

**MANAGERIAL, FINANCIAL AND SOCIO-CULTURAL CAUSES FOR  
FAILURE OF PUBLIC PROJECTS IN TANZANIA: A CASE OF DEGE  
BEACH HOUSING PROJECT IN KIGAMBONI - DAR ES SALAAM**

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**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; “Causes for Failure of Public Projects in Tanzania: A case of Dege beach housing project in Kigamboni - Dar es salaam at the Open University of Tanzania” in partial fulfilment for the award of Degree of Project Management.

.....

**Dr. France Shayo**

.....

**Date**

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**DECLARATION**

I, **Emmanuel Joseph Urassa** declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Project Management.

.....

**Signature**

.....

**Date**

**DEDICATION**

To my entire family, especially my wife Sophia and my daughter Dorcas who are the motive behind my academic pursuit, their tireless support and encouragement has impacted me in a special way. I'm grateful to have them and may God keep them healthy and protected in every way.

## **ACKNOWLEDGEMENT**

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## ABSTRACT

In Tanzania a number of public projects is increasing from time to time. However, in some cases it becomes difficult to complete projects using the allocated budgets and within time schedules, hence projects failure. This research was carried out to investigate on the causes for failure of public projects with reference to Dege Beach housing project. Questionnaires with semi structured questions were used to collect data on project failure. A total of 50 questionnaires were collected from the stakeholders of the project. From the analysis, it was found that managerial, financial and socio-cultural were categories of the causes. Poor planning, corruption and political interference have been identified as major causes for public project failure in managerial, financial and socio-cultural categories respectively. The study recommends that NSSF management should make a prior investigation to facilitate proper planning of their future projects. In consideration with financial related causes; the law enforcement agencies especially the Prevention and Combating Corruption Bureau should be involved during critical phases of a project as a measure to minimize the chances of corruption. The study further recommends that the parliament should enact laws that would provide independence to technocrats executing public projects and therefore reduce political interference in project managerial decisions.

**Key words:** public projects, project failure, poor planning, corruption, political interference.

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**LIST OF ABBREVIATIONS:**

AfDB : African Development Bank

GDP : Gross Domestic Product

DART : Dar Rapid Transit

NSSF : National Social Security Funds

OECD : Organization for Economic Co-operation and Development

PPP : Public Private Partnership

USD : United States Dollar

SPSS : Statistical Package for Social Sciences

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter overview**

This chapter presents background of the study where the problems to be studied have been evaluated with a detailed discussion. The chapter gives background to the problems under study by explaining the underlying concepts. It comprises of background of the study, statement of the problem, research objectives, research questions, significance of the study and limitations of the study.

#### **1.2 Background of the Study**

Public projects in the world have been growing progressively after the Second World War (UN, 1967). According to the Organization for Economic Co-operation and Development (1995), need for increased efficiency and cost effectiveness to control and reduce public spending, rising service quality expectations from individual and business and introduction of performance measurement associated with emphasis on and accountability for the results.

In the Sub Sahara African countries, the public projects like infrastructures have been documented (African Development Bank, 2011), which states that the regions infrastructures are the most deficient and costly in sub-Saharan Africa. As describing the high infrastructures cost to diseconomies of scale and lack of competition, the African Development Bank report estimated that about USD 93 billion (15 percent of GDP) per year will be required to fix the public project gap (ADB, 2011). For

instance, about USD 41 billion annually between 2005 and 2015 spends for operation and maintenance power, water sector annually funding gap was USD 11 billion, nine percent of the GDP. This being the case, governments allow private sector to deliver services.

According to the Africa union (2014), especially agenda 2063, it is aspired that by 2063, the necessary infrastructures will be in place to support Africa's accelerated integration, growth, technological transformation, trade and development.

In Tanzania, the government is currently implementing a five years' development plan 2016/2017-2020/2021, which aims at nurturing industrialization for economic transformation and human development (URT, 2016). With this plan projects like construction of new central railway line to standard Gauge, expansion of the Dar es salaam port, construction of Mkunazi agriculture city, construction of the new International Airport in Dodoma and the crude oil pipeline from Hoima, Uganda to Tanga port Tanzania are being implemented. Also, the Rapid Bus System (DART) to mention just a few is being enforced. There are various debates on the causes of project failure in developing countries. In view of Damoah et al. (2015) draw the experience of Ghana that project failures could be attributed to poor communication among stakeholders leading to conflicts, poor project planning and incompatible designing with socio-cultural factors in the project environment contribute to project failures. From the Zambian experience, Kaliba *et al.* (2009) further observed that projects fail due to change in scope of the project, corruption, bad governance, and lack of (project) management capacity have also been singled out as silent killers of



projects and growth in Africa (Collier, 2007; Moyo, 2009). Okerere (2017) offering experience from project implementation in Africa, pointed out that in South Africa reveals that poor leadership, financing and institutions contribute to failure of various development projects.

Experiences from other developing countries have shown that failure of projects can't be attributed to a single factor, failures receive diverse managerial, financial and socio-cultural drivers. Nevertheless; these causes can't be viewed to be universal and can't be generalized to all projects. Project failure could be analyzed in specific context and scope. This study was instigated by the need to examine the applicability and contribution of the causes of project failures in other countries in Tanzanian context. In other words, the study aspires to unpack whether the experience from other African countries could be also be drawn to only Tanzania but also Debe Beach project. Therefore, the study aims to unpack the managerial causes, financial causes and socio-cultural causes that contributed to failure of the Dege Beach housing project in Kigamboni Dar es Salaam. Moreover, the study seeks to contribute to knowledge on the socio-economical losses generated by this abandonment.

This study will be guided by stakeholder theory. A generally accepted definition of a stakeholder is any individual or group of individuals that are directly or indirectly impacted by an entity or a task. More specifically, the term project stakeholder will be used throughout this paper to refer to any individual or group of individuals that is directly or indirectly impacted by a project (Scott *et al.* 2006).

### **1.3 Statement of the Problem**

The government of Tanzania, like other governments all over the world has been spending a significant portion of their budgets in facilitating public projects aiming at improving the living standards of their respective citizens (URT, 2021). Unfortunately, some of these projects do not succeed and result in losses especially when one is in consideration with time value of money. Eja & Ramegowda (2019) argued that, governments and organizations, especially governments in developing countries, have witnessed project failures in their project implementation, although there might be some differences in the causes, effects and consequences of such failures among governments. Drawing from “an evaluation of selected steps to achieve successful community development projects with specific reference to crime and housing in Langa township within Cape Town” Kakaza (2009). Gateway Housing project was badly affected by lack of community involvement because the Department of Local Government and Housing was unwilling to include the community and the community also displayed traits of not wanting to take part in the plenary meetings with the department. Kakaza (2009) further indicated that politics within the community ends up delaying the progress of a project and also indicated that community involvement is of high importance. The same experience was witnessed in Dege Beach project in Tanzania. The project despite having diverse benefits, it failed before implementation. Nevertheless; factors that contributed to its failure remain far from being uncovered. The existing knowledge from studies in Tanzania have emphasized on the scope of the project to characterize project failure but not project duration and costs. Also, the available knowledge has less considered managerial, and socio-cultural causes contributing to project especially in the

housing sector. This study therefore was important to fill this gap by considering the costs and time of the project implementation.

Keeping the community informed is one of the tools that the project manager can make use of to ensure buy-in from the community.

#### **1.4 Research Objectives**

The main purpose of the study was to evaluate causes for failure of public projects in Tanzania drawing Dege Beach housing project in Dar es Salaam as a case study.

#### **1.5 Main objective**

The main objective of this study was to examine the causes for failure of public projects in Tanzania.

##### **1.5.1 Specific objectives**

- i. To determine the managerial causes for failure of Dege Beach housing project in Dar es Salaam city, Tanzania.
- ii. To examine the financial related causes for failure of Dege Beach project in Dar es Salaam.
- iii. To determine socio-cultural causes for failure of Dege Beach housing project in Dar es Salaam.

#### **1.6 Research questions**

- i. What are the managerial causes that have contributed to the failure of Dege Beach project in Dar es Salaam?

- ii. What are the financial related causes for failure of Dege Beach project?
- iii. How are socio-cultural factors contributed to failure of Dege Beach project?

### **1.7 Significance of the Study**

The study is important for a number of reasons. The findings of the study have come up with relevant information that is useful in developing strategies and programs for raising awareness, prevention and control of public project implementation in such a way to ensure that they prosper. Hence, the study offers practical information and knowledge on mitigating public project failures. Theoretically, this study confirms the assumptions of the Stakeholders theory that both internal and external stakeholders have contribution to either success or failure of the project. Moreover, the study helps other researchers to acquire knowledge which can be applied at different public projects, especially those in housing construction assuring that all issues are well conducted and implemented in accordance to their plan. This is also useful in policy making for both NSSF and related institutions as it helps in developing the total quality of their respective projects.

### **1.8 Limitations of the Study**

While the case study was rigorously conducted and validated, the findings are always generalized by the case study sample size (NASEM, 2015).

