

**ROLE OF PROJECT MANAGEMENT STRATEGIES IN CHURCH
FUNDED PROJECT PERFORMANCE IN TANZANIA: A CASE OF
CARDINAL RUGAMBWA HOSPITAL**

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2025

CERTIFICATION

The undersigned certify that, they have read and at this moment recommend for acceptance of, a dissertation titled; “*Role of project management strategies in church funded project performance: a case of Cardinal Rugambwa Hospital.*” in partial fulfillment of the requirements for the award of Master Degree in Monitoring and Evaluation (M&E).

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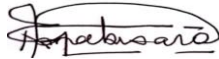
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Signature

05/05/2025

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Date

DEDICATION

I dedicate this work to my family.

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I express my sincere gratitude to Almighty God who blessed me with the gifts of life, knowledge, skills, and a positive attitude. These blessings gave me the strength and capability to undertake this study. Through His grace, I was able to persevere in the face of challenges and complete this work. I am deeply thankful for His continuous guidance and support throughout the process.

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ABSTRACT

The study is about the Role of project management strategies in church funded project performance: a case of Cardinal Rugambwa Hospital. A quantitative approach was employed, with data collected using questionnaires distributed to a sample of 270 participants, Descriptive statistics and multiple regression analysis were used to assess the relationships between study variables. The findings reveal that community engagement plays a crucial role in enhancing project outcomes, particularly through decision-making and participation in project activities. A reliable source of funding, Institutional capacity, encompassing the skills and resources required for project management, significantly impacts efficiency and effectiveness in project implementation. Furthermore, effective project planning, characterized by detailed objectives, timelines, and contingency measures, was found to be vital for achieving project performance goal. The regression model showed that all the four management strategies ie project planning, community engagement, institutional capacity and reliable source of funding significantly contribute to project performance. Based on the findings, the study recommends fostering stronger community participation, ensuring consistent funding mechanisms, investing in capacity building for institutional staff, and adopting comprehensive project planning frameworks. The study also identifies four areas for further research: the role of technological integration in church-funded projects, comparative analyses of funding mechanisms across regions, longitudinal studies on project sustainability, and the impact of cultural factors on project performance.

Keywords: *Project Management, Strategies, Church Funded Project, Performance.*

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LIST OF ABBREVIATION

CBO	Community Based Organizations
CDC	Community Development Projects
NGO	Non-Government Organization
PAP	Projects to Alleviate Poverty
RBV	Resource-Based View
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations

CHAPTER ONE

INTRODUCTION

1.1 Overview

Project management strategies have gained global prominence as essential tools for achieving efficiency and effectiveness in various sectors, including faith-based organizations. Globally, church-funded projects have been a significant means of addressing health, education, and community development needs. For instance, studies by PMI (2021) emphasize that applying project management frameworks, such as agile and waterfall methodologies, increases project success rates by 35% in non-profit settings. Similarly, churches in Europe and North America have adopted strategic project management practices to address complexities in resource allocation, timelines, and stakeholder management (Turner, 2020).

1.2 Background Information

Faith-based healthcare facilities, like the Catholic Church-run hospitals in the Philippines and India, have leveraged project management tools to ensure alignment with their mission while maintaining efficiency in service delivery. According to Jowett and Dyer (2022), the integration of structured strategies such as risk management and stakeholder engagement has led to a 50% improvement in patient satisfaction. These global trends underscore the pivotal role of project management strategies in enhancing the performance of church-funded projects.

Despite the evident benefits, church-funded projects globally face challenges related to capacity building, financial sustainability, and adherence to timelines. A study by Medrano and Zapata (2021) in Latin America reveals that 45% of church-funded

healthcare projects fail to meet their objectives due to poor project management practices. Consequently, the global discourse emphasizes capacity development and the adoption of best practices in project management.

To address these challenges, international standards, such as the Project Management Body of Knowledge (PMBOK), have been adopted to provide a framework for implementing effective strategies. The integration of these standards in church-funded projects, such as those run by Caritas Internationalis, has significantly improved resource utilization and goal attainment (Carroll & Malone, 2023).

In Africa, church-funded projects are crucial in addressing socioeconomic challenges, particularly in health and education. Churches in Africa, such as the Catholic Church, have been instrumental in establishing healthcare institutions. For example, the Christian Health Association of Kenya (CHAK) manages over 40% of health facilities in rural Kenya, demonstrating the importance of strategic management (Njoroge, 2021). The adoption of project management strategies has been shown to enhance these projects' sustainability and efficiency.

A study by Adegbite, et al., (2022) in Nigeria reveals that project performance in church-funded hospitals significantly improves when structured frameworks for planning, execution, and monitoring are applied. Furthermore, the African context often presents unique challenges, such as resource constraints and complex stakeholder environments, making project management strategies critical to overcoming these hurdles. However, many church-funded projects in Africa face

challenges such as inadequate capacity for effective project management. According to Chigudu, et al., (2021), only 30% of such projects in Southern Africa adopt formal project management methodologies. This gap has been attributed to limited access to professional training and a lack of awareness of the benefits of project management practices.

Recent trends in Africa highlight efforts to integrate technology into project management for church-funded initiatives. For instance, mobile platforms and software like MS Project have been deployed in Uganda to track progress in church-run health projects (Kisakye & Mugisha, 2023). These developments indicate a growing awareness of the role of project management in improving church-funded project outcomes.

In Tanzania, church-funded projects are critical to providing healthcare and education services, particularly in underserved areas. The Catholic Church is a significant player in this sector, managing numerous hospitals, including Cardinal Rugambwa Hospital, which serves as a beacon of hope for many. A study by Lwakatare et al. (2021) highlights that over 60% of faith-based hospitals in Tanzania depend on strategic project management practices to ensure sustainable performance. Despite their importance, church-funded projects in Tanzania face unique challenges, including limited financial resources and skilled personnel. According to Nombo, et al., (2022), many projects experience delays and budget overruns due to a lack of structured planning and monitoring systems. This situation underscores the need for robust project management strategies to enhance project outcomes.

Recent studies emphasize integrating project management tools, such as Gantt charts and Key Performance Indicators (KPIs), into church-funded projects to improve efficiency and transparency (Makoye & Mwaikambo, 2023). For instance, Cardinal Rugambwa Hospital has adopted monitoring frameworks that track patient care metrics and project milestones, leading to significant performance improvements. Moreover, the Tanzanian government recognizes the vital role of faith-based organizations in delivering essential services and has partnered with churches to implement capacity-building programs. As highlighted by Mollel et al. (2023), these initiatives focus on training project managers in faith-based institutions to enhance their effectiveness, thereby contributing to the overall success of projects like those at Cardinal Rugambwa Hospital. This background sets the stage for exploring the role of project management strategies in the performance of church-funded projects in Tanzania, focusing on Cardinal Rugambwa Hospital as a case study.

1.3 Statement of the Problem

Despite the growing presence of church-funded projects in Tanzania ranging from education and healthcare to social welfare and infrastructure development many of these initiatives continue to face persistent challenges that undermine their effectiveness and long-term sustainability. Kimani, et al., (2021) and Mushi et al. (2023) underscore requirement of Project implementers frequently encounter difficulties in mobilizing meaningful community participation, resulting in limited local ownership, weak beneficiary commitment, and reduced impact. While some projects do make efforts to engage communities, the strategies often vary significantly and are not always aligned with the specific needs and contexts of

different initiatives. This creates inconsistency in outcomes and questions about what forms of engagement truly work across different project types.

Similarly, research by Omondi and Wanjohi (2020) and Kamau et al. (2021) highlights the fact that church-funded projects often struggle with irregular or unreliable funding streams. This financial uncertainty not only affects the timely implementation of activities but also hampers the ability of project teams to plan and scale interventions. What makes the situation more complex is that financial challenges are often addressed in isolation, with insufficient attention paid to how leadership quality, governance structures, and internal accountability mechanisms contribute to or mitigate these issues. Without a holistic view of how these organizational factors interact, many projects remain vulnerable to mismanagement or underperformance.

Institutional capacity is another pressing concern, while churches frequently invest in short-term training or capacity-building workshops, these efforts do not always translate into lasting institutional strength. Many projects still lack the technical expertise, systems, and human resources required to maintain and expand their services effectively over time. Similarly, strategic planning is often conducted in a top-down manner, with limited involvement from community members and key stakeholders. As a result, the plans may fail to reflect the priorities of the intended beneficiaries, leading to poor project alignment, low satisfaction, and minimal long-term impact.

In essence, church-funded projects in Tanzania are navigating a complex web of interrelated challenges limited community engagement, unstable funding, weak

institutional capacity, and insufficiently inclusive planning processes. These issues are often addressed separately, yet their combined influence is critical to the overall success of such initiatives. Therefore, this study seeks to explore how these factors interact to affect the performance and sustainability of church-funded projects, offering practical insights for more integrated and effective project management.

1.4 Research Objectives

1.4.1 General Objective

To examine the role of project management strategies in enhancing the performance of church-funded projects in Tanzania, with a specific focus on Cardinal Rugambwa Hospital.

1.4.2 Specific Objectives

- i. To Evaluate the influence of community engagement on the performance of church-funded projects in Tanzania
- ii. To analyze the impact of reliable source of fund on the performance of church-funded projects
- iii. To investigate the role of institutional capacity on the performance of church funded projects
- iv. To assess the effect of project planning on the performance of church funded projects

1.5 Research Hypothesis

H1: Community engagement has a statistically significant influence on the performance of church-funded projects.

H2: The source of funds has a significant positive influence on the performance of church-funded projects.

H3: Institutional capacity has a significant positive influence on the performance of church-funded projects.

H4: Project planning positively influences the performance of church-funded projects

1.6 Significance of the Study

The study's importance will be found in its contributions to knowledge, policy, and management. Regarding the contribution to knowledge, the study essentially has the potential to raise awareness regarding the strengths and weaknesses of project planning as well as strategies for addressing these issues in order to facilitate efficient monitoring activities within organizations. This might serve as a pillar for additional research in the future. The results of this study will have a significant impact on policy makers because they will shed light on the true state of project implementation. This will assist non-governmental organizations in taking action to enhance the process of monitoring and evaluation in order to decrease irregularities.

It is anticipated that the findings of this study will contribute to the improvement of the mechanism, which may ultimately offer solutions to the problems and weaknesses, particularly in the M&E Units. This will be made possible by the suggestions made regarding the most effective strategies to deal with the difficulties. The study's findings will have a significant managerial impact on the M&E unit and management as a whole since they highlight the main obstacles to project implementation. Additionally, it is anticipated that organizations will increase their

efficacy and efficiency by putting forward recommended best practices and strengthening their bonds with management.

1.7 Scope of the Study

This study was limited to examining the variables affecting project performance in Tanzanian organizations sponsored by churches. It also discusses potential remedies to enhance project implementation performance. Additionally, Cardinal Rugambwa Hospital was used in the study as platforms to represent the remaining non-governmental organizations, particularly religiously sponsored projects in the nation where the majority of the problems are found.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents an in-depth review of the literature related to the role of project management strategies in enhancing the performance of church-funded projects in Tanzania, with a specific focus on Cardinal Rugambwa Hospital. It begins with a discussion of key conceptual definitions, offering a foundation for understanding project management strategies within the context of church-funded initiatives. This is followed by a detailed exploration of relevant theories that guide the implementation and evaluation of project management strategies, providing a theoretical framework for the study.

The chapter also includes an empirical review, drawing on previous studies that investigate similar projects and their outcomes, highlighting the successes and challenges faced by other church-funded projects. The synthesis of these studies will help identify patterns and gaps in the current body of knowledge, which will inform the research questions and objectives. This literature review is crucial for establishing the conceptual framework, as it connects theoretical perspectives with practical examples and guides the methodological approach in later chapters. In addition, it sets the stage for analyzing the data in Chapter 4, where the findings will be compared to the theoretical and empirical insights presented here.

