Determinants of Effective Implementation of Government-Funded Projects in Public Institutions: Evidence from the Tanzania Broadcasting Corporation

Nestory Leonard Madirisha[1]; Dr. Anderson Gregory Rwela[2]

[1]Department of Accounting and Finance, Institute of Accountancy Arusha
[2]Department of Economics and Social Studies, Ardhi University

Abstract: This study assessed the factors affecting the implementation of government-funded projects at the Tanzania Broadcasting Corporation (TBC), focusing on three key determinants: risk management, stakeholder involvement, and resource management. Specifically, the study examined how effective risk identification and mitigation, inclusive stakeholder participation, and efficient resource allocation influence the success of project implementation.

A descriptive research design with a quantitative approach was adopted under a positivist research philosophy. Data were collected via structured questionnaires administered to 119 TBC officials, including engineers, technicians, procurement officers, ICT officers, accountants, and line managers. Stratified random sampling ensured representation across departments. Data were analysed in IBM SPSS version 27.1.0 using descriptive and inferential statistics. Descriptive analysis reported means, standard deviations, skewness, and kurtosis, while multiple regression tested relationships between variables.

The findings show that risk management significantly enhanced project implementation by reducing uncertainty and improving decision-making. Stakeholder involvement strengthened transparency, accountability, and collaboration, thereby improving communication and project ownership. Resource management had the greatest impact, as effective allocation, utilisation, and monitoring of resources directly improved project efficiency and performance.

The study concludes that strengthening risk management frameworks, fostering inclusive stakeholder participation, and ensuring prudent resource utilisation are essential to improving the effectiveness and sustainability of government-funded projects. It recommends that TBC and relevant ministries, including the Ministry of Finance and Planning, enhance capacity building, monitoring systems, and interdepartmental coordination.

The study contributes empirical evidence to the public project management literature and offers policy insights to improve accountability and performance in government-funded projects in Tanzania.

Keywords: *Government-funded projects; Project implementation; Risk management; Public institutions; Tanzania.*

I. INTRODUCTION

Implementation of government-funded projects is central to socio-economic development, as it ensures that public resources are effectively transformed into tangible outputs and services (Duy, 2025; Herrera, 2019; Clavenna, 2025). Despite significant investments, many countries continue to experience project delays, cost overruns, and limited development impact due to weak planning, oversight, and governance systems (Picciotto, 2020; Llewellyn, 2019; Abusaleh, 2022). In developed economies such as the United Kingdom, institutional reforms and strategic monitoring mechanisms have led to substantial efficiency gains and cost savings, underscoring the importance of accountability and effective project

governance (Dan-Ogosi, 2023; Timothy, 2020; Laurence, 2019).

In contrast, many African countries face persistent challenges in public project delivery arising from poor governance, inadequate budgeting systems, limited technical capacity, and weak stakeholder engagement (Shivambu, 2024; Smoke, 2019; Ddamba, 2024). Empirical evidence from Uganda, Ghana, and Nigeria shows that numerous publicly funded projects remain incomplete or abandoned despite adequate financing (Arkorful, 2023; Sixbert, 2025; Ikenga, 2022). These challenges often manifest through corruption, inconsistent budget execution, and minimal community participation, leading to inefficiencies and erosion of public trust (Khambule, 2019; David, 2020; Samuel, 2025).

Tanzania has made notable investments in infrastructure and social services; however, many government-funded projects continue to suffer from weak execution and delayed completion (Israel, 2024; Sikwese, 2022; Seliudi, 2019). Reports from the Controller and Auditor General consistently highlight cost overruns, incomplete works, and mismanagement of public funds across ministries and agencies (Rubaba, 2023; Bayona, 2023; Nkya, 2019). The Tanzania Broadcasting Corporation (TBC), as a public service broadcaster reliant on government funding, has faced similar challenges that limit its capacity to expand operations and improve service delivery (Mpehongwa, 2023; Fredy, 2023; Rugeiyamu, 2024).

Previous studies attribute ineffective project implementation at TBC to weak risk management practices, limited stakeholder involvement, and inefficient resource utilisation (Mabula, 2021; Lema, 2022; Kavishe, 2020). While literature emphasises that project success depends on early risk mitigation, inclusive stakeholder participation, and efficient resource allocation (Nyalusi, 2023; Mwakyembe, 2022; Sanga, 2021), empirical research focusing on Tanzania's broadcasting sector remains limited.

This study therefore examines how risk management, stakeholder involvement, and resource management influence the implementation of government-funded projects at TBC, providing evidence-based recommendations to improve accountability and sustainability.

II. LITERATURE REVIEW

➤ *Theoretical Literature Review*

This study is anchored in Stakeholder Theory as advanced by Freeman (1984), which posits that organizational success depends on managing relationships with all stakeholders rather than prioritizing shareholders alone. The theory views organizations as networks of relationships involving employees, government entities, suppliers, and communities, where mutual value creation enhances sustainability. In the context of TBC, stakeholder theory provides a framework for understanding how

engagement with diverse actors influences project performance.

