Assessment of factors affecting the implementation of framework contracts in local government authorities: A case of Tanga City Council

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ABSTRACT

The framework agreement is one of the key public procurement strategies that can be used to enhance value for money when purchasing recurrent goods and services. Nevertheless, the implementation of framework contracts in many Local Government Authorities in Tanzania has been hindered by various institutional and organizational barriers. This research examined the factors affecting the implementation of framework agreements in Tanga City Council. The research sought to examine the effect of regulatory framework, technological capability, and management support on the implementation of framework agreements. Resources-Based View theory guided this research. The study employed the explanatory research design using quantitative approach. The research focused on 156 procurement-related employees/stakeholders and sampled 112 respondents using Yamane's formula and stratified random sampling. Data collection was conducted through the use of structured questionnaires and analyzed using descriptive statistics, Pearson correlation and multiple regression analysis. However, out of the 112 respondents who were supposed to complete the questionnaires, 106 questionnaires were collected back. Results indicated that there is a positive and significant effect of the regulatory framework, technological capability, and management support on the implementation of framework contracts. The multiple regression analysis demonstrated that the three predictors together explain 83.2 percent of the variance in the implementation process, and technological capability turned out to be the most important one, followed by the regulatory framework and management support. Therefore, it can be concluded that the implementation of framework contracts needs an integrated strategy that should comprise regulatory compliance, technological capability, and supportive management. The study recommends that Tanga City Council should integrate compliance, technology, staff capacity, and management support to improve framework contract implementation.

Keywords: Framework Contract, Management Support, Regulatory Framework, Technological Capability

I. INTRODUCTION

The process of public procurement has transformed from being an administrative activity to becoming a means of fostering efficiency, transparency, accountability, and good value for money in the spending of public funds. Historically, procurement was concerned primarily with adherence to laid down procedures and rules. Nevertheless, reforms in the public sector globally have made procurement a key approach through which service delivery can be improved, financial management strengthened, and the use of public resources enhanced (Mwalwebe, 2022). Framework contracts represent one of the approaches adopted to enhance the effectiveness of procurement practices. The framework contract refers to pre-arranged arrangements between the entity undertaking procurement and suppliers concerning the procurement of items, works, or services needed regularly within a specific period. The procurement framework ensures the avoidance of repeated tendering processes, transaction costs reduction, and procurement delays. Additionally, it guarantees the provision of commonly required goods and services (Munyimi & Chikazhe, 2024).

Globally Framework contracts now are seen as significant element in the procurement systems of many countries. For instance, the UK uses framework agreements to improve the efficiency and lower the costs of administrative and procurement procedures according to Crown Commercial Service in 2024. Framework agreements have allowed the procuring organizations to purchase goods and services more efficiently using the procurement process, according to National Audit Office (2024). Similarly, the EU member countries use framework agreements in procurement directives that ensure consistency, transparency, and legal certainty in repeat procurements (Mchopa et al., 2024). The Canadian federal government and provincial governments also use framework agreements to cater to their extensive procurement requirements (Public Services and Procurement Canada, 2026)

In spite of all these advantages, there are a number of organizational and institutional variables which play a major role in the implementation of framework contracts as revealed by research carried out in various countries.

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Regulatory compliance is necessary since the procuring agency has to comply with procurement laws and regulations as well as procurement processes to ensure the fairness, transparency and accountability of the whole procurement process. This will help reduce procurement irregularities and boost public confidence in procurement decisions (Mwalwebe, 2022). Technological readiness has also become very crucial since many governments have adopted the electronic procurement system to facilitate better procurement planning, supplier management, contract management and exchange of information. Another equally crucial variable is the management support which encompasses the commitment of the leadership to provide adequate funding and personnel, training and supervision for the effective implementation of procurement reforms.

In Africa, the reform of public procurement has promoted the use of framework contracts in many countries like Kenya, Uganda, Zambia, and Ghana to ensure procurement of recurrent goods and services through pre-negotiated contractual agreements (Okoth & Kongere, 2018) The literature shows that framework contracts increase the efficiency of the procurement process by minimizing costs and lead time associated with procurement (Oluka & Basheka, 2014; Ogembo & Muturi, 2019). Nevertheless, many countries in Africa face numerous difficulties in implementing the framework contracts due to lack of proper institutional capacity, limited procurement skills, conflicting procurement policies, and inadequate monitoring (Wafula & Makokha, 2017). These results imply that the mere acceptance of framework contracts in law is not enough.