By providing a thorough literature review, this chapter contributes to the understanding of how effective project management strategies can influence the performance of church-funded projects, particularly in the context of health sector

initiatives like Cardinal Rugambwa Hospital. This chapter, therefore, serves as a foundation for the entire study, linking theory, empirical evidence, and the research methodology. Here's the revised section with multiple definitions presented for each concept, followed by a synthesis to determine the definition used for the study.

2.2 Conceptual Definitions

2.2.1 Project Performance

Project performance is a key measure of a project's success and can be defined in various ways depending on the context and the specific goals of the project. According to the Project Management Institute (PMI) (2022), project performance refers to the effectiveness of delivering project tasks on time, within budget, and to the desired level of quality. This definition emphasizes the fundamental aspects of project success, focusing on adherence to timelines, cost management, and achieving the project's scope.

On the other hand, Sweis et al. (2020) define project performance more holistically, incorporating both short-term outputs and long-term outcomes. This definition emphasizes the importance of aligning the project's deliverables with the strategic goals of the organization and meeting stakeholder expectations. It goes beyond the operational metrics of cost, time, and scope, incorporating the broader organizational or societal impact of the project. Verma (2022) also highlights the role of resource utilization and sustainable impact in defining project performance. This definition adds an important dimension by focusing on the efficient use of resources and the long-term contribution of the project to the community or organization.

In this study, the definition of project performance will be a synthesis of these perspectives. Specifically, it will be defined as the process of measuring the progress and outcomes of a project to determine its success in meeting stakeholder expectations. This includes assessing management effectiveness in planning and execution, evaluating resource utilization, and examining the project's ability to deliver both short-term outputs and long-term impacts, including its contribution to the broader organizational goals. This definition aligns well with the study's focus on church-funded projects like Cardinal Rugambwa Hospital, where the quality-of-service delivery, operational efficiency, and long-term sustainability are key indicators of success.

2.2.2 Project Management

Project management is commonly defined as the application of knowledge, skills, tools, and techniques to project activities to meet project requirements (PMI, 2022). This definition focuses on the technical and administrative aspects of managing a project, emphasizing the importance of coordinating resources, managing stakeholders, and adhering to project constraints such as time, scope, and budget. A more specific perspective is provided by Schwaber and Sutherland (2022), who argue that project management can be enhanced by using methodologies such as Agile or Waterfall.

These structured frameworks provide project teams with systematic approaches for managing complexity, ensuring project goals are met, and delivering outcomes on time and within budget. These methodologies emphasize iterative progress and continuous improvement, with Agile focusing on flexibility and rapid adaptation,

while Waterfall provides a more linear and sequential approach. Another perspective is offered by Kerzner (2021), who suggests that effective project management not only involves resource allocation and risk management but also necessitates strategic oversight and leadership to ensure that the project aligns with organizational goals and stakeholder expectations. This view broadens the concept of project management to include leadership, decision-making, and the adaptation of best practices.

In the context of the current study, the definition of project management will integrate elements from these multiple perspectives. Specifically, it will refer to the process of overseeing and coordinating resources, including personnel, finances, and technology, to achieve specific project objectives within defined boundaries, while utilizing structured methodologies like Agile or Waterfall. For church-funded projects such as Cardinal Rugambwa Hospital, project management also includes ensuring the alignment of project objectives with the mission and strategic goals of the funding organization, utilizing modern tools and practices to enhance accountability and optimize resource utilization for impactful and sustainable outcomes.

2.3 Theoretical Literature Reviews

2.3.1 Stakeholder Theory

Stakeholder Theory, introduced by Freeman (1984), provides a framework for understanding the roles and interests of individuals or groups with a stake in organizational operations. It posits that for projects or organizations to succeed, they must address the needs and concerns of all legitimate stakeholders both internal and

external such as investors, managers, community members, and governments (Freeman et al., 2017). Unlike traditional profit-focused approaches, Stakeholder Theory emphasizes creating value for all stakeholders, thereby fostering a balanced, inclusive, and sustainable approach to project execution. This theory has become increasingly relevant in community-oriented projects, where equitable involvement and shared benefits are critical to achieving long-term success (Harrison et al., 2020).

Stakeholder Theory is built on key assumptions, including the idea that all stakeholders are equally important and should have a voice in decision-making processes. Donaldson and Preston (1995) argue that prioritizing stakeholder needs is complex, as their interests may overlap or conflict, requiring project managers to adopt a strategic and inclusive approach. Another assumption is that involving stakeholders early in the project lifecycle improves its success by aligning objectives, fostering trust, and reducing resistance. Recent studies highlight that active participation of stakeholders enhances social capital, skill development, and collective problem-solving, contributing to project sustainability and community empowerment (Scherer et al., 2021).

2.3.1.1 Relevance of the Theory to the Study

In the context of church-funded projects like Cardinal Rugambwa Hospital, Stakeholder Theory underscores the importance of involving diverse stakeholders such as community members, church leaders, government agencies, and donors in project planning and execution. This involvement ensures that projects align with community needs, enhance accountability, and foster shared ownership of outcomes.

By applying the principles of Stakeholder Theory, this study explored how stakeholder engagement contributes to improved project management strategies and overall performance. Recent findings by Mollel et al. (2023) demonstrate that projects with strong stakeholder participation exhibit better resource utilization, increased transparency, and enhanced service delivery, reinforcing the theory's relevance to this study.

2.3.1.2 Strengths of Stakeholder Theory

One of the key strengths of Stakeholder Theory is its holistic approach to organizational success. By emphasizing the importance of addressing the needs of all stakeholders, the theory promotes inclusivity, collaboration, and shared value creation. According to Harrison and Wicks (2021), this approach leads to long-term sustainability and resilience, as projects are better aligned with the interests of diverse groups, reducing conflict and fostering mutual trust. Additionally, the theory encourages accountability and transparency, particularly in community-based projects, where stakeholder involvement can ensure that resources are used effectively and outcomes are meaningful to the beneficiaries. This focus on ethical and sustainable practices makes the theory highly relevant in the modern era, where societal and environmental concerns are increasingly prioritized.

2.3.1.3 Weaknesses of Stakeholder Theory

Despite its strengths, Stakeholder Theory faces criticism for its practical implementation challenges. One significant weakness is the difficulty in balancing the conflicting interests of various stakeholders, which can result in delays, inefficiencies, or compromised decisions (Scherer et al., 2022). Moreover, the

theory's broad focus on inclusivity sometimes makes it less actionable for projects with limited resources or tight deadlines, where prioritizing certain stakeholder groups may be necessary for project success. Critics also argue that the lack of a clear framework for determining stakeholder priority can lead to subjective decision-making and diluted accountability (Mitchell, et al., 2023).

2.3.2 Resource-Based Theory

The Resource-Based Theory (RBT) is a widely recognized framework in strategic management that explains how organizations achieve and sustain competitive advantages through their unique resources and capabilities. Initially popularized by Barney (1991), the theory posits that firms with valuable, rare, inimitable, and non-substitutable (VRIN) resources can achieve superior performance and differentiate themselves from competitors. RBT views organizations as a collection of tangible and intangible resources that must be effectively managed and leveraged to create value. Recent literature emphasizes the growing importance of RBT in understanding competitive strategies in dynamic environments, particularly in resource-constrained contexts like community-based projects (Barney & Hesterly, 2021; Peteraf, et al., 2022).

RBT is grounded on several assumptions about the nature of resources and their impact on organizational performance. First, it assumes that resources are heterogeneously distributed across firms, meaning that organizations possess different types and levels of resources (Kraaijenbrink et al., 2021). Second, the theory assumes that resources are not perfectly mobile, implying that they cannot be easily transferred or replicated by competitors, thereby sustaining a firm's

competitive edge. Another critical assumption is that organizations must possess the capability to manage and deploy these resources strategically to derive value. However, critics point out that these assumptions often overlook external environmental factors and overemphasize internal firm dynamics (Madhok et al., 2022).

2.3.2.1 Relevance to the Study

In the context of church-funded projects, such as Cardinal Rugambwa Hospital, RBT provides valuable insights into how these initiatives can leverage unique resources like skilled personnel, donor funding, and community support to improve project performance. For example, church-funded projects often rely on intangible resources, such as community trust and social capital, which align with the VRIN framework (Mutalemwa et al., 2023). By understanding how these resources contribute to project success, RBT helps in designing strategic management practices that enhance efficiency, accountability, and sustainability. This study applies RBT to explore how effective resource management in faith-based organizations can address resource constraints and improve healthcare service delivery.

2.3.2.2 Strengths of the Theory

One of the main strengths of RBT is its focus on the internal resources and capabilities of an organization, which provides a deeper understanding of factors that contribute to competitive advantage. The theory's VRIN framework offers a clear and actionable guide for identifying and leveraging resources to achieve strategic objectives (Barney, et al., 2022). Additionally, RBT is adaptable to various organizational contexts, including non-profit and community-based projects, where resource scarcity is often a challenge. Its emphasis on unique capabilities encourages

innovation and long-term value creation, making it particularly relevant in dynamic and competitive environments (Teece, 2022).

2.3.2.3 Weaknesses of the Theory

Despite its strengths, RBT has notable limitations. One criticism is its inward-looking approach, which often neglects external factors such as market dynamics, competition, and environmental uncertainties that influence organizational performance (Priem & Butler, 2022). Additionally, the theory's emphasis on VRIN resources can lead to an overly narrow focus, ignoring the role of complementary assets and collaborative networks in achieving competitive advantage. Scholars have also highlighted the difficulty in operationalizing and measuring VRIN attributes, which limits its empirical applicability (Kraaijenbrink et al., 2021).

2.4 Empirical Literature Review

2.4.1 Influence of community engagement on Project Performance

Kimani et al. (2021) examined the role of community participation in enhancing the performance of faith-based healthcare projects in Kenya. The study utilized a mixed-method approach, combining surveys and focus group discussions involving 200 respondents from three faith-based hospitals. The findings indicated that active community involvement in decision-making and implementation phases improved service delivery by 30%, particularly in areas of resource mobilization and conflict resolution. However, the study noted challenges such as low awareness levels and cultural resistance among some community members. The researchers recommended targeted awareness campaigns and training programs to foster greater community participation. This study is relevant to the current research as it highlights the critical

link between inclusive engagement strategies and the success of church-funded initiatives.

Nsengiyumva and Uwizeyimana (2022) investigated the influence of community involvement on the sustainability of donor-funded education projects in Rwanda. Using a case study design, they collected data from 120 project stakeholders, including community leaders, teachers, and parents. The results revealed that projects with higher levels of community ownership were more sustainable, as they reduced dependency on external funding and improved accountability. However, the study found gaps in involving marginalized groups, such as women and youth, in planning processes. The authors recommended inclusive engagement policies to ensure equitable participation. This aligns with the current research's emphasis on the importance of community collaboration in church-funded projects.

Mugambi, et al., (2020) explored the role of stakeholder engagement in the performance of church-based agricultural projects in Uganda. The study surveyed 180 beneficiaries across five church-run farms. The findings demonstrated that involving local communities in decision-making and resource allocation increased project efficiency by 45%. The study also found that community members with a strong sense of ownership were more likely to contribute labor and resources voluntarily. However, the researchers highlighted the need for better communication channels to minimize misunderstandings between church leaders and community members. The findings underscore the importance of active participation and clear communication in improving project outcomes, a theme that resonates with the current study.

Mushi, et al., (2023) assessed the effect of participatory governance on the performance of church-supported water supply projects in Tanzania. Using survey data from 150 community members and interviews with church leaders, the study found that participatory governance practices improved water access rates by 60%. The study emphasized that communities involved in governance structures exhibited higher levels of trust and commitment to maintaining project infrastructure. Nonetheless, the researchers identified gaps in providing adequate training for community representatives. This study is relevant to the current research as it highlights the significant impact of governance and training on project performance. Therefore the above literature can be hypothesized as;

H1: Community engagement positively influences Project Performance for church funded projects.

