

**FACTORS AFFECTING IMPLEMENTATION OF PUBLIC SECTOR  
PROJECTS IN TANZANIA: A CASE OF TANZANIA STRATEGIC CITY  
PROJECT DODOMA CITY COUNCIL**

**BERNARD MARCO**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**2024**

**CERTIFICATION**

The under designed certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a research proposal entitled: **“Factors Affecting Implementation of Public Sector Projects in Tanzania: A Case of Tanzania Strategic City Projects, Dodoma City Council”** in partial fulfillment of the requirements for the degree of Master of Arts in Monitoring and Evaluation (MAME).

.....

Dr. Felician Mutasa

(1<sup>st</sup> Supervisor)

.....

Date

.....

Dr. Noel Matemba

(2<sup>nd</sup> Supervisor)

.....

Date

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Signature

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Date

## **DEDICATION**

This study is dedicated to my family, with a special mention to my wife, Anastazia Bernard, for her unwavering support and encouragement. I would also want to express my gratitude to my mother, Catherine, and my supervisor, Dr. Felician Mutasa, for their invaluable assistance throughout the research period.

I would like to express my gratitude to my colleagues for their valuable advice, as well as the personnel of the Planning, Monitoring, and Evaluation department at the Tanzania Livestock Research Institute for their assistance throughout the completion of this project.

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## ABSTRACT

Communities can greatly benefit from urban development programs, which redistribute federal funds to boost healthcare, education, and fight poverty. These programs help poor countries' economies and social conditions rise, in contrast to massive infrastructure projects that primarily benefit wealthy nations. Despite the importance of such undertakings, there are typically several obstacles to their execution. The World Bank-funded Tanzania Strategic City Project (TSCP) in Dodoma City is the subject of this research. The project's stated goal is to make Dodoma a more progressive and environmentally friendly political capital. Project teams, customers, and control are the primary foci of this research into what makes public sector project execution in Dodoma tick. Using simple random selection techniques, 399 respondents from Dodoma City were selected for the descriptive research design of the study. A combination of descriptive and inferential analysis was used to examine the collected data. A public project's execution was found to be significantly impacted by the following factors: project team, project control, and project customers and stakeholders. Additionally, the findings showed that there was a good association between the project team and project control and the implementation of the public project, and a negative relationship between the project customers and stakeholders. The research concluded that local governments should help project teams improve their skills in management, communication, and problem-solving by providing them with the tools, training, and support they need. Municipalities are also encouraged to create a plan for engaging stakeholders that will allow them to communicate and work together with them at all stages of a project. The research recommends project customers to be actively involved in the planning and execution of a project from the very beginning. Also, bolstering project control procedures and systems to keep an eye on, quantify, and manage different parts of project performance. Last but not least, cities should make project details, decision-making processes, and performance measures available to project customers to increase openness and responsibility in project management.

**Keywords:** *Project Implementation, Project Team, Project Customer, Project Control.*

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**LIST OF ABBREVIATIONS AND ACRONYMS**

CDA	Capital Development Authority
CSFs	Critical Success Factors
ESMPs	Environmental and Social Management Plans
IT	Information Technology
KPIs	Key Performance Indicators
LGAs	Local Government Authority's
O&M	Operations and Management
OECD	Organization for Economic Co-operation and Development
PMO-RALG	Prime Minister's Office-Regional Administration
RAPs	Resettlement Action Plans
TSCP	Tanzania Strategic City Project

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Redistributing national resources to promote healthcare and education, development programs ultimately strive to eliminate poverty, and play a significant role in enriching communities through this process. To directly enhance the socioeconomic state of poor nations, development initiatives use a variety of projects, in contrast to large-scale construction projects that aim to create economic infrastructure (Williams, 2016). International financial institutions frequently provide money for large-scale infrastructure projects, although they often have strict conditions for the borrower (Murphy, 2008). Some East African nations that have benefited from infrastructure projects funded by the African Development Bank (AfDB) include Tanzania, Rwanda, and Ethiopia. The borrowing countries may find themselves financially burdened by the tight compliance standards, performance targets, and occasionally exorbitant interest rates that accompany these loans (Rose, 2017).

On the other side, the implementation of public sector projects plays a pivotal role in promoting national development, enhancing infrastructure, and improving the living standards of citizens. These projects are particularly important in developing nations like Tanzania, where redistributing national resources toward healthcare, education, and infrastructure can significantly contribute to poverty alleviation and socioeconomic growth. Public sector development projects, such as the Tanzania Strategic Cities Project (TSCP), serve as tools for enriching communities and addressing the challenges of urbanization in rapidly growing cities like Dodoma.

Through a number of projects, the World Bank has been actively helping Local Government Authorities (LGAs) in order to improve their ability to provide services and promote development. The "Urban Local Government Strengthening Program," which aims to enhance local government, infrastructure, and financial management, is one such project. Through this project, LGAs was able to improve accountability, fortify their institutional frameworks, and efficiently manage public resources by receiving financial support, technical assistance, and training (World Bank, 2012).

The goal of this World Bank-supported initiative was to enhance vital urban services in the LGAs that are taking part. There are primarily three parts to the project: Local Government Areas (LGAs) can use this component to bolster vital urban services and infrastructure. There are two parts to it: Funding for the subprojects that the participating LGAs have prioritized, including essential urban infrastructure and services. Help with compensation expenses, as well as technical help for ESMPs and RAPs (Resettlement Action Plans) and construction supervision. The Dodoma City Council was expected to improve operations and maintenance as well as infrastructure development thanks to this component, which bolsters the financial and managerial capability of LGAs (World Bank, 2010).

### **1.1.1 Tanzania Strategic Cities Project (TSCP)**

The Tanzania Strategic Cities Project (TSCP) was launched as part of the government's efforts to develop essential urban infrastructure and services across various cities. Dodoma, the political capital of Tanzania, is a key beneficiary of this project. The TSCP aims to transform Dodoma into a modern, sustainable city by

improving infrastructure, enhancing urban services, and supporting economic growth. With the backing of international financial institutions such as the World Bank, this project targets critical urban infrastructure, including road networks, waste management systems, and public spaces, to create a city conducive to both living and business operations.

While these initiatives present immense benefits, the implementation of large-scale public sector projects often faces numerous challenges. International financial institutions, despite providing crucial funding, typically impose stringent conditions, including high-interest rates, strict performance targets, and compliance with environmental and social safeguards. Borrowing countries, like Tanzania, can struggle with these burdens, impacting their ability to effectively execute and sustain such projects. In addition, poor project planning, inadequate technical expertise, delays in procurement processes, and bureaucratic red tape can further hinder the progress of these initiatives.

The TSCP in Dodoma is an illustrative example of a development project that faces these complexities. To ensure the project meets its objectives, it is evaluated against social, environmental, and economic goals. However, projects are often judged based on the traditional metrics of time, cost, and quality, which may neglect essential social and environmental considerations. As a response, frameworks like the OECD's "five pillars of development projects" and key performance indicators (KPIs) such as time, cost, quality, safety, and environmental impact have been developed to assess project success. Despite these frameworks, the actual implementation of projects,

especially at the local government level, still faces obstacles due to poor resource management and project control.

Given the strategic importance of the TSCP in Dodoma and the challenges surrounding its implementation, this study aims to explore the factors affecting the success of public sector projects in Tanzania, with a focus on the TSCP in Dodoma City Council. Specifically, the study will investigate the roles of project control, project customers, and project teams in influencing the completion and success of such initiatives, with the goal of providing insights that can enhance future public sector project implementation.

## **1.2 Statement of the Problem**

The provision of basic services and the maintenance of sustainable development are frequently formidable obstacles in developing country urban areas. Poor institutional frameworks, a lack of technical knowledge, and insufficient financial and managerial resources are some of the reasons why many cities still face challenges while trying to upgrade their infrastructure (Plata & Pérez, 2019). The World Bank-funded Strategic City Project (TSCP) in Dodoma, Tanzania, seeks to improve urban infrastructure and services, fortify local government authorities (LGAs), and provide the groundwork for future urban initiatives in order to tackle these concerns (World Bank, 2010).

A significant challenge to the implementation of large-scale development projects lies in securing funding. International financial institutions tend to be selective in

supporting such projects, despite their potential benefits. Borrowing nations often struggle with high interest rates, strict performance targets, and other demanding terms, making it difficult to manage and sustain these projects (Murphy, 2008; Rose, 2017).

Second, while assessing infrastructure projects, conventional wisdom holds that quality, timeliness, and budget are more important than important social and environmental considerations. Inadequate evaluations of the project's viability and success may result from this myopic view (Diallo & Thuiller, 2018). Despite focusing on economic and social development, the OECD's "five pillars of development projects" fail to include environmental concerns or provide transparent operational measures (Diallo & Thuiller, 2018). Although Ngacho and Das (2014) presented a more all-encompassing method, it fails to take into consideration other aspects that may assist project managers in meeting KPIs.

A number of key success factors (CSFs), including buy-in from sponsors, strong leadership, and contented stakeholders, are important to a project's outcome yet are frequently neglected. Poor sponsor support and leadership was a factor in the failure of 42% of organizational projects in 2018, whereas scope growth was a problem for 52% of companies (PMI, 2018). To overcome these obstacles and complete the project successfully, proper management and allocation of resources are essential.

Dodoma City is set to become a sustainable, contemporary political capital as part of the Tanzania Strategic City Project (TSCP). Economic growth, environmental

sustainability, urban planning, and infrastructure development are all parts of this massive undertaking. Nevertheless, it is still not apparent what factors contribute to the effective execution of public efforts like these by local governments. The project's execution and results are heavily influenced by factors including the efficiency of the project team, the function of the project's clients, and the methods of project management.

A knowledge gap exists because research in Tanzania has not yet produced a unified theoretical framework that describes the elements impacting the execution of public projects. For example, Gwahula and Wittonde (2016) utilized the overall quality management model as their theoretical basis, and Mathias (2022) studied Njombe Town Council using Pinto's theory of success. The factors impacting the implementation of public projects in Tanzania have not been adequately addressed in the literature, as indicated by empirical research conducted in other countries (e.g., Muinde and Mbataru, 2019; Durmic, 2020; Akande et al., 2018).

With an emphasis on the project team, project clients, and project control, this research aims to examine the variables impacting the TSCP's effective execution in Dodoma. Urban development programs in Tanzania and similar contexts can benefit from the insights provided by this research, which examines these features, evaluates performance measures, and identifies crucial success factors. To improve project design, execution, and sustainability—and therefore aid in the socio-economic development of developing country urban areas—it is essential to understand these factors.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The main objective of this study is to assess the factors influencing the implementation of public sector projects in Dodoma.

