

**ANALYSING FACTORS AFFECTING PROJECT PERFORMANCE IN
ZANZIBAR: A CASE OF SUPPORT TO ANTI-CORRUPTION INITIATIVES
PROJECT IN ZANZIBAR**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
MANAGEMENT (MPM) OF THE OPEN UNIVERSITY OF TANZANIA**

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: "*Analysing Factors Affecting Project Performance in Zanzibar: A Case of Support to Anti-Corruption Initiatives Project in Zanzibar*" in partial fulfilment of the requirements for Degree of Master of Project Management (MPM) of the Open University of Tanzania.

.....

Dr. Salvio E. Macha

(Supervisor)

.....

Date

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DECLARATION

I, **Bishara Mohamed Rashid**, do hereby declare that, this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

I dedicate this work to my beloved parents, my Dad, the Late Mohamed Rashid Mohamed and my lovely Mum the late Baya Hamad Kheri for laying the foundation of my education. Without their love and sacrifices they made towards the fulfilment of my education I would not be who I am today.

ACKNOWLEDGEMENT

Most heartfelt gratitude goes to Allah who led me throughout my research work. This research is a result of a study conducted in Zanzibar as part of the requirement for the award of Master of Project Management at the Open University of Tanzania. During the period, which this dissertation was prepared, different people were consulted for their assistance. I think, I will be ungrateful if I will not mention them and show my appreciation for their tireless support.

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mention my direst Sister Fatma Mohamed Rashid for her support and assistance during the undertaking of this work. Despite the contributions made by the above named and unnamed personalities the author remains solemnly responsible for the overall shortcomings of this research.

ABSTRACT

The purpose of this study is to examine factors affecting project performance, focusing on stakeholders involvement, employee commitment, stakeholders satisfaction and leadership style to see how they affect project performance. The study comprises 100 respondents from ZAECA Authority, government officials and public in general using a purposive sampling and simple random sampling. Also used standard questionnaire developed by Meyer and Allen (1997) together data which were analyzed descriptively. The findings reveal that stakeholders were not involved directly during formulation of the project however their interests were covered. Also implementers of the project were not involved in the formulation process because they were not employed when this project was formulated. It was revealed that the formulation phase of this project was done by some officials from Good Governance department and donor (UNDP). The project found out that most of project team members were satisfied with the leadership style of project leader. Meanwhile, the study shows that all planned activities were achieved as planned however during termination of this project the project was not terminated officially. Generally, the study showed that the performance of the project was good since all objectives of the project were achieved as planned. On the other side, Stakeholders satisfaction was at stake since there are still a lot of corruption issues going on every place.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF APPENDICES	xv
LIST OF ABBREVIATIONS	xvi
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND OF THE PROBLEM	1
1.1 Introduction	1
1.2 Statement of the Problem	2
1.3 Research Objective.....	4
1.3.1 General Research Objective	4
1.3.2 Specific Objectives.....	4
1.4 Research Questions	5
1.4.1 General Research Question	5
1.4.2 Specific Research Questions	5
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7 Organization of the Study	6

CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Conceptual Definitions.....	7
2.1.1 Project	7
2.1.2 Project Management.....	7
2.1.3 Performance	7
2.1.4 Corruption	8
2.1.5 Success	8
2.1.6 Project Stakeholders.....	9
2.1.7 Leadership	9
2.2 Theoretical Literature Review.....	9
2.2.1 The EFQM Excellence Model	9
2.2.2 The Project Performance Score Card	11
2.3 Dimensional Model of Project Performance	13
2.4 Empirical Literature Review	14
2.4.1 General Studies	14
2.5 Research Gap	17
2.6 Conceptual Framework	18
CHAPTER THREE	19
RESEARCH METHODOLOGY	19
3.1 Introduction	19
3.2 Research Design.....	19
3.2.1 Area of Study	19
3.2.2 Research Population.....	19

3.2.3	Sample and Sample Techniques.....	20
3.3	Procedures for Data Collection	21
3.3.1	Types of Data	21
3.3.1.1	Primary Data	21
3.3.1.2	Secondary Data	22
3.3.2	Methods of Data Collection	22
3.3.2.1	Questionnaire	22
3.4	Data Processing and Analysis	22
3.5	Measurement of Variable	23
3.6	Reliability and Validity of Data	23
3.7	Ethical Issues.....	23
CHAPTER FOUR.....		25
INTERPRETATION, ANALYSIS AND DISCUSSION OF THE FINDINGS ...		25
4.1	Introduction	25
4.2	Interpretation of Results	25
4.2.1	Presentation of the Descriptive Statistics of Respondent's Biographical Data	25
4.2.2	How was the Anti-corruption Project Designed and by who's Interest?	28
4.2.3	The Extent to which the Project Achieved its Objectives.....	30
4.2.4	Developing Anticorruption Strategy	30
4.2.3	Strengthen ZAECA Office	31
4.2.4	Raise Awareness of People on Corruption Issues	31
4.2.5	Management of Project Activities.....	32
4.2.5	Project Termination.....	33

4.2.6	Other Factors that Can Affect Project Performance.....	35
4.2.7	Fulfilment of Planned Budget, Goals and Objectives	36
4.2.8	Communication and Consultation with Stakeholders	36
4.2.9	Clearly Defined Roles and Responsibilities and Competent Team Members .	37
4.3	Discussion of Findings	38
CHAPTER FIVE		44
SUMMARY, CONCLUSION AND RECOMENDATIONS		44
5.1	Introduction	44
5.2	Summary of the Findings	44
5.3	Recommendations	46
5.4	Area for Future Research	47
REFERENCES.....		48
APPENDICES		52

LIST OF TABLES

Table 4.1:	Age of the Respondents	25
Table 4.2:	Gender Distribution of the Respondents.....	26
Table 4.3:	Marital Status of the Respondents	26
Table 4.4:	Academic Qualification of the Respondents	27
Table 4.5:	Working Experience of the Respondents Working on Projects	27
Table 4.6:	Participate in Designing Stage of this Project	28
Table 4.7:	The Project Designed Covers the Interest of Stakeholders	29
Table 4.8:	The Project Designed Covers the Interest of Donors	29
Table 4.9:	The Project Designed Covers the Interest of Donors	30
Table 4.10:	The Project got Resources Timely.....	31
Table 4.11:	Satisfying with the Leadership Style of Project Leader	32
Table 4.12:	Participated Fully in Implementing the Project.....	33
Table 4.13:	The Project is Successful –ZAECA Response	33
Table 4.14:	In this Project Success – Public Response.....	34
Table 4.15:	The Project Terminated as Planned	34
Table 4.16:	Other Factors that can affect Project Performance	35
Table 4.17:	Fulfilment of Planned Budget, Goals and Objectives	36
Table 4.18:	Communication and Consultation with Stakeholders.....	37
Table 4.19:	Clearly Defined Roles and Responsibilities and Competent Team Members	37

LIST OF FIGURES

Figure 2.1: Conceptual Framework	18
Figure 4.1: Gender Distributions of Respondents.....	26

LIST OF APPENDICES

Appendix I: Questionnaires	52
Appendix II: Questionnaires in Swahili.....	58

LIST OF ABBREVIATIONS

UNDP	United Nation Development Program
EFQM	European Foundation for Quality Management
ZAECA	Zanzibar Anti-Corruption and Economic Crime Authority
ACCs	Anti- Corruption Commissions
PCCB	Preventing and Combating Corruption Bureau
MKUZA	Mkakati wa Kupunguza Umasikini Zanzibar
DPP	Director of Public Prosecution
RGoZ	Revolutionary Government of Zanzibar

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE PROBLEM

1.1 Introduction

In bringing development in any country different programs and projects are designed and implemented to create or improve some economic, social, political or environmental conditions of the people, aiming at improving the quality of life. Zanzibar as any other country in the world have designed and implemented various projects of different themes, varies scope and intensity in terms of scale, funding and duration, all of them addressing one or more issues that needs to be addressed in the society.