Due to a limited academic schedule, the impact of Covid-19 disease of which the government recommends keeping social distances unless it is necessary otherwise, and provided that this research work is for partial fulfilment of the academic award. The researcher used only questionnaire and interview as methods for data collection.

Furthermore, the researcher used only use the Dege Beach housing project to represent all public projects in Tanzania which is somewhat a generalization problem. The research findings might not reflect a big picture for general causes and effects of public project failure.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter overview**

In this chapter, various studies that were conducted in the past around the world in related topics are going to be discussed as literatures review. The chapter extends further to discuss theory underpinning this particular study through various schools of thought.

The chapter comprises of; definition of key concepts, history of the project, theoretical review, empirical review, Research gap and the conceptual framework.

#### **2.2 Definition of Key Concepts**

##### **2.2.1 Public Projects**

Public project is defined as a project that is undertaken, managed or supervised by one or more publicly funded organizations. Many authors equate public projects with government projects or with the project of the public sector (Stanisław, 2016). This definition does not include any public projects that are implemented against the government such as legal and illegal opposition demonstration and protest aiming to overthrow the government.

Public projects are the projects which operate or own under government (EPEC, 2014). These include major infrastructures works such as roads, bridges, dams, railway, hospital schools, public housing and tunnels. Government plays agencies

may have a hand in a number of other projects through the provision of loans or other means of financial operations. This study adopted the definition of public projects to mean any housing construction projects managed and funded by the government institutions for the community or national interests. This definition has been adopted and modified from Stanisław, (2016) because it fits the Tanzania context.

### **2.2.2 Project Failure**

Project fails when the project specifications are not delivered within budget and on time; the project fails to achieve its stated business purpose; the project did not meet the pre-stated objectives; the project fails to satisfy the needs of the project team and supporters; and the project fails to satisfy the need of the users and other stakeholders Turner (1993).

Even though it is difficult to define exactly what constitutes a failed project, in examining a variety of failed projects, there appear to be some common aspects that suggest certain characteristics are strongly related to perceived project failure. Based interviews with experienced project managers, three distinct aspects of project performance (outcome) were identified as benchmarks against which to assess the success or failure of a project. These aspects are: 1) the implementation process itself; 2) the perceived value of the project; and 3) client satisfaction with the delivered project. The first of these aspects is primarily concerned with the internal efficiency of the project implementation process. The second and third aspects of project performance are concerned with the project's external effectiveness Pinto

(1990). All these three aspects of the performance measures are biased. That the underlying criteria on which they are based almost certainly contain conflicting elements and that they will not be consistent over time.

The definition by Turner (1993) is most relevant with this study, in this regard, Dege Beach project is a failure as it has not achieved its objectives as it was planned, the construction period was set to begin in January 2014 and finish by December 2018. But until this year 2021 it is yet to be completed. A project becomes a failure when it does not deliver what was required within the agreed-upon budget and time. However, in most cases, the stakeholders decide if the project was a success or a failure based on their judgment and satisfaction with the outcome (EPEC, 2014). The key indicators adopted are; unaccomplished project goals, persistent housing shortages, delayed retirement benefits.

## **2.3 Theoretical Review**

### **2.3.1 Stakeholder Theory**

Stakeholder theory is one of the dominant theorizations in the analysis of development project. It was developed formally by R.Edward Freeman in 1984. It considers stakeholders as key component determining project failure or success. In view of this theory, a stakeholder is any individual or group of individuals that are directly or indirectly impacted by an entity or a task (Scott *et al.* 2006). In this study, stakeholders are also viewed as different parties or components of a project influencing its success or failure. Stakeholder theory assumes that project stakeholders both internal and external have a stake in the project, they have various



expectations and contributions to the project (Bourne & Walker, 2006). Because of their expectations, stakeholders perceive and behave the way they feel they have contributed to the performance of the project. Stakeholder theory has received contributions from diverse empirical literature. Yang et al. (2010) claim that stakeholder management with consideration of social responsibility, assessment of the stakeholders' needs and of the constraints to the project, as well as proper and frequent communication with the stakeholders are the three critical success factors in construction project stakeholder management. Bal *et al.* (2013), Hörisch *et al.* (2014), Keeys and Huemann (2017) and Wojewnik-Filipkowska (2017) also suggest that a richer understanding of stakeholder theory can be achieved in connection with other conceptual frameworks. As viewed from this theory, key variables in this study are managerial (contract management, monitoring, planning and schedule management), financial (Inflation rates, funds disbursement, corruption) and socio-cultural (social services, political influence, infrastructure) components of the project. These are key parties and are viewed as to work as stakeholders in the project. Any action to undermine one of these; is likely to affect the performance of the project.

This is a relevant theory to analyze the causes of failure of public projects in Tanzania. Its strengths revolve as it suggests that if we adopt as a unit of analysis the relationships between a business and the groups and individuals who can affect or are affected by it then we have a better chance to deal effectively with these three problems. First, from a stakeholder perspective, business can be understood as a set

of relationships among groups that have a stake in the activities that make up the business (Jones, 1995; Walsh, 2005)

## **2.4 Empirical Review**

### **2.4.1 Managerial related causes**

This is about examining and analyzing literature and studies of other scholars, academics and researchers who have worked on other studies related to this research. Previous studies from developing countries have unpacked diverse causes of project failures.

Damoah *et al.* (2015) steered a research to examine causes for project failures in developing countries with a focus of Ghana. The study deployed a mixed approach of documentary review and primary data collection methods. Primary data was collected through interviewing contractors and general public who were engaged through questionnaires. The data was analyzed using statistical techniques which included relative importance index, spearman rank correlation coefficients, and Kendall's Coefficient of Concordance and the Chi-square test of significance to test the key factors and relationships of the causes of Ghana government project failure. The study found that contractors viewed political interference as the major cause of project failure in Ghana. The public felt that poor monitoring, followed with corruption, change in government, poor procurement procedures and change in project leadership as major causes of project failure. It was recommended that Ghana government makes the monitoring of its projects a priority with minimal political interference. Ika and Macary (2014) reviewed five articles on project

implementation in Africa. The main objective of this article was to make analysis of the causes of project failures in Africa. Methodologically, this special issue brings together empirically grounded articles and descriptive papers that reflect the practice of project management in Africa focusing on Tanzania, Ghana and South Africa. This article found that projects in Africa not only because of mismanagement but also project setting that include poor knowledge of project planning and management and corruption. The article recommends for prior established conducive environment and supply of raw materials to ensure success of the project.

In a study conducted in different African countries, Okerere (2017) aimed to explore the causes of failure and abandonment of project deliverables in Africa. The article brings the context of Nigerian experience, South Africa and Ghana. The empirical literature reviewed have several strengths and weaknesses. In terms of the strengths, the literature has managed to cover sundry managerial causes of project failure. Such causes include; political influence, corruption and, change in government or political regime. On weaknesses, despite the fact that the empirical literature has well dealt with the managerial causes, emphasis has placed on external causes. Assumptions prevail that external factors cause greatly project failure, less is invested on the internal causes.

#### **2.4.2 Financial related causes**

Major findings of the research are that projects in Africa fail because of disunity, lack of effective governance and project control. Corruption was also a feature. Also, poor planning and lack of consultation with stakeholders Hwag & Ng, (2013).

Alleged mismanagement, poor cash flow and inability to collect debt and generate revenue contribute to failure of projects in Africa. The paper concluded that although these are causes of failures, poor establishment of projects and indiscipline are primary, unless these are addressed, misuse of resources will prevail in Africa.

Tanzania as other developing countries has attracted a lot of attentions regarding project implementations and their success. A study by Shiluka (2018) assessed the critical success factors influencing public sector project's success in Tanzania. The study was conducted in Shinyanga region and employed a cross-sectional design with survey design for data collection. Quantitative methods of analysis with the use of Statistical Package of Social Sciences (SPSS) were used to process and analyze data. The study found that budget delivery was a major factor influencing success. The study further found that there were successes in public projects and the knowledge of community members on the criteria for assess success of the project was high.

Tanzania as with most emerging economies and Sub-Saharan African (SSA) countries, it has the majority of its urban population proportion living in informal settlement. To mitigate population growth and subsequent consequences of shortage of housing as with many governments in developing countries. Tanzania has been stimulated to adopt Public-Private Partnership strategies which are considered as wide spread solution to delivering housing projects which are considered as affordable and low cost particularly for those on low income, In Kigamboni Dege Beach and other places of Tanzania. Tanzanian government has been able to

establish and deliver these housing projects (Amri, 2014). To enable the project management practice and principles during the PPP housing projects implementation in Tanzania, the prevailing project management principles and practices were conceptualized and several studies reviewed. According to (Franklin, 2006), housing become most functional and valuable if some considerations are taken into account. These include what kind of housing has to be planned where it should be planned. He extensively discussed those considerations. He argues that constructions of new housing projects are heavily influenced by factors such as the current and projected housing demand or need (Franklin, 2006). The increase of housing units is affected by allocation of land for housing services in the location, playground, schools, open spaces, public transport and leisure centers are important. These services help in the marketing of the area. In Tanzania also, this project of housing has established at Dege Beach in Kigamboni where those important services available in the place.

