

CAPACITY BUILDING IN PROCUREMENT AND REGULATORY COMPLIANCE AT RWANDA ENERGY GROUP; KIGALI, RWANDA

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Abstract: The study examined the effect of capacity building in procurement on regulatory compliance at Rwanda Energy Group. The objective of the study was to assess the effects of training, coaching and leadership development in public procurement to regulatory compliance at Rwanda Energy Group. A descriptive survey research design was adopted using quantitative methods and used a closed-ended questionnaire as a data collection instrument. The study targeted 86 respondents from Rwanda Energy Group. Owing to the small size of the targeted study population of REG staff based in Kigali, the whole population was taken for respondents to ensure enough data is collected to inform the study. Collected data were analyzed on quantitative basis using Pearson's correlation, multiple regression analysis and descriptive statistics. For the analysis of training in public procurement, the results have shown that all respondents in REG strongly agree with its effects in enhancing, enforcing and streamlining regulatory compliance in public procurement. In the study, coaching in public procurement, the results found that all responses provided, highlighted a positive trend to the first statistical range (strong agree) of 1.27 as a mean with a minimum standard deviation estimated at 0.789 in general. The research study analyzed leadership development, the results found that leadership development in public procurement is strongly correlated with regulatory compliance of Rwanda Energy Group at significance level of 1.53 as the mean with the minimum standard deviation estimated at 1.070 in general. The researcher recommended that Rwanda Energy Group should consider, facilitating and involving all procurement staff in capacity building and development through short courses and trainings organized by Rwanda Public Procurement Authority to improve compliance with laws and regulations of public procurement in Rwanda.

Keywords: Compliance, Leadership, Procurement, Training.

1. GENERAL INTRODUCTION

Background to the study

The United Nations Development Programme has developed procurement capacity development framework intended to provide a step-by-step guide for those mobilizing, designing or conducting a procurement capacity assessment at the national or sub-national level including government officials, UNDP country offices, development partners, consultants and capacity development advisors (United Nations Development Program, 2019).

Most scholars postulate the strategic capacity building in public procurement as the prime factor that could account for higher explanation on public procurement regulatory compliance. Analysis of earlier studies reveal relative consistencies

across some variables on their influence on regulatory compliance. Starting from Abere and Muturi (2015), the results reported in their study revealed significant influence of trainings, ethical practices, and enforcement mechanisms on compliance with public procurement regulation in Kenya. Likewise, Chikwere et al. (2019) reported significant effects of familiarity, incompetence, political interference and poor monitoring on non-compliance with the public procurement legal framework in Ghana.

In most developing countries, procurement reforms were undertaken with the intention to increase the levels of skills and knowledge of procurement staff where public sector performance and its capacity to delivery services has received a renewed focus given the declining morals and increasing levels of corruption. Comprehensively, promoting capacity building in public procurement involves modernizing the organization (e.g. structures), staffing and activities (e.g. procurement process) of procurement.

In Rwanda those reforms were undertaken in December 2007 when the law no 63/2007 of 30th December 2007 established RPPA (Rwanda Public Procurement Authority) which took over the activities of the National Tender Board which was created in 1997 with the aim of managing and modernizing the public procurement system. Though the NTB contributed a lot in improving the procurement system in Rwanda, it was very crucial to reform the institution to make it more decentralized with ad-hoc organs to challenge the new board.

The move from the NTB to RPPA did not just involve a change in name, but rather a shift in the way public procurement was organized in Rwanda. During evaluations done to determine where reforms to the systems were to be targeted, it was discovered that it has become difficult for a centralized body like the NTB to balance its operational duties, such as the evaluation of tenders, with its policy-making, oversights and capacity building (World Bank, An assessment of Rwanda's procurement system).

The creation of RPPA as the organ responsible for oversight of these procurement activities including organization, analysis, and supervision and monitoring of public procurement, capacity building and professional development in procurement was crucial for the undertaken reform in public procurement (RPPA Strategic Plan 2009-2012).

With the establishment of law on procurement, all public procuring entities including government procurement boards were requested to recruit the procurement officers. As a result, skilled and experienced personnel have left RPPA for organizations that offer attractive salary packages, creating a big gap in some procurement specialized areas and lengthy recruitment procedures that must follow. Again, low quality of output due to lack of experience from fresh recruited staff was faced by all procuring entities including government procurement boards in the country. The procurement processes and practices were also not matching the ultimate principles of achieving value for money.