2.4.2 Influence of Project source of Funds on Project Performance

Omondi and Wanjohi (2020) explored the relationship between financial sustainability and project outcomes in faith-based organizations in Kenya. Using financial records and interviews with 100 project managers, the study found that projects with diversified funding streams were 50% more likely to achieve their objectives than those relying on a single source of funding. The researchers recommended capacity-building initiatives for churches to enhance their fundraising capabilities. This study informs the current research by emphasizing the importance of reliable and diversified funding in ensuring project continuity.

Kamau, et al., (2021) examined the effect of donor reliability on the performance of church-supported education projects in Uganda. Data collected from 150

respondents revealed that consistent donor funding improved school infrastructure and enrollment rates by 40%. However, the study also noted that over-reliance on donors made projects vulnerable to funding cuts. The researchers advocated for the development of local income-generating activities to complement donor contributions. These findings are relevant to this study as they highlight the risks associated with financial dependency and the need for diversified income streams.

Chisale and Moyo (2022) analyzed the role of stable funding in the success of church-run HIV/AIDS programs in Malawi. The study conducted surveys with 120 program beneficiaries and interviews with church leaders. It revealed that projects with stable financial support provided consistent medical supplies and counseling services, reducing patient default rates by 30%. However, the study pointed out that projects faced challenges in forecasting and managing fluctuating funding levels. The authors recommended the adoption of strategic financial management practices to ensure project sustainability. These insights are applicable to the current study as they underscore the importance of financial stability in enhancing project outcomes.

Lema et al. (2023) investigated the effect of funding consistency on the performance of health projects funded by churches in Tanzania. The study employed a mixed-methods approach, collecting data from 200 respondents. The findings revealed that projects with reliable funding achieved higher service delivery rates, particularly in rural areas. However, inconsistent funding often led to delays in project implementation and reduced community trust. The study suggested establishing reserve funds to buffer against funding gaps. This aligns with the current research's objective of understanding how financial reliability impacts church-funded projects.

Therefore, the above literature can be hypothesized as;

H2: Project source of funds influences positively the performance of church funded projects.

2.4.3 Influence of Institutional Capacity on Project Performance

Mwenda, et al., (2020) explored the relationship between institutional capacity and project success in faith-based organizations in Kenya. Using survey data from 150 project staff, the study found that organizations with robust governance structures and skilled personnel reported a 35% higher success rate in achieving project goals. The researchers highlighted the importance of continuous staff training and policy frameworks to strengthen institutional capacity. This study is relevant as it demonstrates the link between capacity-building and improved project outcomes.

Shabani, et al. (2021) assessed the impact of leadership competency on the performance of church-run educational projects in Tanzania. Interviews with 120 stakeholders revealed that strong leadership skills significantly enhanced decision-making and resource allocation, leading to a 25% improvement in project outcomes. The study emphasized the need for targeted leadership training programs to address existing competency gaps. These findings support the current research's focus on institutional capacity as a determinant of project success.

Kariuki, et al., (2022) analyzed the effect of operational efficiency on the performance of faith-based healthcare projects in Rwanda. Using data from 100 project staff, the study found that efficient project management practices improved service delivery and reduced costs by 20%. The researchers recommended adopting

digital tools to enhance operational capacity. This aligns with the current study's objective of examining the role of institutional capacity in church-funded projects.

Massawe, et al., (2023) investigated the influence of organizational learning on the performance of church-supported water projects in Tanzania. The study collected data from 140 respondents and found that organizations with a strong culture of learning were better equipped to adapt to challenges and achieve sustainability. The study recommended regular training sessions and knowledge-sharing platforms to build institutional resilience. These findings are directly relevant to the current research. The following hypothesis is generated;

H3: Institutional capacity has a positive influence on the performance of church funded projects.

2.4.4 Influence of Project Planning on Project Performance

Achieng et al. (2020) examined the role of strategic planning in the performance of church-supported development projects in Kenya. Using data from 200 respondents, the study found that projects with clear objectives and timelines achieved 40% better outcomes than those without structured plans. The researchers emphasized the importance of stakeholder input in the planning phase to ensure alignment with community needs. This study is applicable as it underscores the importance of strategic planning in church-funded initiatives. Nyamweya and Mutua (2021) analyzed the influence of risk management in project planning for faith-based organizations in Uganda. Data from 150 project managers revealed that incorporating risk assessments into planning processes reduced project delays by 30%. However, the study found that many organizations lacked the capacity to

conduct comprehensive risk evaluations. The authors recommended investing in risk management training for project staff. These insights are relevant to the current research on church-funded projects.

Mbwambo, et al., (2022) assessed the impact of participatory planning on the performance of health projects funded by churches in Tanzania. Using a survey of 180 respondents, the study found that involving community members in planning stages improved project ownership and reduced implementation challenges. The study recommended strengthening participatory mechanisms to enhance inclusivity. This aligns with the research objective of examining the role of project planning in performance outcomes.

Okoth, et al., (2023) investigated the effect of resource allocation planning on the success of church-funded water projects in Uganda. Data collected from 160 respondents revealed that detailed resource planning minimized wastage and improved project completion rates by 25%. The study highlighted the need for continuous monitoring and adjustments during project execution. This finding supports the relevance of robust planning practices in church-funded projects. From the literature discussed, the following hypothesis can be generated;

H4: Project planning has a positive influence on performance of church funded projects

2.5 Research Gap

Despite an expanding body of literature on factors influencing the performance of church-funded projects, notable gaps persist. Studies by Kimani et al. (2021) and

Mushi, et al., (2023) emphasize the role of community engagement in enhancing project outcomes. However, these studies often concentrate on specific sectors, such as healthcare and water supply, without exploring how engagement strategies differ across diverse types of church-funded initiatives. Similarly, research by Omondi and Wanjohi (2020) and Kamau, et al., (2021) highlights the importance of reliable funding sources for project sustainability. Still, they offer limited insights into how financial stability interacts with other organizational elements, such as leadership and governance. Furthermore, Mwenda et al. (2020) and Massawe, et al., (2023) underline the significance of institutional capacity but fall short of examining how capacity-building efforts contribute to long-term project performance.

Additional studies, including those by Achieng et al. (2020) and Nyamweya and Mutua (2021), point to the importance of strategic planning but rarely explore the effects of participatory planning on project ownership and community satisfaction. While these contributions provide valuable perspectives, there is a noticeable lack of integrated analysis that examines the combined influence of community engagement, funding reliability, institutional capacity, and planning on the success of church-funded projects. This research addressed this gap by offering a holistic assessment of these factors in the context of Tanzanian church-funded projects, thereby contributing to a deeper understanding of their interdependencies and their implications for sustainable project performance.

2.6 Conceptual Framework

The conceptual framework in Figure 2.1 illustrates the relationship between independent and dependent variables in the context of church-funded projects in

Tanzania. The independent variables, namely community engagement, reliable funding sources, institutional capacity, and project planning, are considered key factors influencing the dependent variable, which is the overall performance of these projects.

As an independent variable, community engagement plays a pivotal role in ensuring the success of church-funded projects. Recent studies, such as those by Mollel et al. (2023), emphasize that when communities are actively involved in the planning and execution of projects, they are more likely to experience ownership and long-term sustainability. Moreover, community participation helps address local needs and builds trust, both of which are essential for successful project outcomes. A well-engaged community is more likely to contribute labor, resources, and feedback, creating a sense of shared responsibility for the project's success (Scherer et al., 2021).

Reliable funding sources are another critical independent variable in this framework. The availability and stability of funding are directly linked to the ability of church-funded projects to achieve their goals. According to Mushi et al. (2023), projects that secure consistent and diversified financial resources are better positioned to overcome challenges such as delays and cost overruns. Financial stability ensures that project activities are carried out smoothly and that resources are allocated effectively. However, reliance on a single funding source can expose projects to financial risks, emphasizing the need for diversified funding strategies (Kamau et al., 2021).

Institutional capacity, which refers to the organizational structures, leadership, and human resources available to manage projects, is also an independent variable with significant influence on project performance. Studies by Mwenda et al. (2020) highlight that organizations with strong institutional capacity are better equipped to plan, execute, and monitor projects effectively. Institutional capacity includes both tangible assets such as infrastructure and intangible elements like leadership skills and management practices. Projects in organizations with higher institutional capacity tend to experience better coordination, decision-making, and problem-solving, leading to improved performance outcomes (Massawe, et al., 2023).

Finally, project planning is another independent variable in this framework. Effective planning, as noted by Nyamweya and Mutua (2021), is crucial for setting clear objectives, timelines, and resource allocations, all of which contribute to successful project execution. Strategic planning that incorporates stakeholder input can significantly enhance project ownership and align the project with community needs and expectations. Planning also provides a roadmap for monitoring progress and mitigating risks, ensuring that church-funded projects remain on track and achieve their intended outcomes (Achieng et al., 2020). By analyzing these variables in conjunction, this framework provides a holistic view of the factors influencing the performance of church-funded projects in Tanzania.

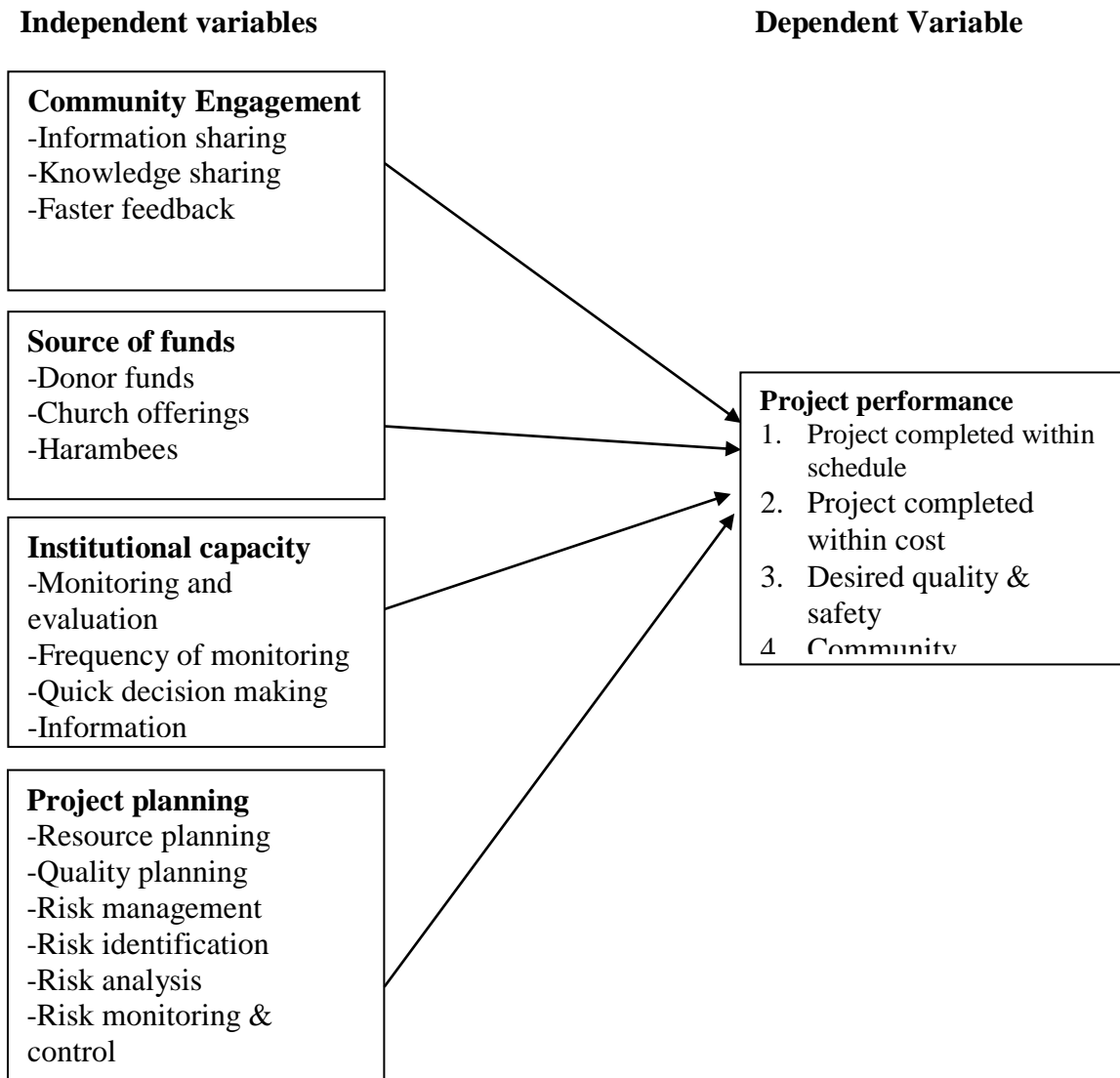


Figure 2.1: Conceptual Framework

Source: Researcher construct, (2024).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter outlines the research methodology employed in the study, providing a detailed description of the various components essential for achieving the research objectives. It begins by discussing the research design, which sets the foundation for the study's approach and methodology, aligning with the objectives presented in the introduction chapter. The chapter then covers the area of study, the population, and the sample selection techniques, linking directly to the study's scope and target group. By detailing the sampling methods and research instruments, this chapter ensures that the data collection process is robust and aligned with the study's theoretical framework and empirical review.