#### **1.3.2 Specific Objectives**

Below are the specific objectives of this study:

- i) To determine the effect of the project team on the implementation of the TSCP in Dodoma City Council.
- ii) To determine the effect of project customers on the successful implementation of the TSCP in Dodoma City Council.
- iii) To determine the effect of project control on the implementation of the TSCP in Dodoma City Council.

### **1.4 Research Questions**

The study is guided by the following questions;

- i) What is the effect of project team in influencing the implementation of TSCP in Dodoma City Council?
- ii) What is the effect of project customer in influencing the implementation of TSCP in Dodoma City Council?
- iii) What is the effect of project control in influencing the implementation of TSCP in Dodoma City Council?

### **1.5 Significance of the Study**

The study's findings benefit policymakers in town and city councils, ministries, departments, and agencies from local to central government by helping them comprehend the factors affecting public project performance in the country. This includes government consideration of stakeholder involvement in project design, implementation, and control to improve project outcomes.

Additionally, the study helps planning departments develop strategies to maximize public project outcomes, as most Tanzanians believe it is the government's job to create and maintain public projects without realizing that the government created them to meet public needs.

### **1.6 Scope of the Study**

This study aims to evaluate the elements that influence the implementations of public sectors projects in local governments in Dodoma City Council, Dodoma-Tanzania. The analysis focuses exclusively on the initiative initiated by the councils and funded by various sources of income such as central government, donors and grants.

### **1.7 Organisation of the Study**

This dissertation is structured into five major chapters. The first chapter includes the background of the study, statement of the problem, research general & specific objectives, and research questions, significance of the study, and organization of the study. The second chapter consists of the Literature review which presents the theoretical and empirical literature reviews, research gap and conceptual framework.

The third chapter presents the methodology of the study; it includes, research design, population and sampling, data collection methods, data analysis and ethical clearance. Chapter four gives out discussion and findings by providing different test and results including descriptive Statistics, and regression results. Chapter five presents conclusion, recommendations from the findings, limitations of the study and suggestions for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Aiming at knowing more topic matter, this part offers the overview of several pertinent literatures. Two aspects of the presentation of the ideas extracted from literatures are theoretical and empirical literature sections. Part of the theoretical literature consists on definitions of the ideas and the fundamental study theory.

Conversely, empirical literature reviews earlier research on related topics, observations, and conclusions. Review of the material reveals a research deficit. Moreover, synthesis of the material results in the conceptual framework for the research.

#### **2.1 Definition of Key Terms**

##### **2.1.1 Public Projects**

Public projects are endeavors funded and run by public institutions or government agencies for the advantage of the general population or certain groups of society (Chan, Suhaiza, & Yudi, 2019). Usually aiming to meet different society demands, these projects support economic development, upgrade infrastructure, increase public services, or accomplish other public policy goals is Public projects can span several sectors like transportation, education, healthcare, environment, social welfare, and more; its scope, scale, and goal will vary greatly as well (Debadyuti & Ngacho, 2017).

### **2.1.2 Project Implementation**

Project management application is crucial as cautious planning becomes action (Gwahula & Wittonde, 2016). Starting now are strategy implementation, resource mobilization, and project success. Yeong & Lim (2015) contend that several elements determine project success. Project coordination, task assignment, and progress monitoring define implementation starting point. Important also is the mobilization of human, financial, and material resources for initiatives (Yeong & Lim, 2015).

Essential are stakeholder participation, communication, and responsiveness to many stakeholder interests and expectations (Ioana, Emil, & Nistor, 2015). Risk management, quality assurance, and adaptation help to maintain project outcomes, lower risks, and improve resilience in trying conditions (Nduka, Fagbenle, Ogunde, & Afolabi, 2019).

### **2.2 Theoretical Literature Review**

A theoretical framework refers to an extensive and well-established collection of principles, truths, or rules that form the basis of the study (Dawson, 2019). The conceptual framework, which is a detailed examination of a facet of the theoretical framework, is derived from the theoretical framework. Alternatively stated, the conceptual framework serves as the basis for generating hypotheses. The investigation is conducted in accordance with Project Implementation Theory. The Implementation Theory is an interdisciplinary framework that originates from the convergence of economics, management science, and organizational theory, and is

not associated with any particular publication or event. Midway through the 20th century, Knapp and Fugate established the groundwork for the study through the creation of tools and techniques including the Critical Path Method (CPM) and the Gantt chart (designed by Henry Gantt). The process entails the development of mechanisms and procedures that guarantee the achievement of predetermined objectives through the project, taking into account the strategic conduct and motivations of diverse stakeholders (Juraj, 2019).

The research employs Implementation Theory in order to guarantee the achievement of the project's goals. This requires establishing measurable, specific objectives and ensuring that all stakeholders comprehend and are committed to achieving them. The theory is founded on the subsequent fundamental concepts:

**Project customers:** The impact that project customers exert on the execution of a project is significant. Their levels of engagement, influence, and interests can have a substantial effect on the project's success. Identifying and comprehending the interests, incentives, and potential strategic behaviors of each stakeholder is essential. Stakeholders comprise individuals with a vested interest in the project, such as management, clients, suppliers, project team members, and others.

Implementing systems to monitor progress and enforce adherence to the established mechanisms constitutes project control. This requires routine reporting, performance evaluations, and, if necessary, corrective actions. Through the application of these implementation theory principles, project managers are able to devise mechanisms

that guarantee the successful attainment of project objectives, the alignment of stakeholders, and the realization of desired results.

The theory of implementation is crucial for comprehending and planning public projects. Nevertheless, there are several assertions that challenge its applicability, including the notion that contemporary implementation disregards critical project management concerns like project complexity, information needs, strategic behaviors, and methodological delays resulting from an implicit and constrained framework (Pharr, Jakob & Humphreys, 2016). In light of the Municipal Assessment and Project Planning Process, the study addressed these criticisms.

### **2.3 Empirical Literature Review**

The relevant empirical literature for the current study is presented in this section. It examines several research projects in the relevant field. Research objectives or overarching topics from the study inform the analytical approach. Project control, project stakeholders and clients, and project teams are the main topics.

#### **2.3.1 Effects of Project Team on the Implementation of Public Projects**

In his argument on the factors influencing the delivery of projects in Tanzania, Mathias (2022) focused on the Njombe town council in particular. The necessary data was culled using a mix of primary and secondary sources of information. According to the findings, monitoring and evaluation are not integrated into project processes beginning with the start phase, using a participative approach, and involving multiple accountability. One of the issues in Tanzanian government units

is the lack of oversight and evaluation of public project cycles, which is a policy violation. This hinders the efficient and sustainable execution of certain projects. The study found that the best way to save money was to be open, accountable, and involve all stakeholders in the project's execution.

In their study of the South Gondar Zone, Raman et al. (2022) examine the variables that influence the effectiveness of the project. Researchers used both qualitative and quantitative methods to sift through the replies of the study's participants. Researchers used an explanatory and descriptive approach for this investigation. In addition, data was culled from a variety of primary and secondary sources. Questionnaires and interviews were utilized to gather the required data. Project organizers, consultants, contractors, planners, financiers, and managers in the South Gondar Zone were the intended participants in this research. The study revealed that technical factors, team factors, communication factors, and environmental factors were the major factors that affected the project success of the study area. The results were obtained through correlation and multiple regression analysis, and the sample size was 112 respondents.

Critical success factors (CSFs) impacting the adoption of industrialized building systems (IBS) in Nigeria were investigated by Nduka et al. (2019). In this online survey, which used a cross-sectional approach, we sought out construction industry experts with specific expertise in IBS implementation to fill out a closed-ended questionnaire. With the help of IBM SPSS v. 21, we ran descriptive and inferential statistics on the data. In a developing nation like Nigeria, the study found that the

CSFs that are helping to implement IBS are solid working relationships, training of skilled labour, effective communication routes, and financial capability. In order to maximize the improvement of IBS project implementation, it is imperative that construction stakeholders acquire certain competencies. Stakeholders in a project can use the study's framework to create an efficient industrialized building system.

From a contingency viewpoint, Osorio et al. (2018) investigated the connection between project management's critical success factors (CSF) and project outcomes. Phase one of the field research at an energy company involved analysing documents, and phase two involved surveying key stakeholders; 133 people filled out the surveys. Project management success is mainly affected by the CSF "Support from management" and "Scope clearly defined and detailed," according to one study result.

With an eye toward IT projects, Durmic (2020) identified the elements and characteristics of project implementation that are crucial to the project's performance and results. Qualitative content analysis of survey data acquired from 108 IT professionals using one open-ended question yielded a list of 38 factors in total. There are five main types of factors that can be identified in a project: team, customer, planning, execution, and control. Based on the study's findings, the following project components have varying degrees of influence on a project's implementation: project team, project control, project planning, customer, and execution. Eighty people involved in construction-related activities were given a closed-ended questionnaire by Gwahula and Wittonde (2016) to evaluate the critical

performance factors impacting the quality of Tanzanian government-financed construction projects. The respondents were asked to rate each factor on a 5-point Likert scale. Version 16 of the Statistical Package for the Social Sciences was used for data analysis. Project funding, project stakeholders, contractor experience, project technology, availability of plant and equipment, procurement system and processes, and project manager knowledge and skills are the critical factors that directly impact the quality performance of government financed construction projects, according to the findings. There was a positive linear association between the critical quality performance parameters and the project quality performance, according to a multiple regression model that was created. Coefficients were positive and statistically significant for all of the important quality performance parameters.

In their 2020 study, Masaro and Dimoso looked at the obstacles that Tanzanian public housing projects face when trying to finish on time. The study's primary objective was to determine the impact on public housing projects' timeliness of budgetary restrictions, staff competency, and resource mobilization. A total of one hundred people were surveyed in this cross-sectional study. In order to choose the participants, researchers utilized both stratified and simple random sampling methods. Information that was considered sensitive or difficult to obtain by random sampling was supplemented with data collected using a judgmental sampling technique. Questionnaires and in-person interviews were the means of information gathering. Dar es Salaam, home to the Tanzania National Housing Corporation, was the site of the research. This study included descriptive statistics in addition to probit regression analysis. According to the findings, public sector housing projects face

significant delays due to budgetary restrictions. The results also showed that public sector housing projects are more likely to be completed on schedule when employees have more experience and are skilled in their respective fields. In addition, the likelihood of a public sector housing project's timely execution is influenced by resource mobilization. With more workers dedicated to a project, the likelihood of its timely execution increases.