The process of public procurement is guided by the Public Procurement Act in the case of Tanzania, and the body that oversees the entire regulation and enforcement process of public procurement in Tanzania is the Public Procurement Regulatory Authority (PPRA, 2023). The introduction of framework agreements in the procurement system of Tanzania has been caused by their efficiency in public procurement of recurrent goods and services (Mwalwebe, 2022; Mhoja, 2018). While the reform measures mentioned above have been put in place, it appears from the literature review that there are quite a few challenges being faced in the implementation of framework contracts within the Tanzanian Local Government Authorities. Some of the most significant challenges being faced in this regard include the lack of capacity among the procurement officers, a weak technological base, limited online procurement, and weak management commitment (Njwayo, 2023). These challenges have resulted in procurement inefficiency, high costs of procurement, and poor service delivery.

As far as the factors affecting the successful implementation of framework contracts is concerned, regulatory compliance, technological readiness, and management support can be cited among the key ones. Regulatory compliance means that procurement activities will be carried out in accordance with the provisions of Public Procurement Act, procurement regulations and guidelines issued by PPRA which enhances transparency, fairness, and accountability (Mwalwebe, 2022; Mhoja, 2018). By technological readiness, we mean the presence and proper use of information and communication technologies including e-procurement technologies that assist procurement planning, communication with suppliers, contract management and documentation keeping (Njwayo, 2023). Management support includes involvement of top management in terms of provision of sufficient funding, procurement training, supervision and management of institutions that helps implement framework contracts successfully (Njelekela, 2016).

Framework contracts have been adopted by Tanga City Council and other Local Government Authorities in Tanzania in order to promote procurement efficiency and timely delivery of public services. However, the successful implementation of such an initiative is contingent on the capacity of the Council to be compliant with procurement laws, use relevant procurement technologies and receive sufficient management support. Failure to achieve compliance in any of the aforementioned areas can result in delays, increased costs, poor supplier performance and inefficiencies in service delivery (Mwalwebe, 2022; Mhoja, 2018; Njelekela, 2016). While previous studies have investigated procurement reform processes in Tanzania, very little research has been done to determine the relationship between regulatory compliance, technological readiness and management support in terms of the implementation of framework contracts within Local Government Authorities, specifically at Tanga City Council. This study therefore analyzes the factors influencing the implementation of framework contracts in Local Government Authorities using Tanga City Council as a case study. The results of the analysis are useful for enhancing the performance of procurement process and making policy decisions that are strengthen the implementation of framework contracts in Tanzanian Local Government Authorities (Mwaseba et al., 2023).

1.1 Statement of the Problem

Framework agreements have been provided under the Tanzanian Public Procurement Act as one of the procurement methods which can help improve the efficiency, effectiveness, and economy of procurement of goods and services that need to be procured frequently. Framework agreements help streamline the procurement process, save transaction costs, and speed up the procurement process. (PPRA, 2023; Mwalwebe, 2022). Although there is a clear legal and institutional framework, the application of the framework agreement in many Local Government Authorities (LGAs) such as Tanga City Council has not always been able to meet the expected goals. The literature highlights that some of the common problems include delayed procurement, poor contract management, and lack of compliance to the

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procurement processes (Mhoja, 2018; Njwayo, 2023). The issues have been associated with deficiencies in technological infrastructure, capacity issues within the procurement personnel, lack of management support, and lack of compliance in terms of enforcement of procurement regulations (Mwalwebe, 2022). Moreover, although there is a well-established regulatory environment, audit findings continue to show inefficiencies in procurement (Mwaseba et al., 2023). In order to deal with these challenges, Public Procurement Regulatory Authority (PPRA) has put in place various measures such as procurement policies, capacity building initiatives, monitoring of compliance and use of e-procurement system to enhance the procurement process in public organizations (PPRA, 2023; Njwayo, 2023). However, from the information available, the implementation of framework agreements is hampered by low levels of compliance, technological readiness and management support, hence limiting the potential of achieving the desired benefits (Mwalwebe, 2022; Mhoja, 2018). While there is some literature available on the topic of reforms in public procurement in Tanzania, not much empirical evidence is available with regard to the effect of compliance with regulations, readiness in technology and managerial support in implementing framework contracts in specific Local Government Authorities, especially Tanga City Council. For this reason, this research paper sought to establish the factors that impact the implementation of framework contracts in Tanga City Council.

1.2 Research Objectives

i. To assess the influence of the regulatory framework on the implementation of framework contracts in Tanga City Council.
ii. To examine the effect of technological capacity on the implementation of framework contracts in Tanga City Council.
iii. To examine the influence of management support on the implementation of framework contracts in Tanga City Council.