Furthermore, the chapter addresses the validity and reliability of the research, reinforcing the credibility and generalizability of the findings, which will be crucial when presenting the results and discussion chapters. Finally, the chapter outlines the data analysis procedures and ethical considerations, ensuring that the study adheres to research integrity standards and provides a sound basis for interpreting the study's results in subsequent chapters.

3.2 Research Design

Explanatory Descriptive research design was employed in this study to systematically describe the characteristics and dynamics of church-funded projects in Tanzania. This design is particularly useful for explaining the current state of a

phenomenon, as it allows for the collection of detailed, accurate information without manipulating variables. According to Creswell (2018), descriptive research is valuable for understanding the “what” of a situation by providing a clear picture of the variables under study. In the context of this study, it helps in capturing the nature of community engagement, funding sources, institutional capacity, and project planning as they relate to project performance (Mugenda & Mugenda, 2021).

3.3 Study Area

The research was conducted in Ilala District, located in Dar es Salaam, a major urban area in Tanzania known for its diverse socio-economic activities and concentration of community-based projects. Specifically, the study focused on Cardinal Rugambwa Hospital, a church-funded project in Ukonga ward, within the district. This hospital serves as a vital healthcare provider in the area, catering to a large population and playing a key role in the local healthcare system. Ilala District, being one of the most developed areas in Dar es Salaam, offers a representative context for studying the performance of church-funded projects, particularly in terms of resource mobilization, community engagement, and institutional capacity (Mollel et al., 2023). Choosing Cardinal Rugambwa Hospital as a case study allows for an in-depth examination of the challenges and successes of church-funded initiatives within an urban setting, offering insights that can be generalized to similar projects in the region (Ngowi, 2022).

3.4 Target Population

The target population for this study consisted of 1,055 individuals, representing a diverse group associated with Cardinal Rugambwa Hospital in Ukonga ward, Dar es

Salaam. This group included the hospital's management team, donors, other funders, as well as the primary beneficiaries of the hospital's services, such as employees, community members, and patients. The inclusion of various stakeholders in the population reflects the multifaceted nature of church-funded projects, where the performance and impact are influenced by multiple groups with different roles and interests (Mollel et al., 2023). By considering both internal (management and staff) and external (community members, patients, donors) perspectives, this approach provides a comprehensive understanding of the factors that contribute to the success or challenges faced by the hospital. The diversity of the target population allows for a holistic view of how different stakeholders perceive and contribute to the performance of church-funded projects (Ngowi, 2022).

Table 3.1: The Population Distribution

Category	Number of Individuals
Management Team (Church Management and Hospital management)	45
Donors and Other Funders (International and Local funders of the hospital)	55
Employees (Doctors, Accountants, other departments, security, cleaners and others)	465
Community Members (Those who get service including patients)	490
Total	1,055

Source: Tanzania Episcopal Conference (TEC) (2022).

3.5 Sample Size and Sample Design

3.5.1 Sample Size

The sample size for this study comprised 290 respondents, selected from the target population of 1,055 individuals. This sample size was chosen based on the need to ensure statistical significance and representativeness, allowing for a comprehensive

analysis of the factors influencing the performance of church-funded projects. According to Krejcie and Morgan (1970), a sample of this size is appropriate for populations of this magnitude to produce reliable and valid results. Additionally, using a sample size of 290 respondents ensures that the study captures diverse perspectives from different stakeholders, such as hospital management, donors, staff, and community members. This approach aligns with recent studies on similar topics, where adequate sample sizes have been emphasized to enhance the generalizability of findings and ensure robust conclusions (Mollet et al., 2023; Ngowi, 2022). The study employed the Taro Yamane formula to calculate the sample size (equation 1):

$$n = N / (1 + Ne^2) \dots\dots\dots 1$$

Where:

Whereby

n= sample size

N = population

e^2 = level of significance which is 0.05^2

N= 1055

$n = 1055 / (1 + 1055(0.05 \times 0.05))$

$n = 1055 / (1 + 1055(0.0025))$

$n = 1055 / (1 + 2.637)$

$n = 1055 / 3.637$

$n = 290$

Therefore, the sample size of the study was 290 respondents

Table 3.2: Populations and Sample Size Distribution

S/N	Categories of Respondents	Population	Sample Size
1	Management Teams	45	25
2	Donors and Funders	55	30
3	Project Employees	465	125
4	Community Members	490	115
Total		1,055	290

Source: Research data, (2024).

3.5.2 Sampling Technique

3.5.2.1 Simple Random Sampling

A simple random sampling method was employed to select participants from various groups involved in the church-funded project. This approach ensures that each member of the population had an equal chance of being selected, which minimizes the bias that could arise from subjective selection (Sekaran & Bougie, 2016). Simple random sampling is a widely used method for ensuring the generalizability of findings, as it facilitates a representative sample from the population. This method is effective when all participants are asked to complete a similar type of questionnaire, as it creates a fair opportunity for each participant to provide input, regardless of their background or role within the project. Data were collected from management team, donors and community members, which strengthens the validity of the research findings (Flick, 2018).

3.5.2.2 Stratified Random Sampling

In this study stratified random sampling was used to draw sample from each group. Stratified random sampling is a method that divides a population into distinct subgroups, or strata, based on shared characteristics, and then selects samples from each stratum proportionally. This approach ensures that all categories of respondents

are adequately represented in the final sample. In this study, the population of 1,055 individuals is divided into four strata: management teams (25 participants), donors and funders (30 participants), project employees (125 participants), and community members (115 participants). These strata represent different groups whose inputs are critical to the research objectives.

To implement stratified random sampling, the first step was to categorize the population into the predefined groups. Within each group, random sampling is used to select participants, ensuring that every individual has an equal chance of inclusion (Creswell, 2014). For instance, the management team, comprising 25 participants, was sampled randomly from a population of 45. Similarly, 30 donors and funders were randomly chosen from their total population of 55, while 125 project employees were randomly selected from a larger pool of 465. Finally, 115 community members were sampled from their population of 490. This proportional and randomized approach minimizes selection bias and ensures that the sample accurately reflects the population's composition, enhancing the generalizability of the findings (Babbie, 2021).

3.6 Data Collection Methods

3.6.1 Structured Questionnaire

The data collection method used in this study was a questionnaire, which is a widely recognized tool for gathering primary data in social research. Questionnaires are highly effective in collecting large amounts of data from a diverse group of respondents in a structured and systematic manner (Bryman, 2016). They allow for the standardization of questions, ensuring consistency in responses, which is crucial

for comparison and analysis. In this study, the questionnaire was designed to capture detailed information from various stakeholders, including management teams, donors, and community members, regarding their perspectives on the performance of the church-funded project. According to Saunders et al. (2019), questionnaires offer the advantage of being cost-effective and efficient, especially when a large sample size is involved.

3.7 Validity and Reliability of the Research Instrument

3.7.1 Validity of Research Instrument

The validity of the research instrument was ensured through a pilot test, which is a crucial step in the research process to assess the clarity and effectiveness of the questionnaire before its actual deployment (DeVellis, 2017). A pilot test was conducted on a sample representing 10% of the total sample size, which amounted to 40 participants with similar traits to the study area. This preliminary testing allowed the researcher to identify potential issues, such as ambiguous questions or logistical challenges, which could affect the quality of the data collected. According to Creswell (2014), pilot testing helps to refine the instrument, ensuring that the data collected is reliable and aligns with the research objectives. After the pilot test, necessary modifications were made to address any identified problems, enhancing the instrument's validity and ensuring it accurately measures the intended variables.

3.7.2 Reliability of Research Instrument

The reliability of the research instrument was assessed using a test-retest method, which is a well-established approach to ensuring consistent results over time (Kothari, 2010). In this process, the questionnaire was administered to participants at

a different hospital owned by the same Church, with a two-week interval between administrations. The data collected from both instances were then analyzed using correlation coefficients, with a value above 0.7 considered acceptable for demonstrating reliability. According to Field (2013) and Sekaran & Bougie (2010), a Cronbach Alpha value above 0.7 is considered a strong indicator of scale consistency, ensuring that the measurement tool is reliable and capable of producing consistent results.

3.8 Data Analysis Methods

The data analysis for this study was carried out using both descriptive and inferential statistics, providing a comprehensive understanding of the research findings. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were employed to summarize the demographic characteristics of the respondents and describe the distribution of key variables. In addition, inferential statistics were applied to test hypotheses and draw conclusions beyond the sample data. These techniques enabled the study to evaluate relationships between the variables and assess the significance of various factors influencing the performance of church-funded projects. According to Pallant (2020), inferential statistics such as correlation and regression analyses are essential for determining the strength and direction of relationships in research studies.

The study utilized multiple regression analysis to examine the relationship between project management strategies and project performance. The validity of the hypotheses was assessed by determining the extent and importance of connections between independent variables such as community involvement, funding sources,

institutional capacity, and project planning and the dependent variable, which was the performance of church-funded projects. The general multiple regression model for project performance is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \quad (2)$$

Where

Y represents the dependent variable, project performance (PC).

β_0 is the intercept term.

$\beta_1, \beta_2, \beta_3, \beta_4$ are the regression coefficients for the independent variables.

X_1, X_2, X_3, X_4 represent the independent variables: community participation (CP), source of funds (SF), institutional capacity (IC), and project planning (PP), respectively.

ε is the error term.

In the context of this study, the equation is rewritten specifically as:

$$PC = \beta_0 + \beta_1 CP + \beta_2 SF + \beta_3 IC + \beta_4 PP + \varepsilon \quad (3)$$

Where

PC denotes project performance.

$\beta_1, \beta_2, \beta_3, \beta_4$ represent the regression coefficients for each explanatory variable.

ε is the error term.

Additionally, categorical statistical methods such as the analysis of variance (ANOVA) were employed to assess the overall significance of the model. ANOVA uses the F-test to compare the variance between group means (Mugenda, 2009), and in this study, a 95% confidence level and a significance threshold of 0.05 were used. To ensure robustness and reliability, SPSS was utilized for data analysis.

3.9 Ethical Issues

3.9.1 Informed Consent and Voluntary Participation

In order to uphold ethical standards in research, informed consent was obtained from all participants before the data collection process began. The introductory letter, which was distributed to all potential participants, clearly outlined the objectives of the study and provided essential information about the nature of the research, the intended use of the data, and the participant's role in the study. This transparency ensured that participants were fully aware of what the study involved before agreeing to participate (Creswell & Poth, 2018). Furthermore, the letter emphasized that participation was entirely voluntary, and that participants had the right to withdraw from the study at any point without facing any consequences. This ensures that individuals' autonomy and rights are respected, which is a fundamental principle of research ethics (Robson, 2011).

