

Effect Of Procurement Practices and Performance of Non-Governmental Organizations in Rwanda A Case of Sos (Save Our Souls) Children's Villages

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Abstract

The general objective of this study was to assess the effect of procurement practices on the performance of NGOs in Rwanda, a case study of SOS Children's Villages. The study was guided by the following specific objectives: To examine effect of procurement planning and performance of SOS Children's Villages, Rwanda, to assess the effect of vendor selection and performance of SOS Children's Villages, Rwanda, to assess the effect of procurement negotiations and performance of SOS Children's Villages, Rwanda, to examine the effect of procurement contract control and performance of SOS Children's Villages, Rwanda. The results of this study provided information to the non-governmental organization how procurement practices optimize their performance since effective procurement practices is tremendous practices making organization to achieve on objective. The results of this research are beneficial to the managers of the procurement department in the Non-governmental organization as this study provided insight on how procurement practices contribute to the institution's performance. This study applied descriptive design to get results related to the study, the target population as well sample size was 64 respondents. Researcher utilized census as sampling technique. The source of data was primary and secondary methods. Questionnaires were adopted to collect primary data and documentary review applied for collecting secondary data. The data was obtained using descriptive statistical analysis with use of frequency, percentage, mean and standard deviation, and inferential statistics by the use of Pearson correlation (r) and multiple linear regression analysis. The presentation of results was presented using tables, the pilot test was determined to ensure the validity and reliability of instrument used in data collection. After data collection the following results were observed, basing on the Pearson correlation, procurement planning influences performance of Save Our Souls children's villages $r= 0.835$ while vendor selection influence performance of Save Our Souls children' villages at correlation coefficient of .812. On the other hand, procurement negotiations influences performance of SOS Children's Villages in Rwanda at $r=0.764$ and procurement contract control effects performance of Save Our Souls children's village at .79, the study concluded that all variables considered by researcher including procurement planning, vendor selection, procurement negotiation and procurement contract controls contribute to the performance of Save Our Souls children's villages in different corners. The study recommended that that effective control of supplied product is needed to ensure the suppliers are supplied the quality product as planned by management. The future researchers are recommended to make research about the contribution

of effective procurement practices on financial performance of organization in Rwanda using government institutions.

Keywords: Procurement practices, performance and performance of NGOs

1.1 Background of the Study

Worldwide, procurement is process of getting the products or services through competitiveness of producers and suppliers who should be individuals, companies or governmental who are capable to supply the products or services without compromising quality of goods and payment procedures of supply processes. According to Nelson and Millet (2013) Procurement practices play important positive contribution to the performance of Non-governmental organization with minimum cost while getting all the needs choosing the lowest price but without compromising the quality and quantity of products.

In Australia, revealed that procurement practices face certain difficulties. Among these constraints mentioned the risk of stopping activities of provision, environmental changes, the state of products, the force that the supplier is endowed (Frese (2018)). But because of procurement process is importantly growing, there are a lot of strategies being applied such as contract management, procurement planning, procurement negotiation as well as procurement vendor selection in order to overcome these challenges.

Hui, et al., (2015) examined procurement process in Malaysia and stated that persons in charge of procurement were accused of violating planning, supplier selection and contact monitoring and control procurement process leading to poor performance of organization. Mol and Oosterveer, (2018) confirmed that non-compliance problem affects not only the third world countries but also countries in the Africa. Furthermore, compliance in public and non-governmental procurement is still a major issue. While analysing procurement issues in Senegal, Alam and Aziz, (2016) clarified that procurement officers were suffered by malpractice and non-compliance to the procurement procedures and policies. An organization outcome, compliance has traditionally been understood as conformity or obedience to regulations and legislation Non -Governmental Organization performance is characterized by the output or outcomes produced to achieve on goals or objectives within effective utilization of resources (Upadhaya, Munir & Blount, 2014). The best indicators of measuring the performance of Non-Governmental Organization are done through quality goods or services, cost reduction, delivered productivity and lead time (Mchopa Et al, 2014). Hamon (2019) stated that quality of services and products, productivity, beneficiary satisfaction and community welfare are indicators of Non-governmental organization performance. He added that effective application of procurement practices enhances the performance of organization both governmental and public.

