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APPRAISAL OF CONTRACTOR SELECTION CRITERIA FOR SUSTAINABLE INFRASTRUCTURE PROJECT IN NIGERIA

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Abstract

Infrastructures are indispensable prerequisites that drive the social, economic, and political development and can be considered as a yardstick for measuring economic growth of a nation. Infrastructural development is multifaceted programme for which contractor selection is necessary. The global best practice now is to consider sustainability in all aspect of human endeavor. Therefore, this study seeks to identify contractor selection criteria and evaluate each of the criterion as it influences the tripod sustainability factors in order of importance. The targeted respondents were built environment professionals within the public and private sectors in the selected study area in Nigeria. Close ended questionnaires were developed and administered to targeted respondents seeking their perception on the extent to which each contractor selection criterion identified, influence the tripod sustainability factors. A sample of thirty construction professionals from the public and private organisation with relevant experience were c ho se n. Twe nty- fo ur professionals were requested to tick appropriately the influence of each criterion. The mean of P, A and o values was calculated for each criterion. The twenty-four respondents were asked to verify their value after the mean value was produced. Six construction professionals validated the values. The expected mean values for the tripod sustainability factors for each decision criterion were determined using PERT and an analysis of their influence made. The results of the study indicate that the first three highest ranked contractor selection criteria observed in each of the tenet for sustainable infrastructure project development are

Key words:
Contractor, Selection Criteria, infrastructure, Sustainable development, Nigeria

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Management capability, Circular Economic Practice, Financial Capability (economy), Community Engagement, Sustainable Material, Social Impact Assessment (social) and Health & safety, Green Construction Capability, past failures (environmental). These criteria are found in the upper category for each of the tenet of sustainable infrastructure development. Therefore, the study concluded that these criteria are critical and recommended among others that an increase in focus on these criteria in the stakeholders' decision making process during contractor screening and selection process would be necessary

Introduction

Infrastructures are the indispensable prerequisites for driving the social, economic and political development of a nation. Infrastructure development requires a multifaceted programme and needs a well-coordinated, integrated and multidisciplinary team effort not only in cost, quality and time management but also in achieving sustainability which must be devoid of all sectional, individual and political interest. Infrastructure construction can only be successfully completed if is executed within time, budget and acceptable quality performance. It should also be sustainable with empathy to economy, social and environmental factors which are key tripod issues of sustainable development. Erickson and westerberge, (2011) opined that infrastructure construction have not only become highly complex to deal with but also their nature and delivery processes are faced with many uncertainties. The concept of sustainable development is considered very vital in infrastructure development due to its implication in balancing amongst the tripod factors of sustainable development.

There are several factors that contribute to infrastructure project development and one of these factors is the procurement process involving contractor selection processes (Morote and Villa, 2012). Puri & Tiwari, (2014), Olufisayo, (2020) pointed out that many infrastructure projects have failed sustainability because of the inappropriateness of the awarded contractor where the principle of the award system is dominated by the acceptance of the lowest bid. This is supported by Isiyaku and Ajator, (2025) that the acceptance of lowest bid as the dominant criteria for the award of construction contract does not support sustainability and in most cases affects the quality of the finished construction projects. Selection of contractor for infrastructure project in Nigeria is a critical activity that plays a major role towards sustainable infrastructure project delivery and is considered one of the most challenging decisions for the client (kog and yaman, 2014). Consequence upon this, Hasheni *et al.,* (2018) opined that multi criteria decision making approach is a suitable technique especially for contractor selection to achieve sustainable infrastructure projects. Over the years, contractor selection for infrastructure

project has been based on economy with little or no consideration for social and environmental aspects of sustainable development. This is not in line with the United Nations Agenda21 which emphasises the need for consideration of these tripod factors of sustainable development.

One method of ensuring a contractor's ability to execute the assigned project in accordance with the project objectives is to assess the contractor's capabilities at the screening and tender evaluation stage. For the selection to be useful it is necessary to know how these different criteria are likely to have impact on the sustainability of the infrastructure project in terms of economy, social justice and environmental protection. From existing literature, it shows that this knowledge is lacking with most clients and other project stakeholders screen contractor based on economy with no clear cut understanding in relating contractor selection criteria to achieving sustainable infrastructure project development. Isiyaku and Ajator, (2024) observed positive relationship between contractor selection criteria and sustainable infrastructure project delivery. This means that multi criteria contractor selection has positive influence on the sustainability of infrastructure project, therefore, the criteria thus, need careful application if we must achieved sustainable infrastructure project in Nigeria.

