

The Influence Of Compliance With Projects' Requirements On Community Economic Projects' Performance Outcomes: Analysis From TASAF-III Beneficiaries Perspectives In Tanzania

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Abstract:

Compliance with project requirements and project performance are said to have causal-effect relationship. However, the level of influence that compliance with project requirements exerts to projects performance outcomes in Tanzania based community economic development (CED) projects is yet to be overtly revealed. The study assessed the influence of project compliance with requirements on projects performance outcomes. Specifically, the study analysed the influence of projects' regulatory, technical and designing requirements on TASAF-III supported CED projects' performance outcomes in Tanzania. A cross-sectional design with multiple cases approach was used to study twelve TASAF-III supported CED projects from six impact wave districts in Tanzania. The said projects, districts and regions were selected using stratified sampling method. Simple random sampling was used to choose a sample of 192 poor households for the study. Data were collected using research schedules and were descriptively and inferentially analyzed with the aid of SPSS software. Ordinal regression model was a test statistic used for

the study. The results shown all significant project requirements' attributes (under regulatory, technical and designing) to be negative predictors of projects performance outcomes. The negative significant prediction of the assessed variables denoted that the observed institutional (TASAF) failure on income poverty relief is more related to its inapt definition of right project requirements with positive predictive validity than on compliance domains. The results are consistent with the Theory of Regulatory Compliance premise that wrongly defined project requirements cannot realize the positive predictive outcome. Institutional review for TASAF-III defined projects requirements is therefore recommended—as the continued use of the said negative predictive requirements reduces the success likelihood of TASAF-III projects' performance outcomes than they could upturn chances for the same.

Key Words: Income poverty > Project compliance > Compliance requirements > Performance outcomes.

1.0. Background to the Study

Despite a number of development programs undertaken to overcome the global economic growth perils, little have been achieved in terms of performance outcomes on income poverty relief (URT, 2021; NBS, 2020). The instituted community economic developments (CED) projects have been all stunned by lack of expertise among the project operators (Maliti, 2019; URT, 2021). Scarce resources and rivalry between project operators' self-interests and project overarching goals (Maliti, 2019) are other domineering challenges. Less developed countries in Latin America, Indian subcontinent and Africa have been the major victims of the recurring income poverty fuelled by the failed CED executed projects for eras (Sulemana, 2019). Tanzania has been an equal partaker of the ascribed challenge, for which about 68 percent of population live under \$1.90, while income inequality rate tallying to 0.395 Gini Coefficient in 2018 (Maliti, 2019; NBS, 2020). Inapt compliance with project requirements has been

labelled as the factor (Khan, 2019). However, full and substantial compliances have as well revealed similar results (Iddi, 2018).

Despite of a myriad number of compliance swaying attributes, geo-regional and sectoral factors are said to sway much of institutional compliances with project requirements (Yalegama, 2016; Khan, 2019). Unlike substantial based compliance policy adoptable in social allied project settings (Fine, 2016), pharmaceutical and nuclear industries require full compliance for safety assurance (Parker, 2000). Based on organizational theorists, western-vested management systems may not be valid in non-western contexts due to varied socio-cultural dynamics (Lückmann, 2016; Khan, 2019). It is from the drive of sectoral and geo-regional factors Nanthagopan (2019) extoled that, CED projects respond with different resiliencies to their intricate environments—that call for separate studies with triangulated approaches. However, while compliance meant adherence to the stated project requirements (Parker, 2000), performance outcome meant results based on task(s) done according to the predefined projects' standards (Khan, 2019) in this study.

In an attempt to do away with income poverty incidences, Tanzania Social Action Fund (TASAF) was instituted as a public poverty relief organ (Mtelevu, 2014). TASAF has evolved in three distinct phases, namely TASAF-I (from 2000–2004), TASAF-II (from 2005–2009) and, TASAF-III (from 2010–Todate). TASAF-I had Community Development Initiatives (CDI) and Public Works Programme (PWP) in 42 districts; TASAF-II had CDI and PWP components country-wide, and TASAF-III has Conditional Cash Transfer (CCT) and PWP components country-wide. The CCT projects intended to help poor households with no instant support and little-to-nonworking abilities (Sulemana, 2019); whereas, PWP components was meant to address instant households' income poverty for non-employed abled persons country-wide (NBS, 2019). Besides households' income poverty relief, other embedded TASAF-III program objectives to be met were; to reduce school dropouts, to promote household saving, and to enhance households' increased number of meals (World Bank, 2016a; URT, 2021). TASAF-III identified few districts (conceived as

impact wave) for which impact evaluations on the executed projects were to be done later. Impact wave districts had both households participated in TASAF-III projects (treatment group) and those precluded from the same (control group). However, with all those initiatives, income poverty in Tanzania has never been alleviated (Mtelevu, 2014; Germa, 2018).

Based on Parker (2000) and Fiene (2016), substantial compliance is vowed to realize predictive project success. However, the influence of compliance with project requirements on projects' performance outcomes for households' relief from transitional income poverty in Tanzania has never been overtly revealed. This prompted the need for this study.

The overall study objective was to assess the influence of compliance with project requirements on projects' performance outcomes in Tanzania. Specific objectives of the study were:-

- i.* To analyse the influence of project regulatory requirements on projects performance outcomes in TASAF-III supported CED projects.
- ii.* To analyse the influence of project technical requirements on projects performance outcomes in TASAF-III supported CED projects
- iii.* To analyse the influence of project designing requirements on projects performance outcomes in TASAF-III supported CED projects.

This study is in line with section 5(ii) of Tanzania Development Vision (TDV) 2025, on monitoring, evaluation and review of the vision implementation, as linked with Sustainable Development Goals (SDGs) number 1 to 17— defined by the United Nations (UN, 2020).

