

**PERFORMANCE OF DONOR FUNDED INFRASTRUCTURE PROJECTS IN
ZANZIBAR**

**A CASE OF MINISTRY OF INFRASTRUCTURE COMMUNICATION AND
TRANSPORTATION-MOICT**

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**Dissertation Submitted in Partial Fulfillment of the Requirement for the Award of MSc.
Degree in Construction Economic and Management of Ardhi University**

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DECLARATION

I, HABIB, AMINA M, hereby declare that the contents of this report are the results of my own study and findings and to the best of my knowledge, they have not been presented elsewhere for a Diploma, Degree or any professional award in any Institution of Higher Learning.

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CERTIFICATION

The undersigned certify that He has read and hereby recommend for acceptance by the Ardhi University dissertation entitled *“Performance Of donor Funded Infrastructure Project In Zanzibar (A Case Of Ministry Of Infrastructure Communication And Transportation-MOICT)”* in partial fulfillment of the requirement for the Master Degree of Construction Economics and Management of Ardhi University.

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DR. KHALFAN AMOUR

DEDICATION

This work is dedicated to the Almighty Allah the Omniscient and the Omnipotent. He has been my source of inspiration and health throughout. I also dedicate this work to my dear husband for his endless support and motivation from the beginning to its completion. Besides, I dedicate the work to my beloved father and mother who have been working diligently to guide me to become good human. In addition, I dedicate it to my brothers, sisters and colleagues for showing me the way. Above all, this work is dedicated to my teachers and lectures for teaching me all I know. Thank you so much!

ACKNOWLEDGEMENTS

It would not have been feasible to complete this research without some people's magnanimous scarifications. To this end, I am grateful to all of them who I have inclined to get their material and moral support as well as valuable time. Collectively, I salute them as they have made a constructive difference in this work. More specific, I would like to offer my supervisors sincere gratitude Dr. Ntiyankunze Stanslaus and Dr. Geophrey Mbatta, who has the nerve and constituent of brilliance. They frequently and credibly conveyed to me a permanent spirit of exploration in research and learning through his constructive comments and advice. Equally, their guidance and persistent help and consideration have made this work possible. Thank you very much.

Besides, thanks to Dr. Khalfan and colleagues at the Ministry of Infrastructure Communication and Transportation for their comments and encouragement throughout the studies. Besides, I would like to thank all the School of Building Economics and Management employees for their educational assistance during the research.. I am also forever grateful to everyone among too many great people to mention here, for constructive ideas and support you have contributed to my success. Thank you all.

Lastly, but most notably, I would like to extend to all my family members my sincere appreciation and my heartfelt thanks. Their moral, material and tireless support, as well as love, encouragement, and prayers, meant a lot to my academic life. More particular, my sincere gratefulness goes to my father and mother. Essentially, they are the most precious gifts in my life that words are inadequate to document everything about their help and lovely support to me, Thank you very much.

Nevertheless, all the people quoted and veiled are in no manner responsible for any mistakes, misinterpretations, omissions and unfair arguments that may appear in this study. This implies that I take sole responsibility for any such presentation.

ABSTRACT

This study concentrated on the Zanzibar Infrastructure Project financed by Donor Performance. Specifically, it evaluated normal processes among important players in Zanzibar in managing donor-funded infrastructure projects. In addition, during the execution of donor-funded infrastructure projects in Zanzibar, it assessed efficiency in terms of cost and schedule factors. It also identified the difficulties experienced by donor-funded Zanzibar projects and suggested approaches to improve the efficiency of donor-funded Zanzibar infrastructure projects. Through case study design, the study used a quantitative research strategy. It was performed in Unguja Zanzibar and gathered its information through questionnaires, interviews and reviews of documentaries.

Based on the findings, it was found that the financed or borrower nation should be responsible for the use of guidelines for the procurement of products and services linked to projects. Besides, it was concluded that failure to accept the specified guidelines may not prompt donors to respond timely on the agreed project. Consequently, such an experience may obstruct the implementation processes. Similarly, it was concluded that inadequate skills of the members at implementing unit, delay in delivery of materials, as well as bulky paper works, delay in payment of project funds, incapable project supervision team from the implementing unit, everything can influence the efficiency of projects funded by donors. Furthermore, it was concluded that several addendums to contractors and consultants with cost implications to the project and project completion have the share of poor achievement during the execution of projects.

Based on the stated conclusion, it was recommended that stakeholders have to gain a better understanding of donor projects management. In addition, there is a need for administrative work to be given technical assistance by the donors to ensure easy implementation of the procedures and guidelines. It was also recommended that a transparent procurement process and use of helpful surveillance and assessment methods should be used throughout the projects for the timely completion of donor-funded projects. In addition, it was recommended that donor policies and processes be reformed and simplified to encourage collective behavior and gradual alignment with partner nations. Above all, the state should have the department of project planning and management to be equipped in project planning and management with skilled people. This is essential to manage projects funded by donors reasonably.

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ABBREVIATION

MOICT	Ministry of Infrastructure Communication and Transportation
BADEA	Bank of Arab for Africa Development
AfDB	African Development Bank
W.B	World Bank

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

There has been a growing interest in the performance of donor-funded projects throughout the global. Donor funded projects are externally sponsored donations by international aid or development agencies (Gibson, 2013). Often, outside donors tend to finance infrastructure projects in developing countries (Fletcher, 2010). In this regard, the construction industry appears the most insistently addressed sector (Pitagorsky, 2013; Hassan, 2017). Certainly, this might be due to its prospective towards countries' development (Evaristo & Fenema, 1999). In Zanzibar, infrastructure has been liable for its recent development. This means that road construction in Zanzibar is significantly financed by the World Bank (WB), African Development Bank, the European Bank for Reconstruction and Development, among other main donors (Ahsan and Gunawan, 2010). Other donors include the Opec Fund for International Development (OFID), Saudi Fund, and Bank of Arab for African Development (BADEA). Consistently, the accepted funds for the set infrastructure projects have to pass through several layers of government bureaucracy.

This is through standard procedures down to the individual management team of the individual project, its cost and schedule of activities. Hence, increased attention on the performance of donor funded infrastructure projects is of critical importance in Zanzibar.

To date, the performance of donor funded projects, in this case, infrastructure tasks, is understood as the accomplishment of a given task combined with stipulated known standards of accuracy, completeness, cost, and speed (Pitagorsky, 2013). This conception seems to suggest that enriched mechanisms or procedures in managing donor-funded infrastructure projects are vital towards genuine performance. Essentially, the real

performance of donor-funded projects will take place when the effective and efficient allocation of scarce resources (Frankel & Gage, 2007), monitoring and evaluation (Hassan, 2013) and cultural awareness are put into attention (Amponsah, 2012).

This means the performance of donor-funded infrastructure projects is demanding. It is demanding because those cited mechanisms are projected to reflect, genuine management prospects for improving practical performance (Frankel & Gage, 2007), and induced fruitful achievement of the funded projects (Hassan, 2017). This line of thinking suggests that beneficiary countries have to prove credible procedural assurances for appropriate completion of the donor-funded infrastructure projects.

Recent trends in addressing the procedures for handling donor-funded infrastructure projects have led to an explosion of studies, on extensive planning processes (Ochieng, 2016; Oganyo, 2015; Ika, Diallo & Thuillier, 2012). For instance, Ochieng (2016) suggests that broader planning procedures of problem analysis, the development of objectives and necessary indicators for the complete project plan are vital for the sound performance of the funded infrastructure projects. The interesting issue from Ochieng's argument is that a lack of skilled staff to realize the planning requirement is a weakness. The logic is that expertise planning practices have the potential to support performance, to the effective completion of the donor-funded projects (Mackay, 2017). Silence on engaging skilled staffs in planning processes may result in, mismatched performance (Ochieng, 2016; Morris, 2002).

In this case, Ochieng's claim provides some support for the conceptual premise that the performance of donor-funded infrastructure projects is in need of expert individuals.

Along with the expertise question, however, there has been increasing interest over other challenges bounding the implementation of donor-funded infrastructure projects in actual

practices. For example, Salleh and Okinono (2016) studied the local authority infrastructure provision practice in Malaysia. The authors focused on the role of private developers in project execution. The findings revealed that it is difficult to promote private sector participation in local infrastructure development due to unregulated-procedure.

This means that a lack of organized procedure and such operation systems as procurement issues is a patent challenge. In another study, Fay and Yepes (2003) estimated the investment need in infrastructure from 2000 to 2010. The authors maintained that there is a substantial regional variation of funded infrastructure projects from a low of 3% of GDP in Latin America to a high of 6.9% in South Asia and Eastern Europe. However, Latin America would have experienced loss payments of around \$12 billion in transport projects (Fay, 2000). This estimation seems to suggest that the absence of proper management might limit the performance level of funded transport projects.

In 2016, Elayah reviewed the literature on foreign aid in developing countries. The author examined the reasons for the ineffectiveness of foreign aid interventions in developing countries and employed examples of Yemen, Egypt, and Jordan. Based on the public choice theoretical perspective, Elayah found that deficiencies in dealing with donor funds are sealed within a vicious circle of poor policy and institutional environments in developing countries and donors' self-interest. Similarly, Oganya (2015) found that conditions imposed by donors, procurement related factors and the question of skills in project planning and management offer real challenges in defining performance levels of sponsored projects. The evidence from Oganya's study as that of Elayah's review suggests the presence of both internal and external challenges towards the completion of donor funded projects. Apart from those research works, another timely study on the discussed aspect that deserves special noting is

of Kiprop, Nzulwa, and Kwena (2017). The authors studied challenges facing donor funded projects in Kenya: a case of community empowerment and institutional support project.

The findings by Kiprop et al. (2017) show that lack of information, inability to manage investments and incapacity to demand accountability in a transparent manner are existent challenges in place. In Ghana, Amponsah (2012) found a link between donor funded project failure and culture of the recipient country. Taken together, the reported findings have important implications for reasoning the enduring trend that performance of a good number of donor funded projects in different countries as Ochieng (2016) noted, either ends halfway or does not benefit the intended receivers.

The logic of this observation proposes that receipt countries or beneficiaries are liable to demonstrate among other things expertise in financial management systems. Certainly, the purpose is to oversee the use of donor funds (Celasun & Walliser, 2007). That is important for beneficiary countries to remain predictable. Otherwise, uncertainty on managing donor funded infrastructure projects according to Lensink and Morrissey (2000), can undesirably affect the impact of aid on growth. One possible meaning is that recipient countries are expected to attract donor funds upon demonstrating reasonable performance. Thus, knowing and practicing procurement and planning procedures can facilitate the proper donor financial support in executing infrastructure projects.

On 26 April 1964, a political union of two former sovereign states known as Tanganyika and the People's Republic of Zanzibar took place and formed the United Republic of Tanzania. Zanzibar consists mainly of the two islands of Unguja and Pemba. From the practical experiences, roads and water transport are non-union matters and are, therefore, the

obligation of the individual members. Like in other parts of the world, the infrastructure sector in Zanzibar is crucial in the promotion of social economic activities and development. This is evidenced by MoICT (2008) that an efficient and effective transport system is a powerful engine for a rapid and sustained development in terms of national, regional and international integration, trade facilitation, poverty reduction and improvement of the welfare of the citizen. Questions have been raised, however, about the status of donor funded projects in Zanzibar. For example, the construction of a new passenger terminal two buildings at the airport subsector is challenged due to non-performance of donor funded project. If this Zanzibar airport infrastructure would have been constructed and improved as proposed by the MoICT (2010), it would meet travelers' needs, especially of the tourism industry.