In Kenya, numerous NGOs are coming daily to daily contributes to the growth of country through introducing effective planning and purchasing procurement practices. However, process is larger suffered by secrecy, corruption, inefficiency and poor cutting. In such situations big amounts of resources are consumed (Panda and Sahu, 2020). Establishing effective procurement practices in NGOs contribute significantly to the performance of Non-governmental Organization.

The several NGOs in Rwanda are taking place to improve Rwandan lifestyle through various discipline such as religious, educational, health, food, employment and other socio-economic projects. NGOs are classified in private organizations whose aim is not to make profit for all parties and stakeholders. Habiyaemye (2020) showed that performance in NGOs helps in providing the basis for the organization to effectively and efficiently asses how well the organization is progressing towards its planned goals,

identification of strengths and weaknesses and how to help the organization decide on its future initiatives together with the planned goals. NGOs are important because they perform a huge function in expansion of nations at local, global and international level.

SOS Children's Villages was founded in 1949 with a novel concept. An issue was identified by Hermann Gmeiner, an Austrian campaigner for children's rights: thousands of children in post-World War II Europe had lost their homes, and orphanages offered them the prospect of a miserable institutional life. His approach was to create a model of family-like care that would provide kids a sense of security and belonging by creating dependable and durable relationships. The foundation for our distinct level of care expertise continues to be this personalised, comprehensive approach. By always attempting to adapt and enhance our work to meet the needs of each child, family, and community, as well as by fighting for children's rights, we embrace our roots in social innovation and activism (Kalakota and Robinson, 2019). SOS Children's Villages now has a presence in more than 130 nations and territories worldwide after more than 70 years. Through alternative care, family strengthening, schools, health centers, and other community-based initiatives, SOS Children's Villages assists hundreds of thousands of children each year thanks to the kind donations of donors, partners, and friends. No other organization has the same single-minded concentration as we do when working with children and teenagers who no longer have access to parental care or who are at risk of losing it.

SOS Children's Villages began its work in Kigali in 1979 and continue its operations after Genocide of Tutsi due to number of orphans. In addition to, SOS Children's Village Kigali had to be evacuated in 1994 and the children were moved to safer emergency accommodation. In 1995, the situation had stabilised enough for children and co-workers to move back to the children's village.

1.2 Statement of the Problem

Procurement is a challenge in most NGOs including the SOS. The procurement practices are often flawed with poor negotiation skills, lack of policies, lack of capacity by vendors which reduce performance of organization. William (2020) indicated that 48% Non-Governmental Organization at Global suffered poor performance in 2017-2019 due to inappropriate planning processes during procurement phase. The cost of foodstuff procured by SOS Children's Villages increase at 25% in 2020 due to poor negotiation skills and lack of proper supply chain management. This in agreement of Wachira (2021) in Mozambique who indicated that ineffective of planning practice, poor negotiation skills and poor contract management are the source of poor project performance sponsored by non-governmental organization.

As other countries such as Mozambique, Burundi and Malawi, poor procurement practices lead to poor performance of non-governmental organization. Rwanda is not exceptional, Rebecca (2022) showed that poor inventory control, uncoordinated business services, unnecessary high operation costs, unacceptable supplier appraisals standards influence poor implementation of procurement practices for Non-governmental Organization. The report of SOS Children's Villages (2022) showed that performance of SOS Children's Villages reduced at 10% in 2019-2021 due to ineffective planning, poor skills of negotiation process, ineffective suppliers contract monitoring and control. According to this report poor management of procurement practices decrease performance of SOS Children's Villages. However, procurement practices are applied to enhance performance of organization both private and non-governmental organization, there are still ineffective application of procurement practices leading to poor performance of non-governmental organization in Rwanda. Hence, there is need to assess the effect of procurement practices and performance of non-governmental organizations in Rwanda in line of

procurement planning, vendor selection, negotiation procurement and procurement monitoring and control and its effect on the non-governmental organization in Rwanda.

