

Factors influencing public project sustainability in Tanzania at the Ministry of Constitutional and Legal Affairs

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Recommended Reference: Festo, D. K. (2026). Factors influencing public project sustainability in Tanzania at the Ministry of Constitutional and Legal Affairs. *African Quarterly Social Science Review*, 3(1), 129–141. <https://doi.org/10.51867/AQSSR.3.1.12>

ABSTRACT

This study aimed to evaluate the determinants of project sustainability in public organizations, focusing on a case study of initiatives executed by the Ministry of Constitutional and Legal Affairs (MOCLA). The study aimed to ascertain the impact of stakeholder engagement on project sustainability, evaluate the influence of government funding on project sustainability, and analyze the efficacy of monitoring and evaluation mechanisms in promoting project sustainability. The study was guided by stakeholder theory and sustainability theory. The methodology employed to achieve the aims of this study was a mixed-method approach incorporating both quantitative and qualitative techniques. Data collection was conducted using questionnaires and interview guides from a total sample of 105 respondents, all of whom were MoCLA staff. Descriptive, inferential, and regression statistical methods were employed to analyze the data. The results were illustrated through figures and tables, utilizing frequency and percentage to delineate the data. Results regarding the initial objective revealed that stakeholder engagement was a primary determinant of public project sustainability. The data indicate that government support significantly contributes to the project's viability. The study concluded that monitoring and assessment mechanisms are the primary elements leading to project sustainability. Consequently, the study determined that for the nation to attain sustainability in various programs, it must consider the participation of all relevant stakeholders. This necessitates the eradication of all sorts of meddling by senior political leaders in district or village development programs, thereby establishing a clear demarcation between politicians and civil officials.

Keywords: MOCLA, Public Project Sustainability, Project Performance, Stakeholder Participation, Tanzania

I. INTRODUCTION

Every nation must initiate programs aimed at enhancing their economies and communities. They want to help all the countries in the world grow their economies. They need to meet a lot of different needs, such as building more infrastructure, improving healthcare, education, and the legal system. Through its ministries, the Tanzanian government runs a number of public programs to help people and encourage long-term growth. But it's still a big worry that these projects will not last long (United National Development Programmes [UNDP], 2024). The sustainability of public projects in Tanzania, including those under MoCLA, is influenced by several factors, including stakeholder engagement, government funding, and the effectiveness of M&E frameworks. Addressing these challenges is crucial for ensuring that public projects continue to deliver benefits to the population and contribute to the country's development goals (Faki et al., 2024). Effective stakeholder engagement is essential for ensuring that all parties' needs and interests are considered during a project's planning and implementation stages (Ezeh et al., 2024).

Engaging stakeholders, including beneficiaries, government officials, and development partners, fosters a sense of ownership and accountability, which is crucial for the long-term success of projects. Studies have shown that projects with active stakeholder participation are more likely to be sustainable (Malual et al., 2024). On the other hand, sustainability of public project is affecting by availability and adequacy of funding. Government contributions, often complemented by funding from development partners, are essential for successfully implementing and maintaining public projects (Ramolobe & Khandanisa, 2024). However, many projects suffer from insufficient and inconsistent funding, leading to delays, reduced scope, and compromised quality (Puri et al., 2025). Adequate funding is necessary for the initial implementation and ongoing operations and maintenance to ensure that projects continue to deliver their intended benefits (Clark et al., 2018). This study aims to explore these determinants in detail, providing insights and recommendations for enhancing the sustainability of public projects in Tanzania. In this case, sustainability means that a project can keep giving people the benefits it was supposed to give them for a long time, even after the first implementation period (UNDP, 2024). Public programs in Tanzania are very important for improving the economy and the lives of the people who live there.

The Ministry of Constitutional and Legal Affairs runs a number of programs to make the legal and constitutional systems better so that the rule of law and good governance can happen. A lot of people are still worried about how long

these programs will last, even though they are very important. A lot of public programs do not help people in the long run because they do not have enough money, people, or good Monitoring and Evaluation (M&E) systems. One of the biggest problems in Tanzania is that the work that the government does not always last. People who use programs that do not meet the needs of the community do not feel like they own or support them as much (Tumpale, 2025). The government does not always support these programs, which makes things worse by causing delays and inconsistencies (Mollet & Slawe, 2024). There are not good ways to keep an eye on and evaluate the project, so it's hard to quickly find problems and make the changes that are needed. This puts the project's long-term viability at risk (Enjei & Valery, 2025).

Kabonga (2019) and other studies show how important it is to get enough money, keep an eye on things, and evaluate them carefully. But there is lack of enough in-depth research that looks at how all of these parts work together to affect the long-term success of public projects in Tanzania. MoCLA is in charge of a lot of projects, but there is scanty real-world proof of how these drivers work together. It's hard to make good plans to keep projects going for a long time when you do not know enough about them. The goal of this study was to fill a big gap in knowledge and help Tanzania reach its development goals by giving practical information about what makes public projects last.

