

The Effect of Risk Management in Implementing Government Funded Project in Tanzania

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Abstract: This study examined factors influencing the effective implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC), focusing on risk management, stakeholder involvement, and resource management. Employing a descriptive research design with a quantitative approach, data were gathered through structured questionnaires from 119 TBC officials. Stratified random sampling ensured departmental representation, and data analysis utilized IBM SPSS version 27.1.0. The findings indicated that effective risk management significantly improved project success by reducing uncertainties and enhancing decision-making. Moreover, stakeholder involvement fostered transparency, accountability, and collaboration, which amplified communication and project ownership. Notably, resource management had the strongest positive impact on project efficiency and performance through effective allocation and monitoring. The study concluded that improving risk management frameworks, promoting inclusive stakeholder participation, and optimizing resource utilization are crucial for the sustainability of government projects. Recommendations include enhancing capacity building, monitoring systems, and interdepartmental coordination among TBC and relevant ministries to boost accountability and effectiveness, contributing to empirical knowledge on project management within public institutions in Tanzania.

Keywords: Government Funded Projects; Effect of Risk Management in Project Implementation.

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I. INTRODUCTION

Implementation of government-funded projects is central to global socio-economic progress as it ensures public resources are efficiently transformed into tangible outputs (Duy, 2025; Herrera, 2019; Clavenna, 2025). Despite massive investments, many countries continue to face recurring challenges such as delays, cost overruns, and limited impact due to weak planning and oversight (Picciotto, 2020; Llewellyn, 2019; Abusaleh, 2022). Developed economies such as the United Kingdom have addressed these problems through institutional reforms and strategic monitoring, realizing savings worth billions of pounds (Dan-Ogosi, 2023; Timothy, 2020; Laurence, 2019). These successes underline the importance of effective governance and accountability in ensuring project efficiency and sustainability.

In contrast, most African countries continue to struggle with ineffective project delivery caused by poor governance, inadequate budgeting systems, and limited technical capacity (Shivambu, 2024; Smoke, 2019; Ddamba, 2024). Empirical evidence from Uganda, Ghana, and Nigeria shows that despite sufficient funding, many public projects remain incomplete or abandoned (Arkorful, 2023; Sixbert, 2025; Ikenga, 2022). These weaknesses manifest through inconsistent budget execution, corruption, and limited community participation, leading to wasted resources and eroded public trust (Khambule, 2019; David, 2020; Samuel, 2025). Addressing these systemic barriers therefore requires strong policy reforms, transparency in procurement, and enhanced monitoring frameworks to improve implementation effectiveness.

Tanzania has also made substantial investments in infrastructure and social services, yet many government-funded projects continue to experience weak execution and delayed completion (Israel, 2024; Sikwese, 2022; Seliudi, 2019). Reports by the Controller and Auditor General have revealed significant project overruns, incomplete works, and mismanagement of funds across ministries and agencies (Rubaba, 2023; Bayona, 2023; Nkya, 2019). The Tanzania Broadcasting Corporation (TBC), as a Public Service Broadcaster-owned entity dependent on government funding, has faced similar implementation challenges that constrain its ability to expand operations and improve service delivery (Mpehongwa, 2023; Fredy, 2023; Rugeiyamu, 2024). These persistent shortcomings highlight the need for improved management of public resources and efficient oversight mechanisms within public institutions.

The ineffective implementation of government-funded projects at TBC is primarily linked to weak risk management, limited stakeholder participation, and poor resource utilization (Mabula, 2021; Lema, 2022; Kavishe, 2020). Studies emphasize that project success depends on identifying and mitigating risks early, engaging relevant stakeholders, and allocating resources effectively (Nyalusi, 2023; Mwakyembe, 2022; Sanga, 2021). However, few empirical investigations have analyzed these determinants within the context of Tanzania's broadcasting sector. This study therefore examines how risk management, stakeholder involvement, and resource management influence the implementation of government-funded projects at TBC to generate evidence-based recommendations for improved accountability and sustainability (Mwangi, 2022; Komba, 2021; Massawe, 2021).