The developed and implemented projects were partially or fully implemented with successes and challenges. There are notable examples of projects that were successfully implanted to the satisfaction of the public. These include the housing project initiated by the first President of Zanzibar in both urban and rural areas. Over the last 50 years now, poor people of Zanzibar live on modest housing in both rural and urban areas although with different levels of maintenance. There were however projects that could not be implemented as planned; a case in point is water and sewage systems designed in Zanzibar peri-urban areas of Jang'ombe. The infrastructure was not well designed (drainage system that takes water from the neighborhoods to the sea, it took less than a year to see flooding of rain water in houses and water borne disease occurs in every rainy season).

The success and failure of projects is manifested by many factors such as the conceptualization and design, commitment of technocrats, level of accountability

among partners, political will, among many reasons. Hauschildt *et al.*, (2000) reported that the success of a project depended more on human factors, such as project leadership, top management support, and project team. These criteria are very important for effective performance of projects.

In 2011, the Revolutionary Government of Zanzibar (RGoZ) developed and adopted a Good Governance policy and shortly thereafter an Anti-Corruption and Economic Crimes Act number 1 of 2012 was passed by the Zanzibar House of Representatives. The Act establishes the Zanzibar Anti-Corruption and Economic Crimes Authority (ZAECA). Having established the Authority, “Support to Anti-Corruption initiative project was designed and implemented under the support of the United Nations Development Program (UNDP) which focuses on prevention, education, and investigation work. The primary objectives of the project were to develop and implement Anti corruption Strategy, support sectoral approach for corruption prevention, support Anti corruption awareness outreach and information dissemination activities, strengthening capacity of anticorruption institution to coordinate corruption activities, investigate and prosecute high level corruption with intended outcome of reduced number of corruption in Zanzibar and therefore have corruption free community as an ultimate vision of the Authority. Therefore, this study assessed factors affecting performance of this project.

1.2 Statement of the Problem

The Support to Anti-corruption initiatives in Zanzibar is a project assigned to a newly established Authority (Anti - Corruption and Economic Crime Authority) with huge responsibility of making sure Zanzibar becomes free from Corruption. It is not

surprising to learn that staff and other people in the Authority are not fully aware of the developed project. Minimal participation and engagement of people who implement the project and contributes to slow pace when it comes to the execution and sometimes might affect achieving the desired goals. Stakeholder's analysis and consultation if not have done rigorously resulting into getting important input that helped better design and implementation of the project. Project performance depends on many factors, which differ from project to project.

Morteza & Kamyar, 2009 mentioned that there is no single uniform measure for project success. When a project deemed successful is based on specific success factors. Those factors might not be the success factors in another one. Determination of a successful project outcome is measured by the extent to which the project accomplished complex endeavours. Indications of successful project outcomes are the accomplishment of the specific objectives of the project as defined by the project stakeholders and are dependent on the combined efforts of project management and the project team (Johnson, 1999). Empirical studies shows that, most previous studies in the last five decades focusing on triple constraints of time, budget and quality as the main factor measuring projects performance, however recent studies come up with different view on what determine project performance.

Duncan Haughey (2004) come up with eight factors which are business case, critical success factors, planning, team motivation, saying no, avoiding scope creep, risk management and Project closure. Erin Palmer (2004) comes up with five factors such as smart people, smart planning, open communication, careful risk management and strong project closure. Alex Bavelas (1984), did a study and recognized by other

Authors as accurate (Turner, Müller, 2005): categorized ten factors that affect project implementation such as project mission, top Management support, Project Schedule/plan, Client Consultation, Personnel issues, technical tasks, Client acceptance, Monitoring and Feedback, Communication and Troubleshooting. All these factors play big role in affecting project performance.

In the case of Anti Corruption project, which is executed by the Anti Corruption and Economic Crime Authority in Zanzibar the study focused on three main factors, which are Project leadership, team member, reaching Project objectives and Stakeholders Satisfaction to see how these factors affect the performance of this project.

1.3 Research Objective

1.3.1 General Research Objective

The main objective of this study is to examine factors affecting project performance.

1.3.2 Specific Objectives

- (i) To examine whether stakeholders' involvement in project process affect project performance.
- (ii) To analyze the relationship between employee commitment and project performance.
- (iii) To determine satisfaction of project stakeholders affect project performance.
- (iv) To determine the relationship between leadership style and project performance.

1.4 Research Questions

1.4.1 General Research Question

Broadly, this study examine in what ways the Support to Anti-corruption initiative project designed and implemented in Zanzibar

1.4.2 Specific Research Questions

- (i) In what way does the stakeholders involvement in project process affect project performance?
- (ii) Is there any relationship between employee commitment and project performance?
- (iii) In what way does the satisfaction of project stakeholders affect project performance?
- (iv) Is there any relationship between leadership style and project performance?

1.5 Significance of the Study

In the Ministry of President's Office Constitutional Affairs, Public Service and Good Governance, several projects have been designed and implemented; however, none of those projects have been critically assessed. There has been some end of project evaluation done by external consultants for the interest of donors. This study therefore has added value by first taking a stock on the project design by using the local staff. It has also articulated the success and challenges of this project and come with recommendations that helped Government of Zanzibar in the designing and implementation of projects. By undertaking this study, local capacity on research is built and remained in Zanzibar and Tanzania, addition to a pool of experts in project

management. Undertaking this study also reduced costs of recruiting expensive external consultants to analyse project performance in Zanzibar. The study has also generated new knowledge and skills. It has also influenced management in terms of planning and decision making practices.

1.6 Scope of the Study

The study focuses on the examining factors effect project performance. The independent variable is Stakeholders participation, leadership style, Employees satisfaction and dependent variable is work performance (work quality and work productivity). This study has been conducted in Urban West Region Unguja. The focus was the Zanzibar Anti- corruption and Economic Crimes Authority.

1.7 Organization of the Study

This dissertation is divided into five chapters. Chapter one is an introductory part. Chapter two focuses on literature review, where conceptual definitions of the key terms, theoretical analysis, and statement of hypotheses are discussed. Chapter three covers the research design and methods of the study which covered research strategy, survey population, area of the research, sampling design and procedures, variables and measurement procedures, methods of data collection to mention a few. Chapter four interprets data and chapter five discusses the findings, make summary, recommendation, draw conclusions, limitation of the study and suggest areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Definitions

2.1.1 Project

Project is a temporary endeavour undertaken to create a unique product, service or result. It is a temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. Project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who do not usually work together – sometimes from different organizations and across multiple geographies William (1996).

2.1.2 Project Management

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management processes fall into five groups: Initiating, Planning, Executing, Monitoring and controlling and Closing. (William R. Duncan 1996) Project Management is a disciplining of planning, organizing, motivating and controlling resources to achieve specific goals Paul Newton(2015).

2.1.3 Performance

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contrast, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer

from all liabilities under the contract Business Dictionary.com. Performance is what the organization hires one to do, and do well” Campbell et al, (1993).

According to Wateridge, (1998), Performance criteria need to take into consideration all aspects of the project. Performance measurement involves the processes of assessing the progress against predetermined objectives Bourne et al., (2003). Project performance can therefore be considered as the process by which the project progress is measured against predetermined objectives to determine the project progress is measured against or constraints methodology is the standard.

2.1.4 Corruption

Corruption is generally defined as the abuse of office for private gain. Nonetheless, practical definitions differ by geography and culture. Comparatively, corruption encompasses a broad range of practices and behaviors: state capture by elites or ethnic cabals, ethical malpractice in administration, bid-rigging, bribery, currying of favor for gain or personal benefit, asset stripping, grand corruption, nepotism, tribalism, gender discrimination, bribery, embezzlement and sexual harassment are all common examples. Zanzibar Anti - Corruption and Economic Crime Authority (2015).

2.1.5 Success

Success is “a level of social status, achievement of an objective, the opposite of failure”. There is no uniform measure to what constitutes project success or project effectiveness Stamatia *et al*, (2012). Kenneth (2010) mentioned that successful project outcomes would require increased emphasis on the organizational and human aspects of project management.