1.1 Research Objectives

- i. To ascertain the impact of stakeholder participation on project sustainability.
- ii. To evaluate the impact of government funding on project sustainability.
- iii. To assess the efficacy of monitoring and evaluation systems in guaranteeing project sustainability.

II. LITERATURE REVIEW

2.1 Theoretical Review

The study of theoretical literature lays the groundwork for understanding the theories, models, and ideas that are relevant to the issue at hand. Stakeholder Theory and Sustainability Theory all helped shape this study.

2.1.1 The Stakeholder Theory

Freeman (1984) came up with Stakeholder Theory, which is a way of looking at capitalism that focuses on how a business interacts with its customers, suppliers, employees, investors, communities, and other stakeholders. The thesis says that a business should create value for all of its stakeholders, not just its shareholders. This idea makes it clear how important it is to consider the needs of all stakeholders who are affected by an organization's actions. Stakeholder theory helps academics find the main stakeholders in public projects, figure out what they want, and come up with ways for them to be involved that will make the project last longer. Including the views and interests of stakeholders in project planning and decision-making can make the project more legitimate and help it last longer. Our theory is relevant to our study because it shows how important it is to involve stakeholders in order to make sure that development programs last.

2.1.2 The Theory of Sustainability

The theory of sustainability stresses the need to achieve long-term environmental, social, and economic viability (Correia, 2019). Levy and Rothenberg came up with sustainability theory in 2000. It gives us ways to look at the effects of projects, include sustainability principles in planning, and measure progress toward goals for sustainable development (Bonnedahl et al., 2022). Researchers use sustainability theory to look at the environmental, social, and economic parts of public projects and make sure that these projects improve the well-being of communities and ecosystems (Correia, 2019). This theory is important to the study because it explains the things that affect the sustainability of a project and how they help make sure that the results are sustainable.

2.2 Empirical Review Basing on Objective

2.2.1 How Stakeholder Engagement Helps Projects Last

In public organizations, it is very important to involve stakeholders in order to evaluate the sustainability of development projects. Recent studies show how important it is to involve stakeholders in making sure that projects are successful in the long term. Kayijuka (2021) looked into how communities can be involved and monitored throughout the life of a project. They found that when local communities do not participate enough, projects tend to be less sustainable, especially in important areas like water supply initiatives. The results show that stakeholders need to be actively involved throughout the project in order to build ownership and ensure the long-term success of interventions. Faki et al. (2024) say that their study on how important it is for stakeholders to be involved in the building of schools in Tanzania was done in the Mlali and Mzumbe wards of Morogoro. The study used both qualitative and quantitative methods, and it used triangulation to gather data. It ended with results that show how important and useful expert knowledge is, depending on the community's ability to participate in the intervention, even in small ways. A qualitative study by Naku et al. (2021) found that community involvement in study programs takes many forms at different stages

of the project cycle. This study aims to clarify the role of stakeholder involvement in the long-term success of donor-funded projects. Kabonga (2019) said that complete M&E frameworks help project stakeholders keep track of progress, spot problems, and make smart choices to make the project more sustainable. Even though these studies show how important it is for stakeholders to be involved, they often do not look closely at how different levels and types of stakeholder engagement affect the long-term success of public organizations' projects. Naveenkumar et al. (2025) said that a project is only considered sustainable if it has exit strategies. They also said that to achieve sustainability, the community must be involved and the local government must be able to deliver project benefits effectively. Therefore, collaboration is necessary in any intervention. Some researchers have found a positive link between participation and the long-term success of a project. Dhillon and Moncur (2023) looked at small farmer programs in 10 African and Latin American countries. They found that small farmers were more likely to be willing to put money into the programs if they were involved in making decisions about them.

H1: Getting stakeholders involved is linked to the project's long-term success.

2.2.2 Government Money Help for Keeping Projects Going

Government funding is very important for development programs, especially for government agencies that are in charge of carrying out important projects. Previous studies have shown that community involvement and ownership are two factors that affect the long-term success of a project. Dongol et al.'s (2021) study looked at the factors that affect community ownership of water projects in Kenya. It found that there is a positive link between community involvement and project ownership. Longo et al. (2025) said that sustainability requires constant analysis and the ability to adapt to new methods. Without a long-term commitment from all parties, it is unrealistic to expect sustainability. More emphasis should be placed on creating indigenous institutions that see sustainability as a key factor in project success. A lot of studies that have been looked at show that there is no strong link between getting enough money and keeping group projects going. However, Cernea (1991) looks at 25 World Bank-funded projects that were looked at again years after the funding stopped to see how long they would last. It was found that 13 of these projects could not continue because they did not have enough money. The World Bank's (2007) study found that most youth enterprise programs do not last because they do not get enough money and this is made worse by the high cost of running a business. Ndunguru et al. (2020) agree with the World Bank's finding that Nigeria's youth enterprise policies and programs have not met the necessary developmental framework. He says that high taxes and high costs for businesses are killing youth businesses.