The study focuses on projects implemented at TBC between 2020 and 2025, capturing recent experiences and lessons relevant to public sector management (TBC Report, 2025; NAOT, 2025; Saunders, 2019). Although the scope is limited to one institution and relies on quantitative data, the findings contribute meaningful insights into effective project delivery strategies across public enterprises (Kumar, 2022; Creswell, 2018; Taherdoost, 2021). The results are expected to benefit policymakers, managers, and scholars by enhancing understanding of project governance practices. Ultimately, strengthening project implementation frameworks will improve institutional performance, promote transparency, and advance Tanzania's broader development goals (Samuel, 2025; Freeman, 1984; Johnson, 2023). Academically, the research contributes to the growing body of literature on public project management by contextualizing key determinants within Tanzania's broadcasting sector (Massawe, 2021; Kahumbu, 2023; Johnson, 2023). Ultimately, enhancing the implementation of government-funded projects not only improves institutional performance but also strengthens public confidence in national development efforts.

II. LITERATURE REVIEW

➤ Theoretical Literature Review

Stakeholder theory, developed by Freeman (1984), emphasizes that an organization's strategy and success should be managed for the benefit of all stakeholders rather than shareholders alone. It views an organization as a network of relationships among employees, customers, suppliers, government bodies, and the community, where creating mutual value ensures long-term sustainability and success. In the context of this study, the theory provides a framework for analyzing how the Tanzania Broadcasting Corporation (TBC) achieves project performance through maintaining productive relationships with its diverse stakeholders. Its key strength lies in promoting inclusivity and ethical decision-making by incorporating multiple perspectives, which enhances trust and improves project outcomes, though it faces challenges in balancing conflicting stakeholder interests that may complicate decision-making processes (Freeman, 1984).

Stakeholder theory also strengthens the understanding of risk management by emphasizing early and continuous engagement of all parties affected by a project. Involving stakeholders in identifying and mitigating risks helps uncover potential challenges that may not be visible to project managers alone, thereby reducing uncertainties and improving project resilience (Freeman, 1984). Within government-funded projects at TBC, such participation ensures that risk mitigation strategies align with stakeholder expectations, enhances collaboration, and promotes proactive decision-making. Therefore, the theory supports the study's objective of examining how inclusive communication and participatory risk management contribute to successful project implementation (Freeman, 1984).

Moreover, the theory links directly to stakeholder involvement and resource management by asserting that effective participation and equitable resource distribution are vital for project success. Active engagement of stakeholders including government officials, contractors, project staff, and beneficiaries fosters ownership, transparency, and accountability throughout the project lifecycle. In turn, understanding stakeholder priorities allows for more efficient allocation and utilization of financial, human, and material resources while minimizing waste and improving project efficiency. Hence, stakeholder theory provides a comprehensive foundation for evaluating how engagement, collaboration, and shared responsibility among diverse stakeholders enhance the implementation and sustainability of government-funded projects at the Tanzania Broadcasting Corporation (Freeman, 1984).

➤ *Empirical Literature Review*

• *Risk Management and Implementation of Government Funded Project*

Erlina (2019) conducted a study to assess the factors influencing the successful implementation of risk management in local government organizations. The findings revealed that top management commitment and self-efficacy among individuals involved positively impact the successful implementation of risk management, while a high level of conflict of interest in local government hinders this process. The study emphasized the importance of top leadership support in driving effective risk management and highlighted the significance of enhancing human resources' understanding of risk management to combat fraud effectively. Furthermore, the research underscored the need for regional regulations that promote risk management strategies tailored to the unique challenges faced by local government entities.