Perhaps, the most evident lesson from the above experiences is that the need for genuine performance of donor funded infrastructure projects in developing countries is a reality. Until recently, however, there has been relatively little and reliable shreds of evidence that reflect Zanzibar settings. Specifically, most studies in donor funded projects (Kiprop, Nzulwa & Kwena, 2017; Elayah, 2016; Ochieng, 2016; Salleh & Okinono, 2016) have only been carried outside Zanzibar contexts. That is a limitation because the generalisability of much the authors' findings and arguments on this particular issue is problematic. Besides, the researchers' inclination to generalize on the findings of performance of donor funded projects has often lead to one- sidedness of view, as there appears underestimation of cultural realities of other contexts (Amponsah, 2012).

An implication of this observation is the view that studying the performance of donor funded infrastructure projects in the Zanzibar context is to recognize its centrality for realistic development in a different cultural setting. This practical observation makes this topic essential in the context of acknowledging views and perspectives of those in the field. Based on the preceding discussions and observations, the immediate next highlights the problem of the study.

1.2 Problem Statement

The Performance for donor funded projects is an increasingly important topic of research in discussing the development of developing countries. Studies expect externally financed infrastructural projects worldwide, and in developing countries, in particular, to be predictable (Celasun & Walliser, 2007) and (Fletcher, 2010). A primary focus of most researchers' expectations is on the actual and competent provision of scarce resources (Frankel & Gage, 2007), proper monitoring and evaluation (Hassan, 2013) and being cultural sensitive (Amponsah, 2012). It is thought that reasonable use of those measures in the context of meeting expected standards of accuracy, entirety, cost, and speed (Pitagorsky, 2013) is important for the realistic performance of donor funded projects (Hassan, 2017).

Another most specific and significant current discussion is related to the construction industry. This is because the construction industry among other things has donor-funded projects with many key players including contractors, consultants, stakeholders, and regulators expected to facilitate the process (Hassan, 2017). The expectation is of those key players to demonstrate expertise performance, for donor funded projects to improve the welfare of the citizen in an effective manner (MoICT, 2008).

Several attempts have been made to address the centrality of challenges surrounding the desired implementation of donor funded infrastructure projects. Remarkably, researchers have revealed different findings according to their respective focuses, objective and scopes. For instance, Ochieng (2016) and Oganyo (2015) appear to focus more on the need for extensive planning processes, whereas, Salleh and Okinono (2016) found the problem of the engaging private sector in infrastructure development in the contexts of loose procedures. In the same line of thinking, Elayah (2016) found a vicious circle of poor policy planning and institutional environments in the studied beneficiary countries.

Once the said challenges meet with donors' self-interest, the expected performance is threatened. In another development, Kiprop et al. (2017) are more concerned with the challenges related to lack of information and openness as the key issues that jeopardize invested funds in the earmarked projects.

In Zanzibar, like other developing countries, however, there is an increasing concern over implementation problems surrounding donor funded infrastructure projects. Issues like extensive delays beyond initial agreed time and cost overrun are seen to shadow the measure of success and complicate the overall performance of many donor funded infrastructure projects (World Bank, 2003; O'Connell and Soludo, 2001; Elayah, 2016). Taking an Infrastructure project in Zanzibar as an example we see the projects performance due to those problem like Pemba three roads, Wete-Konde, Wete –Chake and wete –Gando, the project commencement was 2008 and was expected to be completed in three years ie by 2011 but unfortunately it was not completed until 2015, and that the original cost was TZS 23,754,551,849.00 while the final cost was 36,092,650,481.71 TZS, Rehabilitation of Zanzibar Airport, original contract amount was 65,617,068,215.00TZS but the final amount

is 81,512,848,060.43 TZS, Upgrading of Zanzibar Road Project Lot 2A original completion date was December 2010 but was completed in June 2011.

To date, research has tended to focus on unsuccessful projects in achieving goals and objectives, in time, cost and quality and in the context of the project terms of reference (Abdullah et al, 2010). Such research focus, however, is unsatisfactory. With the renewal of transparency about the purpose, content, and responsibility, the question remains as to whether standard procedures in managing donor funded projects, calculated cost and planned schedule are observed, as a roadmap for accountability among the concerned parties (Ochieng, 2016; Oganyo, 2015).

In Zanzibar, the answer to this question is complicated because the area is under researched. Given Zanzibar's high dependence on donor funded projects, coupled with failure episodes, there is a need to address the performance of the infrastructure sector. Therefore, this study intends to focus on the assessment of the performance for donor funded infrastructure projects in Zanzibar.

1.3 Objective of the Study

Based on the above articulated problem, the main objective of the study is to assess the performance of the donor funded projects in Zanzibar.

1.3.1 Specific Objectives

To realize the above goal, the following specific objectives are considered:

- i. To assess standard procedures in managing donor funded infrastructure projects among key players in Zanzibar.

- ii. To evaluate performance in terms of cost and schedule variables during the execution of donor funded infrastructure projects in Zanzibar.
- iii. To determine the challenges faced by donor funded projects in Zanzibar
- iv. To recommend strategies for improving the performance of donor funded infrastructure projects in Zanzibar.

1.4 Research Questions

The consideration of the above-detailed objectives are clearly guided by the following four specific research questions:

1. What are the standard procedures and their implications for donor funded infrastructure projects in Zanzibar?
2. How cost and schedule variables are controlled and monitored during the execution of donor funded infrastructure projects in Zanzibar?
3. What challenges are faced in the execution of donor funded infrastructure project in Zanzibar?
4. What strategies can be employed for improving the performance of donor funded infrastructure projects in Zanzibar?

1.5 Significance of the Study

In line with the above specific research questions, the proposed study is significant for new knowledge in the field of project management, policy making and improving implementation of practices as shown below.

For project management, the findings of this study will highlight key players' experiences in the field of executing donor funded projects. In this way, the study will contribute to

develop, revive and provide conceptual understanding related to the details of project performance. The findings of this study would want to build on the previous work done on monitoring and evaluation which mainly focused on government funded projects. In addition to that, the present proposed study will offer insights regarding the what, why and how the key players take roles for the satisfactory performance of donor funded projects.

Closely related, the findings of the proposed study will add value to the Government agencies dealing with donor funded projects in Zanzibar. The said significance will be realized through the attempts of this proposed study to point out the ways of improving the performance of donor funded projects in the context of effective planning before the inception phases. Furthermore, the findings of the proposed study will also enrich the beneficiaries of various donor funded projects. This is because the proposed study will point out the important role for each stakeholder in establishing effective donor funded projects. In this respect, the implementation of practices will be improved for Zanzibar on its attempts to alleviate poverty and improve the wellbeing of its citizens. Above all, the findings might strengthen the practice of addressing and implementing bottom-up policy decisions for the realistic performance of donor funded projects. In this respect, the proposed study may function as a model for other researchers on donor funded projects in Zanzibar and other developing countries.

1.6 Scope of the Study

Consistent to the research objectives and questions, the parameters of this study are described as follows: First, the researcher based the study on the meanings, experiences, and knowledge on donor funded projects amongst key players as the stance in getting the data. This is important because the sampled key players are engaged to share their experiences on

the performance of donor funded projects in a promising manner. In this regard, inexperienced respondents in donor funded projects are not included.

The purpose is to strengthen the logical flow of data from the field related to the performance of donor funded projects in the Ministry of Infrastructure Communication and Transportation in Zanzibar. In addition to that, the study does not focus on measuring the extent of effects on implementing donor funded projects. Instead, the researcher largely focuses on mere individual experiences, words, and phrases rather than a generalization of data and findings. Therefore, the burden of proof as established by Merriam (2009) is left to the reader.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Consistent with the objectives of the study, the literature on donor funded projects were reviewed. For that reason, the inclusion standards of the reviewed literature were open to research and related works of donor aids, performance, procurement, and challenging aspects. Given that, the selection of literature was, informed by the best evidence approach which according to Slavin (2008) gives freedom to choose whatever works for the task in question. This approach helped the researcher to have reasonable selection criteria to access potential research results from diverse sources. This chapter is divided into the following sections.

The first section is on historical perspectives of donor aid. The second section is about standard procedures in managing donor funded infrastructure projects. The third section on performance in cost and schedule variables during the execution of donor funded infrastructure projects. The fourth section covers on challenges faced by donor funded projects. The fifth section addresses strategies for improving the performance of donor funded infrastructure projects in Zanzibar. The last section suggests the synthesis of the reviewed literature before the summary of the chapter.

2.2 Historical Perspectives of Donor Aid

In the discussions of countries' development, the concept of donor aid has been thought of as one among key aspects of importance. According to Hjertholm & White (2000) aid stands as a worldwide format routing tens of billions of dollars to developing countries through a

variety of organizations. Historically, the concept of aid has been in existence through various stages. In this respect, Hjertholm & White (2000) maintain that aid had its modest origins in the nineteenth century before being firmly founded as a result of the Second World War, the cold war and the surge of independence in the 1940s and fifties.

This was the time around 1945-1960 when most of the African countries, in particular, talked about being independent of colonialism. In this way, it can be reasoned that the concept of donor aid can be dated back to the colonial period when countries in the language of Afande (2013) were differentiated as developed, underdeveloped and developing ones.

Historically, different perspectives exist concerning donor aid and the aspect of colonialism. For instance, Manji & O'Coil (2002) were of the view that during the specified time the former colonial masters felt guilt-ridden following the evils of colonialism to African countries. For that reason, the colonial masters decided to grant what is claimed by Manji & O'Coil as independence as a means of compensation. This means that the colonized African countries were recompensed from the damage of war and colonial ruthlessness in the form of Aid. In the course of this process, the concept development according to Afande (2013) emerged and described as the universal goal, and donors presented their work and themselves. Central to the said attempts, international organizations including UNESCO and UNICEF approved the status of non-governmental organizations.

A combination of these attempts contributed to effective and visible donor aid around 1960-1970 (Mutabazi, 2008). After the said period, however, Mutabazi claims countries such as Botswana Lesotho and Mauritius experienced the considerable decline of donor aid. Similarly, other sub-Saharan Africa countries as observed by Afande (2013) were exposed to a high degree of indebtedness, high job loss, total poverty as well as poor economic

performance. Thus, success through donor aid is not automatic. The empirical review of the literature was conducted as follows.

2.3 Review of Empirical Literature

Constant to the preceding historicity within the scope of the study, the literature on the performance of donor funded infrastructure projects was reviewed. Elsewhere, Pitagorsky (2013) is concerned with the concept performance. According to this author, performance is connected to the completion of a given task based on stipulated outstanding principles of precision, totality or completeness, cost, and speed. In line with the building phase, donor-funded project performance needs to be discussed in what Karanja (2014) calls how project team members function together.

This implies that team members have the same objectives for the executed project. In this case, it can be reasoned that what is achieved by each team member is reliant on what is done by others. For example, the contractor's work is dependent on subcontractors' works. Perhaps, it is because of this understanding that Kitivi (2014) claims that the concept of performance is vital in addressing the achievement of organizations and their related functions.

The purpose of this review was to position the present study and strengthen the ongoing discussions related to the researched topic as follows:

2.3.1 Standard Procedures in Managing Donor Funded Infrastructure Projects among Key Players

What we know about managing donor funded infrastructure is largely based upon public procurement. To date, there are section forty nine articles one 49(1) of the Tanzania public, disposal act of 2011, regulation number sixty nine article three 69(3) of the public procurement and disposal regulations of 2013. Collectively, these acts have detailed structured procurement planning, contract monitoring and control in the Tanzanian context. Besides, they have elaborated on the communication choice of the procurement procedure and effective project implementation instrument for the procurement planning of public entities (United Republic of Tanzania [URT], 2013). The condition that the procurement plan must contain a comprehensive breakdown of products, works, or services is of significance to the scope of this research. This situation is essential as it sets schedules for all necessary products, works or services to be delivered, implemented or completed.

It also shows the timing of the procurement, whether within one year or in a multiannual arrangement. To address efficiency and eliminate funding bottlenecks, it is stipulated in the regulation for every procuring entity to have a procurement plan. The logic behind that stipulation is to facilitate the annual budget preparation process. It is also specified that before the commencement of any procurement process it is a must to verify the availability of funds for the intended project.

