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Procurement Practices and Public Projects Implementation in Rwanda: A Case of African Evangelist Enterprise

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Abstract

This study examined the role of procurement practices on public projects implementation in Rwanda using a case of African Evangelist Enterprise. The specific objectives were to determine the effect of procurement planning, professionalism, and supplier selection on implementation of public projects in Rwanda. This study is pertinent because it improves knowledge of procurement, which will help procurement officers to create effective procurement practice, which can save time, cost, and achieving project objectives. This research used agency theory, legitimacy theory and linear policy model owing to the product their pertinence in assessing the role of product procurement practices on public project implementation. In conducting this study, a descriptive study design and correlation regression size effect was used with a mixed research approach. A sample size of 154 was selected among 250 target population. The researcher chose respondents through simple random technique and key informants were selected purposively. Information was obtained using questionnaire survey and interviews. The study ensured reliability and validity by conducting a pretest. The researcher analyzed data through the use of descriptive statistics in term of frequency, percentages, mean and standard deviation. Moreover, inferential statistics was used to provide regression size effect between research variables in accordance with each specific objectives. Results from the first objective show that AEE has implemented public project successfully owing to effective procurement planning (34.0%), personnel in charge of procurement knows how to design procurement process are done, (40.1%), procurement plans enough explanation on procurement requirements (40.1%), the expected budget of the requirement (61.8%). Results to the second objective felt that AEE has procurement training (40.1%), inadequate training in procurement practices stimulates poor low performance (55.9%), documents of procurement policies that guide training (59.8%). Results to the third objective felt the AEE comply with adequate rules and regulation in choosing suppliers (30.2%), the supplier choice

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procedure respect all requirements establish (56.6%), the competency of suppliers is suitably assessed in making decision on persons to be selected for supplying products (74.3%). From the results, the study recommends that public institution should encourage firms to select the suitable abilities suppliers who are capable to provide goods in a high quality. Project managers should make sufficient funds for knowing procurement capacity building. Similar studies should be done in other public sector procurement entities or faith based organization in Rwanda. Further studies should investigate in details influence of supplier selection have to the compliance or organizational success in the public sector organizations.

Keywords: *Procurement Practice, Procurement Planning, Procurement Professionalism, Procurement Supplier Selection, Public Project Implementation.*

1.0 Introduction

Procurement practices contributes to the public project performance in Rwanda, including Mwisoko project which supports vulnerable women in Nyarugenge District, Kigali City (Basheka, 2013). Every Count Voice is implemented by Pro-Femme Twese Hamwe in Kicukiro District (Kigali City, 2020), and Social protect project implemented in Rulindo District (African Evangelist Enterprise). Non-Governmental Organization project with many challenges, resource allocation and distribution. Past researches approximate that near 33 percent of programs were not implemented well (Hussein, et al., 2014). Therefore, delay in implementing project, poor budget plan (Humphreys, 2013), unsuitable allocation of project fund (Nadir, 2013), and poor quality of project outcomes (Aggrey, 2014), unsustainable project (Hassanzadeh & Jafarian, 2018) were measurements for poor performance projects. Project public procurements at the national level did no success due because of inadequate plan, unskilled procurement personnel or limited professionalism, or unsuitable supplier selection (Abutabenjeh, 2021). Non-Governmental Organizations projects undertaken in Kigali City did not realize expected targets during five years ago, where 29 percent of project did not perform well in 2017, 33 percent in 2018, 49% in 2019 and 2022 (African Development Bank [AfDB], 2020). Therefore, in order to improve public project performance, previous studies contended that effective procurement practices may have significant influence (Shah, 2013). Effective procurement planning (Hassanzadeh & Jafarian, 2018), professionalism, (Kaufmann, 2017), and supplier selection (Keith & Stroh, 2016). All the above elements were practices adopted to improve public project performance and effective implementation. AEE project recorded a rate of project failure (Peteraf, 2019). Therefore, information on how procurement planning, professionalism or supplier selection play a role to successful implementation is not enough and this has been the knowledgeable gaps that the present study bridged (Alzeban, 2020). In light with the above information, there is a need of examine effect of procurement practices on public project implementation of African Evangelist Enterprise within the City of Kigali.