Berenger (2020) conducted a study to assess the core factors of risk management influencing the performance outcome of small and medium-sized firm's construction projects in Gauteng. Through a quantitative research approach using structured questionnaires, the study analyzed data collected from 181 respondents. The findings revealed that factors such as organizational environment, defining project objectives, resource requirements, risk measurement, risk identification, risk assessment, risk response and action planning, communication, and monitoring, review, and continuous improvement significantly influenced the project outcome of SMEs. The results indicated that understanding the organizational environment, defining clear project objectives, and adequately addressing resource requirements were crucial for project success. Additionally, effective risk measurement, identification, assessment, and response planning played essential roles in enhancing project outcomes. These findings highlight the importance of implementing comprehensive risk management strategies to improve the performance of construction projects undertaken by small and medium-sized enterprises in South Africa, particularly in the Gauteng region.

Haule (2024) conducted a study to evaluate the risk management practices at Muhimbili University of Health and Allied Sciences (MUHAS) in Tanzania revealed crucial insights. The research uncovered a significant lack of awareness among employees regarding risk management policies, coupled with notable resistance to change and financial constraints. The challenges faced by management included low participation due to limited understanding, staff resistance to adopting new practices, high costs associated with implementation, managing evolving risks like cyber security threats, and fragmented communication hindering effective risk management. In response, management at MUHAS implemented strategies such as leveraging existing resources, streamlining processes, investing in specialized training and technology solutions, enhancing communication strategies, and establishing

dedicated compliance teams. The study underscores the importance of enhanced communication, continuous training, and strategic resource allocation to enhance risk management practices at MUHAS, emphasizing the necessity of addressing these challenges to improve institutional resilience and meet strategic objectives in the higher education sector.

Kamuzora (2024) conducted a study to assess the impact of various risk management components on the performance of construction projects in Morogoro Municipal Council, Tanzania. The findings revealed that effective risk identification, risk analysis, risk mitigation, and risk monitoring significantly contribute to improved project performance. Specifically, the study showed that proactive risk management practices helped reduce project delays, cost overruns, and quality issues. Moreover, the involvement of skilled personnel and continuous risk communication among stakeholders were identified as critical factors that enhance the successful delivery of construction projects. However, the study also highlighted challenges such as limited risk awareness and inadequate resource allocation, which negatively affect the full implementation of risk management strategies. The research emphasizes that integrating comprehensive risk management components can lead to better control over project uncertainties and substantially improve construction project outcomes in the Morogoro Municipal Council.

These studies collectively highlight the crucial role of comprehensive risk management such as top management commitment, effective risk identification, analysis, mitigation, communication, and continuous improvement in enhancing project performance and implementation success within both government and private sector projects in Tanzania and beyond. This underscores the need for tailored risk management strategies and capacity building to address contextual challenges and improve project outcomes in local government settings.

III. METHODOLOGY

• *Study Area*

This study was conducted at the Tanzania Broadcasting Corporation (TBC) the national Public Service Broadcaster of Tanzania, which operates under TBC Act No. 3 of 2025. TBC provided radio, television, and digital media services across the country, playing a pivotal role in disseminating information, education, and entertainment to the Tanzanian population. As a government-owned entity, TBC received substantial government funding for its operations and infrastructure projects, making it a significant recipient of public funds. The corporation's activities provided an ideal context for examining the effective implementation of government-funded projects, as they involved complex processes such as risk management, resource management, and stakeholder engagement that were critical to project success.

The selection of TBC as the study area was based on several strategic and scientific justifications. Firstly, TBC had implemented various government-funded projects to expand and upgrade its broadcasting infrastructure, making it relevant for assessing factors that influenced project implementation. Secondly, recent audit reports by the Controller and Auditor General (CAG) highlighted inefficiencies and financial management challenges at TBC, including a reported loss of TZS 23.63 billion in the 2023/24 financial year, indicating areas that required closer examination (NAOT, 2025). Lastly, as the national Public Service Broadcaster, TBC's experience in managing government projects provided insights that served as a benchmark for other public institutions, helping policymakers and practitioners improve project implementation, accountability, and efficiency across the public sector (NAOT, 2025).