Financially, the literature has well covered on aspects of debts collection, revenue generation, cost sharing as among the factors influencing success and failure of the project. Nevertheless; the current literature has ignored key financial matters such as delay in disbursement of funds, procurement processes and high inflation rates in influencing project failures.

#### **2.4.3 Socio-cultural related causes**

Research on cross-cultural management indicates that western management concepts, models and practices are incompatible with other culture and social settings (Hofstede,1983). The work on mental programming of people from 53 geographical

areas shows that cultural differences affect the approach needed for successful project management in these countries. In relation to project management, this is not different. Studies on project failure in developing countries show that the fundamental reasons often cited for project failure is culture (Heeks, 2002).

Beside the physical context, the residents of a low-cost mass housing also need to confront the social contexts in order to create their home place. The high-density condition of such housing compels residents to engage in or regulate interactions with the people living close by. Social interaction plays a substantial part in defining how an individual regards the housing environment and experiences the home. Social context also provides potential social support and social network particularly important in low-income community. What constitutes social network however is largely dependent on the way the people think, social norms and lifestyles together with culture and that; social and cultural factors shape an integral relationship in most housing projects (Soureshjani & Golkar ,2016).

## **2.5 Assessing Project Failure**

This study has adopted the Triple Constraints concept in assessing whether the project has failed or not. These constraints include; project time, cost and scope. Wyngaard, *et al.*, (2012) stated that the triple constraint is a critical project management concept that originates from the basis for undertaking a project and provides direction for framing the project. The triple constraint constitutes one of the primary building blocks of the project plan and is paramount to the monitoring and controlling processes.

Although the triple constraint theme has various interpretations, the literature shows a general agreement that project scope, time and cost comprise the three key triple constraint variables; Project time addresses the scheduling and duration of the project, cost addresses the budget and resources of the project, and scope addresses the requirements and work of the project. A time-constrained project is bounded by the completion agenda, whereas a cost-constrained project is bounded by the scheduling of expenditure. Scope constrained projects are bounded by the performance criteria of the deliverables. Project quality constitutes an integral dimension of project management and is supported by the triple constraint.

Belout (1998) pointed out that a synonym for success is effectiveness: the degree of achievement of objectives. Chovichien and Nguyen (2013) mention that the project goals are the most appropriate criteria for project success assessment. Anyhow the term goals synonyms with the term objectives.

Any project is therefore said to be a failure when it does not meet the relevant time, cost and scope objectives.

## **2.6 Research Gap**

The empirical literature reviewed from other African countries have shown that there are different factors contributing to failure of public projects. These include corruption, poor planning, monitoring and delay in the disbursement of project funds. In Tanzania, literature exists that unpack the causes of project failures as well with emphasis on water, roads and energy sector. Nevertheless, the existing studies in

Tanzania are short of critical analysis of the comparison of these factors for the magnitude of their contribution to project failures especially in the housing industry. They are in nature exploratory than analytical of key factors contributing to project failures. Understanding what factors contribute to failure is a stepping stone in knowledge development but failure to make a thorough analysis of the magnitude of the contribution of these factors is a failure of the available studies in Tanzania. Given the inadequacy of resources in Tanzania, the existing studies were ought to contribute to knowledge on which factors have greater contribution than others. This could have informed priorities of policies and programs relating to public sector. Consequently, a study of factors ranking is important to inform project stakeholders of major factors contributing to project failures.

Moreover, the gap exists from previous studies which have been unable to critically examine and re-define the concept of project failure. In other words, critical analysis is lacking which contexts are regarded to be failure of public projects in Tanzania. Lastly, a research gap emanating from the previous studies persists in the area where some studies in Tanzania are too generalizing than specific of the public projects. For example, a study by Shiluka (2018) was too general of not only public projects because of lacking specific public projects to examine. This did not offer specific causes for specific sector. It is due to this shortfall that this research focuses on housing projects. Hence, this study is geared towards evaluating the root causes for failure of public projects in Tanzania drawing Dege Beach housing construction project in Dar es Salaam as the case study. This was an important housing project that received a greater national attention and its failure is still unclear because of



lacking studies examining the failure of this project interest that attracted a lot of public resources.

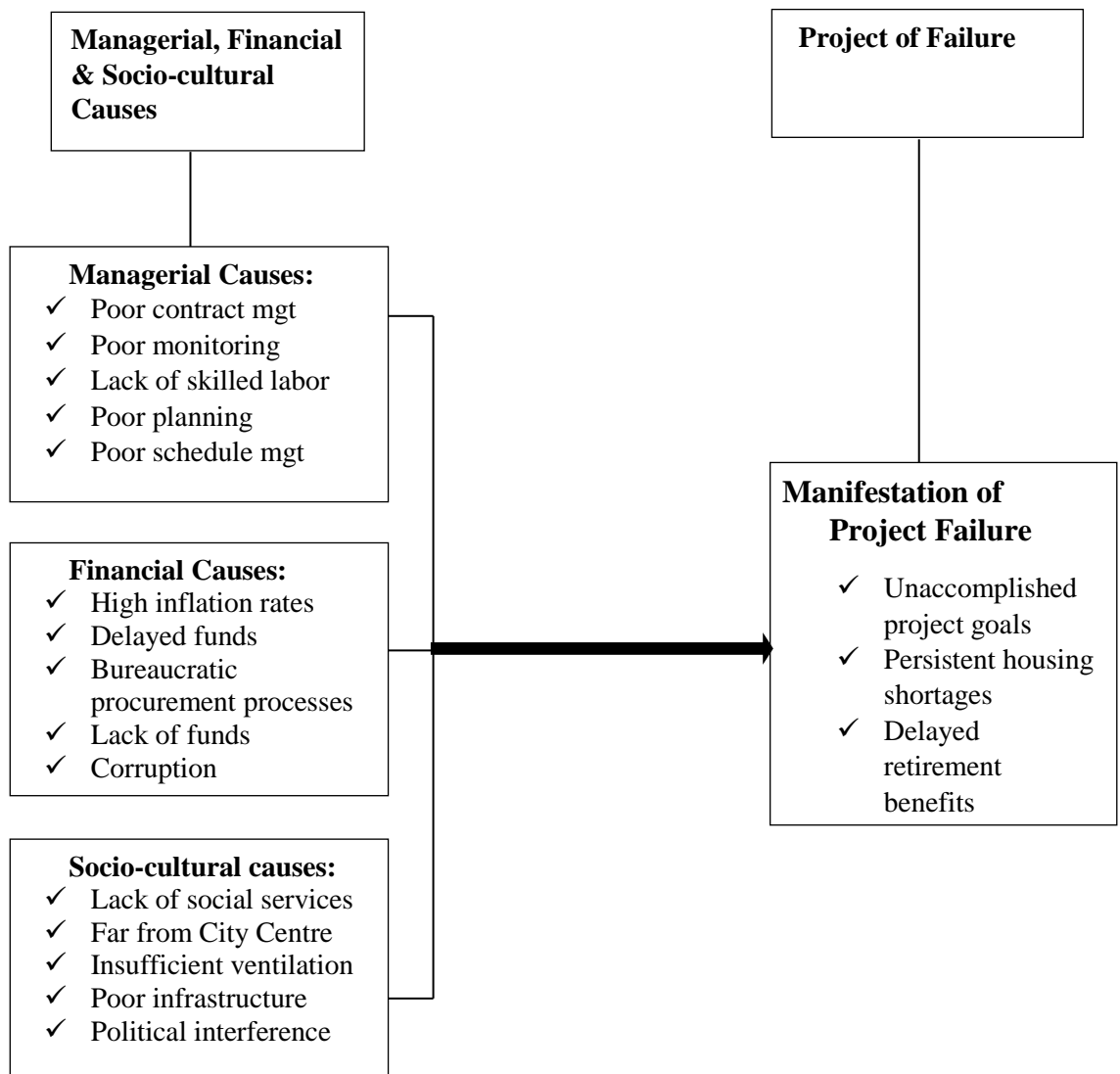
## **2.7 Conceptual Framework**

In this study the conceptual framework (Figure 2.1) has been developed in a way to show the relationship among independent and dependent variables. The framework presents the key concepts and variables for the study that aims to evaluate the causes for failure of Dege Beach Housing project in Dar es Salaam. The CF shows managerial causes, financial related causes and socio-cultural causes as the categories of independent variables. Managerial causes consisting of; poor project schedule management, poor contract management, poor planning, lack of skilled labour and poor monitoring. Financial related causes include lack of funds, bureaucratic procurement processes, corruption, high inflation rates and delayed fund disbursement. Another category, socio-cultural causes that is comprised of; project location being far from city centre, insufficient room ventilation, political interference, lack of social services and poor infrastructure.

On the other hand, dependent variables. These are effects resulted from occurrence of independent variables; they change in correspondence with the change in independent variables. They include; unaccomplished project objectives, persistence housing shortages and delayed retirement benefits as results of such a project failure. This depicts a relationship that originate from the causes of project failures. As causes are intense, the effects are also intensified. Empirical and theoretical literature have pointed out on proper monitoring, appropriate planning, ensuring resources

availability as among the strategies to contain the failures. Others surround the involvement of stakeholders and transparency in resource use. Therefore, the developed CF in figure 1 is expected to be an engine of the study to guide the collection of data, data analysis and reporting of the findings.

