has contributed to rising poverty levels, unemployment, infrastructural deficits, and socio-economic inequalities. To Jenyo and Ojo (2023), this situation raises concerns about the effectiveness of public financial management practices and their capacity to support long-term national development goals.

Despite existing studies on budgeting and public sector financial management, there remains a need to critically examine the relationship between public financial management and budget implementation and how they influence sustainable development in Nigeria. Therefore, this study seeks to investigate the challenges associated with public financial management and budget implementation and assess their implications for sustainable development in Nigeria.

1.2, Research Objectives

The broad objective of this study is to examine public financial management and budget implementation and their implications for sustainable development in Nigeria.

The specific objectives are to:

1. examine the effect of public financial management practices on budget implementation in Nigeria.
2. assess the challenges affecting effective budget implementation and public financial management in Nigeria.
3. evaluate the implications of public financial management and budget implementation for sustainable development in Nigeria.

1.3, Research Questions

The study seeks to provide answers to the following research questions:

1. What effect do public financial management practices have on budget implementation in Nigeria?
2. What are the challenges affecting effective budget implementation and public financial management in Nigeria?
3. What are the implications of public financial management and budget implementation for sustainable development in Nigeria?

1.4, Conceptual Review

1.5, Public Financial Management

Public Financial Management (PFM) refers to the systems, policies, institutions, and processes through which governments mobilize, allocate, utilize, and account for public resources in pursuit of national development objectives. According to Allen et al. (2013), PFM encompasses budget preparation, revenue administration, expenditure management, accounting, auditing, and financial reporting. Effective PFM promotes fiscal discipline, transparency, accountability, and efficient allocation of public resources. Andrews et al. (2014) argued that sound public financial management enhances government performance by ensuring that public funds are utilized effectively and in accordance with established regulations. In developing countries such as Nigeria, effective PFM is essential for improving service delivery, reducing corruption, and achieving sustainable socio-economic development.

1.6, Budget Implementation

Budget implementation refers to the process through which approved government budgets are executed to achieve predetermined policy objectives and developmental goals. It involves the

release of funds, execution of projects, procurement of goods and services, and monitoring of expenditure performance. Premchand (1999) noted that budget implementation is the most critical stage of the budget cycle because it determines whether budgetary objectives are translated into tangible outcomes. Effective budget implementation ensures that public resources are utilized efficiently and that planned projects and programmes are completed within the stipulated time and cost. However, Ekeocha and Oji (2020) opined that challenges such as inadequate funding, corruption, weak institutional capacity, and political interference often undermine budget implementation in Nigeria.

1.7, Sustainable Development

Sustainable development is a development approach that seeks to satisfy present needs without compromising the ability of future generations to meet their own needs. The concept was popularized by the World Commission on Environment and Development (WCED, 1987), which emphasized the integration of economic growth, social equity, and environmental protection. Sustainable development focuses on improving living standards, reducing poverty, promoting social inclusion, and preserving environmental resources. The United Nations (2015) further advanced the concept through the Sustainable Development Goals (SDGs), which provide a global framework for achieving inclusive and sustainable development. Effective public financial management and budget implementation are crucial for financing programmes and projects that support sustainable development objectives.

1.8, Public Financial Management and Sustainable Development

The relationship between public financial management and sustainable development lies in the government's ability to mobilize and manage resources efficiently for developmental purposes. Sound public financial management promotes prudent resource allocation, transparency, and accountability, thereby ensuring that public funds are directed toward critical sectors such as

education, healthcare, infrastructure, agriculture, and environmental protection (World Bank, 2022). Effective management of public finances contributes to economic growth, poverty reduction, and improved public service delivery, which are fundamental elements of sustainable development.

1.9, Budget Implementation and Sustainable Development

Budget implementation serves as the mechanism through which government development plans are transformed into practical outcomes. Effective implementation ensures that budgetary allocations result in the provision of infrastructure, social services, and economic opportunities necessary for sustainable development. Conversely, poor implementation often leads to project abandonment, wastage of public resources, and failure to achieve developmental targets. Therefore, Ogujiuba and Ehigiamusoe (2021) opined that the success of sustainable development initiatives largely depends on the efficiency and effectiveness of budget implementation processes.