- ***Research Design***

This study adopted an explanatory research design to examine the factors affecting the implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC). The explanatory design was appropriate because it enabled the researcher to go beyond describing phenomena by establishing causal relationships among the key variables such as risk management, stakeholder involvement, and resource management and how they influenced project implementation (Saunders, 2019). Through this design, the study used quantitative data to explain the extent to which changes in each independent variable contributed to variations in the effectiveness of project implementation, thereby providing deeper insights into why certain management practices enhanced or hindered government-funded project performance at TBC (Yin, 2018).

- ***Research Approach***

This study adopted a deductive research approach to examine the factors affecting the effective implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC). The deductive approach was appropriate because it allowed the researcher to begin with established theories and empirical literature on risk management, stakeholder involvement, and resource management, and then test whether these theoretical propositions held true in the context of TBC (Saunders et al., 2019). Through this approach, hypotheses were developed from the conceptual framework and tested using quantitative data to determine the strength and direction of the relationships between the independent variables and project implementation. This ensured that the study remained structured, objective, and evidence-driven, enabling policymakers and practitioners to draw conclusions grounded in tested theoretical assumptions.

- ***Target Population***

The target population consisted of 171 TBC officials, including 63 Technicians, 14 Procurement Officers, 47 Engineers, 10 Line Managers, 12 ICT Officers, and 25

Accountants. These individuals were selected based on their active engagement in implementing risk management, stakeholder involvement, and resource management in government-funded projects, making them key informants for the study. This diverse representation across various departments allowed for a comprehensive evaluation of the factors affecting project implementation at TBC (TBC Report, 2025).

- ***Sample Size and Techniques***

The sample size of 119 respondents was determined using Yamane's (1967) statistical formula, which offers a reliable method for sample selection based on population size and margin of error. This ensured a 95% confidence level with a 5% margin of error, consistent with established quantitative sampling methods (Kumar, 2022; Saunders, 2019; Taherdoost, 2022). Stratified random sampling was used to ensure proportional representation across departments at TBC, including line managers, technicians, procurement officers, engineers, ICT officers, and accountants. This approach aimed to minimize sampling bias, enhance accuracy, and maintain subgroup integrity, thereby improving the reliability and applicability of the study's findings (Etikan & Bala, 2021; Kumpel et al., 2022; Robinson, 2023).

- ***Data Collection***

Data were collected using structured questionnaires distributed among Technicians, Procurement Officers, Engineers, ICT Officers, and Accountants. The questionnaires utilized a 5-point Likert scale to gather quantitative data concerning project risk management, resource management, and stakeholder engagement (Creswell, 2018). This structured method ensured that the data collected were relevant to the study's objectives.

- ***Data Analysis***

Both descriptive and inferential statistical methods to examine the effects of risk management practices, stakeholder involvement, and resource management practices on the implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC). Descriptive statistics, including frequencies, percentages, means, standard deviations, skewness, and kurtosis, were used to summarize respondents' perceptions. Inferential statistics, particularly multiple regression analysis, were applied to explore the relationships between the independent variables such as risk management practices, stakeholder involvement, and resource management practices and the dependent variable, effective implementation of government-funded projects. Before running the regression model, key statistical assumptions were tested, including normality of residuals, multicollinearity and homoscedasticity to ensure the accuracy and validity of the regression results. The analysis was conducted using SPSS version 27.1.0 with regression model structured as follows:

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

Where:

Y = Effective Implementation of Government-Funded Projects
 X_1, X_2, X_3 = Risk management practices, Stakeholder involvement and Resource management practice

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients

ε = Error Term

- *Ethical Considerations*

To address ethical concerns, official approval was obtained from the Institute of Accountancy Arusha (IAA) and permission from the Tanzania Broadcasting Corporation (TBC) to access necessary departments and participants. Confidentiality and anonymity of respondents were prioritized, with informed consent obtained prior to data collection. Participants were thoroughly informed about the study's purpose, their rights, and the academic use of their responses. They were also advised of their right to withdraw from the study at any time without penalties. Any sensitive financial or regulatory information shared was safeguarded throughout the data collection, analysis, and reporting stages.