1.3 Objectives of the Study

1. To examine effect of procurement planning and performance of SOS Children's Villages in Rwanda
2. To assess the effect of vendor selection and performance of SOS Children's Villages in Rwanda
3. To assess the effect of procurement negotiations and performance of SOS Children's Villages in Rwanda
4. To examine the effect of procurement contract control and performance of SOS Children's Villages in Rwanda

2.0 Literature Review

2.1 Theoretical Framework

The researcher used various theories to support the research as way of strengthening the quality of the study. Theories supported researcher to get adequate information, opinions related to the researchable topics.

2.1.1 Negotiation Theory

Several authors have offered their opinions on the role that negotiation theory plays in a successful procurement process. Wondwosen (2015) asserts that in actual practice, negotiation theory aids procurement professionals in critically analyzing negotiation processes during the design and implementation of procurement. The knowledge they give us can influence how we bargain and, as a result, have an impact on the effectiveness of procurement. The idea is also applicable since it is crucial to concentrate on interests, foresee and eliminate causes of bias, and finally come to an understanding within and across parties in order to achieve procurement efficiency.

2.1.2 Balanced Scorecard

Kaplan and Norton (1992) developed the Balanced Scorecard to reduce reliance on outdated accounting methods. Organizations need to consolidate non-financial instruments to increase efficiency. The balance scorecard helps Non-governmental organization to assess the extent organizations attain its objective and goals. The Balanced Scorecard breaks down an organization's mission into specific, quantifiable goals. The Balanced Scorecard is a comprehensive approach to assessing organizational performance to ensure predictability and take appropriate steps to build a desired future. The theory helps in evaluation of operating costs, beneficiary's satisfaction, loyalty, and cost analysis at the time of purchase.

2.2 Empirical Literature

Empirical literature enabled a researcher to capture the necessary information supporting the research basing on the previous researchers and scholars who conducted the similar or slightly different research in different countries. Empirical literature is structured as follows:

2.2.1 Procurement planning and performance of Non-Governmental Organizations

Christiam and Alemante (2022) examined the contribution of procurement planning and performance of non-profit organizations in Tanzania, a case study of World Vision. The study referred to the three specific

objectives. To determine the effect of procurement planning on the payment method and performance of world vision, to establish the effect requirement planning on the performance of World vision and identify the effect of cost estimation on the performance of world vision. The study applied both quantitative and qualitative approaches, the study considered the population of 324 while sample size was 138 selected using purposive sampling technique. The data was analyzed using descriptive statistical and qualitative method. The findings showed that majority of respondents agreed that identification of requirements in procurement planning contribute to the performance of World vision at strong mean of 4.6 and low standard deviation of 0.12. The results showed that 58% strongly agreed and 41% agreed that cost estimation improve performance of non-governmental organization and 32% strongly agreed and 64% agreed that planning how payment will be done enhance performance of World vision. The study concluded that non-governmental organization improve performance through effective planning in procurement due to its importance in promoting effective resources mainly financial resources during products and service acquisition. The study recommended that procurement department should concentrate on all requirements to ensure the procured service and products will be achieved on effectiveness manners.

Sobczak (2018) did research about procurement planning on the performance of public organization in South Africa, a case of study water supply agency. The study adopted descriptive research design to analysis and interpret existing problem. The sample size was 282 obtained from five branches having 679 employees, the data was collected using questionnaires for collecting primary data and secondary data was obtained using existing documents. The sampling techniques applied was multistage sampling method. The ANOVA and Pearson Coefficient Correlation adopted to get the relationship between variables. The results showed that there is strong positive correlation between procurement planning and performance of water supply agency at $r=0.93$ which highly positive correlation. Further, the findings revealed that 47% strongly agreed and 35% agreed that purchasing process is done during procurement planning to boost performance of organization. The study concluded that procurement planning is the crucial practice promote performance of organization. However, the study recommended that public organizations to recognize the importance of procurement planning on achievement of its objectives and serving public communities.