The study was guided by the theory of regulatory compliance (TRC) with the basis that, being in full or 100 percent compliance with all rules or requirement is not necessarily a good policy as rules or regulations are not created equal (Fiene, 2016). The theory endorses substantial compliance (TRC<100 percent) and not full compliance (TRC=100 percent). The theory stresses on the choice of the right rules—like requirements with positive predictive

validity and less risky, rather than having more or less of them, which are naturally non-predictor of positive outcomes when in compliance with them. However, the theory depicts not the allowed substantial compliance levels for adherence.

According to Parker (2000) and Andanda (2016), project requirements across the industries can either be regulatory, technical or designing in nature (Figure 1). The basic regulatory requirement across the institutional and project settings are considered to be laws, rules and policies (Fiene, 2016; Nanthagopan, 2019), contract needs (Klijn, 2016; Matto, 2021) and, operational norms (Khodzhimatov, 2021). Based on regulatory domains, it was hypothesized that, CED projects realize less of their expected performance outcomes on income poverty relief for more of the invested resources as they impose projects' regulatory requirements with compliance demotivating streak.

H1: Compliance with projects' regulatory requirements adversely influences projects performance outcomes in TASAF-III supported CED projects.

However, according to Nanthagopan (2019), well-established standards, technologies, core competencies, project skills, and strategies are deemed the central projects technical requirements (Nanthagopan, 2019). It was therefore postulated that, there is a possibility that a number of CED executed project inaptly meet their desired performance outcomes on income poverty alleviation as they replace project technicalities with common practices.

H2: Compliance with projects' technical requirements adversely influences projects performance outcomes in TASAF-III supported CED projects.

Nevertheless, risk mitigation strategies, budgetary issues, execution procedures, timing, scoping and beneficiary targeting seem to be the key project designing requirements for project success (Musawir, 2018). It was again claimed that, there is a likelihood that a number of executed CED projects inaptly meet their performance outcome goals on income relief, due to misplaced beneficiaries priorities defined during the initial project designs. Shortly stated as;-

H3: Compliance with projects' designing requirements adversely influences projects performance outcomes in TASAF-III supported CED projects.

From literatures and practices, the above identified project regulatory, technical and designing requirements equally sway TASAF-III projects' performance outcomes (World Bank, 2016). Moreover, the reduced HHs school dropouts; increased number of daily meals, increased savings, and reduced unemployment are success indicators of TASAF-III projects performance outcomes (World Bank, 2016; URT, 2018). The conceptual framework (figure1) is therefore presented to show variables link that defines the influence of compliance with TASAF project requirements on project performance outcomes.

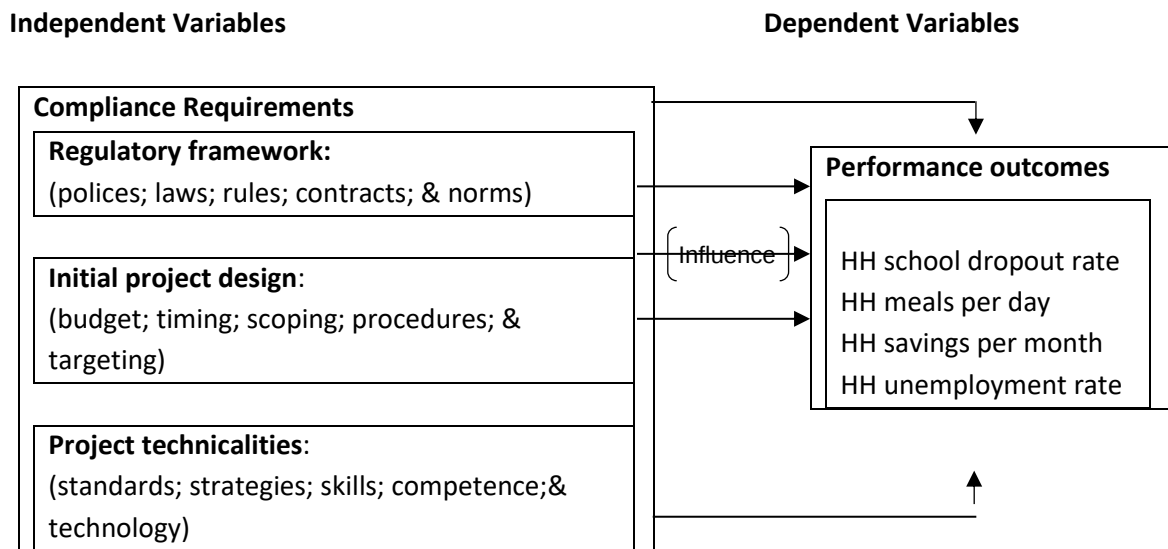


Figure 1: Conceptual Framework

Source: Modified from Thomas (1978; pp.161)

2.0. Research Methodology

2.1. Design, Approach, Study Area and Target Population

The study was a cross-section in design, with multiple cases, done in twelve TASAF-III supported CED projects selected from six impact wave districts. The said districts were chosen from six regions (in brackets) of Tanzania, namely Rungwe (Mbeya), Uyui (Tabora), Kibondo (Kigoma), Misungwi (Mwanza), Handeni (Tanga), and Kilosa (Morogoro). The identified regions were

sampled from southern highlands, central, western, lake, northern, and coastal zones of Tanzania, respectively. The cross-sectional study design was used as it allows data collection at a single point in time across a sample population whilst examining multiple factors and outcomes in one single study (Kumar, 2011). The target population referring to the population of a researcher's study interest (Gakuu, 2018) was TASAF-III supported poor households—chosen due to its recurring income poverty state in Tanzania (Mtelevu, 2014) in the facet of executed CED projects.