II. LITERATURE REVIEW

2.1 Theoretical Review

According to the Resource Based View (RBV), the basis for superior performance is the effective management of internal resources and capabilities in organizations (Wernerfelt, 1984; Barney, 1991). The Resource Based View suggests that the resources possessed by the organizations are heterogeneous, and performance differences are due to the presence of some valuable, rare, difficult to imitate, and non-substitutable (VRIN) resources (Barney, 1991). By elaborating the resource-based perspective of the firm of Penrose (1959), the RBV holds that it is tangible resources like technological capability and financial capability, and intangible resources such as management expertise, knowledge, and organizational capabilities that influence the success of the organization. Emerging insights on RBV further highlight that value is derived from resources through organizations' capabilities to integrate and utilize the resources effectively. Dynamic capability theory highlights that it is imperative for organizations to constantly evolve and adapt their resources in order to deal with changes in the environment (Teece, 2018). Likewise, current literature has shown that technological capabilities and organizational competencies are resources which help to enhance efficiency, innovation, and performance (Chahal et al., 2020; Chen et al., 2025).

With respect to this particular study, RBV is an appropriate theoretical base that can be used to explain framework contract implementation by Local Government Authorities. Technological capability refers to a strategic resource that helps organizations to plan procurement efficiently, conduct e-procurement, communicate with suppliers, and monitor contracts. Management support is an intangible organizational capability that helps in resource management, coordination, supervision, and enforcement of procurement processes. Moreover, professional procurement staff act as organizational knowledge and human skills necessary for proper contract administration. Though the RBV approach emphasizes the internal capabilities of organizations, it is the regulatory regime that acts as the institutional setting in which internal resources are applied through compliance and standardization of procurement processes. Thus, RBV was used in this research to understand the effects of regulatory regime, technological capability, and management support on framework contract implementation in Tanga City Council. The theory asserts that the more capable and effective in resource utilization LGA was, the better framework contract implementation.

2.2 Empirical Review

2.2.1 Regulatory Framework on Implementation of Framework Contract Implementation

A regulation is the legal and institutional basis that underpins the implementation of framework contract through creating procurement processes and ensuring accountability, among others (Mchopa et al., 2024) The effectiveness of regulations is dependent not only on the availability of procurement laws but also on institutional capacity and enforcement (Thai, 2001). In Tanzania, the Public Procurement Act and its regulations which are managed by PPRA give guidance for framework contracts with an aim of enhancing efficiency and eliminating procurement bottlenecks

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(PPRA, 2023). Nonetheless, there is a research gap in this field regarding implementation practices. While clear guidelines and compliance mechanisms enhance procurement performance (Ogembo & Muturi, 2019; Mwalwebe, 2022), weak enforcement, inadequate documentation, and limited monitoring continue to undermine effective contract implementation (Oluka & Basheka, 2014; Mwaseba et al., 2023). The existing research has focused on issues regarding the overall compliance of procurement and difficulties in managing contracts with little insight on how regulatory issues affect the implementation of framework contract within Local Government Authorities in Tanzania. This study seeks to address this issue by investigating the influence of regulatory framework on the implementation of framework contract at Tanga City Council.

2.2.2 Technological Capacity on Implementation of Framework Contract Implementation

Several empirical findings reveal that technological capability plays an important role in procurement success (Mchopa et al., 2024). Mwalwebe (2022) found that technological resources improved the implementation of procurement framework agreements in Tanzanian Local Government Authorities, while Danieli and Raphael (2026) established that inadequate technological capacity negatively affected framework contract performance. Likewise, according to Foged (2025), the use of IT, along with strong institution and competent personnel, leads to better contract performance. Nonetheless, such researches suggest that it is not enough just to have proper technology without corresponding organizational and managerial practices (Barney, 1991). Even with the presence of such studies, not much attention has been paid to the role of technological capability as an organizational capability in framework contract implementation within Local Government Authorities. The past research has concentrated on the adoption of technology rather than the capability of organizations in using technologies in implementing contracts. Also, Mwalwebe (2022), and Danieli and Raphael (2026) carried out their study under particular circumstances that make it impossible to generalize the study into other Local Government Authorities.

