EFFECT OF STAKEHOLDERS ENGAGEMENT ON THE PERFORMANCE OF INFRASTRUCTURE PROJECTS IN TANZANIA: A CASE OF ZANZIBAR URBAN WATER SUPPLY AND SANITATION PROJECT

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

DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND MANAGEMENT

OF THE OPEN UNIVERSITY OF TANZANIA

2025

CERTIFICATION

The undersigned certifies that they have read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled: **"Effects of Stakeholder Engagement on the Performance of Infrastructure Projects in Tanzania: A Case of Zanzibar Urban Water Supply and Sanitation Project",** in partial fulfillment of the requirements for the Degree of Master of Project Management of the Open University of Tanzania.

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DECLARATION

I, **Asma Khamis Hassan**, hereby declare that the work presented in this dissertation is entirely original and has never been submitted to any other University or Institution before. Any use of others' work has been properly cited and references have been provided. It is hereby presented in partial fulfilment of the requirements for the Degree of Masters of Project Management.

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Signature

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Date

DEDICATION

I dedicate this work to my dear Husband, Engineer. Saleh S. Suleiman, and my beloved children, Suhayb S. Said, Suhail S. Said, and Khubayb S. Said for their unwavering love and support, inspiring me to pursue my dream and make them proud.

ACKNOWLEDGEMENTS

I am extremely grateful to my Almighty God for giving me the strength, willingness, and capability to pursue a Master's Degree in Studies and accomplish my academic goal. This accomplishment represents the comments, support, guidance, constructive criticism, and encouragement I have received from different people for whom I am sincerely grateful and respectful.

I would like to express my deepest gratitude to my supervisors, Dr. Chacha Matoka and Dr. Biton Carson Mwenisongole, for their invaluable guidance, constant support, and insightful feedback throughout this research. Without their expertise and encouragement, this dissertation would not have been possible.

My heartfelt thanks go to Dr. Emmanuel, the MPM Coordinator who constantly updated us on any upcoming events or changes in the institution. His mentorship has been crucial in shaping my research approach and writing.

This endeavor would not have been possible without my dearest husband for the moral, spiritual, and financial support that has tirelessly granted me. My special thanks also go to my mother and close relatives who always believed in me and were passionate about seeing my accomplishments.

Finally, I would like to thank all those who contributed in various ways to the completion of this dissertation, whether through thoughtful discussions or simple gestures of support

ABSTRACT

The study analyzed the effect of stakeholder engagement on the performance of the Zanzibar Urban Water Supply and Sanitation Projects. The objectives of the study were to determine the effect of project planning and decision-making and to examine the effect of resource mobilization on the performance of the Zanzibar urban water supply and sanitation project. The study adopted a stakeholder theory. The study implied a positivist philosophy. The researcher employed a descriptive research design in which a quantitative approach was used. The sample size of 165 respondents was determined using Sloven's formula from a target population of 281, which involved ZAWA employees. A simple random sampling technique was used. Data was collected from primary sources using a questionnaire. The collected data were then analyzed through descriptive and inferential statistics. The study found that the performance of the Zanzibar Urban Water Supply and Sanitation projects had a significant positive effect on project planning, decision-making, and resource mobilization. The study concludes that effectively engaging stakeholders in planning, decision-making, and resource mobilization would enhance project performance. The study recommends that project managers establish a structured session focusing in effectively engaging stakeholders in scheduling activities, capacity building, and integrating their best practices into other decision-making aspect to grasp stakeholder's feedback effectively to improving project performance.

Keywords: *Stakeholder, Stakeholder Engagement, Performance, Infrastructure Projects, Urban Water Supply and Sanitation*

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LIST OF ABBREVIATIONS

ADF	African Development Fund
AfDB	Africa Development Bank
ANOVA	Analysis of Variance
ASALs	Arid and Semi-Arid Areas
BS	Basic Sanitation
DAWASA	Dar es Salaam Water Supply and Sanitation Authority
DWS	Drinking Water Supply
JICA	Japan International Cooperation Agency
JMP	Joint Monitoring Programme
OUT	Open University of Tanzania
PMBOK	Project Management Body of Knowledge
PPPs	Public Private Partnerships
RWS	Rural Water Supply
SPSS	Statistical Package for Social Science
ST	Stakeholder Theory
USAID	United States Agency for International Development
USA	United State of America
UNICEF	United Nations Children's Fund
UNESCO	United Nations Education, Scientific and Cultural Organization
WASH	Water Sanitation and Hygiene
WHO	World Health Organization
WSSP	Water Supply and Sanitation Programme
ZAWA	Zanzibar Water Authority

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter work entails the background information of the study, statement of the problem, research objectives, significance of the study, scope and organization of the study.

1.2 Background of the Study

As business and technology evolve rapidly, managing changes through continuous stakeholder involvement is essential in any infrastructure project (UNICEF, 2022). Studies recognized stakeholder engagement is vital for infrastructure project sustainability and performance (Waris et al, 2022). Various researchers contributed to the understanding of stakeholder theory and its application (Mahajan et al, 2023). The theory was based on management and business ethics that suggest the organization consider the interests and concerns of all individuals or groups (stakeholders) who can affect or are affected by the organization's actions, decisions, and performance (Dwivedi & Dwivedi, 2021). According to Mahajan et al. (2023) stakeholder is any group or individual whose interest may affect or be affected by the achievement of project objectives. They include customers, employees, suppliers, contractors, and the government.

Stakeholder engagement involves actively managing the relationship with those who can influence or are influenced by the organization’s decisions and performance (Mahajan et al., 2023). It is crucial for achieving project objectives (Dwivedi &

Dwivedi, 2021). For example, Nyambitta and Mohamed (2022) realized that stakeholders played a significant role in delivering water services in Tanzania since they were observed to have a direct impact on the performance of public infrastructure projects.

Water supply and sanitation projects have been a major issue of concern, especially in developing countries, because several claims have appeared in almost all infrastructure projects; mostly they have continuously experienced time overrun, poor product quality, cost overrun, and unmet stakeholder specifications and expectations. For example, Matu et al. (2020) considered stakeholder involvement a critical factor during project planning in urban road transport-infrastructure projects since it significantly indicates a positive relationship with project performance. In North America, stakeholders' engagement during the decision-making process in water supply management was found to be a critical factor for project performance, which could help experts determine the best techniques and tools for better project performance (Langsdale & Cardwell, 2022).

In other regions of Africa with similar natures, Oseke et al. (2020) in Nigeria, found that stakeholder participation in the planning, construction, and other processes of managing water diversion systems is very critical for project sustainability and observed that more water diverted leads to a more complex the project. Also, UgandaMinistryofWaterandEnvironment (2023) found that stakeholder engagement in infrastructure projects such as the water supply and sanitation program (WSSP) phase III was a key component toward contributing to stakeholder decisions that

influence project performance and mitigate risks associated with the project. In Kenya, Wawira and Yusuf (2022) used performance, stakeholder, expectancy, and system theory to evaluate stakeholder influence on water projects and found that stakeholder participation in water, sanitation, and hygiene projects at different levels of the project positively affects their performance.

In Tanzania, the Tanzania institutional framework for water supply revealed that access to basic water sources has increased from 28% in 2000 to 61% in 2020. Although it was presented that 13% of the population depends on surface water, while 15% of the population still depends on unimproved sources (USAID, 2022). Nyambitta and Mohamed (2022) observed that water services in Tanzania are very poor in both rural and urban areas.

This situation has been described as a common problem within the urban areas in many developing countries since the utilities are struggling to cover their operation and maintenance costs (World Bank, 2022). In addition, a significant proportion of water is lost due to leakage and poor distribution systems. For example, (AfDB, 2020) water supply and sanitation projects such as the Zanzibar Urban Water Supply and Sanitation Project implemented between 2012 and 2018 aimed at improving access to water supply and sanitation in Unguja Municipality to reduce poverty and improve living standards. The project aligned with the implementation of Zanzibar Development Vision 2050 with its strategy toward achieving greater accessibility, affordability, and sustainability of water resources and sanitation services (UNICEF, 2022). The project involved various stakeholders, including contractors, consultants,

Banks, government officials, the local community, AfDB, JICA, etc. (AfDB, 2020). This study adopted a stakeholder theory (ST) to conduct the study on assessing the effect of stakeholder engagement on the Zanzibar urban water supply and sanitation project. The theory was formally established in 1984s by Freeman et al. 2021 and popularized its concept for a company to consider its stakeholders' needs throughout its implementation (Mahajan et al., 2023). It is because it will help to understand the impact of engaging stakeholders in project planning, decision-making, and resource mobilization processes.

1.3 Statement of the Problem

According to WHO (2022), almost half of the world's population lacks reliable water supply and sanitation services, causing 1.4 million deaths yearly. The WHO/UNICEF Joint Monitoring Programme (JPM) reports that two billion people lack access to safe drinking water, 771 million do not use basic water services, and 3.6 billion use sanitation services that threaten human and environmental health. Zanzibar Island has an estimated population of 1.8 million people, with about 893,169 (47.3%) residing in Mjini Magharib City (Census, 2022). Water supply services in Zanzibar town have been deteriorating due to poor planning, improper resource utilization, and a lack of key stakeholder engagement. Consequently, only about 75% of the towns' population has access to piped water (AfDB, 2020).

To address these challenges, the Revolutionary Government of Zanzibar (RGoZ) requested a grant aid from AfDB to implement a four-year project (2013-2016) to rehabilitate and upgrade water services in the Unguja urban area and provide

sanitation and hygiene facilities in schools (AfDB,2020). Despite these efforts, the project still underperformed, indicating poor water supply and distribution services in Zanzibar. This study aims to evaluate stakeholder engagement's impact on water supply and sanitation projects in Zanzibar, as no existing studies have examined this aspect.

1.4 Research Objectives

1.4.1 General Objectives

The general objective of the study was to determine the effect of stakeholder engagement on the performance of the Zanzibar Urban Water Supply and Sanitation projects.

1.4.2 Specific Objectives

i. To determine the effect of project planning on the performance of water supply and sanitation projects in the Zanzibar Urban area.
ii. To determine the effect of decision-making on the performance of water supply and sanitation projects in the Zanzibar Urban area.
iii. To examine the effect of resource mobilization on the performance of water supply and sanitation projects in the Zanzibar Urban area.

1.5 Significance of the Study

The study is paramount since it provides sufficient knowledge about stakeholder engagement and water supply projects in Zanzibar. The study aims to help researchers identify factors contributing to water project sustainability while

improving public health and education. It will also contribute to Zanzibar's living standards and economic development by enhancing quality water services in urban areas. The study will also raise awareness about community participation in project management and enable ZAWA to improve efficiency.

1.6 Scope of the Study

This study was conducted in Zanzibar City at the Zanzibar Water Authority (ZAWA). The research aims to assess the effects of stakeholder engagement and performance of the Zanzibar Urban Water Supply and Sanitation Project during planning, decision-making, and resource mobilization. The scope of this study is limited to examining stakeholder engagement practices related to the performance of the Zanzibar Urban Water Supply and Sanitation projects. Data collection and analysis will be confined to employees working at ZAWA Headquarters in Unguja, Zanzibar.

1.7 Organization of the Study

The study is organized into six chapters; The First chapter includes an introduction which comprises the background of the study, problem statement, objectives, significance, scope of the study, as well as organization of the study. Chapter two includes literature reviews (theoretical and empirical) related to stakeholder engagement and the performance of water supply and sanitation projects.

Chapter three forms the methodology. This chapter outlines research philosophy, research approach, research design, study area, population, sample size, sampling frame, sampling techniques, data collection, measurement of variables, data

processing and analysis, data validity and reliability, and ethical considerations. Chapter four covers data presentation, analysis, and discussion of the study findings, whereas Chapter five outlines the discussion of the findings. Chapter six covers the summary, conclusion, and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter entails past studies on stakeholder engagement in infrastructure projects, focusing on water and sanitation projects. It reviews variables, key concepts, theoretical theories, research gaps, and the conceptual framework that will guide the study.

2.2 Definition of Concepts

2.2.1 Stakeholder Engagement

Stakeholder engagement is an ongoing, iterative process that ensures the identification and participation of stakeholders in implementation (Mambwe et al., 2020). In PPP(s) projects, Jayasuriya et al. (2020) defined stakeholder engagement as a practice of involving different stakeholders constructively in different engagement activities from the initial stages to project completion. This study defined stakeholder engagement as actively involving stakeholders in each Zanzibar Urban water supply and sanitation project activity.

2.2.2 Project Planning

This involves organizing tasks for the successful completion of objectives, creating a detailed roadmap, and developing strategies with stakeholders to guide a project team (Matu et al., 2020) (Maragia et al., 2022). Yet, Angel et al. 2022 defined project planning as the process of developing detailed plans and schedules to guide project execution and control. In this study, project planning refers to a systematic process of

defining, organizing, and scheduling tasks, resources, and timelines to meet Zanzibar Urban Water Supply and Sanitation project objectives.

2.2.3 Decision-making

It is the process of choosing an action from various options based on the decision maker's information, values, preferences, and beliefs. It involves identifying, analyzing, evaluating, and prioritizing options or alternatives in reaching an agreement (Langsdale & Cardwell, 2022). In this study, decision-making is the process of determining the most suitable action based on available resources to achieve project objectives.

2.2.4 Resources

This refers to various assets, materials, personnel, funds, and equipment required to complete the project activities successfully and achieve objectives (Angel et al., 2022). In the same way, Nabulime et al. (2021) define resources as various items of capital equipment, skills of individual employees, brand names, patents, etc. In this study, resources mean the availability of funds, human resources, adequate time, and materials for the execution of the Zanzibar Urban Water and Sanitation project.

2.3 Theoretical Literature Review

2.3.1 Stakeholder Theory

This research work used a Stakeholder Theory. The theory was found by Richard Edward Freeman, an American philosopher and professor, in his book, 'Strategic Management: A Stakeholder Approach', published in the mid-1984s (Mahajan et al.,

2023). The theory emphasizes that Managers should prioritize addressing stakeholders' interests in decision-making rather than focusing solely on shareholder value to create values that benefit all stakeholders (Jayasuriya et al., 2020). Freeman's stakeholder theory is a foundational concept that assumes that involving various stakeholders in any project/organization activities will result in the success of the project. It also focuses on the organization to consider and balance different stakeholders' interests, not just shareholders. The theory further provides a comprehensive picture of involving stakeholders in decision-making to improve the performance (Jayasuriya et al., 2020). Different relevant studies have extensively applied the Stakeholder theory.

For example, Nyambitta and Mohamed (2022) analyzed the effect of stakeholder involvement on the performance of public authorities in delivering water service in Tanzania and concluded that stakeholders had a positive and significant effect on the project performance. Wawira and Yusuf (2022) evaluated the influence of stakeholder participation on the performance of the WASH project in Embu Country, Kenya and found that there is a significant relationship between stakeholder involvement in project activities and project performance.