REVIEW OF RELATED LITERATURE The Concepts of Sustainable Development

Sustainability is one of the current topics of discussion across the globe. Despite this, the clear understanding of sustainability is still undertaken with no consensus on it interpretation. This is attributed to the differential level of economic, social and environmental development requirements. According to Hill and Bowen (1997), Sustainable development is viewed as a development endeavor to solve social needs with measures that minimize potential environmental impacts. British Standard (2010) defined sustainable development as 'an enduring, balanced approach to economic activity, environmental responsibility and social progresses. World Commission on Environment and Development (WCED, 1987) define sustainable development as the "development which meets the needs of the present without compromising the ability of future generations to meet their own needs". This is the most accepted definition for Sustainable Development observed in (Sourani and Sohail, 2011). Though Sourani and Sohail (2011); and Hill and Bowen (1997) argued that discourse on sustainability have been extended beyond economy, social and environmental attributes, extensive literature review reveals that the 'triple bottom line' remain a simplified approach to sustainability as briefly discussed below:

Economic Sustainability

This is an approach whereby economic activities are conducted in such a way as to preserve and promote long-term economic well-being. In practice it aims at creating a

balance between economic growth, resource efficiency, social equity and financial stability. Economic sustainability requires that available resources be utilized in the most efficient way. Economic products must be within an affordable rate by the end users (Dunmade in Isiyaku, 2026).

Environmental Sustainability

This is the ability to preserve and protect the natural environment over time through appropriate practices and policies meeting the present needs without compromising the availability of resources in the future. The key issue in environmental sustainability is that available natural resources be consumed at a sustainable rate. Ashley *et al,* in Isiyaku (2026) pointed out that environmental sustainability focuses on the strategies towards efficient use of natural resources and effective management of environmental impacts which include waste control. One of the critical environmental issues in construction sustainability in Nigeria is that of over dependence on foreign manpower and construction materials. Promotion of locally sourced materials and service provision are essential to sustain both the environment and economy (Ashley *et al,* Isiyaku (2026).

Social Sustainability

This involves a focus on the well-being of people and communities. It aims at creating inclusive societies, reducing inequality and ensuring long term well-being for all people while preserving social cohesion and justice. Social sustainability is the capacity to maintain the good social well-being for a long period by continuous improvement in the quality of life. Social sustainability is associated with adequate distribution of wellbeing for the present and future generations (Thome *et al*.2016). According to Sourani and Sohail, (2011) social sustainability covers areas such as social equity, labour right, human right, community development, health and safety and social responsibility, equity and better welfare package. Social sustainability makes provision for capacity enhancement and skills acquisition in business practices.

The social and economic sustainability are symbiotic in nature with one acting as a driver of the other. For instance, the social principles listed above act as a drivers of economic sustainability with all the social advantages to improve the quality of life. Therefore, social sustainability drives economic sustenance by creating enabling environment for economic sustainability. In order to boost the advancement of public-private partnership in Nigeria, there is the need to key in adequate strategy to achieve best value for money in public infrastructure delivery.

Sustainable Infrastructure Delivery in Nigeria

The definition of sustainable infrastructure is not too clear and has no general acceptability in the literature of its context. Sustainable infrastructure emanated from the

general evaluation of infrastructure's environmental impacts. Thome *et al.,* (2016) attempted defining sustainable infrastructure from green building to green infrastructure and from environmental sustainability to the triple bottom line of economic, social, and environmental sustainability. Another effort in defining infrastructure was made by InterAmerican Development Bank (2018), which defined sustainable infrastructure as "the designing, building, and operating of these structural elements in ways that do not diminish the social, economic and ecological processes required to maintain human equity, diversity, and the functionality of natural systems". Infrastructures are considered being procured sustainably when the process meets the needs and promote value for money (Isiyaku and Ajator, 2025). Thome *et al.*, (2016) observed that researches in Sustainable Infrastructure are focused on green infrastructure and sustainable building, and their evaluation methods. Another emergence issue in sustainable infrastructure is reflected to cost effectiveness and these idea is in consonance with Arowosafe *et al.*, (2015) on the evaluation of construction costs beyond other tangible factors. As at date, Sustainable Infrastructure project delivery from a holistic contractor selection stance has not been well exploited in Nigeria. Inter-American Development Bank 2018 argued that sustainable infrastructure cannot be achieved without social sustainability attributes. Therefore, social criteria must be embedded in the contractor selection process to enhance sustainable infrastructure project delivery.