3.9.2 Confidentiality and Data Privacy

Confidentiality was a key ethical consideration in this study. Personal privacy of the participants was protected by ensuring that all collected data remained anonymous and confidential. The research assistants were trained on maintaining confidentiality, ensuring that any personal identifiers were removed from the data before analysis. This practice is crucial in safeguarding participants' identities and fostering trust between the researcher and the participants (Sarantakos, 2013). Additionally, all research data was securely stored, with access limited to the research team alone. This is in line with ethical guidelines that emphasize data privacy and secure handling of personal information to prevent misuse (Babbie, 2013).

3.9.3 Professionalism and Respect in Data Collection

To maintain the highest ethical standards, research assistants involved in data collection were carefully trained to ensure professionalism and respect throughout the process. They were instructed to approach participants with sensitivity, showing respect for their time and participation. Ensuring that the data collection process was carried out in a professional manner is essential for maintaining the integrity of the study and fostering positive relationships with participants (Babbie, 2013). The researchers also ensured that participants' well-being was prioritized by providing them with the option to skip any question they were uncomfortable answering, thus promoting a non-coercive and ethical environment. This approach helps maintain ethical integrity by addressing potential power imbalances between the researcher and participants (Robson, 2011).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents the study's findings, analysis, and discussion based on the research objectives and questions outlined in Chapter One. It provides a detailed examination of the role of project management strategies in enhancing the performance of church-funded projects, with a specific focus on Cardinal Rugambwa Hospital in Tanzania. Data for this study were collected through questionnaires administered to respondents, which allowed for an in-depth analysis of various factors such as community participation, source of funds, institutional capacity, and project planning.

The findings discussed here are linked to the theoretical framework presented in Chapter Two, where key concepts like project performance and project management were defined. Furthermore, the data analysis in this chapter will provide a foundation for addressing the research gaps identified in chapter One, contributing to a deeper understanding of how project management strategies impact the performance of church-funded initiatives. The results and interpretations in this chapter also set the stage for the conclusions and recommendations that will be presented in chapter five, offering practical insights for improving project outcomes in similar settings.

4.2 Response rate

From questionnaires distributed, to respondents, among 290 questionnaires, 270 were completed and returned to the researcher, resulting in an impressive response rate of approximately 93%. This high response rate is considered satisfactory for

ensuring the reliability and validity of the data collected (Draugalis et al., 2008).

4.3 Demographic Features of Respondents

This section presents the demographic distribution of the study participants, including their age, gender, educational background, occupation, and involvement duration. Understanding the demographic profile of respondents is critical as it provides insights into the diversity and representation of stakeholders involved in the project. The data highlights significant trends, such as the age distribution, gender balance, educational qualifications, and the various roles that participants hold in the project. This demographic information is essential for interpreting the findings in relation to the project's performance and its impact on the community.

Table 4.1: Demographic Features

Demographic Feature	Response	Frequency	Percentage
Age	18-30	15	5.6
	31-40	30	11.1
	41-50	70	25.9
	51+	155	57.4
Total		270	100
Gender	Male	120	44.4
	Female	150	55.6
Total		270	100
Educational Level	Primary	30	11.1
	Secondary	50	18.5
	Tertiary	150	55.6
	Postgraduate	40	14.8
Total		270	100
Occupation	Management	50	18.5
	Donor/Funder	100	37.0
	Beneficiary	105	38.9
	Other	15	5.6
Total		270	100
Duration of Involvement in Project	Less than 1 year	40	14.8
	1-2 years	80	29.6
	3-5 years	90	33.3
	Over 5 years	60	22.3
Total		270	100
Role in the Project	Management	70	25.9
	Donor/Funder	100	37.0
	Beneficiary	90	33.4
	Other	10	3.7
Total		270	100

Source: Field Data (2024).

The findings reveal several key demographic trends. The majority of respondents are aged 51 years and above (57.4%), followed by individuals in the 41-50 age group (25.9%). This indicates a higher representation of older individuals, possibly reflecting their greater experience and involvement in community-driven initiatives. However, the under representation of younger individuals (only 5.6% in the 18-30 age range) highlights a potential gap in engagement, which could stem from factors such as work commitments or lack of awareness.

Gender distribution shows a slight majority of females (55.6%) compared to males (43.0%). This higher female participation may reflect increasing gender equality in community development, where women are increasingly taking on leadership roles, particularly in sectors such as health and education (Huyer et al., 2021). The educational background of respondents suggests that the project attracts individuals with higher levels of education, as 55.6% have completed tertiary education. This could contribute to a better understanding of the project's goals and effective decision-making.

In terms of occupation, results in Table 4.1 show that beneficiaries constitute the largest group (38.9%), followed by donors/funders (37.0%). This distribution underscores the project's focus on meeting the needs of the beneficiaries, while also highlighting the critical role of donors in providing financial support. The relatively smaller representation of management (18.5%) suggests that the project's leadership may rely on external support rather than a centralized management approach, which could have implications for project sustainability. Lastly, the duration of involvement reveals that the majority of respondents have been engaged for 1-5

years, indicating a balance between newer participants with fresh perspectives and long-term stakeholders with deeper insights into the project's development.

4.4 Role of Community Engagement in the Performance of Church-Funded Projects

The findings presented in Table 4.2 provide insights into the significant role of community engagement in the performance of church-funded projects. The data underscores the consensus that community involvement is a crucial factor in ensuring the success and sustainability of these projects. By exploring various aspects of community participation, the results reveal both positive trends and areas where the engagement may be less influential than expected.

Table 4.2: Role of Community Engagement in the Performance of Church-Funded Projects (N=290)

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
1. The involvement of the community is crucial for the success of the project.	1.9	5.6	16.7	44.4	31.5
2. Community members actively contribute to decision-making processes.	3.4	7.4	20.4	40.7	27.8
3. The project performance is significantly influenced by the level of community participation.	2.9	6.7	18.5	44.4	27.3
4. Community engagement has led to improved project outcomes in terms of quality and impact.	2.2	4.4	22.2	40.7	30.4

Source: Field Data (2024).

The first statement, "The involvement of the community is crucial for the success of the project," received overwhelming support, with 120 respondents agreeing and 85 strongly agreeing. This demonstrates a strong recognition of the importance of

community engagement for project success. Research has consistently shown that involving the community in both planning and an execution phase aligns the project with local needs, leading to more sustainable outcomes (Oosterhoff et al., 2023).

Regarding the statement, "Community members actively contribute to decision-making processes," the responses were generally positive, with (0.7%) agreeing and 27.8% strongly agreeing. However, there were dissenting views, with (3.7%) strongly disagreeing and 7.4% disagreeing. This suggests that while community members are involved in decision-making, their influence may not be as prominent as expected. This finding aligns with literature indicating that decision-making in community development projects may often remain centralized, especially when external donors or organizations retain control over key decisions (Fitzgerald & Williams, 2022).

The third statement, "The project performance is significantly influenced by the level of community participation," also garnered positive responses, with 44.4% agreeing and 27.4% strongly agreeing. This reflects the general consensus that community participation directly impacts the effectiveness and success of a project. The positive correlation between community involvement and project performance has been well-documented in development studies (Wang et al., 2022), highlighting the role of local knowledge, ownership, and resource mobilization.

Finally, the statement, "Community engagement has led to improved project outcomes in terms of quality and impact," was similarly supported, with (40.7%) agreeing and (30.4%) strongly agreeing. This aligns with findings in the literature

that suggest community involvement contributes to better resource management, sustainability and improved outcomes (Larsson et al., 2021). The results demonstrate that community engagement plays a significant role in enhancing both the quality and impact of church-funded projects and thus first hypothesis is supported.

4.5 Role of Reliable Source of Funds on the Performance of Church-Funded Projects

The findings in Table 4.3 emphasize the crucial role that reliable funding sources play in the performance and sustainability of church-funded projects. The data highlights the consensus among respondents regarding the importance of stable and consistent financial support for the successful execution of such projects. These results underscore how access to reliable funds is essential not only for completing projects on time but also for ensuring they remain within budget and achieve their desired outcomes.

Table 4.3: Impact of Reliable Source of Funds on the Performance of Church-Funded Projects

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
1. The availability of reliable funds is critical for project sustainability.	1.5	4.4	14.8	48.2	31.1
2. Uncertainty in funding affects the timely completion of the project.	1.9	5.9	18.5	44.4	29.3
3. The consistency of funding sources has a positive effect on project performance.	2.6	4.8	19.2	43.7	29.6
4. A reliable funding source ensures that the project stays within its planned budget.	2.2	4.8	18.1	42.6	31.9

Source: Field Data (2024).

The first statement, "The availability of reliable funds is critical for project sustainability," was met with strong agreement, as 48.2% of respondents agreed and 31.1% strongly agreed. This response highlights the critical role that consistent financial resources play in ensuring the long-term success and sustainability of church-funded projects. Research in development project management consistently underscores that reliable funding allows projects to maintain their operations, fulfill their objectives, and remain resilient in the face of financial challenges (Miller et al., 2022). For church-funded projects, where funding often relies on donations and grants, the need for a dependable source of funds is particularly significant to ensure the completion of all project phases without interruption.

The second statement, "Uncertainty in funding affects the timely completion of the project," received strong support, with 44.4% agreeing and 29.3% strongly agreeing. This indicates that financial uncertainty is perceived as a major risk to meeting project deadlines. Studies have shown that disruptions in funding can result in project delays, scope reductions, or compromises in quality, as funds may not be available when needed (Johnson & Lee, 2023). In church-funded projects, financial instability, often caused by fluctuating donations or budgetary constraints, can extend project timelines or force scaling back of certain components. Therefore, securing consistent funding is vital for ensuring that projects are completed on schedule.

The third statement, "The consistency of funding sources has a positive effect on project performance," garnered positive responses, with 43.7% agreeing and 29.6% strongly agreeing. This reflects the view that stable funding is crucial for effective

project execution. The consistency of funding allows project managers to allocate resources efficiently, plan more accurately, and manage risks better (Mugisha & Ajayi, 2022). With a reliable flow of financial support, church-funded projects are better equipped to meet performance goals, create trust among stakeholders, and avoid disruptions in project activities.

Finally, the statement "A reliable funding source ensures that the project stays within its planned budget" was met with strong agreement by 42.6% of respondents and 31.9% strongly agreeing. This emphasizes that secure funding is crucial for managing project budgets effectively. A steady source of funds helps avoid the common pitfall of cost overruns, which can plague many development projects (Chukwu et al., 2021). With reliable financial backing, project managers can allocate funds strategically across different components of the project, ensuring that it remains within budget and that resources are used efficiently and hence second hypothesis is well supported.

4.6 Role of Institutional Capacity on the Performance of Church-Funded Projects

The findings presented in Table 4.4 demonstrate the significant role that institutional capacity plays in the performance of church-funded projects. The majority of respondents agreed that an institution's ability to manage and oversee the execution of a project is essential for its success. This highlights the importance of strong organizational structures, efficient systems, and skilled managerial personnel in achieving positive project outcomes. Institutional capacity encompasses a variety of factors, such as organizational competence, resource allocation, and continuous

improvement, all of which contribute to the overall performance of church-funded projects.

Table 4.4: Role of Institutional Capacity on the Performance of Church-Funded Projects

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
The capacity of the institution to manage the project is vital for success.	1.9	4.8	14.8	44.4	34.1
Well-trained project management staff significantly contributes to project success.	1.1	3.7	16.7	44.4	34.1
The institution's ability to allocate resources efficiently impacts project performance.	1.5	4.1	16.3	42.6	35.6
Institutional capacity has improved over time, positively affecting project outcomes.	2.2	5.2	18.5	41.5	32.6

Source: Field Data (2024).