2.2. Sampling Procedures, Sample Size, Units of Observation, and Units of Analysis

The study used stratified sampling method to identify the study zones, regions, districts and TASAF-III projects in Tanzania for analysis. The method involves the division of a population of into strata before selecting respondents with differed status (Gakuu, 2018). The selection criteria were projects' compliance heterogeneity levels (full, substantial and noncompliance), execution status (treatment and control), and categories (CCT and PWP). Simple random sampling was employed for choosing 192 poor households for analysis. Thus, each member of the population had an equal chance of being selected (Kumar, 2011). As per NBS (2020), the impact wave districts, with the chosen twelve TASAF-III projects, had 17,424 population (N) of needy households (HHs) by June 2020 under both treatment (6 970 HHs) and control (10 454 HHs) observations at 2:3 ratio respectively. For this study, treatment observations were favored due to their full participation in TASAF-III projects. Having the error margin (e) =0.0712, the Yamane Taro model (Kumar, 2011) was opted for determining the sample size (n). With the model, a sample of 192 poor households under treatment observations could be estimated thus:-

$$\text{The sample size (n)} = \frac{N}{[1+N(e)^2]} = \frac{6970}{[1+6970(0.0712)^2]} = 192$$

2.3. Data collection, processing and analysis

The data gathered using research schedules were descriptively and inferentially analyzed. Descriptive statistics assessed the distributions of variables using dispersion and central tendency

measures (Gakuu, 2018). However, inferential statistics tested the nature and magnitude of the influence of the independent variable (project compliance) on the dependent variable (performance outcomes) (Kumar, 2011). The data gathered were analyzed using Statistical Package for Social Sciences (SPSS) v.16 software. The tabulated percentages, frequencies and other measures enhanced the conclusion drawing after being interpreted. Engagement of experts on research tools' assessment was done to ensure the study validity and reliability.

Ordinal logistic regression was the predictive model for the magnitude of relationship between multiple independent variables (project requirements) and dependent variable (performance outcome)—as the assessed variables were ordinal scaled.

Since; $Y_{(n)} = f(X_{(n)}) \dots \dots \dots [1]$

We had: $Y_{(n)} = [y_{dr} + y_{sr} + y_{ur} + y_{nm}] = f[x_{rf(1-5)} + x_{pd(1-5)} + x_{pt(1-5)}] \dots \dots \dots [2]$

Equation [2] becomes: $Y_{(n)} = B_0 + B_1x_{rf(1-5)} + B_2x_{pd(1-5)} + B_3x_{pt(1-5)} + e \dots [3]$

With logit function, the linear modal (3) was changed to ordinal regression model [4] thus:-

$$\begin{aligned} \text{logit} [P(Y_{(n)} \leq j)] &= \log \left[\frac{P(Y_{(n)} \leq j)}{1 - P(Y_{(n)} \leq j)} \right] \\ &= B_{j0} + (B_1x_{rf(1-5)}) + (B_2x_{pd(1-5)}) \\ &\quad + (B_3x_{pt(1-5)}) \dots \dots \dots [4] \end{aligned}$$

Whereas: $Y_{(n)} = [y_{dr}, y_{sr}, y_{ur}, y_{nm}] =$ Projects performance outcomes = Ordinal outcomes with J categories; $X_{(n)} = [x_{rf(1-5)}, x_{pd(1-5)}, x_{pt(1-5)}] =$ Project compliance requirements; $P(Y_{(n)} \leq j) =$ cumulative probability of less than or equal to a specific j –th category; $\beta_{0j}, \beta_1, \beta_2, \beta_3 =$ parameters estimated by the model; $\beta_{0j} =$ threshold parameter for the j –th category (the boundary between j and j +1 category levels); $\beta_1, \beta_2, \beta_3 =$ regressive coefficients for predictor variables x_{rf}, x_{pd} , and x_{pt} ; e = error term of predictor variables.

Plugging in the values of predictors, the model enhanced to compute the log-odds of being in each cumulative category level; and, the link between the predictors and the ordinal retort variables. The decision rules: Reject (H_0) if ($p < 0.05$); Accept if ($p > 0.05$).

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On the other hand, given summative notation (Σ); the number of items in each factor (K); and, items of the i^{th} factor (I), the average score formula below [5] was used to determine the overall project performance outcomes levels (POL). The method involved summing up the scores for each assessed item and dividing it by the total number of items.

$$POL = \frac{\sum_{i=1}^k I_i}{k} \dots \dots \dots [5]$$

However, variable initials, contextual meanings and likely signs are read in Table 1

Table 1: Variables' initials, contextual definitions and predicted signs

Variables' initials and definitions	Scale	Likely sign
X_{rf}= Project regulatory requirements (Independent variables)		
X_{rf1} =Governing policy: guidelines unto which a project operates	Nominal	–
X_{rf2} =Governing laws: rule defining correct procedures or behaviour	Nominal	–
X_{rf3} = Governing contract: agreement between parties enforceable by law	Nominal	–
X_{rf4} = Governing norms: socially enforceable expectations	Nominal	–
X_{rf5} = Governing regulations: guiding principles for project decision are based	Nominal	–
X_{pt}= Project technical requirements (Independent variables)		
X_{pt1} = Defined standards: level of quality or attainments	Nominal	–
X_{pt2} = Defined strategies: means of achieving project objectives	Nominal	–
X_{pt3} = Defined skills: competence/excellency in performance	Nominal	–
X_{pt4} = Defined technology: scientific use of knowledge	Nominal	–