Capacity building in procurement being one of the core function and mandate of Rwanda Public Procurement Authority (RPPA), the capacity development unit was created in 2010 so as to increase knowledge of staff who is engaged in public procurement through training (short and long term courses), coaching, seminars and/or workshops.

Statement of the Problem

Compliance in Public procurement involves making sure that public procurement regulations are followed to the letter, (Mwangi, 2017). Past studies reveals that even after enactment of regulations in procurement there are inefficiencies observed in public funds usage in procurement due to inadequate compliance, (Onchweri & Muturi, 2015).

Data from the Office of the Auditor General for the period ended 30 June 2019, show that there were 8 adverse opinions and 1 qualified opinion on the audit of compliance with laws and regulation of value for money in Boards & GBEs cluster. This cluster is mandated to deliver key government programs and was responsible for assets and expenditure management of more than Frw 1,406 billion equivalent to 52% of annual Government expenditure for the year ended 30 June 2019. GBEs cluster which directly implement key programs of NST1 to improve lives of citizens dominates entities which obtained audits reports with adverse audit opinions to the tune of 62%, which is undesirable (Office of the Auditor General, 2019). For instance a total of 65 contracts valued at Frw 107,939,885,720 have been reported as either delayed or abandoned in 2019. The majority of delayed and abandoned contracts were identified in GBEs and district clusters with the portion of 74% of the total delayed and abandoned contracts. The audit reports that the dominant root causes of these

delays and abandonment of works are associated with delay of public institutions to settle suppliers' invoices and inadequate processes of contract management such as lack of adequate supervision and inadequate internal control environment. Rwanda Energy Group is one of GBs delivering key government projects in energy domain.

In addition to observed inefficiencies in GBEs' projects, the audits also noted cases of idle assets, reported to have been idle for a period ranging between 6 months and 10 years, identified in audited public institutions including WASAC and REG. The audits for the year ended 30 June 2019, identified 107 cases of idle assets worth Frw 17,210,605,457 in audited GBEs and attributed to lack of needs assessment prior to acquiring assets and inadequate asset management. Instances of lack of maintenance plan of assets, failure to put into auction the old assets and untrained staff to use assets were identified as indicators of inadequate assets management in REG. On a serious note the compliance audit reported lack of accountability in WASAC and REG where financial statements are never produced on time and do not make any sense. WASAC had a disclaimer opinion over three consecutive years, while REG had adverse opinion over three consecutive years. Biraro (2019) noted the lack of ownership of corporate governance in REG and such a situation attracted my attention to include leadership in the indicative variable of capacity building in procurement and regulatory compliance in Rwanda Energy Group.

GBEs are always recommended to undertake capacity building programs to improve professional proficiency of public servants including public procurement, as a measure to improve compliance, however noncompliance continues to be exhibited in GBEs. Hence the need for this study to assess the effect of indicative variables of capacity building in procurement on regulatory compliance at Rwanda Energy Group.

Specific Objectives of the Study

The study has the following specific objectives:

1. To determine the effects of training in public procurement on regulatory compliance in Rwanda Energy Group;
2. To assess the effects of coaching in public procurement on regulatory compliance in Rwanda Energy Group;
3. To analyse the effects of leadership development on regulatory compliance in Rwanda Energy Group;

Research hypotheses

Hypotheses propose a relationship between two or more variables (Williman, 2016). This study was guided by the following hypothesis derived from the objectives of the study and based on existing theories and knowledge. Both alternative and null hypothesis were formulated and set to be supported or refuted through statistics analysis of collected data from Rwanda Energy Group.

- 1) Training in public procurement has a significant influence on regulatory compliance of Rwanda Energy Group

H₀: Training in public procurement has no influence on regulatory compliance of Rwanda Energy Group.

- 2) Coaching in procurement has a significant influence on regulatory compliance of Rwanda Energy Group.

H₀: Coaching in public procurement has no influence on regulatory compliance of Rwanda Energy Group.