### **2.3.2 Effects of Project Stakeholders on the Implementation of Public Projects**

Critical success factors (CSFs) impacting the adoption of industrialized building systems (IBS) in Nigeria were investigated by Nduka et al. (2019). In this online survey, which used a cross-sectional approach, we sought out construction industry experts with specific expertise in IBS implementation to fill out a closed-ended questionnaire. With the help of IBM SPSS v. 21, we ran descriptive and inferential statistics on the data. In a developing nation like Nigeria, the study found that the CSFs that are helping to implement IBS are solid working relationships, training of skilled labor, effective communication routes, and financial capability. In order to maximize the improvement of IBS project implementation, it is imperative that construction stakeholders acquire certain competencies. Stakeholders in a project can use the study's framework to create an efficient industrialized building system.

Eighty people involved in construction-related activities were given a closed-ended questionnaire by Gwahula and Wittonde (2016) to evaluate the critical performance factors impacting the quality of Tanzanian government-financed construction projects. The respondents were asked to rate each factor on a 5-point Likert scale.

Version 16 of the Statistical Package for the Social Sciences was used for data analysis. Project funding, project stakeholders, contractor experience, project technology, availability of plant and equipment, procurement system and processes, and project manager knowledge and skills are the critical factors that directly impact the quality performance of government financed construction projects, according to the findings. There was a positive linear association between the critical quality performance parameters and the project quality performance, according to a multiple regression model that was created. Coefficients were positive and statistically significant for all of the important quality performance parameters.

With an emphasis on market research organizations, Mbaria (2018) sought to identify the critical success elements impacting project execution in Nairobi County by consulting firms. This cross-sectional study made use of a descriptive research strategy. The 132 participants were selected from four different market research firms. Using stratified random sampling, we were able to pick 50 employees from the target group. We next used a questionnaire to collect data from this sample. In order to address the study questions that had been set out, the gathered data was subjected to quantitative and qualitative analyses. The majority of respondents (72.5%) felt that management has an impact on how their business implements initiatives, according to the survey. Furthermore, the data showed that 90% of people surveyed thought that intrinsic drive plays a role in how their companies carry out initiatives. Also, 87.5% of people who took the survey felt that stakeholders do have an impact on how their companies carry out initiatives. The study also revealed that just 35% of participants felt that IT influences how their companies carry out initiatives. When

asked how much of an impact money has on their company's ability to carry out tasks, 92.5 percent of people who took the survey agreed.

With an eye toward IT projects, Durmic (2020) identified the elements and characteristics of project implementation that are crucial to the project's performance and results. Qualitative content analysis of survey data acquired from 108 IT professionals using one open-ended question yielded a list of 38 factors in total. There are five main types of factors that can be identified in a project: team, customer, planning, execution, and control. The study found that there is a strong correlation between the following project management components: project team, project control, project planning, customer, and execution. On the other hand, project execution and customer components had a lesser correlation with project implementation.

### **2.3.3 Effects of Project Control on the Implementation of Public Projects**

In Pakistan's public sector, Ahmad et. (2018) examine the relationship between crucial success variables and the final outcome of projects. The study concluded, using survey data that other essential success criteria significantly correlate with project performance in the aggregate. Planning and control are thought to have the strongest correlation with the success of a project as a whole. On top of that, according to the respondents, there is strong evidence that the planning commission of Pakistan is struggling with important success criteria and could use a lot of improvement. It is also determined that public sector entities have not performed up to par and should work to improve. Lastly, the revised model indicated that the

project's quality performance, the health of the company and its employees, and the thoroughness of the planning and control phases are crucial to the project's overall success.

The study by Akande et al. (2018) examines the difficulties in project control that arise from using project planning methodologies in PBPs in Nigeria. A questionnaire was developed to gather pertinent data from BEPs based on the twenty-three factors that were identified through a review of relevant literature and expert feedback. The most important elements affecting project management practices (PMP) and the performance of PBP delivery, according to the findings, are unreasonable expectations, excessive bureaucracy, and poorly matched strategic project planning with project implementation. According to the research, major planning issues stemming from improperly implemented project control procedures are the root cause of failed project delivery.

With an eye toward IT projects, Durmic (2020) identified the elements and characteristics of project implementation that are crucial to the project's performance and results. Qualitative content analysis of survey data acquired from 108 IT professionals using one open-ended question yielded a list of 38 factors in total. There are five main types of factors that can be identified in a project: team, customer, planning, execution, and control. Based on the study's findings, the following project components have varying degrees of influence on a project's implementation: project team, project control, project planning, customer, and execution.

Attention their 2019 study, Muinde and Mbataru zeroed attention on the factors that influenced the laptop program's rollout in Kangundo Sub-county's public elementary schools. A descriptive survey design was used for the investigation. Every single public elementary school, every single elementary school teacher, and every single official in charge of education in the four zones that make up Kangundo Sub-county were all singled out. A total of 300 people, including 222 lower primary teachers, 74 head teachers, and 4 MOEST officials, were intended to be studied in all 74 public primary schools. The SPSS statistical package was used to analyze the data. The qualitative data was analyzed using content analysis, whereas the quantitative data was analyzed using descriptive statistics like percentages and frequencies. The study's findings were presented using numbers and tables. There was a significant relationship between the independent and dependent variables in the inferential analysis conducted in public primary schools in Kangundo Sub-County. Specifically, teachers' capacity on ICT and availability of facilities had a significant effect on the laptop project's implementation, while teachers' control and monitoring of digital subject content had no effect.

Using the force account technique, Matto (2021) delves into the hidden flaws of past projects. The research used an explanatory sequential mixed methodology, which entailed gathering quantitative data prior to conducting any analysis. Next, the quantitative data were utilized to strategize the gathering of qualitative data. A combination of performance audit reports and semi-structured interviews provided the quantitative data, while the latter was used to supplement the former. The analysis found that out of the projects that were put into action, there were three (3)

success stories, six (6) general latent deficiencies, and twenty-one (21) particular latent shortcomings. Policymakers and practitioners, according to the report, need to conduct a critical evaluation of the project's control in light of its scope and the force account mechanism's application. It is important to establish the force account processes on the project's type, scope, size, and thresholds. It is imperative that, prior to launching the force account programs, the purchasing organizations conduct a cost-benefit analysis. There is potential for this study's results to inform the current rules, regulations, and recommendations for force account projects.

#### **2.4 Research Gap**

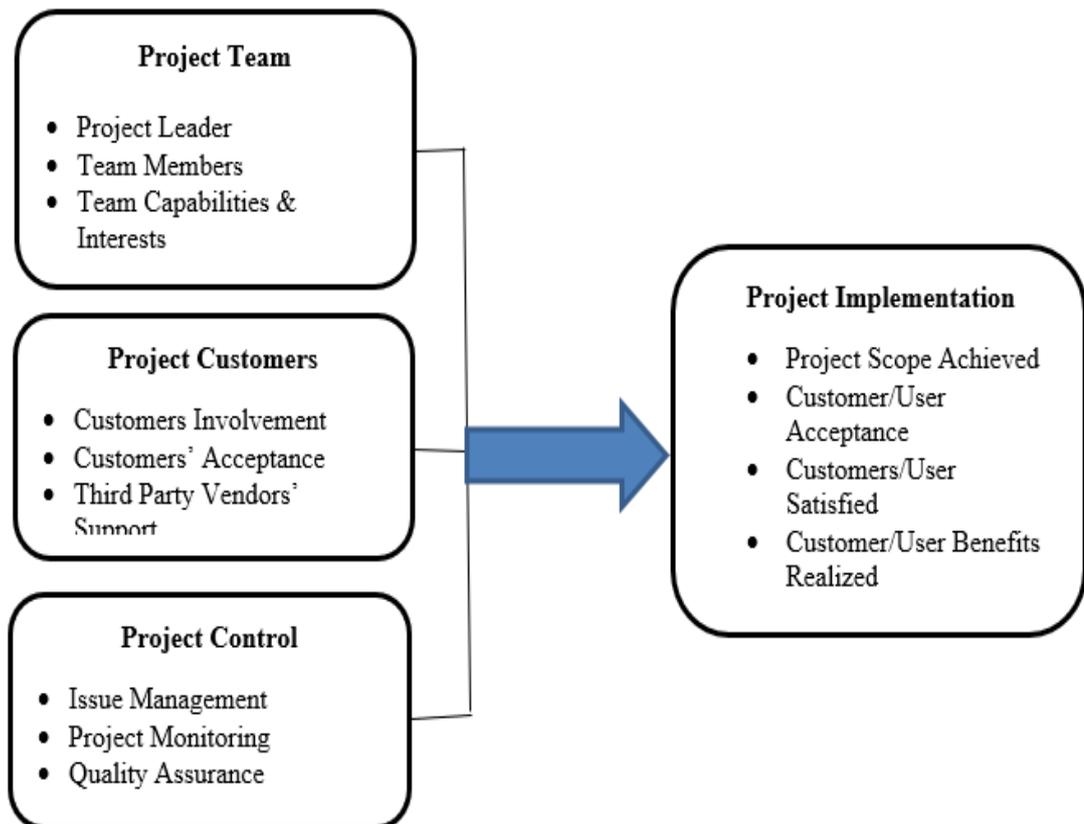
A survey of the relevant literature revealed that researchers from both within and outside of Tanzania have examined the variables impacting the successful execution of public projects. This knowledge gap is mostly attributable to the fact that researchers in Tanzania have not been able to agree on a single theoretical framework that adequately describes the elements impacting the execution of public projects. This is supported by other studies, like the one conducted by Mathias (2022), who used Pinto's theory of success as a theoretical framework to examine the factors impacting the implementation of projects in Tanzania, specifically within the Njombe town council. Using the entire quality management model as their theoretical framework, Gwahula and Wittonde (2016) evaluated key factors impacting the quality performance of Tanzanian government-financed construction projects. Project technology, availability of plant and equipment, procurement system and procedures, knowledge and abilities of the project management, and expertise of contractors in the construction sector are all components that were added

to the theory to make it more comprehensive. The difficulties in completing participatory public housing projects in Tanzania on schedule were also investigated by Masaro and Dimoso (2020). via the project success model, Matto (2021) delves into the hidden flaws of projects carried out via the force account technique.

In addition, other countries' strategies and management differ from Tanzania's; there are also variations in implementation and multiple levels of accountability among Tanzania's authoritative personnel, as shown in empirical studies by Muinde and Mbataru (2019), Durmic (2020), and Akande et al. (2018). Therefore, there is obviously a lack of research on what influences the execution of public projects. Project implement theory and quantitative methodology were the foundations of this study, which aimed to fill in the gaps in our understanding of the topic. Because of this, more works in the field of project management have been published.