1.1 Research Objectives

- i. To identify effect of procurement planning on public project implementation by African Evangelist Enterprise ,
- ii. To assess effect of professionalism practice on public project implementation by African Evangelist Enterprise
- iii. To establish effect of supplier selection on public project implementation by African Evangelist Enterprise.

2.0 Literature review

2.1 Review of Empirical Studies

This term serves as was channel to achieve the organization objective, and it ensure compliance with the rules, policies and regulation of procurement. A research done by Basheka (2013) argued that procurement planning refers to one of many activities of procurement in a pertinent contribution to the performance of project implemented by public private organizations and ameliorated the level of quality of services and goods. Moreover, public procurement and disposal act (2018) felt that procurement planning has been obligatory for ensuring adequate procurement of services and products, works. Due to procurement planning supplier can be able to produce number goods which can satisfy buyer requirements as production of goods and services depend on buyer requirement which stated with in procurement planning (Giunipero, et al., 2018). A clear comprehensive and effective procurement planning is crucial to ensuring that goods value services are provided. According to Hussein, et al., (2014). The procurement planning was denoted as one of practices which improve supplier performance, cost reduction, improve customer responsiveness through acquire and provide goods high quality and which satisfy customer needs hence sales increase and profitability of the increase to the great extent.

Procurement professionalism is a basis of procurement system. Effective procurement system requires procurement professional, skilled and acknowledge by individual procurement professional body (Basheda, 2013). Therefore, lack of professionalism stimulate to occupation that challenges obedience of procurement and rules in getting agency and impacts Organization performance (Raymond, 2019). Humphreys,2013) argues that organization may become more profitable by adequate and professional strategies and techniques they more acceptance in term of quality, provision, cost, success and other one, area of reward of procurement professional that lead to profitability. The buying managers were now in larger strategic types of obtaining operations and duties in institution, new goods development, improvement, choosing, management of costs that increase return on asset, increasing suppliers cooperation alliance and giving long term contract with carefully chose suppliers.

The ability to provide consistent quality relies on the access to quality products and services (Naibor & Morongry, 2018), Institutions were under force to establish strategies to reduce cost and via involvement in strategic supplier choice process and procedure (Weber, 2018). Nadir (2013) demonstrated that supplier assessment and identification, even follow up refers to an instrument that gives the procuring organ the capacity to known the right supplier to achieve their expected target. According to Nantege (2011). Supplier choice was methodical process of scanning, identifying, assessing and evaluating suppliers with objective selecting the appropriate who will contents the expectation of an institution. Some supplier take advantage and supply product of low quality due for that, effective supplier selection procedure need to be under taken in order to maintain quality performance of goods and services. A research undertaken by Aggrey (2014), supplier choice was an instrument that provides pertinent information for pertinent adequacy obtains improved completion at the degree which affect asset and technological development. The supplier assessment and follow up of suppliers to preserve a portfolio of best in class was available for using the supply in procurement process (Ogbu, 2017). To sustain adequate and reliability sources m buyers, would choice their suppliers and following (Humphreys, 2013). According to Robson (2013), poor choice would emanated from poor good that increase waste and loss of customers with the Organization, so it necessary to investigate

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supplier selection and choose the best supplier so as to improve quality performance of the organization.

2.2 Theoretical Framework

In conducting this paper, the researcher used Agency Theory, Legitimacy and Linear Policy Model. Agency Theory relied on interests that are always disputable as higher leader wants to gain and the second on the other side wants to defend the purpose of the present study. The key ways of the agency theory include that fact that agency model tried to describe and provide responses to conflict and disputes. The common principal agent association inclusion shareholders and management, financial planners and their effect. The agency theory was useful to the researcher since it can indicate responsible practices as an employee of the public