- 3) Leadership development has a significance influence on regulatory compliance of in Rwanda Energy Group.

H₀: Leadership development has no influence on regulatory compliance of Rwanda Energy Group.

2. LITERATURE REVIEW

Theoretical Foundation

This section discusses the theoretical foundations that the study is based on. These include the capacity building theory, human capital theory, institutional theory and theory of regulatory compliance. These theories seek to predict appropriate strategies in varying decision situations. Having a good working knowledge of some of the more prominent strategic theories provides tools to managers to process information better and in applying new perspectives in their functions.

Capacity Building Theory

Many authors have described the emergence of the field of capacity building in development from the early 1960s to the 1990s. There have been four periods of capacity building. Initially, in the 1950s and 60s, capacity building was focused on institution building. Secondly, in the 1970s it changed to a focus on development management. Thirdly, in the 1980s there was more emphasis on private sector development and by the early 1990s, capacity building became embedded within development organizations (Wubneh, 2004). Today, capacity building is recognized as a must for grass-roots organizations globally, in order to achieve sustainable development (Sessions, 1993).

Capacity building is becoming an increasingly popular activity in many sectors including procurement management. Human resources capacity building has been defined and interpreted in many different ways (Williamson, et al., 2003; Abbay, 2008). It is generally accepted that human resources capacity building as a concept is closely related to education, training and human resource development.

Groot and Molen (2000) defined human resources capacity building as the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful. Based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization.

However, Brews (1994) expanded the meaning of human resources capacity building to include empowerment. This is a broader approach while still focusing mainly on education, training and human resource development. He posited that capacity building gives substance to empowerment. If empowerment is the value, then capacity building is the content. Capacity building activities equip empowered employees to achieve organizational goals (Brews, 1994).

The concept of empowerment refers to the ability to do things; it means to be able to do. (Gibson 1991). Employees who feel strong empowerment have qualities, which make possible a strong sense of self-esteem, successful professional performance and progress in their work (Suminen, et al., 2005). Basically employees' empowerment is mainly concerned with trust, motivation, decision making and breaking the inner boundaries between management and employees (Ongori and Shunda, 2008). Empowerment enables employees to participate in decision making, helping them to break out of stagnant mind-sets to take a risk and try something new.

The definition of capacity building is still in a stage of formation. Some development agencies use a narrow definition focused on strengthening organizations and skills, while others use a much broader definition that encompasses the level of capacity of individuals to the extent of the whole of society. According to UNDP, capacity development is the process by which individuals, organizations, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve objectives.

Within the public procurement sector, Capacity Building is defined as the process to provide individuals, organizations, and the other relevant institutions with the capacities that allow them to perform in such a way that the sector as an aggregate can perform optimally, now as well as in the future. In that sense, a nation's capacity can be defined as the combination of three distinct levels: An appropriate policy and legal framework (the enabling environment), Effective, flexible and adaptive organizations (institutional capacity), and individual capacities (human resources).

Capacity building methods used in Public Procurement

Capacity building methods may include conferences, workshops, consultations, study tours, participatory research and extension, on-the job training, demonstration, coaching and mentoring (Stephen et al., 2006). Providing formal and informal training, on-the-job training, workshop/meeting, seminars and conferences, cross visits/study tours are the main methods to build the capacity in public procurement to guarantee a good mix of theory and practice. The following definitions are provided:

- **Workshops**

Workshops are a series of educational and work sessions. Small groups of people meet together over a short period of time to concentrate on a defined area of concern. The purposes for workshops may vary. For example: Informing, problem solving and training (SIL International, 1998).

- **On- the -job learning**

On-the-job learning is a learning process in the field with procurement practitioners applying theory to known ground practice. It is also known as learning-by-doing.

- **On-the-job or on-site-training**

On -the- job training is training undertaken in the workplace as part of the productive work of the learner.

- **Study tour**

A study tour is a travel experience with specific learning goals. Study tours emphasize experiential learning and offer both group and self-directed activities that enable learners to explore new territories, cultures, and people.

- **Mentoring**

Daniel (2006, p. 5) describes a mentor as “an individual with expertise who can help develop the career of a mentee.” According to University of Cambridge (2008) “mentoring is about motivating and empowering the other person to identify their own issues and goals, and helping them to find ways of resolving or reaching them by understanding and respecting different ways of working”. The following table summarizes the capacity building methods and tools used in procurement.