## **2.5 Conceptual Framework**

According to Miles and Huberman (1994), a conceptual framework establishes the groundwork for comprehending the subjects under investigation, encompassing the principal variables and their postulated connections. The present study employs a conceptual framework to gain insight into the various factors that influence the success of public initiatives in Tanzania. By offering a graphical depiction of the interaction among crucial variables, it facilitates the examination and understanding of results.

**Figure 2.1: Conceptual Framework****Independent Variables****Dependent Variable**

**Source:** Adapted from Project Implementation Theory

From the project implementation theory, it was thus hypothesized that;

### 2.5.1 Project Team

The impact of a project manager's emotional, managerial, and intellectual leadership traits on the final product was studied by Muller et al. (2012). The project failed and the team underperformed as a result. Project team knowledge, leadership, flexibility, inspiration, stakeholder connections, and a culture of learning all have a significant influence on how a project is carried out (Duromic, 2020; Ioana et al., 2015).

Companies can improve their project implementation and outcome rates by assembling strong project teams and cultivating an encouraging and productive workplace culture.

Therefore, the study hypothesizes;

*H<sub>1</sub>: Project Team has positive effect on the implementation of the public projects.*

### **2.5.2 Project Customer**

Project clients, who stand to benefit the most from the finished product, are vital to government projects. Based on empirical evidence, project execution is influenced by factors such as client satisfaction, feedback, and involvement. The project specifications and requirements are shaped by their preferences, needs, and expectations (Aqeel, et al., 2015). A comprehensive and open requirements management process is necessary to ensure that project outputs satisfy goals and user expectations.

Enhancing user satisfaction, adoption, and project outcomes may be achieved through actively incorporating consumers at every stage of the project lifecycle, meeting their needs and expectations, and making sure that project deliverables are pertinent and of the highest caliber (Chen et al., 2019).

Therefore, the study hypothesizes that;

*H<sub>2</sub>: Project customers have positive effect on the implementation of the public projects.*

### **2.5.3 Project Control**

The way in which the project team monitors project performance to make sure that it follows established plans, goals, and constraints has a big influence on how the project is carried out. Performance tracking, progress tracking, and variance analysis, according to Osorio et al. (2016), can identify risks, deviations, and faults in a project early on. Furthermore, Nduka et al. (2019) state that budget management, spending surveillance, and cost forecasting help project managers optimize resource utilization and stick to the budget allotted. According to Chehrazi (2015), project control encourages a culture of continuous improvement by allowing teams to learn from past mistakes, identify lessons, and modify procedures to maximize project performance.

*H<sub>3</sub>: Project control has positive effect on the implementation of the public projects.*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This segment outlines the methodology utilized in the research. The segment provides a detailed account of the research methodology, research design, study location, population, sample size, sampling techniques, data collection method, and data analysis procedure. Additionally, this paper addresses the concerns of validity and reliability, as well as the ethical considerations that guided the research.

#### **3.1 Research Philosophy**

Research is influenced by ontology and epistemology. To research existence is to engage in ontology. Blaikie (2010) argues that one's views about the truth form the basis of one's perception of reality. Studying the nature, potential, sources, and limitations of knowledge is the domain of epistemology. Research on the methods used to categorize information is known as epistemology (Hallebone, 2009). Knowing things is important in epistemology. So, positivism in ontology was the center of this research. To address this knowledge vacuum, we used qualitative research techniques to investigate the actual factors that contribute to a City project's success.

#### **3.2 Research Design**

The plan for how to measure, gather, and analyze data is called the research design. Data types, sources, and methods of collection are all decided by the framework. According to Kothari (2000), a well-designed study guarantees reliable and cost-

effective data collection that achieves all study objectives. The study used a descriptive research approach to characterize or describe a system over four years by collecting data and tabulating the frequencies or interactions of variables. This generally involves building a profile of a set of problems, people, or events.

### **3.3 Research Approach**

In order to achieve its objectives, the research utilizes a quantitative approach and is guided by positivist and empiricist principles, which prioritize the description of phenomena without inquiry and the testing of hypotheses (Saunders et al., 2019). By collecting and analyzing numerical data, this methodology uncovers patterns, mean values, predictions, associations, and ramifications that affect the entire populace (Abu-Alhaija, 2019). The researchers achieved a more comprehensive understanding of the situation subsequent to employing this research methodology.

### **3.4 Population, Sampling Procedure and Sample Size**

#### **3.4.1 Study Population**

The population comprises all entities being assessed, including enterprises, individuals, customer databases, and qualitative data (Cooper & Schindler, 2003). Due to the fact that the preponderance of the TSCP occurred in urban areas, this study also encompasses residents of Dodoma's metropolitan districts. 35.3% of the approximately 3,085,625 inhabitants of Dodoma in 2022 reside in urban areas, according to the census. As a result, the sample population comprised 462,920.89 residents aged 15 to 64 (NBS, 2022). The research also included participation from interested parties, municipal council members, and Dodoma residents who would serve as the target population for future initiatives.

### 3.4.2 Sampling Procedures

Sounders, Lewis, and Thornhill (1997) make a distinction between probability and non-probability sampling in their publication. The probability of sample collection can be computed through the use of probability sampling. Non-probability sampling is illustrated by the practice of excluding general conclusions by utilizing prior knowledge of the subject (Kothari, 2004). Given that the probability of any given event occurring is half, the investigators of this investigation opted to utilize a random sample in order to obtain more precise outcomes.

### 3.4.3 Sample Size

Small portions of populations that are observed and analyzed constitute samples. Qualitative research advantages in terms of insight and knowledge of the issue at hand are facilitated by the small sample size (Kothari & Cooper, 2004). The sample size for the research was determined using Yamane's (1969) Formula, given that the study population was known.

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

Whereby;

n= Sample size

N= population size,

e= acceptable margin of error at 5% (0.05 STD value)

Population size (N) of two cooperative societies is 462, 921.

$$n = \frac{462,921}{(1 + 462,921[0.05]^2)}$$

$$n = \frac{462,921}{(1 + 1157.3025)}$$

$$n = \frac{462,291}{(1158.3025)}$$

$$n = 399.11$$

Therefore, the sample size of the study comprises of 399 respondents.

### **3.5 Data Collection Methods**

Descriptive research designs prioritize the capture of diverse perceptions, opinions, and attitudes. As a result, this study is able to employ a variety of data collection methods. The following instruments were used to collect the study's data:

#### **3.5.1 Questionnaires**

A close-ended questionnaire was developed by the researcher in order to gather pertinent and adequate data for addressing the research inquiries. Participants were administered Google Forms surveys regarding their involvement in the development of success criteria for public projects. By targeting council personnel, residents, and stakeholders in particular, one can obtain the most pertinent information from subject matter experts.

##### **3.5.1.1 Format of the Questionnaire**

The survey instrument has been customized to align with the research questions and objectives. The survey consists of eight multi-choice structured questions. This configuration was selected in order to provide respondents with the opportunity to freely express themselves. The initial four inquiries scrutinize the profiles of the

study participants. Questions 5-7 collected information regarding the study's specific objectives, while question 8 collected data regarding the study's dependent variable.

### **3.5.1.2 Operationalization of Study Variables**

The questionnaire for the investigation consists of two scales. The age, gender, occupation, and income level of the respondents are requested in Questions 1 through 4, using a nominal scale. To summarize the remaining questions that assessed the study variables, a five-point Likert scale was employed, consisting of the following degrees: "strongly disagree," "agree," "neutral," and "strongly agree." Because it permits respondents to indicate their preference for the proposition while remaining "neutral" if they so choose, the Likert scale was chosen. Additionally, question 8 requires "Yes or No" responses.

### **3.6 Data Analysis**

Analyzing data in order to derive conclusions regarding research objectives and questions is what Kombo and Tromp (2006) call data analysis. Qualitative or quantitative research is necessary for data analysis. In order to make sense of nominal data, this qualitative investigation preprocesses it.

Editing, coding, and validating are things that are done to get data ready. After the data is prepared, researchers can use a variety of analysis approaches to get valuable insights. Describe what happened as a first step in any analysis. Business insights are obtained through the organization, manipulation, and interpretation of data from multiple sources. The study's analytical methods included topic-specific z-tests,

means, standard deviations, and graphs of frequency. Quantities and orientations of factors affecting the implementation of public projects were established by regression analysis. Here is a multivariate linear regression model that connects the variables that are independent and dependent:

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

Where:

$Y$  = Implementation of Project (Dependent variable)

$X_1$  = Project Team

$X_2$  = Project Customers

$X_3$  = Project Control

$\beta_{1-3}$  = Coefficient of Determination

$\mu$  = Stochastic error term

$\alpha$  = Constant value

**Table 3.1: Measurements of the Study's Variables**

<b>Variable</b>	<b>Type</b>	<b>Measurement</b>	<b>Reference</b>
Project Implementation	Dependent	<ul style="list-style-type: none"> <li>• Project Scope Achieved</li> <li>• Customer/User Acceptance</li> <li>• Customer/User Benefits</li> </ul>	(Muller et al.,2012) (Durmic,2020), (Ioana et al.,2015)
Project Team	Independent	<ul style="list-style-type: none"> <li>• Project Leader</li> <li>• Team Members</li> <li>• Team Capabilities &amp; Interest</li> </ul>	(Muller et al.,2012) (Durmic,2020), (Ioana et al.,2015)
Project Customers & Stakeholders	Independent	<ul style="list-style-type: none"> <li>• Customers Involvement</li> <li>• Customers' Acceptance</li> <li>• Third Party Vendors' Support</li> </ul>	Aqeel, et al. (2015) Chen et al. (2019)
Project Control	Independent	<ul style="list-style-type: none"> <li>• Issue Management</li> <li>• Project Monitoring</li> <li>• Quality Assurance</li> </ul>	Osorio et al. (2016). Nduka, et al. (2019)

**Source:** Adapted from Literature

### 3.6.1 Diagnostic Tests

The following diagnostic tests were carried out to ensure that the data suits the assumptions of linear regression model:

#### 3.6.1.1 Linearity Test

To determine whether or not a linear relationship exists between the dependent and independent variables, the linearity test is applied. In both linear regression and correlation analyses, the linearity test is required. In the linearity test, the relationship between the independent and dependent variables is deemed linear when the significance value of the deviation from linearity exceeds 0.05. A substantial

deviation from linearity value of less than 0.05 signifies that there is no linear relationship between the dependent set and the independent variables. An ANOVA test was conducted as part of the research.

### **3.6.1.2 Normality Test**

This is a test carried out to determine the data set if are normally distributed or not. The study employed Shapiro Wilks test to determine it. Basing on Shapiro Wilks Test, the study data is said to be normally distributed when the p-value of study's variables are less than 5% level of significance.