Origin of Contractor Selection Process

The origin of contractor selection is traced to the early age of the construction industry. By the end of the 18th century, builders and architects had established the traditional procurement process. The transformation of the construction industry and tendering process was greatly recorded within this period. Aje *et al.,* (2021) have noted that choosing an experienced contractor is prerequisite to successful construction project delivery. The abilities of the contractor to possess managerial competency have great influence on the performance of any construction project. In line with this, it is important that adequate steps be taken in the selection of contractors for proposed construction projects in order to ensure that the performance of the project in terms of cost, time, quality, value and sustainability are met. The advent of procurement Act 2007 places emphasis on lowest tender for any proposed construction project. Mahdi *et al* in Isiyaku, (2026) confirmed that when a construction contract is awarded to the lowest tender without due consideration for other selection criteria, it normally results in problems such as delays, cost over-runs, and poor performance. The client might be interested in considering the lowest tender at the tender stage and this may prompt the consultant to ignore other criteria for contractor selection and evaluation.

Aim of Contactor Selection Process

The aim of Contactor selection process is to ensure that contractor meet the competency requirements of the proposed construction project. It gives a chance to the client to assess the contractor and his potential thoroughly before recruiting him for the job. The base line for this is to achieve the optimum result in cost, time, quality and sustainability for the construction project. (Kog & Yaman, 2014). Contractor selection process helps to eliminate incompetent contractors from the tendering stage (Morote and Vila, 2012). The process assists the private and public client in achieving efficiency on the use of their money by guaranteeing that it is a competent contractor that will execute the proposed construction project. Contractor selection process is an important task carried out by a contract administrator or clients due to the complexity involved in its process. Hence, it is highly important to avoid or reduce risks of contractor failure, to improve client satisfaction, and to optimize the contractor selection in terms of achieving a better balance amongst the sustainability tripod factors and project performance criteria.

Contractor Selection Criteria for Sustainable Infrastructures

Sustainable infrastructure involves the designing, building, and operating of infrastructure structural elements in ways that do not diminish the social, economic and ecological processes required to maintain human equity, diversity, and the functionality of natural systems. Contractor selection for sustainable infrastructure project delivery is an exercise conducted for identifying competent and capable contractors for the purpose of invitation to tender. It assist the public and private clients in achieving success by ensuring that only qualified contractors are selected to execute the work (Mills, 2011). Cheng and Li (2014) observed that the performance of the project is highly affected if inappropriate and inadequate methods and criteria are used in this process. Therefore, there is the need for the evaluation and establishment of multi criteria with due consideration for tripod sustainability factors in the selection of a contractor as it is a critical function that requires unique skills and judgment. An incorrect selection may lead to project failure due to troublesome relationship between the client and the contractor. Many researchers have argued that using "price-only" (economy) as a criteria for the selection of contractor is not only inefficient but also insufficient. Concentrating the selection of a contractor based on the cheapest tender leads to construction project delay, cost over-runs and sub-standard quality with disputes and escalated claims (Isiyaku and Ajator, 2025). Furthermore, the quality of construction products in the Nigerian construction industry, reviewing the previous related literature for determining contractor selection criteria and category of criteria covering all contractor competency that can lead to sustainable infrastructure projects are indispensable factors in this

regards. Several efforts have been made by many researchers to identify various criteria for contractor selection. Some of these criteria identified are shown in the table 1 below.

Author/ Criteria	Dennis, (1993)	Holt et al, (1994)	Hatush & Skitmore, (1997)	Russel & Skib,(1998)	Palaneeswaram & Kumaraswamy, (2001)	Al-Harbi, (2001)	Olufisayo, (2020)	Ehsan et al, (2018)	Reuben et al, (2022)	Adejor et al, (2023)	Virenda et al, (2023)	Harrison et al; (2024)	Isiyak u & Ajator, (2024)	Isiyak u & Ajator, (2025)
Reputation							*	*	*	*	*	*	*	
Technical Ability	*		*	*	*		*	*	*	*	*	*	*	
Financial capability	*	*	*	*		*	*	*	*	*	*	*	*	
Management Capability		*	*		*		*	*	*	*	*	*	*	
Health & safety			*				*	*	*	*	*	*	*	
Innovation ability												*		
Experience		*			*		*	*	*	*	*	*		
Quality management						*						*		
Past performance	*	*	*	*	*		*							
Sustainable material														*
Current work load				*			*			*	*			
Man power resources	*	*				*								
Financial status	*	*	*			*								
Corporate governance												*		
Statutory requirement												*		
Tender price										*		*		
Past failure											*			
Risk management										*				
Community engagement														*
Quality assurance						*								
Social impact assessment														*
Past failure									*		*			
Circular economic practice														*
Green construction capability														*