Human Capital Theory

Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her productivity (Dennison, 1998). This definition is broad, and this has both advantages and disadvantages. The advantages are clear: it enables one to think of not only the years of schooling, but also of a variety of other characteristics as part of human capital investments. These include school quality, training, attitudes towards work, etc. Using this type of reasoning, one can make some progress towards understanding some of the differences in earnings across workers that are not accounted by schooling differences alone.

The theoretical framework for the wholesale adoption of education and development policies known as Human Capital Theory was based on the work of economists such as (Becker, 1964). Human Capital Theory attempts to prove that formal education is highly instrumental in improving the productive capacity of a population. In other words, an educated population is a productive asset for a nation. This means that there is the need to invest in human capital through education and training so that productivity gains can be made. In other words, education and training improves the quality of labor.

The theory suggests that education or training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers’ future income by increasing their lifetime earnings (Becker, 1964). Mincer (1974) provides an explanation that links investment in training with workers’ wages. In particular, his theory draws a crucial distinction between general education and firm-

Conceptual Framework

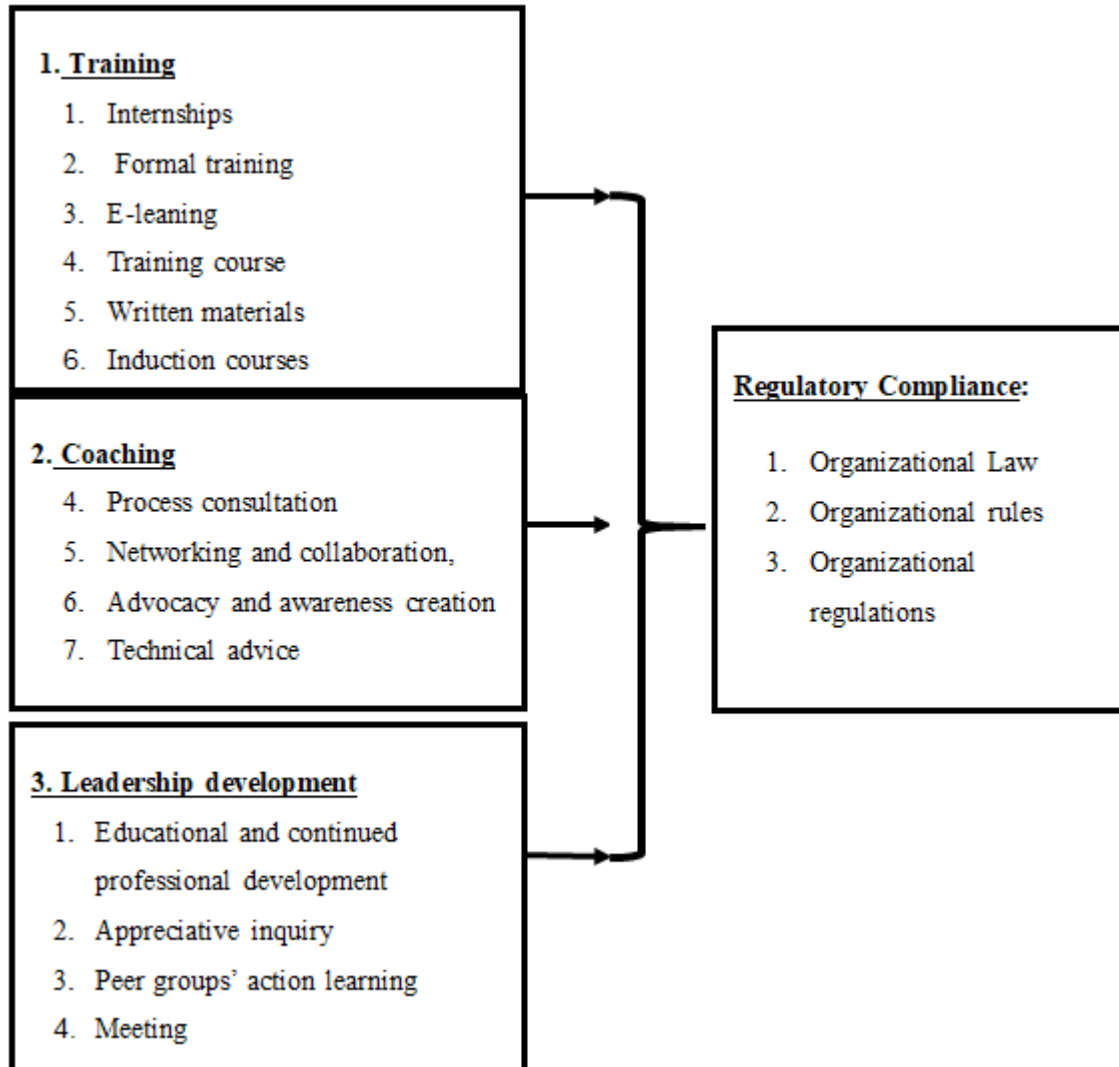
According to Mugenda and Mugenda (2003), a conceptual framework refers to a conceptualization of the relationship between variables in the study and it is shown diagrammatically. Other than showing the direction of the study, a researcher can also be able to show the relationships of different constructs that he/she investigates.