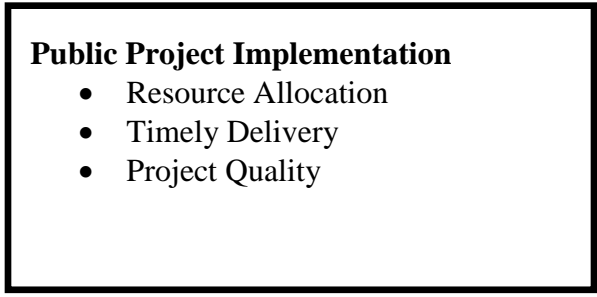
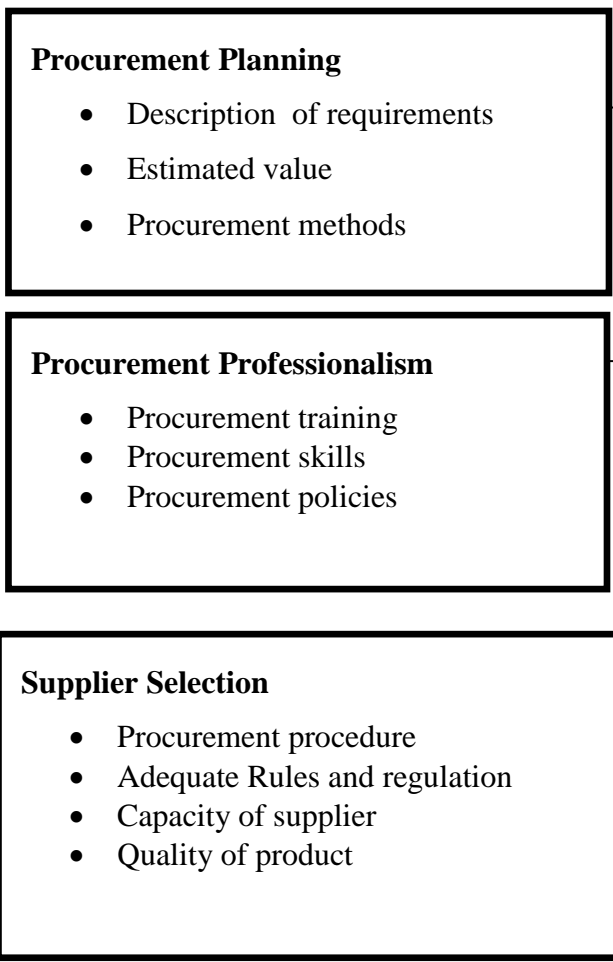
Theory of Legitimacy argues that organizations explain their activities to all stakeholders, (Jensen, & Ngunyi, 2016). Kaufmann (2017), it is an assumption that the actions of any institution that are suitable, adequate appropriate and relevant in system relied on social expectations. This research used this theory to establish a better status with public institution, and stakeholders. Project managers can select to legitimize and procurement practices in order to be aware of their participatory approach.

The linear policy theory has been advanced by Grindle and Thomas in 2000 by detailing a way which serves all sides with precision. It emphasizes on identification of situation, what were the probable causes, examine positive and negative outcomes; what can be done to obtain peace; choose option to give better solutions (Keith &Stroh, 2016). The theory was relevant to the present research because it demonstrated how to outline any change or adjustment. It proposed that failing is attributed to lack of sufficient tools or just incompetent implementers. Practice occurred by elaborating procurement, helping leading team in training, mobilization of money, and reporting framework, methodology for system of keeping all the records about the process (Meredith & Mantel, 2012). The above theory enabled the researcher to establish the conceptual framework as follows:

Independent Variable

Dependent Variable

Project Design



Intervening Variables



Figure 2.1 Conceptual Framework

Source: Researcher (2023)

Data presented demonstrated influence of procurement practices on public project implementation. In this regards, the procurement practices are planning market, contract and sound in choice for procedures. Moreover, planning market was measures using procurement practices influence, sound formal planning, and procurement practice. Professionalism was measured using procurement training, procurement skills, and procurement policies. Supplier selection was measured using procurement procedure, adequate rules and regulation, capacity of supplier, and quality of product. The dependent variable (public implementation) was assessed using resource

allocation, planned budget, timely delivery, and project quality. Finally, both independent and dependent variables were moderated by government policies.

3.0 Materials and Methods

This researchers used a descriptive study with a correlation regression size effective was adopted owing to the fact that the present research seeks to obtain respondents point of view on the role procurement practices on public project implementation (Alvi, 2016). Therefore, a descriptive research was chosen because it was able to reveal how procurement practices affect public project implementation. For conducting the present research, 250 respondents were used including 1 project manager, 2 procurement officers of projects, 4 personnel from the management level, managing director of the project and 242 persons supported by African Evangelist Enterprise.

4.0 Results and discussion

Information was presented and discussed based on the following specific objectives: to identify effect of procurement planning, professionalism practice, and supplier selection on public project implementation by African Evangelist Enterprise. The researcher started by proving descriptive data on the level of public project implementation by African Evangelist Enterprise.