### **3.6.1.3 Multicollinearity**

Multicollinearity refers to the existence of a “perfect” or exact linear relationship among some or all explanatory variables of a regression model. The study employed Variance Inflation Factor (VIF) and Tolerance to determine the association or linear association among independent variables. Under VIF test, multicollinearity exists when VIF values are greater than 10 also tolerance values are less than 0.1

### **3.6.1.4 Heteroscedasticity**

Heteroscedasticity refers to the situation where the variance of the residual is unequal over a range of measured values. To avoid the problem of heteroscedasticity of disturbance terms, the study employed Breusch-Pagan/ Cook-Weisberg Test employed to test it. Basing on Breusch-Pagan/ Cook-Weisberg Test, heteroscedasticity exists when the p-value is less than 5% level of significance meaning the study fail to accept the null hypothesis.

### 3.7 Reliability and Validity of Data

#### 3.7.1 Reliability of Data

Reliability is a term used to describe the consistency of research instruments (Mishra & Alok, 2017). Most frequently employed is Cronbach's alpha as an internal consistency metric. When testing the reliability of Likert scale items in a survey questionnaire, this technique is extensively applied. The SPSS software was utilized in the computation of Cronbach's alpha. In general, Cronbach's alpha reliability coefficient ranges from 0 to 1. A measure of an item's internal consistency is its Cronbach's alpha coefficient. On the contrary, a value of 0.7 or greater is considered satisfactory and signifies reliable data. (6, Hair et al.). Please review the subsequent table:

**Table 3.2: Reliability Test Results**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>No. of Items</b>
Project Team	0.702	4
Project Customers and Stakeholders	0.621	3
Project Control	0.846	4
Project implementation	0.721	8

**Source:** Field Data, (2024)

#### 3.7.2 Validity of Data

According to Henn et al. (2015), "authentic," "comprehensive," and "profound" data are essential for validity. In contrast, validity refers to the degree to which a specific measurement technique or tool effectively evaluates its intended construct (Beth & Robert, 2001). Kothari (2004) defines validity as the extent to which a measure accurately evaluates the construct it purports to assess. In order to ascertain the

validity of the study, an examination was conducted on the questionnaires to verify that they effectively addressed the intended research objectives and that their content and context were suitable.

### **3.8 Ethical Consideration**

A comparable social science research study extensively involves human participants, either as individuals or as institutions, thereby necessitating strict adherence to ethical principles. Although the research was conducted as a mandatory component of the course, it was conducted in accordance with the ethical principles and moral policies of Open University of Tanzania. Participants provided informed assent by signing consent forms before the questions were administered. The research ensured the protection of participants' anonymity, privacy, and confidentiality and guaranteed their safety; it shall obtain informed consent and notify participants and relevant authorities of its activities; and it shall obtain an official letter of permission from the Open University of Tanzania prior to conducting research in the field of study.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

In this chapter the researcher analyzed, interpreted, and presented the data that was obtained from the findings of questionnaires and its discussion. The analyzed data has been presented using figures and tables. The section has been divided as guided in the questionnaire.

#### **4.1 Demographic Response of Respondents**

##### **4.1.1 Response Rate**

A set of 399 questionnaires were supplied to respondents who are residence of Dodoma City and stakeholders on the TSCP. Out of 399 questionnaires, 399 questionnaires were returned filled by the respective respondents, which is 100.0 percent response rate. The information is presented in figures, charts, and discussed after its presentation as shown below.

**Table 4.1: Demographic Characteristics of the Respondents**

<b>Baseline characteristic</b>	<b><i>n</i></b>	<b>%</b>
<b>GENDER</b>		
Female	182	45.6
Male	217	54.4
<b>AGE DISTRIBUTION</b>		
20-29 Years Old	65	16.2
30-39 Years Old	147	36.7
40-49 Years Old	127	31.7
More than 50 Years Old	60	15.0
<b>ACADEMIC QUALIFICATION</b>		
Primary education	0	
Secondary education	5	1.2
Diploma Holder	68	17.0
Bachelor Degree Holder	167	41.9
Post Graduate Degree Holders	86	21.6
Master's Degree Holder	71	17.8
Phd	2	.5
<b>AREA OF SPECIALIZATION</b>		
Architecture	61	15.2
Building	58	14.5
Engineering	107	26.8
Estate Management	67	16.8
Project Management	89	22.3
Others	17	4.3

**Source:** Field Data, (2024)

#### **4.1.2 Respondents Gender**

The study relied on 399 participants who were actively involved in filling out the surveys. Everyone from both sexes took part in the study, according to Table 4.1's findings. While 217 (or 54.1% of the total) were men, 182 (or 45.4%) were female. According to these findings, there are many more male participants than female participants, who made up a relatively tiny percentage of the total. Respondents' varied backgrounds and experiences provided rich context for the study's examination of public project implementation from a variety of angles.

### **4.1.3 Respondents' Age Distribution**

The study relied on 399 participants who were actively involved in filling out the surveys. As seen in table 4.1 above, these respondents were categorized into four distinct age groups. The majority of respondents (147, or 36.7% of the total) were in the age bracket of 30–39, according to the results. The next largest age group, with 127 answers or 31.7% of the total, falls into the 40-49 year old bracket, followed by the 20-29 year olds with 64 respondents or 16.0%. Respondents older than 50 make up the smallest demographic, with just 60 people (15.0%) falling into this category. The majority of responders (83.4%, or 334 people) were in the 30–50 age bracket, according to the results. This suggests that most people who took part in the survey have some background knowledge about public projects, how they are carried out, and the factors that affect them.

### **4.1.4 Academic Qualification**

In order to guarantee the validity and reliability of the responses acquired from the respondents under the study, the research concentrated on their educational background. According to table 4.1, there are six categories of educational background among the 399 respondents that filled out the research questionnaire. A total of 167 respondents (or 41.6% of the total) had a bachelor's degree or higher, while 86 respondents (or 21.4% of the total) held a master's or higher degree. This study included participants with varying degrees of education. With 71(17.7%) respondents, the group with a master's degree came in second, while the group with a diploma came in third, with 68(17.0%) respondents. According to the results, the group with the fewest respondents was the one with the least amount of education,

with zero percent of that group taking part. Also, out of 394 responders (98.7%), the vast majority have completed secondary school. The majority of respondents have the necessary knowledge and abilities to provide accurate information regarding the study's topic, according to this finding.

#### **4.1.5 Area of Specialization the Respondents**

The researcher classified the respondents' experience into six separate groups according to the skills and duration of their jobs, as indicated in Table 4.1 above, based on the results of the research.

The results show that people from all walks of life and all corners of the economy took part in the survey. Among those who participated in the survey, 107 (or 26.8%) were engineers, while 89 (or 22.3%) were project managers and 67 (or 16.8%) were estate managers. Of the total responses, 61 (15.2%) were related to architecture. On the flip side, the group with the fewest responses (n=17, or 4.3%) includes people from diverse backgrounds in fields such as economics with a focus on project planning and management, community development, animal science, information technology, and procurement and supplies.

## **4.2 Finding from the Descriptive Analysis**

### **4.2.1 Effect of Project Team on Implementation of a Public Project**

Various attributes, including project leader, team members, team capabilities, and interests, were used to measure the project team, which was the purpose of the study.

The survey asked participants to rate their level of agreement or disagreement on a

scale from strong agree (SA) to strongly disagree (SDA), with neutral being the most neutral and disagree being the most disagreeable. The outcomes can be seen in the table provided.

**Table 4.2: Showing Descriptive Statistics on Project Team and Implementation of a Public Project**

<b>Statement measuring the effect of Project Team on Implementation of Public Project</b>	<b>SA %</b>	<b>A %</b>	<b>N %</b>	<b>DA %</b>	<b>SDA %</b>
The communication between team members influences the implementation of the project.	33.8	35.1	10.0	10.3	10.8
The teamwork and coordination of the team influence the implementation of the project.	30.8	26.8	9.0	12.5	20.8
The knowledge and technical skills of team members influences the implementation of the project.	35.6	31.3	9.3	13.0	10.8
The interests of the team and its dynamics influences the implementation of the project.	38.1	30.8	9.3	11.5	10.3

**Source:** Field Data, (2024)

Based on the data in the table above, 399 respondents were surveyed regarding the impact of the project team on the execution of public projects. Regarding the influence of communication among team members on project implementation, 275 respondents (68.9%) strongly agreed (SA) and agreed (A). Conversely, the execution of the project is impacted by teamwork and the coordination among its members; 230 (57.5%) of the respondents both strongly concurred (SA) and agreed (A) with this statement. With regard to the impact of team members' knowledge, technical skills, and competence on project implementation, a total of 268 respondents (67.1%) expressed agreement (SA) or firm agreement (SA). Conversely, the dynamics and interests of the team have an impact on the execution of the project. A combined

total of 275 respondents (68.9%) expressed agreement (SA) or firm agreement (SA) with this statement.

The aforementioned discovery bears resemblance to data obtained from interviews with department leaders, as illustrated by one participant who provided the subsequent statement: The members of a project team should, in my opinion, have adequate technical expertise and knowledge to carry out their responsibilities. This is especially crucial in the context of public projects, where a comprehension of scientific and engineering principles is fundamental, as the majority of such projects are exceedingly complex and technical. By possessing this skill set, the team is empowered to effectively navigate the intricate challenges that arise throughout the course of a project's lifespan.

The findings pertaining to the influence of the project team on the execution of public projects indicated that a majority of respondents (over fifty percent) possessed all characteristics associated with the project team's impact. The results were corroborated by Samiullah et al. (2018), whose research demonstrated that an experienced project team is critical to the success of a project. Moreover, project management is executed by individuals possessing diverse backgrounds and personal characteristics, which consequently gives rise to an extensive array of project expectations and human conduct. Those project participants who possess challenging behaviors and attitudes that could significantly affect the project's execution (Tekalign & Venkata, 2020).

#### 4.2.2 Effect of Project Customers on Implementation of Public Project

Project customers as the objective of the study was measured by using different attributes such as involvement, acceptance and support. The respondents were required to respond with different levels of agreement or disagreement as strong agree (SA), agree (A), neutral (N), disagree (DA) and strongly disagree (SDA). The results are presented in the table below.