H2: The amount of government funding a project gets is positively linked to its long-term success.

2.2.3 Methods for Assessment and Evaluation Helping the Project Last

It is important to use monitoring and evaluation (M&E) methods to keep track of the progress and effects of development programs, hold people accountable, and encourage learning and growth. Kabonga's (2019) study on monitoring and evaluation methods in water projects and other previous research have shown how important field visits and meetings are for better project oversight and assessment. Hardlife and Zhou (2013) used the UNDP to look into how global development organizations use monitoring and evaluation systems. They found that there is a frustrating bias toward quantitative assessment methods and those findings from previous initiatives are rarely used on purpose. Kabeyi (2019) also say that good financial leadership, enough education, good leadership, and thorough screening and evaluation are the most important factors in determining whether a project is feasible. Mabizela and Zwane (2023) say that using M and E practices at the right time and in the right way improves project results. Stiglitz and Walsh (2020) saw that the program cycle includes community involvement and building up local skills. The community should be directly involved in figuring out what they need, setting program goals, carrying out activities, and keeping an eye on and evaluating the program. The evaluation can be greatly affected by the technical skills and organizational savvy of the people doing the evaluations, as well as the importance and involvement of human resources in decision-making and their motivation to carry out the decisions that come out of the evaluations (Njoroge & Yaro, 2023). Kwamboka and Nyaberi (2020) stress that this should go beyond regular training to being a way of learning that makes the evaluation process better for the company.

H3: There is a positive link between Oversight and Assessment Contribution and Project Sustainability.

III. METHODOLOGY

3.1 Research Design and Sampling Methodology

The descriptive study design was selected due to its capacity to systematically delineate a phenomena, situation, or population (Kothari, 2004). The descriptive design facilitates the accurate profiling of events, personalities, and situations associated with the elements influencing project sustainability in public organizations. The descriptive study design facilitated the utilization of both qualitative and quantitative methodologies, which were employed in this research. The research was carried out at the Ministry of Constitutional and Legal Affairs in Tanzania. This was chosen since the ministry has multiple programs, some of which are entirely funded by the government, while others rely on development partners. This offered a favorable insight into the elements that lead to project sustainability. Additionally, the ministry implemented a monitoring and evaluation (M&E) structure that elucidated its contribution to project sustainability. This was due to their possession of more dependable information regarding the viability of the performed undertakings. The study's target population was 128 staff members from the offices in Dar es Salaam and Dodoma (MoCLA Report, 2021). This study employed simple random sampling to choose MoCLA staff who served as respondents to the questionnaire. The researcher positioned himself at the door of the MoCLA offices and disseminated the questionnaire to the staff members arriving for work. Individuals who arrived first were provided with a questionnaire to complete until all questionnaires were entirely distributed. Purposive sampling was employed to choose management personnel who participated in this study for interviews. The purposive sample strategy enabled the researcher to utilize judgment in selecting a participant most relevant to the research objective (Creswell, 2014). The sample size was calculated using a formula established by Yamane (1967) with a 5% margin of error. A sample of 97 people was utilized in this investigation, as indicated in Equation 3.1.

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

Where;

e (margin of error) = 0.05

n = number of derived sample size to be calculated

N = total number of target population = 128.

Consequently, the minimum sample size is given by;

$$n = \frac{128}{1 + 128(0.05)^2} \approx 97$$

Consequently, the calculated sample size for the planned study, as per the formula, was 97, which participated in answering the questionnaire. Additionally, there were eight other respondents that participated in the interview. The entire sample size comprised 105 people.

3.2 Evaluation of Quantitative Data

This study employed cross-tabulation alongside descriptive statistics (means, standard deviations, frequencies, and percentages) to examine the quantitative data for each specific target using Statistical Package for Social Sciences (SPSS) version 25. The quantitative data was examined utilizing descriptive statistics, including frequencies, means, standard deviations, and regression analysis. Descriptive statistics, ANOVA, and multiple regression analysis were employed to investigate the determinants of project sustainability at the Ministry of Constitutional and Legal Affairs. The multiple regression analysis was delineated as follows:

$$Y_{PS} = \alpha + \beta_1 X_{SEC} + \beta_2 X_{GFC} + \beta_3 X_{MEPC} + \varepsilon \dots\dots\dots (2)$$

Where:

Y_{PS} = Project Sustainability

β_s = Partial regression coefficients

X_{SEC} = Stakeholders Engagement Contribution

X_{GFC} = Government Fund Contribution

X_{MEPC} = Monitoring and Evaluation Practice Contribution

ε = Error term

α = Constant

IV. FINDING and DISCUSSION

4.1 Demographic Attributes of the Participants

This survey anticipated a total of 105 responses, consisting of 97 operational staff and 8 management staff. The demographic attributes of the MoCLA staff participating in this study encompassed gender, age, marital status, educational attainment, and years of experience. The following aspects are presented here.