Independent variables

Capacity building in public procurement

Dependent Variable

Regulatory Compliance



Source: Researcher Analysis, 2021

Figure 1: Conceptual framework

Research Gaps

In research on technical change, industrial evolutionary changes, Dosi and Nelson (2010) argue that companies do not agree on one single dimension to pursue. The previous experience of capacity building is a key determinant of the recent and current capacity building approaches. Organizations can positively influence their innovation and business performance through well driven, planned and carefully selected choices regarding their capacity building and performance approach.

Christoplos et al (2013) examined the measurement of impact of capacity development efforts. An organizational performance index (OPI) was developed by the study. Performance was ranked as either of high or low performance. High performance was characterized by reliability, efficiency, effectiveness, sustainability and relevancy. The study examined reliability of the OPI with programs in countries like South Sudan, Nigeria, Ethiopia and Zimbabwe. A total of forty implementing partners were studied. The OPI reliability had an average of 85 scores for majority of the countries, except Ethiopia and Nigeria that were under 70 in score. The OPI was helpful in measuring the organizational

performance changes prior to and after capacity building of project implementing partners capability. The role of stakeholders was essential in ensuring ownership of the entire process. The study was not limited to the development organizational systems and skills but also incorporated the value addition from capacity development strategies.

Coffey (2015) examined the concept of capacity development through international projects. The study focused on the use of results based management (RBM) by donors alongside well-tailored monitoring and evaluation tools (including logical framework analysis, logic models and results frameworks). The study deduced that donor agencies relied upon such tools to generate the evidence base for measuring “success” across the spectrum of their work, although projects differed enormously in their nature, scope and time-span. Vallejo and When (2016), evaluated capacity development by identifying and analyzing the various approaches put forward over time. The study outlines the processes and challenges of CD when the pre-defined indicators are not captured in the preparation stage. The study indicates that CD strategy ought to consider the program, human resources, beneficiary population, other stakeholders and the operational context and the lack of a tailor made approach to capacity development.

3. RESEARCH METHODOLOGY

Research design

A descriptive survey research design was adopted using quantitative methods. Leedy (1997) defines research design as a plan for a study, providing the overall framework for collecting data. MacMillan and Schumacher (2001) define it as a plan for selecting subjects, research sites, and data collection procedures to answer the research question(s). They further indicate that the goal of a sound research design is to provide results that are judged to be credible. Generally, research design is regarded as a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy (Durkheim, 2004).

Target Population

Bailey (2014) says that the population is universal objects over which research is carried out. The ideal practice in research would be to gather information from the entire population; this ensured maximum coverage of the population concerned in the research. Duttolph (2011) argued that if the sample is selected properly, the information collected about the sample can be used to make statements about the whole population. The entire population of the study which was targeted to provide the information data related to the objectives of this study is 86 staff from Rwanda Energy Group based at its headquarter in Kigali and stratified on job role basis.

Sample size

Owing to the small population targeted at REG head office in its operations wing EUCL, this study adopted universal sampling and collected data from all the target population size to ensure enough respondents are secured during data collection. This population is comprised of 86 employees from REG who especially perform in procurement divisions and nearly related departments.