**Figure 1. 1 Conceptual Framework (CF)**



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Chapter overview**

Research methodology is a set of systematic technique used in research. This simply means a guide to research and how it is conducted. It describes and analyzes methods, throws more light on their limitations and resources, clarify their pre-suppositions and consequences, relating their potentialities to the twilight zone at the frontiers of knowledge (Igwenagu, 2016). This chapter comprises of; philosophy of the study, geographical location of the study area, research design, research approach, sampling techniques, sample size, sample units, sources of data, research analysis and ethical issues.

#### **3.2 Philosophy of the study**

The study is positivistic in nature as it is guided by positivism philosophy. Positivism philosophy has received diverse contributions from different researchers around the world Comte (1856). Its emphasis on scientific investigation and experimentation. Positivism dwells on treating researches as scientific phenomena. The appropriateness of this philosophy for study centers its emphasis on experiences and observations. Positivism sees reality inherent in observations and interviewing stakeholders. Although it has included some qualitative techniques, this study has been largely dominated by quantitative ones. Positivism in social sciences has the following assumptions (Mukherji, 2000). First, scientific knowledge should be founded on experience alone. Second, the belief that the methods of natural sciences

are applicable in social world. Third, science has generated instrumental knowledge that has favored the pursuit of technically useful knowledge. Generally, positivism believes that reality is independence of the observer. Two major reasons compelled the selection of this philosophy and its relevancy for the study. Although it gives emphasis to quantitative methods, it also attracts qualitative analysis from observations (Ryan, 2018). The philosophy gives priority to findings from experience and observations, this is important for this study to involve stakeholders of Dege beach to explain the causes for Dege Beach project failure. Hence, this philosophy is vital to guide a scientific inquiry of the way project failures in Tanzania is attributed to different factors.

### **3.3 Area of the study**

The Geographical location of Dege Beach at Kigamboni district in Dar es salaam Tanzania, East Africa which is located between latitude '6:3515° and '6:6042° South and longitude '39:1657° and 39:9565° East. The project is typical example that illustrates problem of project failure in Tanzania, and that its cost is relatively high as it was planned to spend a total of USD 653,436,675 including land costs and hence attract public interest (Damian, 2019).

### **3.4 History of the Project**

The world is facing a global housing crisis. In cities around the world, almost one billion people live in substandard housing without clean water or adequate sanitation (Kissick *et al.*, 2006).

The Dege Beach housing construction project in Kigamboni - Dar es Salaam is the public project of which the government through NSSF, introduced the construction of modern residential houses aiming at both selling and leasing the apartments. This would have a role in solving the housing problems in the city of Dar es Salaam and its suburbs, hence meeting millennium development goal number eleven, to have achieved a significant improvement in the lives of slum dwellers by 2020. Not only that, but also to help the government address housing problems, one of the major problems facing the city of Dar es Salaam.

The project was implemented under public private partnership (PPP) system between NSSF and Azimio Housing Estate Limited, building 7,160 houses covering 300 acres, the project construction started in January 2014, planned to be completed by December 2018 with cost estimation of USD 653,436,675. However, the project is yet to be completed, only 3,750 houses were between ten percent and fifteen percent to completion with sunk cost of USD 139,338,662.2 as of July 2021 (Damian, 2019).

### **3.5 Research Design**

Research design refers to the arrangement of settings for the collecting and analyzing research data in a way that it combines importance to the study, the purpose with economy and procedure. Its therefore, a plan, structure, strategy and examination concaved so as to attain assurance to search questions and avoid variations (Dawson, 2002). This study used mixed approach to examine the causes of project failure for Dege Beach housing project in Kigamboni. A case study research design was adopted to the study due to its ability to capture data from larger area. It can be used

to generalize results in a larger population and develop inferences about the characteristics of the studies sample. A case study design was relevant for this study because gave power for the study to select specific cases examined. The study has used quantitative research methods to select and study the sample and at the end, generalize the findings (Kothari,2010). However, the qualitative research considers gathering of data from the perspectives of the informants in their natural setting. The mixed methods research enabled researcher to establish data and findings simultaneously or chronologically to comprehend the research problem. The mixed methods tactic was selected to accolade data collection methods, analysis, and discussion of the findings.

### **3.6 Research Approach**

Mukul & Deepa, (2011) argued that, “selecting a particular research approach depends on factors such as the research design, problem and population to be studied. These factors guide the researcher on what method of data collection and sampling procedures to be used in the study”. This study has adopted a diverse tactic, that is, qualitative and quantitative, however, the quantitative approach has dominated the study in order to improve the validity of research during data collection.

### **3.7 Sampling Techniques**

Sampling techniques, this is the name or other identification of the specific process by which the entities of the sample have been selected. Also, sampling techniques is a collection of methods for the selection of individuals on which information to be collected has been described in literature. Some common sample design described in

the literature include purposive sampling, random sampling and quota sampling (Sudman, 1976). This study employed a simple random sampling technique to collect data from NSSF members.

### **3.8 Simple random sampling**

In simple random sampling method, each unit included in the sample has had identical chance to being selected and make a part in the sample size (Kumar, 2005). In this study therefore, every NSSF member living in Dege Beach and the surrounding areas has had an equivalent chance to be selected and make a contribution to the investigation. Hence, a list of NSSF members formed the sampling frame for the study.

This study used simple random sampling technique. When the population of interest is relatively homogeneous then simple random sampling works well, which means it provides estimates that are unbiased and have high precision. When little is known about a population in advance, such as in a pilot study, simple random sampling is a common design choice (Cotty, 1998). The advantages are; it's easy to implement and that it requires little knowledge of the population in advance.

### **3.9 Sample Size**

This refers to a total number of subjects selected to take part in the study (Igwenagu, 2016). This study has used 50 NSSF members, from the target beneficiaries of the project. The sample size has been arrived on the basis of the general rule of thumb for sample size. The general rule of thumb for sample suggests that 30 cases are

sufficient for statistical analysis depending on the desired test statistics (Cohen & Cohen, 1995). Also, Van Voorhis and Morgan (2007) argue that the minimum of 30 cases is appropriate for measuring differences through ANOVA, and t-test. For measuring relationships, 50 samples are enough and for Chi-square, 20 cases suffice the analysis. However, the study reached only 50 respondents while 10 respondents were not reached. This indicates a 93% response rate. The inability to collect 10 questionnaires occurred because; these respondents were not found even after several consultations. Moreover, 6 key informants have been interviewed distributed as; 2 Dege Village government officials, 2 Azimio Construction Company Limited officials and 2 NSSF management officials as respondents.

### **3.10 Sample Units**

The researcher used single person being researched as a sample unit. Each individual is, therefore, acted as building block of data set, an individual member of the population and a cluster of members (Coldwel & Herbst, 2004). The study used women and men of different ages as sample units, this comprised of NSSF members as potential customers, NSSF management officials, Azimio Housing Estate Limited management officials and the Dege village government officials who are the hosts.

### **3.11 Sources of Data**

In this study both primary and secondary sources of data were composed to attain triangulation and complementarily in order to increase the validity of results (Kothari, (2014). Primary data is a fresh and original as the researcher obtained them right from the respondents themselves. Secondary data has been extracted from



newspapers and official documents such as project reports, policies and trend record, these were collected from library and internet to answer objective one and two.

### **3.12 Data Collection Methods**

Data collection is the procedure of gathering and measuring evidence on variables of interest in a reputable organized manner that enables one to answer stated research questions, test hypotheses, and evaluate the results (Kabir, 2016).

In this study, questionnaire has been used to obtain information from 60 NSSF members as potential customers to the project and interview for selected key informants, 2 from each of NSSF management, Azimio Housing Estate Limited management and the Dege village government. Collected data can be qualitative, to mean that, they cannot be accurately measured quantitatively as they are generally expressed in words and are descriptive, rarely go beyond the nominal and ordinal levels of measurement or quantitative which is usually expressed in numbers. This is usually an in-depth discrimination of a process, experience or structure at a single institution in order to obtain answers to a combination of what and why questions?

#### **3.12.1 Primary Data**

This refers to gathering of raw data, collected by a researcher for specific research purposes (Babbie, 1990). In primary data collection, questionnaire has been used to focus on obtaining information from household surveys as the most effective way of collecting data Dege Beach housing and interview for selected key informants.

Interview, researcher has used an interview guide as the research method of data collection in Dege Village area. Furthermore, the relevant data were recorded using audio recording devices and written notes. Researcher has done an interview for the purpose of getting the ideas from interviewees themselves about the housing project. Household Surveys (questionnaires), a number of households/apartments who are employed in private sector and members of NSSF, living in Dege, Mwongozo, Gezaulole villages and the surrounding areas in Kigamboni district were surveyed through questionnaires, an instrument used for collecting data in household surveys. This included a set of standardized questions that explore a specific topic and collection information demographic opinions, altitude or behavior on the failure of the housing project in the study area.