x_{pt5} = Core competence: unique skills endowed by a specific entity	Nominal	–
x_{pd} = Project designing requirements (Independent variables)		
x_{pd1} = Project budget: statement of estimated income and expenses	Nominal	–
x_{pd2} = Project procedures: established ways of acting	Nominal	–
x_{pd3} = Project timing: skill of judging the right project situation.	Nominal	–
x_{pd4} = Project scoping: list of all project goals, tasks and milestones	Nominal	–
x_{pd5} = Project targeting: defining individuals to receive project treatment	Nominal	–
$Y_{(n)}$ = Performance outcome Indicators (Dependent variables)		
y_{dr} = HHs school dropouts: students in a HHs refraining from school	Ordinal	Not defined
y_{sr} = HHs saving: HHs disposable income less costs of goods and services	Ordinal	Not defined
y_{ur} = HHs unemployment: lack of job to HHs member willing and able to work	Ordinal	Not defined
y_{nm} = HHs number of meals: measure of regularity on HH's daily food intake	Ordinal	Not defined

Source: Survey data, 2022

3.0. Findings and Discussion

3.1. The rated statistics on CED projects performance outcomes, compliance with project requirements, and their influencing factors.

The subsection offers the brief statistics on CED projects performance outcomes, project compliance rates, and their associated influencing factors as follow;-

3.1.1. Descriptive Statistics for TASAF-III Projects' Performance Outcomes

The mean values of all performance outcome indicators (households reduced school dropout rate; households increased saving rate; households reduced unemployment rate; and, households increased number of meals), were below mid-point (3)–signifying inadequacy of TASAF-III projects in delivering the said outcome indicators. These variables formed a composite dependent variable (performance outcome). Households (HHs) increased saving with high standard deviation (1.192) and

variance (1.420) was the highly perceived performance outcome delivered as opposed to HHs reduced unemployment— rated the least with 1.119 standard deviation and 1.251 as its variance. However, the normality test revealed the data used to be fairly normally distributed, as all items fallen within the acceptable Skewness and Kurtosis values that range from -3 to +3 each (Balanda, 1988). Similar result was revealed by an overall levels of performance outcome (POL) determined in this study using average score formula. Based on average score measure (Kumar, 2011), overall performance outcome of TASAF-III project was substantial. A total of 35(18.2 percent) of TASAF-III project shown non-performance (<2 score level); 141(73.4 percent) was substantially performed (2–4 score levels); while, 16(08.3 percent) revealing full performance (>4 score level) (Table 2).

Table 2: Descriptive statistics for TASAF-III projects performance outcomes

Rated Levels of Project Performance Outcome (PO)												
None [N or 0%]; Low [L]; Average [Av]; High [H]; Full [F or 100%]; Substantial [S=L-H] success in frequency (percentages in brackets); Total [T]; Mean [μ]; Standard deviation [SD]; Variance [V]; Skewness [SK]; Kurtosis [K]; Households [HHs]												
	[N]		[S=L-H] [L] [Avg] [H]			[T]	[μ] ±S.E	[SD] [V]	[SK] [K]			
Variables for Project PO												
HHs reduced school dropout	25	58	64	23	22	192(100)	2.787±.084	1.167	1.363	.365	-	.560
HHs increased saving rate	40	59	55	21	17	192(100)	2.563±.086	1.192	1.420	.469	-	.540
HHs reduced unemployment	31	62	61	24	14	192(100)	2.625±.081		1.251	.397	-	.432
HHs increased no. of meals	44	61	56	20	11	192(100)	2.443±.081		1.264	.491	-	.387
Average Score (project PO)	35	60	59	22	16	192(100)	2.604±.084	1.158	1.340	-.429	-	.484
Overall project POL												
< 2	35	00			00							
2–4	00	141			00	192(100)	3.365±.085	1.177	1.385	-.450	-	.473

Source: Survey data, 2022

The results (Table 2) show that the reduction of school dropout rate in TASAF supported HHs was mostly ranging from low 58(30.2 percent) to average 64(33.3 percent) respondents rated levels. As the component of TASAF-III success equation, this attribute of project performance outcome needs the shared stakeholders' interventions for its redress. Based on URT (2017), high school dropout is said to be one of the major challenge impairing the achievement of Tanzania's education policy. Therefore, performance outcome of TASAF-III project on education policy achievement would worth be gauged on its success in reducing households' school dropouts.

Apparently, the cumulative majority 154(80.2 percent) of respondents considered HHs saving rate as being ranging from none to average in scale. As also revealed by Matsuyama (2019) on income and saving relationship, it could be asserted that transitional income poverty observed among TASAF-III project beneficiaries is mostly influenced by their inability to save for their future investments. That is to say, the little income earned is all recycled into HHs basket of necessities (Atkinson, 1983). Therefore, the improvement of HHs saving, as the envisioned TASAF-III project performance outcome, should go in hand with strengthening of their income generating activities.

The cumulative majority 123(64.1 percent) of respondents were of the views that the reduction of unemployment rate in TASAF-III supported HHs, as a measure of performance outcomes, is of low to moderate levels. The result complements those of NBS (2019) who extols that, unemployment rate in Tanzania is unpredictably growing than expected despite varied initiatives done by the allied stakeholders in redressing its perils. It was expected that for the best of planned TASAF-III performance outcome, HHs unemployment rate would be reduced to the minimum acceptable levels, roughly below 5 percent (World Bank, 2019). This is because of difficulties in discriminating HHs income poverty from unemployment rates.