4.1 Effect of Procurement Planning on Public Project Implementation by African Evangelist Enterprise

Table 1: Descriptive statistics on whether planning

Statement on the Procurement planning	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree		Total	Mean	Sdv
	N	%	N	%	N	%	N	%	N	%			
AEE has implemented public project successfully owing to effective procurement planning	21	13.8	30	19.7	0	0.0	47	30.9	52	34.0	152		
Personnel in charge of procurement knows how to design procurement process	9	5.9	27	17.8	0	0.0	55	36.2	61	40.1	152		
AEE workers respect adequate rules and regulations for the preparation of effective procurement planning	9	5.9	12	7.9	6	3.9	60	39.5	65	42.8	152		
AEE procurement plans have enough explanation on procurement requirements	15	9.9	21	13.8	0	0.0	55	36.1	61	40.1	152		
AEE procurement plans have the expected budget of the requirement	15	9.9	9	5.9	0	0.0	94	61.8	34	22.4	152		
AEE procurement plans specify the procurement approaches and models	24	15.8	6	3.9	30	19.3	7	4.6	30	19.7	62	40.8	152

Source: Primary Data (2023)

Results showed indicated the AEE has implemented public project successfully owing to effective procurement planning, 34.0% were strongly agreed, and 30.9% were agreed. Result evidenced that effective procurement must know that procurement employees are able to plan in spite of outsourcing that services. Data demonstrated that the personnel in charge of procurement knows how to design procurement process are done, 40.1% are strongly agreed while 36.2% agree. Data evidenced that workers understand how to design and plan of all steps of procurement process. From 42.8% were strongly agreed, and 39.5% agreed. In this case, most of the employees in African Evangelist Enterprise has the knowledge of procurement planning this shows that most of them were involved during the preliminary stage of preparing annual procurement plan and after preparation. Information presented the AEE procurement plans have enough explanation on procurement requirements. 40.1% were strongly agreed with the statement, 36.1% of the participants agreed. The results demonstrated the AEE procurement plans have the expected budget of the requirement. From 152 respondents, 22.4% show a strong agreement while 61.8% are agreed. Data evidenced the AEE procurement plans specify the procurement approaches and models, 40.8 were strongly agreed while 19.7% agreed with the statement.

Table 2: Correlation Analysis between Procurement Practices and Public Project Implementation by African Evangelist Enterprise.

	Description of requirements	Estimated value	Procurement methods	Resource Allocation	Timely Delivery	Project Quality
Description of requirements	1					
Estimated value	.669**	1				
Procurement methods	-.361**	-.521**	1			
Resource Allocation	.320**	.408**	-.657**	1		
Timely Delivery	.317**	0.006	-.510**	.394**	1	
Project Quality	-.819**	-.716**	0.072	-0.113	-0.034	1
	152	152	152	152	152	152

Source: Primary Data (2023)

Results felt association between research variables. For description of requirements, there statistically association between description of requirements and resource allocation ($r=.320^{**}$, p -value=0.001), description of requirements with timely delivery ($r=0.0317$). Finally, a correlation was between description of requirements with project quality (0.817^{**} , p -value=0.000). For estimated value, there are significant relationship between estimated value and resource allocation ($r=0.408^{*}$, p -value=0.048), estimated value report project quality ($r=0.716$, p -value=0.000). Contrary to insignificant correlation between estimated value report and timely delivery ($r=0.006$,

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p-value=0.950). This correlation is insignificant since that p-value was >0.05 explaining that the increase of calculated value report did not affect project quality and vice versa. Results on procurement methods indicated significant correlation between procurement methods and resource allocation ($r=0.657^{**}$, p-value=0.000), and timely delivery ($r=0.510$, p-value=0.000). However, insignificant relationship was found between procurement methods and project quality ($r=0.072$, p-value=0.470).