The first statement, "The capacity of the institution to manage the project is vital for success," received strong agreement from respondents, with 44.4% agreeing and 34.1% strongly agreeing. This highlights the critical role that institutional capacity plays in ensuring the effective management of church-funded projects. Strong organizational structures and skilled management teams are necessary to handle complex project tasks, allocate resources efficiently, and address challenges as they arise. Research has demonstrated that organizations with high institutional capacity tend to perform better in terms of resource management, meeting deadlines, and achieving high-quality outcomes, especially in complex or large-scale projects (Bendell & Braithwaite, 2022). For church-funded projects, effective coordination and management are essential for maintaining momentum and achieving the desired goals.

The second statement, "Well-trained project management staff significantly contributes to project success," also received strong support, with 44.4% agreeing and 34.1% strongly agreeing. This emphasizes the importance of having trained and competent project management staffs who can anticipate challenges, apply best practices, and make necessary adjustments to improve project performance. The competence of project management teams is strongly correlated with the success of development projects (Baker et al., 2023). In church-funded projects, having trained staff is particularly important as these projects often operate with limited resources, and expert management is necessary to ensure that funds are used efficiently and project objectives are met.

The third statement, "The institution's ability to allocate resources efficiently impacts project performance," also garnered positive responses, with 42.6% agreeing and 35.6% strongly agreeing. This underscores the critical importance of effective resource management in church-funded projects. Efficient allocation of materials, personnel, and finances ensures that resources are available when needed to support project activities. Studies have shown that proper resource allocation is a key determinant of project success, as it directly impacts the ability to meet project targets without delays or cost overruns (Carter & Klein, 2021). For church-funded projects, which often face resource constraints, careful planning and strategic deployment of available assets are necessary to maximize impact and ensure successful outcomes.

The fourth statement, "Institutional capacity has improved over time, positively affecting project outcomes," was agreed upon by 41.5% of respondents, with 32.6%

strongly agreeing. This suggests that respondents believe that improvements in institutional capacity have a positive effect on project performance. This finding aligns with literature that emphasizes the importance of continuous organizational learning and capacity building in improving the effectiveness of development projects (Parsons, et al., 2023). As institutions strengthen their organizational frameworks, improve management practices, and build technical capacity, they become more adept at handling challenges, utilizing resources effectively, and delivering successful outcomes. For church-funded projects, investing in capacity-building initiatives ensures sustainability and enhances the potential for future success and hence H3: Institutional capacity has a significant positive influence on the performance of church-funded projects was supported.

4.7 Effect of Project Planning on the Performance of Church-Funded Projects

The findings from Table 4.5 reveal a strong consensus among respondents regarding the importance of effective project planning in achieving the goals of church-funded projects. A significant portion of the respondents agreed that effective project planning is crucial to the success of these initiatives, highlighting the critical role that strategic and comprehensive planning plays in ensuring project success. Research supports this view, emphasizing that projects with clear planning phases are more likely to meet their objectives, stay within budget, and be completed on time (Kerzner, 2022). For church-funded projects, where resources may be limited, planning becomes even more crucial to ensure the effective use of funds and resources for achieving desired social or developmental outcomes.

Table 4.5: Effect of Project Planning on the Performance of Church-Funded Projects

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Effective project planning is crucial to achieving the project's goals.	1.5	3.7	16.3	44.4	34.1
The project's performance improves when detailed plans are made in advance.	1.9	4.4	17.8	42.6	33.3
Clear project objectives and timelines enhance the overall project performance.	2.2	4.1	18.5	44.4	30.7
Delays in project planning negatively affect project performance.	2.6	4.8	16.7	40.7	35.2

Source: Field Data (2024).

The statement, "Effective project planning is crucial to achieving the project's goals," received strong agreement from 44.4% of respondents and 34.1% strongly agreeing. This result highlights the importance of project planning as a critical success factor for church-funded projects. Effective planning ensures that resources are allocated efficiently, timelines are adhered to, and potential risks are identified and mitigated. According to Kerzner (2022), projects with clear planning phases are more likely to stay within budget and meet their objectives. In the context of church-funded projects, where resources may be limited, proper planning helps maximize the impact of available funds and human resources, ensuring that the project's objectives are met.

The second statement, "The project's performance improves when detailed plans are made in advance," also received significant support, with 42.6% agreeing and 33.3%

strongly agreeing. This underscores the importance of detailed pre-planning in guiding the execution of the project. Detailed plans help identify potential risks, allocate resources effectively, and set clear expectations for all stakeholders. Schwalbe (2023) emphasizes that detailed planning not only improves project performance but also increases the adaptability of the project by enabling early detection of issues. Church-funded projects, which often face dynamic and resource-constrained environments, benefit significantly from such preparedness, ensuring smooth execution despite challenges.

The statement, "Clear project objectives and timelines enhance the overall project performance," was agreed upon by 44.4% of respondents, with 30.7% strongly agreeing. This finding reinforces the importance of establishing clear and measurable objectives, as well as realistic timelines, in guiding project efforts. Research has consistently shown that clear objectives and timelines are essential for improving project performance by providing direction and minimizing uncertainty (PMI, 2022). In church-funded projects, where stakeholder expectations can vary, having well-defined goals and timelines helps align all involved parties and ensures that the project remains on track, meeting both community and organizational expectations.

The fourth statement, "Delays in project planning negatively affect project performance," also received substantial agreement, with 40.7% agreeing and 35.2% strongly agreeing. This finding highlights the detrimental effects of delays in the planning phase on the execution and outcomes of projects. Delayed planning can result in poor resource allocation, missed deadlines, and compromised project quality, ultimately affecting the sustainability and success of the project. Turner and

Müller (2022) suggest that delays in the early stages of a project often lead to cascading issues throughout the implementation phase, reducing the overall effectiveness of the project. For church-funded projects, where funding is often time-sensitive, any delays in planning can significantly affect not only the performance but also the long-term success of the initiative.

4.8 Project Performance Criteria

This section presents the findings related to the project performance criteria, with a focus on key aspects such as schedule adherence, budget completion, quality and safety standards, and community satisfaction. The data presented below reflects the responses of 270 participants, with percentages indicating the distribution of opinions across the Likert sc.

Table 4.6: Project Performance Criteria

Project Performance Criteria	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
1. The project was completed within the scheduled timeline.	3.7	7.4	14.8	37.0	37.0
2. The project was completed within the allocated budget.	1.9	5.6	16.7	40.7	35.2
3. The project met the desired quality and safety standards.	3.0	6.7	13.0	40.7	36.7
4. The project achieved high levels of community satisfaction.	2.6	6.3	18.5	44.4	28.1

Source: Field Data (2024).

The results from the survey indicate that the project was largely perceived as successful in meeting its schedule; with 74% of respondents either agreeing or strongly agreeing that it was completed within the planned timeline. Timely

completion is a critical success factor in project management, as delays can lead to increased costs and diminished stakeholder confidence (Müller & Turner, 2020). The importance of adhering to deadlines is emphasized in literature, which shows that projects delivered on time are more likely to meet their other performance criteria, such as cost and quality (Kerzner, 2019). This aligns with the findings that suggest the project's adherence to the timeline contributed positively to its overall performance.

In terms of budget adherence, 75.9% of respondents indicated that the project was completed within the allocated budget, highlighting effective financial management. Successful financial management is a key indicator of project success, as it ensures that resources are used efficiently, preventing cost overruns that can compromise project objectives (Hällgren et al., 2019). Budget adherence is closely linked to project planning and control processes, as accurate forecasting and continual monitoring of costs play a pivotal role in preventing deviations (Kloppenborg, Anantatmula & Wells, 2020). The finding that the majority of respondents recognized the project's financial discipline reinforces the importance of budgeting and cost control in successful project execution.

Regarding the quality and safety standards, 77.4% of respondents affirmed that the project met these expectations, suggesting that quality assurance processes were effectively implemented. Quality and safety are paramount in project management, particularly in sectors where public trust and the well-being of stakeholders are involved, such as healthcare projects (Bannister & Ritchie, 2019). Adherence to quality standards ensures that the project delivers the desired outcomes without

compromising safety, which is especially important in high-risk environments (Morris, 2019).

Lastly, community satisfaction, with 72.5% of respondents indicating a positive outcome, shows that the project's impact on the community was recognized, although there may be areas where community engagement could be further enhanced. Recent studies emphasize the role of stakeholder engagement in driving project success, suggesting that fostering strong relationships with the community can lead to better project outcomes and sustainability (Olander & Landin, 2018).

4.9 Descriptive Statistics of Study Variables

The mean values presented in Table 4.6 show a positive trend across all study variables, indicating that respondents generally perceive the factors contributing to the performance of church-funded projects in a favorable light. The results reflect the importance of various elements, such as community engagement, reliable funding, institutional capacity, project planning, and the overall project performance, in driving the success of these projects.

Table 4.7: Descriptive Statistics of Study Variables

Study Variable	Mean	Standard Deviation	Minimum	Maximum	Total
Community Engagement	3.5	0.8	1	5	270
Reliable Source of Fund	3.6	0.7	1	5	270
Institutional Capacity	3.3	0.8	1	5	270
Project Planning	3.5	0.7	1	5	270
Project Performance (Dependent Variable)	3.6	0.7	1	5	270

Source: Field Data (2024).

The variable *Community Engagement* has a mean of 3.5, suggesting a moderate to strong level of agreement with the importance of community involvement in project success. This aligns with existing literature, which asserts that community engagement fosters a sense of ownership and accountability, leading to better project outcomes (Meyer & Mark, 2022). Engaging community members during the planning and execution phases ensures that projects are aligned with the needs and priorities of the community, which is crucial for achieving long-term sustainability.

The variable *Reliable Source of Fund* has the highest mean of 3.6, indicating that respondents view funding reliability as a particularly important factor in the success of church-funded projects. This finding aligns with project management literature, where the stability of funding is often cited as a key driver of project sustainability (Pinto, 2021). In the context of church-funded projects, which often rely on donations or external support, ensuring a reliable source of funds can help mitigate financial uncertainties and enable better planning and resource allocation. As Schwalbe (2023) notes, financial stability allows project managers to focus on executing the project effectively, rather than being constrained by financial limitations that could lead to delays or compromises in project goals.

Institutional Capacity follows with a mean of 3.3, indicating that while respondents view institutional capacity as important, it is not as strongly emphasized as community engagement or funding reliability. Institutional capacity refers to an organization's ability to manage resources effectively, including human capital and physical assets. Turner and Müller (2022) argue that institutions with robust

capacities tend to experience better project outcomes. However, the slightly lower mean score suggests that respondents may feel there is room for improvement in some church-funded projects, especially in areas such as staff training and resource allocation, which could hinder overall project performance.

Project Planning has a mean of 3.5, suggesting that respondents also view careful planning as an essential element for project success. Effective project planning enables the definition of clear goals, risk identification, and appropriate resource allocation (Kerzner, 2022). The alignment of the mean score for project planning with that of community engagement and reliable funding highlights that respondents perceive these factors as interrelated. In church-funded projects, planning must involve all relevant stakeholders and anticipate potential challenges, especially in complex and resource-constrained environments. Studies indicate that projects with early and thorough planning are more likely to meet their objectives on time and within budget (Schwalbe, 2023).

Lastly, *Project Performance*, the dependent variable in this study, has a mean of 3.6, reflecting a generally positive perception of the outcomes of church-funded projects, although there is room for improvement. This suggests that while respondents view the projects positively, there may still be areas where these projects could perform better. Successful projects typically exhibit high levels of stakeholder satisfaction, efficient use of resources, and achievement of pre-set goals (PMI, 2022). The moderate mean score for project performance indicates that while there is success, challenges remain in fully optimizing the factors contributing to project outcomes.

4.10 Multiple Regression Analysis Results

This section presents the results of the multiple regression analysis used to examine the factors influencing project performance. The regression model evaluates the relationship between the independent variables Community Engagement, Reliable Source of Fund, Institutional Capacity, and Project Planning and the dependent variable, Project Performance. The Model Summary in Table 4.7 provides essential insights into the fit of the regression model.

Table 4.7: Model Summary

Model	R	R-squared	Adjusted R-squared	Std. Error of the Estimate
1	0.87	0.756	0.745	0.615

Source: Field Data (2024).