2.1.6 Project Stakeholders

The term project stakeholder refers to, ‘an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project’ Project Management Institute, (2013).

2.1.7 Leadership

Bass (1990) suggested that leadership is the ability to influence those you are leading towards the achievement of goals and objectives. Leadership is viewed as the ability to make strategic decisions using communication Bennis & Nanus (1985).

2.2 Theoretical Literature Review

2.2.1 The EFQM Excellence Model

This model is a non-prescriptive business excellent framework for organizational management systems, promoted by EFQM (formerly known as the European Foundation for Quality Management) and designed for helping organizations in their drive towards being more competitive. Regardless of sector, size, structure or maturity, organizations need to establish appropriate management systems in order to be successful. The EFQM Excellence Model is a practical tool to help organizations do this by measuring where they are on the path to excellence; helping them understand the gaps; and then stimulating solutions.

The EFQM Model provides a framework allowing organizations to determine their current “level of excellence” and where they need to focus improvement efforts. Moreover, the Model helps to ensure that business decisions incorporate the needs of all stakeholders and are aligned with the organization’s objectives.

Thus, the Model provides its users with a set of performance improvement tools in order for them to achieve and sustain results and Excellence, Westerveld (2003).

The Project Excellence Model is based on the assumption that in order to manage a project successfully the project organization has to focus on: result areas (Project success criteria) and organisational areas (Critical success factors). The EFQM model is used to measure and improve the overall quality of an organization. One of the essential characteristics of the EFQM-model is that the model distinguishes result areas: Results the organization has achieved (WHAT); and 2. Organisation areas: Management of the organization (HOW).

The approach uses, differs from most approaches found in the field of project management. In general most of the literature in this field focuses on organizational aspects (HOW). It becomes clear that because of the unique characteristics of projects the EFQM-model cannot readily be transferred to project situations. The Project Excellence Model is based on the assumption that in order to manage a project successfully the project organization has to focus on: Result areas (Project success criteria) and organisational areas (Critical success factors) Westerveld, (2003). Result areas—project success criteria, Early work into the success criteria assumed that the main criteria for success were the so-called golden triangle of time, budget and required quality.

However, the issue of project success turned out to be far more suitable than this. There are more, possibly competing, criteria that can be identified Westerveld, (2003). Van Aken defines project success as: “the satisfaction of all stakeholders”. Perceiving project success simply as the compliance with time, cost and quality constraints can

be qualified as a more ‘narrow’ view in this respect. Research on project success further shows that it is impossible to generate a universal checklist of project success criteria suitable for all projects.

Success criteria differ from project to project depending on a number of issues, for example, size, uniqueness and complexity Westerveld, (2003). Critical success factors for projects—organizational areas, Research into project success factors on projects was aimed at identifying those forces that project managers can pull to increase the likelihood of achieving a successful outcome for their project. Initial research on the critical success factors of a project focused primarily on the control aspects of projects.

Later studies concluded that the initial research on critical success factors was too narrowly directed towards developing standard tools and techniques for project management. A new approach emerged, consisting of large studies on the critical success factors for projects. These studies showed that there are other factors to be taken into account in managing a project successfully. Belassi et al. stated that sound research on critical success factors has to distinguish between success factors and success criteria; and distinguish success factors within the control of the project manager and factors outside the control of the project manager.

2.2.2 The Project Performance Score Card

This approach provides a logical perspective as it account for the complexity and dynamism of projects. It seeks to theorize a perspective that span the realms of the project processes while taking into consideration the expectations of all the

stakeholders. It is aimed at providing a comprehensive view of the performance of the organization. The Model has got six dimensions which are:

(a) Project Process perspective

Project process perspective, measures indicating key project processes, including triple constraints criteria. The key knowledge areas of integration, scope, time, cost, quality, human resource, communication, risk and procurement management PMI (2004) are assessed to measure the extent that they were adopted throughout the project.

(b) Stakeholder perspective

Stakeholder perspective, measures indicating stakeholders expectation and objectives. It is essential that project managers obtain consensus from all stakeholders on the criteria for success Wateridge (1998). Based on the nature of the projects, stakeholders may differ. The major stakeholders include the customer, client/sponsor and project team. The defined expectations, objectives, requirements and specifications are considered against actual outcome.

(c) Benefit perspective

Benefits indicate the gains or advantages garnered throughout the project process. This involves measures indicating the financial and non-financial performance of the project outcome. Such an assessment may be over a period of time as the results may not be seen immediately.

(d) Learning and Innovation perspective

Learning and innovation perspective, measures indicating project learning from the perspective of the project organization and/or client organization. Additionally

incorporating formal and informal knowledge management practices of the project process may provide short and long term benefits to the organization Barclay & Osei-Bryson, (2006). Tiwana (1999) suggests that organization may face additional expenditure and challenges through repeated mistakes. Therefore, it is important to manage learning and knowledge in such a way to have it accessible for the current project and future projects.

(e) Quality perspective

Garvin' (1987) discussion on dimensions of quality is applicable within this perspective. Depending on the nature of the project, environmental context and the stakeholders' requirements particular variables may be more applicable than others.

(f) Use perspective

Use perspective, measures indicating the use and usability of the project outcome. TAM Davis, (1989), the seminal adoption model criteria, which also formed the basis of IS success models, are applicable instruments in accessing the performance of projects.

2.3 Dimensional Model of Project Performance

The researcher used theory to limit the scope of events to be considered. According to Babbie (1983:37) theory is a systematic explanation for the observed facts and laws that relate to a particular aspect of life, Grinnell (1985) defined theory as the linking of observations to generalizations, or more formally, a set of concepts, definitions and proportions, which are interrelated. The theoretical review consists of theories, principles, generalizations and research findings, which are closely related to the

present study under investigation. Theory is also used to clarify the phenomena as well as being able to explain or specify sequences of events covered within phenomena.

This study based on the Project Excellence Model which is designed for helping organizations in their drive towards being more competitive. Regardless of sector, size, structure or maturity, organizations need to establish appropriate management systems in order to be successful. It focuses on two criteria, which are result area the organisation has achieved and organisation area, which focuses on the management of the Organisation. This study is related to this model because it can use the criteria of the model to see how the project is performing by looking at achievement of the project as well as the management of the Organisation (the established Authority). The model is also focusing on ensuring that business decisions incorporate the needs of all stakeholders and are aligned with the organization's objectives.

2.4 Empirical Literature Review

2.4.1 General Studies

In recent years, researchers in Project Management have become increasingly interested in critical success/failure factors. Previous researchers indicate that the relative importance of the critical factors change significantly, based on life cycle stages (Pinto & Prescott, 1988).

Determination of a successful project outcome is measured by the extent to which the project accomplished complex endeavors that met a specific set of objectives within the constraints of resources, time, and performance objectives Cleland, (1964);

Thilmany, 2004). Indications of successful project outcomes are the accomplishment of the specific objectives of the project as defined by the project stakeholders and are dependent on the combined efforts of project management and the project team Johnson, (1999). Only a few studies in the project management literature concentrate on the critical factors that affect project success or failure. Whereas many of these studies generate lists of critical success factors, each list varies in its scope and purpose. The success factors are usually listed as either very general factors or very specific factors affecting only a particular project. However, lacking a comprehensive list makes it difficult not only for project managers but also for researchers to evaluate projects based on these factors.

Davis (2014) studies project management success in literature from 1970's to present, classifying the evolution of success factors into decades. According to this study, approaches of success factors evolved from focusing on the operation level of a project in 1970's to embracing a stakeholder focused approach after 2000's Davis, (2014).

As a result of the numerous studies that approached the topic of project success, several lists of success factors exist. Pinto and Slevin's paper from (1987) represents a reference point by establishing a list of ten success factors, recognized by other authors as accurate (Turner, Müller, 2005): project mission, top management support, schedule and plans, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, trouble-shooting Pinto, Slevin, (1987).