Table 1

Demographic Information of Responses (n= 105)

Demographic information	Frequency	Percentages
Gender		
Male	99	94
Female	6	6
Age		
20-30	20	19
31-40	44	42
41-50	30	29
51 and above	11	10
Level of Education		
Diploma	20	19
Bachelor Degree	55	52
Master Degree	25	24
Doctorate Degree	5	5
Years of Experience		
1-5	60	57
6-10	35	33
10 years and above	10	10
Involvement in project		
Yes	70	67
No	35	33

4.2 Impact of Stakeholder Engagement on Project Sustainability

The research aimed to assess the impact of stakeholder involvement on project sustainability. Respondents were requested to evaluate the impact of stakeholder engagement on project sustainability at the Ministry of Constitutional and Legal Affairs by picking the factors that most significantly affect stakeholder involvement. Their responses were essential in assessing the Determinant of Public Project Sustainability. Participants were instructed to evaluate their responses using a 5-point Likert scale, as detailed in Table 2. Key: SA=Strong Agree, A=Agree, N=Neutral, D=Disagree, SD=Strong Disagree.

Table 2

Stakeholders Engagement on Project Sustainability

Response	SA		A		N		D		SD	
Factors	F	%	F	%	F	%	F	%	F	%
Stakeholders' engagement during the designing of the project has impact on promoting sustainability of the project	20	19	40	38	30	29	10	09	05	05
Stakeholder engagement in the implementation of the project has an effect on promoting sustainability of the project	10	10	45	43	40	38	07	07	03	02
Stakeholder engagement in the monitoring and evaluation has a contribution in sustaining project sustainability	15	14	50	48	30	29	06	06	04	03
Stakeholders' engagement in all project lifecycle has direct effects on promoting project sustainability	14	13	50	48	35	33	05	05	01	01
Stakeholders who are aware about the project results and they have participated in one way has impacts on promoting project sustainability	20	19	60	57	15	14	07	07	03	03

4.2.1 Engagement of Stakeholders during the Project Design Phase Influences the Sustainability of the Project

The study findings presented in Table 2 revealed that 29 percent of respondents had a "Neutral" stance about the impact of stakeholder engagement during the project's design on promoting sustainability. Nineteen respondents "Strongly Agreed" that stakeholder engagement during project design impacts sustainability, while thirty-eight percent "Agreed" on the same matter. Nine percent of the respondents "Disagreed" that stakeholder engagement during the project's design impacts project sustainability, while five percent "Strongly Disagreed" with this assertion.

4.2.2 Stakeholder Engagement during Project Implementation Influences the Promotion of Project Sustainability

The survey found that 38 percent of respondents were "Neutral" on the impact of stakeholder engagement in the project's implementation on promoting sustainability. Approximately 10 respondents "Strongly Agreed" that stakeholder engagement in project implementation influences the promotion of project sustainability, while 43 percent of respondents "Agreed" on the same matter. Seven percent of respondents "Disagreed" that stakeholder engagement in project implementation affects project sustainability, while two percent "Strongly Disagreed" with this assertion.

The findings from Table 2 indicate that the majority of respondents "Agreed" that stakeholder engagement in project implementation positively influences project sustainability, followed by those who were "Neutral." The third group comprised individuals who "Strongly Agreed" that stakeholder engagement in project implementation influences sustainability. The fourth group consisted of respondents who "Disagreed," while the final group included those who "Strongly Disagreed." These results align with those of Kayijuka (2021), indicating that community involvement significantly influences project sustainability during implementation.

4.2.3 Stakeholder Engagement in Monitoring and Evaluation Contributes to the Sustainability of Projects

The study findings presented in Table 2 revealed that 29 percent of the respondents had a "Neutral" stance about the role of stakeholder engagement in monitoring and evaluation to project sustainability. Approximately 14 respondents "Strongly Agreed" that stakeholder engagement in monitoring and evaluation contributes to project sustainability, while 48 percent of respondents "Agreed" on the same matter. Six percent of respondents "Disagreed" that stakeholder engagement in monitoring and evaluation contributes to project sustainability, while three percent "Strongly Disagreed" with this assertion. These findings are integral to those reported by Kayijuka (2021), who determined that monitoring and evaluation significantly contribute to project assurance.