In the context of this study, the stakeholder Theory is particularly relevant and applicable. The Zanzibar urban water supply and sanitation project involves various stakeholders, including ZAWA employees, donors, government agencies, and the local community. Therefore, applying the theory in this study supports a comprehensive stakeholder analysis, enables to identification of relevant

stakeholders such as Zanzibar water authority, donors, e.g., AfDB, and local communities, analyzes stakeholders' interests, and evaluates the impact of the engagement strategies to ensure improved project performance and service delivery. Nevertheless, (Freeman et al., 2021) addressed various weaknesses of the theory as it becomes very complex to balance different stakeholders' interests, subjectivity, and biases during stakeholder prioritization, and hence it becomes very difficult to measure the impact of stakeholder relationships on an organization's performance. Therefore, the theory's strengths and opportunities align with the project goals, while its weaknesses and threats highlight the need for strategic stakeholder management to mitigate risks and water service delivery in Zanzibar.

2.4 Empirical Literature Review

The empirical literature review is a systematic process of analyzing and synthesizing existing studies related to a specific research topic, providing valuable insights and data to address the research problem (C.R. Kothari, 2022).

2.4.1 Project Planning on the Performance of the Water Supply and Sanitation Project in the Zanzibar Urban area

Rossio and Seo (2020) carried out a study to evaluate the effect and application of participatory approaches during the planning process of drinking water supply (DWS) and basic sanitation (BS) projects. This study was conducted in Colombia using a quantitative method. The findings of the study indicated that the use of participatory approaches in the planning of DWS projects improves project performance and community ownership. The strength of the study includes the

ability to integrate participatory approaches into national water policy. It is also abled to integrate qualitative methodologies such as interviews, document analysis, and stakeholder engagement techniques, also the findings obtained in this study can be used to improve water projects in other countries. The weaknesses of this study include low data scope which focuses only on Colombian rural communities which makes it difficult to generalize the findings globally.

Similarly, Arlati et al. (2021) conducted a study in Hamburg to determine how stakeholder engagement in planning influences the planning and implementation of Nature-Based Solutions in urban settings using a mixed methods approach. The study adopted the theory of change and co-creation theory. The finding indicated that effective stakeholder participation in planning enhances project success. The study's strength is the ability to analyze stakeholders with different roles comprehensively, also combining both quantitative and qualitative methods for robust analysis. However, the study only focused on Hamburg which make difficult to apply the findings to other urban areas.

Jayasuriya et al. (2020) conducted a study in Australia to examine how stakeholder engagement strategies influence the performance and resolution in Public-Private Partnership (PPP) projects using a quantitative method. The research indicated that stakeholder engagement strategies during planning and other activities are key to mitigating issues while stakeholder monitoring may increase conflicts. The study was guided by stakeholder theory which emphasizes on ensuring effective communication and involvement with stakeholders throughout project lifecycle. The

findings indicated that there was a lack of early consultation and engagement in planning with stakeholders, poor communication and weak stakeholder monitoring which led to poor performance. The study comprehensively provided a framework that can be applied to real-world PPP projects, though the study focused on Australian PPP project which limited the generalization to other areas.

Similar studies conducted at the regional level to address stakeholder concerns on water and sanitation projects, for example Wawira and Yusuf (2022) conducted a study in Embu Country Kenya to evaluate the influence of stakeholder participation in project identification, project planning, project implementation, and project monitoring and evaluation performance of WASH projects. The study adopted a descriptive survey approach. The research is grounded in stakeholder, expectancy, performance, and system theories. The findings of the study revealed that stakeholder participation in project planning enhances stakeholder accountability in project implementation. The strengths of the study include the use of multiple theories which strengthens its analytical foundation, it also considers data collection from various stakeholders which ensures diverse perspectives for better results. Some weaknesses were also observed on this study such as limited scope which makes it difficult to generalize the findings.

Also, Galgallo and Ngugi (2023) carried out a study in Garissa Country Kenya to explore how stakeholder participation influences the success of water supply projects. The study focuses on evaluating how stakeholder engagement in project initiation, planning, implementation, monitoring and evaluation affects project

performance. The research adopted a mixed approach. The research was guided with stakeholder and resource dependency theories. It was found that effective stakeholder involvement in project planning enhances project ownership and sustainability. The strength of the study it is comprehensive stakeholder analysis since the examination was done in multiple phases of the project, the use of multiple theories strengthens its analytical foundations and finally the study provides a robust data analysis techniques since it applied both quantitative and qualitative methods.

In another context, Kioko and Yusuf (2023) envisaged a study in Makueni, Kenya by exploring the impact of team management and stakeholder management planning on borehole water project performance, using a mixed research method. The study was guided by goal-setting theory. The findings indicated a week correlation between stakeholder management planning with performance of borehole water projects. The strengths of the study include a comprehensive analysis of stakeholder influence since it evaluated both direct i.e. team management and indirect i.e. planning stakeholders' impacts which provides a holistic view. The study’s weaknesses include the observation of the weak influence of stakeholder management planning which encouraged further investigation on it, and the lack of consideration of influence of other external factors such as political, and economic factors on project performance.

The findings from the above studies were also observed at the local level, for example, Nyambitta and Mohamed (2022) conducted a study in Tanzania, Dar-es-salaam to assess the effects of stakeholder involvement in a project on the performance of public authority (DAWASA) in delivering water service using a

mixed method. The study adopted stakeholder theory. The findings of the study revealed that stakeholder involvement during planning has a positive effect on the performance of public authority (DAWASA) in delivering water services. The strength of the study includes a comprehensive data collection since it applied both quantitative and qualitative methods, also it has a strong theoretical foundation since stakeholder theory effectively show different stakeholders influence project performance. The weaknesses include limited sample size which may provide less accurate results, and the study's findings may not apply to other public utilities since it only focused on a single organization.

Also, Herman (2023) conducted a study to investigate factors affecting monitoring and evaluation planning in the management of the Dodoma City Council, Tanzania for water projects using mixed methods. The study was based on monitoring and evaluation theory which emphasizes how effective planning enhances project performance. The study findings revealed that monitoring and evaluation planning in project implementation significantly affected the performance of water supply projects. The study strength was the use of a mixed method which enhanced accuracy of the results. The weakness of the study includes a limited geographical scope which make difficult to generalize the findings, also the study could not fully explore external influences.

In addition, Diyammi (2023) conducted a study to examine factors affecting the sustainability of water supply projects in Mwanza, Tanzania. the study was based on examining the role of community involvement in managing Rural water supply

(RWS) projects. The study used community participation theory which encourages involving community for better success. The findings of the study revealed that a high number of respondents indicated a low number of community involvement from planning to maintenance phases which led to poor project performance. The strength of the study was the recommendations for improving stakeholder engagement and payment system which led to sustainability of the project and the use of mixed method for data analysis. The study weaknesses include the use of small sample size i.e. 160 respondents which may provide inaccuracy of the results.

2.4.2 Decision-making on the Performance of Water Supply and Sanitation Project in Zanzibar Urban area

Demirkesen and Reinhardt (2021) conducted a study in Poland aimed to examine how stakeholder involvement in decision-making and implementation impact the performance of government projects using a questionnaire research tool. The study adopted the stakeholder theory. The findings indicated a positive and significant relationship between stakeholder involvement and project performance. The strength of the study was the use of strong analysis methods such as descriptive research design and regression analysis to quantify the effect of stakeholder involvement. Also, the study was able to highlight the results using real-world projects and challenges such as Central Communication Port Project. However, a few weaknesses were observed in the study such as limited scope i.e. focused only in Poland. Making it harder to generalize the findings, short term impact assessment and finally it did not considered external factors such as political and economic factors affecting project performance.

Also, Langsdale and Cardwell (2022) conducted a study in North America to explore the role of stakeholder engagement in decision-making for sustainable water supply management. The researcher examined historical, current, and identified future trends in stakeholder engagement practices for sustainable water supply projects. The findings of the study indicated that effective stakeholder engagement in decision-making reduces conflicts, saves costs, and builds trust between the public and governing bodies. The study emphasized flexible stakeholder engagement strategies for long-term sustainable water management. However, the study seemed to require significant time, effort, and financial investment for more accurate results.

Similarly, Zuniga-Teran et al. (2022) envisaged a study in the Cienega Watershed in Southern Arizona, USA to examine the role and influence of stakeholder participation in decision-making and other factors in the adaptive management of watershed health. The study adopted an adaptive management framework. The study was guided by the adaptive management theory. The study found that effective stakeholder involvement significantly enhances watershed management. The strength of the study includes the use of a comprehensive framework that combined ecological, hydrological and socio-political perspectives. It also helps in bridging the gap between scientists, policymakers, and the public. However, challenges of this study observed to be the difficulties in trend interpretation example, some indicators like wildfires and recreation realized to have both positive and negative impacts which complicate the assessments.

Samwel et al. (2023) envisaged a study in Kenya to investigate the influece of stakeholders' management on public project success. The study focused on

stakeholder analysis, stakeholder involvement, and stakeholder expectation management using a mixed-method approach. The study was guided by the stakeholder theory. The findings indicated stakeholder involvement in planning, decision-making, budgeting and communication enhances project performance. The strength of the study included the use of both quantitative and qualitative analysis which enhances the robustness of the findings. A few weaknesses were observed in this study including limited geographical scope which limits the generalization of the results. Also, the study relied on self-reported data where stakeholder responses may be subjective.

Bazaanah and Litabec (2023) conducted a study in South Africa evaluating the effects of community participation in water and sanitation services using qualitative methods. The research was guided by participatory governance theory which emphasizes public involvement in decision-making for project success. The findings indicated that community involvement in decision-making strongly affects water service delivery and public satisfaction. The strength of the study was the use of strong theoretical foundation which offers insights into the importance of involving the community during the decision-making process. The weaknesses of the study include the small sample size i.e. 10 participants were interviewed on this study which reduces data accuracy, only a qualitative approach was applied where a mixed method could strengthen the study.

Also, Ngubane et al. (2024) conducted a study in a Catchment area in South Africa aimed to develop a framework for selecting best management practices and reducing

water pollution while engaging stakeholders' perspectives. It aimed to evaluate decision alternatives based on environmental, economic, and social criteria. The study employed multicriteria decision analysis and framework development methods. The study was guided by stakeholder and multicriteria decision analysis theories. The study found that stakeholder participation in decision-making is crucial, and significantly influenced by stakeholders' input. The strength of the study includes the use of an innovative decision-making framework that integrates stakeholders' perspectives with multicriteria decision analysis. The weakness of the study includes limited assessment of the long-term impacts. The study also did not explore enforcement challenges and potential barriers to policy implementation.

At the local context, Bakari and Mbunda (2022) conducted a study in Nyasa District, Tanzania exploring influencing factors and challenges regarding community participation in rural water supply projects using mixed methodology. The study was grounded with participatory development theories (social exchange and community development) which emphasize the roles and suggest community participation in projects. The study's findings revealed that the percentage of water supply coverage in the study area was below the target due to poor community participation in decision-making. The study's strength was the use of mixed methods for comprehensive analysis and it was also able to identify specific barriers and solutions to improve community participation for sustainable projects. The study was only able to focus on a single district (Nyasa) which limits the generalization of other regions. However, using small sample size (98 respondents) could reduce its accuracy. Sanka (2024) examine how stakeholder engagement in Babati District, Tanzania influences

the success and sustainablity of donor-funded water, sanitation and hygiene (WASH) projects. The study determined the impact of stakeholder engagement in planning, execution, and decision-making processes on project success. The study employed a mixed method approach and was grounded with stakeholder theory. The study found stakolder engagement in decision-making phase enhances trust, community support and project success.

Moreover, Sigalla et al. (2021) conducted a study in Tanzania at Lake Rukwa and Lake Nyasa to investigate stakeholder involvement during decision-making in the implementation of multistakeholder platforms (MSP) and its impacts on integrated water resources management. The study was based on integrated water resources management and multi-stakeholder governance theories. The findings indicated that public participation during decision-making was at a very low level which caused unstable platforms. The study provided a comprehensive analysis of the national and basin-level MSP, and practical recommendations to improve stakeholder engagement in water governance. The study's weaknesses include the use of a limited sample size at both lake Rukwa and Nyasa basin.

2.4.3 Resource Mobilization on the Performance of Water Supply and Sanitation Project in Zanzibar Urban Area

Kanyagui and Viswanathan, (2022) conducted a study in India and Ghana to evaluate the methods and approaches used over the last few decades to meet targets for sustainable water and sanitation services using literature analysis. The findings of the study showed that there has been an improvement in water access in Ghana

(82.7%) and India (81.5%). However, both nations still struggle with access to sanitation with stated coverage being at 18.5% and 59.5% respectively due to low resource mobilization appropriately. The strength of the study includes a comprehensive comparison of water and sanitation reforms in two different countries. However, the study was observed to have some weaknesses such as a lack of primary data since it entirely relies on secondary data.

Perkis, et al. (2025) conducted a study in Europe aimed to enhance stakeholder engagement to improve the impact of water technology case studies. The study adopted a co-creation process, water-oriented living labs, and immersive media experience methods. The study was guided by stakeholder theory and social learning theory which encourages knowledge sharing and collaboration among stakeholders. The study's strengths include the use of a multidisciplinary approach that integrates technology, social learning, and environmental sustainability. The weaknesses of the study include limited long-term engagement of stakeholders in some case studies.

Mai et al. (2020) conducted a study that sought to examine the allocation and spending of public funding within Vietnam's WASH sector for the fiscal years 2016, 2017, and 2018. The findings revealed that the public expenditure on basic WASH-related activities in Vietnam declined during the years 2016-2018. The author urged this was caused by insufficient investment in health promotion related to WASH. Several strengths such as the inclusion of robust multi-stakeholder involvement such as government agencies, donors, and financial experts. Also, the study was able to highlight funding disparities among socio-economic groups. However, the scope of

the study was limited only to public financing and exclude private and household contributions.

Nabulime et al. (2021) envisaged a study in Kalungu district, Uganda to investigate the relationship between communal resource mobilization with project performance using a mixed approach. The study adopted a participatory development theory which argues that community resource mobilization enhances project sustainability. The findings of the study indicated that effective resource mobilization improves project success though critical resources such as the availability of land were unreliable which resulted in project failure. The strength highlighted in this study includes; the ability to analyze data using both qualitative and quantitative methods, and the ability to focus on community-driven development.

Yet Eysimkele and Kimwaki (2023) conducted a study to assess and determine how financial resource mobilization skills contributes to improving sustainable access to water in arid and semi-arid areas (ASALs) in Kenya using quantitative methods. The study was guided by the resource dependence theory, which encourages financial resource mobilization for effective service delivery. The findings of the study indicated that financial resource mobilization skills were critical in fostering sustainable access to water followed by government and external sources of funds. The strengths of the study include; the use of a strong theoretical framework which effectively explains financial challenges in water projects, and the use of both descriptive and statistical analysis to ensure reliable results. However, the study encountered some shortcomings such as a limited sample size for data collection

which may not fully represent ASALs, also the analysis covered a specific period, and it did not track long-term financial impacts.

Adom and Simatele (2022) also conducted a study exploring how stakeholder involvement in water governance, policy implementation, and resource management affect water the sustainability of water using a mixed method. The study was ground by participatory governance theory which argues that public involvement in water resource management foster transparency, accountability, and project sustainability. The study found that there was a lack of community empowerment and capacity building and, lack of stakeholder engagement in policy making which led to poor outcomes. This study was able to address critical problems in South Africa since water security is a major socio-economic challenge in South Africa and the use of the comprehensive methodology for data analysis. However, a limited sample size (100 participants) may not represent reliable results.