### **3.12.2 Secondary Data**

Secondary data is every dataset not obtained by the author, or in other words, the analysis of data gathered by someone else (Boslaugh,2007) to be more specific. Secondary data may include data that has been previously gathered and is under consideration to be reused for new questions, for which the data gathered was not originally intended (Vartanian, 2010).

In this study, secondary data has been collected via already published books, journals, newspapers and online materials about the particular project.

### **3.13 Data Analysis**

This is the process of bringing order, structure and connotation to the mass of collected data. It is the activity of making sense of, interpreting and theorizing the collected data, signifies a search for general statements among categories of data (Lincoln & Guba, 1985).

There are two major approaches of gathering information, these are; qualitative and quantitative data about a situation, or a problem. Analysis means a critical examination onset of a group of data for studying the characteristics of the object under study and for determining outcomes (Glaser & Strauss, 2004).

#### **3.13.1 Qualitative Data Analysis**

In this study, thematic technique was used to analyze qualitative data. Mezher & Tawil, (1998) define thematic analysis as techniques applied to identify, analyze and report patterns (themes) within data. In this technique, a theme captures necessary information to represents certain meaning within the collected data. The researcher went into several major phases in conducting thematic analysis. The phases are; data familiarization, data coding, identifying themes and checking the themes. These techniques were used to process and analyze data for objective one and two. The analysis of qualitative data was significant to triangulate and compare data from others sources such questionnaires.

### **3.13.2 Analyzing Quantitative data**

The quantitative data referred to the recorded data of the structured questions have been presented according to the various sections and subsections of the questionnaires (Virgillito & Polidoro, 2017).

In this study, quantitative data obtained from questionnaire has been analyzed using descriptive statistics. The researcher used Statistical Package for Social Sciences (SPSS) to analyze quantitative data. The obtained data was entered in SPSS data editor, cleaned and processed to yield various information presented in tables, charts and/or graphs. The data has been presented frequencies and ranking for easy interpretation.

### **3.14 Ethical Issues**

Ethics is the moral principles that govern a person's behavior or the conducting of an activity. This is the discipline dealing with what is good and bad and with moral duty or obligation. Ethics in research provide rules that specify an appropriate behavior in the conduct of research and application of the information (Rich, 2009).

In conducting this work, the researcher has worked to avoid plagiarism rate of more than 30% as set by the University, given proper acknowledgement where inputs from other sources has been used, not included fraudulent or reporting and manipulation of factual information. Only the willing individuals were included as respondents during data collection and that confidentiality of information provided by respondents were highly observed. No part of this research is a result of fabrication

or dishonesty in any form. The researcher has followed all necessary procedures as set by The Open University of Tanzania (OUT) as well as the state's governing laws, has ensured that the norms and culture patterns of the people in Dege Beach and the surrounding areas are adhered to, and that, the whole process did not harm anyone.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION OF RESULTS

#### 4.1 Chapter overview

This chapter covers the analysis of quantitative data obtained from the questionnaire survey as well as the semi-structured interviews. The analysis covers the general characteristics of questionnaire respondents, ranking of the causes for failure of Dege Beach housing project with relevant degree of magnitude to majority causes. The analysis was done along the lines of the perceived views of stakeholders in the housing industry on the factors that lead the failure of Dege housing project. The group of factors identified includes; managerial related factors, financial related factors and socio-cultural related factors. Out of the total 60 questionnaires distributed to the respondents, a total of 50 questionnaires were filled and successfully returned to researcher. This has represented a response rate of 93%.

#### 4.2 General Information

The study sought the general information on gender, age of the respondents and working experience in their respective organizations and their level of education.

##### 4.2.1 Gender of the respondents

**Table 4. 1 Gender of the Respondents**

<b>Gender</b>	<b>Participants</b>	<b>Percentage (%)</b>
<b>Male</b>	30	60
<b>Female</b>	20	40
<b>Total</b>	50	100

**Source: researcher data, 2021**

From the findings, majority of the respondents, 60 percent were male while 40 percent of the respondents were female. This implies that the housing industry is dominated by men. Dominance of males in this study is attributed with the fact that males are heads of households. Hence, even in a task to respondent to a particular research; males are given priority because they represent the household or a family. In developing countries, this is an outcome of culture and traditions (Ndungumaro, 2008). Respondents were also requested to indicate the age bracket of which the findings are presented in Table 4.2

#### 4.2.2 Age group

**Table 4. 2 Age group**

<b>Age group</b>	<b>Participants</b>	<b>Percentage (%)</b>
<b>Under 26 years</b>	07	14
<b>26-35 years</b>	10	20
<b>36-45</b>	20	40
<b>Over 45</b>	13	26
<b>Total</b>	50	100

**Source:** Field Data, 2021

From the findings as presented on the table 4.2, most of the respondents which 40 percent were between 36 and 45 years of age, 26 percent of the respondents were above 45 years' age, 20 percent of the respondents were amongst 26 and 35 years' age group and that only 14 percent of the respondents were below 26 years of age. This implies that the study relied on information given by adults. Again, the results are in line with the census data showing that Tanzanian population is characterized

with middle and adult population (URT, 2012).

#### **4.2.3 Respondents' Time of Service in their organizations**

The study revealed that 16 respondents, which is 32 percent of the total number of successful respondents had served their companies or have been in service for up to 5 years, 13 respondents which represents 26 percent had worked for 6 to 10 years, 5 respondents which is 10 percent of the total number of respondents have served their organizations for 11 to 15 years and that; 14 respondents, equivalent to 28 percent has served for more than 15 years in their respective organizations and that they have been contributing different portions of their salaries to NSSF.

These findings suggest that the larger portion of the respondents, have provided their service in their companies for a considerable experience of less than 5 years and that; they have been contributing a portion of their salaries to NSSF accordingly. This has been shown in Table 4.3 below.

**Table 4. 3 Respondents work experience**

<b>Experience(years)</b>	<b>Participants</b>	<b>Percentage (%)</b>
<b>Up to 5 years</b>	16	32
<b>6-10 years</b>	13	26
<b>11-15 years</b>	05	10
<b>Over 15 years</b>	14	28
<b>Total</b>	50	100

**Source: Field Data, 2021**

#### **Respondents' level of education**



Level of education of respondents was put into four categories namely primary education, secondary education, diploma and bachelor degree.

The results as presented in table 4.4 show that the majority number of respondents are either in a group of secondary school leavers (15%), diploma (20%) or bachelor degree holders (10%). That is to say, most of these individuals possess a reasonable amount of knowledge and therefore for the results to be more relevant.

**Table 4. 4 Education Level of Respondents**

<b>Level of Education</b>	<b>Participants</b>	<b>Percentage (%)</b>
Primary education	5	10
Secondary education	15	30
Diploma	20	40
Bachelor degree	10	20
<b>Total</b>	50	100

**Source: Field Data, 2021**

### **4.3 Causes for failure of Dege Beach housing project**

The causes for failure of housing projects that are included in the literature review were tested with the questionnaire. And hence, after evaluation of data collected the frequency indicates the number of respondents who noted and corresponded to each cause and the reason which is frequently corresponded has been put in the top of the rank as indicated in the table below. Accordingly, the study tested three causes which are financial causes, managerial causes and socio-cultural causes for failure of Dege

Beach housing project.

#### **4.3.1 Managerial causes**

This part consists of discussion and results on the managerial causes for failure of construction projects. These factors include poor project planning, poor project monitoring, poor project schedule management, poor schedule management, poor project contract management and lack of skilled labor. The results in table 4.4 indicate that majority of respondents (64%) pointed at poor project planning as the main cause for failure of Dege Beach housing project. This was followed by poor project monitoring (22%), poor schedule management (10%) and poor contract management (4%). The emphasis of poor monitoring and planning as main cause of project failure correspond as well with the findings by Damoah et al (2015). The research found that respondents pointed at poor monitoring as cause of project failure, It emphasized that absence or ill-done monitoring results in mis use of funds and wrong activity implementation.

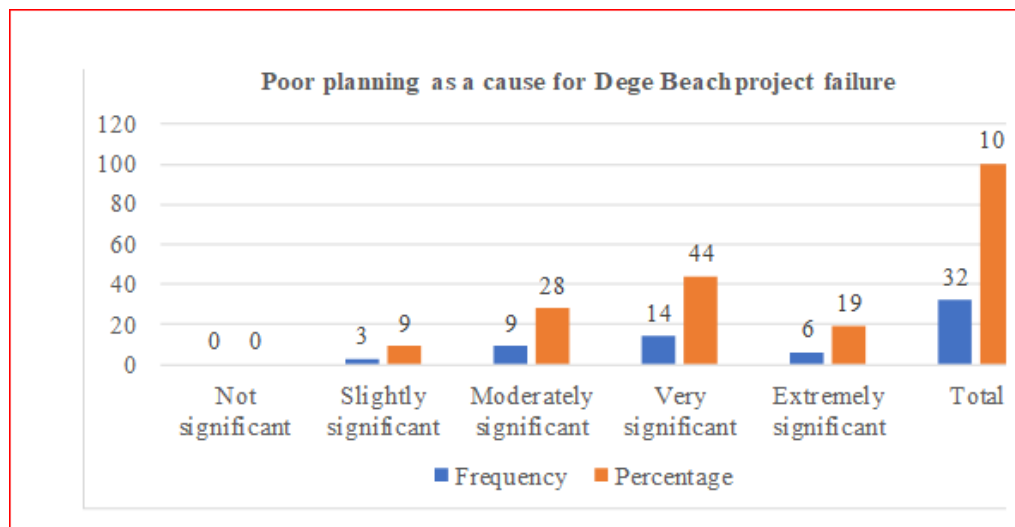
After arrangement of frequency the rank of each cause from the questionnaire responses, the results are as indicated in the table 4.4. Accordingly, the table indicates the frequency and rank of the major managerial causes for projects failure.