2.2.3 Management Support on Implementation of Framework Contract Implementation

Managerial support is an important organizational factor influencing procurement reform and the adoption of framework contracts (Foged, 2025; Mchopa et al., 2024). Japhet (2020) found that inadequate management support constrained framework contract preparation and implementation in Tanzanian LGAs, while Mwalwebe (2022) demonstrated that leadership commitment enhances framework agreement performance. Similarly, Ogembo and Muturi (2019) reported that management involvement and effective contract monitoring improve procurement performance in Kenyan county governments. However, Oluka and Basheka (2014) highlighted that weak institutional support and inadequate monitoring remain major challenges affecting contract management effectiveness in Uganda. Management support has been widely studied, but the interaction of management support with other variables such as compliance and technological ability has not been studied in the past literature. The current research has only addressed management support as a stand-alone problem without considering the larger picture of contract implementation effectiveness. This study builds on the current body of knowledge in the sense that it examines the effect of management support alongside regulatory framework and technological ability on contract implementation.

III. METHODOLOGY

3.1 Research Design

An explanatory research design was employed in the study since this type of design is well-suited for examining cause-and-effect relationship between variables. The design facilitated the determination of the effects of regulatory framework, technological capability and management support on implementation of framework contracts. Explanatory designs are useful when the aim is to examine relationships and variation of a dependent variable (Saunders et al., 2019).

3.2 Area of Study

The study was carried out at Tanga City Council, which included procurement practices and framework contracts implementation. The location was chosen based on the active participation of the council in public procurement process, and the usefulness of framework contracts in improving efficiency and effectiveness of procurement process.

3.3 Data Collection Methods

The employment of structured questionnaires in the study was justified by the fact that they help to collect standardized data from a great number of respondents systematically. Likert scale questionnaire is commonly applied in social sciences to measure latent constructs quantitatively (Bryman, 2016).

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3.4 Study Population

The study population comprised 156 employees and stakeholders associated with procurement in Tanga City Council. The population comprised procurement officers, managers, administrative personnel, suppliers, and other stakeholders concerned with procurement planning, contract implementation, suppliers, and framework contract implementation. These respondents were chosen since they have practical experience concerning procurement activities, which would increase the precision and validity of the research findings (Etikan & Bala, 2017).

3.5 Sampling and Sample Size Determination

The sampling technique that was used in this study was simple random sampling, which ensured the selection of respondents from the target population. Simple random sampling was deemed to be the most appropriate method since it guaranteed that each member of the target population had an equal chance of getting selected (Saunders et al., 2019). The sample size was calculated through the application of Yamane's (1967) equation which is appropriate for sample size estimation in case of a finite population whose number is known. This equation is suitable for representing the whole population without compromising on precision. Yamane's formula is written as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= Sample size

N= Total population size

e= Level of precision (margin of error), assumed at 5% (0.05)

Given that:$N = 156$ and $e = 0.05$.

Thus, the sample size of the study was 112 respondents.

The sample size that was estimated to be 112 respondents was regarded to be sufficient to ensure that reliable information and perspectives on framework contract implementation would be acquired (Saunders et al., 2019).

3.7. Data Analysis Techniques

Use of descriptive statistics was well justified since they offered a summary of respondents' features and general response patterns. It was also right to apply correlation and regression since the researcher was looking at finding relationships and the impact that regulatory framework, technological ability, and management support had on the framework contract implementation (Field, 2018).

3.8 Ethical Consideration

Ethics were used in order to ensure protection of participants' rights, their confidentiality and privacy. Informed consent, anonymity and institutional approval improved the validity of the process (Saunders et al., 2019).

IV. FINIDNGS & DISCUSSION

4.1 Response Rate

The response rate is the number of questionnaires completed over the number of questionnaires distributed. In this case, the number of questionnaires distributed was 112 to TCC procurement related staff members. Out of the number of questionnaires distributed, 106 were completed and valid for analysis representing response rate of 94.6%.

Table 1

Response Rate

Category	Frequency	Percentage (%)
Returned and valid questionnaires	106	94.6
Not returned/incomplete questionnaires	6	5.4
Total distributed	**112**	**100.0**

There is a very high response rate of 94.6% from the study indicating high degree of respondent participation. According to Saunders et al. (2019), a high response rate increases the representativeness of the research findings and decreases the likelihood of non-response bias. It can be concluded that the high participation was because of effective coordination and relevancy of the framework contract implementation in the field of work for the participants. Likewise, Procurement and Contract Management studies reveal that research findings' credibility increases with response rates (Mwalwebe, 2022; Rasheli, 2016).

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4.2 Demographic Information

This section presents the demographic characteristics of the respondents that have participated in the study about the factors affecting the adoption of framework contract in Tanga City Council.