The study findings also portrayed inadequate HHs increase in number of meals taken by a HH per day to be ranging from none to average in scale—as rated by cumulative majority 161(83.9 percent) of respondents. The result finds the support from World Bank (2016b) report on baseline survey of Tanzania’s Productive Social Safety Net that, 40 percent of HHs reduces the number of meals taken per day in coping with income poverty. As HHs income poverty reduction is one of the major goals of TASAF—for which number of meals taken was the selection criteria in identifying poor HHs (NBS, 2020; URT 2021); then, success in TASAFIII project, in terms of performance outcomes, would be worth complemented by increased HHs number of meals managed per day.

3.1.2. Rated relationship between project compliance with requirements (IV) and project performance outcomes (DV)

The cross tabulation revealed that the Chi-square tests results (Table 3) for project regulatory requirements [$\chi^2(16) = 375.584$, $p=.000$]; technical requirements [$\chi^2(16) = 314.582$, $p=.000$]; and, designing requirements [$\chi^2(16) = 95.430$, $p=.000$] were all significant at ($p<0.05$). This suggests the existence of significant relationship between the trio-project requirements and project performance outcomes. Variations of the mean’s values for regulatory (3.083), technical (3.073) and designing requirements (2.995) with their relative standard deviations denoted that each project requirement has its unique influence on project performance outcomes. The project requirement with the highest mean value would imply highest influence on project performance outcome—and vice versa.

Table 3: Rated relationship between project compliance with requirements (IV) and project performance outcomes (DV)

Rated Project performance Outcome

None [N or 0%]; Low [L]; Average [Avg]; High [H]; Full [F or 100%]; Substantial [S =L-H] success in frequency and percentages in brackets; Pearson Chi-Sq. [χ^2]; Asymp. Sig. (2-sided) [P]; Degree of freedom [DF]; Total [T]

	[N]	[L]	[Avg]	[H]	[F]	[T]	[Mean]	[SD]	[X ²]	[DF]	[P]
Most Complied Requirement	<u>[S = L-H]</u>										
Regulatory project Requirements											
TASAF governing policies	27	01	01	00	00	29					
TASAF governing laws	04	25	00	00	00	29					
TASAF governing contracts	04	34	18	00	00	56	3.083	1.246	375.584	16	.000
TASAF governing norms	00	00	39	14	00	53					
TASAF governing regulations	00	00	01	08	16	25					
Total	35	60	59	22	16	192					
Technical project Requirements											
TASAF defined standards	29	01	00	00	00	30					
TASAF defined strategies	03	20	04	08	03	38					
TASAF project's specific skills	03	30	10	00	00	43	3.073	1.316	314.582	16	.000
TASAF technology diffusion	00	09	40	00	01	50					
TASAF core competence diffusion	00	00	05	14	12	31					
Total	35	60	59	22	16	192					
Designing project Requirements											
TASAF Project Scoping	18	03	05	00	00	26					
TASAF Budget	10	13	12	08	06	49					
TASAF Procedures	03	25	10	05	01	44	2.995	1.268	95.430	16	.000
TASAF Project Timing	03	19	16	05	03	46					
TASAF Beneficiaries Targeting	01	00	16	04	06	27					
Total	35	60	59	22	16	192					

Source: Survey data, 2022

Based on the rated percentage values in brackets, TASAF project contracts 56(29.2 percent), TASAF projects technology diffusion 50(26 percent), and TASAF projects budgeting 49(25.5 percent) were the most complied project attributes under regulatory, technical and designing requirements respectively. The least rated regulatory, technical and designing requirements were TASAF project rules 25(13.6 percent); TASAF project standards 30(15.6 percent); and, TASAF project scoping 26(13.5 percent)

respectively. The results could signify that, the performance outcomes of TASAF project are mostly shaped by such trio-project requirements as project contracts, technology diffusion and project budgets. Therefore, adherence to proper contracts (Rincon, 2010; Fiene, 2016); diffusion of competitive technology (Fiene, 2016; Nanthagopan, 2019); and efficacy in project budgeting (Rincon, 2010; Althiyabi, 2021) will optimize CED project success, including those of TASAF, in terms of performance outcomes.

3.1.3. Overall rated factors influencing CED projects' performance outcomes

When asked to identify the most performance outcome influencing factors for CED projects in general, respondents offered nine of their highly perceived factors (Table 4). Despite their varied percentage ratings and Chi-square values at four (4) degrees of freedom, the relations between each compliance influencing factor and project performance outcome was significant at p-value less than 0.05 ($p < 0.05$). However, having variables rated at varying levels of relationships from non-success level (N) to full success (Table 4), it could mean that, every variable has its varied influence on the performance outcomes of CED projects, including those of TASAF-III.

Table 4: Overall rated performance outcome influencing factors in CED projects

Rated Project Performance Outcome									
None [N or 0%]; Low [L]; Average [Avg]; High [H]; Full [F or 100%] success in frequency and percentages in brackets; Pearson Chi-Sq. [X^2]; Deg' of freedom [DF] Approx. Sig. p-value [P].									
	[N]	[L]	[AVG]	[H]	[F]	Total	[X^2]	[DF]	[P]
Quality of the project design	11	10	13	03	00	37(19.3)	179.360	4	.000
Pressure of end users expectations	04	10	13	07	00	34(17.7)	159.684	4	.000
Clarity of project requirements	04	11	10	01	05	31(16.1)	140.757	4	.000
Project resources availability	05	11	05	06	02	29(15.1)	128.536	4	.000
Political Selves of public leaders	04	09	06	02	02	23(12.0)	93.686	4	.000
Level of contractors performance	02	02	04	01	01	10(05.2)	47.322	4	.000
Nature of project targets	02	02	01	01	02	08(04.2)	37.446	4	.000
Level stakeholders participations	01	01	03	00	01	06(03.1)	27.782	4	.000

Corporate culture of the project firm	01	02	02	00	01	06(03.1)	27.782	4	.000
Other allied factors	01	02	02	01	02	08(04.2)	37.446	4	.000
Total	35	60	59	22	16	192(100)	54.562	36	0.24

Source: Survey data, 2022

Majority 19.3(37) percent of respondents ranked quality of project designs as the first performance outcomes influencing factor in CED projects. Project performances are optimal when project designs are of reliable valued qualities in relation to project goal orientations (Layth, 2019; Althiyabi, 2021). With this observation, Althiyabi (2021) acquaints the project teams to embrace qualities of their project design for proliferation of the desired project performance outcomes.