Table 1: Contractor selection criteria

Source: Author's Extract (2026)

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STUDY METHODOLOGY

The study utilized data obtained from construction professionals within the Federal Capital Territory, Abuja and its environs in Nigeria. This study area was chosen because of the significant level of infrastructure projects under construction in the area, as well as, to minimise the risk of insecurity challenges currently ravaging the country, Nigeria. A questionnaire was developed to enable information to be collected based on each respondent perception of the extent to which each contractor selection criteria identified in table 1 influences the tripod sustainable development tenets of economic, social, and environmental consideration. The questionnaire was designed to allow the respondents complete freely to enter any value that reflects his/her opinion on the influence of the contractor selection criteria and not to restrict him to some values. The reason is tha t no guidance in the literature that has investigated in quantitative scale should influence the contractor selection criteria on the key tripod tenets of sustainable development. Also, ethical considerations in this study make it flexible for the respondents to be allowed to put any value that represents his/her own opinion.

A sample of thirty (30) construction professionals from the public and private organisation with relevant experiences were c ho se n. The procedure adopted comprised three steps:

Step one: In the first step twenty four (24) professionals were requested to describe the influence of each criterion on economic, social, and environment in terms of three values - pessimistic (P), average (A), optimistic (O). All values were requested as percentages, where 100% is considered as the desired level to be achieved for economic, social, and environment. Once the data from the twenty four (24) respondents were collected, the mean of P, A and o values was calculated for each criterion.

Step two: The second step of the procedure involved the same twenty four (24) respondents again being visited. This time the respondents were shown the mean values produced from the first ste p along with their original estimated values. They were then given the opportunity to change their original values if they wished. This was carried out with each respondents for all twe nty fo ur (2 4) c o ntra c to r se le c t io n c rite r ia as shown in table 1

Step three. Interviews with another six (6) construction professionals were next conducted to validate the values. Each validator was provided with the mean values shown in ta b le 2 and requested to describe how much each criterion could influence economic, social, and environmental, and either to agree on the value given or modify if there was a significant change. The result of this phase was encouraging wit validators agreeing to all values without a single change.

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Statistical Analysis

The expected mean values for the key tripod sustainable development tenets for each decision criterion were determined and an analysis of their impact made. In the subsequent section, each analysis technique was described along with their results. A summary of these statistical analyses results are also highlighted.

Expected mean values

The expected means value of the economic, social and environmental for each criterion were calculated from the P, A and o values given in table 2 by the use of the PERT method as follows:

Expected Economic E(e) = (Pe +Ae + Oe)/3

Expected Social E (s) = (Ps +As + Os)/3

Expected Environmental E (ev) = (Pev + Aev + Oev)/3

In which P and o are the same as defined above.

Highest rated Contractor selection criteria by expected values

Table 2: Data Presentation and Analysis of Contractor Selection Criteria by Expected Value

Contractor Selection Criteria	Factors of Sustainable Development	Responses			
		Pessimistic P	Average A	Optimistic O	Expected value (E)
Financial Status	Economic	115	110	105	110
	Social	115 115	115	110	113.3 111.7
	Environmental		110	115	
Tender Price	Economic	110	105	115	107.5
	Social	105	100	110	102.5
	Environmental	115	105	110	107.6
Technical Ability	Economic	125	120	110	118.3
	Social	115 115	115	110	113.3 111.7
	Environmental		115	105	
Financial Capability	Economic	130	125	110	121.7
	Social	120	105	115	113.3
	Environmental	115	115	105	111.7
Quality Assurance	Economic	110	105	115	107.5
	Social	105	100	110	102.5 102.5
	Environmental	110	100	105	
Plant & Equipment Availability	Economic	100	105	105	104.2
	Social	105	110	105	108.3
	Environmental	100	105	100	103.3
Green Construction	Economic	120	115	110	115
	Social	115	115	110	113.3