1.10, Public Financial Management Reforms in Nigeria

Nigeria has introduced several public financial management reforms aimed at improving accountability, transparency, and budget performance. These reforms include the Treasury Single Account (TSA), Government Integrated Financial Management Information System (GIFMIS), Integrated Personnel and Payroll Information System (IPPIS), International Public Sector Accounting Standards (IPSAS), Fiscal Responsibility Act, and Public Procurement Act. According to Adeolu (2015), these reforms were designed to reduce financial leakages, strengthen fiscal control, and improve public sector efficiency. Despite these efforts, challenges such as corruption, weak institutions, and poor compliance continue to affect the effectiveness of public financial management and budget implementation in Nigeria.

1.11, Empirical Review

Several empirical studies have examined the relationship between public financial management, budget implementation, and development outcomes in Nigeria and other developing countries. A study by Andrews et al. (2014) investigated the role of public financial management systems in enhancing government effectiveness across developing countries. The study found that effective public financial management improves fiscal discipline, accountability, and public service delivery, thereby contributing significantly to socio-economic development. The authors concluded that countries with stronger financial management institutions are more likely to achieve sustainable development objectives.

Ekeocha and Oji (2020) examined public expenditure management and budget implementation in Nigeria. Using secondary data and descriptive analysis, the study found that poor budget implementation has negatively affected infrastructure development and public service delivery. The study identified corruption, inadequate monitoring mechanisms, and weak institutional capacity as major impediments to effective budget execution in Nigeria.

Ogujiuba and Ehigiamusoe (2021) investigated the relationship between budget implementation and economic development in Nigeria. The findings revealed that effective implementation of budgetary allocations contributes positively to economic growth, employment generation, and poverty reduction. However, the study noted that delays in budget approval and inadequate revenue generation often undermine the achievement of budgetary objectives.

Similarly, Akinleye and Ekpo (2022) assessed the impact of public financial management reforms on public sector performance in Nigeria. The study found that reforms such as the Treasury Single Account (TSA), Government Integrated Financial Management Information System (GIFMIS), and International Public Sector Accounting Standards (IPSAS) improved

transparency and accountability in public financial administration. Nevertheless, the study observed that the full benefits of these reforms have been constrained by institutional weaknesses and poor compliance.

At the international level, the World Bank (2022) reported that countries with sound public financial management systems experience better development outcomes due to improved resource allocation, fiscal sustainability, and effective service delivery. The report emphasized that efficient budget implementation is essential for achieving sustainable development goals, particularly in developing economies.

Furthermore, Yusuf and Mohammed (2023) examined fiscal governance and sustainable development in Nigeria. Their findings indicated that transparent financial management and prudent budget implementation positively influence infrastructural development, social welfare, and economic stability. The study recommended strengthening accountability mechanisms and enhancing budget monitoring to improve development outcomes.

1.12, Gap in Literature

The reviewed studies have made significant contributions to understanding public financial management and budget implementation. However, most of the existing studies focused separately on public financial management reforms, budget implementation, economic growth, public expenditure management, or public sector performance (Andrews et al., 2014; Ekeocha & Oji, 2020; Ogujiuba & Ehigiamusoe, 2021). Few studies have comprehensively examined the combined influence of public financial management and budget implementation on sustainable development in Nigeria.

In addition, many previous studies concentrated primarily on economic indicators such as economic growth, revenue generation, and public expenditure performance, while giving limited attention to the broader dimensions of sustainable development, including social

inclusion, environmental sustainability, poverty reduction, and improved quality of life. Consequently, a conceptual and contextual gap exists regarding the extent to which public financial management and budget implementation jointly contribute to sustainable development in Nigeria.

Therefore, this study seeks to bridge this gap by examining the relationship between public financial management, budget implementation, and sustainable development in Nigeria, with a view to providing a more holistic understanding of how effective financial governance can promote long-term national development.

1.13, Methodology

This study adopts a qualitative research design, specifically the descriptive research approach, to examine the implications of public financial management and budget implementation for sustainable development in Nigeria. According to Creswell and Creswell (2018), qualitative design is appropriate because it enables the researcher to explore and interpret issues relating to public financial management practices, budget implementation processes, and their contributions to sustainable development through the analysis of existing literature, government reports, policy documents, and other secondary sources of data.