At the local level, Ngunula and Magali (2024) conducted a study aimed to assess financial management factors affecting the performance of community based water supply organizations in managing rural water supply schemes. The study was conducted in Katavi, Tanzania. The study focused on assessing the role of community participation in revenue collection and financial stability, evaluating financial management factors affecting the performance, and also to examine financial governance structures within community-based water supply organizations. The study employed an inductive and qualitative approach. The study was guided by stakeholder and financial distress theories. The findings of the study indicated that

community participation in financial management improves accountability and project sustainability. The strength of the study included the ability to address a critical knowledge gap by linking financial management and community-based water supply organizations and the use of multiple theoretical frameworks to strengthen the results. Few weaknesses in this study include the use of a small number of sample size and only qualitative data was included.

Yonaza (2023) conducted a study in Babati district, Tanzania to investigate factors that influence the sustainability of water projects using a mixed approach. It aims to evaluate the effectiveness of community capacity building in infrastructure maintenance. The study was guided by community participation theory. The study found that communities lacked skill in infrastructure maintenance which results to system breakdown. Hence the study concluded that community participation and building skills could highly result to project sustainability. The strength of the study included the use of a mixed method approach which strengthens the study's validity. Also, the study focused on local government collaboration which plays a crucial role in project sustainability. The study's weaknesses include limited scope which is specific to Babati district and results may not be applicable into other regions.This dissertation intends to fill the gap that was not addressed by local or other researchers to study the effect of stakeholder engagement on water services projects in Zanzibar.

2.5 Research Gap

2.5.1 Knowledge Gap

Despite growing recognition of stakeholder engagement's importance in water supply and sanitation projects, a significant gap exists in the literature, particularly

for the Zanzibar region (AfDB, 2020). Existing studies such as Sanka (2024) and Nyambitta and Mohamed (2022) lack a comprehensive examination of stakeholder engagement's impact specifically factors influencing stakeholder engagement effectiveness in Zanzibar water projects. This study sought to fill this gap by generating specific information to enhance stakeholder engagement and improve project outcomes in Zanzibar.

2.5.2 Methodological Gap

Most studies on the effect of stakeholder engagement have used mixed methods i.e Nyambitta and Mohamed (2022) and Pongpanrat (2022), survey method by Wawira and Yusuf (2022) or Structural equation modeling (SEM) by Jayasuriya et al. (2020). None have focused solely on quantitative data. This study used a quantitative method to analyze the effect of stakeholder engagement on water projects. The justification of the chosen method is on the fact of limited time and the accuracy of the results required.

2.5.3 Contextual Gap

Most studies on stakeholder engagement in water and sanitation project performance have been conducted in global and African contexts. For example, Bazaanah and Litabec (2023) and Langsdale and Cardwell (2022) conducted a study in North America and South Africa evaluating the effect of community participation on the performance of water supply and sanitation projects. However, none have specifically addressed Zanzibar. Hence, it is not clear whether the findings will align or differ from other regions.

2.5.4 Theoretical Gap

Despite the recognition of stakeholder theory in emphasizing stakeholder management's importance. There is a gap in understanding the specific mechanisms through which stakeholder involvement in project planning, decision-making, and resource mobilization affects the performance of infrastructure projects like the Zanzibar Urban Water Supply and Sanitation Project. This study aims to fill the gap by investigating these relationships. Stakeholder theory as articulated by R. Edward Freeman in his 1984 book "Strategic Management: A Stakeholder Approach" underpins this study, advocating that organizations should prioritize the stakeholders' interests not just shareholders throughout project activities (Freeman et al., 2021).

2.6 Conceptual Framework

A conceptual framework is a theoretical structure that systematically organizes and represents concepts, outlining dependent and independent variables as shown in Figure 2.1 below (Imenda, 2014). The framework guides the study by illustrating the relationships between different constructs to be investigated.

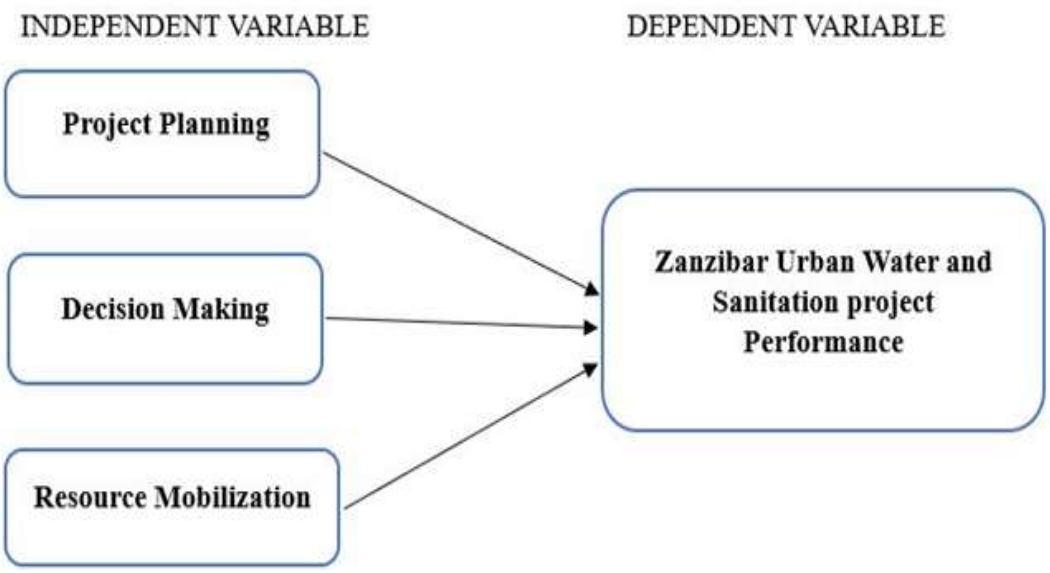

Figure 2.1: Conceptual Framework

The conceptual framework aims to evaluate the effects of stakeholders on the performance of water projects in the Zanzibar Urban area. It includes three independent variables; project planning, decision-making, and resource mobilization which will be assessed against the dependent variable; the performance of water in the Zanzibar Urban area. Effective planning is expected to result in better performance. Additionally, engaging stakeholders in decision-making and effective resource mobilization are anticipated to positively influence project performance.

2.7 Research Hypothesis

The following hypothesis was formulated to determine the effect of stakeholder involvement on the project performance.

H_{01}: There is a no positive effect between stakeholder engagement on the planning and performance of water supply and sanitation projects in the Zanzibar Urban area.

H_{02}: There is no positive effect between stakeholder engagement in decision-making and performance of water supply and sanitation project in the Zanzibar Urban area.

H_{03}: There is a no positive effect between stakeholder engagement in resource mobilization and the performance of water supply and sanitation projects in the Zanzibar Urban area.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter covers the research philosophy, research design, research approach, description and justification of the study area, targeted population, sample, and sampling procedures, data collection method, data analysis, validity, reliability, and ethical considerations to provide the necessary solution to a defined problem.

3.2 Research Philosophy

This is a set of beliefs or assumptions in which data should be gathered, analyzed and used. It involves fundamental considerations about the nature of reality, the nature of knowledge, and the relationship between research and the subject of the study. The common leading and dominating paradigms are positivism and interpretivism (Goodwin, 2016). Each of them has a significant implication for gathering information for the particular study.

Goodwin (2016) defined positivism as a philosophical approach that assumes knowledge is acquired from observable and measurable facts. Therefore, this study adopted a positivist philosophy since it seeks to objectively measure the relationship between dependent and independent variables using quantifiable data. The researcher preferred the use of positivism because it emphasized empirical evidence, which aligns with this study's approach of using a structured questionnaire to collect data for statistical analysis. The structured questionnaire was chosen to ensure efficiency, reliability, and easy data analysis, which is critical for positivist research.

3.3 Research Approach

This study employed a deductive research approach, which is consistent with positivist philosophy. This approach was chosen since the study seeks to test pre-defined hypotheses and examine the relationship between the variables.

3.4 Research Design

Kothari (2022) defined research design as the conceptual structure for conducting research. It is an arrangement of conditions for the collection, measurement, and analysis of data. This study used a case study research design to conduct an in-depth analysis of the effect of stakeholder engagement on Zanzibar urban water supply and sanitation projects. According to Siedleck (2020), a case study involves an in-depth investigation of a specific event, organization/institution, or project to gain a comprehensive understanding of a phenomenon. This method made it possible to measure stakeholder participation and its effect on the project, which made it appropriate for extrapolating the results.

3.5 Area of the Study

The selected area for the study was the Zanzibar Water Authority (ZAWA) because it is the only entity with overall responsibility for water issues and services to all people living in Zanzibar, making it highly relevant for examining public service delivery (RGoZ, 2022). ZAWA depends on groundwater as the main source, of which 36% is estimated to be lost on the way, leading to unreliable urban water services. ZAWA was chosen as a case study due to its declining performance in recent years, which led to urban water services becoming highly defective (ADF, 2012) (Mhoma

et al., 2019). Finally, there is limited empirical research specifically focusing on stakeholder engagement in the Zanzibar water sector. Most existing studies have focused on mainland Tanzania or broader regional issues. Therefore, the study fills a critical knowledge gap by providing insights specific to Zanzibar, which can inform both policy and practice in similar contexts.

3.6 Population of the Study

The study's population consists of the individuals, objects, or events that the researcher wants to study (Gupta & Gupta, 2022). This study covered participants from ZAWA, which has a total of 281 employees on Unguja Island. The study specifically targeted employees in Unguja Island since it was believed that they had full participation during project implementation.

Table 3.1: Target Population

Unguja Employees	Total Number	Percentage (%)
Women	68	24.2
Men	213	75.8
Total	281	100

Source: ZAWA (2024)

3.7 Sample and Sampling Techniques

A sample is a subset of the population chosen to represent the entire group for a study while ensuring the validity and generalization of the research findings (Kothari, 2022).

3.7.1 Sample Size

Dubey & Kothari (2022) defined sample size as the total number of items selected from a sample. The sample size must be large enough to provide information on the

study population and should be analyzed easily (Kothari, 2004). This study used a Slovin's formula also known as Yamane's formula by (Mweshi & Sakyi, 2020) to select the sample size needed based on the acceptable margin of error of 0.05.

Slovin's formula states: **n** = $\frac{N}{1+N(\alpha)^2}$

Therefore, **n** = $\frac{281}{1+281(0.05)^2}$

n = 165

Where; N = actual population size; n = sample size needed; and α margin of error =0.05.

3.7.2 Sampling Frame

This includes a list of all units of population to be surveyed. It should be comprehensive, adequate, and complete in that it includes the whole population (Kothari D. V., 2019).

Table3.2: Sampling Frame

ZAWA Employees	Target Population	Sample Size
Women	68	58
Man	213	139
Total	281	165

Source: Emily Mandala (2018)

3.8 Sampling Techniques

Sampling techniques involve methods for selecting individual members or a subset from a larger population (Ahiwale et al., 2021). The respondents were chosen at random from the target group. To ensure there is no bias in the representation of

respondents, ZAWA officials were chosen at random so that each member would have equal chance of being selected. The researcher employed this method since each member from the targeted population has an equal chance of being chosen. In most situations, this result creates a balanced subset with the highest potential for representing the entire population.

3.9 Data Collection

3.9.1 Primary Data Collection

The collection of primary data involved the use of a questionnaire. Ahiwale, et al., (2021) defined a questionnaire as a research instrument comprising a list of questions for gathering data from respondents. The researcher created a questionnaire that included a five-point Likert rating scale and was distributed to ZAWA employees to gather necessary information. The questionnaire was straightforward to use and took a short while to complete because it included only closed-ended questions, which allowed immediate answers and feedback from them. Despite that, the tool was used as this study needed quantitative data, and the questionnaire is the only major tool that can produce this kind of information (Mweshi & Sakyi, 2020).

3.10 Measurement of Variables

The main variables in this study included the dependent variable, the performance of the Zanzibar Urban Water Supply and Sanitation Project, and the independent variables; project planning, decision-making, and resource mobilization. There variables were measured as shown below:

3.10.1 Dependent Variable

3.10.1.1 Performance

The performance of the Zanzibar Urban Water Supply and Sanitation Project was the dependent variable in this study. Hence, project completion on time, budget adherence, level of satisfaction, and realization of the user's requirements were used to measure the project performance. Responses to the questions of whether they affect the project performance were asked in a specific format to collect data on different dimensions, ranging from strongly disagree, disagree, neutral, agree, and strongly agree. Percentages were also computed for analysis (Nyambitta & Mohamed, 2022).

3.10.2 Independent Variables

3.10.2.1 Personal Attributes

The personal biographical information measured was sex, age, and position in the project. These variables were measured as follows: sex was specified as either 1 for male or 2 for female. The position of each personnel was measured by a four-point Likert scale ranging from 1 for project team member, 2 for project manager, 3 for consultant, and 4 for employee (Nyambitta & Mohamed, 2022) (Sigalla et al., 2021).

3.10.2.2 Project Planning

The study measured whether stakeholders participated effectively during project planning. Three different constructs were used to determine their effectiveness, i.e. stakeholder participation during financial planning, schedule planning, and scope planning. Respondents were asked whether involving key stakeholders during project

planning strongly affects project outcome, the contribution of stakeholders when assessing project needs during budget planning, engaging the stakeholders during scheduling, and whether this participation leads to project success or not. Their answers were limited to whether 1 = strongly agree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree (Rossio & Seo, 2020) (Wawira & Yusuf, 2022).

3.10.2.3 Decision Making

The measurement of stakeholders' effective participation during the decision-making process was measured into the following constructs: performance meetings, stakeholder checklists, and appraisal reports. It included how well stakeholders' opinions and their contributions were considered. Respondents were asked whether stakeholders were engaged during the project performance review and if their opinions were strongly considered during project appraisal meetings. They were required to respond by ticking on strongly disagree, disagree, neutral, agree, and strongly agree.

3.10.2.4 Resource Mobilization

Resources can be categorized into capital resources, human resources, and organizational materials that the firm owns and manages as the results success delivery of Water service in Zanzibar. Respondents were asked whether the financial resource was provided to perform project activities, the allocation of the project team to different project activities, the availability of modern tools and equipment, and how well these materials were managed and contributed to the project outcome. Respondents were able to answer the questions in either strongly disagree, disagree, neutral, agree, or strongly agree.

3.11 Data Processing

The raw data collected from closed-ended questionnaires were quantitatively organized, cleaned, edited, and coded to generate relevant statistical data using statistical package for social scientists (SPSS) software version 23 to address the research objectives (Gupta & Gupta, 2022). To ensure data integrity, data entry was cross-checked against the original data to identify and correct any entry errors. The listwise detection was used to detect the missing values, which were addressed where the incomplete responses were removed from the analysis to maintain the integrity of the dataset.

3.11.1 Pilot study

A pilot test was conducted before the primary data collection to refine the validity and the data collection instrument reliability. This included testing the relevance of the questionnaires to ensure they capture the intended data. Pretesting data in this study involved fifty respondents, which is 30% of the size of the sample.

3.12 Data Analysis

This process involved analyzing the collected data to address and validate the research hypothesis. The researcher analyzed the quantitative data using both descriptive analysis and inferential analysis techniques.