4.2.4 Engagement of Stakeholders across the Whole Project Lifecycle Directly Influences the Promotion of Project Sustainability

The study revealed that 33 percent of respondents were "Neutral" on the impact of stakeholder engagement throughout the project lifecycle on enhancing project sustainability. Approximately 13 respondents "Strongly Agreed" that stakeholder engagement throughout the entire project lifecycle directly influences project sustainability, while 48 percent of respondents "Agreed" on the same matter. Five percent of respondents "Disagreed" that stakeholder engagement throughout the entire project lifecycle directly influences project sustainability, while one percent "Strongly Disagreed" with this assertion. One of the interviewed managers affirmed this by stating: "The success of any project relies not only on technological precision but also on the acceptance by all participating members." Experience indicates that several project decisions made without adequate consultation with beneficiaries and stakeholders, as well as insufficient information, will lead to unsustainable initiatives. The results were analogous to those reported by Karl (2018), who found that stakeholder engagement throughout the project life cycle, from inception to completion, significantly contributes to project sustainability.

4.2.5 Stakeholders who are informed about the Project Outcomes and have participated in some Capacity Influence the Promotion of Project Sustainability

According to Table 2 the researcher found that 14 percent of respondents were "Neutral," indicating that stakeholders who are informed about the project outcomes and have participated in some capacity influence the promotion of project sustainability. Nineteen respondents "Strongly Agreed" that stakeholders who are informed about the project outcomes and engaged in some capacity influence project sustainability, while fifty-seven percent of respondents "Agreed" that such stakeholders have an impact on promoting project sustainability. Seven percent of respondents "Disagreed" that stakeholders who are informed about the project results and participate in some capacity influence project sustainability, while three percent "Strongly Disagreed" with this assertion. The results align with those of Mollel and Slawe (2024), who established a significant correlation between project sustainability and stakeholder participation, indicating that increasing stakeholder awareness of the project influences their involvement in its implementation.

4.2.6 Government Financial Contributions to the Advancement of Project Sustainability

The second purpose of the study was for respondents to evaluate the government's financial commitment to the sustainability of the project. Participants in this study were instructed to evaluate these indications by selecting one option on a Likert scales ranging from strongly disagree to strongly agree. The findings were displayed in Table 3.

Table 3

Government Funding Contributions in the Development of Project Sustainability

Response	SA		A		N		D		SD	
Factors	F	%	F	%	F	%	F	%	F	%
The project financed by the government without development partners' contributions tends to be sustainable after the project lifecycle	15	14	20	19	55	52	10	10	05	05
The project financed by both the government and the development partner have higher possibility of realising project sustainability	10	10	30	29	55	52	07	6	03	03
The project financed by development partners without government contributions tend to have higher possibility of realizing project sustainability	15	14	30	29	50	48	06	05	04	04
Selection appropriate modality of project financing tend to contribute toward project sustainability	10	10	30	29	59	56	05	04	01	01
Multi stakeholder financing of the project tend to contribute toward project sustainability contribute toward project sustainability	10	10	20	19	65	62	07	07	03	02

4.2.7 Government-Financed Projects without Contributions from Development Partners Tend to Exhibit Sustainability Post-Project Lifecycle

The data in Table 3 indicate that 52 percent of respondents expressed a "Neutral" stance about the sustainability of government-financed projects without contributions from development partners after the project lifecycle. Nineteen respondents "Agreed" that government-financed projects, devoid of contributions from development partners, are likely to be sustainable post-project lifecycle, while fourteen percent "Strongly Agreed" with this assertion. Ten percent of respondents "Disagreed" that government-financed projects, lacking contributions from development partners, are likely to be sustainable post-project lifecycle, while five percent "Strongly Disagreed" with this assertion.

4.2.8 Projects Financed by both Government and Development Partners have a Greater Likelihood of Achieving Sustainability

The findings presented in Table 3 indicate that 52 percent of respondents expressed a "Neutral" stance about the likelihood of project sustainability when financed by both the government and development partners. Approximately 29 respondents "Agreed" that projects funded by both the government and development partners have a greater likelihood of achieving sustainability, while 10 percent of respondents "Strongly Agreed" with this assertion. Six percent of respondents "Disagreed" that projects financed by both government and development partners have a higher likelihood of achieving sustainability, while three percent "Strongly Disagreed" with this assertion. One of the interviewed managers corroborated this by stating: "One of the government's primary principles for providing funding is to assess whether the project is founded on a robust sustainability plan." Incorporating sustainability concepts into their current projects can effectively guarantee the project's long-term effects. The results align with those obtained by Naku et al. (2021), indicating that successful initiatives require donors, as most funders prioritize the sustainability component and typically finance projects with a clearly articulated sustainability plan.