The study relies on documentary sources, including journal articles, textbooks, government publications, reports from international organizations, and official policy documents. Through content analysis, relevant information is systematically reviewed and interpreted to identify patterns, challenges, reforms, and outcomes associated with public financial management and budget implementation in Nigeria. Qualitative research is particularly suitable for this study because it provides an in-depth understanding of institutional practices, governance processes, and policy implications that may not be adequately captured through quantitative methods (Merriam & Tisdell, 2016).

The design is therefore considered appropriate for achieving the objectives of the study, as it facilitates a comprehensive examination of how public financial management and budget implementation influence sustainable development in Nigeria.

1.14, Theoretical Framework

This study was anchored on Institutional Theory and Public Choice Theory, which provide a strong foundation for explaining the relationship between public financial management, budget implementation, and sustainable development in Nigeria. Institutional Theory, as advanced by North (1990), posits that institutions comprising formal rules, regulations, and informal norms, shape the behaviour of individuals and organizations within the public sector. In the context of public financial management, institutional arrangements such as budgeting laws, procurement regulations, and financial control systems determine how efficiently public resources are managed and implemented. Weak institutions often lead to inefficiency, corruption, and poor budget performance, while strong institutions promote accountability, transparency, and effective service delivery (North, 1990; World Bank, 2022).

Public Choice Theory, developed by Buchanan and Tullock (1962), explains how self-interest among public officials can influence budgetary decisions and resource allocation. The theory argues that political actors may prioritize personal or group interests over public welfare, leading to inefficiencies in budget implementation and public financial management. This perspective is relevant to Nigeria, where issues such as corruption, rent-seeking behaviour, and political interference often hinder effective budget execution and limit developmental outcomes.

Together, these theories provide a comprehensive analytical lens for this study by explaining how institutional structures and individual behaviours within the public sector influence the

effectiveness of public financial management and budget implementation, and ultimately their implications for sustainable development in Nigeria.

Jeremy Bentham's ideology can be incorporated into the **theoretical framework** section of the study under the discussion of the **Social Maximum Advantage Theory**. It should be placed immediately after explaining the theory and before linking the theory to Public Financial Management (PFM) and budget implementation in Nigeria.

Jeremy Bentham's Ideology and the Social Maximum Advantage Theory

The Social Maximum Advantage Theory is rooted in the utilitarian philosophy of Jeremy Bentham, who maintained that the primary responsibility of government is to promote the greatest happiness of the greatest number of people. Bentham argued that public policies and governmental actions should be directed toward maximizing societal welfare rather than advancing the interests of a privileged minority (Bentham, 1789/2007). Contemporary scholars have noted that Bentham's utilitarianism emphasizes the efficient allocation of public resources to achieve the highest level of collective well-being and social benefit (Driver, 2022; Rosen & Gayer, 2023). This principle implies that public resources should be managed efficiently and allocated to sectors that improve the overall well-being of citizens. In the context of public financial management and budget implementation, Bentham's ideology suggests that government revenues and expenditures should be utilized transparently, accountably, and effectively to provide public goods and services that enhance economic growth, social welfare, and sustainable development. Thus, the theory provides a useful framework for understanding how sound public financial management practices can contribute to effective budget implementation and improved developmental outcomes in Nigeria (Dalton, 1954; Rosen & Gayer, 2023).

1.15, Discussion of Findings and Analysis

Research Question 1: What effect do public financial management practices have on budget implementation in Nigeria?

1. **Improved Budget Transparency Enhances Implementation Efficiency:** The analysis shows that effective public financial management practices such as the Treasury Single Account (TSA) and Government Integrated Financial Management Information System (GIFMIS) have improved transparency in budget execution. These systems reduce leakages and ensure that public funds are properly tracked, thereby enhancing budget implementation performance (Adeolu, 2015; World Bank, 2022).
2. **Strengthened Accountability Mechanisms Support Better Budget Execution:** Findings indicate that public financial management reforms improve accountability in government spending through audit controls, financial reporting standards, and oversight mechanisms. This reduces mismanagement and promotes compliance with budgetary provisions, leading to more effective implementation outcomes (Allen et al., 2013).
3. **Weak Institutional Capacity Still Limits Effectiveness:** Despite reforms, the study reveals that weak institutional capacity in some MDAs continues to undermine the effectiveness of public financial management practices. Inadequate technical skills, poor enforcement of financial rules, and bureaucratic inefficiencies hinder smooth budget execution (Andrews et al., 2014).
4. **Reduction of Financial Leakages Improves Capital Project Delivery:** The implementation of reforms such as TSA and IPPIS has helped reduce corruption and leakages in public funds. This has positively influenced capital project execution by ensuring that more resources are available for development projects (Ekeocha & Oji, 2020).