3.12.1 Descriptive Statistical Analysis

The study used descriptive analysis to analyze ordinary Likert scale data to determine employee involvement in Zanzibar Urban Water Supply and Sanitation

services. Variables such as frequency, mean, median, standard deviation, and percentages were generated to interpret and summarize respondents' variables, including gender, age, position, project planning, decision-making, and resource mobilization using metrics like strongly disagree, disagree, neutral, agree, and strongly agree (Siedleck, 2020). The types of data and the nature of the study are important factors to consider during the analysis process (Kothari, 2004).

3.12.2 Inferential Statistical Analysis

The researcher employed a correlation and multiple linear regression analysis to determine the relationship between stakeholder participation during project planning, decision-making process, and resource mobilization with the project performance within ZAWA (Sanka, 2024). The performance was computed using a multiple regression model indicated below;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \alpha$

Where: Y = dependent variable (project performance)

β_0 = constant.

β_1 = the coefficient of project planning (X_1)

β_2 = the coefficient of decision-making (X_2)

β_3 = the coefficient of resource mobilization (X_3)

α = error term.

The strength of this relationship was determined by the statistical measure (R-square) that represents the proportion of variation in the dependent variable because of the independent variables (Heale & Twycross, 2015). The R-squared value ranges from 0

to 1 (0% to 100%) in where a higher value indicates a better fit of the model to the data. At a 95% of confidence level, the statistical test of significance (p = 0.05) was conducted. This means that for any independent variable to significantly affect the dependent variable, their p values need to be less than or equal to the level of significance.

To ensure the validity of the regression model, the study tested the regression assumption by making sure that the relationship between dependent and independent variables is linear. The study also used the model of multivariate analysis to test the goodness of fit between the variables. Additional statistical test, such as adjusted R2 and F-Test, was also provided. On the other hand, a multicollinearity problem was also tested to see the relationship between the independent and dependent variables. The researcher calculated the overall mean score of each variable. The numerical data of the results were analyzed using the mean score and led to a conclusion and a recommendation.

3.13 Validity

Validity refers to how accurately a concept is measured in the qualitative study (Heale & Twycross, 2015). It establishes if the findings accurately reflect the ideas or phenomena being studied. This study employed construct validity to assess how well a research instrument measures the theoretical construct as intended to measure.

3.14 Reliability

Reliability refers to the extent to which the research instruments, techniques, or procedures produce consistent results. The aim is to address the dependability and

consistency of the research results. Therefore, a study must demonstrate that similar findings would be obtained if it were conducted on a comparable sample of respondents in comparable settings (Black, Babin, & Anderson, 2010).

Cronbach's Alpha (α) is a statistical measure and internal consistency used in this study to ensure the reliability of the survey instrument. Cronbach's Alpha was calculated for each objective to see if the scale yielded consistent results (Lakhawani, 2020). A reliability coefficient of 0.77 was obtained, which means there is a strong reliability of the results. According to (Lakhawani, 2020) reliability score of 0.7 or higher is considered acceptable, indicating that the items in the survey were reliable in measuring the same construct, while below 0.7 is considered unacceptable, questionable, or poor.

3.15 Ethical Consideration

Ethics is regarded as a set of principles that guide human behavior and significantly influence well-being. To ensure the study's credibility and the protection of participants, it is crucial to incorporate ethical considerations in research work (Sivasubramaniam et al., 2021).

This research adheres to university ethical guidelines, OUT requirements, and data collection permissions, ensuring to maintains confidentiality and privacy of respondents. During the study, participants were voluntarily required to dully fill out the questionnaires and vice versa. Moreover, participants were asked for their consent to fill out the questionnaires in this study. To protect the confidentiality,

participants were not required to fill in their names. Hence, respondents got assurance that the information they submitted would strictly be utilized for academic purposes only.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Overview

This chapter focuses on the research findings, data analysis, interpretation, and presents the discussion and conclusion of the study. The main objective was to determine the effect of stakeholder engagement on the Zanzibar urban water supply and sanitation project.

4.2 Response Rate

Table 4.1 shows the sample size of this study, which was 165, consisting of ZAWA employees at the headquarters office. The researcher distributed 165 questionnaires, and out of the 165 questionnaires submitted to ZAWA employees, 155 participants managed to fill them out effectively, yielding a response rate of 93.9%. This shows that a response rate is sufficient for statistical analysis as well as for making conclusions about a target population since it reached an optimal level of fifty percent (Kothari, 2004).

Table 4.1: Respondent's Response Rate

Category	Frequency	Percentage %
Responded	155	93.9
Not responded	10	6.1
Total	165	100

Source: Field Data (2024)

4.3 Reliability Analysis

Reliability is the process of assessing the consistency and stability of the research method's results (Black, Babin, & Anderson, 2010). The Cronbach alpha calculation

was employed to assess the reliability of the questionnaire distributed to ZAWA employees. The alpha value ranges from 0 and 1, where George and Mallery (2003) explained the ranges of 0.9 or higher to indicate excellent, 0.8 or higher is considered good, 0.7 or higher is generally considered acceptable, 0.6 or higher is questionable, and below is considered poor. Table 4.2 shows the reliability test information of all the study variables, whereby all independent and dependent variables are consistent and reliable. However, the values of constructs are all above 0.7, ranging from 0.78 to 0.87. This indicates the acceptable internal consistency of the instrument and hence the credibility of the data collected.

Table 4.2: Reliability Test Results

Study Variables	**Cronbach Alpha Value**	**Internal Consistency Status**
Project Planning	0.87	Good
Decision-Making	0.78	Acceptable
Resource Mobilization	0.79	Acceptable
Performance of Zanzibar Urban Water Supply and Sanitation Projects	0.81	Good

Source: Field Data (2024)

4.4 Respondents Characteristics

Understanding the characteristics and features of the respondents is crucial to get insight into the overall sample and its composition. The distribution and description of the research population are broadly depicted in the findings below. The key demographic variables examined were gender, age, and employees' position within the organization.

4.4.1 Distribution of Respondents by their Gender

The respondents to this survey had to provide information regarding their gender as analyzed in Table 4.3. According to Table 4.3 above, the results of the respondent's gender were observed to be 81 (52.3%) of male respondents while female were 74 (47.7%). This indicates that there are more males than females working at ZAWA and hence it indicates that they contribute to the workforce to deliver water services.

Table 4.3: Gender Distribution of Respondents

Gender	Frequency	Percent (%)
Male	81	52.3
Female	74	47.7
Total	**155**	**100.0**

Source: Field Data (2024)

4.4.2 Distribution of Respondents by their Age

In addition, the respondents disclosed information about their age, and the analysis of the results is shown in Table 4.4 below. Table 4.4 displays the respondents' age distribution, where the majority were between below 25 years; 33 (21.3%) and 26-35 years; 66(42.6%). Others were between 36-45 years; 32(20.6%) and 46-55 years; 18(11.6%) followed by above 55 years; 6(3.9%). As a result, the majority of ZAWA employees are young and more active which suggests that they can help the authority to perform better when it comes to providing reliable and high-quality water services.

Table 4.4: Age Distribution of Respondents

Age	Frequency	Percent
Below 25 Years	33	21.3
26-35 Years	66	42.6
36-45 Years	32	20.6
46-55 Years	18	11.6
Above 55 Years	6	3.9
Total	**155**	**100.0**

Source: Field Data (2024)

4.4.3 Distribution of respondents by their Position Level

The respondents also disclosed their information regarding their position. Table 4.5 shows that the majority of the respondents were employees, 108 (69.7%) followed by project team members 35 (22.6%), trainers 6 (3.9%), consultants 5 (3.2%), and only one project manager (0.6%). This implies that employees and project team members play a significant role in influencing the effective stakeholder engagement activities toward the performance of the Zanzibar water project towards their position level. The results were analyzed as shown in table 4.5 below.

Table 4.5: Position Level

Position Level	Frequency	Position Level
Project team member	35	22.6
Project manager	1	.6
Consultant	5	3.2
Employee	108	69.7
Trainer	6	3.9
Total	**155**	**100.0**

Source: Field Data (2024)

4.5 Descriptive Statistics

Additionally, this study aimed to investigate respondents' perceptions of the variables influencing the Zanzibar Urban Water Supply and Sanitation Services' performance

through three specific objectives under ZAWA. They include: project planning, decision-making, and resource mobilization. The respondents selected from the list of questions to indicate how much they strongly disagree (SD), disagree (D), neutral (N), agree (A), and strongly agree (SA). In light of the study objectives, the research findings were properly analyzed and presented as follows.

4.5.1 Project Planning

The researcher set out to determine how stakeholder engagement during project planning had impacted the Zanzibar urban water service delivery. Respondents thought about how stakeholders were engaged in contributing their opinions and contributions on budgeting, scheduling project tasks, and during scope planning. Respondents were requested to identify their point of view by marking the appropriate response on a scale ranging from strongly disagree to strongly agree. The results are displayed in Table 4.6. From the results of Table 4.6, it is evident that most respondents highly agreed that project planning principles guide implementation with a mean value of 4.10 and slight variation of standard deviation of 1.163.

In the second statement, it shown that assessing project needs and expenses had a strong agreement with a mean value of 4.43 and standard deviation of 0.711. The respondents highly rated that financial planning leads to project success with a mean value of 4.68 and a standard deviation of 0.466. However, the fourth statement shows that stakeholders were not fully engaged in scheduling tasks with a mean value of 3.51 and a higher standard deviation of 1.286. Finally, stakeholder analysis was rated

as important in the early stage of the project with an average value of 4.35 and a lower standard deviation of 0.709. Stakeholder engagement in water service delivery contributes greatly to the Zanzibar urban water supply and sanitation projects as many of the respondents agreed that they were involved in planning activities and hence this effectiveness leads to project success.

Table 4.6: Project Planning

Questions	Min	Max	Mean	Std. Dev
Project planning principles guide project implementation with key stakeholders playing a huge role in affecting its outcome.	1	5	4.10	1.163
I assess project needs and expenses according their importance when creating project budget	2	5	4.43	.711
Effective financial planning leads to project success	4	5	4.68	.466
I was fully engaged in scheduling the project tasks, activities and their timelines.	1	5	3.52	1.286
Understanding and analyzing project stakeholders are very important in the early step of scope planning.	1	5	4.35	.709

Source: Field Data, 2024

4.5.2 Decision-Making

The objective aimed to identify the level of stakeholder engagement during decision-making processes and determine the extent of their involvement. It also aimed to measure the impacts of the performance of Zanzibar's urban water supply and sanitation projects. Respondents' feedback is presented below.

Table 4.7: Decision Making

Questions	Min	Max	Mean	Std. Dev
Project performance is reviewed by an experienced project stakeholder.	1	5	3.68	1.099
A stakeholder management checklist determines how to engage with different stakeholders.	1	5	4.02	.908
The project team reviews checklists during the decision-making process	2	5	4.14	.785
Project management meeting is conducted each monthly	1	5	3.10	1.058
Stakeholder's opinions are considered during project appraisal meetings.	1	5	4.35	.865

Source: Field Data, 2024

As illustrated in Table 4.7 above, the project performance review had high agreement with an average mean of 3.68 and a standard deviation of 1.099. In the second statement, stakeholder management checklists were seen as important, with a very high mean value of 4.14 and a lower standard deviation of 0.785. The project team was highly involved during the decision-making process since respondents rated this with a very high average mean of 4.14 and a standard deviation of 0.785.

In the fourth statement, monthly management meetings had a moderate mean of 3.10 and a moderate standard deviation of 1.058. Finally, stakeholder opinions were valued with a mean value of 4.35 and a lower standard deviation of 0.865. From the results of the analysis, stakeholder engagement during decision-making processes greatly contributes to the performance of Zanzibar water services as a larger number of respondents agreed with the fact that stakeholders' opinions and interests were considered during the project implementation.

4.5.3 Resource Mobilization

The researcher wanted to identify the level of stakeholder engagement during resource mobilization processes. The resources included financial resources, human resources, and equipment. Table 4.8 below provides the results regarding respondents' level of agreement on whether they agreed or disagreed.

Table 4.8: Resource Mobilization

Questions	Min	Max	Mean	Std. Dev
The financial resource is provided during project implementation.	1	5	4.16	.929
The dedicated project team was made available and allocated with proper training for the water project.	1	5	3.88	.956
Modern equipment for the water project was procured and made available throughout the project implementation time	1	5	3.61	.976
There is proper material management	1	5	3.32	1.074

Source: Field Data, 2024

From Table 4.8, the respondents highly rated that financial resources were available with a mean value of 4.16 and a standard deviation of 0.929. In the second statement, the dedicated team was also rated as highly provided with proper training, with a mean value of 3.88 and a standard deviation of 0.956. Modern equipment availability had a high mean of 3.61 and a lower standard deviation of 0.976. Finally, material management was rated the moderate with an average mean of 3.32 and a standard deviation of 1.074.

Therefore, stakeholder engagement during resource mobilization seemed to have a positive influence on project performance since a larger number of respondents

agreed that resources such as funds, human and materials were provided and stakeholders were engaged during the implementation. Yet, still, some of the respondents could not agree with the statement hence more effort should be made to enhance the engagement of stakeholders.

4.5.4 Performance of Zanzibar Urban Water Supply and Sanitation Project

The study's main objective was to determine the extent to which stakeholder engagement had impacted the performance of Zanzibar Urban water projects. The respondents were required to choose whether they were satisfied with the project outcome by selecting their level of agreement on agree or disagree options. Table 4.9 below shows the results.

Table 4.9: Performance of the Zanzibar Urban Water Project

Questions	Min	Max	Mean	Std. Dev
The project met its scheduled completion date as per the initial plan.	1	5	2.81	1.080
During its completion, the project aligned with the allocated budget constrain.	1	5	4.16	.997
How are you satisfied with the project outcome?	1	5	4.31	.850
The project was completed and user's requirements were achieved.	2	5	4.37	.685

Source: Field Data, 2024

From Table 4.9 above, the findings show that the project completion was as per the initial plan and was rated with a moderate mean value of 2.81 and a standard deviation of 1.080. In the second statement, the budget alignment was highly rated with an average mean of 4.16 and a standard deviation of 0.997. In the third statement, satisfaction with project outcomes was strongly rated with an average

mean of 4.31 and a standard deviation of 0.850. Finally, the project seemed to achieve the stakeholders' requirement with a high mean score of 4.37 and a standard deviation of 0.685.

According to the analysis above, project performance was rated as excellent by stakeholders, since the results showed that a high number of respondents agreed that the completion of Zanzibar urban water supply and sanitation projects aligned with its budget and user requirements, hence stakeholders' level of satisfaction was met during project completion.

Table 4.10: Legend

Likert scale Range	Response Mode	Mean Range	Interpretation
5	Strongly disagree	1.00 – 1.8	Very low
4	Disagree	1.8 – 2.6	Low
3	Neutral	2.6 – 3.4	Moderate
2	Agree	3.4 – 4.2	High
1	Strongly agree	4.2 - 5	Very high

Source: Osma Abdi, (2020)

4.5.5 Mean and Standard Deviation

The summary of the data collected for three independent variables and one dependent variable provides insights into the average level of the dataset's central tendency and the variability of responses around that average. The analytical tool was used to test the hypothesis and show which variable among the independent ones has the highest influence on the dependent variable by using the mean. The respondents' views variations were measured using standard deviation. Table 4.10 below shows the results.