This stipulation is important in the attempts to establish clear channels of communication among the involved units. Such units include the user, finance and procurement departments on budgetary issues to evade any financial lapses that would arise from the agreed implemented project.

Based on the scope of this study, the above stipulations are both encouraging and disappointing. Specifically, the stipulations are encouraging because of being considerate to the necessary conditions for procurement to take place in the present contexts.

However, the above stipulations are not free of limitations. A major shortcoming is that little is known about how contractors, project managers, supply managers, site managers, subcontractors, design engineers, structural engineers, mechanical engineers, subcontractors and donors (Hijazi; Isikdag, Abunemeh, Li, Hashash, etc., 2018), play their key roles in managing donor funded infrastructure projects in Zanzibar context. In that regard, researchers have not assessed standard procedures if any concerning such players in much detail, which were one of the subjects of the present research.

This focus was important at least for the objective of this study because the present managing practices of donor funded infrastructure projects are accused of being poor in absorbing the donor funds. About the procedure related to sources of donor funded projects, it is appropriate to comment on the importance of the present provisions. From a practical view, donor-funded projects originating from the national plan as initiated by MOICT, transport policy, and transport master plan guide are given priority.

The reason behind such precedence could be due to MOICT's clear and direct articulated provisions. Similarly, MKUZA and Vision 2020 have continued to be the main sources of the projects always submitted to donors. In that regard, these two organs have been presenting key projects for many years now. It can be reasoned that a couple of donor funded projects have been submitted in the past and continue to be submitted now to reflect the commitment of MKUZA and Vision 2020 in the construction project agenda.

However, research has steadily shown that the donor funded construction projects in most of developing countries, Zanzibar being inclusive, fail to meet what is called by Ofori (2006) and Jekale (2004) as prospects of such stakeholders as the governments, clients, and society as a whole. Little is known about key players such as accounting officers in managing donor funded projects and it is not clear about their centrality throughout the execution of the project. Thus, this research was conducted to fill that knowledge gap.

In addition to that, the procedures on funded infrastructure projects by the World Bank or AfDB demand special attention due to the virtue of their status. For instance, once the official requests are submitted to either the World Bank or AfDB, the experts are sent to verify the practicality of the proposed project. In this case, it is obvious from the practical view that different stakeholders are engaged in the discussions on the implementation of the proposed project.

Upon agreement, the World Bank practice is to send another task force to assess the viability of the project. Once the project is feasible, the loan agreement is prepared between the World Bank and the government for the relevant ministry to take over the implementation of the project. Based on these grounds, the implementing agency is obliged to adhere to the condition of the project document and loan agreement. Generally, there is no doubt that the stated procedures sound very promising as managing donor funded infrastructure projects is concerned. However, lack of knowledge on the practice of key players stood as a problem with that generalization that necessitated this research.

The practices have shown that donors insist on using their system of procurement. For instance, it is stated that the World Bank can only allow procurement cases that are

consistent with their guidelines. Here comes the use of country systems (UCS), which incorporates the procurement procedures and methods of the borrowed country that are consistent and acceptable to the Bank piloting program (World Bank, 2014). In this regard, the borrower countries through pilot projects can capitalize on their procurement guidelines following the approval of the Bank.

One meaning is that donors are doubtful about the country's existing procurement laws and guidelines. For that reason, the use of the country system is suggested to allow a borrowed country in very limited cases of operation. Along with this mode of operation, however, there is increasing concern over the prolonged process and confusion in the procurement system.

This is obvious when the GOK component follows the borrowed country procurement system (World Bank, 2014). Here, the loan agreement rules the legal relations between the borrower and the Bank, relevant to the procurement of goods, works, and non-consulting services. Despite its theoretic appeal, however, the growing concerns show that the guidelines seem to fail the borrowed countries.

This study was conducted to engage key players in Zanzibar settings to document the actuality.

Apart from that, there are procedures linked to sources of donor funded projects concerning task team leader. In this case, the World Bank calls for each sector such as transport to have a task team leader responsible for managing the project. Moreover, it was shown that after six months of the project in place, donors through a supervision mission tend to double-check the progress.

In this respect, the focus is given to detail the challenge surrounding procurement, finance and related civil works and offer a way forward accordingly. Upon project completion, the reports by executing agency and the donor in this respect, the World Bank has to be prepared. The content of the report tend to highlight key challenges, opportunities and lesson learned consistent with improved performance in the next projects.

At a procedural level, the importance of the stated steps and procedures is direct as it calls for the assigned team leader to have adequate knowledge and skills on implementing donor projects. When viewed against the devoted key players, however, managing of such procedures according to Kamau and Mohamed (2015) is commanding if the project objectives are to be realized. This study was conducted for that goal with the focus of the Zanzibar context. The following review of the literature on the performance related objective is in order.

2.3.2 Performance of Cost and Schedule Variables during Execution of Donor

Funded Infrastructure Projects

The performance issue is central to the debate of donor financed project. Cost issue, as noted by Enshassi, Al-Najjar, and Kumaraswamy (2009), of many advanced and developing nations over the centuries, has been a main issue in the planning of building projects. In building projects in the Gaza Strip, these writers evaluated prominent time and cost overruns. This was achieved through related ideas from contractors, advisors, and owners.

Methodologically, approximately 66 contractors, 27 consultants, and 31 owners were chosen randomly by the writers employed survey design. Similarly, 42 cost overrun factors were included in the chosen design as the delays and cost overrun factors were measured and ranked accordingly. The results show a general knowledge of the causes of delays and cost

overruns between contractors, consultants and owners. Here, strikes and border closures, material-related factors, absence of market equipment and delays in products supplied to the site appeared to be the primary causes of overrun moment. In addition, price changes of building materials, contractor delays in shipment of products and machinery, and inflation have emerged as the primary causes of cost overruns.

The job of the writers is inspiring as well as unsatisfactory. Due to its ability to highlight the reasons for delays and cost overruns, it is inspiring.

Certainly, such attempts have to be praised as they could help owners, contractors, and consultants to learn the intricacies, behind the construction problems (Hassan, 2017). In that way, it is possible to eliminate the found causes behind cost overruns. However, the work by Enshassi, Al-Najjar, and Kumaraswamy (2009) is not free of errors. However, a significant disadvantage of the studies carried out by these writers is the failure to be particular in addressing cost efficiency and scheduling factors during the execution of donor-funded infrastructure projects, which was the topic of this investigation.

This was crucial in the discussion of donor-funded projects in developing nations, including Tanzania and Zanzibar in particular.

With regard to the loaned country's autonomy, it is appropriate to mention that Enshassi, Al-Najjar, and Kumaraswamy (2009) recognize the domestic economy's significance. It is asserted that if it enables more resources, promotes engineering know-how, labor, materials, machinery, capital, and market exchange, the borrowed domestic economy plays a key role in maintaining self-reliance mentality. At the abstract level, the argument by the authors in question sounds very promising and confidence generative.

However, in reality, the idea of being self-reliant is often sensible of the presence of strong philosophical and political alignment. When politicians align with the experts in the construction sectors, there are certain performance patterns accepted in the process. This is supported by such authors as Magidu, Alumai, & Nabiddo (2010) who appreciate the attempts of most African governments in setting up road networks as critical for economic productivity. Nevertheless, Enshassi, Al-Najjar, and Kumaraswamy have remained silent on that aspect. Such limited focus has a problem as far as understanding the performance of cost and time overruns is concerned.

In addition, the hypothesis that the scale of delays in the construction industry and cost overruns varies considerably from project to project was concealed in the authors' supervision (Enshassi, Al-Najjar, and Kumaraswamy, 2009). In essence, these authors seem to maintain that construction managers are required to deliver the projects on time. To them, this is enough on the address of the present complexity of the infrastructure industry. Since the argument was made without practical evidence from the realities of the African infrastructure contexts, the reason existed to doubt the validity of the presented authors' generalized idea. Moreover, the same work is limited to the description of the Gaza area without considering its political complications and worries.

In a nutshell, the authors' assumption looks excessively authoritative to go unchallenged. This is because, as Takim and Akintoye (2002) have stated, the construction project incorporates plentiful parties. This includes processes, various phases and stages of work, and a great deal of input from both the public and private sectors towards the effective completion of the projects concerned.. Yet, the opinion by Enshassi, Al-Najjar and Kumaraswamy sound limited and engaging. This is when the intricacies of African societies

and culture are put into considerations as far as timing and cost of construction in addressing the performance of donor funded projects. This motivated the present study.

Elsewhere, Pitagorsky (2013) is concerned with the concept performance. According to this author, performance is connected to the completion of a given task based on stipulated outstanding principles of precision, totality or completeness, cost, and speed. In line with the building phase, donor-funded project performance needs to be discussed in what Karanja (2014) calls how project team members function together. This implies that team members have the same objectives for the executed project.

In this case, it can be reasoned that what is achieved by each team member is reliant on what is done by others. For example, the contractor's work is dependent on subcontractors' works. Perhaps, it is because of this understanding that Kitivi (2014) claims that the concept of performance is vital in addressing the achievement of organizations and their related functions. However, researchers in this case on road constructions have not treated the performance of the donor funded projects in Zanzibar in much detail. Therefore, it was important to focus on this area to fill the knowledge gap.

Recent trends in investing and building world class infrastructure have led to increasing interest in scrutinizing donor aid and performance. This occurs as the claims are being challenged about the potential of donor-funded projects to encourage growth. For instance, researchers such as Easterly (2003), Afande (2013) and Hassan (2017) are concerned that underdeveloped countries have weak capacity to absorb resources and sustain investment in social and economic infrastructure. According to Kiprop et al (2016), most of the under developing countries lack necessary information from donors. Following this limitation,

these countries are incapable to demand accountability of funded countries in a transparent manner (Kiprop et al, 2016). Elsewhere, Stephan (2006) is of the view that developing countries have poor policies that seem to hinder the successful performance of donor aid. In essence, Stephan's observation can be understood that countries with good fiscal, monetary and good trade policies are in a better position to realize the positive impact of aid. At the theoretical level, Stephen's claim sounds logical.

Consistent to the scope of this study, however, the stated argument by Stephen looks limited. This is because the author seems to generalize the issue of so called poor policies in developing countries. Certainly, no doubt having supporting policies have an important share on defining aid helpfulness (Duc, 2002). Yet, policies alone and by themselves do not view cannot hold water. This means that Stephen's argument would have been more convincing if the author had considered the centrality of proper management of the donor funded projects is not an option. Failure to address such an aspect was the problem necessitated for an alternative answer. Besides, the claim by Gong and Zou (2001) demanded attentive attention. It is claimed by these authors that foreign aid discourages domestic saving. This understanding suggests that domestic saving has no connection with the question of growth in developing countries.

It seems that the same understanding is shared by Adedeji (2001) and Knack (2006) that foreign aid contradicts the idea of increased growth in developing countries. Perhaps, part of the reason could be due to the management failure on what is claimed by Knack as integrating aided projects with reasonable and realistic attempts. The next section is on the challenges facing donor funded projects.

2.3.3 Challenges Facing Donor Funded Projects

Several studies carried out have identified challenges facing the donor's project. Some of the challenges from the reviewed literature include the following:

2.3.3.1 Managerial Factors

The achievement level of donor financed projects is determined by the organizational capacity of the implementing agencies ' human resources. Arndt (2000) stated that officials may lack official training in foreign aid leadership, budgeting, and accounting in the donor fund project chain. These weak abilities may lead to bad knowledge of donor spending protocols resulting in ineligible spending, leading to donor denial of additional financing.