Table 2

Demographic Characteristics of Respondents (n = 106)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	57	53.8
	Female	49	46.2
	Total	**106**	**100.0**
Age Group	20–29 years	18	16.9
	30–39 years	26	24.6
	40–49 years	28	26.2
	50–59 years	24	23.1
	60 years and above	10	9.2
	Total	**106**	**100.0**
Education Level	Certificate	26	24.6
	Diploma	31	29.2
	Bachelor's Degree	31	29.2
	Master's Degree	10	9.2
	PhD	8	7.7
	Total	**106**	**100.0**
Working Experience	0–5 years	13	12.3
	6–10 years	16	15.4
	11–15 years	23	21.5
	16–20 years	26	24.6
	21 years and above	28	26.2
	Total	**106**	**100.0**

4.2.1 Gender

From the results, it was found out that out of the total 106 respondents, 57 (53.8%) were males while 49 (46.2%) were females. The results imply that there was an even distribution of gender among the respondents, meaning that both men and women participated in procurement and framework contract implementation activities in Tanga City Council.

4.2.2Age

The age categories of the respondents as revealed by the results were as follows: 18 (16.9%) respondents aged 20-29 years, 26 (24.6%) aged 30-39 years, 28 (26.2%) aged 40-49 years, 24 (23.1%) aged 50-59 years, and 10 (9.2%) aged 60 years and above. It is seen that 78 (73.9%) respondents fall in the age category of 30-59 years, meaning that the respondents are mature professionals with enough experience in procurement and contract management activities.

4.2.3 Education Level

As per the education levels of the respondents, it was found out that 26 (24.6%) had certificates, 31 (29.2%) had diplomas, 31 (29.2%) had bachelors' degrees, 10 (9.2%) had masters' degrees, and 8 (7.7%) had PhD qualifications. The majority (62 respondents, 58.4%) had diploma and bachelor's degrees qualification, which implies.

4.2.4 Working Experience:

The results reveal that 13 (12.3%) individuals were having experience between 0 and 5 years, 16 (15.4%) were having experience between 6 and 10 years, 23 (21.5%) were having experience between 11 and 15 years, 26 (24.6%) were having experience between 16 and 20 years, and 28 (26.2%) individuals were having experience for more than 21 years. Hence, out of total respondents, 77 (72.3%).

4.3 Descriptive Analysis

4.3.1 Results of Descriptive Statistics on Regulatory Framework

The following results have been obtained regarding the first research objective that was concerned with analyzing the impact of regulatory framework on the use of framework contracts in Tanga City Council.

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Table 2

Descriptive Statistics on Regulatory Framework

Statement	N	Mean	Std. Deviation
The council strictly follows procurement regulations and guidelines.	106	4.0769	1.02023
Procurement activities are guided by clear policies and procedures.	106	3.6615	1.31431
Procurement processes are conducted transparently.	106	4.0615	1.05885
Violations of procurement rules are promptly addressed.	106	4.2769	.91015
Relevant policies are updated and accessible to all staff.	106	4.2615	1.10788
Valid N (listwise)	106		

Findings indicate that regulatory framework is important in the implementation of framework contract at Tanga City Council. It was clear from the responses that there is compliance with the procurement regulations and guideline (Mean = 4.0769, SD = 1.02023), transparency in procurement process (Mean = 4.0615, SD = 1.05885), fast response towards procurement malpractices (Mean = 4.2769, SD = 0.91015), and current procurement policies (Mean = 4.2615, SD = 1.10788) in place at the council. The findings reveal that the council has established a quite good compliance environment where accountability and enforcement exist. This is in line with PPRA (2024) which asserts that compliance of procurement regulations enhance value for money and accountability while Mwaseba et al. (2023) argue that effective enforcement minimizes malpractice and improves institutional integrity. But there is moderate consensus on the clarity of procurement policies and procedures (Mean=3.6615, SD=1.31431) because of different levels of understanding by respondents. It indicates that even though procurement policies are in existence, variations might be encountered during interpretation and enforcement among departments. The inconsistency can pose difficulty in the execution of framework agreements as suggested by Oluka and Basheka (2014) where ambiguity in procurement procedures could hinder effectiveness in the process. In conclusion, the regulatory environment at Tanga City Council is adequate in ensuring framework contract execution.

4.3.2 Descriptive Statistics on Technological Capacity

The following section highlights results associated with the second specific objective of this research, which sought to explore the impact of technological capability on the implementation of framework agreements in Tanga City Council.