Table 4.11: Descriptive Statistics

Variable	N	Mean	Std. Deviation
Project Planning	155	4.2181	.56906
Decision-Making	155	3.8581	.50759
Resource Mobilization	155	3.7419	.59450
Zanzibar Urban Water Supply and Sanitation Project Performance	155	3.9145	.54089

Source: Field Data, 2024

Table 4.10 shows the value of the mean and standard deviation obtained from specific construct whereas the highest mean from three independent variables is project planning with a value of 4.2181 and standard deviation of 0.56906 followed by decision-making with a value of 3.8581 and standard deviation of 0.50759 and finally resource mobilization with a mean value of 3.7419 and standard deviation of 0.59450. This means that a high number of respondents rated the effective engagement of stakeholders in the planning process as high on a scale with a moderate level of variability in their responses. This influence is followed by decision-making and finally in resource mobilization.

The Zanzibar urban water supply and sanitation project performance had a mean score of 3.9145, indicating that the general assessment of project outcomes was influenced by the stakeholder engagement practices. The standard deviation of 0.54089 indicates that moderate variability of responses on the project outcome. In general, the results showed that effective engagement of stakeholders during project planning highly influences the success of the Zanzibar Urban Water Supply and Sanitation Project, followed by engaging them in decision-making and then in resource mobilization. Standard deviation, on the other hand, indicates that the

variance between the variables is slightly lower, which means respondents were slightly differing in their opinions.

4.6 Inferential Statistics

In this study, three independent variables and one dependent variable were analyzed to explore and quantify the relationships between variables. The researcher used Pearson's correlation and multiple linear regression analysis to examine the relationship between dependent and independent variables and to test the hypotheses established between variables.

4.6.1 Correlation Analysis

Correlation analysis was used to measure the strength and direction of the linear relationship between the study variables. Karl Pearson's correlation coefficient (r) ranges from -1 to +1, whereby positive values indicate a linear positive correlation, and negative values indicate a linear negative correlation. The ranges indicate; that < 0.3 indicates a weak correlation, > 0.3 < 0.5 indicates a moderate correlation, > 0.5 indicates a strong correlation, 1 indicates a perfect correlation, and 0 value indicates no relationship between variables. The findings of the analysis are presented in Table 4.11 below. Table 4.11 above shows the results of the relationship between the independent variables dependent variable. At a significant level of 0.05, all independent variables positively correlated with the dependent variable.

There is a weak significant relationship between stakeholder engagement in project planning and Zanzibar water project performance since the value of p equals 0.000,

which is less than 0.05. Moreover, the correlation coefficient value is 0.297, which falls under the range of <0.3. There is a moderately significant relationship between stakeholder engagement in decision-making and Zanzibar water project performance since the value of p equals 0.000, which is less than 0.05. Moreover, the correlation coefficient value is 0.304, which falls under the range of > 0.3 < 0.5.

There is a moderately significant relationship between stakeholder engagement in resource mobilization and Zanzibar water project performance since the value of p equals 0.000, which is less than 0.05. Moreover, the correlation coefficient value is 0.474, which falls under the range of > 0.3 < 0.5. Since the highest correlation coefficient is 0.474, which is between stakeholder engagement in resource mobilization and Zanzibar water project performance, which is less than 0.9. This indicates that there is no multicollinearity problem between the independent and dependent variables (Ringim et al., 2012).

Table 4.12: Correlation Analysis

Correlation Analysis					
Project Planning	Pearson Correlation	1			
Decision Making	Pearson Correlation	.429**	1		
Resource Mobilization	Pearson Correlation	.433**	.332**	1	
Performance of Zanzibar Urban Water Supply and Sanitation Project	Pearson Correlation	.297**	.304**	.474**	1

Source: Field Data, 2024

4.6.2 Multiple Regression Analysis

In addition, a linear multiple regression was performed using a statistical package for social science (SPSS) to assess how stakeholder engagement in project planning,

decision-making, and resource mobilization predicted the performance of the Zanzibar water project. This process allowed the researcher to confidently determine which factor has more impact on the topic of interest; hence, it enabled the selection of the factor to be considered and which to be ignored. The results showed that the extent of variation of the dependent variable, which is the project performance, was caused due to independent variables which are project planning, decision-making, and resource mobilization. The coefficient of multiple determination (R^2) with the value of 0.251 indicates that 25.1% of independent variable contribute to performance of the Zanzibar Urban Water Supply and Sanitation project. This indicate that other factors that were not considered contributed to 74.9%.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501[a]	.251	.237	.47259

a. **Predictors**: (Constant), Resource Mobilization, Decision Making, Project Planning

Source: Data analysis (2025)

4.6.2.1 Analysis of Variance Results

Table 4.13 provides an F-test that predicts and determines the fitness of the regression model. The F-test (16.911, $p = 0.000 < 0.05$) indicated that the model is a good fit to predict the effect of stakeholder engagement in project planning, the effect of stakeholder engagement in decision-making, and the effect of stakeholder engagement in resource mobilization on the performance of the Zanzibar Urban Water Supply and Sanitation Projects.

Table 4.14: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.331	3	3.777	16.911	.000[b]
	Residual	33.724	151	.223		
	Total	45.055	154			

Source: Data analysis (2025)

4.6.2.2 Regression Coefficients Results

The tests decide whether to accept or reject the null hypothesis (H_0) based on the results obtained from the sample data. The conclusion is reached using the p-value of whether to reject the null hypothesis when it is less than or equal to the level of significance (95%) and accept the alternative hypothesis (H_1). The interpretation is shown below.

H_{01}: There is no positive effect between stakeholder engagement on the planning and performance of the Zanzibar urban water supply and sanitation project.

H_{11}: There is a positive effect between stakeholder engagement on the planning and performance of the Zanzibar urban water supply and sanitation projects.

The regression coefficient for planning was **β_1 =0.059,** which means **that** for every one-unit increase in planning, project performance improves by 0.059**.** Th**e** p-value **(p= 0.000 < 0.05),** then, stakeholder engagement in project planning has a significant influence on the performance of Zanzibar urban water supply and sanitation projects. Though it was not significant at its origin till it became differentiated by its means and became significant. This indicates that the study rejects the null hypothesis and supports the alternative hypothesis.

H_{02}: There is no positive effect between stakeholder engagement in decision-making and the performance of the Zanzibar urban water supply and sanitation project.

H_{12}: There is a positive effect between stakeholder engagement in decision-making and the performance of the Zanzibar urban water supply and sanitation projects.

The regression coefficient for decision-making was **β_2 =0.155,** which means for every one-unit increase in decision-making, project performance improves by 0.155**.** Th**e** p-value **(p= 0.000 < 0.05)** then**,** stakeholder engagement in decision-making has a significant influence on the performance of Zanzibar urban water supply and sanitation projects. Though it was not significant at its origin till it became differentiated by its means and became significant. This indicates that the study rejects the null hypothesis and supports the alternative hypothesis.

H_{03}: There is no positive effect between stakeholder engagement in resource mobilization and the performance of the Zanzibar urban water supply and sanitation project.

H_{13}: There is a positive effect between stakeholder engagement in resource mobilization and the performance of the Zanzibar urban water supply and sanitation projects.

The regression coefficient for resource mobilization was **β_3 =0.362,** which means **that** for every one-unit increase in resource mobilization, project performance improves by 0.352**.** The p-value **(p= 0.000 < 0.05),** then, stakeholder engagement in resource mobilization has a positive and significant influence on the performance of

the Zanzibar urban water supply and sanitation project. Hence, the null hypothesis is rejected and supports the alternative hypothesis.

Overall, the researcher tested the regression analysis to examine if there was a relationship between the dependent and independent variables. Hence, the performance of Zanzibar water supply services is positively affected by stakeholder engagement in project planning, decision-making, and resource mobilization. Therefore, the output from the analysis provides the following model relationship.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \alpha$$

Where by the output from SPSS was; constants: $\beta_0 = 1.711$, $\beta_1 = 0.059$, $\beta_2 = 0.155$, and $\beta_3 = 0.362$

The analysis can be expressed as follows:

$$\mathbf{Y = 1.711 + 0.059X_1 + 0.155X_2 + 0.362X_3 + 0.\ 354}$$

Table 4.15: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Sig.* (2-tailed)	Mean Deference
		β	Std. Error	Beta				
	β_0	1.711	.354		4.827	.000		
	X_1	.059	.079	.062	.750	.454	.000	4.2181
	X_2	.155	.084	.145	1.836	.068	.000	3.8581
	X_3	.362	.072	.398	5.017	.000	.000	3.7419

a. **Dependent Variable**: Project Performance

b. β0 = constant, X1 = stakeholder engagement in project planning, X2 = stakeholder engagement in decision-making, X3 = stakeholder engagement in resource mobilization

Source: Data analysis (2025)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Overview

This chapter discusses the findings on the effect of stakeholder engagement in project planning, decision-making, and resource mobilization on the performance of the Zanzibar Urban Water Supply and Sanitation Project.

5.2 Effect of Stakeholder Engagement in Project Planning

The study found a positive and significant relationship between stakeholders' engagement in project planning and the performance of Zanzibar urban water projects. The results align with Wawira and Yusuf (2022), who found a positive and significant influence between stakeholder management planning and the performance of the WASH project in Embu Country. In addition, the study also found a weak correlation between stakeholder engagement in planning and the performance of the Zanzibar Urban Water Supply Sanitation Project. The findings agree with Kioko and Yusuf (2023) who found a weak correlation between stakeholder management planning and the performance of borehole water projects.

The study also found that effective engagement of stakeholders in project planning activities, such as project scheduling, budget, and scope planning would result in water project success. The results are consistent with those of Kosgei (2021) who discovered that more stakeholder consultation during the planning stage resulted in the successful execution of the water project. However, the study found that the average mean of the effect of stakeholder engagement in project planning with

project performance of the Zanzibar urban water project was 4.2181, which is high on the scale. This implies that engaging stakeholders during planning plays a vital role in project performance. The findings are in line with Matu et al. (2020), who realized that the average mean stakeholder participation in project planning was 3.59, which explains the level of importance in influencing project performance. The results also align with Kioko and Yusuf (2023) who realized a mean value of 4.34 between the effect of stakeholder involvement in the planning and implementation of a Borehole water project in Makueni Country, Kenya.

5.3 Effect of Stakeholder Engagement in Decision-Making

The study found a significant relationship between stakeholders' engagement in decision-making and the performance of Zanzibar urban water projects. The findings are in agreement with those of Muniu et al. (2017), who statistically found a significant relationship between community participation in decision-making and the sustainability of community water projects in Kenya. The study also found a positive moderate correlation between stakeholder engagement in decision-making and the performance of the Zanzibar urban water supply and sanitation project. The findings align with Muniu et al. (2017), who found a moderate correlation between community participation in project decision-making and the sustainability of community water projects in Kenya.

However, the researcher realized a large number of employees were involved in decision-making and their opinions were considered for project implementation. The findings agree with Muraya and Rambo (2019), who found a large number of

community participation in the decision-making process, which leads to the sustainability of the rural water projects in Isiolo Country Kenya.

In addition, the study also found that the average mean of effect of stakeholder engagement in decision-making with project performance of the Zanzibar urban water project was 3.8581, which is also on a high scale. The findings resemble Bakari and Mbunda (2022), who found the importance of involving community members in the decision-making process as it positively influences the performance of water projects.

5.4 Effect of Stakeholder Engagement in Resource Mobilization

The results revealed that stakeholder engagement during resource mobilization positively and significantly affects Zanzibar water project performance. The findings coincide with Deusdedit et al. (2021), who found a positive and significant relationship between resource mobilization and the performance of the water project in the Kalungu district.

The study also found that adequate funding was allocated through the Zanzibar urban water and sanitation project implementation, which was found to be a critical determinant for project success. The findings resemble those of Kamau and Mungai (2019) who found project funding to be the most significant determinant for the sustainability of water and sanitation projects in Nyeri Country Kenya. The results also indicated that the mean average of stakeholder engagement in resource mobilization with the performance of the Zanzibar water projects was 3.7419. This

implies that the majority of respondents agreed that they were engaged with proper project resources during project implementation. The findings are in line with Muniu et al. (2017) who found a mean score of 4.14 which indicates that the majority of respondents were engaged and contributed labor towards project implementation.

Additionally, the study discovered that the project team has to be fully engaged in training throughout the project's execution. The findings resemble of Mhoma et al. (2019) who found poor performance of water supply and management due to various factors including low level of engagement of the project team for training for project implementation.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Chapter Overview

This chapter discusses the summary of the findings, discussion of the findings, conclusion and recommendations drawn from the findings and the study's objectives. The section also outlines the implications and limitations of the study. Finally, it concludes with suggestion for further research.

6.2 Summary of the Findings

This section outlines the summary of the findings on the effect of stakeholder engagement in project planning, decision-making, and resource mobilization on the performance of Zanzibar urban water supply and sanitation projects. The summury of each finding are presented below.

6.2.1 Project Planning

The findings indicated that stakeholder engagement in project planning has a significant effect on the performance of Zanzibar urban water supply and sanitation projects (β=0.059, p = 0.000), the study rejects the null hypothesis and support alternative hypothesis. The study also found a positive weak significant correlation between stakeholder engagement in project planning and the performance of Zanzibar urban water supply and sanitation projects with a correlation coefficient of 0.297 and p value of 0.000. Moreover, the study found that stakeholders played a huge role during project planning principles (M = 4.10), and they were highly engaged in creating the project budget (M = 4.43). Though, the study revealed that

stakeholders were moderately involved in scheduling project activities (M = 3.52). The findings also observed effective stakeholder analysis during the early stage of the project (M = 4.35).

6.2.2 Decision Making

The study found that stakeholder engagement in decision-making has a significant effect on the Zanzibar urban water supply and sanitation projects' performance (β=0.155, p = 0.000), hence it rejects the null hypothesis and supports the alternative hypothesis. The study also found a positive, moderate significant relationship between stakeholder engagement in decision-making and the performance of Zanzibar urban water supply and sanitation projects with a correlation coefficient of 0.304 and p-value of 0.000. The study indicated moderate stakeholder engagement in reviewing project performance (M = 3.68). Also, the study observed stakeholders involved in reviewing the checklist (M = 4.14). However, the study indicated a weak stakeholder's monthly meeting (M = 3.10). The findings also revealed that stakeholders' opinions were highly considered during appraisal meetings (M = 4.35).

6.2.3 Resource Mobilization

The study found that stakeholder engagement in resource mobilization has a significant effect on the Zanzibar urban water supply and sanitation projects' performance (β=0.362, p = 0.000), hence the null hypothesis is rejected and supports the alternative hypothesis. However, the study found a moderately significant relationship between stakeholder engagement in decision-making and the performance of Zanzibar urban water supply and sanitation projects, with a

correlation coefficient of 0.474 and p-value of 0.000. The study found that stakeholders were strongly aware of the funds provided for project implementation (M = 4.16). It was also found that employees were provided with proper training (M = 3.88). Stakeholders employed modern equipment during implementation (M = 3.61). The findings also indicated that stakeholders were moderately able to manage project materials for implementation (M = 3.32).

6.3 Implications

The research highlights that effective stakeholder engagement is pivotal to the success of Zanzibar's urban water supply and sanitation projects. Policymakers can leverage these findings to revise and enhance current regulatory frameworks to mandate formal participation from key stakeholders. For instance, incorporating participatory decision-making within water sector policies can foster community trust, enhance transparency, and boost service accountability, thereby bridging the gap between national water policies (such as Zanzibar's Vision 202/2025 and the national water policy) and on-the-ground implementation challenges.