4.2 Effect of Procurement Professionalism on Public Project Implementation

Table 3 Descriptive statistics on the Use of Procurement Professionalism

Statement on Professionalism	Strongly Disagree		Not Agree Sure		Strongly Agree		Total Mean	Sdv			
	N	%	N	%	N	%					
AEE has procurement training to improve worker's knowledge	30	19.7	12	7.9	3	1.9	46	30.3	61	40.1	152
Inadequate training in procurement practices leads to poor success	6	3.9	12	7.9	0	0.0	49	32.2	85	55.9	152
AEE has skilled procurement personnel	18	11.8	51	33.6	159	94.0	26	34.0	26	3	152
AEE executes procurement policies as recommended by the government	18	11.8	24	15.7	9	5.9	43	28.3	58	38.2	152
AEE has documents of procurement policies that guide training	61	40.2	0	0.0	0	0.0	0	0.0	91	59.8	152
The professionalism has stimulated successful AEE Public project implementation	85	55.9	46	30	3	1.9	12	7.9	36	23.7	152

Source: Primary Data (2023)

Results demonstrated that the AEE has procurement training to improve worker's knowledge, 40.1% strongly agree while 30.3% agree. Improved procurement performance at department level continue to be the same is expected to contribute to effective public project implementation. Results showed the Inadequate training in procurement practices leads to poor success, 55.9% show a strong agreement while 32.5 were agreed. Results assessed the AEE has skilled procurement personnel, 26.3% of participants are strongly agree, 26.3% show an agreement with the statement. Results showed the AEE executes procurement policies as recommended by the government, 38.2% of the respondents were strongly agree, 28.3% of the participants are agree. Results showed the AEE has documents of procurement policies that guide training, 59.8% of the respondents. Results indicated the professionalism has stimulated successful AEE Public project implementation, 23.7% indicate a strong agreement, while 7.9% are agreeing with statement.

Table 4. Correlation Analysis Procurement Professionalism and Public Project Implication

		Procurement training	Procurement skills	Procurement policies.	Resource Allocation	Timely Delivery	Project Quality
Procurement training	Pearson Correlation	1					
Procurement skills	Sig. (2-tailed)						
	N	103					
Procurement training	Pearson Correlation	.742**	1				
Procurement skills	Sig. (2-tailed)	.000					
	N	152	152				
Procurement training	Pearson Correlation	.235*	.192	1			
	Sig. (2-tailed)	.017	.052				
	N	152	152	152			
Resource Allocation	Pearson Correlation	.424**	.425**	.407**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	152	152	152	152		
Timely Delivery	Pearson Correlation	.740**	.514**	.665**	.394**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	152	152	152	152	152	
Project Quality	Pearson Correlation	-.484**	-.608**	.401**	-.113	-.034	1
	Sig. (2-tailed)	.000	.000	.000	.254	.732	
	N	152	152	152	152	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2023)

A strong relationship was established between procurement training and resource allocation ($r=0.424^{**}$, $p\text{-value}=0.000$), procurement training and timely delivery (0.740^{**} , $p\text{-value}=0.000$), procurement training and project quality (0.484^{**} , $p\text{-value}=0.000$). For procurement skills and resource allocation ($r=0.425^{**}$, $p\text{-value}=0.000$), timely delivery ($r=0.514^{**}$, $p\text{-value}=0.000$) and project quality ($r=0.608$, $p\text{-value}=0.000$) are associated as well as the $p\text{-value}$ is less than 0.05 explaining that a variation in in procurement skills did not impact public procurement. There is a significant correlation found between the procurement policies and resource allocation ($r=0.407^{**}$, $p\text{-value}=0.000$), timely delivery ($r=0.665^{**}$, $p\text{-value}=0.000$) and quality project (0.401^{**} , $p\text{-value}=0.000$).

4.3 Effect of Supplier Selection on Public Project Implementation

Table 4. Descriptive Statistics on the Use of Supplier Selection

Statement on Supplier Selection	Strongly Disagree		Not Sure		Agree		Strongly Agree		Total	Mean	Sdv
	N	%	N	%	N	%	N	%			
AEE comply with adequate rules and regulation in choosing suppliers	61	40.1	18	11.8	3	1.9	15	8	46	30.2	152
In AEE the supplier choice procedure respect all requirements establish by the government of Rwanda	18	11.8	12	7.9	0	0.0	23	7	36	23.7	152
Suppliers who were selected supplied high quality materials and equipment	32	21.1	6	3.9	9	5.9	36	23.7	69	45.4	152
The competency of suppliers is suitably assessed in making decision on persons to be selected for supplying products	9	5.9	12	7.9	6	3.9	127	7.9	113	74.3	152
The methodical capabilities of suppliers has been assessed before signing contract	36	23.7	7	4.6	15	9.9	5	3.3	22	14.5	152
Continuous control of suppliers has been done to rectify mistakes	32	21.1	6	3.9	9	5.9	36	23.7	69	45.4	152