4.2.9 Projects Financed by Development Partners without Government Contributions Seem to have a Greater Likelihood of Achieving Sustainability

The researcher found that 48 percent of respondents were "Neutral" about the assertion that projects funded by development partners without government involvement are more likely to achieve sustainability. Approximately 29 respondents "Agreed" that projects funded solely by development partners, without government contributions, are more likely to achieve sustainability, while 14 percent of respondents "Strongly Agreed" with this assertion. Five percent of

respondents "Disagreed" that projects financed by development partners without government contributions are more likely to achieve sustainability, while four percent "Strongly Disagreed," as illustrated in Table 3. These findings are being corroborated. Longo et al. (2025) established a positive correlation between financial assistance and project sustainability, indicating that projects financed by external authorities enable organizations to exert greater control compared to those under government oversight.

4.2.10 The Selection of an Appropriate Project Financing Modality Tends to enhance Project Sustainability

The findings from Table 3 indicate that 56 percent of respondents were "Neutral" on the assertion that the selection of an appropriate modality for project financing contributes to project sustainability. Approximately 29 respondents "Agreed" that the selection of an appropriate modality for project financing contributes to project sustainability, while 10 percent of respondents "Strongly Agreed" with this assertion. Four percent of respondents "Disagreed" that the selection of an appropriate modality of project financing contributes to project sustainability, while one percent "Strongly Disagreed" with this assertion.

4.2.11 Multi-Stakeholder Financing of the Project Tends to Enhance its Contribution

The findings presented in Table 3 indicate that 62 percent of respondents had a "Neutral" stance about the contribution of multi-stakeholder financing to project sustainability. Nineteen respondents "Agreed" that multi-stakeholder financing of the project contributes to project sustainability, while ten percent of respondents "Strongly Agreed" with this assertion. Seven percent of respondents "Disagreed" that multi-stakeholder financing of the project contributes to project sustainability, while two percent "Strongly Disagreed" with this assertion. These findings appear to align with those of Kayijuka (2021), who determined that projects sponsored by various authorities can be sustainable within the community, contingent upon the diverse conditions governing their establishment.

4.2.12 Impact of Monitoring and Evaluation on Enhancing Project Sustainability

The last objective of the study was respondents evaluating the efficiency of monitoring and evaluation in enhancing project sustainability. Participants in this study were requested to evaluate these factors by selecting one option on a Likert scale ranging from strongly disagree to strongly agree. The findings were displayed in Table 4.

Table 4

Effectiveness of Monitoring and Evaluation on Promoting Project Sustainability

Response Factors	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
The project monitoring and evaluation is an important tool that enhance higher probability of project sustainability	30	29	40	39	30	29	03	02	02	01
The organization that has M&E framework and well implemented has higher contributions toward creating project sustainability	25	24	45	42	30	29	04	04	01	01
The organization that has a clear mechanism of discussing reports related with M&E and use it in the process of making informed decision about the implementation of the project tend to have impact on project sustainability	30	29	50	48	20	19	03	02	02	02
The project that shares M&E feedback to stakeholders has greater chance to build project sustainability	29	28	50	47	23	23	02	01	01	01

4.2.13 The Project Monitoring and Evaluation is a Crucial Instrument that Increases the Likelihood of Project Sustainability

Table 4 indicates that 29 percent of respondents were "Neutral" regarding the assertion that project monitoring and evaluation is a crucial instrument that increases the likelihood of project sustainability. Approximately 39 percent of respondents "Agreed" that project monitoring and evaluation is a crucial instrument that increases the likelihood of project sustainability, while 29 percent "Strongly Agreed" on its significance in enhancing project sustainability. Two percent of respondents "Disagreed" that project monitoring and evaluation is a crucial tool that increases the likelihood of project sustainability, while one percent "Strongly Disagreed" with this assertion.

4.2.14 Organizations with a Well-Implemented M&E Framework Contribute more Significantly to Project Sustainability

The researcher found that 29 percent of respondents were "Neutral" about the assertion that organizations with a well-implemented M&E strategy contribute more significantly to project sustainability. Approximately 39 percent of respondents "Agreed" that organizations with a well-implemented M&E framework significantly contribute to project sustainability, while 29 percent "Strongly Agreed" with this assertion. Four percent of respondents "Disagreed" that an organization with a well-implemented M&E framework contributes significantly to project sustainability, while one percent "Strongly Disagreed," as illustrated in Table 4. One of the interviewed managers corroborated this by stating: "The utilization of a Monitoring and Evaluation framework, encompassing communication, data dissemination, and financial and reporting oversight, is crucial for ensuring project sustainability. These components facilitate the effective implementation of MoCLA projects."