For industries, including ZAWA and private contractors, can utilize these insights to intensify stakeholder involvement throughout every stage of the project lifecycle. This proactive engagement can minimize project delays and cost overruns while promoting transparency and a strong sense of ownership among all participants. Moreover, the dissertation offers valuable empirical evidence on the impact of stakeholder engagement on project performance. For academia, these findings not only enrich theoretical models linking stakeholder engagement to infrastructure

projects but also pave the way for longitudinal studies to evaluate the long-term effects of such engagement on the sustainability of water projects.

6.4 Conclusion

The study findings conclude that the influence of stakeholder engagement on the performance of the Zanzibar urban water supply and sanitation project was strongly affected by the independent variables; project planning, decision-making, and resource mobilization. It was observed that these factors were the major contributors to the success of the Zanzibar water supply and sanitation project.

6.4.1 Project Planning

The study concluded that project planning is the primary factor contributing to the positive impact of stakeholder engagement on the performance of the Zanzibar urban water supply and sanitation project. Most of the respondents agreed that stakeholders' engagement in the planning activities significantly influences the project outcome and concurred that positive effective planning leads to better project performance. This positive feedback was reflected in an average score of 4.2181.

6.4.2 Decision Making

Decision Making found to be the major contributor toward the effect of stakeholder engagement on the performance of the Zanzibar urban water supply and sanitation project. This was shown by the majority of respondents agreeing that the stakeholder checklist was reviewed and stakeholder opinions were considered during project implementation that influence the performance of water projects. This positive feedback was reflected by the average score of 3.8581 obtained.

6.4.3 Resource Mobilization

Stakeholder engagement in resource mobilization was also found to be the primary factor influencing stakeholder participation in the Zanzibar urban water supply and sanitation project performance. This is demonstrated by the fact that most of the respondents agreed that enough fund was provided to the project and other sufficient resources were provided during the project implementation. This positive feedback was observed from the average score of 3.7419

The study concluded that the performance of Zanzibar water projects was attributed to stakeholder influence as the majority agreed that they were satisfied with the project outcome and their requirements were observed. The satisfaction level was on a high mean scale of 3.9145 with few respondents showing negative agreement on the project completion date as the initial plan.

6.5 Recommendations

Based on the study's findings, the following recommendations are suggested to enhance stakeholder engagement and further improve the performance of the Zanzibar Urban Water Supply and Sanitation Projects:

The study found stakeholders were highly engaged in project planning and budgeting, but their involvement in scheduling was only moderate. Therefore, it is recommended that the project managers develop structured sessions focused on scheduling that ensure stakeholders contribute to creating realistic and mutually agreed-upon timelines.

The study found weak stakeholder engagement in a monthly meeting. Therefore, it is recommended to establish more structured and interactive monthly meetings that focus on key decisions and feedback points. The study found a moderately significant correlation, which indicates stakeholder engagement in decision-making leads to better performance. Hence, capacity-building sessions could be implemented to equip stakeholders with the skills and knowledge needed to contribute effectively to decision-making processes. However, the study found high scores in the checklist reviews and the appraisal meeting. Therefore, it is recommended to strengthen their culture by integrating their best practices into other decision-making aspects.

Finally, the study found a significant effect in resource mobilization. Therefore, it is recommended for project managers to prioritize strengthening resource mobilization practices, such as conducting training sessions on resource identifications and allocations of funds, which can ensure that sufficient resources are mobilized to meet project demands. The study realized that stakeholders were highly aware on the funds provided. The study recommends maintaining regular and detailed financial reporting and communication. However, the study found a moderate proper training provided to stakeholders, it recommends to enhance these programs by focusing on emerging best practices and advance technology.

6.6 Limitations of the Study

Despite the usefulness of these results, it is also necessary to highlight the study's shortcomings. One of the significant weaknesses of this study is that the results may not be generalizable since the data were gathered solely from ZAWA officials. This

approach limits the perspective of other stakeholders, such as the local community and project beneficiaries. Nevertheless, reliance on a quantitative method only, the study may not capture the full depth of information regarding stakeholder engagement. This may limit the study's applicability to other contexts.

6.6.1 Suggestion for Further Studies

The researcher conducted a study on factors affecting stakeholder engagement in the performance of the Zanzibar urban water supply and sanitation project. The findings demonstrated the effect of project planning, decision-making, and resource mobilization on the performance of water projects in Zanzibar.

Further studies should therefore be conducted on other factors, such as identification, monitoring, and evaluation that could also influence stakeholder engagement on the performance of Zanzibar water projects. A similar study may also be extended to examine and capture the perspective of other stakeholders such as community members resides in Zanzibar urban area.

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APPENDICES

Appendix I- Questionnaire

Dear staff members/Respondents;

Thank you in advance for taking the time to participate in this study. Please take a moment of your precious time to complete the questionnaire as honestly and responsibly as you can. The study is primarily for academic purposes only and is part of the fulfillment of obtaining a master's degree in Project Management pursued at the Open University of Tanzania (OUT). The main purpose of the study is to determine the impact of stakeholder engagement on water and sanitation projects in Zanzibar. All information collected will be kept confidential during the study. Please read carefully and fill by ticking (√) to rate this survey to the best of your knowledge to obtain meaningful information.

SECTION A: Biographical Information

1. Gender

Male [ ] Female [ ]

2. Age

Bellow 25 years [ ] 26 to 35 years [ ]

36 to 45 years [ ] 46 to 55 years [ ]

Above 55 years [ ]

3. Position

Project team member [ ]

Project manager [ ]

Employee [ ]

Others (specify) _____

Please rate the following by ticking (√) from the options provided which corresponds to the answer of your best choice to show your level of agreement. Please use the Likert scale below:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

SECTION B: Stakeholder engagement during project planning and performance of Zanzibar Urban water supply and sanitation project.

#	STATEMENTS	1	2	3	4	5
1	Project planning principles guide project implementation with key stakeholders playing huge role in affecting its outcome.					
2	I assess project needs and expenses according their importance when creating project budget					
3	Effective financial planning leads to project success					
4	I was fully engaged in scheduling the project tasks, activities and their timelines.					
5	Understanding and analyzing project stakeholders are very important in the early step of scope planning.					

SECTION C: Stakeholder engagement during decision making and performance of Zanzibar Urban water supply and sanitation project

#	STATEMENTS	1	2	3	4	5
1	Project performance is reviewed by experienced project stakeholder.					
2	Stakeholder management checklist determines how to engage with different stakeholders.					
3	Project team reviews checklists during project planning					
4	Project management meeting is conducted each monthly					
5	Stakeholder's opinions are considered during project appraisal meetings.					

SECTION D: Stakeholder engagement in resource mobilization and performance of Zanzibar Urban water supply and sanitation project

#	STATEMENTS	1	2	3	4	5
1	The financial resource is provided during project implementation.					
2	The dedicated project team was made available and allocated with proper training for the water project.					
3	Modern equipments for the water project were procured and made available throughout the project implementation time					
4	There is a proper material management					

SECTION E: Dependent Variable: Performance of Zanzibar Urban water supply and sanitation project

#	STATEMENTS	1	2	3	4	5
1	The project met its scheduled completion date as per the initial plan.					
2	During its completion, the project aligned with the allocated budget constrain.					
3	How are you satisfied with the project outcome?					
4	The project was completed and user's requirements were achieved.					

Appendix II- A Summary of Empirical Literature Review

Table 0.1 Summary of Empirical Literature Review

Author	Country/ Location	Industry	Sampling Unit	Sampling Method	Sample Size	Analytical method	Relationship
Coronel Picon Yulieth Rossio and Yongwon Seo	Colombia	Water supply and sanitation (Rural Development)	Experts, and official	Purposive sampling	12 including consultants, government officials, and research professors	Qualitative methods.	The study also emphasizes on stakeholder participation as a critical factor in project success with the same objectives, i.e. planning, decision-making and resource mobilization. It differs with this study in the method of data collection. Also, both studies highlight the need for structured engagement frameworks
Alessandro Arlati, Anne Rödl, Sopho Kanjaria-Christian, and Jörg Knieling	Hamburg, Germany	Urban planning and sustainable development (Nature-based solutions-NBS)	Stakeholder involved in planning and design of NBS within the CLEVER cities project	Stakeholder analysis and participatory engagement	Various stakeholder groups including academics, businesses, local government representatives, and environmental agencies. (exact	Stakeholder categorization and power interest matrix analysis	The studies resemble in highlighting stakeholder involvement in planning and decision-making as key factors in project performance. It used a mixed method, while this study adopts only a quantitative method.

					number not specified)		
Sajani Jayasuriya, Guomin Zhang and Rebecca J. Yang	Australia	Public-Private Partnership (PPP) projects	Stakeholder management professionals involved in PPP projects	Non-probability sampling (random selection)	341 respondents including advisors, project managers, financiers, and independent reviewers.	Structural equation modelling (SEM) using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA)	The study focused on PPP projects. It also differs in its method of analysis.
Ngonge Caroline Wawira, and Muchelule W. Yusuf	Kenya (Embu country)	Water, sanitation and hygiene (WASH) projects	Key stakeholders of WASH projects in Embu Country	Simple random sampling	120 project key stakeholders of WASH projects with pilot test of 12 respondents (10%)	Quantitative analysis and correlation and regression method	Both studies share a common theme of stakeholder engagement roles in project success, but differ in specific stakeholder areas affecting performance in water and sanitation projects. Also, they both use stakeholder theory as a guiding framework.
Gertrude Wavinya Kioko, Dr.	Kenya (Makueni country)	Water, sanitation and hygiene	Country government officials,	Census sampling	144 respondents	Descriptive statistics and	It relates to this study in its theme of emphasizing stakeholder involvement in

Muchelule Yusuf		(WASH) borehole water projects	community leader and project team members.			inferential statistics (Pearson correlation and regression analysis)	water, sanitation, and hygiene projects. Also, the study resembles in the methods of sampling techniques and data analysis.
Galgallo, A.and Ngugi, L	Kenya (Garissa country)	Water supply projects	Project managers	Census sampling	47 respondents	Descriptive statistics and inferential statistics (Pearson correlation and regression analysis)	It used a different sampling method but the same analysis techniques.
Taussi Ally Nyambitta and Mohamed Habibu Mohamed	Tanzania (Dar es salaam)	Water service delivery in public authorities-DAWASA	Employees from various department of DAWASA	Stratified and simple random sampling	52 respondents	Descriptive statistics, inferential and content analysis for quantitative data	The study also collected data from employees by more than one sampling techniques. Also, they both use same analysis methods.
Aggrey Kinasha Herman	Tanzania (Dodoma city council)	Water supply and management	Community leaders, government officials, and street water	Simple random sampling was used to select 138	170 respondents	Descriptive statistics, logistic regression and	The study relates to the current study in which it used similar approaches and analytical methods.

			management committees	water managemen t committee members and purposive sampling was used for 20 government officials and 12 community leaders		correlation analysis	
Mark Paul Diyammi	Tanzania (Kwimba district in Mwanza)	Rural water supply (RWS)	Community members involved in water supply	Multistage purposive sampling technique	160 individuals and 30 water points assessed	Descriptive statistics and content analysis.	Both studies address the performance of the water supply project in Tanzania while emphasizing the importance of engaging stakeholders in planning and management to ensure success.
Rakhee Das, Boeing Laishram, and Mohammad Jawed	India (Southwes t Guwahati)	Urban water supply projects	Experts and policymakers in water management	Referral and snowball techniques	10 experts' interviews	Critical success factors analysis and thematic analysis using Nvivo	The study also emphasizes the crucial role of stakeholder engagement to improve water supply. However the study mainly focused on public participation in India and

						11 software	concludes that effective participation enhances project outcome.
Stacy M. Langsdale, and Hal E. Cardwell	North America	Water supply management and water resource management	Stakeholders involved in water supply decision making	Literature review and expert opinions	Not applicable	Qualitative review	The study focused on stakeholder engagement on sustainability of water supply management in North America, hence this study shares common themes with the current study, but differs in focus and geographical context. Both studies concludes effective stakeholder engagement in decision-making improves performance.
Géssica Maria Cambrainha and Marcele Elisa Fontana	Brazil (northeast, semi-arid region)	Water supply and resource management	Decision-makers involved in water supply-demand strategy formulation	Structured decision-making approach	Not applicable	Problem structuring method (PSM) and multi-criteria decision-making (MCDM)	Both studies emphasize the importance of structure decision-making in water supply projects. However, this study proposes a structured model to support decision-makers in managing water scarcity. The study differs in analysis methods.
He Mercy Wacheke	Kenya (Isiolo	Rural water project	Water management	Stratified random	67 respondents	Descriptive statistics	The study share a common them with the current study

Muraya and Charles M. Rambo	country)	sustainability	committees, community members and stakeholder involved in rural water projects	sampling		and quantitative data analysis using SPSS v25 for data analysis	as it focused on factors affecting sustainability of rural water in Isolo country Kenya i.e different geographical location. The data was collected from community while the current study collected data from ZAWA officials. They also resembles with the current study in its findings as it realized that engaging stakeholders/community in decision-making affect project success.
Prosper Bazaanah and Nthama Mathews Litabe	South Africa (Mantsopa Municipality)	Water and sanitation service delivery	Community representatives and municipal officials	Purposive sampling	Not specified	Qualitative methods approach and thematic approach to analyze data	The study share similar themes related to stakeholder involvement in water services delivery but differ in focus and methodology.
Kamau D. G., Mungai J. N.	Kenya (Nyeri country)	Water and sanitation projects	Community members and leaders, administrative and managers of	Stratified random sampling	40% of the target population (94 respondents)	Descriptive survey statistics using quantitative data and	The study shares a common theme with the current study as they all relate to water project performance and sustainability. However, the two studies

			water service providers.			regression analysis to examine the effect of technical capacity, governmental support, project funding, and community involvement in decision-making on project sustainability.	focused on different variables and perspectives. Also, both studies highlight that resource mobilization/project funding as crucial for project success.
Emili S. Sanka	Tanzania (Babati district)	Water, sanitation and hygiene (WASH) projects	Project managers, field workers, community leaders and community members	Purposive sampling	163 respondents	Descriptive and inferential statistics. A mixed method approach was used.	Both studies highlight that effective stakeholder involvement improves water project performance however, this study focused on community involvement while the current study focuses on institutional stakeholders. The studies also differ in methodologies.

