



Assessment of the Effectiveness of Frameworks Agreement in Procurement Performance: A Case of Medical Stores Department

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ABSTRACT

The main objective of the study was to assess the effectiveness of framework agreements on procurement performance, a case of MSD. The Study was guided by three objectives; To determine the level of competition among suppliers due to framework agreement with regards to procurement performance, To examine quality of goods procured using framework agreement, To ascertain costs of goods procured on under framework agreement. This study adopted descriptive research design, data were collected by using questionnaire and documentary review, the sample for study was 60 respondents. This study adopted both qualitative and quantitative method to analyze data with the help of Microsoft Excel.

The respondents agreed that qualified bidders are invited to submit quotations, suppliers are evaluated with reference to the stipulated qualification but also necessary information is fairly shared to all suppliers. From the findings, the respondents agreed that specification is properly communicated to suppliers, goods must conform to the specification provided, quality of goods is highly valued in the procurement proceedings, and quality of goods contribute to the prosperity of organization. Furthermore, the findings brought to light that the budget of procurement of goods is confirmed during the deployment of procurement, costs of goods reflect the current market value of similar products and regulated costs of goods contributed to the overall organization performance.

The Study concluded that, framework agreement in procurement proceedings offers competitive environment among suppliers, and allow buyers to acquire goods at lowest cost and improve organization performance. Organization prosperity with reference to procurement functions hence achieving prosperity as a result of quality of the goods acquired through framework agreement. And effectiveness of framework agreement support cost efficiency which enhances improvement in procurement. Suggestively, the Study concluded by advising the government to support the implementation of frameworks agreement in procurement function to enhance the performance of procurement in public sector in Tanzania.

1. OVERVIEW OF THE STUDY

1.1 Introduction

This part comprises introduction, background of the study, statement of the problem, objective of the study, research questions, significance and organization of the study.

1.2 Background of the study

The functions of procurement are currently being turned into a strategic manner of conducting business and are gaining recognition all over the World. One of the intriguing areas in which the practise of procurement appears to be more applicable is in the use of the Frameworks Agreement system (Nyongesa and Wagoki, 2015). Framework agreements represent a more intelligent form of purchasing than placing "one-off" orders for recurring contracts for works or supplies. This is why they are rising in popularity because they can, for example, maximise savings from bulk purchasing and reduce duties associated with repetitive purchasing (Genene, 2019).

According to Kanepejs and Kirekov (2018), there exists no obligation for a public entity to issue a specific minimum quantity of purchase orders, nor does it ensure any definitive levels of expenditure. The framework agreement delineates the terms and conditions governing supplementary call-off contracts. Nonetheless, it should be noted that the framework agreement does not impose an obligation on the public entity to undertake such action. Bewektu (2016) posits that an additional framework agreement underscores the importance of maintaining ongoing collaborative partnerships with suppliers throughout the duration of the contract. The establishment of these relationships facilitates the enhancement of material quality control, cost management, and the optimisation of delivery and service arrangements. Tariku (2017) asserts that opting for a long-term agreement is likely to yield a significantly more favourable pricing structure compared to what is attainable for purchases of lower volume and shorter duration. This phenomenon is commonly observed in the majority of instances.

The implementation of framework agreements into the legal framework of public procurement in the European Union dates back to the year 2004. This represents a worldwide precedent. Subsequently, these entities have expanded and attained a significant status as a fundamental element of public sector procurement in several nations, such as the United Kingdom, Denmark, France, and Sweden (Andrecka, 2016). Sanchez Graells (2015) reports that framework agreements are extensively utilised by the central government of the United Kingdom, with an expenditure of over 10 billion pounds. In Denmark, framework agreements account for one-third of all public procurement activities.

Framework agreements are highly advantageous as they allow contracting authorities to bypass protracted procurement procedures whenever they intend to make a purchase. Framework agreements are highly advantageous. Moreover, the consolidation of purchasing power through the formation of alliances can yield economic advantages, while also mitigating risk through the utilisation of multiple suppliers (Andrecka, 2016). The utilisation of framework agreements as a procurement strategy has been subject to censure due to its susceptibility to promote collusive practises such as bid-rigging, restrict market access to competition, and impede small and medium enterprises (SMEs) from participating in public tenders. Additionally, it has been observed that framework agreements are often employed for the sake of administrative convenience rather than effectiveness or optimal resolution for attaining value for money (Sanchez Graells, 2015). Although framework agreements offer numerous advantages, they have faced criticism for their susceptibility to bid-rigging, which can be viewed as a form of collusion.

The procurement framework agreement is a recent development in Ethiopia, as the market has not yet been adequately established to provide goods and services in an efficient manner. Consequently, it has been determined that procurement management is still in its nascent phase as a strategic approach. The source cited is Genene, and the year of publication is 2019. As a result, it has been deemed to be in the initial phase of achieving success. Nyongesa and Wagoki (2015) discovered that a viable approach to strategic sourcing involves the establishment of procurement framework agreements with potential suppliers. The purpose of this endeavour is to secure a consistent and enduring provision of commodities, amenities, and undertakings; to curtail expenses; to enhance efficacy; and to accomplish the predetermined objective of the establishment. Therefore, it is imperative for all organisations to prioritise the sourcing function.

According to Bewektu's (2016) findings on the cost implications of framework agreements, significant process efficiencies can be realised through the reduction of redundant work within public organisations and the consequent allocation of resources to other tasks. This can be achieved to a considerable extent by eliminating the need for public bodies to negotiate their own contracts and conduct individual tendering processes, as facilitated by the implementation of framework agreements. The attainment of this objective can be realised through the cessation of public entities engaging in autonomous contract negotiations and procurement procedures.

The implementation of framework agreements in Tanzania does not appear to have reached its full potential (Altho, 2019), despite the fact that these agreements have the benefits that were previously indicated. For example, the CAG conducted a procurement audit for both the Local and Central Governments for the fiscal year 2016–2017, and it was discovered that 10.6 billion worth of common goods and services were purchased without a procurement plan, from unreliable vendors, and without a competitive tendering process. This is a violation of the law as set forth in PPA No. 07 of 2011 and its regulations from procurement Act, 2013 as well as its amendments from PPR, 2016, the law has been amended. As a result, a study was carried out in order to cement on the impact of frameworks agreement on the procurement performance of organisations in Tanzania.

1.3 Statement of the problem

According to Sanchez Graells (2015), in order to secure a sustainable supply of goods, services, and works; to minimise costs; to increase performance; and to reach an intended goal, each and every organisation needs to place a significant emphasis on the procurement function. One method for accomplishing this objective is to enter into a procurement framework agreement with prospective sources of supply (Genene, 2019). The primary goal of utilising framework agreements is to produce cost savings in procurement by producing economies of scale, as well as in the process of buying goods and services by decreasing the administrative burden of issuing multiple tenders (SIGMA, "Framework Agreements" 2016). This can be accomplished by lowering the number of tenders that need to be issued.

According to Tamiru (2017), framework contracts have the lowest costs of any kind of procurement, and these cost savings can be realised by both public bodies and private companies.

Despite all of the beneficial effects that framework agreements have, they also come with their fair share of difficulties, such as inadequate supply chain responsiveness, unpredictable supply, inadequate supply chain coordination, and a lack of true collaboration (Bewektu, 2016). According to Tadesse (2014), the inefficiency of the implementation of framework agreements is related to a lack of dedication and experience, but it is also related to a lack of integration among the parties involved in the procurement activities. This is something that we can agree with.

According to Andrecka (2015), the framework agreement still has a lot of unknowns and problems, such as the method of regulating the awarding of call-off orders and the selection of the mini competition based on the subjective criteria. According to Tariku (2017), a number of activities, including supplier performance appraisal, supplier capacity, public bodies' procurement plan, and ICT utilisation, have been implemented, and these measures have had a substantial impact on the effectiveness of framework agreements. Nevertheless, according to Tariku (2017), there is still no efficiency in the framework agreement in public procuring entities.

The purchase method for goods and services for common use under Framework contract was approved in Tanzania by the Public purchase Act No. 7 of 2011, section 50 (1) - (3), as well as the Public Procurement Regulations of 2013 Reg. 131 (1) and (2) (Bryson, 2018). However, the CAG Report (2018) stated that a procurement audit was conducted for both the Central Government and the Local Government during the financial year 2016/2017. This

audit revealed that the procurement of common use items and services with a total value of 10.6 billion was made outside of the procurement plan. During the implementation of this procurement, there was inconsistency of costs due to the absence of competitive tendering, and there were unreliable suppliers due to the involvement of incompetent suppliers. These findings all conflicted with the provisions of the public procurement act.

Despite the many benefits that come with framework agreements, only a small number of studies have been conducted to evaluate the effectiveness of frameworks agreement in public procurement in Tanzania. Studies such as those of Andrecka (2016), Tariku (2017), Bewektu (2016), Nyongesa and Wagoki (2015) all have yet to establish the effectiveness of framework agreement on the performance of procurement; rather, they focused on addressing framework agreement against organisation performance. Despite the many benefits that come with framework agreements, only a small number. As a result, this study was carried out to determine whether or not framework agreements are useful in improving the performance of procurement tasks in publicly owned businesses.

1.4 Objectives of the study

1.4.1 General Objective

The main objective of the study was to assess the effectiveness of framework agreement on procurement performance a case of MSD.

1.4.2 Specific Objectives

- i. To determine the level of competition among suppliers due to framework agreement with regards to procurement performance a case of MSD
- ii. To examine quality of goods procured using framework agreement a case of MSD
- iii. To ascertain costs of goods procured on under framework agreement a case of MSD

1.5 Research Questions

1.5.1 General Question

What is the effectiveness of framework agreement in the procurement performance?