IV. FINDINGS

➤ *Presentation of Findings*

This section presents the findings related to the first objective, which aimed to examine the effect of risk management on the implementation of government-funded projects at the Tanzania Broadcasting Corporation. The findings on risk management revealed that the Tanzania

Broadcasting Corporation (TBC) has moderately effective practices that positively influence the implementation of government-funded projects. Descriptive statistics indicated that the mean scores for all six risk management indicators ranged between 3.05 and 3.13, suggesting that most respondents agreed the organization identifies potential risks early, updates risk registers, and applies mitigation strategies consistently. The standard deviation values (1.35–1.45) showed moderate variability in perceptions, while skewness values near zero and slightly negative kurtosis values indicated that responses were evenly distributed around the mean. These results demonstrate that employees generally recognize the importance of risk management in improving project execution, minimizing uncertainties, and supporting accountability.

➤ *Multiple Linear Regression*

In this study, multiple linear regression analysis was applied to determine how the effective implementation of government-funded projects at TBC was influenced by the three independent variables such risk management, stakeholder involvement, and resource management. The regression outputs, presented through the model summary, ANOVA, and coefficient tables, illustrated the statistical contribution of each predictor to variations in project implementation. These results showed the extent to which each factor explained changes in project performance and clarified their individual and collective influence on project efficiency, accountability, and overall execution. Through this approach, the study provided a clear and comprehensive understanding of how the three management practices predicted the effective implementation of government-funded projects at the Tanzania Broadcasting Corporation.

Table 1: Model Summary

Model	R	R Square (R ²)	Adjusted R ²	Std. Error of the Estimate
1	0.743	0.552	0.541	0.421

Source: Field Data (2025)

The model summary shows that the three predictors Risk Management, Stakeholder Involvement, and Resource Management had a strong combined influence on the effective implementation of government-funded projects at the Tanzania Broadcasting Corporation. The correlation coefficient ($R = 0.743$) indicates a strong positive relationship between the independent variables and the dependent variable. The R Square value of 0.552 demonstrates that 55.2% of the variation in project implementation was explained by the predictors

included in the model, while the Adjusted R² of 0.541 confirms that the model remained robust even after adjusting for sample size and the number of predictors. The standard error of the estimate (0.421) shows that the model predicted project implementation outcomes with reasonable accuracy. The results suggest that the model provided a good fit and that improvements in risk management, stakeholder involvement, and resource management significantly enhanced the effective implementation of government-funded projects at TBC.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.614	3	9.538	53.871	0.000
Residual	23.234	115	0.202		
Total	51.848	118			

Source: Field Data (2025)

The ANOVA results show that the regression model used to assess the effect of risk management, stakeholder involvement, and resource management on the effective implementation of government-funded projects at TBC was statistically significant. The regression sum of squares (28.614) compared to the residual sum of squares (23.234) indicates that a substantial proportion of the total variation in project implementation was explained by the predictors. The F-statistic of 53.871 with a significance value of $p = 0.000$ confirms that

the overall model was highly significant, meaning the combined influence of the three independent variables reliably predicted project implementation outcomes. With the mean square for regression (9.538) far exceeding the residual mean square (0.202), the results demonstrate that the model had strong explanatory power. These findings indicate that improvements in risk management, stakeholder involvement, and resource management significantly contributed to enhancing the implementation of government-funded projects at TBC.

Table 3: Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta (β)	t-value	Sig.	95% CI (B)	Tolerance	VIF
(Constant)	1.082	0.198	—	5.460	0.000	0.691 – 1.473	—	—
Risk Management	0.214	0.062	0.286	3.451	0.001	0.091 – 0.337	0.714	1.401
Stakeholder Involvement	0.197	0.058	0.271	3.379	0.001	0.082 – 0.312	0.721	1.386
Resource Management	0.243	0.057	0.332	4.263	0.000	0.131 – 0.355	0.688	1.454

Source: Field Data (2025)