The pressure of end-users' expectations, with 17.7(34) percent of respondents rating, was vowed the second most CED projects performance outcome influencing factor in general. The end-users' expectations pressure may trigger decision making in projects which could not be reached if the decision making authorities were to be left unpressurized (Lückmann, 2016; Yalegama, 2016). In avoiding unnecessary conflicts arising in projects, unmatched rising of end-users' expectations should be slaked through participatory CED project planning (Iddi, 2018). When exotic and local knowledge are shared through participation, the risks variances between actual and projected outcomes are reduced (Iddi, 2018).

Moreover, from 16.1(31) percent of respondents ranked the clarity of defined project requirements as the third CED projects performance outcome influencing factor. Inapt definition of project requirements results to undesirable project performance outcomes which could be avoided if the right definition of the same would be done (Althiyabi, 2021). For the desired project outcomes delivery, proper definition of requirements is vital as different projects need unique types of requirements; the universality of which is uncertain (Fiene, 2016; Nanthagopan, 2019).

The rating by 29(15.1 percent) of respondents ranked project resources availability the fourth in a list of factors swaying CED

project performance outcomes. No single project can be executed without committing resources. A number of projects realize less for more of their planned goal as they fall shorter of the sought resources (Maliti, 2019; Althiyabi, 2021). Therefore, apt resources planning for raising success odds of project performance outcomes remains the planner's option.

The political characteristics of public leaders, was the fifth graded factor influencing CED project performance outcome as rated by 12(23) percent of respondents. It has been customary for political leaders to make decisions in favour of their self-interests while keeping aside the interests of the project targets (Hudson, 2019; Nuhu, 2021). Studying political selves of public leaders in areas with CED supported project is important for strategic project choices. The practice would reduce minority's powers in projects if inclusive success were to be the central planners' end-goal

Contractors' performance was the sixth ranked factor affecting CED project performance outcomes with 5.2 (10) percent of respondents' rating. Contractor's performances need to be regularly monitored as when contractors are left to be self-regulated, the desired project qualities are impaired (Khan, 2019; Matto, 2021). This is because, contractors' malpractice may render a project into unnecessary heightened costs for personal gains on public expenses (Matto, 2021).

The nature of project targets and other allied factors were the factors influencing CED project performance outcome as rated by 4.2(8) percent of respondents. The diversity of project targets ranging from skilled to non-skilled, laggards to innovators and gender variations greatly influence the project performance outcomes in a range of scales (Lückmann, 2016; Iddi, 2018). Hence, proper knowing of the project targets helps planners to eradicate unmatched individuals' elements which might impair the overall projects success—if they were not timely curbed (Althiyabi, 2021).

Levels of stakeholders' participations and corporate cultures of project executing firm were both ranked the eighth CED project performance outcome influencing factors with 3.1(6) percent

respondents rating each. Stakeholders' participations promote openness, skills development and senses of ownership in projects (Lückmann, 2016; Iddi, 2018). Moreover, the project's corporate culture defines how project practitioners should think and behave in the defined projects life circles of (Lückmann, 2016; Khan, 2019). Therefore, although enculturation is important on ones entry to communities, embracing self-induced culture to realize the self-imposed standards for the good of projects performance is equally important.

3.2. The influence of compliance with TASAF-III project requirements on project performance outcome

Project performance outcome (dependent variable), was measured by HHs school dropout rate; HHs saving rate; HHs unemployment rate; and, HHs number of meals. The predictor variables were project requirements (regulatory, technical and designing requirements). The default logit function $f(Y_n) = \log[\pi / (\pi - 1)]$, commonly used when the dependent ordinal variable has equal category, was specified for this analysis. Model fitting information, goodness of fit, Pseudo R^2 and parallel lines test—as the important test requirements were amply satisfied as also embedded in table 5 additional information. The analysis was guided by hypotheses H1, H2 and H3, stated in section 1, with the results presented in Table 5 to 6 hereunder:-

Table 5: Parameter estimates for the influence of compliance with TASAF-III projects requirements on project performance outcomes

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Non (N) or 0% success rated]	-44.285	17.787	6.199	1	.013	-79.148	-9.423
	[Low (L) Success Rated]	-36.691	17.648	4.322	1	.038	-71.280	-2.101
	[Average (Avg) Success Rated]	-17.959	8.011	5.026	1	.025	-33.661	-2.258
	[High (H) Success Rated]	-13.034	7.854	2.754	1	.097	-28.427	2.359
	[Full (F) or 100% Success Rated]	0 ^a	.	.	0 ^a	.	.	.
Loca	[TASAF governing policies]	-29.304	11.644	6.334	1	.012	-52.125	-6.483
	[TASAF governing laws]	-27.150	11.618	5.461	1	.019	-49.921	-4.378