2.2.2 Vendor selection and performance of Non-Governmental Organizations

The study done by Wafula (2019), examined the effect supplier selection on the performance of non-governmental organization in India. Objective of the study was to assess the factors influencing supplier selection in non-governmental organizations. The study adopted descriptive research design and case study while the population of 531 was considered whereas sample size of 213 was drawn for entire population. The data collection instruments were questionnaires and documentary review. During data analysis researcher using various descriptive modes including frequencies, percentages, mean, standard deviation ad inferential statistics. The findings showed that capability and quality of suppliers are factors considered by procurers during selection suppliers at 56% strongly agreed the statement and 41% agreed. Further, skills and experience are considered at the level of 67% strongly agreed and 30% agreed the statement. The responses confirmed the statement at strong mean of 4.5 and standard deviation of 1.2. The study concluded that qualified suppliers play great role to the performance of organization. The study recommended future researchers to examine the contribution of supply chain management on performance of non-profit organizations using other research methodologies.

Evenett and Hoekman (2018) examined the role of vendor selection on the performance of public institutions in Rwanda, a case of Water and Sanitation Cooperation Agency. The objective was to determine the role of vendor selection on the product delivery and to establish the role of vendor selection on the fulfilment agreement contract. The research applied purposive sampling to select eligible respondents where procurement department, finance, human resource and managers were sampled. Results showed that majority of respondents agreed that vendor selection improve quality of products at 45% agreed and 51% strongly agreed. On the other hand, 83% revealed that vendor selection improves useful of financial resources and 76% stated that vendor selection helps organization to get products on time. The study concluded that vendor selection is crucial activities in procurement process leading to the effectiveness performance of organization, the operations' ability to grow its own capabilities and performance, such as in obtaining product quality, may be adversely harmed if the vendor selection process is not carried out successfully. This makes organization to lose its image in front of clients. However, the study suggested that e-procurement selection to minimize the costs incurred on the vendor selection process manually.

2.2.3 Procurement negotiations and performance of Non-Governmental Organizations

Soudry (2021) examined the contribution of negotiation strategies on performance of Non-Governmental organizations in Ghana. The specific objectives were to determine the effect of negotiation strategies on the pricing practice, to establish the effect of contract negotiation on the performance of Non-Governmental organizations and to ascertain the contribution of negotiation skills in purchasing process. the methodology used by research were descriptive design and data collection tools were questionnaires, interview guide and various existing documents. The data analysis techniques were central tendency and inferential statistical. The findings indicated that coefficient matrix showed that all variables contribute to the performance of Non-Governmental organization. The results indicated that pricing process contribute to the performance of Non-Governmental organization at $r=0.87$, contract negotiation has strong positive correlation with performance of Non-governmental Organization of .91 while negotiation skills in purchasing process contributes to the performance of Non-Governmental Organization at Pearson Coefficient Correlation of .86. the study concluded that negotiation has positive influence on the performance of Non-Governmental organizations. The study recommended that negation strategies should be aligned with organization mission and vision.

Wachira (2021) in Mozambique did research on the influence of procurement practices on the performance of Non-Governmental. The population and sample size were 128 respondents. The sampling method is universal sampling technique. The data collection instrument applied were questionnaires and documentation review. The results showed that ineffective of planning practice, poor negotiation skills and poor contract management are the source of poor project performance sponsored by non-governmental organization. The study concluded that Non-Governmental Organizations do not concentrate on implementation of procurement practices to boost its performance. In his recommendation, author suggested that Non-Governmental Organizations require to emphasize on the procurement practices as the way of minimizing poor performance of organizations.