The theory further supports effective risk management by emphasizing early and continuous stakeholder involvement in identifying and mitigating project risks. Such engagement improves information flow, reduces uncertainty, and enhances project resilience. Additionally, stakeholder theory links directly to resource management by arguing that understanding stakeholder priorities enables more efficient allocation and utilisation of financial, human, and material resources. Overall, the theory provides a comprehensive lens for examining how collaboration, accountability, and shared responsibility enhance the implementation of government-funded projects at TBC.

➤ *Empirical Literature Review*

• *Risk Management and Implementation of Government-Funded Projects*

Erlina (2019) found that top management commitment and staff self-efficacy positively influence the implementation of risk management in local government organizations, while conflicts of interest hinder effectiveness. Berenger (2020) demonstrated that risk identification, assessment, and response planning significantly improve project performance in construction firms in South Africa. Similarly, Haule (2024) revealed that limited awareness and resistance to change undermine risk management practices in Tanzanian public institutions, while training and improved communication enhance institutional resilience.

Kamuzora (2024) reported that proactive risk identification, analysis, mitigation, and monitoring significantly improve project performance in Tanzanian local government authorities. Collectively, these studies underscore the importance of structured risk management practices, leadership commitment, and continuous monitoring in improving project implementation outcomes.

III. METHODOLOGY

➤ *Study Area*

The study was conducted at the Tanzania Broadcasting Corporation (TBC), established under the TBC Act No. 3 of 2025. TBC provides nationwide radio, television, and digital media services and receives substantial government funding for infrastructure and operational projects. Audit reports indicating financial losses and management challenges justified its selection as a case study (NAOT, 2025).

➤ *Research Design and Approach*

A descriptive research design with a quantitative approach was adopted to examine the relationship between risk management, stakeholder involvement, resource management, and project implementation.

➤ *Target Population and Sampling*

The target population comprised 171 TBC officials across six departments. A sample of 119 respondents was

selected using Yamane's (1967) formula, and stratified random sampling ensured proportional departmental representation.

➢ Data Collection and Analysis

Data were collected using structured questionnaires based on a 5-point Likert scale. Analysis employed descriptive statistics and multiple regression analysis using IBM SPSS version 27.1.0.

➢ Ethical Considerations

Ethical approval was obtained from the Institute of Accountancy, Arusha, and TBC. Informed consent, confidentiality, and anonymity were ensured throughout the study.

IV. RESULTS AND DISCUSSION

➢ Effect of Risk Management on Project Implementation

Descriptive statistics showed mean values between 3.05 and 3.13, indicating moderate agreement that effective risk management practices were applied at TBC. Regression analysis revealed a significant relationship between risk management and project implementation (R^2 = 0.269, F = 6.883, p < 0.001). Regular risk monitoring meetings had a significant positive effect (β = 0.233, p = 0.005), highlighting the importance of continuous oversight.

Table 1 Descriptive Statistics for the Effect of Risk Management on the Effective Implementation of Government-Funded Projects (N =119)

SN	Statements	Mean	Std. Deviation	Skewness	Kurtosis
1	All potential risks are identified and documented at the beginning of the project.	3.07	1.45	-0.07	-1.35
2	The risk register is regularly updated to reflect newly identified risks.	3.07	1.43	0.02	-1.35
3	Mitigation strategies for identified risks are properly implemented during the project.	3.11	1.39	-0.06	-1.25
4	Project teams follow up on mitigation plans to ensure effectiveness.	3.05	1.38	-0.11	-1.23
5	Regular risk monitoring meetings are conducted each quarter.	3.08	1.42	-0.12	-1.34
6	The outcomes of risk review meetings influence project decision-aking.	3.13	1.35	-0.13	-1.12

Source: Field data (2025)

These findings align with Erlina (2019), Berenger (2020), and Haule (2024), confirming that proactive risk management enhances accountability, reduces uncertainty, and improves project outcomes. The results further support stakeholder theory by demonstrating that structured communication and collaboration strengthen project implementation.

V. CONCLUSION AND RECOMMENDATIONS

➢ Conclusion

The study concludes that effective risk management significantly improves the implementation of government-funded projects at TBC by enhancing accountability, reducing uncertainties, and supporting informed decision-making. The findings confirm that structured monitoring mechanisms are critical to project success.

➢ Recommendations

• Policy Implications:

The government should strengthen the National Risk Management Framework and integrate mandatory risk assessments into all stages of public project implementation.

• Institutional Recommendations:

TBC should institutionalize risk management frameworks, enhance staff training, and strengthen interdepartmental coordination.

• Further Research:

Future studies should examine leadership, organizational culture, and digital transformation in public project management using longitudinal and comparative approaches.

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