**Table 4.3: Showing Descriptive Statistics on Project Customers on Implementation of Public Project**

<b>Statement measuring the effect of Project Customers on Implementation of Public Project</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
Project customer's involvement influences the implementation of the project.	43.9	27.6	8.5	9.3	10.8
The acceptance and support of the project customers influences the implementation of the project.	44.4	27.6	9.5	9.3	9.3
The third-party vendor's support influences the implementation of the project.	42.1	29.3	11.3	9.8	7.5

**Source:** Field Data, (2024)

As shown in the table, out of 399 respondents, 285 (or 71.5% of the total) strongly agreed (SA) or agreed (A) that customers' involvement impacts the project's execution. However, when asked how the stakeholders' approval and support affect the project's execution, 287.28 respondents (or 72%) strongly agreed (SA) or agreed (A). Two hundred eighty-five people (71.4% of the total) gave their stamp of approval when asked whether they thought the backing of a third party vendor affected the project's execution. All things considered, the majority of respondents think that customers' input into public projects is important for the projects' success

because it helps make sure that projects are tailored to the community's needs, that stakeholders get what they want, and that the projects reach their goals. A majority of respondents (over 60%) agreed on all aspects pertaining to customer involvement, indicating this. Shiluka (2018) found that customer participation in a project increases the likelihood of the project's success, lending credence to the study's findings.

#### 4.2.3 Effect of Project Control on Implementation of Public Project

Project control as the objective of the study was measured by using different attributes such as, issue management, project monitoring and quality assurance. The respondents were required to respond with different levels of agreement or disagreement as strong agree (SA), agree (A), neutral (N), disagree (DA) and strongly disagree (SDA). The results are presented in the table below.

**Table 4.4: Showing Descriptive Statistics on Project Control on Implementation of Public Project**

<b>Statement measuring the effect of Project Control on Implementation of Public Project</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
The breaking of the overall projects into phases and subsystems influences the implementation of project.	46.1	26.6	8.3	7.8	11.3
The stockholder's involvement and their feedback influence the implementation of project.	46.1	26.8	8.8	8.8	9.5
Quality assurance activities and dependencies on other projects influence the implementation of project.	47.6	27.3	8.0	9.5	7.5
Project feedback and reporting influence the implementation of project.	49.6	24.3	9.3	8.5	8.3

**Source:** Field Data, (2024)

Based on the data in the table, out of 399 respondents, 290 (or 72.7% of the total) strongly agreed (SA) or agreed (A) that dividing the project into phases and sub

systems affects the project's execution. In contrast, 291 respondents (or 72.9% of the total) strongly agreed (SA) or agreed (A) that stockholder participation and feedback impact project implementation. There were 299 respondents (or 74.9% of the total) who either strongly agreed (SA) or agreed (A) that quality assurance activities and dependence on other projects impact the project's implementation.

The study's variables were ranked in descriptive analysis using their standard deviation and mean values. In the table below, the influence of each independent variable on the dependent variables is proportional to their standard deviation from the mean. A larger value indicates a more significant impact.

**Table 4.5: Showing Descriptive Analysis**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Project Team	399	3.6203	1.3139
Project Customers and Stakeholders	399	3.8722	1.3126
Project Control	399	3.9405	1.3875
Valid N (likewise)	399		

**Source:** Field Data, (2024)

Project control has the greatest mean value of 3.9405 and the smallest standard deviation of 1.3875, as indicated in the table above. This indicates that, in comparison to other variables, respondents' opinions on project control differ more. However, with a mean of 3.8722 and a standard deviation of 1.3126, project stakeholders and customers come in at a distant second. Given the little disparity between the mean and standard deviation, it appears that the laissez-faire leadership

style exhibits a decent amount of variation. With a standard deviation of 0.4756 and a mean of 1.3481, TSCP implementation is the most conservative option. This result indicates that there is less variation in responses from the respondents when TSCP is implemented.

### 4.3 Inferential Analysis

As part of the study the researcher used correlation and regression analysis and multiple regressions as follows

#### 4.3.1 Correlation Analysis

This is an analysis which measures the linear relationship among two different variables. The study employed Bivariate (Pearson's) correlation analysis with the aim of measuring the strength, direction or association of linear relationships between variables. The correlation between the variables in the model is shown through the correlation coefficient matrix in Table 4.7;

**Table 4.6: Correlation Analysis**

Variables		X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>
Y	1.000			
X <sub>1</sub>	0.543	1.0000		
X <sub>2</sub>	0.497	0.8391	1.0000	
X <sub>3</sub>	-0.294	0.0954	0.0767	1.0000

**Source:** Field Data, (2024)

Table 4.7 shows that there is a moderate positive correlation between the dependent and independent variables, with a strong positive correlation of 0.7497 for project clients and stakeholders (X<sub>2</sub>) and a high positive correlation of 0.7497 for project

team (X1), as determined by Pearson's correlation value. Project control (X3) and project implementation (Y) were also weakly correlated, with a value of -0.294.

Moreover, there was a strong correlation of 0.8391 between project team (X1) and project customers and stakeholders (X2), but a positive low correlation of 0.0952 and 0.0767 between project control (X3) and project X2, project X2, and project X3, respectively, indicating moderate and low correlations among the independent variables. At the 5% level of significance, every correlation coefficient was statistically significant.

### **4.3.2 Regression Analysis**

#### **4.3.2.1 Test for Assumptions of Regression Model**

The following diagnostic tests conducted to ensure that the data suits the assumptions of classical linear regression model.

##### **4.3.2.1.1 Test for Normality**

This test is performed to ascertain whether the assumption of normal distribution is being violated, which is a fundamental requirement for numerous statistical tests. Following this, a normality test was conducted to ascertain whether the data followed a normal distribution. The study must deny the alternative hypothesis that the data are not normally distributed in this specific situation, assuming the data are normally distributed. Table 4.6 presents the outcomes of the test for normality.

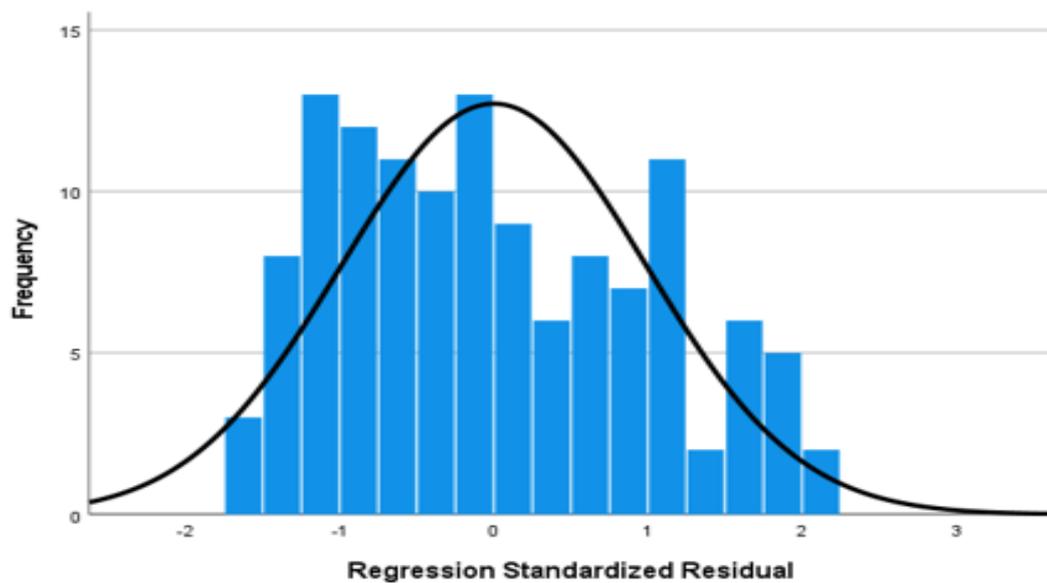
**Table 4.7: Normality Test Results**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Data	.122	126	.067	.973	126	.232

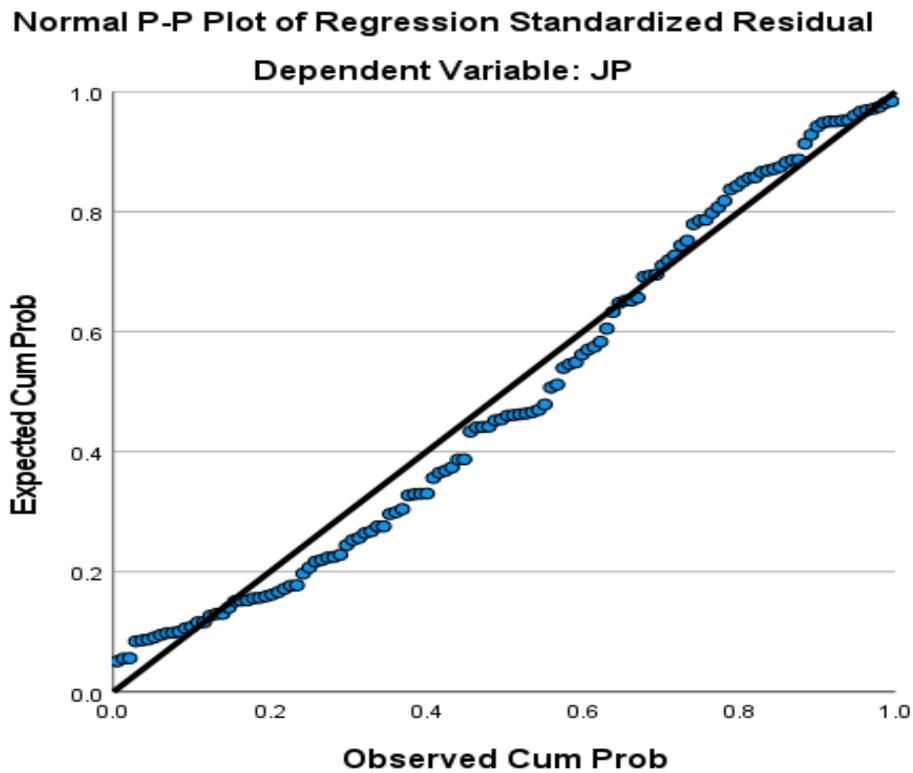
a. Lilliefors Significance Correction

Source: Field Data, (2024)

If the data set contains fewer than 2000 items, the Shapiro-Wilk test is typically employed to assess normality. If the number of items exceeds 2000, the Kolmogorov-Smirnov test is utilized. The underlying research utilizes the Shapiro-Wilk test due to the presence of 126 factors. Table 4.8 presents the results of the Sharpe-Wilk test, which yielded a p-value (sig.) of 0.232. This indicates that the data in the study follows a normal distribution, as the p-value exceeds the predetermined level of significance ( $P > 0.05$ ). The investigation is therefore unable to refute the null hypothesis. Let us contemplate the subsequent figure:

**Figure 4.1: Data Distribution**

The figure 4.1 shows that the data used in the study was normally distributed.