Davis (2014) adopted in her paper a set of nine themes in order to describe success factors of projects: cooperation and communication, timing, identifying/ agreeing

objectives, stakeholder satisfaction, acceptance and use of final products, cost/ budget aspects, competencies of the project manager, strategic benefits of the project and top management support. These lists of factors mentioned above, completed by inputs from practitioners, are the basis of the empirical research presented in this paper.

Ioana Beleleu et al, (2011) in his study of the Main factors influencing Project Success stated that initially, project success was referred to as reaching the objectives and the planned results in compliance with predetermined conditions of time, cost and performance. As knowledge in project management field developed, the “golden triangle” was considered not enough to define project success. Project success was recognised to be a complex, multi-dimensional concept encompassing many attributes Mir, Pinnington, (2014). Projects are unique, reason why project success criteria differ from one project to another Müller, Turner, (2007). To increase complexity even more, within the last decades the concept of project success is approached in relationship with stakeholders’ perception.

Davis, (2014), being accepted that success means different things to different people Shenhar et al, (2001), what determines project success, referred to as success factors, is also approached and considered to be of great interest. Based on the importance of the topic and the challenge of reaching project success, in this paper we focused on the issue of meeting project objectives, stakeholders satisfaction and project leadership style to see how these factors affect the Anticorruption project performance.

Gary S. Hansen and Birger Wernerfelt (1989) in the study on Determination of Firm Performance showed that there are two major streams of research on the determination

of firm performance. One is based on economic tradition, emphasizing on the importance of external market factors in determine firm success. The other one is behavioral and sociological paradigm and sees organizational factors and their fit with the environment as major determinants of success. The earlier was proven more useful in providing basic theoretical perspective on the influence of market structure on the firm strategy and performance by looking at three variables, which are characteristics of the industry in which the firm competes, the firm position relative to its competitors and the quality or quantity of the firm resources. The later was discussed as difficulty phenomena since every Organization has got different Organizational behavior like environment and people, example managers can influence the behavior of their employee and thus performance of the Organisation. That is, managers influence organizational outcomes by establishing 'context', and that context is the result of a complex set of psychological, sociological, and physical interactionsCameron, 1986; Goodman and Pennings, (1977); Steers, (1975).

2.5 Research Gap

A research gap is the missing component in the research literature, which the researcher intends to fill. In the study on measuring successes in five African Anti-Corruption Commissions, Ghana, Malawi, Tanzania, Uganda and Zambia and match them against the realities done by Alan Doig et al, (2005). The study focused on the following elements: governance context, role of governments (both local and donor) and performance of Anti-Corruption Commissions (ACCs). The study discovered the missing link in previous studies of ACCs and the role of donors in promoting the success or failure of ACCs.

It also found a lack of coordination and well-matched between the needs, aims, motivations, capacities and expectations of governments, donors and ACCs. Alan Doig et al (2005) mentioned that depending on Government and donor funds led the Anti-corruption projects not being effective since it fails to meet its target goals. However it is not only fund dependence can lead to failure of project success but also there are other criteria that can lead to project failure or success, which this research intends to discover.

2.6 Conceptual Framework

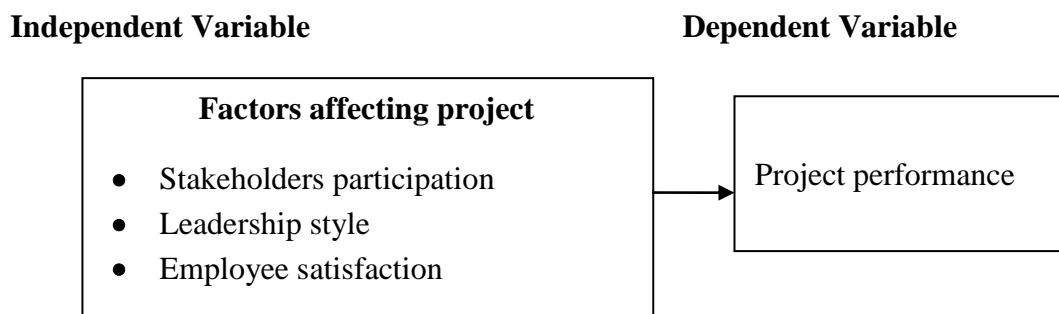


Figure 2.1: Conceptual Framework

Source: Researcher (2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study use a descriptive method because this design states the phenomena, as it exists. It constitutes the blueprint for the collection, measurement and analysis of data Kothari, (2003). The study involved qualitative techniques in order to examine the performance of Projects management in Zanzibar.

3.2 Research Design

A research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with which research is conducted. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals Orodho, (2003). This study used Explanatory research design to investigate some factors to see how they affect project performance.

3.2.1 Area of Study

The study was conducted in Urban West Region Unguja because it is where targeted respondents available. The main focus was the staff of Zanzibar Anti- corruption and Economic Crimes Authority. The researcher ensured that the respondents drawn from all cadres in the Authority and other Institutions and Public in general.

3.2.2 Research Population

Population is referred as an entire group of individuals, events or objects having a common observable characteristic. It means the aggregate of all that conforms to a

given specification Mugenda, (1999). According Kumar (1999), target population is that group which the researcher intends to make generalization to it.

The study used case study approach and the targeted population was the staff of Anticorruption Authority. A total of 100 respondents were selected for the study. Zanzibar Anti- corruption and Economic Crime Authority 21 employee, 4 development partners and 75 Government officers and the general public

3.2.3 Sample and Sample Techniques

Sampling is a collection of some parts of the population to be a true representative of the population Kothari (2007). There are two types of sampling, which are probability sampling and non-probability sampling. According to Mugenda (1999) probability sampling selects a reasonable numbers of subjects, objects of cases that present the target population. It involves a random selection or procedures where by each sample (respondents) is chosen on the basis of equal chance. In this research, the researcher selected 100 respondents randomly by using simple random sampling.

In the case of non probability sampling, purposive sampling was used because it provided a chance for a researcher to select the potential respondents according to the need of the study example different respondents were selected from Zanzibar Anti- corruption and Economic Crime Authority because it is where the project of Anti corruption is being undertaken. Also respondents from development partners are purposely selected to know their perception on that project achievement.

3.3 Procedures for Data Collection

Procedure for data collection is a guideline for the collection, processing and analysis of data from selected population Kothari (2007). In this study two methods of data collection were used. These were questionnaires and interview, in questionnaire both structured and non-structured questionnaires. These questionnaires were administered to project officers, some development partners and Zanzibar Anti- corruption and Economic Crime Authority staffs because they were the one who implement the project.

The study used questionnaires because it helped the researcher to get some straight forward answers from respondents. Interview method used because it gave chance to a researcher to get some more information or clarifications from the respondent. The main variables of the study are Stakeholders participation, leadership style, employee satisfaction and work performance.

3.3.1 Types of Data

The task of data collection follows after a research problem has been defined and research design chalked out Kothari, (2007). In this research two types of data, namely primary and secondary data were collected.

3.3.1.1 Primary Data

The primary data are those, which are collected afresh and for the first time and thus happen to be original in character. In this study, primary data was collected from respondents through questionnaires and interview. Questionnaires were specifically designed to answer research questions and attain research objectives.

3.3.1.2 Secondary Data

Secondary data are those which have already been collected by someone else and which have already been passed through statistical process. Secondary data for this study was collected from books, journals, articles and reports both published and unpublished, as well as from online sources.

3.3.2 Methods of Data Collection

3.3.2.1 Questionnaire

Questionnaire is a set of questions, which are usually sent to the selected respondents to answer at their own convenient time and return the filled questionnaire to the researcher. The reason for using questionnaire includes its ability to cover a large sample size at a low cost and give a respondent adequate time to give well thought - out answers. Saunders, Lewis & Thornhill, (2012). Questionnaire was divided into 2 sections. First section seeks to obtain the personal information of the respondents while second section contains the questionnaire of the subject matter. Questionnaire was close-ended questions.

3.4 Data Processing and Analysis

The term analysis refers to the computation of certain measures along with searching for the pattern of relationship that exist among data – groups. This is essential for a scientific study and for ensuring that the researchers have all relevant data for making contemplated comparisons and analysis, Kothari (2004). In other words this implies in editing coding, classification and tabulation of collected data so that they are amendable to analysis. In this study the collected data has been analysed using Microsoft Office Excel. Descriptive analysis was used in data analysis.