**Table 4. 5 Managerial causes of project failure**

S/N	Causes	Frequency	Percent
	<b>Managerial causes</b>		
1	Poor project planning	32	64
2	Poor project monitoring	11	22
3	Poor schedule management	5	10
4	Poor contract management	2	4
5	Lack of skilled labor	0	0
	Total	50	100

**Source: Field data, 2021**

Considering the degree of magnitude to each variable in managerial causes, the results on figure 4.1 show that poor planning was a very significant cause (44%) for failure of Dege Beach housing project and next to that was moderately significant (28%), all exhibiting that poor planning was a major cause for failure of Dege Beach housing project for as far as managerial causes are concerned.



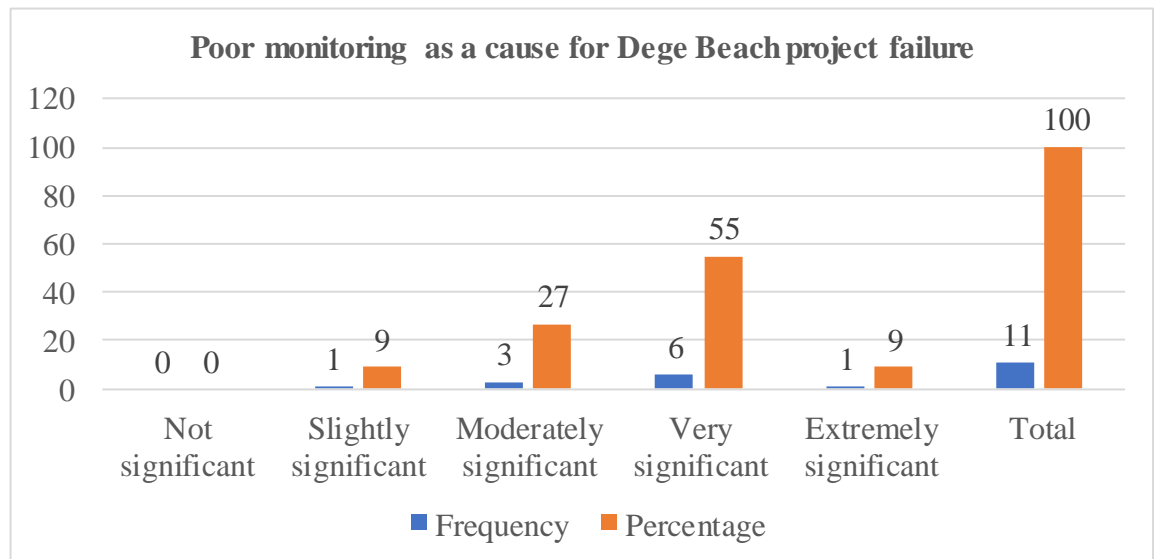
**Figure 4. 1 The extent to which Poor Planning Caused Failure of Dege Beach Project.**

When the magnitude of poor project monitoring was examined, it was found that; most of the respondents thought that this variable was very significant (55%) and moderately significant (27%) as shown in the figure 4.2. However, this was only second (22% of respondents) compared to poor project planning (64% of respondents).

These findings were in line with the interview with one of NSSF marketing staffs who argued that;

*“It was very difficult to meet tight time schedules and cost given the poor infrastructure like the rough road network and long distance from nearest Centre (Mjimwema) to reaching the project site, the situation became even worse during rainy seasons. This resulted to unanticipated time and cost overrun and eventually the project failure”*

These findings altogether imply that; a project may have failed even before it takes off because of poor planning, supported by (Cousillas *et al.*, 2010) who identified poor initial planning as one of the causes for public projects failure. As the results show, Dege Beach has failed before it was executed because of poor initial planning of project activities and relevant resources.



**Figure 4. 2 The extent to which Poor Monitoring caused Failure of Dege Beach Project**

Kavishe & An (2016) conclusions were also in line with these results, arguing that inadequate project management was among the top five challenges that were hindering the PPP performance in housing projects in Dar es Salaam City unlike other countries because of significant number of challenges experienced.

#### 4.3.2 Financial related causes

In this part, the discussion and results on the financial related causes for failure of public projects particularly the Dege Beach housing project have taken place. These financial relates causes includes; corruption, delayed fund disbursement, lack of funds, high inflation rates and bureaucratic procurement processes. After arrangement of frequency and the rank of each cause from the questionnaire responses, the results are as displayed in the table below. Table 4.5 shows the frequency and rank of the main or top financial related causes for failure of Dege

Beach housing project accordingly. Although different project environment determine success, Hwag & Ng (2013) acknowledged that cash flow and inability to properly budget for the project finances increase risks for project failure.

Besides the fact that there are several financial factors contributing to Dege Beach housing project failure, corruption and delayed fund disbursement are the most dominating ones and by looking at the relevant degree of magnitude, one will arrive to conclusion that; corruption and delayed fund disbursement are serious causes for public project failure.

**Table 4. 6 Financial related causes**

S/N	Causes	Frequency	Rank
	<b>Financial related causes</b>		
1	Corruption	19	1
2	Delayed fund disbursement	14	2
3	Lack of funds	8	3
4	High inflation rates	6	4
5	Bureaucratic procurement process	3	5

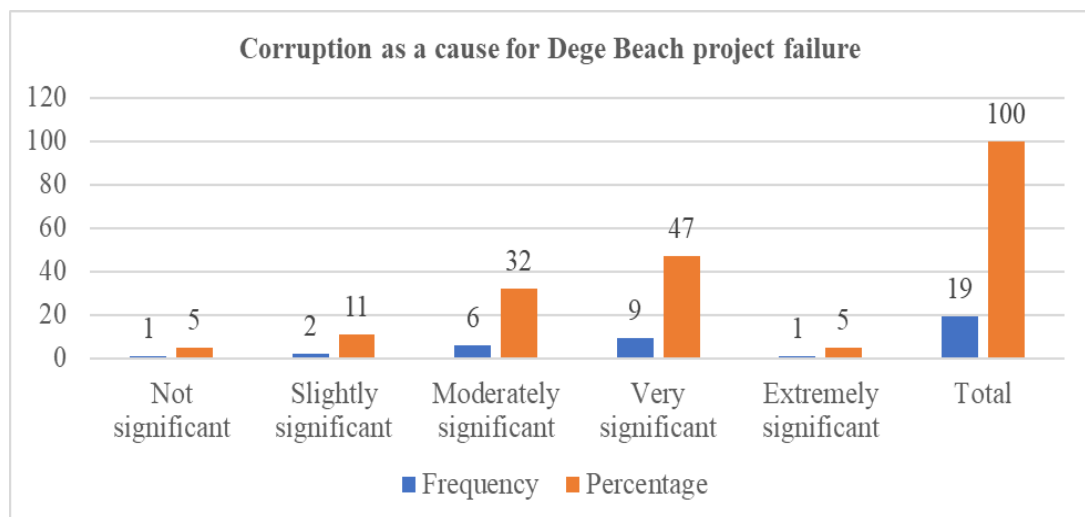
**Source: Field data,2021**

Further analysis was done through SPSS to find out whether the identified financial causes were not significant, slightly significant, moderately significant, very significant or extremely significant. The results presented in figure 4.3 show that

47% and 32% of respondents thought corruption was very significant cause and moderately significant cause for Dege Beach housing project failure respectively.

The questionnaire results were supported by a Dege Beach village government official, quoted during an interview with the researcher claiming that a unit price for each of 300 hectares was drastically overstated in the land for equity contract between Azimio Company and NSSF.