[TASAF governing contracts]	-25.515	11.601	4.837	1	.028	-48.253	-2.777
[TASAF governing norms]	-15.062	7.830	3.700	1	.054	-30.408	.285
[TASAF governing regulations]	0 ^a	.	.	0 ^a	.	.	.
[TASAF defined standards]	-18.146	7.865	5.323	1	.021	-33.561	-2.731
[TASAF defined strategies]	-11.830	7.693	2.365	1	.124	-26.909	3.248
[TASAF projects specific skills]	-12.769	7.692	2.755	1	.097	-27.845	2.308
[TASAF technology transfer]	-8.767	7.604	1.329	1	.249	-23.671	6.137
[TASAF core competence]	0 ^a	.	.	0 ^a	.	.	.
[TASAF projects' scoping]	-4.637	1.474	9.903	1	.002	-7.525	-1.749
[TASAF projects' budgets]	-2.493	1.227	4.124	1	.042	-4.898	-.087
[TASAF projects' procedures]	-2.472	1.071	5.329	1	.021	-4.570	-.373
[TASAF projects' timing]	-1.997	.971	4.226	1	.040	-3.900	-.093
[TASAF projects beneficiary targeting]	0 ^a	.	.	0 ^a	.	.	.

1. Model fitting information: Intercept only -2Log Likelihood=526.376); Final model -2LL=.000; Chi-square=526.376, df=12; and, p-value=0.000.
2. Goodness of fit test: Pearson Chi-square=106.422, df=176, P-value=1,000; and Deviance 44.789, df=176, p-value=1,000.
3. Coefficient of determination Pseudo R²: Cox and Snell=.936; Nagelkerke=.985; and, Mc Fadden=.919
4. Test of Parallel lines: Null hypothesis -2Log Likelihood=.000, General -2LL=.000^b, Chi-square=.000, df=36, P-value=1.000

Link function: Logit.

a. This 0^a parameter is set to zero because it is redundant.

b. Variables marked with coefficient estimate=0^a; and degree of (df)=0 are reference categories for response categories across the location parameters

Source: Survey data, 2022

Results (Table 5) indicate that TASAF operational strategies (with -11.830 log odds, p=0.124); project skills development (with -12.769 log odds, p=.097); and, technology transfer (with -8.767 log odds, p=0.249)—all under project technical requirements, were non-significant predictors of project performance outcomes at p<0.05. Besides TASAF governing regulations, core competence, and beneficiaries targeting which were the reference categories under TASAF regulatory, technical and designing project requirements respectively, other variables were significant predictors of project performance outcomes. The implications of the said significant variables' influence to projects performance outcomes are analyzed hereunder;-

3.2.1. Findings on projects regulatory compliance requirements

The results (Table 5) show that, TASAF governing policies were negative significant predictors of project performance outcome at $p=0.012$ (with -29.304 log odds) as compared to TASAF governing regulations. For every increase in adherence to TASAF operational policies, there was a predicted decrease of 29.304 in the log odds of falling at a higher level on project performance outcomes compared to TASAF governing regulations. Although it was not identified by respondents as one of factors influencing performance outcomes (Table 4), TASAF recognizes and adopt all sectoral and national policies on its daily operations (World Bank, 2016a; URT, 2020). Unlike Zanzibar with the new and comprehensive Social Protection Policy—published in 2015, Tanzania mainland has yet managed to formulate the policy that cores around the four pillars of all social protection programs, namely: contributory social protection (with CCT); non-contributory social protection (social services provision); demand side linkages (with pensions provision); as well as productive inclusion and livelihoods interventions (with livelihoods sustainability incentives) (World Bank, 2016a). Henceforth, Tanzania's mainland social protection policy, formed of 2003 year, may be negatively predicting project performance outcome, as it inaptly incorporate the demand side linkages and inclusive livelihoods incentives in TASAF-III projects. For optimal performance outcomes, designing inclusive and predictive policies is a viable option, as policies perceived to be unreasonable develop out the culture of compliance resistance.

The results (Table 5) further indicate that, TASAF operational laws was a negative significant predictor of project performance outcome at $p=0.019$ (with -27.150 log odds) as compared to TASAF operational rules. For every increase in weighted adherence to TASAF operational laws, there was a predicted decrease of 27.150 in the log odds of falling at a higher level on project performance outcomes compared to TASAF operational rules. The depicted relationship can be well explained by Hudson (2019) that compliance with laws is not always the full test for determining effectiveness performance. According to Parker (2000), if costs of compliance with laws are great enough to drive the legitimate

project out of operations, the increasing compliance may be disastrous than being a solution. On the other hand, Parker (2000) and Rincon (2010) suggest that, for effective compliance; laws should be clearly stated and understood, compliant should be willing to adhere to them, and the target group should be able comply. Therefore, TASAF governing laws and project performance outcome relationship need to be evaluated with more of a reformation eye. This is because the success of a complied law is not assessed by just passing it, but by exercising corporate compliance culture to laws requirements, imparting full knowledge to the target groups, and friendly clarification of the regulated activity (Hudson, 2019). The findings are in line with respondents views on compliance influencing factors in CED projects (Table 4) extolling the clarity of project requirements (including laws), and corporate culture of CED project firms as the pertinent attributes for optimizing performance outcomes in projects.

The results (Table 5) further indicate that, TASAF operational contracts was a negative significant predictor of project performance outcome at $p=0.028$ (with -25.515 log odds) as compared to TASAF operational rules. For every increase in adherence to TASAF operational contracts, there was a predicted decrease of 25.515 in the log odds of falling at a higher level on project performance outcomes compared to TASAF operational rules. Mchopa (2015) links this inverse relations of the named variables with none win-win situation shown by parties on contract entry. Based on Hajek et al. (2017), enforcing contractual rights in the state of inapt obligations becomes chaotic. This implies that the said inverse relation may be driven by none win-win contracts and limited financial resources for carrying out contractual terms timely in TASAF projects. This finding is in line with respondents' opinions on contractors' performance—as the pertinent factors influencing CED project performance outcomes (Table 4). The result adds on Matto et al. (2021) findings which posit that, fair contracts valuations and selection criteria should include such aspects as quality, financial, and time, among other terms.