The coefficients results indicate that all three independent variables such risk management, stakeholder involvement, and resource management had a positive and statistically significant influence on the implementation of government-funded projects at TBC. The constant ($B = 1.082$, $p = 0.000$) shows the baseline level of project implementation even without the predictors. Risk management had a significant positive effect ($B = 0.214$, $\beta = 0.286$, $p = 0.001$), meaning improvements in identifying, mitigating, and monitoring risks were associated with better project outcomes. Stakeholder involvement also showed a significant contribution ($B = 0.197$, $\beta = 0.271$, $p = 0.001$), indicating that active engagement and collaboration among stakeholders enhanced project success. Resource management emerged as the strongest predictor ($B = 0.243$, $\beta = 0.332$, $p = 0.000$), demonstrating that effective allocation, utilization, and monitoring of resources played a critical role in strengthening project implementation. The 95% confidence intervals for all predictors excluded zero, confirming reliability of the estimates, while tolerance values above 0.70 and VIF values below 2 indicated absence of multicollinearity. Overall, the model clearly shows that strengthening these three management practices significantly improved the implementation of government-funded projects at TBC.

➤ Discussion of Findings

The aim of this study was to examine the effect of risk management on the effective implementation of government-funded projects at the Tanzania Broadcasting Corporation, and the findings clearly supported the research question. The descriptive statistics showed mean values ranging between 3.05 and 3.13, indicating that respondents generally agreed that effective risk management practices were applied, including early risk identification, regular updating of risk registers, and implementation of mitigation strategies. The moderate standard deviations and near-symmetrical skewness values reflected

consistent perceptions across respondents, while the negative kurtosis values suggested a wide but balanced distribution of opinions. The inferential results further confirmed the significance of risk management, as the regression model demonstrated that risk management had a positive and statistically significant effect on project implementation ($B = 0.214$, $\beta = 0.286$, $t = 3.451$, $p = 0.001$). This means that improvements in identifying, monitoring, and mitigating risks were strongly associated with enhanced project performance at TBC. The findings confirmed that effective risk management practices played a crucial role in strengthening the implementation of government-funded projects within the organization.

The findings are consistent with previous studies. Erlina (2019) emphasized that top management commitment and staff competence are vital for effective risk management, while Berenger (2020) found that risk measurement, identification, and response planning significantly improve project outcomes in construction projects. Similarly, Haule (2024) reported that awareness and training are crucial in strengthening institutional risk management, and Kamuzora (2024) concluded that proactive risk management practices improve project performance in local governments. The present study supports these findings by revealing that structured risk identification, mitigation, and monitoring practices enhance project outcomes. However, it also highlights the need for consistency in risk documentation and follow-up processes, areas where TBC showed moderate performance.

Theoretically, these findings support the stakeholder theory, which emphasizes that effective project outcomes depend on the cooperation and informed involvement of all stakeholders. The study extends this theory by demonstrating that risk management serves as a tool for balancing stakeholder

expectations, reducing conflicts, and promoting transparency in government-funded projects. It confirms that involving different departments in risk identification and monitoring strengthens communication and accountability, ultimately contributing to project success. Hence, the study not only validates existing theoretical perspectives but also extends their application to the context of public broadcasting and government-funded initiatives in Tanzania.

Practically, the results suggest that TBC should strengthen its risk management frameworks by institutionalizing regular monitoring meetings and improving the consistency of risk register updates. Technicians, procurement officers, engineers, line managers, ICT officers, and accountants all key project stakeholders can apply these findings to enhance operational efficiency and minimize implementation delays. For example, engineers and technicians can integrate early risk detection mechanisms in planning stages, while procurement and finance/planning teams can ensure budgetary controls align with identified risks. Management should also invest in continuous staff training and interdepartmental communication to foster a culture of proactive risk mitigation. These measures would not only improve project implementation efficiency but also contribute to sustainable project performance in Tanzania's public sector.