1.5.2 Specific Questions

- i. What is the level of competition among suppliers in frameworks agreements and its contribution to procurement performance?
- ii. Is quality of goods ensured when procured through framework agreement as well as procurement performance?
- iii. What is position of costs of goods under framework and its effect on procurement performance?

1.6 Significance of the study

1.6.1 To Government

The study gives the insight on the effectiveness of framework agreement, and this would help the government to use the findings to improve the implementation of framework agreement in procurement activities in different organization.

1.6.2 To Scholars

The study helps other scholars in increasing their knowledge on framework agreement in procurement practices under public organizations and that would help other researcher to further explore in similar study to learn what have not been covered with this study.

The study enables the researcher to meet her qualification requirement for the award of Certified Procurement and Supplies Professional (CPSP) issued by the Procurement and Supplies professionals and Technician Board (PSPTB).

1.7 Organization of the Study

The first chapter of the paper contains an introduction, a backdrop of the study, a statement of the problem, research objectives, research questions, the significance of the investigation, and the organisation of the study. The second chapter offers definitions of essential terminology, theoretical viewpoints of many scholars on the subject, empirical investigations spanning from foreign and local literatures, and the conceptual framework of the study, among

other things. The study paradigm, the research design, the types of measurement, the targeted population, the data collection methods, the sorts of data to be collected, sampling processes and sample size, data analysis, data measurement, data validity, and data reliability are all presented in chapter three. In the fourth chapter, you will find an introduction, as well as general information about the respondents and an analysis of their responses in regard to the research objectives. Included in Chapter Five are an Introduction, a Synopsis of the Study, a Conclusion, Recommendations for Future Research, and a Focus Area for Additional Research.

2. LITERATURE REVIEW

2.1 Introduction

This part of the report includes, introduction, definition of key terms and concepts, theoretical literature review, empirical literature review and conceptual framework.

2.2 Definition of Key Terms and Concepts

2.2.1 Framework agreement

A framework agreement is a contractual arrangement that is established each time a purchaser utilises the agreement and places a new order in accordance with the terms and conditions outlined in the framework agreement. Nyongesa and Wagoki (2015) have observed that some enterprises use the term "trading agreements" to refer to framework agreements, whereas others may use the term "standing offers."

Blanket orders are a type of framework agreement that involves an obligation on the part of the purchasing participants to utilise the arrangement. This agreement allows them to procure the specified products or services from the participating suppliers, subject to the agreed-upon terms and conditions. Blanket orders may also be expressed as a form of commitment. The concept of blanket orders can be construed as a commitment or obligation. Nyongesa and Wagoki (2015) posit that in instances where blanket orders are utilised, a supplier is furnished with an order number, which is subsequently referenced on invoices, and purchasers proceed to specify their requisites against the blanket order.

2.2.2 Competitions among suppliers

Competition occurs when numerous public bidders vie for a procurement contract under identical terms and conditions for the delivery of goods, services, or works. It is recommended that competitive bidding be adopted as the standard procurement practise, unless there exist compelling justifications to pursue an alternative approach.

The efficacy of the public procurement system can be enhanced by attracting both domestic and foreign suppliers and contractors of superior calibre who can meet the government's specifications through the utilisation of competitive mechanisms. According to Munenga and 2020, the technique of procurement that is ultimately utilised to satisfy certain criteria and the degree of time-sensitive nature of the necessity both play a role in determining whether or not a competitive procedure is utilised to award contracts.

2.2.3 Economy and Efficient Use of Resources

Economy refers to the control and management of public resources in a way to save money and achieve value for the money spent, whereas efficiency refers to the achievement of desired outputs through the utilization of means or resources that are readily available and cost the least. In this sense, the results of public procurement are thought about in relation to the costs that were incurred (in terms of human resources and time), the level of competitiveness that was achieved (in terms of the number of bids and involvement from cross-border bidders), and the perception of transparency. Therefore, any organization that falls under the purview of the public sector should have a systematic programme for the monitoring and control of their internal procurement efficiency (Munenga, 2020).

2.2.4 The standard of the products

According to Baily et al. (2008), quality can be defined as "the entire set of features and characteristics of a product or service that are pertinent to meeting the needs of the customer." According to Fearon (1993), it entails identifying how demands are defined, as well as what constitutes a best buy and the activities purchasers take to secure the provision of items that are correctly to the specification (Chagge, 2020).

2.2.5 Goods

Chagge (2020) defines the term "goods" as encompassing a wide range of physical objects, including raw materials, products, and equipment, regardless of their state of matter (solid, liquid, or gaseous). The term also includes intangible assets such as intellectual property, as well as services that are directly related to the provision of goods, provided that the value of the services does not exceed the value of the goods. Inclusive within the definition of goods are services that are supplementary to the provision of the goods, provided that the monetary worth of the services does not surpass that of the goods.

2.2.6 Cost of goods

According to Altho's (2019) definition, "cost of goods" refers to all of the costs that are associated with the items up until the point where they are in the possession of the end user.

2.2.7 Procurement Performance

The actual output of procurement or the results of an organization's procurement indicators are included here. These are compared to the outputs that were intended for the procurement process. Additionally, it refers to the accomplishment or completion of an organization's goals or objectives at the conclusion of a programme or project (Altho, 2019).

2.2.8 Medical stores department

Act of Parliament No.13 of 1993 established the Medical Stores Department (MSD) as an autonomous department under the Ministry of Health, Social Development, Gender, Elderly and Children. MSD is responsible for developing, maintaining, and managing an efficient and cost-effective system of procurement, storage, and distribution of approved medicines and medical supplies required for use by the public health services as the Ministry of Health, Social Development, Gender, Elderly and Children. MSD was established as an autonomous department under the Ministry of Health, Social Development,

2.2.9 The Government Procurement Services Agency, or GPSA

The Government Procurement Services Agency (GPSA) is an executive agency operating under the purview of the Ministry of Finance and Planning. The establishment of the GPSA was carried out in compliance with the Executive Agency Act No. 30 of 1997, which was subsequently amended by Government Notice No. 235 on December 7, 2007, and Government Notice No. 133 on April 13, 2012. The fundamental objective of the agency is to provide secure and high-quality services and products to cater to the requirements of government and non-government entities.

In order to fulfil the requirements of all purchasing entities for supplies and services, GPSA compiles these requirements and then sells them to PEs at prices that are competitive while maintaining a high quality standard for the products that they offer for sale. By acting in this manner, the agency is able to generate cash, which not only enables it but also enables the entire government to increase the number of services that are made available to the general public while also continuing to provide services, most notably to other public institutions (Bryson, 2018).

In accordance with the Public Procurement Act No. 07 of 2011 and its rules from 2013, as well as the changes from 2016 reg.131 (1), GPSA is required to create framework agreement contracts for all procurements that fall under common use commodities and services. This obligation is in place to ensure compliance with the law. (CUIIS). The agency holds a competition for qualified bidders to purchase a variety of CUIIS-covered goods and services at the beginning of each fiscal year. The performance of framework agreements is evaluated and tracked by GPSA in addition to the creation of contracts for those agreements (Bryson, 2018).

2.3 Theoretical Literature Review

2.3.1 The Agency Theory

According to Eisenhardt (1989), the primary objective of the theory is to determine the principal-agent relationship contract that will regulate it in the most effective and productive manner, given the assumptions made about people, organizations, and information.

This approach focuses on finding solutions to problems that may occur within a relationship between two agencies. The first issue could be agency problems, which arise when the desires or goals of the principle and the agent do not coincide. The second issue is when it is difficult or expensive for the principal to establish what the agent is actually doing. Okoth and Kongere (2018) define an agency association as a contractual arrangement wherein one or more parties (principals) engage the services of another party (agent) to perform specific, defined tasks on their behalf. The principal grants the agent a defined level of decision-making authority. According to Okoth and Kongere, an agency association is characterised as a contractual arrangement wherein one or more principals engage the services of another party, referred to as the agent. In an agency-based relationship, the agent bears the responsibility of making decisions that align with the principal's best interests.

Contracting parties with service providers or suppliers are participating in the procurement process (CUIIS) while operating under a framework contract for the supply of products and services of common use. When the responsibilities of the procurement staff and those of the user departments come into conflict with one another, the theory's particular applicability to public procurement becomes obvious; this is especially true when framework agreements are utilised. If such a condition or scenario were to take place, the theory might be able to intervene to change the conditions (Altho, 2019).

As a result, the researcher gained a better understanding of the significance of framework agreement thanks to the agency theory. The agency theory is also an integral part of this investigation due to the fact that it places a significant amount of emphasis on the applicability of framework agreements as the basis for public procurements. According to this theory, the applicability of framework agreements consists of two or more parts that, in principle,

come to a common understanding in order to carry out a specific assignment, and such an assignment or activities must have the purpose of satiating the end user of the service.

2.3.2 The Institutional Theory

According to Powell and DiMaggio (1991), the institutional context of an organization can have a significant impact on the development of formal structures inside that organization, frequently to a greater degree than the impact of market pressures. The environment grants legitimacy to forward-thinking structures when these structures help early adopting organizations become more technically efficient. In the end, these innovations will achieve a degree of legitimization in which a refusal to accept them will be considered as "irrational and negligent" (or they will become legal obligations) (Munenga, 2020).

At this point, both brand-new and already-established businesses adopt the structural form, regardless of whether or not the form makes operations more effective. According to Obanda (2010), the examination of public procurement typically makes use of institutional theory as the standard technique.

Institutions are defined as regulatory structures, government agencies, laws, courts, and professions, in addition to interest groups and public opinion, according to Lowell's (1994) institutional theory. Institutional theory examines the impact of external institutional forces on organisations and defines institutions as such.

The researcher employed the theory in measuring how setup allowed for a quicker procurement process involving framework agreement to be carried out within public entities, which is why the theory is relevant to the study. Procurement within the public sector is subjected to institutional set up through which all procurement function requires consent throughout the procurement process.