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Contractor Selection Criteria	Factors of Sustainable Development	Responses			
		Pessimistic P	Average A	Optimistic O	Expected value (E)
Capability	Environmental	125	120	115	120
Man Power Resources	Economic	110 105	110 105	110 100	110.0 104.2
	Social	100	100	105	104.2
	Environmental				
Sustainable Material	Economic	120	115	110	115
	Social	130 115	120 115	115 105	121.7 111.7
	Environmental				
Innovation Ability	Economic	120	115	110	115.0
	Social	115 105	110 110	115 105	111.7 107.5
	Environmental				
Past Performance	Economic	115	115	110	114.2
	Social	110	110	105	109.2
	Environmental	110	105	100	105.0
Social Impact Assessment	Economic	120	110	110	113.3
	Social	130	120	115	121.7
	Environmental	115	115	105	111.7
Management Capability	Economic	120	125	120	123.3
	Social	120	120	125	120.8
	Environmental	120	120	115	119.2
Health & Safety	Economic	115 115	115 115	110 110	113.3 113.3
	Social	130	125	110	121.7
	Environmental				
Current Work Load	Economic	125 115	120 115	110 110	118.3 113.3
	Social	115	115	105	111.7
	Environmental				
Community Engagement	Economic	120	115	105	113.3
	Social	135 120	125 115	115 105	125
	Environmental				113.3
Quality Management	Economic	110	110	105	109.2
	Social	110 105	105	105 100	105.8 100.8
	Environmental		100		
Experience in Related Work	Economic	115	105	100	105.8
	Social	110	110	105	109.2
	Environmental	105	100	100	100.8
Reputation	Economic	105	100	105	101.7
	Social	100	105	105	104.2
	Environmental	100	100	100	100.0
Past Failure	Economic	120 110	115 110	115 110	116.7
	Social	115	110	115	110
	Environmental				113.3

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Contractor Selection Criteria	Factors of Sustainable Development	Responses			
		Pessimistic P	Average A	Optimistic O	Expected value (E)
Circular Economic Practice	Economic	130 120	125 115	115 110	123.3
	Social	115	110	105	115
	Environmental				110
Corporate	Economic	105	100	105	101.7
Governance	Social	105 100	105	105 100	105.0 100.0
	Environmental		100		
Statutory	Economic	100	105	105	104.2
Requirement	Social	100	100	100	100.0
	Environmental	105	105	110	105.8
Risk Management	Economic	130 115	125 115	110 110	121.7 113.3
	Social	120	115	105	113.3
	Environmental				

Field Work, (2026)

Table 3: Rank order of criteria with their expected value

Contractor Selection Criteria	Expected Value	Criteria Category
Economic		
Management Capability	123.3	
Circular Economic Practice	123.3	
Financial Capability	121.7	
Risk Management	121.7	High Influence
Technical Ability	118.3	
Current Work Load	118.3	
Past Failure	116.7	
Innovation Ability	115.0	
Sustainable Material	115.0	
Green Construction Capability	115.0	
Past Performance	114.2	Moderate
Financial Status	110.0	Influence
Man Power Resources	110.0	
Quality Management	109.2	
Community Engagement	108.3	
Reputation	107.5	
Experience	107.5	
Quality Assurance	105.8	
Plant and Equipment Availability	104.2	
Health and Safety	104.2	Low Influence
Statutory Requirement	104.2	
Tender Price	101.7	
Corporate Governance	101.7	

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Contractor Selection Criteria	Expected Value	Criteria Category
Social Impact Assessment	100.8	
Social		
Community Engagement	125.0	
Sustainable Material	121.7	
Social Impact Assessment	121.7	
Past Failure	121.7	
Management Capability	120.8	**High Influence**
Financial Status	117.5	
Circular Economic Practice	115.0	
Green Construction Capability	113.3	
Innovation Ability	111.7	
Technical Ability	110.0	
Financial Capability	110.0	
Past Performance	109.2	
Experience	109.2	**Moderate**
Plant and Equipment Availability	108.3	**Influence**
Quality Management	105.8	
Corporate Governance	105.0	
Risk Management	105.0	
Man Power Resource	104.2	
Reputation	104.2	
Current Work Load	104.2	
Tender Price	102.5	
Quality Assurance	102.5	**Low Influence**
Health and Safety	100.0	
Statutory Requirement	100.0	
Environmental		
Health & Safety	121.7	
Green Construction Capability	120.0	
Past Failure	120.0	
Management Capability	119.2	
Community Engagement	113.3	**High Influence**
Sustainable Material	111.7	
Financial Status	111.7	
Social Impact Assessment	111.7	
Circular Economic Practice	110.0	
Innovation Ability	108.4	
Reputation	107.6	
Technical Ability	106.7	
Financial Capability	105.8	
Statutory Requirement	105.8	**Moderate**
Past Performance	105.0	**Influence**
Plant and Equipment Availability	104.3	
Man Power Resource	103.2	
Experience	102.5	