#### 4.3.2.1.2 Multicollinearity

For models with similar independent variables, apply this test. Test results show that multicollinearity is absent when VIF values range from 1 to 10, but it is present when VIF values range from 1 to more than 10. Table 4.9 displays the results of the multicollinearity test;

**Table 4.8: VIF And Tolerance Test Results**

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Project Team	.603	1.657
	Project Customers and Stakeholders	.574	1.743
	Project Control	.546	1.832

a. Dependent Variable: Implementation of a Project

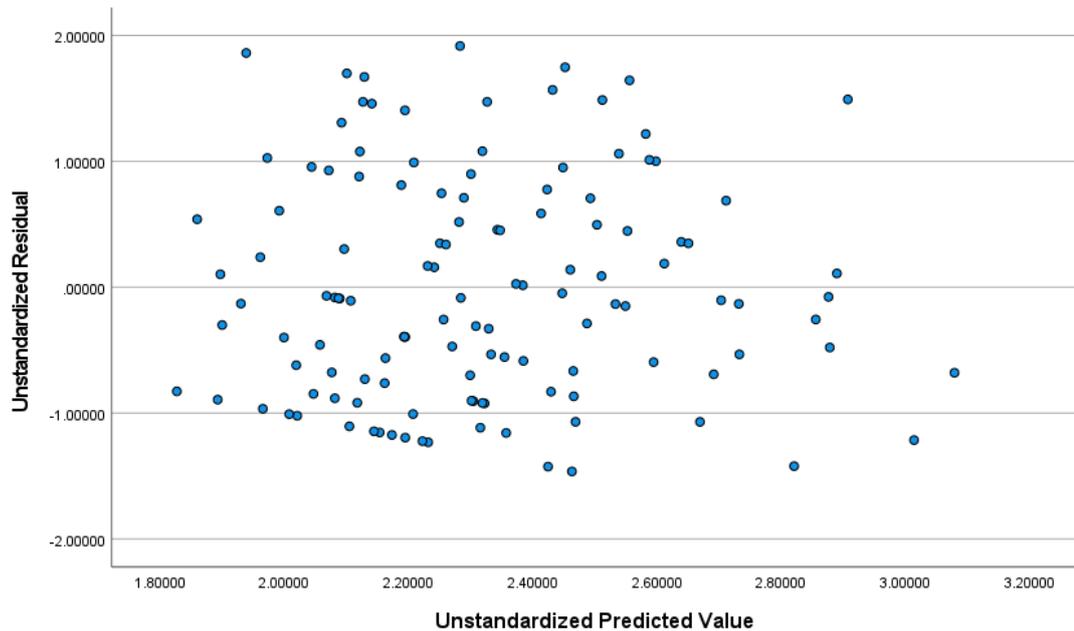
Source: Field Data, (2024)

The study results show the collinearity statistic results show there is no presence of Multicollinearity as the VIF values were less than 10 and tolerance values were greater than 1 as shown on table 4.9.

#### 4.3.2.1.3 Heteroscedasticity Test

The condition in which the variance of the residual is disparate across a range of measured values is referred to as heteroscedasticity. To evaluate it and circumvent the issue of heteroscedasticity of disturbance terms, a graphical method was utilized.

Consider the following figure;

**Figure 4.2: Graphical Method**

**Source:** Field Data, (2024)

Figure 4.2's Scatterplot Output shows that the plots are dispersed and do not appear to follow a definite pattern. This suggests that the regression model does not have an issue with heteroskedasticities.

#### 4.3.2.2 Multiple Regression Analysis

The data in the table below show that the independent variables may predict 41.1% of the dependent variables with an R-squared value of 0.411. With an adjusted R-squared value of 0.407, this study helped identify over-fittings by adjusting R-squared for the number of independent variables. Adding more variables to a regression model typically increases R<sup>2</sup>, which means that the model is better able to explain the observed variation. Since the Durbin-Watson value ranges from 1.5 to 2.5, it is clear that the participants in this study did not exhibit any autocorrelation.

**Table 4.9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Dublin-Watson
1	.641 <sup>a</sup>	.411	.407	.36610	1.986

Source: Field Data, (2024)

**Table 4.5: ANOVA Results**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.017	3	12.339	92.061	.000 <sup>b</sup>
	Residual	52.943	395	.134		
	Total	89.960	398			

a. Dependent Variable: Implementation of a Public Project

b. Predictors: (Constant), Project team, Project Control and Project customers and stakeholders

Source: Field Data, (2024)

Using an analysis of variance (ANOVA) with 398 degrees of freedom and a sum of square of 89.960, the study determined that the dependent and independent variables were linearly related (Table 4.11 illustrates the results). With a sig value less than 0.05, the test showed a highly significant level of statistical significance. The findings of this study were based on the assumption that the variables used in the model had a linear relationship.

#### 4.3.2.2.1 Multiple Regressions

A public project's execution was the dependent variable, and multiple regression analysis was set up to reveal the impact of the project's control, customers, and stakeholders as independent factors. The results can be found in the tables provided.

**Table 4.6: Estimated Coefficients**

Model	Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	.324	.064		5.065	.000
Project Team	.273	.049	.280	5.627	.000
Project Customers and Stakeholders	.261	.051	.262	5.143	.000
Project Control	.220	.053	.215	4.117	.000

a. Dependent Variable: Implementation of a Public Project

**Source:** Field Data, (2024)

From the Table 4.11: The Regression model is given by

$$Y = 0.324 + (0.273)x_1 + (0.261)x_2 + (0.220)x_3 + e$$

Project teams and control have a positive relationship, according to the model, whereas stakeholders and customers of the project have a positive relationship with public implementation. This suggests that a public project's implementation will rise by 0.261 for every one-unit increase of project customers and stakeholders. A public project's implementation rate rises by 0.273 percentage points for every one-unit increase in the project team. However, a public project's implementation rate rises by 0.22 percentage points for every one-unit increase in project control. Furthermore, all test statistics for independent variables are statistically significant, with p-values lower than 0.05 (the 5% level of significance), according to the results.

*H<sub>1</sub>: Project Team has positive effect on the implementation of the public projects.*

Based on the study's findings in table 4.11, the project team is statistically significant with a p-value of .000, which is lower than the significance criterion ( $p < 0.05$ ). There is a positive correlation between project teams and TSCP implementation in Dodoma City, as shown by the coefficient of 0.273. This means that for every one unit increase in project teams, TSCP implementation in Dodoma City goes up by 0.273. Nevertheless, the analysis rejects the null hypothesis, indicating that project teams have a beneficial impact on the implementation of TSCP in Dodoma City, since project teams are statistically significant among the sampled respondents.

*H<sub>2</sub>: Project customers have positive effect on the implementation of the public projects.*

It is statistically noteworthy that the p-value for Project consumers and stakeholders (X<sub>2</sub>) is .000, as it is lower than the significance level ( $p < 0.05$ ), according to the data. The positive relationship between project customers and stakeholders and implementation of TSCP in Dodoma City is demonstrated by the coefficient of 0.261. This means that for every unit increase in project customers and stakeholders, the implementation of TSCP in Dodoma City increases by 0.261. However, the study does not accept the null hypothesis, which means that project customers and stakeholders have a beneficial effect on the implementation of TSCP in Dodoma City, as project customers and stakeholders are demonstrated to be statistically significant over the sampled respondents.

*H<sub>3</sub>: Project control has positive effect on the implementation of the public projects.*

Furthermore, as the p-value is lower than the significance level ( $p < 0.05$ ), the study results also show that project control (X3) has a p-value of .000, which is considered statistically significant. With a project control coefficient of .220, we can see that there is a positive correlation between the two variables; more specifically, we can deduce that there is a 0.22 rise in the rate of TSCP implementation in Dodoma City for every unit increase in project control. Nevertheless, the study rejects the null hypothesis, indicating that project control positively impacts the implementation of TSCP in Dodoma City, since project control is shown statistically significant over the studied respondents.

#### **4.4 Discussion of the Findings**

##### **4.4.1 Effect of Project Team on Implementation of Public Project**

Project teams had a good and statistically significant impact on the TSCP rollout in Dodoma City, according to the data given in the table above (coefficient = .273,  $p = 0.000$ ,  $p < 0.05$ ). Consistent with previous research, this study found that project team expertise, collaboration, leadership, adaptability, motivation, stakeholder relationships, and learning culture significantly affect project execution (Duric, 2020; Ioana et al., 2015). Companies can improve their project implementation and outcome rates by assembling strong project teams and cultivating an encouraging and productive workplace culture.

This study lends credence to the project implementation theory put forth by Juraj (2019), who found that the success of a public project's rollout is influenced by how well the team works together, handles disagreements, and communicates. When team

members are pulling in the same direction, they are better able to overcome challenges and complete the project successfully. In line with the objectives of the Project Implementation Theory, Pharr et al. (2016) demonstrated that teams can optimize project performance and reduce delays or budget overruns by properly managing their resources.

#### **4.4.2 Effect of Project Customers and Stakeholders on Implementation of a Public Project**

In contrast, the project customers and stakeholders co-efficient is .261 and has a significant value of .000, which is less than 0.05. This suggests that project customers and stakeholders have a negative significant impact on the execution of TSCP in Dodoma City. Customer participation, feedback, and satisfaction levels affect project execution, according to these results, which are consistent with other research showing a positive and significant association. The demands, interests, and expectations of project stakeholders and consumers determine the project's requirements and specifications (Aqeel, et al., 2015). To guarantee that project deliverables meet objectives and user needs, thorough and transparent requirements management is essential.

Chen et al. (2019) demonstrated that customer engagement, meeting their expectations and needs, and ensuring project deliverable quality and relevance can improve user satisfaction, adoption, and project outcomes. The study's findings are similar to these findings. In addition, the study's findings corroborate those of Omolo (2015), who put the implementation theory to work by highlighting the importance of

communication, value delivery, stakeholder engagement, flexibility, and resource management in achieving successful project outcomes. Project teams may increase stakeholder satisfaction, decrease risk, and enhance performance by incorporating stakeholder and consumer priorities and perspectives into project planning and execution.

#### **4.4.3 Effect of Project Control on Implementation of a Public Project**

Project control has a coefficient value of 0.220 and a significant value of 0.000, according to the study's conclusions. Project control was determined to have a positive and significant effect on the implementation of TSCP in Dodoma City, as the significance value is less than 0.05. Consistent with previous research, this study's results demonstrate that project execution is significantly impacted by the project team's capacity to manage performance in order to achieve goals, constraints, and plans (Osorio et al., 2016). Early detection of project flaws, deviations, and dangers can be achieved by performance monitoring, progress tracking, and variance analysis. The importance of project control in project management has been highlighted by Nduka et al. (2019). Project control helps keep projects on track, minimizes risks, maximizes resources, improves communication and collaboration, and drives continuous improvement. All of these things contribute to a higher chance of project success and deliver value to stakeholders.