2.2.4 Procurement contract control and performance of Non-Governmental Organizations

Kakwezi and Nyeko (2022) conducted research about the effect of contract control on the performance of manufacturing companies in Angola. The objective of the study was to examine the contract control and

performance of manufacturing companies. Descriptive research design was applied, the target population was 241 select form 5 companies where only procurement staffs were considered. The study used both quantitative and qualitative approaches, data was analysed using Statistical Product and Service Solutions packages version 20. The results showed 78% revealed that poor performance of suppliers reduced due to effective control. On the other hand, contract control supported manufacturing companies to increase its production at 69%. The study concluded that contract control aid manufacturing companies to maintain effective performance of selected suppliers as well as proper inventory management. The study suggested future researchers to examine the contribution of contract control promoting professionalism of suppliers. The Report of Auditor General (2019) assesses the impact of procurement practices control on the performance of public organizations. The results showed that public organizations violated the general procurement guideline that stipulates the basic goods and services which must be purchased at current market values. Further, he added that there was a lot of direct purchasing of goods and services, including tents, entertainment, and venue space. In addition, the investigation asserted that the acquisition of goods and services was judged irregular because no prequalification records, requisitions, tender documents, signed contracts, or inspection or acceptance reports were generated. The service providers weren't always vetted beforehand. To confirm if the item was acquired through a competitive process, no quotes were provided. Finally report concluded that if the public organizations remain to violate the procurement practices the productivity of organization will remain low. In recommendations, the publication organizations require to follow procurement guidelines and other practices to ensure the organizations are delivered what expect to deliver in community.

2.3 Conceptual Framework

A conceptual framework is a synthetization of integrated components and variables which help in capturing and solving a real-world problem. It is analytical tool used for viewing the deductive resolution of an identified issue. In this research, Conceptual Framework guides researcher is shown in figure 2.1

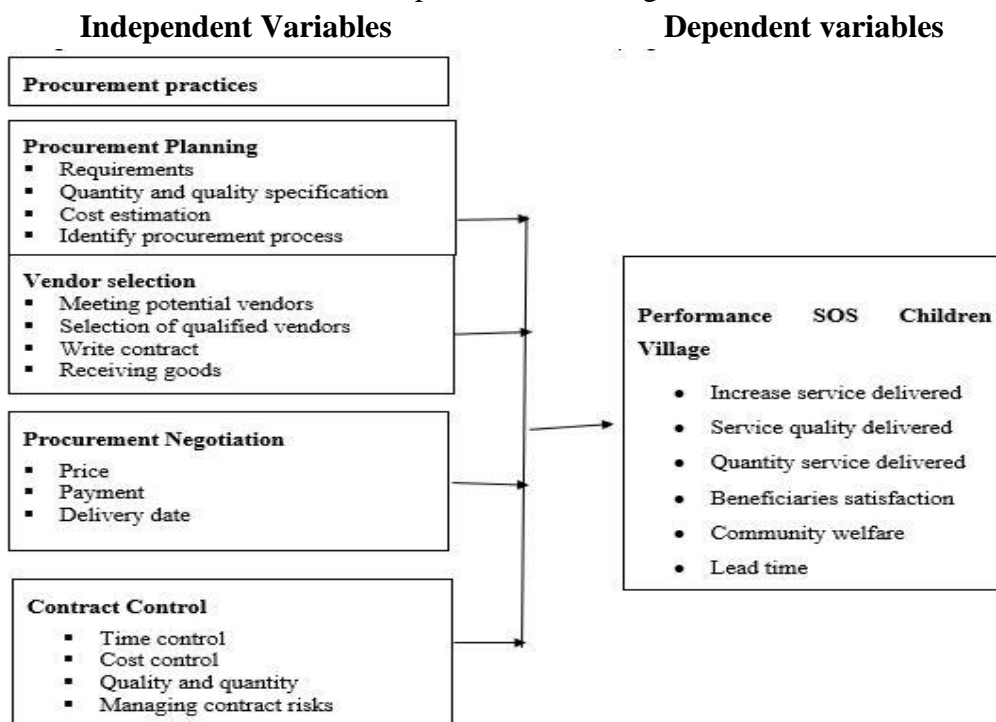


Figure 2. 1: Conceptual Framework

Source: Researcher (2023)

3.0 Research Methodology

A descriptive research design was used in this study the researcher used descriptive statistical elements such as frequencies, percentages. On the other hand, measures of central tendency were used as a statistic that represents the single value of the entire population or a dataset. Lastly, inferential statistics by the use of Pearson correlation (r) and multiple linear regression analysis was applied as the way of testing effect of independent variable on the dependent variable. The target population as well as sample size was 64 while primary and secondary data were employed in the study.