Source: Primary Data (2023)

Results demonstrated the AEE comply with adequate rules and regulation in choosing suppliers, 30.2% strongly agreed. 15.8% remarked a strongly agreement. Results showed the AEE the supplier choice procedure respect all requirements establish by the government of Rwanda, 56.6% strongly agreed while 23.7% agreed. Results explained the suppliers who were selected supplied high quality materials and equipment, 45.4% show a strong agreement, while 23.7% agreed with the statement. Results showed the competency of suppliers is suitably assessed in making decision on persons to be selected for supplying products, 74.3% indicate strongly agreement while, 7.9% agreed with the statement. Results elaborated the methodical capabilities of suppliers has been assessed before signing contract, 14.5% are strongly agree, 5.9% agreement.

Table 5: Correlation Analysis between Supplier Selection and Public Project Implementation

	Procurement procedure	Adequate Rules and regulation	Adequate Rules and regulation	Resource Allocation	Timely Delivery	Project Quality
Procurement procedure	1					
	152					
Adequate Rules and regulation	0.212	1				
	0.004					
	152	152				
Adequate Rules and regulation	0.263	0.203	1			
	0	0.006				
	152	152	152			
Resource Allocation	0.333	0.136	0.037	1		
	0	0.067	0.619			
	152	152	152	152		
Timely Delivery	0.044	-0.012	0.016	-0.043	1	
	0.555	-0.876	0.829	0.566		
	152	152	152	152	152	
Project Quality	-0.024	0.017	0.163*	-0.068	-0.04	1
	0.75	0.816	0.028	0.363	0.593	
	152	152	152	152	152	152

Source: Primary (2023)

Significant positive association are established between procurement procedure and allocation resources ($r=0.333$, $p=0.000$) if the level of significance was less than 0.05 meaning that amelioration procurement procedure and the vice versa. Therefore, adequate rules and regulation was statistically correlated with project quality ($r=0.750$, $p=0.024$), adequate rules and regulation was insignificant with timely delivery ($r=0.750$, $p=0.024$).

4.4 Discussion of the Results

This research study did not contradict the work of APPRA (2014) where the preparation of schedule of requirements for procurement. Information demonstrated that personnel in charge of procurement knows how to design procurement process are done, 40.1% are strongly agreed. Burt et al (2018) felt the regulations procurement refers to pertinent owing to remarkable quantity of money spent in public sector. The research show that 75% signifying that audited procuring entities prepared their procurement plans, complying with authority’s guidelines for tender numbering (PPRA Audit Report, 2018). The study felt that AEE workers respect adequate rules and regulations for the preparation of effective procurement planning. From 42.8% were strongly agreed. According to African Union, (2016) requirements is a model intended to define procurement requirements based on requisition. The purpose assessed precise needs of requisitioned and to determine the best solution to meet those needs. Data presented AEE procurement plans enough explanation on procurement requirements. 40.1% were strongly agreed.

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The cost of the requirement must be comprised in accepted annual procurement plan and the budget (African Union, 2016). Procurement plan would indicate a calculated value of each package for goods, works, services and consulting and design necessitated and indication of budget available and sources of funding's (Public Procurement and Asset Disposal Regulations, 2018).

Results demonstrated AEE procurement plans have the expected budget of the requirement. From 152 respondents, 22.4% show a strong agreement while 61.8% are agreed. Information felt that to a very great extent the African Evangelist Enterprise workers were participated in procurement decision issues. Data evidenced AEE plans for procuring goods specify the procurement approaches and models, 40.8% were strongly agreed while 19.7% agreed with the statement. Results argued that many respondents proposed the role of specification in procurement planning. Customers should assess products, actions were asked to conduct programs, when they can be provided, assets training expected to execute procurement procedures as well as the expectation for funding (European Bank for Reconstruction and Development, 2017).