Sampling technique

Therefore, using universal sampling for the case of this study, the total sample size was the total population of 86 respondents who were taken randomly, and they included procurement practitioners and other staff working at REG headquarter in its operation wing of EUCL in Kigali.

Data Collection Instruments

The primary data were collected using questionnaires which were self-administered to the respondents. The questionnaire had five parts, part one was the background information (demographic data) age, sex, administrative experience, department and the position that respondents hold in the organization. Part two was in four parts and those were the variables on capacity building, resource availability, organizational culture and need analysis. The questionnaires had closed ended questions which the responded needed to tick where appropriate and open ended questions at the end of every variable to enable the respondents to write their opinion which they felt unable to include in the closed ended questions. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Mellenbergh, 2008).

The questionnaires were administered among the random selected employees attached to Procurement and logistics Department, Human Resource department and Finance Department within the organization for collecting the primary data.

4. SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of major findings

This section of the study describes the summary of the findings after analysis of data and information collected from the respondents on the field to assess the effects of capacity building in procurement on regulatory compliance of Rwanda Energy Group. In this study, multiple regression analysis was carried out to get the predictive value of the constructs considered. Since the model has been developed in such a way that each construct is affected by other constructs, it has been necessary to carry out a separate regression analysis against each variable which are considered to be affected by other variables.

The Effects of trainings in public procurement on regulatory compliance of Rwanda Energy Group.

The training in public procurement has been analyzed through the sub-variables (internships, formal training, E-learning, training courses, written materials and induction courses) to assess and determine its effects on regulatory compliance of Rwanda Energy Group. And the results have proven that all respondents in REG strongly agree with its effects in enhancing, enforcing and streamlining regulatory compliance in public procurement. All responses provided highlighted a positive trend to the first statistical range (strong agree) of 1.36 as a mean with a minimum standard deviation estimated at 0.69 in general. And also, since its beta sign result obtained from multiple linear regression analysis is positive and statically significant ($\beta = 0.396$, $t = 5.378$, $P < 0.05$), this allowed us to confirm that there is a strong correlated relationship between training (TR) in procurement and regulatory compliance of Rwanda Energy Group.

The Effects of coaching in public procurement on regulatory compliance of Rwanda Energy Group.

In the study, coaching in public procurement has been analyzed through different components and segments (process consultation, networking and collaboration, advocacy and awareness creation and technical advice) to identify its correlated relationship with regulatory compliance of Rwanda Energy Group.

The results showed that all responses provided, highlighted a positive trend to the first statistical range (strong agree) of 1.27 as a mean with a minimum standard deviation estimated at 0.789 in general.

The multiple linear regression analysis has proven that coaching in procurement is strongly correlated with regulatory compliance with independence variable coefficient of ($\beta = 0.218$, $t = 5.457$) and its statistical result ($P < 0.05$).

The Effects of Leadership Development in public procurement on regulatory compliance of Rwanda Energy Group.

The study analyzed leadership development based on different capacity building programs and interventions in public procurement (educational and continued professional development, appreciative inquiry, peer groups' action learning and meeting) of Rwanda Public Procurement Authority to streamline regulatory compliance of procuring entities such as Rwanda Energy Group.

Through multiple liner regression analysis, the results found that leadership development in public procurement is strongly correlated with regulatory compliance of Rwanda Energy Group at significance level of 1.53 as the mean with the minimum standard deviation estimated at 1.070 in general.

Moreover, after the regression analysis of coefficients output in SPSS, its beta sign result obtained was positive and statically significant ($\beta = 0.396$, $t = 5.378$, $P < 0.05$) and this confirmed its strong relationship with regulatory compliance of Rwanda Energy Group.

Conclusion

The purpose of this study was to examine the effects of capacity building in procurement on regulatory compliance of Rwanda Energy Group using statistical analysis; both descriptive and inferential statistics. Based on the regression model which consisted of three core interrelated factors: training, coaching and leadership development in public procurement,

the study analyzed their correlation or relationship with regulatory compliance using a model developed for the analysis. This was basically made to determine the linear combination of the constructs. The regression result explored the main determinant factors of the regulatory compliance in public procurement by using the variables identified in the model.