5. **Delayed Budget Releases Affect Implementation Performance:** Findings also show that even with improved financial management systems, delays in fund disbursement and bureaucratic bottlenecks still affect timely budget implementation, resulting in project delays and cost overruns (Ogujiuba & Ehigiamusoe, 2021).
6. **Political Interference Weakens Reform Outcomes:** The analysis reveals that political interference in budgetary decisions red

Therefore, public financial management practices have **a positive but constrained effect** on budget implementation in Nigeria. While reforms have improved transparency, accountability, and efficiency, persistent institutional weaknesses and governance challenges continue to limit full budget implementation effectiveness.

Research Question 2: What are the challenges affecting budget implementation and public financial management?

1. **Corruption and Financial Leakages:** The findings reveal that corruption remains a major challenge affecting both public financial management and budget implementation in Nigeria. Misappropriation of funds, inflated contracts, and diversion of public resources significantly reduce the amount available for development projects, thereby weakening budget performance (Ekeocha & Oji, 2020; World Bank, 2022).
2. **Weak Institutional Capacity:** Inadequate technical expertise, poor training of personnel, and weak enforcement of financial regulations within Ministries, Departments, and Agencies (MDAs) limit effective budget execution. Institutional weaknesses reduce efficiency in financial planning, monitoring, and reporting (Allen et al., 2013).
3. **Delayed Budget Approval and Release of Funds:** The study shows that delays in budget approval by the legislature and slow release of funds by the executive hinder timely

implementation of projects. These delays often result in project abandonment, cost overruns, and low capital budget performance (Ogujiuba & Ehigiamusoe, 2021).

4. **Poor Planning and Budget Preparation:** Ineffective planning and unrealistic revenue projections contribute to weak budget implementation. Budgets are often prepared without adequate feasibility studies, leading to implementation gaps and poor alignment with development priorities (Andrews et al., 2014). Similarly, Kanu (2025) posited that poor planning hinders administration and service delivery. This administrative ill hampers effective and efficient public financial management, revenue generation and implementation of budget implementations. Additionally, weak revenue administration, inadequate databases, poor collection mechanisms, revenue leakages and limited exploitation of sources, constrain financial management.
5. **Political Interference in Budget Processes:** Political influence in budget allocation and execution distorts development priorities. Resources are sometimes allocated based on political considerations rather than economic and social needs, thereby reducing efficiency in public financial management.
6. **Inadequate Monitoring and Evaluation Systems:** Weak monitoring and evaluation frameworks limit the ability of government to track project progress and ensure compliance with budgetary provisions. This results in poor accountability and ineffective implementation of public projects.
7. **Revenue Shortfalls and Fiscal Constraints:** Nigeria's heavy dependence on oil revenue exposes the budget to fluctuations in global oil prices. Revenue instability often leads to funding gaps, thereby affecting the full execution of budgeted projects (World Bank, 2022).

Therefore, the challenges affecting public financial management and budget implementation in Nigeria are structural, institutional, and governance-related. These constraints collectively

undermine fiscal discipline, reduce efficiency in resource utilization, and weaken the capacity of government to achieve development objectives.

Research Question 3: Implications of Public Financial Management (PFM) and Budget Implementation for Sustainable Development in Nigeria?

1. Improved allocation efficiency and service delivery: Effective PFM systems enhance the allocation of public resources toward priority sectors such as health, education, and infrastructure, thereby supporting sustainable development outcomes (World Bank, 2019). However, weak budget execution in Nigeria often limits these gains.

2. Link between budget implementation and SDG attainment: Poor budget implementation reduces Nigeria's capacity to achieve the Sustainable Development Goals (SDGs), particularly in poverty reduction, quality education, and economic growth (UNDP, 2022).

3. Revenue leakages and fiscal inefficiency: Inefficiencies in PFM systems, including corruption and weak procurement controls, reduce the availability of funds for development projects, undermining long-term sustainability (IMF, 2021).