This can be impacted by the quality and timeliness of the liquidation papers that complicate the release of the donor fund, with evident effects on the efficiency of donor assistance rates. The continuous low ranking of African countries was one worrying trend to note (Ngwenyama et al., 2006). The issue of accountability is closely connected. According to O'Connell and Soludo (2001), accountability is an important pillar of efficiency. In this situation, complete transparency is needed concerning the development agency's intent, content, accountability, and results.

2.3.3.2 Project Evaluation Complexities

Due to the broken natural feedback loop in foreign aid, it is essential to insert an explicit assessment feature in foreign aid programs to eliminate performance issues (Martens et al., 2002). If the evaluations are done well, to the extent that there is no mechanism in place to act on these evaluations (i.e. no mechanism to get the results of the evaluation out in the public), the behavior of the aid agency would probably not be affected. An independent

agency for evaluating foreign aid could be a way to address these issues. Furthermore, even if donors embrace formal assessment as a main element of assistance programs, external impact would still be difficult to exercise without undermining local accountability relationships (World Bank, 2003).

2.3.3.3 Fund Disbursement Bureaucracies

Resources allocated to specific uses flow within legally specified institutional frameworks in all governments. Typically, funds go through multiple layers of public bureaucracy to service centres charged with spending the funds. However, data on real public spending at the frontline or program level is rarely accessible in developing nations (Dehn et al., 2003).

2.3.3.4 Multiple Objectives and Tasks

The majority of donors have various goals. For instance, the Swedish foreign aid agency, Sida, lists six objectives for Swedish development collaboration: (i) financial growth, (ii) financial and social equality, (iii) financial and political independence, (iv) democratic development, (v) environmental care, and (vi) equality between men and women. The issue with various goals is that they typically involve trade-offs, particularly in the brief term. Faced with various assignments that compete for their time, donor help officials tend to concentrate on those that are more likely to fulfill or involve less effort in their career issues. Since some tasks are controlled more readily by their supervisors, such as input operations such as budget, procurement, consultant hiring, these tasks will receive disproportionate attention at the cost of less readily controlled assignments.

2.3.3.5 Challenge of Technology

Informatics is a bridging discipline that has a fundamental interest in the implementation within organisations of data, information technology and information systems. Therefore, computer science is the study of information systems, information systems and information technology applied to different events (Beynon-Davies, 2002). Following this informatics definition, public informatics can be described as the government's implementation of data, information systems, and information technology. Therefore, this involves the implementation of e-government which is "mainly concerned with making government service delivery more effective" (Bannister and Remenyi, 2005).

Tapscott (1995) claims in support of public computing that ICT creates a "paradigm change" that introduces "the age of network intelligence," reinvents companies, governments and people. Ndou (2004) citing Kaufman (1977) notes that 'the traditional bureaucratic paradigm, defined by inner productive efficiency, functional rationality, departmentalization, hierarchical control and governance, is substituted by competitive, knowledge-based demands such as: flexibility, network organization, vertical/horizontal integration, innovative entrepreneurship, organizational learning, speed up in service delivery, and a customer driven strategy, which emphasize coordinated network building, external collaboration and customer services" all of which are supported by ICT.

The process of applying a broad variety of ICT apps has been involved by governments around the globe. The United Nations has categorized countries as advanced or less developed according to their Computer Industry Development Potential (CIPD) (Kaul and Odedra, 1991). For instance, advanced nations include the United States, Canada, Western European nations, and Japan; less developed countries include Argentina, Brazil, India,

Mexico, Kenya, and Bulgaria, among others. With several high-profile projects initiated during the 1990s, the use of ICTs for public reinvention is growing not only in investment but also in visibility for all nations. This reinvention took place in the developed nations in particular (Heeks and Davies, 2000). Western countries are confident that financial and social benefits will result from the data culture (Audenhove, 2000).

The author citing Organization for Economic Cooperation and Development notes that it is anticipated that information infrastructure will boost economic growth, boost productivity, generate employment, and enhance the quality of life. There is a large distinction between advanced and developing nations in the application and use of ICT (Heeks, 2002). Westrup (2002), however, observes similarities can also be anticipated (Westrup, 2002). These similarities include resources that are never enough, bureaucracy and user requirements of Ofunya 094. The distinction is how issues in distinct nations are resolved. It can be asserted that Western countries have an easier way to implement ICT initiatives than DCs with their appropriate funds and sophisticated technology. Most developing countries are defined by restricted public-sector computer applications, insufficient infrastructure and qualified labor shortages (Odedra, 1993). Odedra (1993) states that "this scenario exists not only because of a absence of economic resources, but mainly because of a lack of cooperation at various stages to make efficient use of the technology."

These uncoordinated attempts can only lead in duplication if each department carries out its ICT initiatives without due consideration of public compatibility. Failure factors are those events that restrict proper / smooth public execution of ICT initiatives. As mentioned by Khaled (2003), Gakunu (2004), Aineruhanga (2004), Heeks (2003a), Ndou (2004), Bhatnagar (2003), and Saul and Zulu (1994), these can either be obstacles or inhibitors.

Barriers can be regarded to hinder the application of ICT. Some of these failure variables are infrastructure; finance; bad data systems and incompatibility; qualified staff; styles of management, culture, and bureaucracy; and attitudes. "Inhibitors" do not necessarily stop ICT projects from being implemented but stop progress and limit effective execution and sustainability. The user needs, technology, coordination, ICT policy, ICT idol transfer, and donor push are some of these variables for failure.

2.3.3.6 Donor coordination

When there are many autonomous, uncoordinated donors, accountability for achievement or failure is disseminated, and the receiving nation has no single donor at risk. Aid agencies strive to maximize their budgets for assistance, requiring them to meet their different advocacy groups. They therefore need visible assistance outcomes attributable to the donor's operations, even if this reduces the growth effect of the development budget. Coordinating donor objectives, if possible, would decrease these issues and boost the general development effect of assistance, even if donors then act individually (ODI, 2005).

2.3.3.7 Alignment

A series of main agent models were used to evaluate the alignment between one donor and one public recipient (Azam and Laffont, 2000). According to Torsvik (2005), donors' utility functions are presumed to have two aspects, home consumption and the use of the poor in the nation receiving aid. If one donor offers assistance, it will have a beneficial impact on all donors' welfare. In such a situation, non-cooperation contributes to undersupply of assistance (the issue of common products), and it is therefore necessary to cooperate.

2.3.3.8 Contract Management towards Donor Performance

In the public sector in particular, there is a wide range of agreements in the infrastructure industry, with distinct kinds of agreements requiring distinct kinds of contract management, which can differ in value from thousands to billions of shillings, in length from days to centuries, in complexity from simple to complicated. Different degrees and types of contract management practices will apply to different types of contracts to improve the performance of a project (McPhee, 2006). According to Patrick (2012), Administration of public procurement contracts is an significant area that has been ignored for a long time.

Together with contract management, procurement process operations can be classified into five phases of planning, soliciting and obtaining bids, evaluating bids, awarding contracts, and contract management. However, when something has gone wrong in the procurement process, the significance of contract management is noticed. Yet the real production, service delivery, provider connection, contract administration, and plan adjustment actually happen in the contract management stage.

Contract management covers the performance cycle through all stages. Contract management can be divided into service delivery management, relationship management, and contract management at the original planning phases. Delivery leadership is worried in performance with fully meeting the deliverables agreed in the agreement, performance levels as per the agreement, and quality. Changes may influence contract output. Disobedience in the management of procurement contracts is the key to bad public procurement results, irrespective of variables and policies that can be implemented to minimize shortcomings in the management of procurement contracts (Patrick, 2012).

Public and private sector organizations are facing growing pressure to cut expenses and enhance economic and operational efficiency. New regulatory demands, globalization, contract volume increases and complexity have led to a growing awareness of the significance and advantages of efficient contract management.

Increasing recognition of the need for automating and advancing contract processes and meeting increasing compliance and analytical requirements has also resulted in increased acceptance of more formal and structured contract management procedures. (Elsay, 2007) End-customer satisfaction is frequently reported by performance contract management weaknesses that the contract is not efficiently managed and has resulted in bad contract results; this impacts inner customers and undermines the credibility and predictability of businesses (Patrick, 2012).

Poorly designed and negotiated agreements fail to tackle important elements such as compensation, product ownership, terms of payment, termination, pricing, rights, warranty, commitments, general and particular tasks primarily to conflicts and possibly substantial losses or expenses. Several scholars attribute contract management weaknesses to contracting officers (NECI News, 2012, Schooner, and Swan, 2011, Mlinga, 2008).

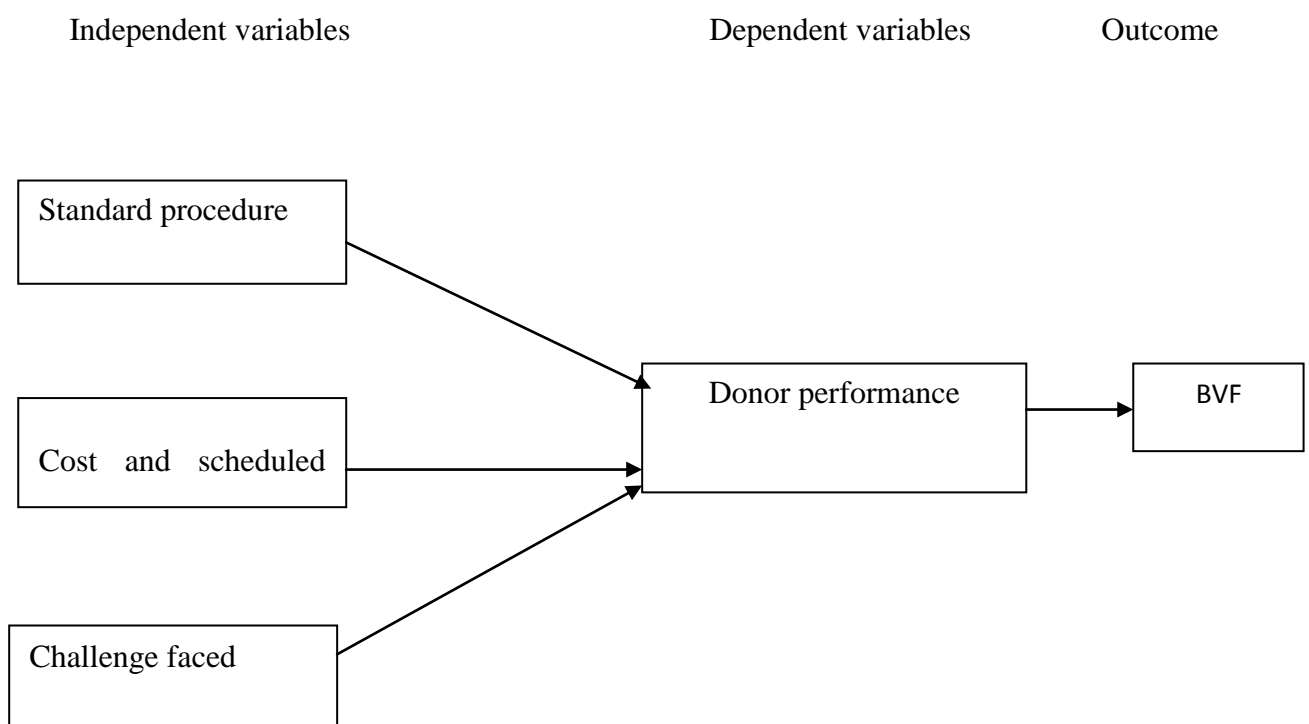
The issue has affected the efficiency of contracts, expenses and delays in performing works and getting products and services. The other prevalent deficiencies were uncertain roles and duties of the technical employees of the contracting officer, excessive dedication, unsuccessfully qualified officials performing contract supervision, uncertain job statements that impede the efficiency of the contract.

2.4 Conceptual Framework.

Miles (1994) defines a conceptual framework as a visual or written product, one that “explains, either graphically or in narrative form, the main things to be studied, the key factors, concepts or variables and presumed relationship among them.