Stephen J. Bakari and Fokas Abel Mbunda	Tanzania (Nyasa district)	Rural water supply projects	Project beneficiaries and key informants involved in rural water supply projects	Purposive sampling and simple random sampling	98 respondents	Descriptive statistics, and inferential statistics. A mixed method approach was used for data analysis	The study shares common themes with the current study whereby they all relate to stakeholder engagement in water supply projects but differ in scope, focus and key findings.
Onesmo Z. Sigalla, Madaka Tumbo and JaneJoseph	Tanzania	Water resource management	Stakeholders involved in multi-stakeholder platforms for water resource management	Purposive sampling, focus group discussion, and national and internationa l literature review.	18 key informants and multiple working groups with 7-15 participants per each group.	Descriptive statistics, thematic analysis for qualitative data and comparative analysis.	The study emphasizes the importance of engaging stakeholders in water projects. However, the study only focuses on their participation in decision-making. The study also acknowledges resource mobilization significantly affects project performance.
Martin Kofi Kanyagui and P. K. Viswanatha n	India and Ghana	Water and sanitation services	Not applicable	Literature review	Not application (since it is a review paper)	Comparativ e analysis, SDG performanc e index evaluation and policy	The study relates with the current study in common theme that stakeholder engagement and governance are crucial for project success. However, they differ in scope and

						review and recommend ations based on existing reforms and government strategies	methodology used.
Emine Eminel Sülün	Turkey and North Cyprus	Water resource management and governance	Individuals involved in projects	Document review of project review and interviews with key stakeholders	Not applicable	Thematic analysis, policy analysis and comparative analysis	The study on water governance and gender inclusion in Turkey's North Cyprus water pipeline shares common themes with the current study in which they relate stakeholder participation, resource mobilization, and decision-making in water projects. However, they differ in scope and emphasis.
Vu Quynh Mai, Hoang Thi Ngoc Anh, Hoang Thao Anh, and Hoang Van Minh	Vietnam	Water, sanitation and hygiene (WASH) financing	Key stakeholders involved in public financing for WASH	Activity-based costing approach	14 focus group discussion and key stakeholders	Descriptive financial analysis, comparative analysis and thematic analysis	Both studies emphasize the role and importance of funding in water and sanitation project sustainability. The current study focuses on institutional engagement and project performance while this study analyzes

							national-level financing and sustainability challenges.
Babirye Grace Nabulime, Byabashaija Deusdedit and Issa Ndungo	Uganda (Kalungu district)	Rural development and communal resource mobilization	Community members, NGOs, local government leaders and CBOs.	Simple random sampling and purposive sampling	332 respondents	Descriptive statistics and Pearson linear correlation coefficient in SPSS	The study shares a common theme in examining how stakeholders' engagement affect project outcomes. However, the study focuses on rural development projects while the current study focuses on urban area projects. Finally, both studies identify that resource mobilization is a key factor for project success,
Benedict Mutinda Kimwaki and Andrew Rage Eysimkele	Kenya (Arid and Semi-Arid areas)	Water resource management	Water development agencies	Purposive sampling	20 respondents	Descriptive statistics using SPSS	The study share a common theme with the current study as they both investigate water supply projects and the role of stakeholders in projects. The study focuses on financial resource mobilization for water projects sustainability in arid and semi-arid areas. Finally, both studies use similar data analytics methods.

Richard Kwame Adom and Mulala Danny Simatele	South Africa in Cate town, Johannesburg, Grahamstown and Bloemfontein	Water resource management	Government officials, community leaders and NGOs	Purposive sampling	100 respondents	Descriptive statistics in SPSS for quantitative data and thematic analysis for qualitative information	The study examines stakeholder participation in water governance and resource management. The study uses both quantitative and qualitative approaches while the current study uses a quantitative approach only. Finally, the study also found that stakeholder participation in the governance structure is crucial in water resource sustainability.
Jimson Joseph Chumbula and Fatihiya Ally Massawe	Tanzania (Iring district)	Water resource management	Households, village water committees and district officials	Random sampling for 180 households and purposive sampling for 9 key informants	189 respondents	Descriptive statistics, binary logistics regression and thematic analysis	They study share common theme of stakeholder involvement and water project sustainability but differ in focus (role of institutions in water project performance) and methodology (institutional mapping and regression model).
Mafuru Solomi Juma, Peter Elia Mosha, and	Tanzania (Kinondoni Municipality at Dar	Water supply and sanitation in Government schools	Pupils, teachers and key informants from 10	Simple random sampling and purposive	351 respondents	Descriptive statistics for analyzing quantitative and	The study shares a common theme with the current study related to water and sanitation, resource mobilization and

Stanslaus Mbonea Msuya	es salaam region)		public primary schools	sampling		thematic analysis for qualitative data	stakeholder involvement. However, the studies differ in focus, scope, and methodology. Both studies realized the importance of adequate resources for project success.
Zainab Yahya Mhoma, Wang Hongwu, and Ahmad Saleh Haji	Zanzibar (Urban west region, Unguja)	Water supply management	Zanzibar Water Authority (ZAWA) officials, ministerial officials and local community members	Purposive sampling for selecting ZAWA officials and convenience sampling for selecting local community	95 respondents	Descriptive statistics for analyzing quantitative data and thematic qualitative analysis	The study relates in water accessibility, and resource mobilization but differs in focus and analytical methods. Both studies imphasizes the importance of resources mobilization for project sustainability.

Research clearance letter

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202102382 **3rd September, 2024**

Director General,

Zanzibar Water Authority (ZAWA),

P.O Box 460,

ZANZIBAR.

Dear Director,

RE: RESEARCH CLEARANCE FOR MS. ASMA KHAMIS HASSAN, REG NO: PG202102312

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 **Ms. Asma Khamis Hassan**, **Reg.No: PG202102382**), pursuing **Master of Project Management (MPM**). We here by

grant this clearance to conduct a research titled "**Effect of Stakeholders Engagement on the Performance of Infrastructure Projects in Tanzania: A Case of Zanzibar Urban Water Supply and Sanitation Project**". She will collect her data at your office from 4th September 2024 to 30th November 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

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CA.33/411/01-P/73 **11/09/2024.**

MKURUGENZI MKUU,
MAMLAKA YA MAJI ZANZIBAR (ZAWA),
ZANZIBAR.

KUH: RUHUSA YA KUFANYA UTAFITI

Kwa heshima, naomba uhusike na mada ya hapo juu.

Serikali ya Mapinduzi ya Zanzibar imemruhusu **Ndg. Asma Khamis Hassan** mtafiti mwanafunzi kutoka **Chuo Kikuu Huria cha Tanzania (OUT)** anaesomea **Shahada ya Uzamili** katika fani ya **Usimamizi wa Miradi** kufanya utafiti katika mada inayohusiana na **"Effect of Stakeholder Engagement On The Performance of Infrastructure Projects: A Case of Zanzibar Urban Water Supply And Sanitation Projects".** Utafiti huo utafanyika kwenye Ofisi za Mamlaka ya Maji Zanzibar (ZAWA) kuanzia tarehe **10/09/2024** hadi **09/12/2024.** Tunaomba asaidiwe ili aweze kukamilisha utafiti huo.

Kwa nakala ya barua hii mara baada ya kumaliza utafiti, mtafiti anatakiwa kuwasilisha nakala (copy) 3 za ripoti ya utafiti huo, Afisi ya Makamu wa Pili wa Rais - Zanzibar.

Naambatanisha na kivuli cha kibali cha kufanyia utafiti

Wako mtiifu,
Gharib H. Kombo

GHARIB H. KOMBO,
/KATIBU MKUU,
AFISI YA MAKAMU WA PILI WA RAIS,
ZANZIBAR.

NAKALA: Ndg. Asma Khamis Hassan (0772 724747).

MANUSCRIPT

EFFECT OF RESOURCE MOBILIZATION ON THE PERFORMANCE OF INFRASTRUCTURE PROJECTS IN TANZANIA; A CASE OF ZANZIBAR URBAN WATER SUPPLY AND SANITATION PROJECT

Asma Khamis Hassan1
Dr Chacha Matoka2
Dr Biton Carson Mwenisongole3
1 Graduate Open University of Tanzania
2 Senior Lecturer Open University of Tanzania

ABSTRACT

The study analyzed effect of resource mobilization on the performance of infrastructure projects in Tanzania: a case of Zanzibar urban water supply and sanitation project. The study adopted a stakeholder theory. The study implied a positivist philosophy. The researcher employed a descriptive research design in which a quantitative approach was used. The sample size of 165 respondents was determined using Sloven's formula from a target population of 281, which involved ZAWA employees. A simple random sampling technique was used. Data was collected from primary sources using a questionnaire. The collected data were then analyzed through descriptive and inferential statistics. The study found that resource mobilization has a positive effect on the performance of the Zanzibar Urban Water Supply and Sanitation projects. The study concludes that effective resource mobilization through financial planning, stakeholder engagement, and timely allocation positively influences the performance of infrastructure projects, as demonstrated in the Zanzibar Urban Water Supply and Sanitation Project. It is recommended that project implementers strengthen financial management systems, diversify funding sources, and enhance coordination among stakeholders to ensure successful project delivery.

Keywords: Resource Mobilization, Infrastructure Projects, Project Performance, Water Supply and Sanitation

INTRODUCTION

The performance of infrastructure projects such as water supply and sanitation is crucial for sustainable development, public health, and economic growth, especially in developing and transitioning economies. In Jordan, efficient water infrastructure is vital due to acute water scarcity, enhancing resilience and access to safe water (Abu-Allaban et al., 2023). India emphasizes performance monitoring in sanitation projects to ensure universal access and prevent disease outbreaks (Singh & Srivastava, 2023). In the UK, infrastructure performance ensures cost-effectiveness and environmental compliance, promoting long-term utility sustainability (DEFRA, 2024). Pakistan

prioritizes infrastructure outcomes to reduce urban-rural disparities and enhance social equity (Ahmed et al., 2023). Kenya views well-performing water projects as essential for poverty reduction and improved health outcomes (Mutua et al., 2022), while in Nigeria, project performance correlates with reduced child mortality and improved productivity (Okonkwo & Eze, 2023). In Tanzania, water and sanitation project performance is vital for achieving national development goals and improving the quality of life in both urban and rural communities (Mwakibete et al., 2024). These projects are critical to governments, development partners, local communities, and health sectors, and their performance is ensured through transparent governance, stakeholder participation, regular monitoring, and adaptive management strategies.

Globally, Current findings from the UK, Malaysia, Pakistan, Jordan, the USA, Canada, and Australia highlight both progress and persistent challenges in the performance of infrastructure projects, particularly in water supply and sanitation. In the UK, recent reports emphasize the need for stricter regulatory oversight to ensure water companies meet environmental and performance standards amid rising pollution concerns (DEFRA, 2024). Malaysia faces issues related to funding gaps and project delays, despite progress in urban sanitation infrastructure (Ismail et al., 2023). Pakistan continues to grapple with disparities in service delivery between urban and rural areas, with inadequate monitoring mechanisms undermining project outcomes (Ahmed et al., 2023). In Jordan, water scarcity intensifies the need for efficient infrastructure, with resilience-building efforts showing promise but facing resource limitations (Abu-Allaban et al., 2023). The USA reports aging infrastructure and underinvestment as key challenges, prompting calls for increased federal funding and smart technologies to modernize systems (EPA, 2024). Canada focuses on Indigenous community access, where many still lack clean water, despite government efforts to bridge the gap (Indigenous Services Canada, 2024). In Australia, while urban infrastructure performs well, remote areas face challenges due to geographic and financial constraints, requiring tailored solutions for sustainability and equity (Productivity Commission, 2024). These findings underscore the global importance of robust governance, inclusive planning, and sustained investment in improving infrastructure performance.

From African perspective, current findings from Nigeria, Ghana, Ethiopia, Rwanda, Kenya, South Africa, and Zimbabwe reveal a mix of progress and ongoing challenges in the performance of water supply and sanitation infrastructure projects. In Nigeria, inadequate funding, corruption, and poor maintenance continue to hinder sustainable project outcomes, despite increased government focus on the Water, Sanitation, and Hygiene (WASH) strategy (Okonkwo & Eze, 2023). Ghana has made strides in urban sanitation coverage, but rural areas still face service gaps due to weak monitoring and limited local capacity (Mensah & Boateng, 2021). Ethiopia

struggles with access disparities, especially in remote regions, and faces challenges in sustaining donor-supported infrastructure after project completion (Gebremariam et al., 2022). Rwanda shows strong institutional coordination and stakeholder engagement, yet affordability and long-term financing remain critical issues (Munyaneza et al., 2021). In Kenya, performance is constrained by population growth and climate change impacts, particularly in informal settlements (Mutua et al., 2022). South Africa faces aging infrastructure and water pollution concerns, with municipalities often lacking technical and financial capacity to sustain systems (Dlamini et al., 2021). Zimbabwe continues to battle with outdated infrastructure and political instability, which disrupt implementation and reduce donor confidence (Chirisa et al., 2021). Collectively, these findings highlight the need for improved governance, inclusive planning, and sustainable financing to enhance infrastructure performance across the continent.

From Tanzania, Current findings reveal that the performance of water supply and sanitation infrastructure projects continues to face critical challenges despite government and donor efforts. Mwakibete et al. (2024) highlight that project sustainability is often undermined by inadequate community participation and weak maintenance systems. Msuya and Mlyuka (2023) emphasize the importance of local government capacity, noting that limited technical skills and delayed funding negatively affect project outcomes. Kapinga and Mnzava (2022) find that stakeholder engagement during planning and implementation phases significantly enhances project efficiency and user satisfaction. According to Mwang'onda (2021), monitoring and evaluation frameworks remain underutilized, leading to unaddressed bottlenecks in project delivery. Nzilano (2021) observes that rural water projects are particularly vulnerable to mismanagement due to poor governance structures and lack of ownership. Lastly, Chiwanga and Mhando (2023) stress that corruption and lack of transparency in procurement processes erode trust and compromise infrastructure quality. Collectively, these findings underscore the urgent need for capacity building, governance reforms, and participatory approaches to improve infrastructure project performance in Tanzania.

LITERATURE REVIEW

Resource Mobilization

Resource mobilization has been defined by various scholars to emphasize its critical role in organizational and project success. Edwards and McCarthy (2004) describe it as the process through which organizations secure financial, human, and material resources to accomplish strategic goals. Korten (1990) defines it as the efficient acquisition and use of resources to support development initiatives, particularly through partnerships among stakeholders. Similarly, Bebbington and Fowler (2013) view resource mobilization as the strategic securing of financial, human, and

institutional support necessary for implementing development projects. In the context of this study, resource mobilization refers to the coordinated efforts by government agencies, donor partners, and local communities to secure and manage financial, technical, and human resources to ensure the effective performance and sustainability of water supply and sanitation infrastructure projects in Tanzania (Mwakibete et al., 2024; Msuya & Mlyuka, 2023).

Performance of Infrastructure Projects

The performance of infrastructure projects has been defined by various scholars focusing on efficiency, effectiveness, and impact. According to Chan et al. (2018), project performance refers to the degree to which a project meets its objectives within set parameters of time, cost, and quality. Pinto and Slevin (1987) define project performance as the successful delivery of project outcomes that satisfy stakeholder expectations, including functionality and sustainability. Similarly, Ahsan and Gunawan (2010) emphasize that infrastructure project performance encompasses timely completion, budget adherence, and achievement of intended social and economic benefits. In the context of this study, the performance of water supply and sanitation infrastructure projects in Tanzania is understood as the ability of these projects to deliver reliable, accessible, and sustainable services that meet community needs while adhering to timelines, budgets, and quality standards (Mwakibete et al., 2024; Msuya & Mlyuka, 2023).

Stakeholder Theory was originally developed by Freeman (1984) as a framework for understanding how organizations create value not only for shareholders but for all parties affected by their actions referred to as stakeholders. Freeman defined stakeholders as “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p. 46). The core assumption of the theory is that successful organizational performance depends on managing relationships with a diverse set of stakeholders, including employees, customers, suppliers, communities, and regulators. This theory challenged the traditional shareholder-centric view by emphasizing the importance of balancing multiple interests to ensure long-term sustainability and ethical management (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010).