*“They came here in 2012 and secured a 300 hectares’ land from residents for only Tsh 25 million (15,774 USD) for each hectare, but the same was presented with a value of Tsh 800 million (504,778 USD) million in their land for equity contract with NSSF just a year later. Some of NSSF officials even had shares in the real estate company, so this is a problem”*



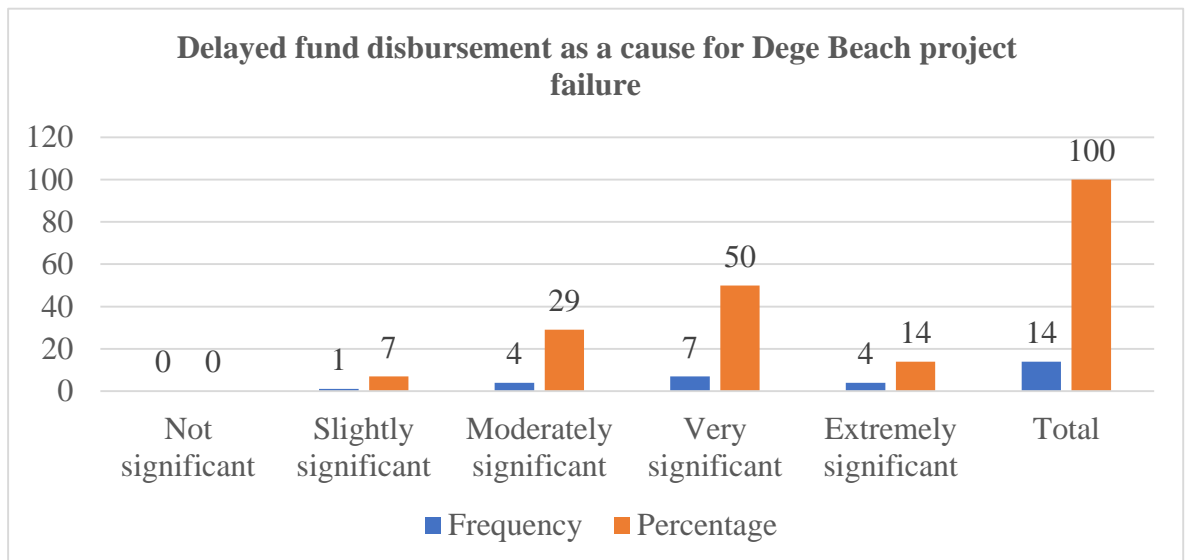
**Figure 4. 3 The extent to which Corruption caused failure of Dege Beach Housing Project**

The results also show that the majority (50%) of respondents who thought that delayed fund disbursement was a cause for the project failure were convinced that it

was very significant. That was followed by Moderately significant (29%) as shown in the figure 4.4.

One of the Azimio Company management officials pointed out during an interview with the researcher that there was a time during project implementation that the activities had to stop because funds were not released to pay the relevant project suppliers.

*“Not one time that the work had to stop waiting for NSSF management’s bureaucratic processes to release funds and pay the suppliers. Delayed fund disbursement has had a great impact on failing to meet time schedules and hence causing project failure”.*



**Figure 4. 4 The extent to which delayed in Fund Disbursement Caused Failure of Dege Beach Project**

**4.3.3 Socio-cultural causes**

Socio-cultural causes consist of political interference, poor infrastructure around the



project area, project location distance from City Centre, unavailability of social services in Dege area and insufficient air ventilation in respective rooms. In this part, results on socio-cultural related causes for failure of public projects, particularly the Dege Beach project have been discussed. The results have been arranged in ascending order of frequency and hence ranking of each cause from the questionnaire responses. The results of major financial related causes are as shown in the table 4.6 presented below.

**Table 4. 7 Socio-cultural causes**

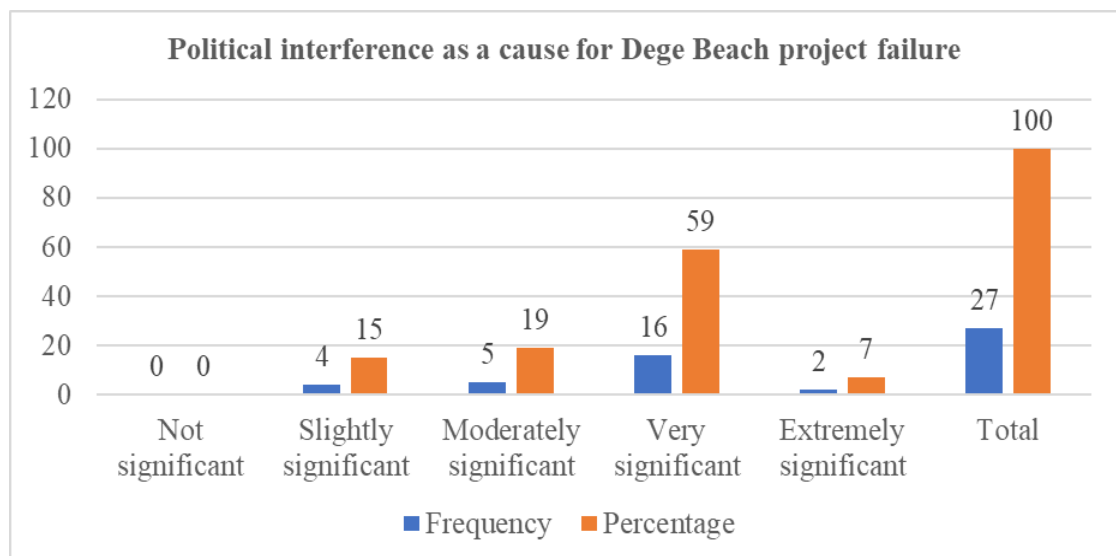
S/N	Causes	Frequency	Rank
	<b>Socio-cultural causes</b>		
1	Political interference	27	1
2	Poor infrastructure	8	2
3	Far from City Centre	8	3
4	Lack of social services	5	4
5	Insufficient room air ventilation	2	5

Source: Field data, 2021

Apart from frequency distribution, socio-cultural causes data were further processed using SPSS. The results in figure 4.5 shows the impact of political interference to failure of Dege Beach housing project. The majority of respondents (59%) thought that it was very significant and followed by 19% who thought that it was moderately significant, the rest had lesser respondents. However, Hofstede, (1983) pointed out that some projects models implemented in Africa are not compatible with culture

and settings. In addition, Heeks (2002) felt that culture is another factor contributing to failure of projects in developing countries.

Edward (2019) on Mwananchi newspaper reported former president of the United Republic of Tanzania, the late John Magufuli referring the Dege Beach project as a bomb and calling for the NSSF management to find a solution for the project to be useful, Mr Magufuli further proposed that the apartments be used as hostels for college students. However, the NSSF management came with a solution to handover the project to an investor of which they were yet to find one as of July 2021.

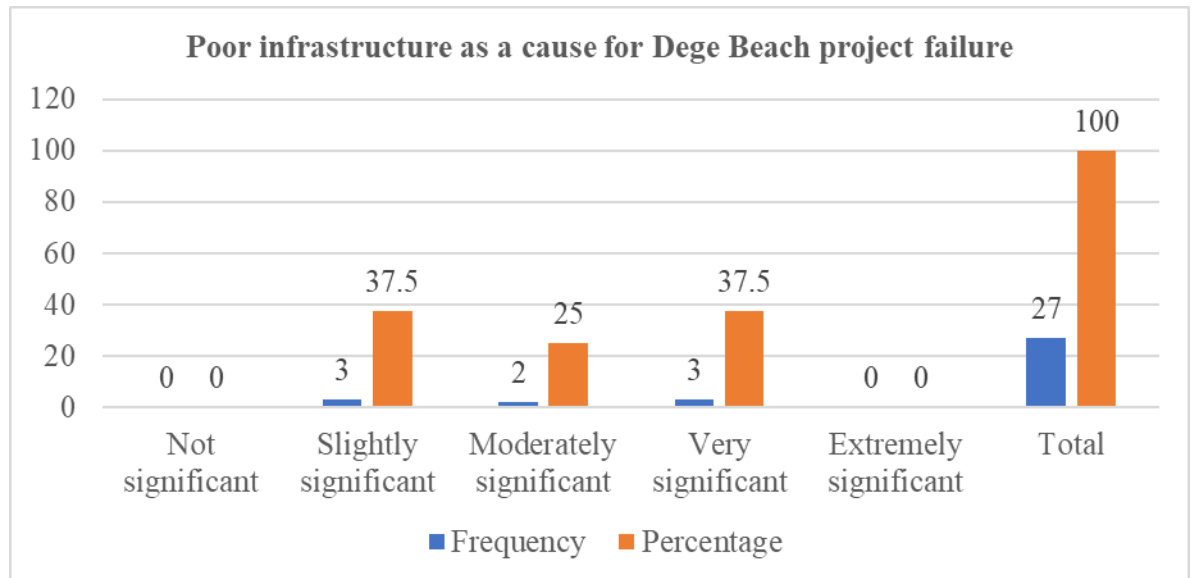


**Figure 4. 5 The extent to which Political Interference caused Failure of Dege Beach Housing Project**

The results also show that poor infrastructure had a very significant impact (37.5%) to slightly significant impact (37.5%) as presented in the figure 4.6 bellow.

This imply that political interference, political leaders' opinions towards a project management and poor communication infrastruture in a major area around

Kigamboni district have contributed with a great impact to failure of Dege Beach housing project.



**Figure 4. 6**The extent to which poor infrastructure caused Failure of Dege Beach Housing Project

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMENTATIONS**

#### **5.1 Introduction**

This research work was carried out to identify the reasons of why public projects in Tanzania have been experiencing a failure over period of time. In order to achieve this, the research has had three specific objectives; firstly, to determine the managerial causes for failure of Dege Beach housing project in Dar es Salaam city, Tanzania. Secondly, to examine the financial related causes for failure of Dege Beach project in Dar es Salaam. The last objective was to determine socio-cultural causes for failure of Dege Beach housing project in Dar es Salaam.