2.4 Empirical Literature Review

2.4.1 Foreign Studies

Genene (2019) conducted a study with the aim of assessing the challenges and prospects associated with the implementation of procurement framework agreements in the telecommunications sector of Ethiopia. The research objectives encompassed the development of procurement framework agreement, cost efficiency and excellence in procurement processes, suppliers' performance, procedure assurance, and support of strategic corporate procurement process. The aforementioned objectives were formulated with the aim of tackling the implementation and execution of the procurement framework agreement. The present study employed a descriptive research design and utilised stratified random sampling as the technique for selecting participants for the questionnaire.

The survey respondents comprised individuals holding positions in upper management, middle management, supervisory staff, and staff. A total of 99 questionnaires were collected, which was slightly lower than the expected 107. The data was analysed using measures of central tendency such as mean, as well as frequency and percentage distributions.

The primary finding of the study indicates that the procurement framework agreement faces challenges in terms of its applicability to various aspects of procurement, including planning, specification development, supplier identification, supply chain responsiveness, price fluctuations, negotiation, contract management, and supplier handling management. The aforementioned are the principal discoveries of the investigation.

The authors of the study propose that in order to facilitate the implementation of the supply chain, it is recommended to establish a partnership level of agreement with suppliers and to increase awareness about the expected yearly procurement plan. Sufficient training should be provided to staff members to effectively manage planning and specification development, implement market surveys to monitor price fluctuations during contractual periods, and conduct thorough assessments of suppliers' performance. Additionally, it is important to establish strong supplier relationship management practises that involve early supplier involvement for the sharing of information, technological capabilities, knowledge, technical skills, and experience.

Tamiru (2017) conducted a study with the aim of identifying the factors that contribute to the establishment of framework agreements in the context of public procurement. The Public Procurement and Property Disposal Service was used as a case study for this investigation. The study aimed to investigate the impact of various factors on the efficacy of framework agreements. These factors included the performance execution and capacity of suppliers, the procurement plan of public bodies, and the role of information communication technology in enhancing the effectiveness of such agreements. The study employed both descriptive and inferential research methods during its implementation. The study employed a combination of purposive and basic random sampling methods to select both the sample and its constituent elements.

Consequently, the survey elicited responses from a total of 118 individuals. In order to gather data, a hybrid approach was employed, which involved administering a structured questionnaire alongside conducting an interview. The study employed statistical techniques such as descriptive analysis, correlation, and multiple regression using SPSS version 23 for data analysis. The data collected from the interviews underwent analysis through the utilisation of a technique referred to as theme analysis. The results indicate a significant correlation between the efficacy of framework agreements and the suppliers' performance execution, suppliers' capability, procurement plan of public bodies, and the employment of information and communication technology. The findings of the inquiry facilitate the establishment of inferences. The model demonstrates that the supplier's performance execution is responsible for 23.9% of the variances observed in the framework agreement. The capacity of the suppliers is responsible for 28.3% of the observed

variations. The procurement plan of public entities constitutes 26.9% of the observed variations. Ultimately, the employment of Information and Communication Technology (ICT) is responsible for 18.2% of the fluctuations observed in the efficacy of the framework agreement.

The study drew various recommendations from its findings. These included the adoption of information communication technology by the PPPDS, monitoring and evaluation of suppliers' capacity and performance execution within the framework agreement, and increased attention to procurement plan and procurement expert empowerment by public bodies, particularly heads of public bodies. Additionally, suppliers were advised to consider their performance execution and capacity to effectively fulfil their role in the framework agreement.

Nyongesa and Wagoki (2015) conducted a study to examine the impact of framework contracting on procurement performance at Geothermal Development Company. The research utilised a descriptive survey design and focused on a population of 127 individuals associated with the administration, procurement, and finance departments. Subsequently, a total of 96 employees were selected as the sample for the study.

The data utilised in this research was obtained from participants' responses to surveys that consisted of structured, closed-ended inquiries. The statistical analysis was performed utilising the SPSS software. The findings of this research were deemed pivotal in enhancing approaches towards effective adoption of framework contracting as a means of enhancing the procurement function and ultimately, the performance of Geothermal Development Company. The study revealed that there exists a moderate positive correlation ($r=0.357$) between the utilisation of framework contracting methodologies and the performance of procurement. Furthermore, it was revealed that Early Supplier Involvement and Supplier Link Management exhibited a significant positive correlation with procurement performance, as evidenced by correlation coefficients of 0.404 and 0.681, respectively. Procurement performance exhibited a positive correlation with both of these relationships.

The study's results indicate that Geothermal Development Company employed framework contracting as a strategic approach (mean = 4.39) and did so with a high frequency (mean = 3.66). Based on the investigation's findings, the researchers arrived at the conclusion that the Geothermal Development Company's procurement performance was evaluated in relation to the role of framework contracting. Consequently, it was concluded that the implementation of framework contracting led to a reduction in expenses and enhanced the procurement efficiency of the organisation. The study's results suggest that framework contracting warrants increased consideration as a viable approach to mitigating procurement expenses.

2.4.2 Local Studies

Altho (2019) conducted a study to assess the effectiveness of a Framework Agreement for common use products and services (CUI) in public procurement. The study included a case analysis of the procuring organisations in the Arusha Urban District Council. The present investigation employed a combination of quantitative and qualitative methodologies in its research design. This study employed a mixed sampling approach, utilising both purposive and random sampling techniques to select a sample size of one hundred participants. The study employed interviews and structured questionnaires that incorporated a combination of open-ended and closed-ended questions to gather data. The collection of information also involved the utilisation of primary sources.

As per the results, the providers who are part of the framework agreement exhibit timely delivery of goods upon receiving a written request. However, there exists ambiguity regarding the supplier's ability to deliver all the requested goods simultaneously. The study's results indicate a positive correlation between the effectiveness of framework agreements and various factors, including information sharing channels among suppliers, performance execution follow-up tools for suppliers, supplier capacities, and the annual procurement plan for public entities. Furthermore, it has been ascertained that the efficacy of the public procurement process, specifically in relation to the utilisation of framework agreements, is influenced by the capacity of suppliers. However, suppliers who partake in framework agreements are either inadequately informed about their capacity measurement or the available information is severely limited.

The study also revealed that an inaccurate procurement strategy can impact the operational efficiency of an entity. The study has revealed that the utilisation of information and communication technologies has an impact on the effectiveness of public procurement, specifically in relation to the use of framework agreements. At present, the public procurement process utilises an information and communication technology (ICT) system to enable the exchange of information between public entities and vendors. Based on the study's results, the duration of information exchange between service providers and public entities is not limited to a few days. The framework agreement's performance is hindered by a delay in the information exchange process, thus creating a barrier.

The study's results indicate that suppliers ought to enhance their capacity to fulfil all requested goods simultaneously. Furthermore, it is imperative for vendors to exhibit a proactive attitude towards implementing corrective measures in instances where their merchandise exhibits defects. The provision of transparent information pertaining to capacity measurement is of paramount significance for vendors, as it has the potential to enhance the quality of services rendered. Efficient and timely exchange of information between service providers and public entities is imperative, with a recommended turnaround time of no more than a few days.

The study conducted by Mboma (2022) aimed to assess the impact of the procurement process on public entities through the utilisation of the GPSA Framework Agreement. This study utilised the National Auditing Office (NAO) as a subject of analysis. This research was characterised as descriptive in nature, and it utilised primary and secondary sources of data. The collection of primary data involved the utilisation of diverse methodologies and procedures such as observation, interviews, and questionnaires. Secondary data can be acquired through the examination of various sources, including government publications, prior research, and mainstream media. The survey comprised a total of 45 participants, of which 39 were randomly selected from the NAO personnel and the remaining 6 were drawn from a range of suppliers' companies. The data collected underwent both qualitative and

quantitative analyses. A qualitative presentation entails elucidating and characterising the obtained data, while a quantitative presentation involves the utilisation of SPSS to present the data in the form of numerical information, tables, and figures.

The research findings indicate that the implementation of the Framework Agreement System for Common Use Items and Services, through tendering procurement process and other procurement methods, can effectively reduce procurement costs and minimise delivery time of goods and services to the procuring entities. However, a delay in the tendering and procurement process has led to tardy contract awards. According to a researcher at the National Audit Office (NAO), the utilisation of E-procurement may serve as a viable solution to the issues that arise from the implementation of framework agreements. This approach could potentially enhance the procurement process, diminish the duration of contract awarding, and increase awareness among the relevant stakeholders.

In 2018, Bryson conducted an investigation on the efficacy of framework agreements within public procurement entities situated in the Dar es Salaam region. The study aimed to assess the effectiveness of the criteria employed in the framework agreements for supplier selection, examine the adherence of public procurement entities and suppliers to the terms and conditions of such agreements, and evaluate the challenges encountered during the implementation of framework agreements.