The study will attempt to assess the performance of the Donor funded project in Zanzibar at the MoICT. The aspects of Standardr procedure, Cost and scheduled variable, and the challenge faced are the independent variables while Donor performance is the dependent variable with its Best Value for Money as outcome.

Figure 2.1: Conceptual Framework Model-independent and dependent variable



Source: Researcher constructs 2018

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section discusses this study's research methodology. It is split into research design, study place, population and process of sampling. It also includes the tool, validity and reliability of the information collection and data analysis instrument operation.

3.1 Research Design

A research design as suggested by Yin (2009) is a logical plan to get some findings or responses on these issues from the original set of issues to be answered by collecting and analyzing appropriate information. This is a quantitative study that has employed case study research design. This choice of quantitative approach and case study research design is prompted, by the raised research problem and the nature of audience for whom the researcher writes (Creswell, 2014). Besides, the researcher is focused to provide a quantitative trend, opinions or attitudes of a studied population through its sample (Creswell, 2007).

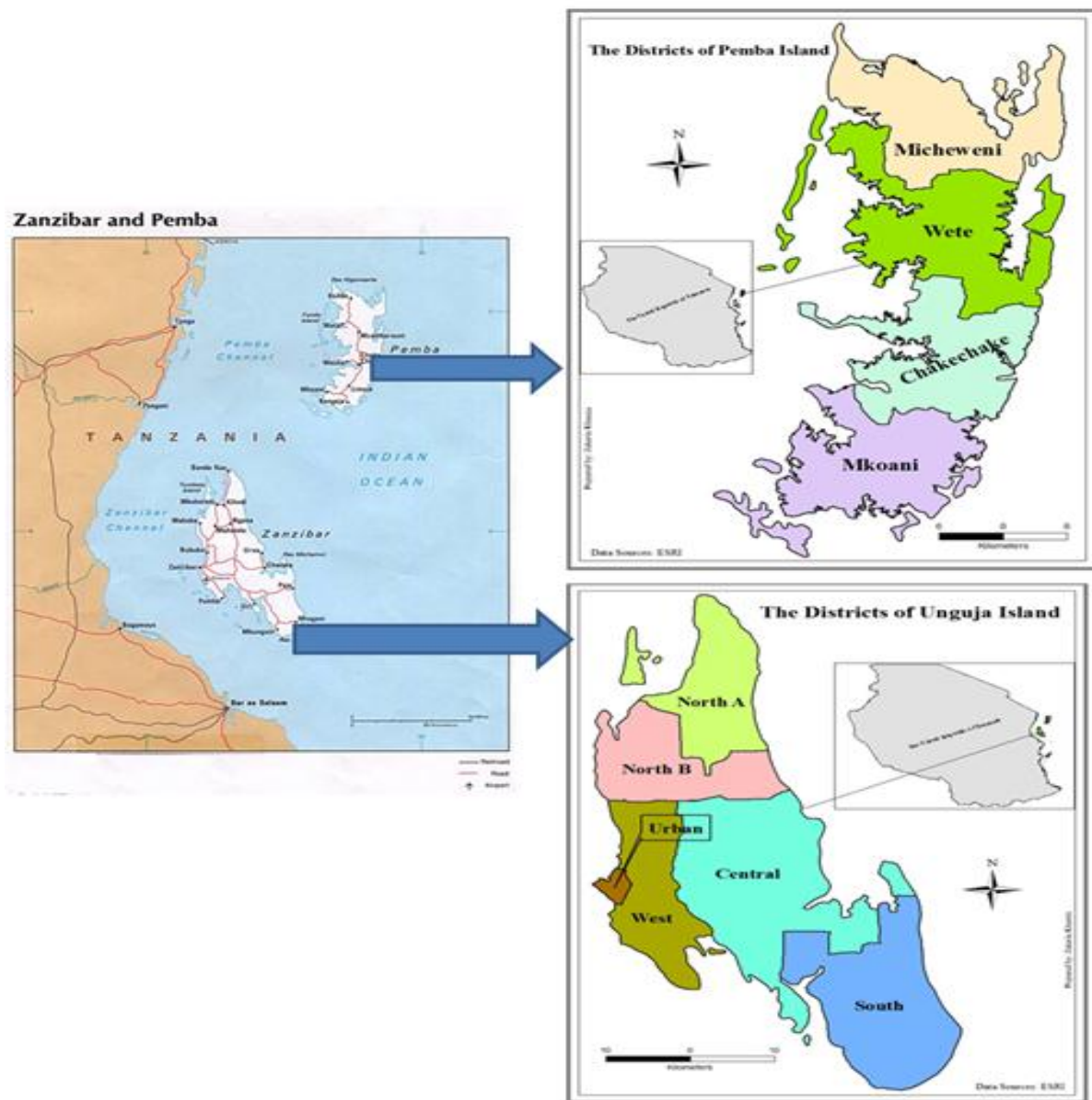
To make it happen, the researcher as suggested by Yin (2003) focus to answer how and why questions, without manipulating the behaviour of those involved in the study. In this respect, contextual conditions in the ministry of infrastructure communication and transportation are covered because in this context, the achievement of the donor-funded infrastructure project is scheduled, debated, enforced and assessed in Zanzibar as the phenomenon under research. On the basis of the research issues and the context suggested, the unit of assessment or the particular case of this study is the donor-funded projects under the Ministry of Infrastructure and main players are expected to answer how they perform normal processes in handling

donor-funded individual infrastructure projects and perceive cost efficiency and plan factors during the execution of the same . Thus, in an effort to contribute to understanding, the investigator used this research design to obtain helpful quantitative information consistent with study goals and issues.

3.2 Location of the Study

The study is conducted in Zanzibar comprises of an archipelago in the Indian Ocean and is located 25 – 50 kilometers off from Tanzania mainland. It consists of two large islands namely Unguja and Pemba and is further allocated into 10 districts. Those districts include Urban, Western, Northern A, Northern B, Central and Southern districts for Unguja, and Northern and Southern for Pemba. The operation of the ministry of infrastructure communication and transportation covers all these districts.

Figure 3.1 Shows the location of the study region



3.3 Population of the Study

The target population of this study comprises all key players across the selected units of the Ministry of Infrastructure Communication and Transportation in Zanzibar. The assumption behind is that key players in the said Ministry have gained rich exposures and experiences on dealing with donor funded projects in Isles. For that reason, those individuals can be used

for informative data. In this respect, the researcher contacted officials in the responsible Ministry with formal letter to get the key players who have access to donor funded projects. The population of all key players in the Ministry of Infrastructure is 30 who are these key players in terms of their official positions or professions. Ary et al (2010) suggests that the researcher has to identify target population as the first step in sampling. The accessible population is considered as practical and manageable group of key players who were involved in the study.

3.4 Sample Size and Sampling Procedure

Basically, this suggested study's population is distributed throughout Zanzibar. In this case, for the selection of samples among them, it sounds very difficult to list all members of the target population. Based on the formula of Krejcie and Morgan (1970), the researcher determined the sample size of the study.

This formula was selected $S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$

Where;

S=Required sample size

X^2 =the table value of chi-square for one degree freedom at desired confidence level

N=Population size

P= Population of the proportion

d= the degree of accuracy expressed as proportion.

With formula in mind it is convenient to study key players in groups or clusters that are by units or sections. Currently, there are 8 sections in the Ministry of Infrastructure Communication and Transportation in Zanzibar as shown in Table 3.1 From a list of all

segments in Zanzibar, the sampled parts were then randomly chosen. There are 3 units to be chosen, 30 main players were targeted in this suggested research from the chosen units or parts.

This is what the accountable Ministry for Infrastructure calls a stratified cluster sample because the selected unit is not persons but rather its group of people who, according to Ary et al. (2010), are identical in terms of the features appropriate to the research factors. The stratification is based on the suggested study's locations. Therefore, based on Krejcie and Morgan (1970), the amount of main players sampled for ministry operating units is 20 based on 30 populations.

For the sake of the proposed study, the researcher employed random sampling. Consistent to the argument by Ary, et al. (2010), this technique was employed in order to improve potentials for key players in the ministry as samples to be anyone within the given target population. Besides, the researcher used this sample to ensure that key players regardless of their positions and status are representatives because each one is suitable as possible respondent.

The investigator took into account the need for close follow-up during information collection (i.e. re-visiting the key players in respective units and make phone calls) to remind the sampled individuals to respond to the questionnaire. The data collection was also facilitated by 2 research assistants for convenience to have direct contact with the respondents during distribution and collection of the questionnaires.

3.5 Instrument

Data were gathered in this research by using a set of questionnaires and documentary assessment as outlined below:

3.5.1 Questionnaires

The questionnaires were used because of being fairly cheap and can be easily emailed and translated in the language easily understood by respondents at the same time. Furthermore, this technique of information collection has been used as it can assist the scientist to generalize study results on a big population (Fraenkel, et al. 2012). This was an important step towards collecting precise data and saving time of busy key players. Based on this reason, the researcher collected as more information as possible within a short period of time. In addition to that, this instrument was employed as it guarantees respondents' confidentiality which is central in collecting accurate data for the proposed research questions (McClure, 2002). Moreover, administration of questionnaires to multiple respondents at various locations and job status is another reason for the researcher to use this specific instrument.

The researcher asked questions to cover the respondents ' population profile. Other issues on a 5-point Likert scale ranging from Strong Agreement (5), Agreement (4), Moderate Agreement (3), Disagreement (2) and Strong Disagreement (1) were identified and evaluated. The key players were asked to tick one of the five alternatives in a Likert scale. Based on their responses, the researcher worked on to obtain composite score of each subscale and also the overall key players' practices, by summing the rank of each item associated for each subscale.

3.5.2 Documentary Review

This is another technique used in this research to collect information. The investigator researched written materials including strategic plans, project evaluation reports, and financed associated textbooks, newsletters, and e-mails exchanged. This data collection method was used to capture deeper meanings that were revealed by style, scope and coverage of implemented donor funded infrastructure projects. Only documents with adequate quality consistent to the scope of this study were revised to get validity of overall study findings. Based on this understanding, the reviewed documents were employed to complement strengths and weaknesses of the questionnaires. In the course of the review, the researcher also focused on electronic mails. In this respect, the selected respondents were engaged with additional, questions in order to access their meanings, understandings and reliable information (Merriam, 2009). Together, reviewed papers were used to enrich the understanding of scientists for general discussion of donor-funded infrastructure projects execution.

3.5.3 Interview

The research used semi-structured interviews to generate data as it is flexible and enables further investigation. In addition, semi-structured interviews provide an chance to examine the opinions of participants in ways that may be hard to schedule in advance. The research therefore used semi-structured interviews because participants received more comprehensive data while also offering the investigator with an chance to observe and record the respondent's non-verbal behavior.

3.6 Validity of Instrument

The issue of instrument validity is central to well-designed studies. The validity of content checked the measurement of all the significant elements of the constructs. Ary, et al. (2010) suggests that the instrument's validity is the extent to which the instrument measures to be measured what is made-up. The investigator used content validity in this situation to assess the perception of important players on donor-funded projects performance. Measuring an expected content zone is the primary objective (Gay, Mills & Airasian 2006).

The supervisor conducted a content validation for this research. The supervisor's remarks and instructions were internalized to balance questions content and study goals. The investigator also used the remarks provided to define and fix differences and double meaning. All of these efforts are essential to validate the instrument by testing whether the issues seem to measure the expected constructs (face validity) and whether they cover a representative sample of the region of conduct to be measured and coated (content validity). The aim was to facilitate the understanding of the questionnaire.