3.5 Measurement of Variable

The main variable of the study was whether Stakeholders participation, leadership style and Employee satisfaction affects project performance. Those variables were measured using standard questionnaires adopted from previous studies.

3.6 Reliability and Validity of Data

Reliability defined as the extent to which results are consistent overtime Saunders, Lewis & Thornhill, (2012). Reliability has to do with accuracy and precision of measurement procedures. Validity implies applicability and usefulness of the data obtained through such reliable design and all the way to conclusive findings Kothari, (2007). Pilot study was done to test whether the tools are truly measuring what they intended to measure Kothari (2007). Reliability of the tool was made by piloting the questionnaires before a comprehensive exercise of data collection to see if the tool can give consistent response from different respondents. For the case of this study the objective of the study is to identify factors affecting project performance by providing questionnaires to Projects Managers, project team, sponsor and stakeholders to get different views, and also prepared a list of factors where respondents were supposed to choose and then respondents were requested to rank the statements on a Likert Scale from 1 – 5 (1- strongly disagree, 2- disagree, 3- uncertain, 4- agree, 5- strongly agree), based on their experience and reflecting the situation within a project that they are currently working on.

3.7 Ethical Issues

Ethical issue refers to the standards of behavior that guide researchers' conduct in relation to the rights of those who become the subject of research, or are affected by it

Saunders, Lewis & Thornhill, (2012). In this study, the researcher ensured that there is confidentiality of the data provided by the respondents. In addition, researcher ensures anonymity of participant's identities. Before collecting the data, respondents were informed the purpose of the study and the way the results were used for.

CHAPTER FOUR

INTERPRETATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter present and discusses the findings of the study. The presentation of the findings and the respective discussion are done in line with research questions of which are also linked with the specific objectives of the study. This study intended to answer four research questions which are, how was the Anti-corruption project designed and by who's interest? How was this project implemented? To what extent did the project achieved its set goals and what are the reactions and response of Stakeholders towards designing and implementation of this project.

4.2 Interpretation of Results

4.2.1 Presentation of the Descriptive Statistics of Respondent's Biographical Data

This study expected to cover 100 respondents generally however due to unavoidable reasons the study covered only 76 respondents, which is 76% of total response. The study shows that majority of the respondents aged 41-50 years (35.52%), followed by 20-30 (23.68%) and 31-40 (21.05%). The remaining were aged from 51- 60 (11.84%) and 61+ (7.89%).

Table 4.1: Age of the Respondents

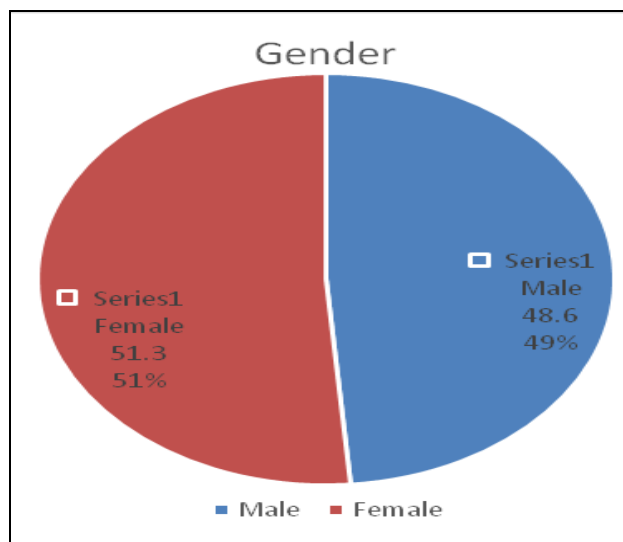
Age group	Number	%
20-30	18	23.68
31-40	16	21.05
41-50	27	35.52
51-60	9	11.84
61+	6	7.89
Total	76	100

Source: Field Data (2018)

Table 4.2: Gender Distribution of the Respondents

Gender	Number	%
Male	37	48.6
Female	39	51.3
Total	76	100

Source: Field Data (2018)

**Figure 4.1: Gender Distributions of Respondents**

The sample included 37 male respondents (48.6%) and 39 female respondents (51.3%).

Table 4.3: Marital Status of the Respondents

Marital status	N	%
Single	21	27.6
Married	52	68.4
Divorced/Divorcee	2	2.6
Widow/Widower	1	1.3
Total	76	100

Source: Field Data (2018)

Regarding marital status, the findings revealed that 52 (68.4%) married, 21(27.6%) single, 2(2.6%) divorced and 1(1.3%) were widowed.

Table 4.4: Academic Qualification of the Respondents

Academic qualifications	Number	%
Certificate	15	20
Diploma	22	29.3
Bachelor degree	35	46.6
Master degree	3	4
PhD degree	-	-
Total	75	100

Source: Field Data (2018)

Majority of respondents were educated, results found that 35 (46.6%) had a qualification of degree. 22(29.3%) were a diploma holder, 15(20%) of respondents were certificate holder. Only 3 (4%) were Master degree holders.

Table 4.5: Working Experience of the Respondents Working on Projects

Working experience on projects	N	%
Less than 5 years	16	21.3
5-10 years	4	5.3
Not worked in any Project	55	73.3
Total	75	100

Source: Field Data (2018)

In terms of project working experience most of the responded 55(73.3%) have not worked in any project. While 16(21.3%) have worked in project for less than 4 years and 4(5.3%) have worked in project from 5 to 10 years.

4.2.2 How was the Anti-corruption Project Designed and by who's Interest?

The study asked respondents from ZAECA, Good Governance department and UNDP on the issues of participation during project designing stage. 8 respondents (57.1%) say that they did not participate in the designing stage of the project. 4 (28.6%) did not show their stand whether they participated or not. 2 (14.3%) agreed that they participated in the formulation of the project as shown in the Table 4.6.

Table 4.6: Participate in Designing Stage of this Project

		Frequency	Valid Percent
Valid	Disagree	8	57.1
	Neither agree nor disagree	4	28.6
	Agree	2	14.3
	Total	14	100.0
Missing	System	4	
Total		18	

Source: Field Data 2018

On the other hand, the study was interested to know the project was formulated by whose interest, stakeholders or donor. Table 4.7 shows that, 2 (15.4%) disagree that the project cover the interest of stakeholders, 3 (23.1%) agree that the project cover the interest of the stakeholders while 8 (61.5%) they neither agree nor disagree with the question they were asked. The above response revealed that the interest of stakeholders was covered in this project since they are the main beneficiary of this project. The project talks about having a corruption free society, which is the most important thing to the general public. However, it seems that the public were not fairly involved on getting their views on this matter, what is seem is that the Officials sat down together and come up with this document and agreed to implement it for the betterment of the people and country in general.

Table 4.7: The Project Designed Covers the Interest of Stakeholders

		Frequency	Valid Percent
Valid	Strongly disagree	2	15.4
	Neither agree nor disagree	8	61.5
	Agree	3	23.1
	Total	13	100.0
Missing	System	5	
Total		18	

Source: Field Data (2018)

On the issue of whether the project cover the interest of donor, the Table 4.8 shows that 4(28.6%) disagree that the project designed cover the interest donor while 5(35.7%) agree that the project cover the interest of the donor and the remaining 5 (35.7%) they neither agree nor disagree.

Table 4.8: The Project Designed Covers the Interest of Donors

		Frequency	Valid Percent
Valid	Strongly disagree	4	28.6
	Neither agree nor disagree	5	35.7
	Agree	5	35.7
	Total	14	100.0
Missing	System	4	
Total		18	

Source: Field Data (2018)

Having seen the first stage of project formulation and saw who were involved in the process now the study focuses on the execution of this project.

4.2.3 The Extent to which the Project Achieved its Objectives

According to the Project Excellent model implementation of project depends on two criteria which are result area the organisation has achieved and management of the Organisation. On the side of achievement of project objectives, this study planned to cover three project objectives, which are to develop Anti corruption Strategy, Strengthening ZAECA office and increase public awareness on Corruption issues.