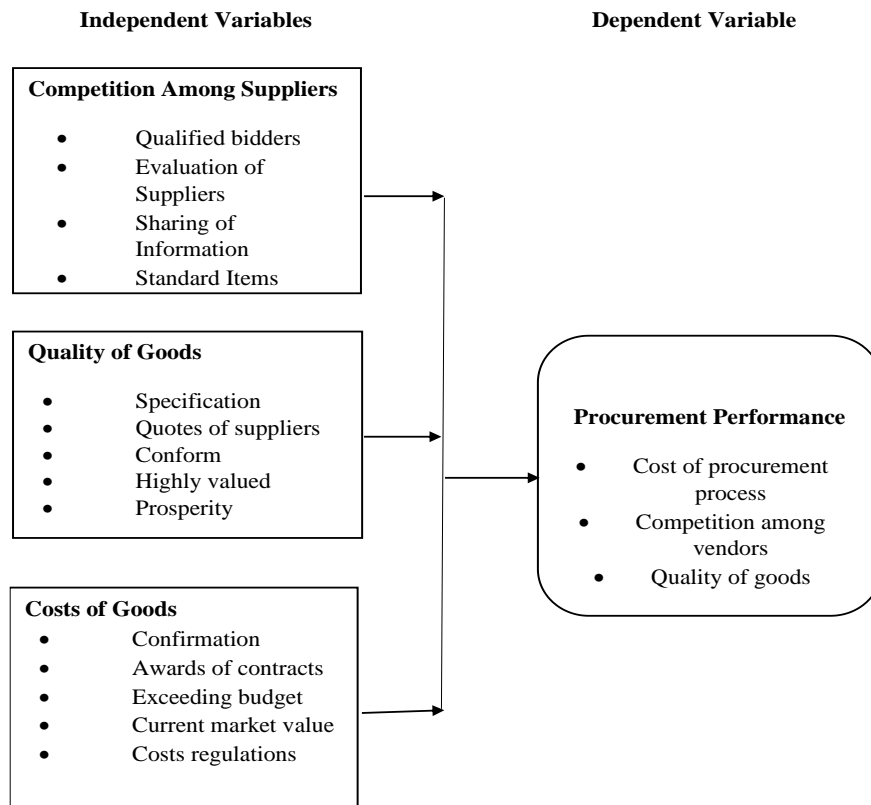
The researcher employed a survey methodology to collect data from five purchasing organisations and fifteen distinct suppliers located in Dar es Salaam. The data was analysed using both quantitative and qualitative methods. The study revealed that the selection standards employed for supplier procurement in framework agreements exhibited the lowest level of efficacy. Additionally, the Government Procurement Services Agency did not undertake any subsequent qualification assessments to authenticate the capacity, legal standing, and resources of suppliers prior to awarding framework agreements.

The study found that the criteria for supplier selection held considerable importance, and that both the purchasing entities and the suppliers failed to adhere to the stipulations outlined in the framework agreements. To optimise the cost-effectiveness of expenditures, it has been recommended that the Government Procurement Services Agency reevaluate its selection criteria, terms, and conditions, while also addressing the challenges associated with implementing framework agreements.

2.5 Conceptual Framework

This part includes dependent and independent variables, and later on the relationship between dependent and independent variable were explored and discussed, on the left side of diagram there is independent variables and dependent variable on the right

Figure 2.1: Conceptual Framework Model.



Source: Researcher Own Construct (2023)

2.6 Operationalization of Variable

2.6.1 Competition among Suppliers

Effectiveness of framework agreement in public procurement, is measured through the presence of competition among suppliers, when there are competitions, it assures the organization the possibility of getting best possible prices. Hence study adopted competition as independent variable.

2.6.2 Quality of Goods

Effectiveness of framework agreement can measure only if the quality of goods obtained through method is desirable, when quality is assured, it means the overall procurement performance is desirable. Thus, study adopted quality of goods as independent variables.

2.6.3 Costs of Goods

Among the objectives of utilizing framework agreement is to achieve, cost efficiency in procurement functions, therefore effectiveness of framework agreement in procurement function can be measured through procurement with least costs. Hence study adopted costs of goods as independent variable.

3. RESEARCH METHODOLOGY

3.1 Introduction

This part give insight on the methodological part of the study, and it consist of introduction, research design, research paradigms, types of measurement, data collection methods and approach, types of data, population, sample and sample size, sampling procedures, reliability and validity of data, data management and data analysis.

3.2 Research Design

The blueprint for data collection, measurement, and analysis is referred to as the research design. The research design is the conceptual framework within which the research is carried out. As a consequence of this, the design includes a description of the tasks performed by the researcher, beginning with the formulation of the hypothesis and its operational implications and continuing all the way through to the analysis of the data (Kothari, 2014).

This study adopted descriptive research design. Descriptive research was used to acquire information on the current status of the phenomena and to characterize what exists in terms of variables. It helped to answer the questions of who, what, when, where, and how related with a research problem (Kumar, 2017).

3.3 Research Paradigm

A philosophical skeleton that serves as a basis for carrying out research is referred to as a research paradigm. Two distinct camps have been established for the research methodologies of positivism and phenomenology respectively. According to Magigi (2015), phenomenology is more concerned with qualitative research, while positivism is more interested with quantitative research.

The study adopted phenomenology paradigm for the reason that approach align with study and fall in a category of social science approach that works with visible social reality.

3.4 Types of Measurement

3.4.1 Non-parametric analysis

According to Kothari (2014), data is deemed to be non-parametric when it is evaluated using non-interchangeable units, such as product preferences on ordinal scales. Non-parametric data is only partially amenable to mathematical and statistical analysis.

This study utilized non-parametric methods, specifically nominal and ordinal scales, due to the fact that the data collected consisted of non-numerical variables. Additionally, in order to make the findings more easily interpretable, the researcher used a nominal scale for allocating and sorting tables. To examine qualitative data, measurement was used. For each independent variable, the sub-variables and quadrants were given in a tabular presentation.

3.5 Data Collection Method

The term "data collection" refers to the procedures that were carried out in order to accumulate relevant information for the investigation. According to Kothari (2014), the precision of the data to be gathered is largely dictated by the data collecting equipment, which has a role in both the validity and

dependability of the data. In order to obtain data and information that was pertinent to the subject that was being investigated, the researchers behind this study mostly collected data through the use of questionnaires.

And in order to ensure reliability this study employed documentary review in creating correlation and as equipment for secondary data collection but mainly the researcher employed questionnaire as a main data collection tool.

3.5.1 Questionnaires

A printed list of questions, to which respondents are required to answer and record their responses, is referred to as a questionnaire. The questions in the questionnaires are read by the respondents, they interpret what is being asked of them, and then they write down their response (Kabir, 2016). Close ended questions were used in this study, whereby they were distributed by researcher to the respondents and each respondent took approximately 20-30 minute to read, understand and fill in the blanks in the questionnaire, then returned the filled questionnaire to the researcher.

Study used questionnaire because they are quick, inexpensive, and allows respondents ample time to think about the questions.

3.5.2 Documentation Review

Reading a range of documents like papers, books, and websites is part of the data collection process that is known as documentary review analysis (Kothari, 2014). This sort of data collection is also known as content analysis. On the other hand, these are data that have already been collected by somebody else and that have either been through the statistical process or have been documented in some form (Oakland, 2014).

The study used documents which includes CAG reports, journal articles, published and published reports, particularly the ones discussing about framework agreement and its relation on procurement performance. Because previous documents allowed the researcher to assess between what was previously known on the issue and the discoveries that was done by the study and even align the findings between literature and study findings.

3.6 Types of Data

Data are discrete pieces of information that are usually formatted in a specific way, such as research data that has been collected, observed, or manufactured for the purpose of analysis in order to produce unique study results (Saunders *et al.*, 2019).

3.6.1 Primary Data

According to Kothari (2014), the term "primary data" refers to information that has been gathered for the very first time and is hence exclusive. The primary data for this study came from a questionnaire provided by MSD, and it was administered to participants. For the purpose of this investigation, primary data were amassed through the use of the questionnaire method. The main reason for the researcher to use primary data was the nature of the study, and the information needed for this research needs a broad range of opinions on factors influencing framework agreement on procurement performance.

3.6.2 Secondary Data

Secondary data is information that has previously been acquired by someone else and has gone through the statistical process. Secondary data is information gleaned from published sources (Kothari, 2014). Secondary data for this study were collected through document reviewing. Secondary data helped the researcher to get solid information about the effectiveness of framework agreement on the performance of procurement.

3.7 Population of the Study

The term "population" is used to refer to the total number of items that are being investigated within the scope of the study. According to Kothari (2014), the term "entire sum of cases of interest that the researcher employed" refers to the whole number of people or other units of interest that were going to be researched. Population of the study included employees of MSD approximately 150.

The targeted population of the study were 150 employees from different departments within Medical Store Department (MSD) which includes; Procurement Management Unit (PMU), ICT, Finance, Demand and Plan, Warehouse Section, Distribution Section and Human Resources (HR).

Table 3.1: Population of the Study

S/n	Departments	Number of Employees
1	Procurement Management Unit	24
2	ICT	20
3	Finance	20

4	Demand and Plan	24
5	Warehouse Section	24
6	Distribution Section	18
7	Human Resources	20
	Total	150

Source: Human Resource MSD (2023)

3.8 Sampling Procedures

The procedures that the researcher followed in order to choose individual items from the population. According to Taherdoost (2016), sampling processes are helpful in selecting the required sample to take from a population. In addition, there are two primary types of sampling methods: probability sampling and non-probability sampling (Taherdoost, 2016). Probability sampling involves making selections at random, whereas non-probability sampling is determined by the researcher's subjective evaluation of the data.

Purposive or judgmental sampling is a non-probability sampling approach that was utilized for this study. It is based on the researcher's assessment of who can offer the most information to meet the objectives of the study, hence it is not considered a probability sample method. Therefore, this study involved only departments which are somehow connected with framework agreement despite the fact that all people within the company are stakeholders of public procurement but still there those who are not directly involved.