3.7 Reliability of Instrument.

The instrument's reliability relates to ensuring that the instrument used to measure certain variables always yields the same outcomes (Gay et al., 2006). Cronbach's alpha reliability measure has been used for this research to assess the instrument's inner consistency (Ary et. al., 2010). Cronbach's Alpha is a reliability coefficient, according to Sekaran (2006), which shows how well the items in a set are favorably associated with each other. The closer to the Alpha of the Cronbach is to 1.0, the better the internal consistency between the products. However, it is demonstrated that Cronbach's Alpha's value should exceed 0.7. Usually between 0.7–0.9 should be α (Santos, 1999). Values below 0.7 were regarded poor in this

research and values above 0.7 were deemed acceptable and good. This was achieved by first testing the tools and reviewing the results on 10 percent of the sample.

The investigator performed a pilot survey to confirm it in order to check the reliability of the main players tool. The pilot was performed for the studies undertaken with the participants with comparatively comparable features. The aim is to inspect the instrument's strengths and weaknesses. The investigator therefore randomly sent 30 questionnaires to important players in order to get their answers, written feedback, and remarks before enhanced final revisions were generated. Using Cronbach alpha coefficient, an inner reliability consistency was estimated for the pilot test. For the said factors higher than 70, the values of the alpha coefficient are acceptable.

3.8 Data Collection Procedures

The researcher gathered primary data straight from the sampled main players as participants in accordance with the goals of this research. Questionnaires were handed out personally to support the validity and reliability of the data with the help of two research assistants. Before collecting information, my supervisor at the Zanzibar Ministry of Infrastructure Communication and Transportation requested approval letter. The purpose was to request permission and co-operation that the present researcher will conduct this study in Zanzibar. Upon getting the permissions, data collection exercise started by mailing questionnaires to all sampled key players that was not easily accessible through physical contact by the researcher and or assistants. The scientist and research assistants also toured the available information collection units at the Ministry of Infrastructure Communication and Transportation. The completed questionnaires were gathered from the first day after circulation in two weeks ' time.

During the waiting period, the researcher took several measures to maintain good relations with respondents and consistence of the exercise of data collection. The researcher closely examined the collected responses in order to ensure clear data for further analysis. In this respect, collected data with missing values were excluded while those which seem to add values not specified in the questionnaires were deleted. This was an important step in the attempts of clearing the data.

3.9 Data Analysis

After completion of data collection and clearing, the researcher employed several procedures. This include systematic data arrangement and use of computer software to accurately analyze data of this study. The data was analyzed using SPSS Statistics version 21. The information check for missing value was performed and the normality test was performed. Systematically recorded descriptions of participants such as gender, unit place, skills, and years of unit work experience. In addition to descriptive data on the research variables, descriptive statistics such as means and standard deviation were used to examine the background data of participants. The investigator used frequencies to determine donor-funded project efficiency. To determine the mean score, the frequencies were used. In addition, as previously mentioned, the investigator used reliability analysis to discover the variables ' Alpha of the Cronbach. Analysis of correlation was also used because it was helpful to measure variables. The outcomes of the findings were interpreted on the basis of the statistical rules proposed by Cohen (2008), as shown in the table:

Table 3.1: Interpretation of the Correlation Coefficients

Correlation Coefficient (<i>r</i>)	Relationship Strength
0.10 to - 0.29 and + 0.10 to + 0.29	Low Correlation
0.30 to - 0.49 and + 0.3 to + 0.49	Moderate Correlation
0.50 to - 1.0 and +0.50 to + 1.00	High Correlation

Source: Cohen (2008)

3.10 Chapter's summary

Through case research design, this study is quantitative. This study's place is Zanzibar. The sample size of the research was determined by Krejcie and Morgan (1970). This study's sample size is 30, the study's sampling method is stratified random sampling. The information collection tool includes questionnaires, reviews of documentaries and interviews. A sample population of 30 main players was performed the pilot study. The primary research information was evaluated using version 21 of SPSS Statistics.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This section provides the outcomes of the data analysis that have been developed. This study aims to evaluate donor funded project performance in Zanzibar. The study directed at finding out whether it follows normal processes in managing donor financed projects as well as assessing cost efficiency and variable schedule during the execution of donor financed infrastructure projects

This study's results are provided and discussed in the following fields: (1) population profile of study participants. The aim of this study is to tackle background, work experience and perspective; (2) the standard procedures and their implications for Donor Funded Infrastructure Projects; (3) cost and schedule variables are controlled and monitored during execution of Donor Funded Infrastructure; (4) challenges are faced in execution of Donor Funded Infrastructure Projects, (5) Strategies to improve the efficiency of Donor Funded Infrastructure Projects can be used. To support the results, quotations and sentences acquired during the sessions of the interview were used. The information recognized the primary topics for each issue.

4.2 Research Response Rate

The researcher administered a total of 30 questioners to the targeted sample of the research. The researcher received 30 questioners which reflect the response rates of 100 Percent which is equal the estimated in the sample size.

4.3 General Profile of Respondents

In presenting the research results resulting from data analysis, the investigator evaluated and presented the respondent profile that was discovered to be convenient to conduct the study in order to obtain adequate information about the study. Among them were social and demographic characteristics such as gender, experience, professional education and name of department where the staff was working.

4.3.1 Respondents Sex

This section seeks to examine the distribution of respondents in the Departments by gender. The results relating to the gender is outlined in Table 4.1.

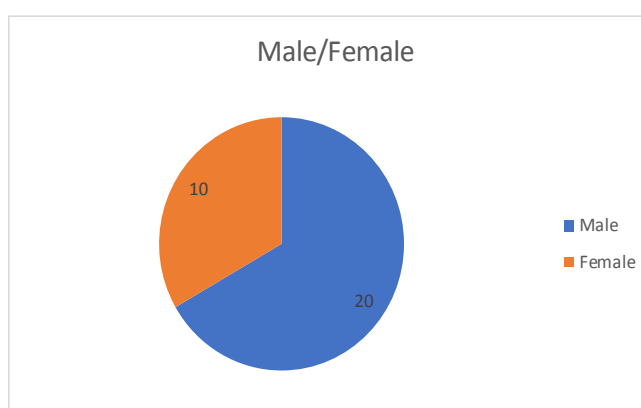


Figure 4.1 Percentage of male / female

Table4.1 Percentage of male/ female

Sex	Number of respondents	Percent (%)
Male	20	66.70%
Female	10	33.30%
Total	30	100

Table 4.2 outcomes show that 20 participants (66.7%) were male and 10 participants (33.3%) were female. The findings indicate that most Project staff are male while very few are female. The Gender difference is due to the fact that most of the activities done the Management of Project Sections are engineering in nature where many male engineers and Technicians are employed. This difference is also caused by the tendency of Tanzanian females not to be interested in studying the science subjects.

4.3.2 Respondent Working Experience

The researcher used the work experience as the fundamental instrument to evaluate the quality of deliberation on the management of donor funded projects. The job experience outcomes are described in Table 4.2 below.

Table 4.2: Work experience profile of respondents

Year of experience	Number of respondents	Percent (%)
0-2	3	10
3--5	10	33.3
6 and above	17	56.7
Total	30	100

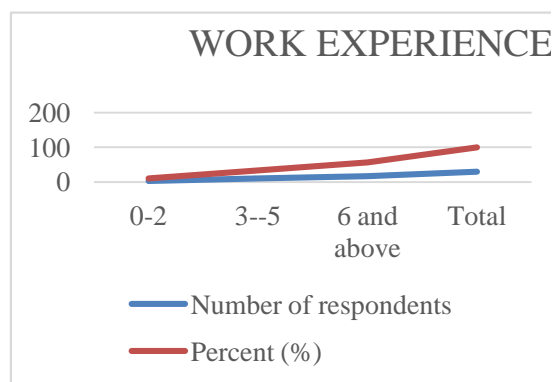


Figure 4.2: Working Experience

From table 4.2 respondents (10 percent) were noted to have work experience varying from 0 to 2 years. Ten participants (33.3 percent) had between 3 and 5 years of working experience. The remaining 17 participants had 6 years and above working experience. It is evident from

the above outcomes that 27 respondents (90 percent) had 3 years and above working experience. This means most of the answers.

4.3.3 Respondents ' professional education

The researcher had to define the professional education of staff working in Donor Funded Projects Departments in order to validate the level of education for departmental staff. Several employees ' professionals are summarized in table 4.3 below.

Table4. 3: Professional Education of Respondents.

Professional	Number of respondents	Percent (%)
Engineer	5	16.7
Senior Planning Officers	6	20
Planning Officers	12	40
Economists	7	23.3
Total	30	100

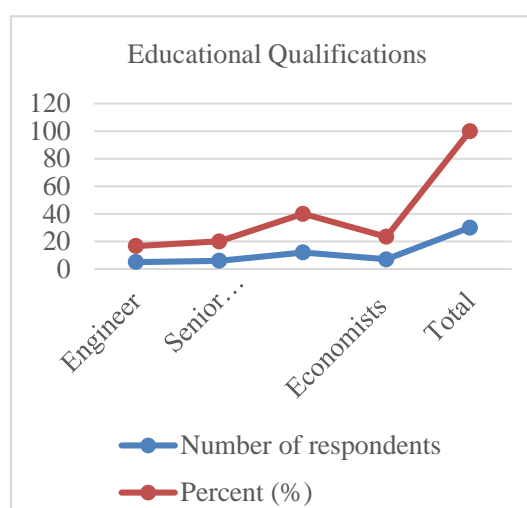


Figure 4.3: Educational qualification

From table 4.3, the following were observed. Out of total (30) respondents, 5 respondents (16.7%) were Engineers, 6 respondents (20%) were Senior Planning Officers, 12 respondents (40%) were Planning Officers and 7 respondents (23.3%) were Economists.

4.4 Standard Procedures and their Implications for Donor Funded

Infrastructure Projects

The participants were involved in sharing their experiences, views and expertise on normal processes and their consequences for donor funded infrastructure projects based on the study's first goal. Nearly all participants expressed their opinions on the issues asked that the standard methods are guidelines offered by donors to regulate works, services and products procurement processes. These guideline rules are employed for the whole procurement process and are specific for each specific donor including World Bank, ADB, OFID, BADEA and SAUD FUND.

The funded or borrower country is responsible for use of the specification in the guideline in the procurement of related projects goods, services and related materials for the project in question. One respondent revealed that 'by virtue of my status, I am working as the head of construction office for Donors Assisted Project and HPMU. Here I get involved from preparation of project concept note, appraisal of project, procurement process and contract management all under the stated guideline rules by the specific donor'. The respondent's narration suggested that following the guidelines is the prerequisite to get fund in the given project. Short of that is a problem.

On the question on availability resources for the given procedures, the respondents just answered the issues human resources, required skills and competencies, equipment and

correspondents are specified in the standard. As the recipient country, the Ministry of Infrastructure appoints project coordinator as team leader responsible to implement the required specification. One respondent indicated that the team leader is responsible for many things towards completion of the project. This means the leader is expected to communicate through emails, telephones and even visit the donor's field office.

The purpose is to ease the implementation of the project at hand. Discussions are conducted with detailed explanations between donors and project coordinator of a given specific project. To emphasize the point, the respondent said that, 'donors share the tendency to respond based on what is going on in the field. If those in the field abide to the guideline rules the project implementation will be smooth. In opposite, failure to abide to the stipulated guidelines the donors will not respond timely and may hinder the implementation processes. This means the steps and guideline rules must be followed.

When asked to comment on the necessity of the procedures, the respondents shared different experiences. All of them said that the presence of standard guidelines is extremely necessary for the smooth implementation of the projects. From the findings, it emerged that the projects are audited internally and externally to emphasize the necessity of the standard procedures. One respondent shared that 'the ministry is responsible to audit the project internally. Technically, engineers with evaluation team assess the technical part of the project.