4.2.4 Developing Anticorruption Strategy

The first objective is developing Anticorruption Strategy. The study questioned 18 staffs from Zanzibar Anti- corruption and Economic Crime Authority, 13 of them responded as follow: 8(61.5%) agree that the strategy has been developed, 4(30.8%) were neither agree nor disagree and 1(7.7%) disagree that the strategy has been developed. The study was also concerned with the publicity of that strategy and asked 65 respondents from the Public and Government Officers on whether they know anything concerning the Strategy. The response was 60 people responded on the question and the response was 18(30.0%) knows about the strategy and 42(70.0%) don't know about the strategy as shown in the Table 4.9.

Table 4.9: The Project Designed Covers the Interest of Donors

		Frequency	Valid Percent
Valid	Yes	4	30.0
	No	5	70.0
	Total	14	100.0
Missing	System	5	
Total		65	

Source: Field Data (2018)

4.2.3 Strengthen ZAECA Office

The second objective was to Strengthen Zanzibar Anti- corruption and Economic Crime Authority, office through providing office facilities, human resources and fund. The study asked the employee from Zanzibar Anti- corruption and Economic Crime Authority, and the response shows that 3(23.1%) disagree that the project got required resources timely and 1(7.7%) agree that the resources were timely obtained and the rest 9 (69.2%) did not show their stand whether they agree or not.

Table 4.10: The Project got Resources Timely

		Frequency	Valid Percent
Valid	Disagree	3	23.1
	Neither agree nor disagree	9	69.2
	Agree	1	7.7
	Total	13	100.0
Missing	System	5	
Total		18	

Source: Field Data,(2018)

4.2.4 Raise Awareness of People on Corruption Issues

The third objective of this project was to raise awareness of people on issues of corruption. The Public has been asked on this issue and responded as the following 43(66.2%) agree that the awareness of people on corruption has increased and 22 (33.8%) disagree that the awareness of people on corruption has increased. The same question has been asked to the Zanzibar Anti- corruption and Economic Crime Authority staff and responded that 12(87.7%) agree with the notion that the awareness of people has increased and only 2(14.3%) did not show their stand. On the area of attitude change the study finding shows that 15(25.0%) think that people have

changed their attitude on corruption practices and 45(75.0%) think people have not changed their attitude toward corruption practices.

4.2.5 Management of Project Activities

The Project excellent model is also talk about Management, how things in an Organisation or project are managed, and what kind of leadership is being used in running the organisation or the project. This part is very important in any Organisation or project because success or failure depend on how things are managed. This study asked the project implementers if they were satisfied with the leadership style of their manager and the responses were 3(25.0%) dissatisfied with leadership of a project leader, 5(41.7%) were satisfied and the rest 4(33.3%) did not show their stand as to whether they are satisfied or not as indicated in the Table 4.11.

Table 4.11: Satisfying with the Leadership Style of Project Leader

		Frequency	Valid Percent
Valid	Disagree	3	25.0
	Neither agree nor disagree	4	33.3
	Agree	5	41.7
	Total	12	100.0
Missing	System	6	
Total		18	

Source: Field Data,(2018)

Having seen the issue of employee satisfaction on their project leadership now the study compares it with how these employees are involved in the project implementation. 18 employee were asked if they were fully involved in implementing this project and the response were 5(41.7%) did not participate fully in implementing

the project and 7(58.3%) agree that they participated fully in the project implementation as shown in the Table 4.12.

Table 4.12: Participated Fully in Implementing the Project

		Frequency	Valid Percent
Valid	Disagree	5	41.7
	Agree	7	58.3
	Total	12	100.0
Missing	System	6	
Total		18	

Source: Field Data,(2018)

4.2.5 Project Termination

As it is known that any project has got three main phases, formulation, implementation and termination phase. The project termination phase is very important because here you can determine whether the project is success or not, you can also see the project terminated as planned or not. The study questioned some staff from Zanzibar Anti- corruption and Economic Crime Authority and public in general on whether this project was successful or not as shown in the Table 4.13.

Table 4.13: The Project is Successful –ZAECA Response

		Frequency	Valid Percent
Valid	Disagree	4	36.4
	Neither agree nor disagree	5	45.5
	Agree	2	18.2
	Total	11	100.0
Missing	System	7	
Total		18	

Source Field Data,(2018)

Table 4.14: In this Project Success – Public Response

		Frequency	Valid Percent
Valid	Yes	14	23.3
	No	46	76.7
	Total	60	100.0
Missing	System	5	
Total		65	

Source Field Data,(2018)

The above data reveal that 2(18.2%) Zanzibar Anti- corruption and Economic Crime Authority staff agree that the project was successful 4(36.4%) disagree that the project was successful. The general public response was 14(23.3%) say the project was success but 46(76.7%) say the project was not a success. Meanwhile there is a big number of staff from Zanzibar Anti- corruption and Economic Crime Authority 5(45.5%) who did not show their stand on that matter. On the side of termination of the project 5(41.7%) disagree that the project terminated as planned and 7(58.3%) they neither agree nor disagree to the notion that the project terminated as planned as shown in the Table 4.15.

Table 4.15: The Project Terminated as Planned

		Frequency	Valid Percent
Valid	Disagree	5	41.7
	Neither agree nor disagree	7	58.3
	Total	12	100.0
Missing	System	6	
Total		18	

Source Field Data,(2018)

4.2.6 Other Factors that Can Affect Project Performance

The study prepared list of factors that can affect the project performance and asked the respondents to select which among them affect more projects performance. The factors that were selected more was agreed to have more impact to the project performance than the others. Based on the results of the questionnaire, the five factors with highest votes were, fulfilment of planned budget, Goals and Objectives 15(75%), Communication and consultation with stakeholders 13(65%), Competent project team members and Clearly defined roles and responsibilities 10(50%), Stakeholders satisfaction 8(40%), Adequate use of project management techniques and Experience and expertise of the project manager 7(35%), Top Management support, adequate risk management and Sponsor involvement in the project were considered to have low impact as they got low votes than the others as shown in the Table 4.16.

Table 4.16: Other Factors that can affect Project Performance

Success factors	Number of respondents	Number of Choices	Percentage of respondent choosing factors
Fulfilment of planned budget, Goals and Objectives	20	15	75
Adequate use of project management techniques	20	8	40
Competent project team members	20	10	50
Clearly defined roles and responsibilities	20	10	50
Experience and expertise of the project manager	20	7	35
Adequate risk management	20	5	25
Communication and consultation with stakeholders	20	13	65
Stakeholders satisfaction	20	8	40
Sponsor involvement within the project	20	3	15
Top management support	20	6	30

Source Field Data,(2018)

4.2.7 Fulfilment of Planned Budget, Goals and Objectives

In the second phase of the analyses, the researcher asked respondents to use the five selected factors and relate them to their projects they worked on, to see whether the top five success factors are given adequate importance in practice.

The first factor which is fulfillment of planned budget, goals and objective, the respondents agreed with the first analysis that this criterion is very important in determining performance of the project. 61.5% of respondents agreeing with the first analyzed statement. 15.4% of the respondents consider that projects they are involved in, do not have clearly defined goals and directions and 23.1% are uncertain.

Table 4.17: Fulfilment of Planned Budget, Goals and Objectives

		Frequency	Valid Percent
Valid	Disagree	2	15.4
	Neither agree nor disagree	3	23.1
	Agree	8	61.5
Total		13	100.0
Missing	System	5	
Total		18	

Source Field Data,(2018)

4.2.8 Communication and Consultation with Stakeholders

Concerning Communication and consultation with Stakeholders 61.5% of respondents agreed with the first analysis that communication with stakeholders is very important in project performance. Only 15.4% disagree and 23.1% are uncertain.