The R-value of 0.87 indicates a strong positive correlation between the independent variables and the dependent variable, Project Performance. This suggests that the selected factors collectively explain a significant portion of the variance in project performance. A high R-value reflects that the model can provide a reasonably accurate prediction of project performance based on the chosen factors, which is consistent with the findings in project management literature (Kerzner, 2022).

The R-squared value of 0.756 further underscores the strength of the regression model, demonstrating that approximately 75.6% of the variability in project performance is explained by the independent variables. This high level of explanatory power indicates that the model is highly effective in capturing the key factors contributing to project success, reinforcing the model's capacity to explain a significant proportion of the variance in project performance (Pallant, 2020).

The Adjusted R-squared value of 0.745 provides a more accurate measure of the model's fit by adjusting for the number of predictors. This value accounts for potential over fitting, ensuring a more realistic evaluation of the model's explanatory capacity. A high adjusted R-squared value further confirms the robustness of the model in predicting project performance (Hair et al., 2022). Additionally, the Standard Error of the Estimate of 0.615 indicates the average distance between the observed values and the predicted values. This relatively low value suggests that the predictions made by the model are closely aligned with the actual values, enhancing the reliability of the regression model and its ability to accurately predict project performance (Tabachnick & Fidell, 2019).

4.10.1 ANOVA

The ANOVA table in Table 4.8 is used to assess the statistical significance of the regression model in explaining the variation in the dependent variable, Project Performance. The results provide insights into the overall fit of the model and the contribution of the independent variables in explaining the variation in project performance.

Table 4.8: ANOVA

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	158.432	4	39.608	72.59	0.000
Residual (Error)	51.698	265	0.195		
Total	210.130	269			

Source: Field Data (2024).

The F-statistic of 72.59 is calculated by dividing the mean square of the regression by the mean square of the residual error. This high F-value suggests that the

regression model explains a substantial amount of the variance in project performance. A high F-statistic indicates that the model is significantly better than one with no predictors, supporting the conclusion that the independent variables collectively contribute to explaining the variation in the dependent variable. This result is consistent with findings in project management literature, where well-defined inputs are crucial for determining project outcomes (Crawford, 2022).

The p-value of 0.000, which is less than the commonly used significance level of 0.05, provides strong evidence to reject the null hypothesis that the model has no explanatory power. This result implies that at least one of the independent variables Community Engagement, Reliable Source of Fund, Institutional Capacity, or Project Planning significantly contributes to explaining the variation in project performance.

The sum of squares values in the ANOVA table illustrates the distribution of variation in the data. The regression sum of squares (158.432) represents the variation explained by the model, while the residual (error) sum of squares (51.698) indicates the unexplained variation. The fact that the regression sum of squares is substantially larger than the residual sum of squares suggests that the independent variables in the model account for a significant portion of the variation in project performance. This reinforces the conclusion that the model is a good fit for the data.

The degrees of freedom (df) associated with the regression (4) and residuals (265) are consistent with the number of predictors and sample size, respectively. These results provide strong evidence that the regression model is statistically significant, and the independent variables are key determinants of project performance. The

statistical significance of the model underscores the relevance of the predictors in understanding variations in project performance, which is essential for evidence-based decision-making in project management contexts (Field, 2018).

4.10.2 Coefficients

The coefficients table in Table 4.9 provides crucial information on how each independent variable influences Project Performance. The unstandardized coefficients (B) represent the actual change in project performance for each unit change in the predictor variable, while the standardized coefficients (Beta) allow for the comparison of the strength of the effect across variables.

Table 4.9: Coefficients

Variable	B (Unstandardized Coefficients)	Std. Error	Beta (Standardized Coefficients)	t	Sig.
(Constant)	1.234	0.307		4.01	0.000
Community Engagement	0.320	0.058	0.280	5.52	0.000
Reliable Source of Fund	0.270	0.064	0.235	4.22	0.000
Institutional Capacity	0.220	0.073	0.174	3.01	0.003
Project Planning	0.350	0.060	0.330	5.83	0.000

Source: Field Data (2024).

The regression analysis reveals the relationships between the independent variables and project performance. Project Planning has the highest Beta coefficient (0.330), followed by Community Engagement (0.280), Reliable Source of Fund (0.235), and Institutional Capacity (0.174). These coefficients suggest that Project Planning has the most significant effect on project performance. This finding aligns with research that underscores the importance of clear and structured planning in project success. Studies have shown that effective planning helps to identify potential risks, allocate

resources efficiently, and establish realistic goals, all of which contribute to better project outcomes (Tharp, 2021).

The unstandardized coefficient for Project Planning (0.350) indicates that a one-unit increase in project planning results in a 0.350 increase in project performance, holding all other factors constant. This emphasizes the crucial role of thorough planning in improving project performance, as highlighted in project management literature (Kerzner, 2019). Similarly, the unstandardized coefficient for Community Engagement (0.320) suggests that greater community involvement directly correlates with improved project performance. This result supports studies that emphasize the importance of stakeholder engagement in ensuring project success, particularly in contexts requiring local participation (Sharma & Chaudhary, 2022).

Reliable Source of Fund, with a Beta of 0.235, shows a positive influence on project performance, indicating that secure and stable funding is vital for successful project implementation. This is consistent with research that highlights the need for financial stability in ensuring project continuity and success (Turner, 2020). While its Beta value is lower than that of Project Planning and Community Engagement, it still plays an important role in ensuring that projects remain within budget and are completed on time.

Lastly, Institutional Capacity, with a Beta of 0.174, highlights the importance of an institution's ability to manage resources, including human capital and logistics, in determining project outcomes. Research has shown that strong institutional capacity, with effective management structures and adequate training, is essential for

improving organizational performance (Naylor, 2018).

The t-values and p-values for all variables are significant (with all p-values < 0.05), indicating that each independent variable is statistically significant in explaining variations in project performance. This confirms the robustness of the model and underscores the importance of these factors in achieving successful project outcomes.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter provides a comprehensive summary of the study, highlighting the key findings, conclusions, and recommendations derived from the assessment of project management strategies and their role in enhancing the performance of church-funded projects in Tanzania, with a particular focus on Cardinal Rugambwa Hospital. The previous chapters outlined various elements such as the theoretical framework, research methodology, and detailed analysis of the study variables, all of which contributed to understanding the effectiveness of different project management strategies.

In this chapter, the findings are synthesized, drawing connections to earlier discussions on the impact of factors like community engagement, reliable funding sources, institutional capacity, and project planning on project performance. The chapter also offers conclusions that integrate the insights gained from the analysis of data and the theoretical perspectives presented earlier in the report. Finally, the recommendations are aligned with the identified gaps and challenges, proposing actionable strategies that can be implemented to improve the performance of church-funded projects, particularly in settings like Cardinal Rugambwa Hospital.

5.2 Summary of the Study

5.2.1 Influence of Community Engagement on Project Performance

Community engagement plays a crucial role in determining the success of church-funded projects. The study found that projects where communities are actively

involved in decision-making processes tend to perform better. Respondents emphasized that community participation fosters ownership and responsibility, which are essential for achieving project goals. The high mean score for community engagement reflects a consensus among respondents that this factor significantly enhances project performance, as supported by regression analysis showing a positive relationship between community engagement and outcomes.

The study also revealed that involving community members improves the quality and impact of projects. Active participation enables the identification of local needs and priorities, ensuring that projects address relevant challenges effectively. The findings align with existing literature that underscores the importance of participatory approaches in enhancing project sustainability and impact. Community-driven initiatives were cited as instrumental in improving service delivery and fostering long-term benefits.

However, challenges were identified in maintaining consistent community engagement. Respondents pointed out issues such as apathy, limited skills, and conflicting interests among community members. These barriers hinder the full realization of community engagement's benefits. Addressing these challenges through capacity-building programs and continuous dialogue with stakeholders can enhance the effectiveness of community involvement in project implementation.

5.2.2 Effect of Reliable Source of Funds on Project Performance

The availability of reliable funding was identified as a critical factor in ensuring the sustainability of church-funded projects. Respondents agreed that projects with

stable and predictable funding sources are more likely to achieve their intended goals. The descriptive statistics and regression analysis confirmed a strong positive correlation between reliable funding and project performance, highlighting the importance of financial stability in project execution.

In addition to sustainability, consistent funding was found to reduce delays and enable projects to stay within their planned budgets. Respondents noted that projects with reliable funding sources experience fewer disruptions and maintain high levels of quality. These findings align with prior studies that emphasize the importance of financial reliability in achieving project milestones and maintaining stakeholder trust. Despite its importance, funding uncertainty remains a significant challenge. Many respondents reported that unreliable funding leads to compromised quality, delays, and resource wastage. Diversifying funding sources, establishing financial reserves, and strengthening donor relationships were suggested as strategies to mitigate these challenges and enhance project resilience.

5.2.3 Role of Institutional Capacity in Project Performance

Institutional capacity was highlighted as a key determinant of project performance. The study found that institutions with strong management capabilities, including skilled staff and effective leadership, are better positioned to implement successful projects. Respondents agreed that the ability to handle project complexities and adapt to changing circumstances is critical for achieving desired outcomes. The regression analysis reinforced this finding, with institutional capacity showing a significant positive effect on project performance.

Efficient resource allocation was another important aspect of institutional capacity identified in the study. Respondents emphasized that institutions capable of optimizing resource use are more likely to achieve their project goals. This involves not only financial resources but also human and material resources. The findings are consistent with existing literature that links resource efficiency to improved project outcomes and cost-effectiveness.

Despite these strengths, the study revealed areas for improvement in institutional capacity. Respondents pointed out challenges such as insufficient training, lack of modern management tools, and inadequate monitoring systems. Addressing these issues through targeted interventions, such as capacity-building programs and investment in technology, can further enhance institutional effectiveness in managing projects.

5.2.4 Impact of Project Planning on Project Performance

Effective project planning emerged as a critical factor influencing project performance. Respondents consistently highlighted the importance of setting clear objectives and timelines as the foundation for successful implementation. The regression results indicated that project planning had the highest standardized coefficient, underscoring its significant impact on performance outcomes. Detailed plans were found to provide a roadmap for achieving goals and managing resources effectively.

The study also emphasized the importance of comprehensive planning in enhancing project efficiency and effectiveness. Respondents noted that projects with well-

defined plans are better equipped to address potential challenges and adapt to unforeseen circumstances. This finding aligns with research that links strategic planning to improved organizational performance and stakeholder satisfaction. However, delays in planning were identified as a major obstacle to project success. Poor planning was reported to lead to resource wastage, missed deadlines, and reduced project quality. Respondents suggested that investing in thorough project preparation, including risk assessment and stakeholder engagement, is essential for minimizing delays and ensuring successful project outcomes.

5.3 Conclusion

Community engagement was identified as a cornerstone for the success of church-funded projects. The study revealed that active involvement of community members in decision-making processes promotes a sense of ownership and responsibility, which directly contributes to achieving project goals. The findings emphasize the importance of participatory approaches in tailoring projects to meet the needs of beneficiaries effectively, enhancing both quality and sustainability. Projects that prioritized community input demonstrated improved outcomes, confirming that engagement fosters trust, collaboration, and long-term commitment from stakeholders.

Despite its critical role, challenges in community engagement, such as limited skills and conflicting interests, hinder its full potential. These barriers can create gaps in project implementation, reducing efficiency and effectiveness. Addressing these issues through continuous capacity-building programs and stakeholder engagement strategies is crucial for maximizing the benefits of community involvement.

Strengthening these relationships not only improves project performance but also ensures alignment with the community's evolving needs.

Reliable funding emerged as a vital element for sustaining church-funded projects. The study established that financial stability ensures consistent progress, timely completion, and adherence to project budgets. Projects with dependable funding sources demonstrated higher performance levels, indicating that financial predictability is essential for achieving project objectives. This correlation underscores the need for church institutions to secure and maintain diverse and consistent funding streams to minimize disruptions and improve overall effectiveness.