A statistical sample's "sample size" refers to the precise number of observations or duplicates that ought to be included in the said sample. According to Kothari (2014), every study in which the objective is to draw conclusions about the population based on a sample needs to take sample size into consideration. The study employed a mathematical method to determine the appropriate number to accurately reflect the population of 150, and it then chose on purpose the department that had most consistently produced accurate data in order to acquire the sample size it needed. The sample size for this study was computed by using the formulae by Yamane (1967) as follows:

Mathematically;
$$N$$

Sample size =
$$1 + Ne^2$$

Where N =targeted population, e = margin of error

Whereby

Population size (N) = 186

Accepted sampling error (e) = 0.1

Sample size (n) =?

$$n = 150 / (1 + 150(0.1)^2)$$

$$150 / 1 + 150(0.1)$$

$$150 / 1 + (150 \times 0.01)$$

$$150 / 1 + 1.5$$

$$150 / 2.5$$

$$n = 60$$

Therefore, the sample for study was 60, as illustrated in Table 3.2

Table 3. 2 Sample Size

S/n	Departments	Number of Employees
1	Procurement Management Unit	20
2	Finance	9
3	Demand and Plan	6
4	Warehouse Section	20

5	Distribution Section	5
	Total	60

Source: Field Survey Data (2023)

3.10 Data Reliability and Data Validity

3.10.1 Data Reliability

According to Wheelan (2014), the dependability of an instrument is the degree to which a research instrument generates consistent results or data after repeated trials. This can be thought of as a measure of the degree to which an instrument can be relied upon. According to Henn (2016), dependability is defined as the capability of achieving consistent results by repeatedly subjecting the same person to the same measurement using the same equipment. This study utilised a common reliability test that was recommended by Hair and Anderson (2009) in order to conduct the assessment of the internal dependability. The Cronbach's alpha (α) test which assesses the inter-correlations of items and internal consistency of each construct.

The threshold of Cronbach's alpha of (α) > 0.6 and CR>0.7 was taken as acceptable, and adequate internal reliability for construct.

3.10.2 Data Validity

This refers to the extent to which the instrument measures what it was intended to measure in an accurate manner. According to Heale and Twycross (2015), validity is defined as the degree to which an idea can be accurately tested in a study using the instrument being used (Heale and Twycross, 2015). Prior to the actual data collection, the study pretested the tools that were used for data collection, and a questionnaire was given to a researcher colleague in order to check whether or not the purpose of the study would be reached through the tool. This was done in order to determine whether or not the study was valid. Further study used criterion validity;

3.10.2.1 Criterion validity

A criteria, also known as criterion-related validity, is a measurement that determines how well one measure may predict the outcome of another measure. According to Wheelan (2014), this type of validity is helpful for forecasting performance or behaviour in another context (whether it be in the past, the present, or the future). Hence study used criterion to measure whether the results accurately measure the concrete outcome they are designed to measure.

3.11 Data Management and Data Analysis

3.11.1 Data Management

Research data management includes a number of different areas, including but not limited to planning, collecting, organizing, maintaining, storing, safeguarding, backing up, preserving, and sharing data (Kumar, 2017). The investigation made certain that the management of research data is carried out in compliance with legal, legislative, ethical, and board requirements. Managed data made the researcher's job easier and remove prejudice. As a result, the study involved assigning numbers to closed ended items in surveys in a methodical manner.

3.11.2 Data analysis

According to Kothari (2016), data analysis involves looking at the information that has been gathered in a survey or experiment and drawing conclusions and making judgements based on that information. Mainly study adopted both qualitative and quantitative method to analyze data with the help of Microsoft Excel to evaluate the data and create Tables and as way of presenting the data collected.

4. FACT FINDINGS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents analysis, interpretation of the findings from the field and discussions of the findings in relation to the study objectives. It starts with analyzing the general information of respondent followed by analysis in relation to the objectives of the study.

4.2 Respondents General Information

4.2.1 The ages of respondent

Respondents were asked to select age group among the provided options and findings are presented in Table 4.1; which indicated the findings of the study; 27 respondents equal to 45.0% of the total respondent were within 26 years - 31 years, 17 respondent equals to 28.3% of the respondents were

between 32year – 37years, while 12 respondents equal to 20.0% of the respondents were between 38 years- 43years years and only 4 respondent equals to 6.7% of the total respondent were within 20 years -25 years.

Table 4.1: Age of Respondents

Categories	Frequency	Percent (%)
20 years - 25years	4	6.7
26 Year - 31 Years	27	45.0
32Year - 37Years	17	28.3
38 years - 43 Years	12	20.0
Total	60	100.0

Source: Field data (2023)

These findings implied that, study involved respondents who were in between the age of 26years and above, this further indicated that study had respondents who are matured and energetic fulfilling duties and tasks within the organization. Thus, having youth employees at the organization assures improved performance in the activities undertaken in the organization.

The findings were consistent with those of McNab and Skapetis (2019), who found that younger people are more inclined to engage in surveys than older people do. They hypothesized that this would be due to the fact that younger people often have a greater number of questions and concerns than older people do.

4.2.2 Gender of Respondents

Respondents were asked to indicate their genders, either male or female and findings are presented in Table 4.2, where by 32 respondents equal to 53.3% of the total respondents were male, 28 respondents equal to 46.7% of the respondents were female

Table 4.2: Gender of Respondents

Categories	Frequency	Percentage (%)
Female	28	46.7
Male	32	53.3
Total	60	100.0

Source: Field data (2023)

The findings implied that, study consisted largest number of male respondents compared to the female respondents, the difference in participation between male and female in a study, is contributed by number of availabilities within the study areas. It is noted that when area of the study has many females then survey would be occupied by female at a large proportion, similarly to when there is a big number of male respondents. Therefore, study had a large number of male respondents because male employees are many in number within the organization compared to female employees.

However, the results of the study contradicted the assumption made by Smith (2018). According to Smith (2018), the gender gap in participation rates between female and male respondents can be explained by the fact that females are more likely to participate in questionnaire surveys due to their higher levels of empathy.

4.2.3 Respondents Education level

Respondents were asked to indicate their level of education background, and findings for the question are presented in Table 4.3; Where by 20 respondents equal to 33.3% of the total number of respondents had bachelor degree level of education, 15 respondents equal to 25.0% of the total number of respondents had ordinary diploma level of education, 13 respondents equal to 21.7% of the total number of respondents had basic certificate, 12 respondents equal to 20.0% of the total number of respondents had master- above level of education.

Table 4.3: Respondents Education level

Categories	Frequency	Percentage (%)
Basic Certificate	13	21.7

Ordinary Diploma	15	25.0
Bachelor Degree	20	33.3
Masters – Above	12	20.0
Total	60	100.0

Source: Field data (2023)

The findings implied that, study involved respondents who have a strong education background, enabling them to be aware with different issues in the organization. Since it has been argued that when a person is educated then his or her level of understanding is good compared to person who is less educated. Therefore, this assured that the respondents that participated in the study are able to provide relevant information which would fulfill objectives of the study.

The findings are consistent with those of Mojo et al. (2017), who stated that the higher an employee's education level, the greater the possibility that the individual will exhibit good reasoning and performance, thereby enabling the organization to accomplish its goal.

4.2.4 Respondents Working Experience

Respondents were asked to indicate their experience level, and findings for the question are presented in Table 4.4, where by 31 respondents equal to 51.7% of the total number of respondents had 13- 18 years of working experience, 15 respondents equal to 25.0% of the total number of respondents had 18-above years of working experience, 9 respondents equal to 15.0% of the total number of respondents had 7-12 years of working experiences, 5 respondents equal to 8.3% of the total number of respondents had 1-6 years of working experience.

Table 4.4: Respondent Working Experience

Categories	Frequency	Percentage (%)
1 Years- 6 Years	5	8.3
7 Years – 12 Years	9	15.0
13Years- 18 Years	31	51.7
18Years- Above	15	25.0
Total	60	100.0

Source: Field data (2023)

Findings implied that, study involved respondents who are experienced enough to understand the questions and objectives of the study, it is argued that when a person is experienced then his or her level of understanding of different issues within the organization increases as well. Therefore, study findings were reliable as a result of the experienced respondents who participated in filling questionnaires.

The findings support the contention made by Joyce (2014), who stated that employees with sufficient experience are more likely to possess the requisite abilities required in the execution of specific given tasks such as daily responsibilities and other activities such as participating in study. The findings support the contention since they are in line with the findings of (Joyce, 2014).

4.3 Data Analysis in Relation to Specific Objective

The researcher formulated three specific objectives with respective questions in alignment with the study objectives, which were formulated in a questionnaire then distributed to the respondents to collect data concerning the study. The findings are analyzed and discussed as follows: -

4.3.1 Competition

The first specific objective of the study intended to determine the competition among suppliers due to framework agreement with regards to procurement performance, researcher asked five different questions to the respondents and finding for the asked question are presented below;

4.3.1.1 Qualified bidders

First question of the first objective aimed to determine whether qualified bidders are invited to submit quotations, finding for the question presented in Table 4.5, which indicates that 23 respondents equal to 38.3% of the total number of respondents agreed that qualified bidders are invited to submit quotations, 19 respondents equal to 31.7% of the total number of respondents strongly agreed that qualified bidders are invited to submit quotations, 7

respondents equal to 11.7% of the total number of respondents disagreed that qualified bidders are invited to submit quotations, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that qualified bidders are invited to submit quotations, 5 respondents equal to 8.3% of the total number of respondents were neutral.

Table 4.5: Qualified bidders are invited to submit quotations

Level of agreement	Frequency	Percentage %
Strong Disagree	6	10.0
Disagree	7	11.7
Neutral	5	8.3
Agree	23	38.3
Strong Agree	19	31.7
Total	60	100.0

Source: Field data (2023)

The findings implied that, only qualified bidders are allowed to participate in the tendering process, through the invitation of submitting quotation. This promotes competition in the tendering process especially carried out via framework agreement which allows multiple suppliers to compete for any ongoing bidding process. Therefore, inviting qualified bidders maximize the utilization of framework agreement which allow organization to improve procurement performance.

Bewektu (2016) asserted that framework agreements have the importance of continuing collaborative relationships that can be developed with the suppliers during the contract period. Such a relationship facilitates the development of improved control of material quality and costs as well as delivery and service arrangements. The findings aligned with Bewektu's assertions, which were supported by the findings.