Table 4.18: Communication and Consultation with Stakeholders

		Frequency	Valid Percent
Valid	Strongly disagree	2	15.4
	Agree	8	61.5
	Neither agree nor disagree	3	23.1
	Total	13	100.0
Missing	System	5	
Total		18	

Source Field Data, (2018)

4.2.9 Clearly Defined Roles and Responsibilities and Competent Team

Members

Clearly defined roles and responsibilities are a must when dealing with projects in order to ensure best implementation performance. Most of the respondents agreed with the first analysis that competent team members with clear defined role are crucial for project performance. 76.9% Agree and only 7.7% disagree with the statement while 15.4% were uncertain as shown in the Table 4.19.

Table 4.19: Clearly Defined Roles and Responsibilities and Competent Team Members

		Frequency	Valid Percent
Valid	Disagree	1	7.7
	Neither agree nor disagree	2	15.4
	Agree	10	76.9
	Total	13	100.0
Missing	System	5	
Total		18	

Source Field Data, (2018)

4.3 Discussion of Findings

The discussion focussed on three stages of project life cycle, which are formulation, implementation and termination of the project. On the issue of formulation of project the study showed that employee were not involved in the process. However it was found out that during the process of formulating this project most employees were not employed, they came to exist after the project was formulated and the office introduced. Those who were involved were the staff from Good Governance department in collaboration with the UNDP.

In that regard, the study was interested to know whether the formulation of the project has covered the interest of stakeholders as well as donors. The findings shows that there is a big number of respondents who did not show their stand on that matter, this may be, they do not know about that since they did not participate in the formulation stage.

However, as we have seen earlier that this project was the product of donor and some officials from Good Governance department, there might be some interest from donors as well as government. As the study done by Alendoig (2005) concerning Anticorruption Commissions that exist in most Africa that they are donor led since they depend much from donors.

The Anticorruption Authority accepts what donors are willing to make available and donors do so in terms of their own priorities and plans. Though for this case, the Anticorruption project tried to cover the interest of stakeholders as well, as it was mentioned earlier 23.1% think interest were covered and 15.4 think that the stakeholders interest were not covered.

Furthermore, on the side of implementation of the project it was found out that all project objectives were achieved but there is a need for some more efforts, which will make those achievements sustained. Taking an example on the first objective which focuses on producing the Anti corruption Strategy, the finding show that the strategy is there but it is merely used; most people do not know for sure what is inside that strategy. So talking about having the Strategy is one thing and the use of it is another thing.

It seems that there are still a big number of people who do not know about the Strategy from both public and government officials. It is also very certain that there could be some staffs within the Zanzibar Anti- corruption and Economic Crime Authority themselves who do not know about the Strategy, which they are supposed to implement.

This means Zanzibar Anti- corruption and Economic Crime Authority has to do some more effort to make sure the Strategy is well known to the Public, Government officials as well as to the Zanzibar Anti- corruption and Economic Crime Authority employees. This will help Zanzibar Anti- corruption and Economic Crime Authority Office in their fight against Corruption.

The second thing, which this project planned to achieve, was strengthening the office Zanzibar Anti- corruption and Economic Crime Authority (ZAECA) to be able to perform it duties. The issue to discuss here is that before establishing this project there was no Zanzibar Anti- corruption and Economic Crime Authority office. It existed after the introduction of the Anticorruption project, which was funded by UNDP.

During the project execution the resources were timely received and given as par plan. Some of the resources which were provided including office furniture, equipments as well as some funds which enabled to run the office. Also, since the office was newly established there were no staffs to execute the project. It was where the Revolutionary Government of Zanzibar hired new employees to work in that office and some few employees were transferred from Good Governance department to work on this Authority. But after the project has been terminated it was where the issue of not getting resources timely began. The third objective was to raise awareness of Public on issues of corruption. Here the project introduced outreach Program on corruption issues which covered all over the Island. To talk about this awareness rising on corruption the project did well in this area because before the introduction of this project corruption was seen as a normal thing to the people. Give or receive corruption was common to most of the service providers. Some people feel obliged to give out something after they receive some services or need to get some services.

However now things have changed to some extent, people know much concerning corruption and that was due to the programs that were introduced by the project of Anticorruption. What remained is, people to change their attitude toward corruption. Changing people's attitude is very hard, one can be trained a lot on that area but in the end it is that person's obligation to change otherwise nothing can be done and that is the big challenge facing this project in the effort of fighting against corruption.

This study also discussed the issue of project manager and wanted to see whether people were satisfied with the leadership of the project manager. The data reveal that most employees satisfied with the leadership of the project manager 41.7% however,

there are also a big number of employees 33.3% who stay silent on that matter which alert this study that, this group of people must be not satisfying with the leadership style of the project leader. If they were satisfied they would directly show as the others have done. The situation like this can be very harmful to the project success and the Management has to do something about it.

The study go further on the management to see if employee were fully involved in implementation of the project activities, it was found out that there were a big number of employees (41.7%) who were not involved fully in project execution. Hence the situation like this could jeopardize the project success and that is why there were some employees who decided not to mention their stand directly because they were not happy with what was going on and this situation makes the employee to be not committed with their tasks.

The study was also interested to find out people's view on this project whether they think the project was a success or not. The study has found out that most people response against this project success was generally not good. However, it can be argued that since the issues of corruption is a huge problem in our society, so whatever is being done, people think it is not enough because corruption practices in our society is still taking a big part in our daily life.

In the case of termination of the project, the study show that, there was no any employee who agreed that the project terminated as planned and most of respondents kept quiet. It seems the staffs were not involved in the process of terminating the project or the project was not officially terminated which causes some staff to be not sure of whether this project close as planned or not.

On the other hand the study was interested to see some respondent's view on which factors they think affect more project performance. A list of factors was prepared and was given to the respondents to choose. The first five factors selected were considered to have more impact than the others. The selected factors were then compared to the respondent's projects situations and the result was correlating with the first analysis.

In the question whether the project fulfil its planned budget, goals and objectives, the response was that 61.5% think that in their project planned budget, goals and Objectives were fulfilled, 15.4% think that meeting planned objective were not considered in their project implementation and 23.1% did not show their stand on that matter which was a big number though. It seems some projects do not consider the issue of meeting projects objectives things might change during implementation depending on many things like fund and staffing and even priorities at hand.

The same findings were proven from the second factor, which was about communication and consultation with stakeholders. A percentage of 61.5 agree that the communication and consultation with stakeholders is adequate in determining project implementation, which results in best project performance. However the percentage of undecided respondents in that question is quite high 23.1, which might mean communication and consultation with stakeholders in their project they worked on was not well considered.

Meanwhile, the issue of clearly defined roles and responsibilities as well as competent Team Members are a must when dealing with projects to make sure successful implementation. Competent team members with their clear roles is in better position

to perform better because they know what they have to do and when they have to do it. Despite the importance of this factor, a percentage of 7.7% respondents consider that roles and responsibilities are not clearly defined in the projects they referred to and 76.9% respondents agree and 15.4% were uncertain as to whether roles are well defined in their projects. This shows that factors, which determine the performance, differ greatly from one project to another.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMENDATIONS

5.1 Introduction

The purpose of the study was to analyse factors affecting project performance, a case of support to Anticorruption initiative project in Zanzibar. The study involved sample of 100 respondents from Public, Government Officials and the Anti corruption Authority only 76 respondents respond with the questions provided to them.

5.2 Summary of the Findings

The focus of the study was to observe if the project has considered all stages involved in designing, execution and termination of the project. Various techniques used to analyze data of this study. The study shows that majority of the respondents aged 41-50 years (35.52%), followed by 20-30 (23.68%) and 31-40 (21.05%). The remaining were aged from 51- 60 (11.84%) and 61+ (7.89%). The sample included 37 male respondents (48.6%) and 39 female respondents (51.3%). Regarding marital status, the findings revealed that 52 (68.4%) married, 21(27.6%) single, 2(2.6%) divorced and 1(1.3%) were widowed. Majority of respondents were educated, results found that 35(46.6%) had a qualification of degree. 22(29.3%) were a diploma holder, 15(20%) of respondents were certificate holder. Only 3 (4%) were Master degree holders.