4.0 Research Findings and Discussion

The results were collected using both social demographical and findings related to the specific objectives to achieve on the research objectives.

4.1 Presentation of Findings

Each objective was handled chronologically as presented in chapter one of this research.

4.2 Correlational Analysis between procurement practices on the performance of Non-Governmental Organization

Researcher applied correlational analysis to measure the relationship between independent variables and dependent variable. Independent variables were constituted by procurement planning, vendor selection, procurement negotiation and procurement contract control while dependent variable is performance of NGOs. The results are shown in the below table.

Table 4. 1: Correlation Matrix.

		Procurement Planning	Vendor Selection	Procurement Negotiation	Contract control	Performance
Procurement Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	64				
Vendor Selection	Pearson Correlation	.837**	1			
	Sig. (2-tailed)	.000				
	N	64	64			
Procurement Negotiation	Pearson Correlation	.761**	.784**	1		
	Sig. (2-tailed)	.000	.000			
	N	64	64	64		
Contract control	Pearson Correlation	.830**	.878**	.784**	1	

	Sig. (2-tailed)	.000	.000	.000		
	N	64	64	64	64	
Performance	Pearson Correlation	.835**	.812**	.764**	.790**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	64	64	64	64	64

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

Source: Primary data, 2023

Taking into account all of the variables that were tested, the results showed that there is a high positive correlation between the independent variable and the dependent variable. The results also showed that the procurement planning contributes to the performance of SOS at $r=0.835$ (83.5%). While vendor selection influence performance of SOS at positive correlation of $r= 0.812$ (81.2%) On the other hand, there is a positive correlation ($r=0.764$ or 76.4%) between procurement negotiation and performance of Save Our Souls. At the end, there is significance influence of procurement contract control on the performance of Save Our Souls at $r=0.79$ (79%). Taking into account all the factors, procurement planning, vendor selection, procurement negotiation and procurement contract control are all important to the performance of Non-Governmental Organization at significance statistical. The performance of organization improved if and only the procurement practices are formulated and implemented in effective manners since procurement is key for the production and success of organization without making wastage. The findings are concurred with the research done by Sobczak (2018) who indicated that procurement practices are correlated with performance of organization at 93%, due to all procurement practices influence highly the performance of entire departments in firms.

4.4 Regression analysis

The relationship between the independent variable (procurement practices) and the dependent variable (performance of Non-Governmental Organization) is shown in this section. For the purpose of determining whether or not the procurement practices had a substantial effect on the Performance of Save Our Souls (SOS), a regression linear analysis was carried out. One independent variable can be broken down into its component pieces, which are procurement planning, vendor selection, procurement negotiation and procurement contract control. In order to determine the effect of the independent variable on the dependent variable, the modal summaries, the variances, and the coefficients of the variables were calculated.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.765	.748	.69805

Source: Primary Data (2023)

a. Predictors: (Constant), Procurement planning, vendor selection, procurement negotiation and procurement contract control As can be seen in Table 4.2, the regression analysis revealed a positive correlation ($R=0.875$) between the model’s predictors procurement planning, vendor selection, procurement negotiation and procurement contract control and the overall R^2 value, which was calculated to be 76.5%. Within the context of the Save Our Souls children’s villages (SOS), the findings

substantiated the hypothesis that an independent variable exerts a significant influence on the performance of Save Our Souls. The performance of the Non-Governmental Organization is significantly influenced by the procurement practices. The research also indicated that improving the performance of Non-Governmental Organization required increasing all of its independent variable combined. The findings concurred with the research done by William (2020) analysed impact of procurement practices on the performance of non-governmental organization. After the researchers applied regression analysis, the findings showed a positive relationship at 91% which confirmed that procurement practices contribute to the performance of non-governmental organization by considering procurement planning, vendor selection and procurement negotiation.