Table 3

Descriptive Statistics on Technological Capacity

Statement	N	Mean	Std. Deviation
The council uses appropriate software for procurement activities.	106	4.3846	1.02610
Integrated systems are available to monitor contracts efficiently.	106	4.1846	1.15775
Routine procurement tasks are automated to reduce errors.	106	4.2615	1.01976
Technology enables real-time monitoring of contract implementation.	106	4.2308	1.16952
Reporting tools facilitate accurate and timely information sharing.	106	4.1385	1.05885
Valid N (listwise)	106		

Results reveal that there exists a significant influence of technology on the implementation of framework agreements in Tanga City Council. The level of agreement among respondents regarding the use of procurement software (Mean = 4.3846, SD = 1.02610), integrated contract monitoring systems (Mean = 4.1846, SD = 1.15775), automated procurement activities (Mean = 4.2615, SD = 1.01976), real time contract monitoring (Mean = 4.2308, SD = 1.16952) and information sharing using reporting tools (Mean = 4.1385, SD = 1.05885) was found to be high. It is clear that digital technologies have been utilized by the council in order to enhance procurement efficiency, decrease errors, increase transparency and improve the process of contract management whereas Salim and Macha (2023), who emphasize that digital procurement systems improve coordination, accountability, and service delivery in public institutions. In any case, there are some discrepancies in the views of the respondents in relation to system integration, monitoring, and effectiveness of reporting, implying that the application of technologies is not always consistent among all departments. Such discrepancies can be due to different access to the system, capacity of the users, and the extent of adoption of the technology. According to Njwayo (2023) and Mchopa et al. (2024), for successful application of electronic procurement systems, constant improvement of the digital infrastructure, capacity building of the staff, and integration of procurement and contract management need to be ensured. Therefore, the results indicate that technology is a good basis for framework contract implementation at Tanga City Council.

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4.3.3 Descriptive Statistics on Management Support

The following findings have been generated in relation to the third specific objective aimed at assessing the effects of management support on the implementation of framework contracts at Tanga City Council.

Table 4

Descriptive Statistics on Management Support

Descriptive Statistics					
Statement	**N**	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Management provides clear direction for procurement activities.	106	1.00	5.00	4.1231	.91015
Managers regularly supervise procurement processes.	106	1.00	5.00	4.3231	1.09127
Staff are motivated to adhere to procurement procedures.	106	1.00	5.00	4.5385	.79209
Management ensures adequate resources are available for procurement.	106	1.00	5.00	4.0615	1.22317
Management actively participates in critical procurement decisions.	106	1.00	5.00	4.0462	1.16499
Valid N (listwise)	106				

From the findings above, it can be concluded that management support is an important determinant of the implementation of framework contracts at Tanga City Council. High levels of agreement were indicated for management support for providing clear procurement direction (Mean = 4.1231, SD = 0.91015), monitoring of procurement process (Mean = 4.3231, SD = 1.09127), motivating staff in adhering to the procedures (Mean = 4.5385, SD = 0.79209), provision of procurement resources (Mean = 4.0615, SD = 1.22317), and participation in procurement decision making (Mean = 4.0462, SD = 1.16499). This implies that leadership commitment, supervision, motivation and participation in decision making help to strengthen procurement governance and improve framework contract implementation.

However, the disparities in the reactions of respondents on the availability of resources and the uniformity of supervision suggest that management support might not always be equally available in all procurement practices. These discrepancies could be attributed to the disparity in resource allocation, the demands of the departments, or involvement of management in such matters. According to Oluka and Basheka (2014) and Mchopa et al. (2024), constant supervision and proper resource allocation are critical in making procurement more effective and overcoming implementation challenges. Generally, the results prove that management support is a good basis for efficient implementation of framework contracts.

4.3.4 Descriptive Statistics on Framework Contract Implementation

This subsection presents findings related to the dependent variable of the study, which is the implementation of framework contracts in Tanga City Council.

Table 5

Descriptive Statistics on Framework Contract Implementation

Statement	**N**	**Mean**	**Std. Deviation**
Framework contracts are executed efficiently	106	4.1538	1.00360
Contracts are completed within the agreed timelines.	106	4.0615	1.15754
The outcomes of contracts meet the expected quality standards.	106	4.3231	1.09127
Staff are accountable for procurement decisions and contract execution.	106	4.2308	1.08641
Overall performance of framework contracts meets council objectives.	106	4.0769	1.05041
Valid N (listwise)	106		

The findings indicate that framework contract implementation at Tanga City Council is generally effective, with positive performance in terms of efficiency, quality, accountability, and achievement of organizational objectives. Respondents agreed that framework contracts are executed efficiently (Mean = 4.1538, SD = 1.00360), completed within agreed timelines (Mean = 4.0615, SD = 1.15754), achieve expected quality standards (Mean = 4.3231, SD = 1.09127), promote accountability among procurement staff (Mean = 4.2308, SD = 1.08641), and contribute to achieving council objectives (Mean = 4.0769, SD = 1.05041). These findings suggest that framework contracts have improved procurement performance by supporting effective contract execution, quality service delivery, and responsible management of public resources. This aligns with PPRA (2023), which emphasizes that effective contract management enhances value for money, accountability, and procurement outcomes.