4.2.15 Organizations having a Transparent Mechanism for Discussing Monitoring and Evaluation Reports and Utilizing them in Informed Decision-Making on Project Implementation Tend to enhance Project Sustainability

Table 4 reveals that 29 percent of respondents were "Neutral" regarding the organization's clear mechanism for discussing reports related to Monitoring and Evaluation (M&E) and its influence on informed decision-making in project implementation, which tends to affect project sustainability. Approximately 48 respondents "Agreed" that organizations with a transparent mechanism for discussing reports related to Monitoring and Evaluation (M&E) and utilizing them in informed decision-making regarding project implementation positively influence project sustainability. Meanwhile, 29 percent of respondents "Strongly Agreed" with this assertion. Two percent of the respondents "Disagreed" that organizations with a clear structure for addressing reports related to monitoring and evaluation (M&E) and utilizing them in decision-making processes about project implementation tend to influence project sustainability. Two percent of the respondents "Strongly Disagreed" that organizations with a clear structure for addressing reports related to Monitoring and Evaluation (M&E) and utilizing them in informed decision-making regarding project implementation tend to influence project sustainability.

4.2.16 The Project that Disseminates Monitoring and Evaluation Feedback to Stakeholders has a Higher Likelihood of Fostering Project Sustainability

The researcher found that 23 percent of the respondents were "Neutral" on the project's potential to enhance sustainability through sharing M&E comments with stakeholders. Approximately 47 respondents "Agreed" that the project disseminating M&E feedback to stakeholders is more likely to enhance project sustainability, while 28 percent of respondents "Strongly Agreed" with the same assertion. One percent of the respondents "Disagreed" that sharing M&E feedback with stakeholders enhances the likelihood of project sustainability, while one percent "Strongly Disagreed" with the same assertion, as illustrated in Table 4.

4.3 The Multiple Regression Model Analysis

The research largely examined elements that influence project sustainability, specifically stakeholder engagement, government funding, and monitoring and evaluation aspects. A multiple regression model was employed to investigate the relationships between these characteristics and project sustainability in order to attain the research purpose and objectives. The findings from the regression analysis are detailed in the subsequent sections.

Summary of the Multiple Regression Model: The model's summary elucidates the rationale for using the aforementioned variables in the multiple regression analysis to ascertain their relevance for the study's objectives. This section evaluates the relevance of the study's variables. This analysis often depends on R-squared statistics, F statistics, and p-values to ascertain the significance of the independent variables in elucidating project sustainability, the dependent variable. This comprehensive analysis is displayed in Table 5.

Table 5

Model Summary Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	F	Sig.
1	0.874	0.701	0.719	1.6751	19.763	0.000

a. Predictors: (constant), X_{SEC} , X_{GFC} , X_{MandE}

Table 5 indicates that the model is significant at the 0.05 significance level, as the p-value is below 0.05. The R value is 0.874 (87.4%), affirming the significance of the independent variables in the multiple regression model of this study. The findings demonstrate that the predictors together account for 70.1% of the variance in the dependent variable (Y_PS), as indicated by an R-Square value of 0.701. The Standard Error of the Estimate is 1.6751, and the F-Statistic is

19.763, both significant at a p-value of 0.000. These results confirm that the three predictor variables are suitable for inclusion in the multiple regression model outlined in the preceding chapter.

4.4 The Examination of Variance

ANOVA, or Analysis of Variance, is frequently employed to evaluate the model's fit to the data by examining F statistics and establishing significance thresholds. The findings of the ANOVA analysis are displayed in Table 6.

Table 6
ANOVA^a Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.851	3	3.731	8.186	.000 ^b
	Residual	100.740	221	.456		
	Total	130.591	227			

Table 6 presents the results of the regression analysis examining the relationship between the dependent variable and the independent factors in this research project. The calculated F statistic is 8.186, with a significance level of less than 0.000, which is below the conventional threshold of 0.05. It may be concluded that the model is well-suited for the regression analysis conducted in this research project.

4.5 Results of the Multiple Regression Model

The researcher employed a regression model to analyze the influence of stakeholder engagement, government funding, and monitoring and evaluation mechanisms on project sustainability in Tanzania, assessing the effects of independent variables on the dependent variable in accordance with the study's objectives and research questions previously delineated. Table 7 displays the results and findings of the regression coefficients

Table 7
Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
α	1.480	.604		2.452	.015
X_{SEC}	.169	.076	.146	2.226	.027
X_{GFC}	.282	.112	.166	2.510	.032
X_{MandE}	.466	.035	.340	2.545	.000

From Table 7 above, the estimated multiple regression model can be extracted using standardized coefficients as shown by equation 2.

$$Y_{PS} = 1.480 + 0.146X_{SEC} + 0.166X_{GFC} + 0.340X_{MandE} \dots\dots\dots (2)$$

Table 7 and Equation 2 are utilized to address the research questions in accordance with the precise objectives outlined.