In terms of project working experience most of the responded 55(73.3%) have not worked in any project. While 16(21.3%) have worked in project for less than 4 years and 4(5.3%) have worked in project from 5 to 10 years.

The following are the summary of the research findings from the research objectives

- (i) In the case of involvement in project formulation, the findings revealed that project team were not involved in the process, however it was found out that, those team members were not employed when the project was formulated. Hence the formulation of this project was formulated by the officials from Good Governance department in collaboration with the United Nation Development Program. Also, the study showed that the process of formulation consider the interest of stakeholders because they are the beneficiary of the project.
- (ii) The study proved that all project objectives were achieved as planned, example the Anti corruption Strategy was developed, the outreach program introduced for the purpose of rising awareness on Anticorruption to the Public and the Office of ZAECA was strengthened to be able to perform its duties. Here there is a need for some more efforts which will make those achievements sustained.
- (iii) Also, in the implementation of this project, the study looked if the project team members are satisfied with the leadership style of the project leader. It was find out that most of project team members were satisfied with the leadership style, though there were also a big number of people 33.3% out of 41.7% who did not show their stand on that matter.
- (iv) In addition, the issue of whether the project was success, it was surprising that most respondents were generally saying that the project was not successful. However, this went contrary to the response from project objectives achievements, which show all objectives were achieved.

- (v) On the issue of termination of project the study find it hard to say whether the project was terminated as planned because of the response it got from the respondents. It seemed there was not official termination of this project.
- (vi) Furthermore, the research find out that determining the project performance depends on many factors; those factors might not be factor to the other project situation. This was finding out in the small observation where respondents choose factors, which they think can affect more project performance. After that the selected factors were compared to different project situations. Most response relate with the first analysis however in those response there were some big number of people who mostly stay silence on the issues they were asked which rises some concern to the researcher.

5.3 Recommendations

In regard to research findings the following are recommended:

Formulation of this kind of Project should involved different groups of people since corruption have an effect on everyone in the society. Stakeholder's view if considered is very important to the project since the project can get support from Stakeholders during the execution of that project. Also, project formulators should be very watchful with donor interest because they can hamper the initial project goals.

- (i) All project objectives that were achieved should be kept sustained by continuing to put some more efforts on those areas like go on with the program of providing some trainings to the general public on corruption affairs, the office can establish a training manual that will guide them, put more efforts to

make sure the office run on its own strength, also make sure the strategy document of anticorruption is well known to different level of officials and to the general public.

- (ii) Management of the project should involve all project team members in the implementation of the project to make them feel that they are part and parcel of that project. This will make the team members to be committed and be devoted to their job.

The Government should provide enough funds to ZAECA in order to make the Authority self-governing. In that way it can be away with being victim of donor lead.

5.4 Area for Future Research

The study assessed factors affecting project performance. Most studies show that there are many factors which can affect performance of the project however those factors may differ from project to project situations. For the purpose of future studies, researchers should focus on individual to see how an individual can affect performance of the project. Whether they are team member, leader or stakeholder as a person he/ she has got some effect in what he/she does.

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APPENDICES

Appendix I: Questionnaire

Part 1: Introduction

Dear respondent, my name is Ms. Bishara Mohamed Rashid, a Master of Project Management student at the Open University of Tanzania. I am carrying out a research on **Analysing the Performance of Projects in Zanzibar: A Case of Support to Anti-Corruption Initiatives in Zanzibar** as part of the requirement for the award. You were sampled as a person suitable to provide the information required. I request you to spare part of your valuable time to fill this questionnaire. The information you provide will be treated ethically with the degree of anonymity and confidentiality it deserves. Should you require any further information you can contact me at 0777412123 orchalaeedy@hotmail.com.

Part 2: Questionnaires- Personal information

1. Your age (please tick the appropriate answer)

20-30 years () 30-40 years () 40-50 years()

50-60 years () 60 +()

2. Gender (please tick the relevant answer)

Male () Female ()

3. Marital Status (tick the relevant answer)

a. Single () b. Married () c. Divorced/Divorcee ()

d. Widow/widower ()

4. Academic qualifications (please tick the relevant answer)
- a. Certificate () b. Diploma () c. University degree ()
- d. Master's degree () e. Doctorate and above ()
5. How long have you been working on projects? (circle the relevant answer)
- a. Less than 4 years () b. 5-10 years ()
- c. 11- 15 years () d. Above 15 years () e. Non ()
6. Where do you work
-
-

Part 3: ZAECA Staffs

On the scale from (1= **strongly disagree**, 2 = **disagree**, 3= **neither agree nor disagree**, 4= **agree**, 5 = **strongly agree**) express the extent to which you agree/disagree with the following statements of your attitude towards the project you work for.

SN	Issues	1	2	3	4	5
1.	I participated in designing stage of this project					
2.	The project designed cover the interest of stakeholders					
3.	The project designed cover the interest of donor					
4.	Employee of ZAECA implement the project fully without interference					
5.	I participated fully in implementing this project					
6.	I am proud to tell others that I am part of this Project					
7.	I am well equipped to be able to perform my duties in the project					

8.	I can do anything to make sure project is success					
9.	My organization deserves my loyalty because of its treatment towards me.					
10.	I am satisfying with the leadership style of project leader					
11.	Awareness of people on corruption increases					
12.	Anti Corruption Strategy have been developed and implemented					
13.	ZAECA has been strengthened to be able to perform its duties					
14.	The project is successful					
15.	My views are well considered in implementation of this project					
16.	ZAECA can now perform better without donor funds					
17.	The project terminated as planned					
18.	The Project stay within financial budget					
19.	The project got the required resources timely in terms of human, financial and materials					
20.	Monitoring and Evaluation was done to this project					

Part 4: Project Sponsor and Good Governance Staffs

1. Did you participate in formulation of this project

Yes () No ()

a) If Yes, how did you participate

.....

.....

b) If not, who do you think participate

.....

.....

2. Why do you think this project was important to your organisation

.....

.....

.....

3. What kind of support did you provide?

.....

.....

4. Are you satisfy with the achievement of this project

Yes () No ()

If yes mention the achievements

.....

.....

5. Do you think the project got the required resources timely in terms of: (Tick where is appropriate)

- a. Human
- b. Financial
- c. Material
- d. All above

6. Is your Organisation plan to continue providing support to this kind of Project?

Yes () No ()

a. Why

.....

.....

7. Did your organisation do monitoring and evaluation to this project

Yes () No ()

Part 5: Officials from different Institutions and Public in General

1. Do you know the support to Anticorruption initiatives project in Zanzibar

Yes () No ()

2. What do you know about this project

.....

.....

3. Do you think people awareness on Anti corruption increased?

Yes () No ()

4. Do you think Public have changed their attitude towards Corruption practices

Yes () No ()

5. Do you know the Anti Corruption Strategy?

Yes () No ()

6. Do you think this project is successful?

Yes () No ()

Why

.....

.....

.....

.....

.....

Thank you for your cooperation

Appendix II: Questionnaire in Swahili

Part 1: Maofisa kutoka Taasisi mbalimbali na jamii kwa Ujumla

1. Unaujua Mradi wa kupambana na Rushwa Zanzibar

Do you know the support to Anticorruption initiatives project in Zanzibar

Ndio () Hapana ()

2. Unajua nini kuhusu huu mradi

What do you know about this project

.....

3. Unadhani uelewa wa watu juu ya mapambano dhidi ya rushwa umekuwa?

Do you think people awareness on Anti corruption increased?

Ndio () Hapana ()

4. Unadhani Jamii imebadili tabia juu ya vitendo vya rushwa.

Do you think Public have changed their attitude towards Corruption practices

Ndio () Hapana ()

5. Unaujua Mkakati wa kupambana na Rushwa?

Do you know the Anti Corruption Strategy?

Ndio () Hapana ()

6. Je unadhani huu mradi umefanikiwa?

Do you think this project is successful?

Ndio () Hapana ()

Kwanini

.....

.....

.....

.....

Asante kwa mashirikiano yako