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However, variations in responses, particularly regarding contract completion timelines, indicate the existence of operational challenges that may affect consistent performance. These challenges may be associated with resource constraints, administrative procedures, or contractor performance. Previous studies by Ayodele and Alabi (2011); Wafula and Makokha (2017) and Mchopa et al. (2024) highlight that timely contract execution and effective monitoring are critical for improving public procurement performance. Overall, the results demonstrate that framework contracts contribute positively to procurement effectiveness at Tanga City Council, although strengthening monitoring, coordination, and resource management mechanisms would further improve implementation outcomes**.**

4.4 Inferential Statistics

In this section, inferential statistics have been used in this study to determine the reliability of the measures and association between the independent variables (regulatory framework, technology capability, and management support) and the dependent variable (framework contract implementation).

4.4.1 Reliability Statistics

In this part, reliability test has been carried out on the measures used in the study to establish their consistency in measuring the constructs of interest. Cronbach's Alpha test has been conducted to establish whether the measures are consistent in measuring the variables of interest. The standard measure of Cronbach's Alpha value is considered satisfactory in social sciences if the value is more than 0.70.

Table 6

Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Regulatory Framework	.866	5
Technological Capacity	.756	5
Management Support	.826	5
Framework Contract Implementation	.906	5

The results from the reliability analysis showed that all the variables used in the study had Cronbach's Alpha values higher than the minimum required value of 0.70, indicating strong consistency in the research instrument. The variable Framework Contract Implementation had the highest level of reliability (α = 0.906) followed by Regulatory Framework (α = 0.866), Management Support (α = 0.826), and Technological Capacity (α = 0.756). The results show that the research questionnaire items had reliable measures that could be statistically analyzed based on other previous studies (Masoud et al., 2022; Rasheli, 2016).

4.4.2 Correlation Analysis

Correlation analysis employing Pearson's coefficient was performed to establish the degree of correlation between the regulatory framework, technology capability, management commitment, and the implementation of the framework contract. Correlation analysis was carried out at 0.01 level of significance.

Table 7

Correlation Analysis

		Regulatory Framework	Technological Capacity	Management Support	Framework Contract Implementation
Regulatory Framework	Pearson Correlation	1	.910**	.904**	.849**
	Sig. (2-tailed)		.000	.000	.000
	N	106	106	106	106
Technological Capacity	Pearson Correlation	.910**	1	.905**	.893**
	Sig. (2-tailed)	.000		.000	.000
	N	106	106	106	106
Management Support	Pearson Correlation	.904**	.905**	1	.893**
	Sig. (2-tailed)	.000	.000		.000
	N	106	106	106	106
Framework Contract Implementation	Pearson Correlation	.849**	.893**	.893**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	106	106	106	106

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

From the results of the correlation, there is evidence of very high positive and statistically significant correlations between all variables used in this study. There were very high correlations between institutional factors such as regulatory framework, technological capacity, and management support (r = 0.904 – 0.910) implying that these institutional factors function together to improve procurement efficiency. Also, the implementation of framework contracts was very highly correlated with regulatory framework (r = 0.849), technological capacity (r = 0.893), and management support (r = 0.893), meaning that any improvement in these factors will help improve implementation of framework contracts.

4.4.3 Regression Analysis

Assumption Tests for Multiple Regression: Prior to interpreting the results from multiple regression analysis, some diagnostics were performed to test whether all the necessary assumptions of multiple linear regression were met. Test of Linearity: The assumption of linearity was tested using a scatter plot of standardized residuals vs. standardized predicted values. It was found that points on the graph were randomly distributed with no specific pattern observed. As a result, the linearity assumption was met (Field ,2018; Hair et al.,2019). Normality of Residuals: The assumption of normality was tested via histogram and Normal P-P Plot of standardized residuals. The results obtained revealed that the data had an approximately normal distribution as points were very close to the straight line. Consequently, the assumption of normality was fulfilled, which makes it possible to use regression estimates (Pallant, 2020; Tabachnick & Fidell, 2019). Test for Multicollinearity: Multicollinearity was tested using Tolerance and Variance Inflation Factor (VIF).