4.3.1.2 Suppliers are evaluated

Second question of the first objective intended to find out whether suppliers are evaluated with reference to the stipulated qualification, finding for the question presented in Table 4.6, indicates that 22 respondents equal to 36.7% of the total number of respondents agreed that suppliers are evaluated with reference to the stipulated qualification, 20 respondents equal to 33.3% of the total number of respondents strongly agreed that suppliers are evaluated with reference to the stipulated qualification, 8 respondents equal to 13.3% of the total number of respondents were neutral, 7 respondents equal to 11.7% of the total number of respondents strongly disagreed that suppliers are evaluated with reference to the stipulated qualification, 3 respondents equal to 5.0% of the total number of respondents disagreed that suppliers are evaluated with reference to the stipulated qualification.

Table 4.6: Suppliers are evaluated with reference to the stipulated qualification

Level of agreement	Frequency	Percentage %
Strong Disagree	7	11.7
Disagree	3	5.0
Neutral	8	13.3
Agree	22	36.7
Strong Agree	20	33.3
Total	60	100.0

Source: Field data (2023)

These findings implied that, suppliers are evaluated with reference to the qualification stipulated during the tendering process; there is no divergence to the stipulation put forth. This assures suppliers that award is given to a deserved supplier; this promotes participation and competition among suppliers. Therefore, fair evaluation of suppliers promotes competition and leads to improved procurement performance due to the attainment of value for money in procurement functions carried out through framework agreement.

However, the findings contradicted with the CAG audit for both the Local and Central Governments for the fiscal year 2016–2017, and it was discovered that 10.6 billion worth of common goods and services were purchased without a procurement plan, from unreliable vendors, and without a competitive

tendering process, which is a violation of the law as set forth in PPA No. 07 of 2011 and its regulations from 2013 as well as its amendments from 2016 (Act N) (Altho, 2019).

4.3.1.3 Fairly sharing Information

Third question of the first objective intended to find out if every necessary information is fairly shared to all suppliers, finding for the question presented in Table 4.7, shows that 23 respondents equal to 38.3% of the total number of respondents agreed that every necessary information is fairly shared to all suppliers, 22 respondents equal to 36.7% of the total number of respondents strongly agreed that every necessary information is fairly shared to all suppliers, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that every necessary information is fairly shared to all suppliers, 5 respondents equal to 8.3% of the total number of respondents were neutral, 4 respondents equal to 6.7% of the total number of respondents disagreed that every necessary information is fairly shared to all suppliers.

Table 4.7: Every necessary information is fairly shared to all suppliers

Level of agreement	Frequency	Percentage %
Strong Disagree	6	10.0
Disagree	4	6.7
Neutral	5	8.3
Agree	23	38.3
Strong Agree	22	36.7
Total	60	100.0

Source: Field data (2023)

The findings implied that sharing of information to the suppliers is fairly conducted; all suppliers have equal privilege of obtaining necessary tendering information from the organization. Fair sharing of information to all suppliers assures competition which at the end, benefits organization in term of acquiring goods at lowest costs.

These findings were consistent with those of Nyongesa and Wagoki (2015), who found that the exchange of information leads to the proper execution of framework agreements and the acquisition of items at the lowest possible cost, which boosts the reliability of procurement procedures and performance as well.

4.3.1.4 Suppliers competition on basis of standard items

Fourth question of the first objective intended to find out if suppliers are competing on basis of standard items and not brand name, finding for the question presented in Table 4.8, shows that 17 respondents equal to 28.3% of the total number of respondents agreed that suppliers are competing on basis of standard items and not brand name, 14 respondents equal to 23.3% of the total number of respondents strongly agreed that suppliers are competing on basis of standard items and not brand name, 13 respondents equal to 21.7% of the total number of respondents were neutral, 9 respondents equal to 15.0% of the total number of respondents disagreed that suppliers are competing on basis of standard items and not brand name, 7 respondents equal to 11.7% of the total number of respondents strongly disagreed suppliers are competing on basis of standard items and not brand name.

Table 4.8: Suppliers are competing on basis of standard items and not brand name

Level of agreement	Frequency	Percentage %
Strong Disagree	7	11.7
Disagree	9	15.0
Neutral	13	21.7
Agree	17	28.3
Strong Agree	14	23.3
Total	60	100.0

Source: Field data (2023)

The findings implied that, specification at the organization are prepared observing standards of the items and not brand name of items. Preparing standard specification enhances competition among suppliers and attracts interest of big number of suppliers; Contrary to brand specification which limits participation and competition.

These findings were consistent with those of Tamiru (2017), who found that the usage of a framework agreement in the process of obtaining products improves procurement performance and increases the effectiveness of competition. Standard specifications.

4.3.1.5 Procurement proceedings offers competitive environment

Fifth question of the first objective intended to find out if procurement proceedings offers competitive environment to all vendors, finding for the question presented in Table 4.9, indicates that 23 respondents equal to 38.3% of the total number of respondents strongly agreed that procurement proceedings offers competitive environment to all vendors, 14 respondents equal to 23.3% of the total number of respondents agreed that procurement proceedings offers competitive environment to all vendors, 9 respondents equal to 15.0% of the total number of respondents strongly disagreed that procurement proceedings offers competitive environment to all vendors, 8 respondents equal to 13.3% of the total number of respondents were neutral, 6 respondents equal to 10.0% of the total number of respondents disagreed that procurement proceedings offers competitive environment to all vendors.

Table 4.9: Procurement proceedings offers competitive environment to all vendors.

Level of agreement	Frequency	Percentage %
Strong Disagree	9	15.0
Disagree	6	10.0
Neutral	8	13.3
Agree	14	23.3
Strong Agree	23	38.3
Total	60	100.0

Source: Field data (2023)

The findings implied that, overall framework agreement in procurement proceedings offers competitive environment among suppliers, and allow buyers to acquire goods at lowest cost. Having a competitive environment in procurement proceeding improves the reliability of procurement and performance as well.

These findings aligned with those of Nyongesa and Wagoki (2015), who established that one method of having strategic sourcing is through entering procurement framework agreement alongside potential suppliers in order to get, to sustainable supply of goods and service and works, to reduce expenses and to improve performance.

4.3.2 Quality of Goods

The second specific objective of the study intended to identify the quality of goods procured using framework agreement and its relation with procurement performance, researcher asked five different questions to the respondents and finding for the asked question are presented below;

4.3.2.1 Specification is properly communicated

First question of the second objective aimed to find out if specification is properly communicated to suppliers, finding for the question presented in Table 4.10, reveals that 22 respondents equal to 36.7% of the total number of respondents strongly agreed that specification is properly communicated to suppliers, 15 respondents equal to 25.0% of the total number of respondents agreed that Specification is properly communicated to suppliers, 11 respondents equal to 18.3% of the total number of respondents disagreed that specification is properly communicated to suppliers, 7 respondents equal to 11.7% of the total number of respondents were neutral, 5 respondents equal to 8.3% of the total number of respondents disagreed that specification is properly communicated to suppliers.

Table 4.10: Specification is properly communicated to suppliers

Level of agreement	Frequency	Percentage %
Strong Disagree	5	8.3
Disagree	11	18.3

Neutral	7	11.7
Agree	15	25.0
Strong Agree	22	36.7
Total	60	100.0

Source: Field data (2023)

The findings implied that; specifications in framework agreement are properly communicated to the suppliers, making them more aware with the needs of users of buying organization. Therefore, proper communication of specification during utilization of framework agreement improves procurement performance respectively.

The findings were consistent with those of Altho (2019), who stated that there is a positive relationship between the effectiveness of framework agreements and information exchange mechanisms among suppliers, suppliers' performance execution follow-up tools, supplier's capacity, as well as public bodies annual procurement plan. Altho's findings were published in the journal Public Procurement and Contracting.

4.3.2.2 Quotes of suppliers

Second question of the second objective aimed to find out if quotes of suppliers are judged against the specification provided, finding for the question presented in Table 4.11, reveals that 28 respondents equal to 46.7% of the total number of respondents agreed that quotes of suppliers are judged against the specification provided, 17 respondents equal to 28.3% of the total number of respondents strongly agreed that quotes of suppliers are judged against the specification provided, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that quotes of suppliers are judged against the specification provided, 5 respondents equal to 8.3% of the total number of respondents were neutral, 4 respondents equal to 6.7% of the total number of respondents disagreed that quotes of suppliers are judged against the specification provided.

Table 4.11: Quotes of suppliers are judged against the specification provided

Level of agreement	Frequency	Percentage %
Strong Disagree	6	10.0
Disagree	4	6.7
Neutral	5	8.3
Agree	28	46.7
Strong Agree	17	28.3
Total	60	100.0

Source: Field data (2023)

These findings implied that; evaluations of the quotation submitted by suppliers are judged in accordance with the specification provided by user department of the organization. Therefore, evaluating quotes with reference to specification prepared by the organization assure attainment of right products to be used in the provision of services; hence this enhances and improves procurement performance.

However, these findings contradicted with Andrecka (2015), who argued that framework agreement still has many uncertainties and challenges including the way of regulating award of call off orders and the selection of mini competition based on the subjective criteria

4.3.2.3 Conform to the specification

Third question of the second objective intended to ascertain if goods must conform to the specification provided, finding for the question presented in Table 4.12, shows that 26 respondents equal to 43.3% of the total number of respondents strongly agreed that goods must conform to the specification provided, 19 respondents equal to 31.7% of the total number of respondents agreed that goods must conform to the specification provided, 8 respondents equal to 13.3% of the total number of respondents disagreed that goods are conformed to the specification as provided, 5 respondents equal to 8.3% of the total number of respondents strongly disagreed that goods are conformed to the specification as provided, 2 respondents equal to 3.3% of the total number of respondents were neutral.