The study examined the factors of independent variables which influence regulatory compliance of Rwanda Energy Group. The value of R square was used to identify how much of the variance in the dependent variable (RCPP) is identified by the model. And the model summary depicted that the multiple R (correlation) value of 0.843 (84.3%) indicated a highly positive relationship between the dependent and independent variables and, the overall contribution of the independent variables: Training (TR), Coaching (CO), Leadership Development (LD) to the effective regulatory compliance in public procurement (RCPP) which accounted for 70% ($R^2 = 0.700$) of the variation in the RCPP.

The result indicated a highly positive relationship between the dependent and independent variables, the value of R^2 was 0.700, revealing 70% variability in the effective regulatory compliance in public procurement, as a result of the independent variables. The value of adjusted $R^2 = 0.700$ means that 70% of the changes in Y is explained by the independent variables. The final portion of this study aimed to conclude the finding of the study focusing on the core determinants that have significant impacts to the effective regulatory compliance of Rwanda Energy Group. These conclusions and recommendations were drawn from the findings obtained from ANOVA Analysis to determine the general significance of the model. The results obtained have proven that the model is strongly significant since the value of p was found to be less than 0.05 and values of (F-statistics ($p = 0.000$) and ($F=67.069$)).

Finally, the test of hypothesis has concluded that training in public procurement is strongly correlated with regulatory compliance since the regression result indicated significant relationship at ($P < 0.05$) and ($\beta = 0.396$, $t = 5.378$). The same for coaching in public procurement where it is strongly correlated with regulatory compliance at a significance relationship of ($\beta = 0.218$, $t = 5.457$) and its statistical result ($P < 0.05$). The study also concluded that there is a strong relationship between leadership development in public procurement and regulatory compliance of Rwanda Energy Group based on statistical facts where ($\beta = 0.396$, $t = 5.378$, $P < 0.05$).

Recommendations

In order to make effective regulatory compliance in public procurement, Rwanda Energy Group should consider the following points:

1. Rwanda Energy Group should consider, facilitate and involve all procurement Staff in capacity building and development through short courses and trainings offered by Rwanda Public Procurement Authority;
2. Rwanda Energy Group should mainly focused on development of professional career of staff involved in public procurement and continue to raise and increase their level of compliance in public procurement;
3. Rwanda Public Procurement Authority should continue elaborating and developing training and teaching materials in public procurement and making them accessible to all Rwanda Energy Group and other procuring entities to ensure their regulatory compliance in public procurement;
4. E-learning and online training platforms in public procurement procedures based on Rwanda law and regulations should be enhanced and developed, to involve more Staff of Rwanda Energy Group and other procuring entities to attend more courses in public procurement;
5. The organizational system for the provision of training certification in public procurement should be enhanced and streamlined to encourage more staff of Rwanda Energy Group and other procuring entities to attend the training;
6. Rwanda Energy Group should focus more on coaching and leadership development to continue developing skills and knowledge of their procurement staff in the future and update them due to many changes occurred in organization and development of public procurement in Rwanda.

Limitation of the study

The researcher noted some limitations to this study ranging from methodological to ethical limitations including a small number of study population where the researcher considered the total population to maximize the number of respondents to utmost data to inform the study. Lack of previous research studies on the topic leading to limited access to secondary

data was another major limitation faced by this study. To some extent time constraint, conflict arising from managers' bias to corporate image and other personal issues were observed during data collection.

Future Research Implications

The results of this study have important implications and is believed to be helpful for Rwanda Energy Group and other procuring entities in Rwanda. While this study has revealed some interesting results, one should be careful of its limitations related essentially to its sample size and scope of the study.

1. Although the researcher believes that this study is deep, it is still believed that it can be further extended to include more respondents from Rwanda Energy Group and other public procuring entities to make it more realistic and more reliable.
2. Due to different factors the researcher couldn't touch other dimensions of capacity building and regulatory compliance. Thus, further research needs to contain more desirable dimensions, in order to gain better insight.
3. Therefore, future researchers should consider studying other additional factors which affect regulatory compliance in public procurement like professional ethics in public procurement, effective implementation of the public procurement auditing and government procurement policy etc.

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