Table 4. 3:: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	85.132	8	28.377	44.557	.000 ^b
Residual	26.112	56	.637		
Total	111.244	64			

Source: Primary Data (2023)

1. Predictors: (Constant), Procurement planning, vendor selection, procurement negotiation and procurement contract control
2. Dependent Variable: Non-Governmental organization performance

Table 4.3 shows that the model predicts that other variables can explain 76.5% (85.132 out of 111.244) of the differences in the performance of the Save Our Souls children’s villages, while variables not included in the model can explain 23.5% (26.111 out of 111.244). The F value of the model is 44.557, which is a greater than 0. A P-value of 0.000 is below the set level, which means that the relationship between the independent factors and the dependent variables is statistically significant. The results of Analysis of Variance show that the performance of Save Our Souls children’s villages boosts due to the effective implementation of procurement practices.

Table 4. 4: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.902	1.555		2.445	.000
Procurement planning	.490	.126	.560	1.510	.000
Vendor selection	.366	.093	.408	1.787	.001
Procurement negotiation	.283	.125	.320	2.268	.000
procurement contract control	.313	.125	.397	2.268	.002

Source: Primary Data (2023)

Dependent Variable: Performance of NGOs

Researcher formulated regression line using the following equation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

By replacing the values of β we get:

$$Y = 2.902 + .56X_1 + .408X_2 + .32 X_3 + .397X_4 + 69805$$

In Table 4.4, you can see how the regression values turned out. Standardized factors (Beta) made it possible to figure out how well an NGO was doing. T-statistics show that the success of the Save Our Souls children's village depends on how procurement practices are implemented. The results showed that procurement planning ($=0.560$), vendor selection ($=0.408$), and procurement negotiation ($=0.320$) and procurement contract control ($=0.397$) all have a statistical effect on the dependent variable.

The results showed that a change of one unit in procurement planning has a 0.560-times effect on Non-Governmental organization. This shows how procurement planning affects non-Governmental organization performance and is the best prediction factor of the independent variable. Also, the regression coefficient shows that vendor selection improves Non-Governmental organization performance by a factor of 0.408 times, while the procurement negotiation improves Non-Governmental organization performance by a factor of 0.320 times and procurement contract control influences performance of Non-Governmental organization at 0.397 times. The results showed that all the p-values for the independent variables were less than 0.005, which means that the independent variables have an effect on the dependent variables. The study came to the same results as Wafula (2019), who found that procurement practices contributes significantly to the performance of non-Governmental organization performance. The procurement practices are very crucial to the non-Governmental organization performance in various field.

5.0 Conclusions

The procurement contract controls enhance performance of non-governmental organization through various approaches such as ensuring suppliers are fulfil the guidelines and orientation of contract, ability of meeting the agreements terms and condition to avoid any deviation which may declines the performance of organization.

As the overall conclusion, all variables considered by researcher including procurement planning, vendor selection, procurement negotiation and procurement contract controls contribute to the performance of Save Our Souls children's villages, hence procurement practices play great role to the performance of non-governmental organization.

5.2 Recommendations

The following are the recommendations that were developed based on the findings and conclusions drawn from the research: Some respondents did not agree that procurement negotiation influence performance of non-governmental organization. The research recommended procurers to make effective negotiation to reduce the financial expenses.

The research recommended that effective control of supplied product is needed to ensure the suppliers are supplied the quality product as planned by management.

Management team are recommended to follow how procurement practices are implemented to enhances the productivity and sustainability of non-governmental organization

Non-governmental organization are advised to make effective procurement planning as well as implement to maximize performance of them.

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