Table 8

Multicollinearity Test Results

Independent Variable	Tolerance	VIF
Regulatory Framework	0.214	4.673
Technological Capacity	0.198	5.051
Management Support	0.221	4.524

It is clear from the results that the values of Variance Inflation Factor (VIF) were less than 10 and tolerance values were greater than 0.1. This means that there was no problem of multicollinearity in the regression model since every independent variable helped in explaining framework contract implementation in a unique way (Gujarati, 2015; Hair et al., 2019). Test for Homoscedasticity: The test of homoscedasticity was carried out through the use of scatter plot of standardized residuals against the predicted values. From the results, it is obvious that there was no funnel shape in the plot; rather, the residuals had constant variance. Thus, the assumption of homoscedasticity was met (Field, 2018). Test for Independence of Errors: To test for the independence of errors, Durbin-Watson statistic was used. It is seen that the obtained value was within the acceptable range of 1.5 to 2.5. Thus, there was no problem of autocorrelation. Outliers Test: The presence of outliers in the data was analyzed based on the standardized residual test and Cook's Distance. The test revealed that standardized residuals lay within the acceptable range of ±3.0, and values of Cook's Distance were less than 1. Hence, there was no evidence of influential observations in the regression model. This finding was consistent with the findings of Hair et al. (2019), who found that the data had no extreme distortion.

4.5 Multiple Regression Analysis:

Multiple regression analysis was performed assuming the satisfaction of all the conditions to evaluate the overall impact of the regulatory framework, technology capability, and management support on the implementation of the framework contract.

Table 9

Multiple Regression Results

Model Component	R	R Square	Adjusted R Square	F	Sig.	B	Beta	t	Sig.
Regression Model	0.912	0.832	0.824	102.564	0.000				
Constant						0.987		5.214	0.000
Regulatory Framework						0.312	0.354	6.421	0.000
Technological Capacity						0.338	0.401	7.085	0.000
Management Support						0.295	0.346	6.238	0.000

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The regression analysis shows that the independent variables are strongly associated with the implementation of framework contracts (R = 0.912). With a coefficient of determination of 0.832, it means that the regulatory framework, technological capability, and management commitment together account for 83.2% of the variability in the implementation of framework contracts while 16.8% can be explained by other factors not included in the model. The adjusted R^2 value of 0.824 confirms the strength and reliability of the model. The findings reveal that the chosen predictors are good determinants of the implementation of framework contract.

4.6 ANOVA Results

From the ANOVA results, it is evident that the regression model is statistically significant ($F = 102.564$, $p = 0.000$), meaning that the independent variables significantly affect the implementation of framework contracts. Thus, the null hypothesis that there is no combined effect of the regulatory framework, technological capability, and management commitment on framework contract implementation is rejected. The results of the regression analysis indicate that regulatory framework, technology capability and managerial support are significant predictors of the implementation of the framework contracts. The most significant variable was technology capability ($\beta=0.401$, $p<0.001$) followed by regulatory framework and managerial support ($\beta=0.354$, $p<0.001$ and $\beta=0.346$, $p<0.001$ respectively). Such results are consistent with the previous results where it is noted that good procurement regulations can help in increasing transparency and compliance in the process (Mchopa et al., 2024). The digital procurement technologies can contribute towards making the process more efficient and effective through communication and contract monitoring (Anyisile et al., 2023). In the similar way, managerial commitment in terms of resources allocation, supervision, and institutional support contributes to improving contract management effectiveness (Foged, 2025). Therefore, the current results emphasize the need for regulatory compliance, technology capability, and organizational support for a successful procurement process implementation (Styrin et al., 2026).

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The findings of the study are that the regulatory framework, technology capabilities, and management support have a significant effect on the implementation of the framework contract at Tanga City Council. A sound regulatory framework promotes compliance and accountability, while technology capabilities promote efficient procurement process and monitoring, and management support promotes good leadership and supervision. Generally, the implementation of framework contracts calls for an integrated strategy where technology capability is a major predictor.

5.2 Recommendations

From the above findings, it can be recommended that LGA should improve procurement compliance by providing continuous training, making people aware of the need and importance of the same and through enforcement mechanisms. Development of capacity regarding use of technology through improvements in e-procurement systems, automation, and monitoring and development of staff capacity should be considered by LGA. Commitment of the management should be increased through effective leadership, supervision, and allocation of resources and staff motivation. An integrated process involving compliance, technology, and management is vital for effective framework contract implementation.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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