Table 4.12: Goods must conform to the specification provided

Level of agreement	Frequency	Percentage %
Strong Disagree	5	8.3

Disagree	8	13.3
Neutral	2	3.3
Agree	19	31.7
Strong Agree	26	43.3
Total	60	100.0

Source: Field data (2023)

From these findings, it implied that; suppliers are instructed to always conform to the specification provided by the organization in deployment of framework agreement. Conforming to specification assures acquisition of right products.

When users are provided with right products then the production in the organization becomes sustainable. Therefore, conformation to specification in framework agreement improves reliability of framework agreement and enhancement of procurement performance.

However, the findings contradict Genene (2019), who revealed that there exists a problem in the applicability of procurement framework agreement in terms of proper specification development, identifying the right, capable potential suppliers, low supply chain responsiveness from suppliers' side, price fluctuation during contract period, win-win negotiation problem, improper contract management and suppliers handling management.

4.3.2.4 Quality of goods are highly valued

Fourth question of the second objective intended to determine if quality of goods are highly valued in the procurement proceedings, finding for the question presented in Table 4.13, shows that 30 respondents equal to 50.0% of the total number of respondents strongly agreed that quality of goods are highly valued in the procurement proceedings, 13 respondents equal to 21.7% of the total number of respondents agreed that quality of goods are highly valued in the procurement proceedings, 8 respondents equal to 13.3% of the total number of respondents disagreed that quality of goods are valued in the procurement proceedings, 5 respondents equal to 8.3% of the total number of respondents were neutral, 4 respondents equal to 6.7% of the total number of respondents strongly disagreed that quality of goods are valued in the procurement proceedings.

Table 4.13: Quality of goods are highly valued in the procurement proceedings

Level of agreement	Frequency	Percentage %
Strong Disagree	4	6.7
Disagree	8	13.3
Neutral	5	8.3
Agree	13	21.7
Strong Agree	30	50.0
Total	60	100.0

Source: Field data (2023)

The findings implied that, during implementation of framework agreement, quality of goods is given highest priority, since it is through quality of goods that organization can be able to provide necessary services and serve customers in an efficient way.

This finding is consistent with the arguments made by Munenga (2020), who suggested that placing a higher value on the quality of commodities in the procurement process would increase both the reliability of the procurement process and the performance of it.

4.3.2.5 Quality of goods contribute to the prosperity of organization

Fifth question of the second objective intended to determine if quality of goods contribute to the prosperity of organization, finding for the question presented in Table 4.14, shows that 27 respondents equal to 45.0% of the total number of respondents strongly agreed that quality of goods contribute to the prosperity of organization, 13 respondents equal to 21.7% of the total number of respondents agreed that quality of goods contribute to the prosperity of organization, 8 respondents equal to 13.3% of the total number of respondents were neutral, 6 respondents equal to 10.0% of the total number of respondents disagreed that quality of goods contribute to the prosperity of organization, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that quality of goods contribute to the prosperity of organization.

Table 4.14: Quality of goods contribute to the prosperity of organization

Level of agreement	Frequency	Percentage %
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Strong Disagree	6	10.0
Disagree	6	10.0
Neutral	8	13.3
Agree	13	21.7
Strong Agree	27	45.0
Total	60	100.0

Source: Field data (2023)

The findings implied that, organization prosperity with reference to procurement functions achieving prosperity as a result of quality goods acquired through framework agreement. Therefore, framework agreements allow obtaining of quality of goods which improves procurement performance and contribute to the prosperity of both procurement functions and the organization.

Genene (2019) agrees with the findings, arguing that the increasing popularity of framework agreements can be attributed to the fact that they are a more efficient method of purchasing than placing "one-off" orders for recurring contracts for works or supplies.

4.3.3 Cost of Goods

The third specific objective of the study intended to examine the costs of goods procured under framework agreement with respect to procurement performance, researcher asked five different questions to the respondents and finding for the asked question are presented below;

4.3.3.1 Confirmation of budget

First question of the second objective intended to determine if budget of procurement of goods is confirmed during the deployment of framework agreement, finding for the question presented in Table 4.15, shows that 26 respondents equal to 43.3% of the total number of respondents agreed that budget of procurement of goods is confirmed during the deployment of procurement, 18 respondents equal to 30.0% of the total number of respondents strongly agreed that budget of procurement of goods is confirmed during the deployment of procurement, 7 respondents equal to 11.7% of the total number of respondents strongly disagreed that budget of procurement of goods is confirmed during the deployment of procurement, 6 respondents equal to 10.0% of the total number of respondents disagreed that budget of procurement of goods is confirmed during the deployment of procurement, 3 respondents equal to 5.0% of the total number of respondents were neutral.

Table 4.15: Budget of procurement of goods is confirmed during the deployment of procurement

Level of agreement	Frequency	Percentage %
Strong Disagree	7	11.7
Disagree	6	10.0
Neutral	3	5.0
Agree	26	43.3
Strong Agree	18	30.0
Total	60	100.0

Source: Field data (2023)

The findings implied that, confirmation of budget is done during the deployment of framework agreement, knowing the allocated budget for the procurement proceedings allows the attainment of goods at reasonable costs and within budget.

These findings coincided with those of Okoth and Kongere (2018), who found that a framework agreement that strictly adhered to the allocated budget led to an improvement in the performance of the procurement process.

4.3.3.2 Awards of contracts based on the budget allocated

Second question of the third objective intended to find out if awards of contracts base on the budget allocated prior to procurement proceedings, finding for the question presented in Table 4.16, shows that 25 respondents equal to 41.7% of the total number of respondents strongly agreed that awards of contracts base on the budget allocated prior to procurement proceedings, 25 respondents equal to 41.7% of the total number of respondents agreed that awards of contracts base on the budget allocated prior to procurement proceedings, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that awards of contracts base on the budget allocated prior to procurement proceedings, 3 respondents equal to 5.0% of the total number

of respondents disagreed that awards of contracts base on the budget allocated prior to procurement proceedings, 1 respondents equal to 1.7% of the total number of respondents were neutral.

Table 4.16: Awards of contracts base on the budget allocated prior to procurement proceedings

Level of agreement	Frequency	Percentage %
Strong Disagree	6	10.0
Disagree	3	5.0
Neutral	1	1.7
Agree	25	41.7
Strong Agree	25	41.7
Total	60	100.0

Source: Field data (2023)

The findings implied that, awarding of contract in framework agreement is basing on the budget allocated for a specific procurement proceeding.

The findings corroborated the assertions made by Chagge (2020), who stated that adhering to the budget during the framework agreement will ensure performance in procurement and, more importantly, contribute to the organization's profitability.

4.3.3.3 Procurement exceeding budget

Third question of the third objective intended to find out if procurement exceeding budget is cancelled and re initiated, finding for the question presented in Table 4.17, shows that 24 respondents equal to 40.0% of the total number of respondents strongly agreed that procurement exceeding budget is cancelled and re initiated, 21 respondents equal to 35.0% of the total number of respondents agreed that procurement exceeding budget is cancelled and re initiated, 9 respondents equal to 15.0% of the total number of respondents were neutral, 5 respondents equal to 8.3% of the total number of respondents strongly disagreed that procurement exceeding budget is cancelled and re initiated, 1 respondents equal to 1.7% of the total number of respondents disagreed that procurement exceeding budget is cancelled and re initiated.

Table 4.17: Procurement exceeding budget is cancelled and re initiated.

Level of agreement	Frequency	Percentage %
Strong Disagree	5	8.3
Disagree	1	1.7
Neutral	9	15.0
Agree	21	35.0
Strong Agree	24	40.0
Total	60	100.0

Source: Field data (2023)

The findings implied that, procurement exceeding budget during framework agreement is cancelled and re initiated so as to be able to acquire goods that meets budget of the respective department.

The findings were consistent with those of Bryson (2018), who determined that the act of cancelling and reinitiating procurement proceeding as a consequence of exceeding budget allocated suggests that consideration of budget allocations is substantially attributable to procurement performance. Bryson came to this conclusion after observing that the act of cancelling and reinitiating procurement proceeding as a result of surpassing budget allocated occurred.

4.3.3.4 Market value

Fourth question of the third objective intended to find out if costs of goods reflect the current market value of similar products, finding for the question presented in Table 4.18, shows that 21 respondents equal to 35.0% of the total number of respondents strongly agreed that costs of goods reflect the current market value of similar products, 12 respondents equal to 20.0% of the total number of respondents were neutral, 11 respondents equal to 18.3% of the total number of respondents agreed that costs of goods reflect the current market value of similar products, 10 respondents equal to 16.7% of the

total number of respondents disagreed that costs of goods reflect the current market value of similar products, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that costs of goods reflect the current market value of similar products.

Table 4.18: Costs of goods reflect the current market value

Level of agreement	Frequency	Percentage %
Strong Disagree	6	10.0
Disagree	10	16.7
Neutral	12	20.0
Agree	11	18.3
Strong Agree	21	35.0
Total	60	100.0

Source: Field data (2023)

These findings implied that, costs of goods under framework agreement reflect the current market value, this assures organization attain cost efficiency in procurement proceedings.

The findings falls in line with Barasa(2014), who concluded that procurement performance is attributed by the fact that cost of goods observes current market value.

4.3.3.5 Regulated costs of goods

Fifth question of the third objective intended to find out if regulated costs of goods contributed to the overall organization performance, finding for the question presented in Table 4.19, shows that 21 respondents equal to 35.0% of the total number of respondents strongly agreed that regulated costs of goods contributed to the overall organization performance, 20 respondents equal to 33.3% of the total number of respondents agreed that regulated costs of goods contributed to the overall organization performance, 8 respondents equal to 13.3% of the total number of respondents were neutral, 6 respondents equal to 10.0% of the total number of respondents strongly disagreed that regulated costs of goods contributed to the overall organization performance, 5 respondents equal to 8.3% of the total number of respondents disagreed that regulated costs of goods contributed to the overall organization performance.