The financial assessment is done by an internal audit team quarterly.' For external audit, it was revealed that the project is audited by the independent private firm or the Auditor and Controller General. The respondent said that 'This external audit is technically and

financially done each end of financial year or each year up to completion of the project.’ The findings and shared experience by the respondent show that having standard guidelines is something practical in the attempts of keeping the project in line with its original goals.

The participants were also involved in sharing compatibility experiences. It emerged from the field that almost the standard guideline rules are compatibility to the policies, regulations and related matters in Zanzibar context. One respondent revealed that the compatibility of the guideline rule is something identified and agreed even before the enactment of the project itself. From respondents’ own words, donor rules and regulations are important and compatible with our construction policies regarding the implementation of infrastructure projects financed by donors. The respondent said, ‘the design and implementation of the projects are agreed to be executed by using rules and regulations. Each step when implemented the reference is made to the rules and regulations.’

These findings are important in developing a point that the question of compatibility is well addressed even before the actual implementation of the project. Perhaps it is the question of compatibility that one respondent insisted on the present of frequent trainings, workshops and discussions among the concerned parties in order to execute the project correctly and efficiently as per agreed objectives.

Further analysis was done using quantitative methods as shown below: -

By the help of Likert scale, statistical analysis was prepared as the scale was set 4-points, that is, 0 being “*strongly disagree*”, up to 3 being “*Strongly Agree*”. The mean of Likert scale was equal to 1.5, from mean it can be statistically compared that a value below 1.5 means the established performed activity has low significance of indication of Standard

guidelines for managing donor funded project in Zanzibar while value above or equal 1.5 means the established performed activity is significance as indication of Standard guidelines for managing Donor funded project.

From the Table 4.1 below, it can be realized that most of the procedures are performed like any other Project but there are some procedures which are very highly likely to be not performed at the standard required which cause delay in performing the Donor funded project these are: -

Table 4.4 Descriptive analysis of performance in terms of cost and schedule variable during execution of donor funded infrastructure project

	PROJET ACTIVITIES	3	2	1	0	total	mean	S.dev
a	The activities are planned with their costs and duration of accomplishment	24	6	0	0	30	2.8000	0.40684
b	Master schedule is tracked every week to observe hindrance and compensated if possible.	6	18	6	0	30	2.0000	0.64327
c	Activities planned for this year was 100% accomplished coastwise and duration of construction	0	18	12	0	30	1.6000	0.49827
d	Some of the project activities have not performed which results coast overrun	0	17	13	0	30	1.5667	0.50401
e	Contractors and constantans have been given several addendums with cost implication	0	11	19	0	30	1.3667	0.49013
f.	Extension of Loan/Grant closing date is observed in this project.	0	17	13	0	30	1.55667	0.50401
g.	Project completion period	0	6	24	0	30	1.2000	0.40684
h.	Replacement of Key staff of Consultants & contractor was the key issue that drawback the performance of the Project.	6	6	18	0	30	1.6000	0.40684
i.	Additional works due to variations in design was observed during implementation.	5	12	13		30	1.7333	0.73968
j.	Delay in project initiation due to setup	6	6	18	0	30	1.6000	0.81368
k.	Lack of seriousness in project supervision.	0	6	24	0	30	1.2000	0.40684
l	Compensation was not being done on time	0	23	7	0	30	1.7667	0.43018

Internal Conflict Resolution

Projects are simply a set of tasks which must all be done within some precedence order before it complete. Chronic conflicts delay the project and is a result of poor management (Kiprop et all, 2016). Donor aided project sometimes re-ignited old wounds conflict and activities mutually tend to be sabotaged by individuals in conflict (Cristopher, 2010). Take an example of Construction of Terminal II building for Zanzibar Airport, internal conflict between contractor and the Consultant which was not properly solved resulted delays in completion of the project. It can be deduced that in Zanzibar donor funded projects follows Project guidelines and Procedures clearly while there are internal conflicts which hinder the performance progress of Projects.

i. The quality of governance

In a cross-country assessment, Knack (2000) stated that greater rates of assistance eroded the quality of governance indexes, i.e. law, corruption and bureaucracy, where reliance on assistance could possibly undermine the quality of institutions. This would be possible by a number of ways such as promoting corruption and rent seeking, on the one side, to foster conflict over fund control on the other, so donor fund inflows did not necessarily lead in overall welfare gains and high expectations as many Zanzibari individuals understand. Public institution's inefficient strategies could undermine quality governance.

4.5 To evaluate performance in terms of cost and schedule variable during execution of donor funded infrastructure project.

By the help of Likert scale, statistical analysis was prepared as the scale was set 4-points, that is, 0 being “*strongly disagree*”, up to 3 being “*Strongly Agree*”. The mean of likert scale was equal to 1.5, from mean it can be statistically compared that a value below 1.5 means activity has low significance and is likely to incur high cost and consumes more time

which makes the project to deviate from its schedule, while the value above or equal 1.5 means the activity is significant and is performed as required.

From the Table 4.2 below, it can be realized that there are a lot of cost incurred resulted from low performance of some of the project activities. The study also attempted to examine how cost and schedule variables are controlled and monitored during execution of Donor Funded Infrastructure Project in Zanzibar. On whether cost effectiveness is achieved in the execution of projects financed by donors, the findings showed a mean of 1.367 and standard deviation of 0.49 for Contractors and consultants that have been given several addendums with cost implication to the project. Respondents indicated Lack of seriousness in the project supervision which indicate overhead costs and scheduled attributed in project fund disbursement, inflation and high cost of raw materials that contribute to poor control and monitoring of executing donor funded projects with a mean of 1.2 and standard deviation of 0.40. Project completion period had a mean of 1.20 with standard deviation of 0.41 demonstrating that project completion timely is poorly achieved during the execution of donor funded projects.

4.6 To determine the challenges faced by donor funded projects in Zanzibar

Statistical analysis was prepared with the assistance of the Likert scale as the scale was set 4-points, i.e. 0 was "highly disagreeable," up to 3 were "highly agreed." The mean likert scale was 1.5, meaning that a value below 1.5 means that the challenge is present in the implementation of the Donor Funded Project because of its low significance; whereas the value above or equal to 1.5 means that the challenge does not exist.

The research attempted to identify the challenges encountered in an organisation by donor-funded projects. In the table below, the mean and standard deviation of these challenges was

calculated and presented. The issue on the communication barrier between the borrower / donor agency and the execution agency of a specific country organisation had an average of 1.3 with a standard deviation of 1.21 suggesting that the output of operations is poor as adequate communication is not efficiently implemented in the execution of donor-funded projects.

Complications in donor disbursement techniques shown with an average of 0.83 and standard deviation of 0.746 showing that organisation faces a challenge through project execution unit and leads to bad donor project results as this may cause the delay. The contractor's technical incapacity to perform work during the contract period had an average of 1.36 and a standard deviation of 0.808 implying poor performance of projects funded by the donor due to the large part played by the contractors, while the average of 1.10 and the standard deviation of 1.322 indicated hidden and supported corruption during the procurement of consultants and contractors.

With an average of 1,033 and a standard deviation of 0.889, the result showed that the Implementing Unit's incapable project supervision team affects the implementation of donor-funded projects. Respondents cited inadequate execution unit abilities, delay in material delivery, heavy paper work, delay in project funding disbursement and lengthy tendering process.

Table4.5 Descriptive analysis of determining challenges faced by donor Funded Project.

S/N		3	2	1	0	Total	Mean	S.dev
1.	There are communications barrier between borrower/Donor Agency and Implementing Agency of a particular country.	7	6	6	11	30	1.3000	1.20773
2.	The speed of Implementations is slowed due to beurocracy of the Implementing Agency.	7	12		11	30	1.5000	1.22474
3.	Incapable Project supervision team from the Implementing Agency.	0	12	7	11	30	1.0333	0.88992
4.	A hidden and supported corruption during procurement of consultant and contractor.	7	6		17	30	1.1000	1.32222
5.	Most o project are constructed by Chines companies that try to use substandard materials and cheap labor which results premature failures.		23	11	0	30	1.7667	0.43018
6.	Complications in donor disbursement methods.	0	6	13	11	30	0.8333	0.74664
7.	Conflict of interest to Decision makers with other matter that results deviations from project objectives.	7	11	6	6	30	1.633	1.06620
8.	Technical incapability of the contractor to perform works at the period given by the contract.	0	17	7	6	30	1.3667	0.80872
9.	In ability of the consultant to supervise the contract as the client's requirements.	0	24	6	0	30	1.8000	0.40684
10	Unstable financial position of the contractor in such that cannot continue with works when payment delays.	0	24	0	6	30	1.6000	0.81368

4.7 To recommend strategies for improving the performance of donor funded infrastructure projects in Zanzibar.

From the analysis it can be deduced that there are number of strategies to be followed in order to improve performance of donor funded infrastructure these are narrated here under: -

1) Improve communication between borrower/Donor Agency and Implementing Agency of a particular country.

Majid and McCaffer (1998) indicated that inadequate communication between the Borrower / Donor Agency and the implementing agency could undermine the project's efficiency. According to Mochal (2003) intimated that bad communication is a significant error in donor-funded project. Dunkelberger (2009) indicated that communication is an essential factor in operation and any business entity's success in failing. Therefore, communication is a very significant component and the failure to efficiently communicate affects financed project by donors. A misunderstanding of what is being communicated between Donor and Implementing Agency may result in delay in the provision of Fund. It can be observed that communication improvement is a vital for compliance of Donor Funded Project and is a factor that leads to the improvement in performance for the DFP.

2) Improve Project supervision team of the Implementing Agency.

Hawkins and Mann evaluated the experience of the World Bank in promoting donor funded projects, describing how the World Bank's poverty eradication approach has developed over the past 40 years as a development instrument. They report that "projects that continued to be implemented in the 1990s were poorly accomplished," that project overruns were costly for both the World Bank and the beneficiary countries, and that "the loss of focus of the bank resulted in poor supervision that ultimately affected the

results of these projects" (2007:356). World Bank worker Agnes Kiss already wrote in 2004 how projects that are often promoted as good as a result of enhanced oversight depend on external financing and have an effect that can usually be justified on the basis of the value for cash attained (Kessing, 2003). Improved monitoring will therefore enhance the efficiency of the projects financed.

3) Improve transparency in the Procurement processes

Shore (2008) in systematic biases and cultural in project failure concluded that lack of transparency in procurement affect directly performance of the project and lowers the intended objective to be mate. This happens mostly in selecting consultant or contractor supposed to implement the works. Bundi, (2011) on the challenges in the management of procurement services revealed that lack of transparency in the procurement processes hinder the performance of the project.

From the finding it can be leveled that performance in donor funded projects in Zanzibar is not satisfactory. Issue like nontransparent procurement procedures, flow of communications, flow of funds and payment procedures negatively affect project's time, thus affect delaying project start date, timely payment and project completion date. This shows that there could have been several strategies to be followed while emphases should be made on improving transparency in the project procurement processes. According to Takin and Adman (2009), project efficiency in performance can only be realized if an efficient standard procurement system and transparent methodologies are put in place.

4) Fighting against corruption during Project implementation

Donor Funded Project in Africa have had one major short fall which is poor management. Management Audit should be made for every project to detect and avoid fraud, corruption and other foul play (Hassan, 2017). Ofori (2013) accentuate, while defining project success, there is a challenge of inbuilt corruption in most of African countries which on other hand affect the truly performance of the Project. He adds that project as a consequence; they usually fail of excessive corruption, modifies the scope and reduce the amount of budget allocated.

Therefore, fighting against corruption in every donor funded project is an important strategy to be adopted.

4.8 Summary of Findings

The results stated that 66.7% of participants were male while 33.3% were female, showing that execution of donor-funded projects in the organisation was primarily managed by male experts. Majority of the respondents were 3 years and above working experience which is 90% while 10% were 2 years' experience. Analysis of findings also indicated that majority of the respondents (40%) specialized in project planning and management 16.7% specialized in Engineering, 23.3% specialized in economics and 20% are seniors planning officers.