#### **5.2 Conclusion**

Different conclusions are drawn on the basis of major findings as follows;

The study has identified the major causes for failure and categorized them in three groups, namely; managerial related causes, consisting of; poor project planning, poor project monitoring, poor project schedule management, poor project contract management and lack of skilled labor contribute to project failure. It can therefore be concluded that management aspects especially management of project schedule, human resources, are key determinants to project success. Any action undermining these aspects places the project into risks of failure.

The study has found that financial related causes is another major category, and that it consists of corruption, delayed fund disbursement, lack of funds, high inflation

rates and bureaucratic procurement processes. Hence, project planning and management aspects must consider financial aspects of the project. It can therefore be concluded that the success of project is also determine by the extent to which the project components has established mechanisms to reduce corruption, manage project cash flows and other financial matters of the project.

Finally, socio-cultural related causes which includes; political interference, project location distance from City Centre, poor infrastructure around the project area, unavailability of social services in Dege area and insufficient air ventilation in respective rooms. Mainly, the conclusion from the findings on socio-cultural factors is that context specific in terms of project settings, social services and norms must be taken into consideration in the planning and implementation of the project. Any external models of project implementation must consider socio-cultural factors. After analysis, poor planning and poor monitoring have been ranked as first and second causes for public project failure and therefore making the two major causes in managerial category. Other managerial causes for failure of public project failure is poor schedule management, poor contract management and lack of skilled labor consecutively. Whereas; corruption, delayed fund disbursement, lack of funds, higher inflation rates and bureaucratic procurement process has also been consecutively ranked from first to fifth as causes for project failure on the part of financial related causes. Moreover, on the part of Socio-cultural related causes; political interference, poor infrastructure, project location being far from City Centre, lack of social services and insufficient ventilation have been ranked as first, second, third, fourth and fifth consecutively.

### **5.3.1 Recommendations**

Based on the findings of this study, the following points are recommended to the government and to NSSF management as key stakeholders of the Dege Beach housing project;

#### **5.3.1 To NSSF management**

Provided that major managerial factors causing public projects failure, comes from poor planning and poor monitoring, the study recommends that the NSSF management should make a prior investigation to facilitate proper planning of their projects. Any project plan should be preceded by thorough investigation to identify the risk factors associated with such a project and take necessary measures to mitigate such risks. Drawing an example from Dege Beach project, investigation should have been carried out to understand if the roads connecting the project site are accessible throughout the year and if not, then what are the likely additional cost that would be considered as contingent fund to support project main budget in such cases. These fund amounts should vary based on nature of a project, aiming at minimizing the risk of a project failure.

NSSF management need to ensure that follow ups on the ground are closely monitored as well, and that they are implemented as planned in order to minimize the risk of project failure. A close supervision is recommended on future projects to ensure every project staff is performing their duties on timely basis and in orderly manner hence avoid any delays in project activities. For this case an attendance book may be used for the staff to sign in and sign out when they enter and when they leave

the site for and after work respectively.

Not only that, NSSF management as the main project sponsor also needs to review the payment approval procedures and to strictly comply with it as well as to ensure that it doesn't take longer to complete payment to both suppliers and project employees. Doing this will avoid unnecessary delays in project activities, the same that results into project failure.

### **5.3.2 To Government**

Government as policy and law maker is recommended to take some legal and budgetary measures as follows;

Budget on infrastructure especially roads should be increased and a priority should be provided to strategic areas, housing projects in big cities being one of them. Doing this will maintain the anticipated project costs or suffer a minor variation, at least, and hence minimize the chances for public projects failure.

In consideration with financial related causes; the law enforcement agencies, especially the Prevention and Combating of Corruption Bureau should be involved during critical parts of a project such as planning and execution phases of any public project as a measure to avoid or minimize the chances of corruption. And given that, major factors in socio-cultural causes for public project failure are political interference and poor infrastructure, the study recommends that the parliament should enact laws that would give independence to technocrats executing government projects, in order to avoid or reduce political interference in project

managerial decisions. The government should increase its spending on improving public infrastructure especially roads in order to smooth public project operations and hence minimize the chances of public project failure.

### **5.3.3 Recommendation for further studies**

Besides the findings and recommendations of this study, there are some areas which were not covered mainly due to limited time and budget. For that reason, further studies are suggested to focus on; Investigation on the impacts of failed projects to social security fund institutions in providing retirement benefits to their members. Also, the assessment on the impacts of conflicting interest to public project failure.



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## APPENDICES

### **APPENDIX 1: A Questionnaire administered to NSSF members in Kigamboni district**

#### **Dear participants**

This research is entitled “*Causes for failure of public projects in Tanzania: a case of Dege beach housing project in Kigamboni - Dar es salaam.*”: The researcher is EMMANUEL J. URASSA who is currently pursuing his Master Degree in Project Management at The Open University of Tanzania. The objective of this research is to determine the causes for failure of public construction projects in Tanzania with a special reference to Dege beach project in Dar es Salaam. To supplement the data obtained from interviews with purposively selected contractors under Azimio Construction Company, and the NSSF who financed the project. The researcher seeks to gather relevant information from randomly selected participants in that construction project by questionnaire as presented hereunder.

Participation in this questionnaire is completely based on your willingness. The self-administered questionnaire results will be recorded anonymously and strict confidentiality will be maintained. Individual responses will not be identified in the research.

For further information, please contact Emmanuel J. Urassa by the following address:

Tel: +255 716 999 912.

E-mail: [ejufive@gmail.com](mailto:ejufive@gmail.com)



**SECTION – A (General Information)**

**Q.1** Name of Respondent (Optional) -----

**Q.2** Gender

Male       Female

**Q.3** Relevant work experience (Years)

**Q.4** What is the level of your education?

Up to 5       6-10       11-15       Above 15

Please indicate the significance rate of each factor by ticking the appropriate box.

Add any remark relating to each factor on the last column.

**E.S.** = Extremely significant (**4**)

**V.S.** = Very significant (**3**)

**M.S.** = Moderately significant (**2**)

**S.S.** = Slightly significant (**1**)

**N.S.** = Not significant (**0**)

**SECTION B: Q.6 CAUSES FOR FAILURE OF DEGE BEACH HOUSING**

**PROJECT IN KIGAMBONI**

<b>CAUSES</b>	<b>N. S</b>	<b>S. S</b>	<b>M.S</b>	<b>V.S</b>	<b>E. S</b>	<b>Remark</b>
Poor project monitoring						
Lack of funds						
Poor infrastructure						
Lack of skilled labor						
High inflation rates						
Lack of social services						
Poor schedule management						
Delayed fund disbursement						
Insufficient room ventilation						
Poor contract management						
Corruption						
Far from City Centre						
Poor project planning						
Bureaucratic procurement processes						
Political interference						

**Appendix 2: Interview guide questions**

Questions related to Causes of failure of public projects in Tanzania: a case of Dege beach housing project in Kigamboni These questions should be answered from your perceptions and experiences with public projects constructions Your contribution to

this research is greatly appreciated.

1. Do you recognize a construction project by the name of Dege beach housing project in Kigamboni?
2. What is the status of the project now?
3. In your opinion, what are the key factors that contributes to failure and abandonment of Dege beach housing project in Kigamboni
4. . Who do you think is responsible for failure of Dege Beach project?
5. The project is being financed by NSSF and Azimio Housing Estate Limited, are these institutions to be blamed for failure of the project? Please explain.

**Thank you for your participation**

**Appendix 3: Research budget**

This study is expected to be completed at the budget described herein below

<b>Activity</b>	<b>Cost (Tsh)</b>
Printing and stationary services	400,000/=
Internal transport	100,000/=
Two Research assistants	600,000/=
Editing 100 pages@2,000/-	200,000/=
<b>Total Expenses</b>	<b>1,300,000/=</b>

Appendix 4: Research Clearance  
Letter

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**THE OPEN UNIVERSITY OF TANZANIA**

***DIRECTORATE OF POSTGRADUATE STUDIES***

P.O. Box 23409  
Dar es Salaam, Tanzania  
<http://www.openuniversity.ac.tz>



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**Our Ref: PG201800883**

**28<sup>th</sup> July 2021**

Municipal Director,  
Kigamboni Municipal Council,  
P.O.Box 36009,

**DAR ES SALAAM.**

**RE: RESEARCH CLEARANCE**

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. URASSA, Emmanuel J. Reg No: PG201800883** pursuing **Master of Project Management (MPM)**. We here by grant this clearance to conduct a research titled "**Causes for Failure of Public Projects in Tanzania: A Case of Dege Beach Housing Project in Kigamboni Dare es salaam**". He will collect his data at your area from 29<sup>th</sup> July 2021 to 31<sup>st</sup> August 2021.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,  
**THE OPEN UNIVERSITY OF TANZANIA**

Prof. Magreth Bushesha  
**DIRECTOR OF POSTGRADUATE STUDIES.**

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