Building on Freeman’s foundational work, other scholars have expanded and refined Stakeholder Theory. Donaldson and Preston (1995) categorized the theory into descriptive, instrumental, and normative branches, highlighting its multifaceted nature: describing stakeholder relationships, predicting outcomes of stakeholder management, and prescribing ethical obligations. Clarkson (1995) further emphasized the ethical imperative to consider stakeholders' legitimate claims, while Mitchell, Agle, and Wood (1997) introduced a typology based on stakeholders’

power, legitimacy, and urgency, providing a practical tool for prioritizing stakeholder engagement. These contributions have enriched the theory's applicability across sectors and disciplines, from corporate governance to project management and public administration (Jones, Wicks, & Freeman, 2002).

In the context of this study on water supply and sanitation infrastructure projects in Tanzania, Stakeholder Theory guides the analysis of how various actors—government agencies, local communities, donors, contractors, and NGOs—interact and influence project performance. Applying the theory helps to understand the necessity of inclusive stakeholder engagement and transparent governance in mobilizing resources, managing conflicts, and enhancing project sustainability (Mwakibete et al., 2024; Msuya & Mlyuka, 2023). By acknowledging diverse stakeholder interests and power dynamics, the study frames project success as contingent upon effective communication, shared decision-making, and responsiveness to community needs, aligning with the theory's emphasis on relational and ethical dimensions (Freeman et al., 2010; Mitchell et al., 1997).

Despite its widespread use, Stakeholder Theory faces criticisms and limitations. One key weakness is its broadness and potential vagueness in defining who exactly counts as a stakeholder, which can lead to managerial challenges in prioritizing and balancing competing interests (Jensen, 2002). Critics also argue that the theory lacks a clear methodology for resolving stakeholder conflicts or measuring stakeholder-related outcomes (Bosse, Phillips, & Harrison, 2009). However, its strengths lie in promoting ethical awareness, enhancing organizational legitimacy, and fostering collaboration, which are especially crucial in infrastructure projects involving multiple actors with differing priorities (Freeman et al., 2010). In this study, these strengths support a holistic approach to improving project performance through participatory governance and stakeholder accountability, while acknowledging the practical challenges of stakeholder complexity and resource constraints.
Hypothesis: There is a significant positive relationship between financial resource mobilization and the performance of the Zanzibar Urban Water Supply and Sanitation Project.

METHODOLOGY

In examining the Effect of Resource Mobilization on the Performance of Infrastructure Projects in Tanzania: A Case of Zanzibar Urban Water Supply and Sanitation Project, the study was grounded in positivism philosophy, which emphasizes objectivity, measurability, and empirical verification of observable phenomena. Positivism assumes that reality is stable and can be observed and described from an objective viewpoint without interfering with the phenomena being studied (Saunders, Lewis, & Thornhill, 2019). This philosophy was appropriate

because it allowed the researcher to test hypotheses and establish cause-effect relationships between resource mobilization and project performance using empirical data. Through this lens, the study focused on quantifiable indicators such as financial resources, technical capacity, and stakeholder involvement, as they relate to infrastructure outcomes like timeliness, quality, and sustainability.

To collect and analyze data, the study employed a quantitative approach and adopted an explanatory research design. The quantitative approach was chosen because it allows for the collection of numerical data and the application of statistical methods to examine relationships between variables (Creswell & Creswell, 2018). An explanatory design is particularly suitable when the aim is to understand causal links and explain the influence of one variable on another (Babbie, 2020). In this context, the design enabled the researcher to analyze how different dimensions of resource mobilization—such as funding mechanisms and institutional support—affect the performance of the Zanzibar Urban Water Supply and Sanitation Project. The use of regression analysis helped to identify significant predictors and measure the strength of associations between independent and dependent variables.

Table 1: Population of the Study

Unguja Employees	**Total Number**	**Percentage (%)**
Women	68	24.2
Men	213	75.8
Total	281	100

Source: ZAWA (2024)

Data were collected using structured questionnaires administered to a stratified random sample of respondents, including project managers, engineers, and procurement officers. Stratified random sampling was used to ensure representation across key stakeholder groups and to increase the precision of the findings (Etikan & Bala, 2017). This technique helped in grouping respondents into homogeneous strata based on roles or departments before randomly selecting participants within each group. The structured questionnaire was based on previous empirical studies and theoretical frameworks relating to project performance and resource mobilization (World Bank, 2020; Kanyagui & Viswanathan, 2022). It contained closed-ended questions measured using a Likert scale to ensure consistency, reduce bias, and facilitate statistical analysis. The method was efficient, reliable, and aligned with the positivist stance of collecting objective data (Bryman, 2016).

In the study titled “Effect of Resource Mobilization on the Performance of Infrastructure Projects in Tanzania: A Case of Zanzibar Urban Water Supply and Sanitation Project,” validity and reliability were essential to ensure that the research

findings were credible and consistent. Validity refers to the extent to which the research instrument measures what it is intended to measure. Content validity was ensured through expert review of the structured questionnaire, aligning each item with the conceptual framework and study objectives (Creswell & Creswell, 2018). Reliability, on the other hand, was tested using Cronbach's Alpha to determine internal consistency, where values above 0.7 were considered acceptable, indicating that the instrument yielded consistent results across different items measuring the same construct (Tavakol & Dennick, 2011).

To determine the relationship between resource mobilization and project performance, the study employed linear regression analysis. This technique was appropriate for examining how independent variables such as financial resources, human resources, and community contributions influenced the dependent variable — project performance. Before running the regression, essential regression assumptions were tested to ensure the robustness of the model. This included normality of residuals, tested using histogram and Q-Q plots; multicollinearity, assessed through Variance Inflation Factor (VIF) and tolerance levels; and homoscedasticity, examined via scatter plots of residuals (Field, 2018). Meeting these assumptions ensured the reliability of regression results and strengthened the validity of the conclusions drawn regarding the effect of resource mobilization on infrastructure performance.

RESULTS

Reliability

Table 2 presents the results of the reliability test using Cronbach's Alpha to assess the internal consistency of the study variables. The Cronbach Alpha value for Resource Mobilization is 0.79, which indicates an acceptable level of internal consistency, suggesting that the items used to measure resource mobilization are reliable and consistently reflect the underlying construct (Tavakol & Dennick, 2011). Meanwhile, the Performance of Zanzibar Urban Water Supply and Sanitation Projects has a Cronbach Alpha value of 0.81, indicating a good level of internal consistency. This implies that the questionnaire items measuring project performance are well-aligned and reliably capture the concept of performance. Overall, both constructs meet the recommended threshold of 0.7, confirming that the data collection instrument was reliable for further statistical analysis (George & Mallery, 2016).

Table 2: Reliability Test Results

Study Variables	Cronbach Alpha Value	Internal Consistency Status
Resource Mobilization	0.79	Acceptable
Performance of Zanzibar Urban Water Supply and Sanitation Projects	0.81	Good

Source: Field Data (2024)

Resource Mobilization

Table 3 presents descriptive statistics on the perception of respondents regarding resource mobilization in the Zanzibar Urban Water Supply and Sanitation Project. The statement "The financial resource is provided during project implementation" has the highest mean score of 4.16 with a standard deviation of 0.929, indicating that most respondents strongly agreed that financial resources were sufficiently provided, and the low standard deviation suggests consistency in responses. The statement on the availability of a dedicated and trained project team recorded a mean of 3.88 and standard deviation of 0.956, implying general agreement among participants, though with slightly more variability in opinions. Lastly, the statement "Modern equipment for the water project was procured and made available throughout the project implementation time" had a mean of 3.61 and a standard deviation of 0.976, showing moderate agreement with relatively higher variability. Overall, the findings suggest that while financial and human resources were perceived to be adequately mobilized, there was slightly less agreement about the availability of modern equipment, which may indicate a potential area of improvement in resource mobilization efforts for future infrastructure projects.

Table 3 Resource Mobilization

Questions	Min	Max	Mean	Std. Deviation
The financial resource is provided during project implementation.	1	5	4.16	.929
The dedicated project team was made available and allocated with proper training for the water project.	1	5	3.88	.956
Modern equipment for the water project was procured and made available throughout the project implementation time	1	5	3.61	.976
There is proper material management	1	5	3.32	1.074

Source: Field Data, 2024

Performance of the Zanzibar Urban Water Project

Table 4 presents descriptive statistics on the performance of the Zanzibar Urban Water Supply and Sanitation Project based on four key performance indicators. The

statement "The project met its scheduled completion date as per the initial plan" has the lowest mean score of 2.81 and a standard deviation of 1.080, indicating that most respondents disagreed or were neutral, with high variability, suggesting delays in project completion. In contrast, the statement "During its completion, the project aligned with the allocated budget constraint" scored a high mean of 4.16 and standard deviation of 0.997, reflecting strong agreement and moderate consistency, implying effective financial management. Respondents also expressed high satisfaction with the project outcome (mean = 4.31, SD = 0.850) and agreed that user requirements were achieved (mean = 4.37, SD = 0.685), both indicating strong perceived success in delivering quality and user-centered results. Overall, the data suggest that while the project was well-managed in terms of budget and quality outcomes, time management was a notable challenge, pointing to a need for improved scheduling in future projects.

Table 0: Performance of the Zanzibar Urban Water Project

Questions	Min	Max	Mean	Std. Deviation
The project met its scheduled completion date as per the initial plan.	1	5	2.81	1.080
During its completion, the project aligned with the allocated budget constrain.	1	5	4.16	.997
How are you satisfied with the project outcome?	1	5	4.31	.850
The project was completed and user's requirements were achieved.	2	5	4.37	.685

Source: Field Data, 2024

Model Summary

Table 5 presents the Model Summary for the regression analysis examining the effect of Resource Mobilization (RM) on Project Performance (PP) of the Zanzibar Urban Water Supply and Sanitation Project. The correlation coefficient (R) is 0.885, indicating a strong positive relationship between resource mobilization and project performance. The R Square value is 0.784, meaning that 78.4% of the variance in project performance can be explained by resource mobilization. This demonstrates that the model has high explanatory power. The Adjusted R Square is 0.783, which confirms that the model remains strong even after adjusting for the number of predictors, suggesting its robustness and generalizability. The Standard Error of the Estimate is 0.52133, indicating that the model's predictions deviate from the actual values by a relatively low margin. Overall, these results confirm that resource mobilization is a significant and reliable predictor of infrastructure project performance in this context.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885[a]	.784	.783	.52133
a. Predictors: (Constant), RM				
b. Dependent Variable: PP				

Note: RM = Resource Mobilization, PP = Project Performance

Source: Data Analysis, 2025

ANOVA Results

Table 6 presents the ANOVA (Analysis of Variance) results for the regression model assessing the influence of Resource Mobilization (RM) on Project Performance (PP). The regression sum of squares is 147.979 with 1 degree of freedom, while the residual sum of squares is 40.768 with 150 degrees of freedom, leading to a total sum of squares of 188.747. The Mean Square for Regression is 147.979, and the Mean Square for Residual is 0.272. The model yields an F-statistic of 544.466 and a significance level (Sig.) of .000, which is less than 0.05, indicating that the regression model is statistically significant.

This means that resource mobilization has a highly significant effect on project performance, and the variation explained by the independent variable (RM) is not due to chance. The very high F-value and low p-value demonstrate the strong predictive capability of the model, confirming that resource mobilization significantly contributes to the performance of infrastructure projects like the Zanzibar Urban Water Supply and Sanitation Project.

Table 6: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.979	1	147.979	544.466	.000[b]
	Residual	40.768	150	.272		
	Total	188.747	151			
a. Dependent Variable: PP						
b. Predictors: (Constant), RM						

Note: RM = Resource Mobilization, PP = Project Performance

Source: Data Analysis, 2025

Regression Coefficient Results

Table 7 presents the Regression Coefficient Results for the model examining the effect of Resource Mobilization (RM) on Project Performance (PP). The unstandardized coefficient (B) for RM is 0.920 with a standard error of 0.039, indicating that for every one-unit increase in resource mobilization, project performance increases by 0.920 units, holding other factors constant. The standardized coefficient (Beta) is 0.885, confirming that RM is a strong predictor of

project performance. The t-value is 23.334 with a significance level of 0.000, which is highly statistically significant ($p < 0.05$), meaning the influence of RM on PP is not due to random chance.

The constant (intercept) of 0.241 is not statistically significant ($p = 0.106$), indicating that when RM is zero, project performance is not significantly different from zero. Additionally, the collinearity statistics show a Tolerance of 1.000 and a Variance Inflation Factor (VIF) of 1.000, indicating no multicollinearity, which supports the reliability and stability of the regression model. Overall, the results confirm that resource mobilization has a strong, positive, and significant effect on the performance of the Zanzibar Urban Water Supply and Sanitation Project.

Table 7: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.241	.148		1.626	.106		
	RM	.920	.039	.885	23.334	.000	1.000	1.000
a. Dependent Variable: PP								

Note: RM = Resource Mobilization, PP = Project Performance

Source: Data Analysis, 2025

DISCUSSION

The study revealed that stakeholder engagement during resource mobilization has a positive and significant effect on the performance of the Zanzibar Urban Water Supply and Sanitation Project. This aligns with Deusdedit et al. (2021), who also found a significant relationship between resource mobilization and water project performance in Uganda's Kalungu District. The research further showed that adequate funding was allocated during the project's implementation, which proved to be a critical determinant of success, supporting Kamau and Mungai's (2019) findings that funding is the most significant factor influencing the sustainability of water and sanitation projects in Nyeri County, Kenya. The study reported a mean score of 3.7419 for stakeholder engagement, indicating that the majority of respondents agreed that they were meaningfully involved and provided with necessary resources during project execution—consistent with Muniu et al. (2017), who found similar levels of engagement (mean = 4.14) in Kenyan water projects. Moreover, the study emphasized the importance of engaging and training the project team throughout the project lifecycle, as inadequate team training was linked to poor performance, corroborating Mhoma et al. (2019), who identified lack of capacity-building as a major barrier to effective water supply management.

CONCLUSION

The study concludes that resource mobilization plays a significant and positive role in determining the performance of infrastructure projects, specifically the Zanzibar Urban Water Supply and Sanitation Project. Key components such as stakeholder engagement, availability of financial resources, skilled human capital, and access to modern equipment were found to influence the successful implementation and outcomes of the project. Statistical analyses confirmed a strong relationship between resource mobilization and project performance, with results indicating that over 78% of the variation in project performance could be explained by how well resources were mobilized. Notably, while financial and human resources were adequately provided, project delays suggest that time management remains an area needing improvement. Overall, the study affirms that well-planned and inclusive resource mobilization enhances the effectiveness, efficiency, and sustainability of infrastructure projects.

RECOMMENDATIONS

Based on the findings, the study recommends that project implementers and government agencies should prioritize early and continuous stakeholder engagement throughout all phases of infrastructure projects to ensure collective ownership and resource support. Adequate budget allocation and timely disbursement of funds should also be emphasized to prevent implementation delays and cost overruns. Moreover, there is a need for continuous capacity-building and training of project teams, ensuring they are well-equipped to handle both technical and managerial aspects of the project. The study also urges the incorporation of modern technologies and equipment in project execution to enhance efficiency. Lastly, establishing a robust monitoring and evaluation framework is essential to ensure that mobilized resources are effectively utilized and aligned with project goals.

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