However, funding uncertainties pose significant risks, including delays, compromised quality, and inefficiencies in resource utilization. The study highlights the importance of implementing strategies to address these risks, such as diversifying funding sources and establishing financial reserves. Institutions must also focus on fostering strong relationships with donors and exploring innovative financing mechanisms to enhance financial sustainability. By mitigating funding challenges, church-funded projects can ensure long-term success and resilience.

Institutional capacity was found to significantly influence the performance of church-funded projects. The study highlighted that well-trained staff, strong leadership, and efficient management systems are critical for navigating project complexities and ensuring successful implementation. Institutions with robust capacity were better equipped to manage resources effectively, adapt to challenges, and achieve project goals. These findings affirm the importance of investing in

institutional development to improve project outcomes.

Nevertheless, limitations in institutional capacity, such as inadequate training and lack of modern tools, can hinder project performance. To address these challenges, church-funded organizations must prioritize capacity-building initiatives, including training programs, investment in technology, and the establishment of robust monitoring and evaluation systems. Strengthening institutional capacity not only improves immediate project outcomes but also enhances the organization's ability to undertake future initiatives effectively.

Project planning was identified as a critical driver of success in church-funded initiatives. The study found that projects with clear objectives, detailed timelines, and comprehensive planning processes achieved better performance outcomes. Effective planning enables efficient resource allocation, anticipates potential risks, and provides a structured framework for implementation. These findings emphasize the need for thorough preparation as a foundation for achieving project goals.

Conversely, inadequate planning was associated with delays, resource wastage, and reduced project quality. The study underscores the importance of addressing these shortcomings by investing in detailed project preparation, including stakeholder engagement, risk assessment, and contingency planning. Enhancing planning practices not only ensures timely and cost-effective execution but also strengthens the overall impact and sustainability of church-funded projects. Institutions must recognize planning as a strategic priority to optimize the outcomes of their initiatives.

5.4 Recommendations

5.4.1 Strengthening of Community Engagement

Church-funded projects should adopt participatory frameworks that actively involve community members in all phases of the project cycle, from planning to implementation and evaluation. Regular consultations, workshops, and feedback mechanisms can enhance inclusivity and ensure the project aligns with the specific needs and expectations of the beneficiaries. Providing capacity-building programs to community members will further empower them to contribute effectively, fostering ownership and long-term sustainability.

5.4.2 Diversification of Funding Sources

To mitigate the risks associated with financial instability, church-funded projects should diversify their funding sources. This can include establishing partnerships with multiple donors, leveraging corporate social responsibility (CSR) programs, and exploring innovative financing options such as crowdfunding and grants. Diversification reduces dependence on single sources, ensuring projects have consistent financial support to meet their goals.

5.4.3 Establishment of Financial Reserves

Developing a robust financial reserve system can help church-funded projects navigate unforeseen financial challenges. These reserves can be created by allocating a portion of the budget to savings or reinvesting surplus funds. A clear policy on reserve management will ensure that funds are readily available to address emergencies or support project continuity during funding gaps.

5.4.4 Enhancing Institutional Capacity

Institutions managing church-funded projects should prioritize investments in their operational capacity. This includes hiring and training skilled staff, upgrading management systems, and integrating modern tools and technologies. Conducting periodic assessments of institutional performance and addressing identified gaps will ensure the organization remains efficient and adaptive to changing project requirements.

5.4.5 Improvements in Project Planning Practices

Effective project planning must be emphasized to ensure church-funded initiatives achieve their desired outcomes. Institutions should develop detailed project plans that include clear objectives, timelines, resource allocation, and risk mitigation strategies. Incorporating monitoring and evaluation frameworks into the planning process will enable institutions to track progress, identify bottlenecks, and make timely adjustments.

5.4.6 Promoting Transparency and Accountability

To maintain donor trust and community support, church-funded projects must establish transparent and accountable management practices. This involves regular reporting on project finances, progress, and outcomes. Adopting digital tools for record-keeping and stakeholder communication can further enhance transparency and foster stronger relationships with donors and beneficiaries.

5.4.7 Strengthening Partnerships

Collaboration with external stakeholders, such as government agencies, private sector organizations, and other non-profits, can significantly enhance the impact of

church-funded projects. These partnerships can provide additional resources, expertise, and support, enabling institutions to achieve broader and more sustainable outcomes. Establishing formal agreements and regular communication channels will ensure mutually beneficial relationships.

5.4.8 Fostering Continuous Learning and Innovation

To improve project performance, church-funded institutions should create an environment that encourages learning and innovation. Conducting post-project evaluations, documenting lessons learned, and sharing best practices across projects will help identify opportunities for improvement. Investing in research and development can also introduce innovative approaches to address persistent challenges, ensuring projects remain relevant and impactful.

5.5 Areas for Further Research

(i) Exploring the Long-Term Impact of Community Engagement on Project Sustainability

Future research could examine the long-term effects of community engagement on the sustainability of church-funded projects. While the current study highlights the positive influence of community involvement, a longitudinal analysis would provide deeper insights into how sustained participation influences project outcomes over time, particularly in different cultural or socio-economic contexts.

(ii) Analyzing the Role of Diversified Funding Sources in Reducing Financial Risks

Further studies could focus on the effectiveness of diversified funding strategies in mitigating financial risks for church-funded projects. This area could explore how

different types of funding sources, such as public-private partnerships, grants, or social enterprises, contribute to the financial stability and scalability of such projects.

(iii) Assessing the Influence of Institutional Capacity on Project Adaptability to External Challenges

Investigating how institutional capacity affects a project's ability to adapt to external challenges, such as economic downturns or policy changes, would provide valuable insights. This area could evaluate the role of leadership, staff training, and technological adoption in enhancing resilience and operational efficiency in church-funded projects.

(iv) Evaluating the Effectiveness of Project Planning Frameworks in Diverse Settings

Further studies could evaluate the applicability and effectiveness of various project planning frameworks in diverse operational contexts. Research could compare church-funded projects implemented in rural versus urban settings, focusing on how planning methodologies influence project efficiency, stakeholder satisfaction, and overall performance in these different environments.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

Introduction Letter

Dear Participant,

I am writing to invite you to participate in a research study titled *"Role of Project Management Strategies in Church-Funded Project Performance in Tanzania: A Case of Cardinal Rugambwa Hospital."* The purpose of this study is to assess how different aspects of project management, including community engagement, reliable funding sources, institutional capacity, and project planning, influence the performance of church-funded projects in Tanzania, specifically at Cardinal Rugambwa Hospital.

Your participation in this research is invaluable, and the insights you provide will contribute to enhancing the effectiveness of church-funded projects in Tanzania. The study involves filling out a questionnaire that focuses on your views regarding the factors mentioned above. Participation in the study is entirely voluntary, and you have the right to withdraw at any point without penalty. The responses you provide will remain confidential and will only be used for academic purposes.

The questionnaire will take approximately 15-20 minutes to complete. Your responses will be treated with the utmost respect, and the confidentiality of all information provided will be safeguarded. Please feel free to ask any questions before or during the survey. If you agree to participate, kindly complete the attached questionnaire.

Thank you for your time and cooperation.

Sincerely,

Emanuel Makusaro

Master's Candidate in Monitoring and Evaluation

Open University of Tanzania

Demographic Features

PUT (✓) where appropriate

S/N	Demographic Feature	Response Options
1	Gender	Male, Female
2	Age Group	18-30, 31-40, 41-50, 51+
3	Educational Level	Primary, Secondary, Tertiary, Postgraduate
4	Occupation	Management, Donor/Funder, Beneficiary, Other (Specify)
5	Duration of Involvement in Project	Less than 1 year, 1-2 years, 3-5 years, Over 5 years
6	Role in the Project	Management, Donor/Funder, Beneficiary, Other (Specify)

Objective 1: To Evaluate the Influence of Community Engagement on the Performance of Church-Funded Projects

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The involvement of the community is crucial for the success of the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Community members actively contribute to decision-making processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The project performance is significantly influenced by the level of community participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Community engagement has led to improved project outcomes in terms of quality and impact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 2: To Analyze the Impact of Reliable Source of Fund on the Performance of Church-Funded Projects

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The availability of reliable funds is critical for project sustainability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Uncertainty in funding affects the timely completion of the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The consistency of funding sources has a positive effect on project performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	A reliable funding source ensures that the project stays within its planned budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 3: To Investigate the Role of Institutional Capacity on the Performance of Church-Funded Projects

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The capacity of the institution to manage the project is vital for success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Well-trained project management staff significantly contributes to project success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The institution's ability to allocate resources efficiently impacts project performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Institutional capacity has improved over time, positively affecting project outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 4: To Assess the Effect of Project Planning on the Performance of Church-Funded Projects

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Effective project planning is crucial to achieving the project's goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The project's performance improves when detailed plans are made in advance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Clear project objectives and timelines enhance the overall project performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Delays in project planning negatively affect project performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Table 5 Project Performance

Project Performance Criteria	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The project was completed within the scheduled timeline.					
2. The project was completed within the allocated budget.					
3. The project met the desired quality and safety standards.					
4. The project achieved high levels of community satisfaction.					

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG2022000952

20th June, 2024

Director,
Cardinal Rugambwa Hospital,
P.O.Box 40960,
DAR ES SALAAM.

Dear Director,

**RE: RESEARCH CLEARANCE FOR MR. EMANUEL MAKUSARO REG NO:
PG2022000952**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st 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 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. 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. Emanuel Makusaro, Reg.No: PG2022000952**), pursuing **Masters of Arts in Monitoring and Evaluation**

(MAME). We here by grant this clearance to conduct a research titled “Influence of Project Management on Church Funded Project Performance in Tanzania: A Case Study of Cardinal Rugambwa Hospital and St. Francis Training College in Dar Es Salaam”. He will collect his data at your office from 21st June to 30th July 2024.

4. 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 sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: **VICE CHANCELLOR**

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG2022000952

20th June, 2024

Principal,
St. Francis Training College
Pugu Parish,
P.O. Box 18105,
DAR ES SALAAM.

Dear Principal,

**RE: RESEARCH CLEARANCE FOR MR. EMANUEL MAKUSARO REG NO:
PG2022000952**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st 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 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

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Reg.No: PG2022000952), pursuing Masters of Arts in Monitoring and Evaluation (MAME). We here by grant this clearance to conduct a research titled "Influence of Project Management on Church Funded Project Performance in Tanzania: A Case Study of Cardinal Rugambwa Hospital and St. Francis Training College in Dar Es Salaam". He will collect his data at your office from 21st June to 30th July 2024.

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Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof.Gwahula Raphael Kimamala

For: **VICE CHANCELLOR**



Cardinal Rugambwa Hospital

P.O. Box 40960,
Dar es Salaam
Tel +255 222 843 199
Email: cardinal_rugambwa@yahoo.co.uk

12/01/2024

Pd. Emmanuel Makusano CPPS,
Paroko wa Parokia ya Mwenyushuri Isidori Bakanja - Boko,
S.L.P 167,
Dar Es Salaam.

Tumsifu Yesu Kristo,

YAH: KUOMRA KIRALI CHA KUKUSANYA TAARIFA ZA TAFITI YA MASOKO KITUONI KWAKO.

Husika na kichwa cha Habari hapa juu.

Umguzi wa Hospitali ya Cardinal Rugambwa unapenda kukujulisha kuwa umekubali omhi lakni la kukusanya taarifa kwa ajili ya tafiti yako ambayo inalenga kuangalia hali ya masoko na usimamizi wa miradi katika taasisi yetu.

Tunakukaribisha na tunaahidi kukupa ushirikiano wakati wote wa tafiti ili pia uweze kukamilisha safari yako ya kimasomo katika chuo Kikuu Hama Tanzania.

Wako katika Kristo.


Honest Antony
Katibu wa Hospitali

CARDINAL RUGAMBWA HOSPITAL
P. O. Box 40960
DAR - ES - SALAAM