Table 4.19: Regulated costs of goods

Level of agreement	Frequency	Percentage %
Strong Disagree	6	10.0
Disagree	5	8.3
Neutral	8	13.3
Agree	21	35.0
Strong Agree	20	33.3
Total	60	100.0

Source: Field data (2023)

The findings implied that, regulation of costs provided by suppliers during framework agreement is a necessary action to enhance consistence of costs in procurement proceedings and limits suppliers maneuver in tempering with costs of goods. Therefore, regulation of costs in procurement proceedings via framework agreement enhances performance of procurement and organization performance as well.

However, these findings contradicted with Sanchez Graells(2015), who revealed that framework agreements have been criticized as a procurement technique which has the potential to be pro-collusive (bid-rigging), close the market to the competition, limit access of small and medium enterprises (SMEs) to public tenders.

5. SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The fifth chapter consists of introduction, summary of the study, conclusion of the study, recommendation of the study and area for further studies.

5.2 Summary of the study

The main objective of the study was to assess the effectiveness of frameworks agreement on procurement performance a case of MSD. The Study was guided by three objectives; To determine the level of competition among suppliers due to framework agreement with regards to procurement performance a case of MSD, To examine quality of goods procured using framework agreement a case of MSD, To ascertain costs of goods procured on under framework agreement a case of MSD.

This study adopted descriptive research design, data were collected by using questionnaire and documentary review, The targeted population of the study were 150 employees and the sample for study was 60, The study adopted both qualitative and quantitative method to analyze data with the help of Microsoft Excel to evaluate the data and create Tables and as way of presenting the data collected.

From the first objective; the findings showed that , 70% of the total number of respondents agreed that qualified bidders are invited to submit quotations, 70% of the total number of respondents agreed that suppliers are evaluated with reference to the stipulated qualification, 75% of the total number of respondents agreed that every necessary information is fairly shared to all suppliers, 51% of the total number of respondents agreed that suppliers are competing on basis of standard items and not brand name, 52% of the total number of respondents agreed that, procurement proceedings offers competitive environment to all vendors.

From the second objective; the findings showed that, 62% of the total number of respondents strongly agreed that specification is properly communicated to suppliers, 75% of the total number of respondents agreed that quotes of suppliers are judged against the specification provided, 75% of total number of respondents agreed that goods must conform to the specification provided, 72% of the total number of respondents agreed that quality of goods are highly valued in the procurement proceedings, 67% of the total number of respondents agreed that quality of goods contribute to the prosperity of organization.

From the third objective; the findings showed that, 73% of the total number of respondents agreed that budget of procurement of goods is confirmed during the deployment of procurement, 83% of the total number of respondents agreed that awards of contracts base on the budget allocated prior to procurement proceedings, 75% of the total number of respondents agreed that procurement exceeding budget is cancelled and re initiated, 55% of the total number of respondents agreed that costs of goods reflect the current market value of similar products, 68% of the total number of respondents agreed that regulated costs of goods contributed to the overall organization performance.

5.3 Conclusion of the study

This Study concluded that; only qualified bidders are allowed to participate in the tendering process, suppliers are evaluated with reference to the qualification stipulated during the tendering process; there is no divergence to the stipulation put forth. All suppliers have equal privilege of obtaining necessary tendering information from the organization. And specification at the organization is prepared observing standards of the items and not brand name of items.

And overall framework agreement in procurement proceedings offers competitive environment among suppliers, and allow buyers to acquire goods at lowest cost and improve procurement and organization performance

Furthermore, the study concluded that; specification in framework agreement is properly communicated to the suppliers, making them more aware with the needs of users of buying organization but also evaluation of the quotation submitted by suppliers are judged in accordance with the specification provided by user department of the organization. It was noted that suppliers are instructed to always conform to the specification provided by the organization in deployment of frameworks agreements.

During the implementation of frameworks agreements, quality of goods is given highest priority because it's through quality of goods that organization can be able to provide necessary services and serve customers in an efficient way. Thus, organization prosperity with reference to procurement functions achieving prosperity as a result of quality goods acquired through framework agreement.

This research study also concluded that; confirmation of budget is done during the deployment of frameworks agreements, by knowing the allocated budget for the procurement proceedings allows the attainment of goods at reasonable costs and within budget but also awarding of contract in frameworks agreements is based on the budget allocated for a specific procurement proceeding.

However, if procurement proceeding exceeds its budget during frameworks agreement it is cancelled and re initiated so as to be able to acquire goods that meets the expected budget of the respective department. Furthermore, the cost of goods under frameworks agreement reflect the current market value which enhance action to be taken on consistence of costs in procurement proceedings and limits suppliers to maneuver and tempering with costs of goods. Conclusively, the effectiveness of frameworks agreement supports cost efficiency which enhances improvement in performance of procurement.

5.4 Recommendations of the study

According to the findings of the study, the procurement performance of an organization is determined by the level of competition among the suppliers in a framework agreement. As a result, the researchers suggest that the management of an organization should adopt the use of qualified bidders, evaluation of qualified suppliers, information sharing, and the use of standard items because doing so will boost the procurement performance of an organization.

In addition, the study concluded that the quality of goods obtained through frameworks agreements ought to be investigated in order to enhance the performance of an organization. This can be accomplished by specifying the goods, evaluating the quotations from the suppliers, conforming the goods, and ensuring that the quality of the goods is highly valued. Additionally, the study found that the prosperity of the organization ought to be valued.

This study concluded that the cost at which an organization purchases its goods is also very important because it has a direct impact on the bottom line of an organization, which is cost minimization and profit maximization, both of which will lead to the sustainability of the organization. As a result, confirmation of allocated budget, awarding of contracts based on allocated budget, procurement exceeding the allocated budget, Market value of the goods, and regulated cost of the goods.

5.5 Suggestions for Further Studies

This study focused on assessing the effectiveness of frameworks agreements on procurement performance in Tanzania a case study of MSD, hence making it very limited to only MSD and cannot be generalized to other public organizations in Tanzania; this opens the door to other researchers to explore some other institutions on the aforementioned matter.

Furthermore, the study found that the independent variables (Determining the level of competition among suppliers in frameworks agreements, Examination of the quality of goods procured through frameworks agreements and ascertain of cost of goods in frameworks agreements) which were taken as independent in this specific study, The researcher therefore suggests to other researchers to assess other frameworks agreements variables which could affect procurement performance in organizations.

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APPENDICES

Appendix I: Questionnaire

Dear respondents, my name is Hellen Gati carrying a study titled “**Assessment of the Effectiveness of Frameworks Agreement in Procurement Performance: A Case of Medical Store Department**”, as a partial fulfillment of the requirement for award of Certified Procurement and Supplies Professionals (CPSP) of the Procurement and Supplies Professionals and Technicians Board (PSPTB). Please give answers to questions in accordance to your opinion and understanding on the subject of the study,

NB: The findings of the study is solely for the purpose of this study.

SECTION A:1. General Information

Instruction: Please put a tick on your choice

1.1 Age of Respondents

- a) 20 years - 25years []
- b) 26 Year - 31 Years []
- c) 32Year - 37Years []
- d) 38 years - 43 Years []

1.2 Gender of respondents

- (a) Female []
- (b) Male []

1.3 Highest Education level

- (a) Basic Certificate [] (b) Ordinary Diploma []
- (c) Bachelor Degree [] (d) Masters - Above []

1.4 Working experience

- (a) 1 Year - 6 Years [] (b) 7 Years - 12 Years []
- (c) 13Years- 18 Years [] (d) 18Years- Above []

PART 2: CLOSE ENDED QUESTIONS

Instruction: Please choose your option in accordance to the level of agreement or disagreement with the statements in the questionnaire ranked as follows;

1: Competition

	Questions	Answers				
		Strong Agree	Agree	Neutral	Disagree	Strong Disagree
i.	Qualified bidders are invited to submit quotations					
ii.	Suppliers are evaluated with reference to the stipulated qualification					
iii.	Every necessary information is fairly shared to all suppliers					
iv.	Suppliers are competing on basis of standard items and not brand name					
v.	Procurement proceedings offers competitive environment to all vendors.					

2. Quality

	Questions	Answers				
		Strong Agree	Agree	Neutral	Disagree	Strong Disagree
i.	Specification is properly communicated to suppliers					
ii.	Quotes of suppliers are judged against the specification provided					
iii.	Goods must conform to the specification provided					
iv.	Quality of goods are highly valued in the procurement proceedings					
v.	Quality of goods contribute to the prosperity of organization					

3. Cost

	Questions	Answers				
		Strong Agree	Agree	Neutral	Disagree	Strong Disagree
i.	Budget of procurement of goods is confirmed during the deployment of procurement					
ii.	Awards of contracts base on the budget allocated prior to procurement proceedings					
iii.	Procurement exceeding budget is cancelled and re initiated.					
iv.	Costs of goods reflect the current market value of similar products					

v.	Regulated costs of goods contributed to the overall organization performance.					
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Appendix II: Action Plan and Research Budget**Table 3.3: Action Plan**

Activities		February 2023- June 2023																
		February				March				April				May				June
1	Research Proposal development																	
2	Submission of Proposal																	
3	Data Collection																	
4	Data Analysis																	
5	Report writing																	
6	Submission of report																	
7	Defense /Oral Research																	

Source: Researcher, 2023

Table 3.4: Research Budget

ITEM	TOTAL COST (TZS)
Transports	200000
Data collection and analysis	600000
Stationeries	100000
Internet and Communication	200000
Contingency fund	500000
TOTAL	1,600,000

Source: Researcher, 2023