4. Weak accountability and transparency mechanisms: Limited transparency in budget execution processes contributes to mismanagement of public funds, which negatively affects infrastructure delivery and social welfare outcomes (World Bank, 2020).

5. Macroeconomic instability implications: Poor budget implementation leads to fiscal deficits, rising public debt, and reduced investor confidence, thereby constraining sustainable economic development (IMF, 2022).

6. Capacity and institutional weaknesses: Inadequate technical capacity within MDAs (Ministries, Departments, and Agencies) affects project execution and reduces the developmental impact of budgets (OECD, 2019).

1.16, Analysis of Findings

The findings indicate that Public Financial Management and budget implementation in Nigeria have direct and indirect implications for sustainable development. Strong PFM systems improve fiscal discipline, ensure efficient resource utilization, and align public expenditure with national development priorities. Conversely, weak budget implementation disrupts the translation of policy objectives into tangible development outcomes.

From a sustainability perspective, inefficiencies in budget execution create structural development gaps, particularly in infrastructure, human capital development, and poverty reduction efforts. This aligns with the argument that fiscal governance quality is a key determinant of development performance in emerging economies (World Bank, 2019).

Furthermore, the persistence of corruption, weak oversight, and low institutional capacity weakens the effectiveness of development planning. As a result, Nigeria experiences disconnect between budget formulation and actual implementation, limiting progress toward inclusive and sustainable growth. This supports IMF (2021) findings that fiscal governance reforms are essential for improving development outcomes in developing countries.

1.17, Conclusion

This study examined Public Financial Management (PFM) and budget implementation in Nigeria, with particular attention to their implications for sustainable development. The analysis showed that effective PFM systems are essential for ensuring fiscal discipline, improving resource allocation, and enhancing service delivery across critical sectors such as health, education, and infrastructure. However, persistent weaknesses in budget implementation, such as corruption, weak institutional capacity, and poor transparency, continue to undermine development outcomes and limit progress toward the Sustainable Development Goals (World Bank, 2020; IMF, 2021). Findings further revealed that

inefficiencies in budget execution contribute to revenue leakages, rising public debt, and reduced public trust in governance systems. These challenges weaken the capacity of government to translate budgetary allocations into meaningful developmental impacts. Consequently, the gap between budget formulation and implementation remains a major constraint to sustainable development in Nigeria (OECD, 2019). The study concludes that Public Financial Management and budget implementation are critical determinants of sustainable development in Nigeria. When effectively managed, they promote accountability, economic stability, and improved public service delivery. However, systemic inefficiencies continue to limit their effectiveness, thereby constraining long-term development outcomes. Strengthening institutional capacity, enhancing transparency, and enforcing fiscal discipline are therefore essential for improving budget implementation and achieving sustainable development goals in Nigeria (World Bank, 2019; UNDP, 2022).

1.18, Recommendations

1. Poor planning should be addressed through the adoption of the “7Ps of Success” principle, newly formulated by Kanu (2026), which states that “proper planning produces projected peak performance and productivity.” This principle emphasizes that proper and systematic planning provides a foundation for achieving projected levels of performance and productivity. Accordingly, the Federal, State, Local governments and other institutions or organizations should strengthen their financial planning and performance management processes, by setting clear objectives, establishing realistic targets, allocating resources appropriately, monitoring implementation and evaluating outcomes. This approach would help to reduce waste, boost revenue generation, improve resource utilization, enhance accountability and promote effective service delivery.

2. The Nigerian government should enhance the capacity of Ministries, Departments, and Agencies (MDAs) through continuous training, digitization of budget processes, and adoption of modern Public Financial Management (PFM) tools. This will improve budget credibility, ensure timely execution of projects, and reduce inefficiencies in budget implementation. Also, there is a need to strengthen oversight institutions such as the Office of the Auditor-General, anti-corruption agencies, and legislative budget committees. Full implementation of transparency initiatives such as open budgeting and e-procurement systems will reduce leakages and improve fiscal discipline in Nigeria's budget implementation process.

3. Government should ensure that annual budgets are strictly aligned with the Sustainable Development Goals (SDGs) through result-based budgeting and effective monitoring and evaluation frameworks. This will enhance the developmental impact of public spending, improve service delivery, and promote inclusive economic growth.

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