In addition, the study's conclusions are consistent with those of implementation theory, which states that by incorporating project control practices into PM processes, project managers can improve stakeholder engagement, use resources

optimally, mitigate risks, adjust to change, and provide value to stakeholders. Public projects are more likely to be completed when project control is increased, according to the study's findings.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presented a comprehensive overview of the results acquired and suggested courses of action pertaining to the subject of the study. Furthermore, this chapter offered recommendations on potential actions that could be taken to address and resolve the deficiency identified in the study's results. The chapter concluded by delineating potential avenues for future research to investigate relevant topics.

#### **5.1 Summary of the Study**

The research was centred on identifying the determinants that impact the execution of public initiatives in Tanzania. The primary aim of this research was to evaluate the determinants that impact the execution of public sector initiatives within the nation. To achieve this, the TSCP project in Dodoma City was selected as a representative sample. The study aimed to ascertain the impact of project control, project customers and stakeholders, and project team on the implementation of public projects, respectively.

A descriptive research design was implemented as part of a quantitative research methodology. The research participants consisted of citizens, city council employees, and other relevant parties from throughout Dodoma, with a focus on Dodoma City. A sample size of 399 respondents was selected using random sampling methods. The collection of primary data was conducted via questionnaires. Descriptive and regression analyses were implemented as methods of data analysis in the research.

The results of the study indicated, via regression analysis, that the project team, project control, and project customers and stakeholders had a statistically significant impact on public project implementation. Furthermore, the implementation of public projects was found to have positive relationships with both the project team and project control, as well as with project customers and stakeholders. Additionally, evidence is presented and the literature on project implementation theory is expanded.

## **5.2 Conclusion**

The purpose of this research was to investigate the determinants that impact the execution of public projects in Tanzania. The questionnaires for this study were completed by residents of the Dodoma City area. Upon data collection and analysis, it was determined that the implementation of TSCP in Dodoma City establishes a correlation between the project team, project control, project customers, and stakeholders.

Based on the results obtained, it can be deduced that the project team maintains a favorable attitude towards the execution of the TSCP in the municipal area of Dodoma. This indicates that the efficacy of the TSCP implementation in Dodoma City also improves as the project team is strengthened. As a result, it is recommended that municipalities continue to enhance the competencies, expertise, and skills of their project teams in order to improve the implementation and results of public projects. On the basis of the findings, it is possible to conclude that the implementation of TSCP has a profoundly positive impact on project customers and

stakeholders. This indicates that the significance of customer and stakeholder engagement in a public project is not being utilized, as a result of customers and stakeholders' inactivity and municipalities' lack of transparency in government-led public projects.

In conclusion, the study demonstrates a positive correlation between project control and the successful implementation of the Tanzania Strategic Cities Project (TSCP) in Dodoma City. Increasing project control in public projects significantly enhances the adoption and effectiveness of initiatives like the TSCP. This is because strong project control enables better decision-making, risk identification and management, optimization of resources, improved communication and collaboration, and continuous adherence to plans. By efficiently implementing project control mechanisms, project managers can substantially improve the likelihood of project success, ultimately delivering greater value to stakeholders.

### **5.3 Recommendations**

The study put out the following suggestions based on its findings:

According to the research, it is essential to actively involve stakeholders from the earliest stages of project planning and throughout execution. This can be achieved by using community consultations, feedback sessions, and regular monthly meetings. Implementors should clearly identify key stakeholders, understand their concerns, and establish effective communication channels to ensure their involvement and alignment with the project's goals. Implementors should enhance project control

mechanisms to effectively monitor, measure, and manage various aspects of project performance. Regular risk management processes and consistent progress reporting should be established, with well-defined project objectives, milestones, and performance indicators. This approach will help ensure that projects remain on track and that risks are mitigated early. To promote transparency and accountability in project management, implementors should make project details, decision-making processes, and performance metrics readily accessible to stakeholders. This will not only build trust but also hold project teams accountable for meeting goals and delivering on time and within budget.

Implementors should maintain flexibility and openness to changes in project scope, requirements, or external conditions. Establishing a systematic process for reviewing and approving adjustments to project plans, timelines, and budgets is essential. Additionally, providing project teams with the tools and resources needed to adapt to changing circumstances will ensure that the project continues to meet its objectives.

Last but not least, performance data should be consistently analyzed and used to support informed decision-making. This will enable project implementors to identify areas for improvement and drive continuous enhancement in project execution, ultimately leading to better outcomes and long-term success.

#### **5.4 Suggestion for Further Research**

The researcher is certain that further research on the subject is required, despite the study's shortcomings. It is possible that the study's narrow emphasis on only three elements prevented it from assessing the full range of factors influencing the

execution of public projects in Tanzania. Due to the study's reliance on primary data gathering methods, inferential statistics, and especially parametric tests, were not available to assess the statistical significance of each factor. Research into the elements that affect the country's public project implementation in the future should use many ways to determine the statistical significance and direction of the variables to obtain more precise results.

Dodoma City, which is a small location in the greater Dodoma area, was the sole focus of the investigation. To ensure accurate and practical findings, future research should cover a larger area and include more regions of the country, including Mwanza, Dar es Salaam, and Tanga, among many others. Better conclusions and good decisions could be formed with this amount of efficient information. In addition, the study suggested that future research should make use of secondary data whenever feasible.

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## APPENDICES

### Appendix 1: Questionnaire

As a student at the Open University of Tanzania, my name is Bernard Marco. The main goal of the research I'm doing is to evaluate the variables affecting how public sector projects are carried out by local governments. A case study of the Dodoma City Council's Tanzania Strategic City Project (TSCP). For this reason, we kindly ask that you complete this brief questionnaire in order to participate in this study. Confidentiality is guaranteed by the institute in the event that the final report of this work contains sensitive material and its findings could be detrimental to the company or an individual. Only the supervisor and the examiner have access to this report for the purpose of the examination..

#### **PART A: SOCIO-DEMOGRAPHIC PROFILE OF THE RESPONDENT**

1) Sex of respondent. Please tick (✓) appropriately.

Male

Female


2) Age of respondent. Please tick (✓) appropriately.

20– 29 years old

30 – 39 years old

40 – 49 years old

More than 50 years


3) Level of education attained. Please tick (✓) appropriately.

Primary Education	
Secondary Education	
Diploma Holders	
Degree Holders	
Post Graduate degree Holders	
Master Degree holder	
Other (Please specify.....)	

4) Area of Specializations? Please tick (√) appropriately.

Architecture	
Building	
Engineering	
Estate Management	
Quantity Surveying	
Project Management	
Other (Please specify.....)	

**SECTION II: FACTORS INFLUENCING IMPLEMENTATION OF TSCP**

Rate the extent you agree or disagree with each statement by circling the appropriate number whereby 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

**PART C: PROJECT IMPLEMENTATION**

5) Please rate the extent to which you agree or disagree with each statement

<b>SN</b>	<b>Statement</b>	<b>Yes</b>	<b>No</b>
a)	TSCP achieved and meet the customer/client satisfaction target.		
b)	TSCP effectively have raised customer, team and stakeholder's awareness about the project to the appropriate level.		
c)	During the project, planned training were conducted successfully with the appropriate teams.		
d)	The TSCP meets all internal appropriator TAMISEMI policies and stakeholders' available policies.		

<b>Constraints</b>	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Project Team	The communication between team members influences the implementation of the project					
	The team work and coordination of the team influence the implementation of the project					
	The knowledge and technical skills of team members influences the implementation of the project					
	The interests of the team and its dynamics influences the implementation of the project.					
Project Customers & Stakeholders	Customers and stakeholder's involvement influence the implementation of the project.					
	The acceptance and support of the stakeholders influences the implementation of the project.					
	The third-party vendor's support influences the implementation of the project.					
Project Control	The breaking of the overall projects into phases and subsystems influences the implementation of project					
	The stockholder's involvement and their feedback influence the implementation of project					
	Quality assurance activities and dependencies on other projects influence the implementation of project					
	Project feedback and reporting influence the implementation of project					

- e) The project meets all commercial objectives for profit and revenues.
- f) The TSCP delivered all deliverables within the agreed scope.
- g) The quality targets of the project are meeting quality metrics according to Quality Management Plan.
- h) Project handover to the operational team was well documented and completed in the required manner.

***Thank You for Your Participation***

## Research Clearance Form

**THE UNITED REPUBLIC OF TANZANIA**

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/ PG202286197

12<sup>th</sup> April, 2024

City Executive Director,

Dodoma City,

P.O.Box 1249,

**DODOMA.**

Dear Director,

**RE: RESEARCH CLEARANCE FOR MR. BERNARD MARCO, REG NO:  
PG202286197**

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

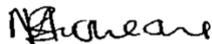
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Bernard Marco, Reg. No: PG202286197**), pursuing **Master of Arts in Monitoring and Evaluation (MAME)**. We here by grant this clearance to conduct a research titled **"Factors Affecting Implementation of Public Sector Projects in Tanzania: A Case of Tanzania**

**Strategic City Project Dodoma City Council**". He will collect his data at your area from 12<sup>th</sup> April to 15<sup>th</sup> May 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. Magreth S. Bushesha

For: **VICE CHANCELLOR**



JAMHURI YA MUUNGANO WA TANZANIA



**OFISI YA RAIS**  
**TAWALA ZA MIKOA NA SERIKALI ZA MITAA**  
**HALMASHAURI YA JIJI LA DODOMA**

*Unapojibu tafadhali taja:*

**Kumb. Na. HJD/E.10/4/162**

**10 Oktoba, 2024**

Mkuu wa Divisheni,  
 Divisheni ya Mipango na Uratibu,  
 Halmashauri ya Jiji,  
 S.L.P 1249,  
**DODOMA.**

**YAH: KIBALI CHA UTAFITI/KUKUSANYA TAARIFA**

Husika na somo tajwa hapo juu.

2. Namtambulisha kwako **NDG; Bernard Marco** kutoka Chuo Kikuu Huria cha Tanzania kuja kufanya utafiti katika Halmashauri ya Jiji la Dodoma. Utafiti huo unahusu "*Factors Affecting implementation of public sector projects in Tanzania : A case study of Tanzania strategic City Project Dodoma City Council*". Utafiti huo utafanyika kuanzia tarehe **12 Aprili, 2024** hadi tarehe **15 May, 2024**.
3. Kwa barua hii, naomba apokelewe na kupatiwa ushirkiano ili aweze kufanikisha utafiti wake kama ilivyoelezwa hapo juu.
4. Ahsante.

Kny: MKURUGENZI WA JIJI  
 HALMASHAURI YA JIJI LA DODOMA  
 S.L.P 1249,  
 DODOMA

**Kny: MKURUGENZI WA JIJI**  
**DODOMA**