Results felt that the AEE has procurement training to improve worker's knowledge, 40.1% strongly agree. Results from African Evangelist Enterprise went opposite with results of previous studies by Gastone (2015) professionalism in procurement correlates with educational profile in carrying out business activities. Results showed unsuitable training in procurement practices stimulates poor success, 55.9% indicate a clear agreement. It concurs with the work of Handfield (2018) policy denotes the combination of objectives, regulations and action that guide a firm or any other entity. This term includes directives, explicitly and means that elect the purpose and ends an institution and adequate use. Therefore, Giunipero et al (2018) the purchase management advances guidance and assistance to the professional purchasing and support staff. The findings revealed that African Evangelist Enterprise did not assess that guide procurement capacity building for professionals that every employee had training duration pertaining procurement matters. Results showed the AEE executes procurement policies as recommended by the government, 38.2% of the respondents were strongly agree. According to Weigel et al (2017) the choice of pertinent new supplier begins with supplier assessment that was designed procurement objective in to do so, requirement profile refers to supplier search and pre-selection. According to Apostolova (2018), indicated that professionalism has stimulated successful AEE Public project implementation, 23.7% indicate a strong agreement/ in real sense it was correct that unsuitable training was procurement can lead to low level of organizational success. This study findings did not contract the work of Feisel et al (2016) who relies on its assets on capacity building, professional assessment, persons were involved in public procurement to ensure to procurement and ethical standards.

Results felt the AEE comply with adequate rules and regulation in choosing suppliers, 30.2% strongly agreed. 15.8% remark a strongly agreement. This research concurs with the work of Alfian (2017) who argued that expects accepted that no good way exists to assess and choose suppliers where purchase expects will accept that there was one best way to assess and choice (Larry, 2018). Results showed AEE the supplier choice procedure respects all requirements established by the government of Rwanda, 56.6% strongly agree. The large base of suppliers provides a better or high quality product for that case the African Evangelist Enterprise should ensure had enough supplier base. Feigenbaum (2018) explained that suppliers who were selected supplied high quality materials and equipment, 45.4% show a strong agreement. The African Evangelist Enterprise shall continue adhering public procurement in supplier selection that's why the findings felt that supplier's training. It did not contradict, the work of Visa et al (2017) elaborated the methodical

capabilities of suppliers has been assessed before signing contract, 14.5% are strongly agree. The findings evidenced that entity did not make periodic supplier audit that supported to correct detected mistake, this assisted supplier to correct themselves and attain supplier relationships with African Evangelist Enterprise and increases the supplier base. .

5.0 Conclusion

Relying on study findings, it was pertinent to draw conclusions in accordance with specific objectives. To the first research objective, it was concluded that procurement planning practices adopted by AEE in implementing its project. These are successfully effective procurement planning, knowledge on the ways to design procurement process, respecting adequate rules and regulations for the preparation, and procurement plans enough explanation on procurement requirements. Results to the second objective lead to the conclusion that AEE has procurement training to improve worker's knowledge, skilled procurement personnel, documents of procurement policies that guide training, and stimulated successful AEE Public project implementation. Results to the third research objective lead to the conclusion concerning the effective compliance with adequate rules and regulation in choosing suppliers, the large extent the African Evangelist Enterprise are not impacted by supplier selection procedures for that matters, the AEE the supplier choice procedure respect all requirements establish by the government of Rwanda, the competency of suppliers is assessed in making decision on persons to be selected for supplying products. The findings evidenced that entity did not make periodic supplier audit that supported to correct detected mistake.

6.0 Recommendations

Public entities are subjected to procurement success auditing annually and as per the existing rules, regulations and procedures required. This should ensure that firms select the suitable abilities suppliers who are capable to provide goods in a high quality in the asked time and firm will obtained value for money objective. Managers of AEE projects should make sufficient funds for knowing procurement capacity building. The procurement department, tender board and user should insist that workers take part in capacity building which will ameliorate their skills. This will be helpful to them. The decision makers should ensure that each institutions regardless of whether it is the public or private, should document the training policies for procurement and ensure that employees' skills, abilities are increased from time to time. Procurement practitioners should make periodic suppliers audit in order to rectify mistakes and assess the ability of suppliers capable to supply workers, products and service on due date. Suitable selection of suppliers should be done in order to ensure documentation of the suppliers, personnel capability, financial capability, past experiences on the related works and equipment possessed.

Based on the research limitations, similar studies should be done in other public sector procurement entities or faith based organization in Rwanda. Another area of study to be undertaken is the procurement policy processes, monitoring and evaluation because there is a proliferation of ICT and globalization of services. Further studies should investigate in details influence of supplier selection have to the compliance or organizational success in the public sector organizations.

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