V. CONCLUSION

The first objective of this study was to examine the effect of risk management on the effective implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC). The findings revealed that respondents generally agreed that effective risk management practices were applied within the organization, demonstrating that early risk identification, regular monitoring, and implementation of mitigation strategies contribute to successful project execution. The regression results further confirmed that risk management positively influences project implementation by enhancing accountability, minimizing uncertainties, and promoting informed decision-making. These findings support the research question by confirming that strong risk management practices play a vital role in improving the effectiveness and sustainability of government-funded projects at TBC.

RECOMMENDATIONS

➤ Knowledge Implications

This study contributes to the body of knowledge on public project implementation by providing empirical evidence on how risk management, stakeholder involvement, and resource management collectively influence the success of government-funded projects in public institutions. It demonstrates that the effective integration of these factors enhances project performance through greater accountability, transparency, and efficiency, thereby enriching theoretical and empirical discussions on project management within developing countries, particularly in Tanzania, where institutional practices

and policy frameworks shape implementation outcomes. Furthermore, the study advances knowledge in risk management by showing that proactive identification, continuous monitoring, and timely mitigation of project risks significantly improve implementation success. It highlights that structured risk management systems reduce uncertainties, foster informed decision-making, and promote sustainability in government-funded initiatives, offering valuable guidance for policymakers and project managers to strengthen institutional capacity and resilience in managing public projects.

➤ Policy Implications

The findings of this study on the factors affecting the implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC) align closely with national development priorities outlined in the Tanzania Development Vision 2025 and the Public Service Management and Development Policy (2022), which emphasize accountability, efficiency, and sustainability in public sector project execution. The study revealed that effective risk management, active stakeholder involvement, and efficient resource management are critical components that enhance project performance and alignment with national goals. However, the results also identified gaps in the consistent application of these management practices, indicating the need for strengthened institutional capacity, structured stakeholder engagement frameworks, and improved monitoring mechanisms. These insights underscore the importance of reinforcing existing policies and developing new strategies to ensure that government-funded projects are implemented efficiently, transparently, and sustainably to achieve their intended developmental outcomes.

The findings indicate that effective risk management significantly enhance the implementation of government-funded projects at the Tanzania Broadcasting Corporation. This calls for the government to strengthen the existing National Risk Management Framework (NRMF) and ensure its full integration into all public institutions. Policies should emphasize early risk identification, consistent updating of risk registers, and continuous monitoring of mitigation strategies to minimize project delays and cost overruns.

➤ Recommendation to the Tanzania Broadcasting Corporation

TBC should prioritize the establishment of a comprehensive project planning and risk management framework to ensure that all government-funded initiatives are executed efficiently and within the approved scope. This involves identifying potential risks early during project design, maintaining an updated risk register, and implementing proactive mitigation strategies throughout the project lifecycle. The corporation should also ensure that each department integrates risk assessment tools into their operational plans to minimize delays, cost overruns, and resource wastage. Additionally, continuous training for project coordinators and technical teams in risk analysis and management will help build

internal capacity to anticipate and manage uncertainties effectively, thereby improving project completion rates and sustainability.

➤ *Recommendations for Further Studies*

Future study should explore the role of leadership and organizational culture in influencing the successful implementation of government-funded projects, emphasizing how leadership commitment, communication culture, and decision-making processes shape resource management and stakeholder engagement. Incorporating factors such as leadership accountability, employee motivation, and institutional ethics would deepen understanding of internal organizational dynamics and their contribution to project performance. Additionally, studies should investigate the impact of digital transformation and technology adoption on project management efficiency and transparency, examining how tools such as project management software, digital dashboards, and audit systems enhance accountability and streamline operations in Tanzania's public sector.

Further studies should also assess the effectiveness of national policy and institutional frameworks, focusing on procurement laws, regulatory bodies, and fiscal management systems to determine how these structures facilitate or constrain project success. A comparative analysis across sectors such as education, health, transport, and energy is equally essential to uncover sector-specific factors, best practices, and challenges influencing implementation outcomes. Lastly, longitudinal studies should be conducted to evaluate how risk management, stakeholder involvement, and resource management affect project performance and sustainability over time, providing insights into the long-term impact of effective management strategies within government-funded initiatives.

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