4.5.1 The Impact of Stakeholder Engagement on Project Sustainability

The primary aim of this study was to assess the impact of stakeholder participation on project sustainability. The findings of the multiple regression model displayed in Table 7 and equation (2) demonstrate that stakeholder involvement (X_{SEC}) significantly and positively influences project sustainability (Y_{PS}), as evidenced by a significance value of 0.027, which is below the 0.05 threshold for significance. This indicates that, with other variables (X_{GFC} , $X_{(M\&E)}$) held constant, a 1-unit increase in stakeholder engagement contribution results in a 0.146-unit increase in project sustainability and vice versa.

4.5.2 The Impact of Government Funding on Project Sustainability

The secondary purpose was to evaluate the impact of governmental support on project sustainability. Table 7 presents results indicating a correlation between government funding (X_{GFC}) and project sustainability, with significance at the 5 percent level, evidenced by a p-value of 0.032, which is below the 0.05 criterion. This indicates that an increase in government financing contribution by one unit, while holding all other factors equal, would enhance project sustainability by 0.166 units, and conversely.

4.5.3 The Efficacy of Monitoring and Evaluation in Project Sustainability

The final purpose of this research was to assess the efficacy of the monitoring and evaluation process in guaranteeing project sustainability. The results in Table 7 indicate that the significance level for monitoring and evaluation ($X_{(M\&E)}$) is below the 0.05 threshold, implying the efficacy of the M&E system in ensuring project

sustainability. A positive standardized correlation related to M&E and project sustainability has also been identified. This finding indicates that an increase of one unit in M&E practices, assuming all other parameters remain constant, correlates with a 0.340 unit increase in project sustainability, and vice versa. Consequently, stakeholder participation, government funding, and monitoring and evaluation were favorably and statistically significant in influencing project sustainability throughout the study period.

This study provides a significant advantage by conserving time and facilitating straightforward interpretation across many domains of project sustainability (Tumpale, 2025). Research conducted in Ethiopia by Enjei and Valery (2025) revealed that project sustainability was poorly understood by practitioners, and many governments and policymakers were tardy in addressing the sustainability of initiatives, particularly those initiated at the ministerial level. A significant threat to the project's sustainability was the ambiguity of its determinants. Governments predominantly regard M&E as the primary determining factor (Dhillon & Moncur, 2023).

Ndunguru et al. (2020) discovered that stakeholder engagement adversely impacted project sustainability due to the difficulties associated with involving individuals/stakeholders during the planning and execution of construction projects in Greece. This contrasts with the findings of this study, which identify a beneficial contribution of stakeholder participation to project sustainability in Tanzania.

The impact of government funding on project sustainability was shown to be both favorable and statistically significant. This finding is identical to that discovered by Tumpale (2025). Moreover, monitoring and evaluation were determined to enhance project sustainability. Nonetheless, inadequate literacy in monitoring and evaluation hinders the advancement of project sustainability (Naveenkumar et al., 2025; Njoroge & Yaro, 2023).

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Stakeholder engagement, government funding, and monitoring and evaluation are critical determinants of project sustainability. The success of any project hinges on specific determinants that ensure its sustainability. Stakeholder participation at each project stage fosters diverse perspectives and facilitates collective agreement on project management and long-term sustainability goals for the community. Additionally, government funding is vital for project sustainability, as funding is contingent upon the assurance of the project's enduring viability. Consequently, any project without sustainability will not receive funding, rendering its successful completion exceedingly challenging. Monitoring and evaluation are crucial for any project to assess its progress and attain long-term sustainability goals for the community.

5.2 Recommendation

Given that the community is the principal beneficiary of the donor-funded project, their involvement from the first stages of project planning is essential. Projects initiated without community involvement necessitate the meticulous formulation of intentional sustainability strategies as a corrective action to preserve project advantages. Consequently, to ensure project sustainability, it is necessary to incorporate communities from the initial stages of project identification to foster a sense of ownership. Effective governance necessitates the eradication of all sorts of meddling by senior political leaders in district or village development programs, thereby establishing a clear demarcation between politicians and civil officials. Public leaders are advised to adhere to existing policies and rules on community accountability, disregarding any interference from higher-level political figures. The government must ensure that it funds only those projects that have sustainability objectives for the community. The project must be monitored from the first stage of execution to its final stage and assessed for its achievement of sustainability goals. This study has been conducted to identify the factors influencing the sustainability of public projects. Various studies should be conducted across different organizations to ascertain whether identical outcomes can be achieved, hence facilitating the generalization of the results.

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