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Contractor Selection Criteria	Expected Value	Criteria Category
Risk Management	101.7	
Quality Assurance	100.8	
Quality Management	100.8	**Low Influence**
Current Work Load	100.0	
Tender Price	100.0	
Corporate Governance	100.0	

Field Work, (2026)

Table 3 presents the contractor selection criteria that had the highest expected influence ranked in descending order for each key tripod sustainability factor (economic, social and environment). The first three highest ranked contractor selection criteria observed in each of the tenet for sustainable infrastructure project development are Management capability, Circular Economic Practice, Financial Capability (economy), Community Engagement, Sustainable Material, Social Impact Assessment (social) and Health & safety, Green Construction Capability, past failures (environmental). These criteria are found in the upper category for each of the tenet of the sustainable infrastructure development. Thus, it can be concluded that these criteria are very critical and should be given due consideration when performing contractor screening and evaluation. In the middle and lower categories the criteria, though have the minimum bench mark percentage qualifying them to be considered in the contractor screening and evaluation. The influence of contractor selection criteria of the top category are shown in table 4 below

Table4: Effects of contractor selection criteria on sustainable infrastructure development

	Contractor selection criteria and its influence							
Sustainable Development Factor	Management capability	Circular Economic Practice	Financial Capability	Community Engagement	Sustainable Material	Social Impact Assessment	Health & safety	Green Construction Capability
Economic	Very high	Very high	Very high	Moderate	Moderate	Low	Low	Moderate
Social	Very high	Very high	Moderate	Very high	Very high	Very high	Low	Very high
Environmental	Very high	Very high	Moderate	Very high	Very high	Very high	Very high	Very high

Field work, (2026)

CONCLUSION AND RECOMMENDATIONS

This study has been able to reflect on the perception of the respondents on the contractor selection criteria for sustainable infrastructure project in Nigeria. The contractor selection criteria were studied in terms of their level of influence on the sustainability of the infrastructure projects. In order to invite suitable contractors it is necessary to clarify and

develop appropriate pre-determined contractor selection criteria and develop methods of e va lua t ion. Data were collected us ing s imple s t r uc t ur e d c los e d e nde d que s t io nna ir e f r om a sample of thirty (30) experienced construction professionals concerning their views on the influence of the twenty four (24) contractor selection criteria identified for sustainable infrastructure development with regard to economic, social, and environmental tenets of sustainability. Further interviews with six (6) additional experienced construction professionals confirming the sufficiency of the mean values for this study and any future systems development were carried out

The results of the study indicate that t he first three highest ranking contractor selection criteria observed in each of the tenet for sustainable infrastructure project development are Management capability, Circular Economic Practice, Financial Capability (economy),

Community Engagement, Sustainable Material, Social Impact Assessment (social) and Health & safety, Green Construction Capability, past failures (environmental). These criteria are found in the upper category for each of the tenet of the sustainable infrastructure development. Thus, it can be concluded that these criteria are very critical and should be given due consideration when performing contractor screening and evaluation. The results presented provide an insight into how economic, s oc ia l, and environment are differently influenced by the c ont r a c t or s e le c t ion c r it e r ia . The major benefit of this study is a documented identification of the influence that various contractor selection criteria has on infrastructure project sustainability objectives.

Therefore, the following recommendations are proffered:

- The middle and lower categories the criteria, have the minimum bench mark percentage qualifying them to be considered in the contractor screening and evaluation but increase focus and attention should be given to high ranking criteria.
- Contractor financial capability which measures the financial soundness and solvency of the contractor should be evaluated thoroughly using appropriate measure such as Zeta model analyses as this will disclose the financial strength of the contractor

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