On the question of standard procedure and their implication to donor funded project, the result revealed that the guideline rules are employed for the whole procurement process and are specific for each donor including World Bank, ADB, OFID, BADEA and SAUD FUND. The funded or borrower country is responsible for using the specification in the guideline in the procurement process related projects goods, services and related materials for the project and that following the guidelines is the prerequisite to get funded in the given project.

On the question on availability resources for the given procedures, the finding shows that issues like human resources, required skills and competencies, equipment and correspondents are specified in the standard, it emphasize the point that, ‘donors share the tendency to respond based on what is going on in the field. If those in the field abide to the guideline rules the project implementation will be smooth. In opposite, failure to abide to the stipulated guidelines the donors will not respond timely and may hinder the implementation processes. It is realized that most of the procedures are performed.

On how cost and schedule variables are controlled and monitored during execution of donor funded infrastructure project in Zanzibar, the finding shows that most of donor funded project cost is poorly handled by the government procurement system during the execution of the donor funded project and that project are not completed on time. Lack of seriousness in the project supervision, Contractors and consultants that have been given several addendums with cost implication to the project and project completion timely is poorly achieved during the execution of donor funded projects.

With regard to the difficulties experienced by donor-funded projects, the research identifies a number of problems that have made project performance poor, communication barriers between the borrower / donor agency and the implementing agency of a specific country organisation are very powerful, complications in donor disbursement techniques, the contractor's technical incapacity to execute works during the period provided by the donor Procurement method also adversely affects the execution of donor-funded projects and insufficient project planning and management abilities also adversely affects the execution of donor-funded projects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to assess performance of donor funded infrastructure project in Zanzibar: a case of Ministry of Infrastructure Communication and Transportation. Accordingly, research questions were formulated in line with the research objectives, which the researcher set out to look for answers. With sample size of 30 respondents, selected using stratified cluster sampling technique, the researcher used questionnaires and interview to gather information related to the study. The study findings were analyzed, presented and interpreted. This chapter therefore presents conclusion and recommendations on important issues that arose from the study.

5.2 Conclusion

It was created from the results the funded or borrower country is responsible for using the specification of the guideline in the procurement of related projects goods and services, failure to abide to the stipulated guidelines the donors will not respond timely and may hinder the implementation processes, insufficient skills from the implementing unit, delay in delivery of materials, bulky paper work, delay in disbursement of project funds, incapable project supervision team from the Implementing unit thus affecting the performance of projects financed by the donor and resulting in bad results of project results financed by the donor .

Most of donor funded project cost is poorly handled by the government procurement system during the Implementation of the donor project and that projects are not completed on time. Lack of seriousness in the project supervision, Contractors and consultants that have been

given several addendums with cost implication to the project and project completion timely is poorly achieved during the execution

In addition, because of the absence of project planning and leadership abilities in most organizations, the coordination of project implementations are very poor, monitoring and evaluation of these projects are also not done to the required standard. This end up compromising the performance of projects funded by the donor.

5.3 Recommendations

The research proposes the following approaches to enhance the efficiency of donor-funded infrastructure projects in Zanzibar from the overview and findings.

1. All stakeholders, including donors themselves, project managers and beneficiaries gain a better understanding of issues pertaining to donor projects management and that they should be free from political interest and countries left to set their own priorities.
2. To be given technical assistance by the donors on administrative work of ensuring the procedures and guidelines are followed.
3. Timely completion of donor funded projects should be achieved by enhancing transparent procurement process, employing monitoring and evaluation technique.
4. Reform and simplification of donor strategies and processes to promote cooperative conduct and gradual alignment with partner nations.
5. Defining measures and standards of performance and accountability of organization systems in public financial management, procurement, in line with excellent methods accepted.

6. Finally, Government should have project planning and management department with a scheme like other departments where only people qualified in project planning and management are employed to oversee donor funded project implementation in Government.

5.4 Areas for Further Research

This study did not include all infrastructure donor projects and a further study is recommended to include social empowerment projects among others. The study for non-infrastructure projects funded by donors. A more detailed study can be conducted to establish the other factors that contribute towards performance of these projects.

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APPENDIX

Dear participant,

I am Amina Mohamed Habib; a student at Ardhi University pursuing Master. in construction Economic and Management. I kindly request you to participate in this study as entitled above.

The research aims the “Assessing the performance of the donor funded projects in Zanzibar.

One of my research tools is an interview and questionear which is intended to gather information that will enable the successful completion of the study. You have been identified as a significant player in this field, and your input in this research will be valuable.

Your kind response to the questions with honesty will be greatly appreciated. Kindly note that as a respondent, the information you will provide will be confidential, in addition this interview will be used for academic purpose only. Feel free to express your most genuine opinion in each of the questions.

Thank you for your co-operation.

Amina Mohamed Habib

Reg. No.: HD/T.927/2016

Today is Monday, June 18th 2018, and I'm speaking with participantin the Planning office at the Ministry of Infrastructure Communication and Transportation located at Kisauni in Zanzibar. For confidentiality purposes, I will not mention participant' names, rather I intend to use synonymous.

Background information

1. Would you please tell me a little bit about yourself (name, age, educational and professional background)?
2. Would you please describe your role at this Department as a planning Officer?
3. . Have you come across to the term donor funded projects, or referred others to DFP? Why? Or why not? In what specific context? What was the response from others?

PROFESSIONAL INFORMATION ON DONOR FUNDED PROJECT

WHAT ARE THE STANDARD PROCEDURES AND THEIR IMPLICATIONS FOR DONOR FUNDED INFRASTRUCTURE PROJECT IN ZANZIBAR?

1. What are the standard procedures in donor funded project means to you?
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- a. What do you mean when you say . . . ?
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b. Why do you think so...?

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2. Do you usually involved in donor funded projects? Why or Why not?

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a. Can you tell me more?

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b. . Do you usually follow the procedure? Why?

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c. Can you give example? Mmh!.....

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3. What are the common standard procedures for DFIP to you?

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a. How do you conceptualize or understand each of the standard procedures in your organization?

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b. How do you feel about the procedure in in relation with the Zanzibar Government projects. . .?

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c. Why do you think that?

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4. How does your organization deal with timely communication in managing DFIP?

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a. How does it happen . . .?

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b. Why does it happen like that? Mmhh!..

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5. How does the Donors respond in timely Decision making in your organization?

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a. Would you please explain those procedures to me?

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b. Why do you think this step is important?

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6. How does the organization audit its project activities internally?

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a. Why do they respond like that?

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How does the organization audit its project activities externally?

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What is the difference between those two?

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7. How does your organisation appoint capable project manager to manage its projects?

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Can you elaborate more?

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8. How does the organisation ensure clear measurement and certified payment for projects with contractors' works?

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a. Can you elaborate more?

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Does the political interference cause delay in performing DFIP?

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a. How does your organisation deal with political interference in performing DFIP?

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9. What do you understand by structural adjustment?

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a. How does your organisation deal with structural adjustment when performing its DFIP?

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11. How do you describe Donor visit during the implementation of DFIP?

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a. How does your organisation deal with Donors' frequent supervision mission, if any, when DFIP is implemented?

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b. What's make their supervision mission important?

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12. What makes Donor rules and regulations important when implementing DFIP?

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a. How does the organisation meet Donor rules and regulations when implementing DFIP?

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b. Is there any obstacles faced in implementing the rules and regulation of DFIP?

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13. How do you describe Government procurement methods on implementing DFIP?

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a. What link Government procurement methods with that of the Donors?

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14. What do you understand by conflict between consultant and contractor?

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a. What examples would you employ to justify your answer?

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b. How conflicts between consultant and contractor interfere the performance of DFIP?

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HOW COST AND SCHEDULE VARIABLES ARE CONTROLLED AND MONITORED DURING EXECUTION OF DONOR FUNDED INFRASTRUCTURE PROJECT IN ZANZIBAR?

- a. What makes organizational planning of activities and duration of accomplishment of DFIP?

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The performance of the donor funded projects in your organization is assisted by;

1. The activities are planned with their costs and duration of accomplishment

- b. How does your organisation plan activities and duration of accomplishment of DFIP?

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2. Deliverable schedule is tracked every week to observe hindrance and compensated if possible.

- a. What does Deliverable schedule mean to you?

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- b. How weekly does you organisation track deliverable schedule to observe hindrance and compensate the loss if possible?.

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3. Activities planned for was 100% accomplished coastwise and duration of construction

- a. Will your project meet its schedule without extension? and why?

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- b. Why does planned activities cost vary from real cost?

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4. Some of the project activities have not executed which results to cost overrun

- a. What do you understand by cost overrun?

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b. What makes some DFIP activities not be executed?

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c. How does failure to execute some DFIP result into cost overrun?

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d. How does your organisation deal with cost overrun along failure of executing of some DFIP?

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5. Contractors and consultants have been given several addendums

a. What do you understand by addendums to contractors and consultants?

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b. What are the main reason for issuing an addendum?

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c. How does your organisation give addendums to contractors and consultants?

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6. Extension of Loan/Grant closing date is observed in the project.

a. What does loan extension or grant closing date mean to you?

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b. How does your organisation observe extension or grant closing date when implementing DFIP?

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7. Changing of Key staff of Consultant, contactors and donors team was the key issue that drawback the performance of the Project.

a. What does changing of key staffs mean to you?

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b. What are the main reason for changing the key staff team?

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c. How does the changing of key staff team delay performance of DFIP?

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8. Delay in payments for Contractor as well as consultant

a. What do you understand by delay in payments for contractors and consultant?

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b. How does delay in payments for contractor and consultant take place?

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c. How does your organisation pay for contractor and consultant?

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d. How does your organisation speed up or accelerate or delay in payment for contractor and consultant?

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9. Additional works due to variations in design was observed during implementation.

a. What do you mean by additional works in the implementation of DFIP?

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b. How do you conceptualise the concept variations in design?

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c. How does your organisation observe additional works from variations in design?

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d. How does your organisation deal with additional works from variations in design when implementing DFIP?

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10. Delay in project initiation due to setup

a. What is project initiation mean to you?

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b. What do you mean by project setup?

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c. What makes setup to delay project initiation?

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11. Compensation was not being done on time

a. What do you understand by compensation?

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b. What makes compensation important?

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c. How is compensation done on time?

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WHAT CHALLENGES ARE FACED IN EXECUTION OF DONOR FUNDED INFRASTRUCTURE PROJECT IN ZANZIBAR?

During Execution of Donor Funded Project there are some challenges that slow the performance of the Project. These challenges are:-

S/N	CHALLENGES	SD	D	A	SA
1.	There are communications barrier between borrower/Donor Agency and Implementing Agency of a particular country.				
2.	The speed of Implementation is slowed down due to beurocracy of the Implementing Agency.				
3.	Incapable Project supervision team from the Implementing Agency.				
4.	A hidden and supported corruption during procurement of consultant and contractor.				
5.	Cost overrun due to extension of time				
6.	Conflict between Contractor and Consultant				
7.	Most of the projects are constructed by Chinese companies that try to use substandard materials and cheap manpower which results premature failures.				
8.	Complications in donor disbursement methods				
9.	Conflict of interest to Decision makers with other matters that results deviations from project objectives.				
10.	Technical incapability of the contractor to perform works at the period given by the contract.				
11.	In ability of the consultant to supervise the contract as the client's requirements.				
12.	Unstable financial position of the contractor in such that cannot continue with works when payment delays.				

WHAT STRATEGIES CAN BE EMPLOYED FOR IMPROVING THE PERFORMANCE OF DONOR FUNDED INFRASTRUCTURE PROJECTS IN ZANZIBAR?

5. What strategies can be employed for improving the performance of donor funded infrastructure projects in Zanzibar?
6. What donors should do to improve the performance of donor funded infrastructure projects in Zanzibar?