The results (Table 5) further indicate that, TASAF operational norms was a negative significant predictor of project performance outcome at $p=0.054$ (with -15.062 log odds) as compared to TASAF operational rules. For every increase in adherence to TASAF operational norms, there was a predicted decrease of 15.062 in the log odds of falling at a higher level on project performance outcomes compared to TASAF operational rules. As project's corporate culture defines how project practitioners should think and behave (Lückmann, 2016; Khan, 2019); project norms guides individuals on how they ought to think and act (Khodzhimatov, 2021). Findings (Parker, 2000) denotes that CED projects practitioners craft projects compliance norms based on their customary compliance cultures. Although it is not portrayed by respondents as a factor for performance outcome (Table 4), it could be asserted that, TASAF operational norms might be a negative significant predictors of project performance outcomes as the lived institutional norms are not predictive enough to promote project performance outcomes in TASAF projects.

3.2.2. Findings on projects technical compliance requirements

Based on findings (Table 5), TASAF operational standards was a negative significant predictor of project performance outcome at $p=0.021$ (with -18.146 log odds) as compared to TASAF core competence transfer. For every increase in adherence to TASAF operational standards, there was a predicted decrease of 18.146 in the log odds of falling at a higher level on project performance outcomes compared to TASAF core competence transfer. The finding opposes that of Eja (2020), on government project failure in developing countries, which affirms the defined project standards to have positive significant relationship with performance outcomes. However, besides other attributes of achievement, the success of any project is worth gauged on the basis of its earmarked standards (Parker, 2000). Core competency ensures the quality of project design (Althiyabi, 2021), as standardized procedures reduce the influence political selves of public leaders (Nuhu, 2021)—all of which impair CED projects performance outcomes. The same claims are avowed by respondents on their opinions for compliance influencing factors in CED supported projects (Table 4). Moreover, Matto (2021)

asserts that, for effective realization of projects performance outcomes, the desired standards should be well defined, realistically quantified, cost reflective and motivational in terms of results. Therefore, the negative prediction of operational standards on project performance outcomes might be the result of inapt setting of projects' standards; for which an increased adherence to the same lead to unanticipated project performance outcomes.

3.2.3. Findings on project designing requirements

Nevertheless, findings (Table 5) reveal that TASAF projects scoping was a negative significant predictor of project performance outcome at $p=.002$ (with -4.637 log odds) as compared to TASAF projects beneficiaries targeting. For every adherence to TASAF projects' scoping, there was a predicted decrease of 4.637 in the log odds of falling at a higher level on project performance outcomes compared to TASAF projects beneficiary targeting. Scoping, in a project, can be beneficial if amply planned; and, a liability if inaptly planned—especially in dynamic project environments (Althiyabi, 2021). Based on this reality, TASAF project scoping might be negatively predicting project performance outcomes (at significant level) due to inapt projection of project environment (Layth, 2019). Althiyabi (2021) extols that if inapt scoping of projects' dynamics is done, the desired project performance is likely to fall shorter of what it could be expected of. However, too high or too low scoping are equally inapt. As also explained by Polasky (2021), and as per respondents opinions (Table 4), inapt resources scoping can compromise the project plan to influence performance outcomes in CED projects in terms of quality and lose of focus.

Findings (Table 5) again reveal that TASAF projects' apportioned budgets was a negative significant predictor of project performance outcomes at $p=.042$ (with -2.493 log odds) as compared to TASAF projects beneficiaries targeting. For every adherence to TASAF projects' apportioned budgets, there was a predicted decrease of 2.493 in the log odds of falling at a higher level on project performance outcomes compared to TASAF projects beneficiary targeting. The negative significance

prediction of adherence to TASAF budget on project performance outcome might be due to inadequate feasibility study (Layth, 2019), weak monitoring and control mechanisms (Iddi, 2018), and lack of human resource competency—as also once revealed by Eja (2020). A project may be over-budgeted, yet fail to deliver due to wrong plan (Damoah, 2018). Although a project needs a budget for its success, adequate funding of project activities is not a complete success factor by itself (Layth, 2019). Besides contractors' performance and resources availability which influence budgetary efficacy (Layth, 2019), the nature of project targets influence how the apportioned budget is used (Mchopa, 2015). The claim is supported by respondents' opinions (Table 4) which reveal the level of contractors' performance, resources availability and project targets as the pertinent performance outcome influencing factors in CED projects

However, the results (Table 5) show that, TASAF operational procedures was the negative significant predictor of project performance outcome at $p=.021$ (with -2.472 log odds) as compared to TASAF projects beneficiaries targeting. For every increase in adherence to TASAF operational procedures, there was a predicted decrease of 2.472 in the log odds of falling at a higher level on project performance outcomes as compared to TASAF project beneficiaries targeting. As also revealed by respondents on factors influencing performance outcomes in CED projects (Table 4), Iddi (2018) extolls that standardized procedures reduces chances of offices' malpractices and hence better project performance outcomes (Maliti (2019) and Eja (2020). TASAF operational procedures might be negatively predicting TASAF project performance outcomes as they are streamlined with local governments' routinized procedures—perceived to be bureaucratic and inefficient (Mtelevu, 2014). Therefore, increased adherence to the same will likely led to delayed projects timing and hence inapt performance outcomes in TASAF supported CED projects

Moreover results (Table 5) indicate that TASAF projects' timing was a negative significant predictor of project performance outcome at $p=.040$ (with -1.997 log odds) as compared to TASAF projects beneficiaries targeting. For every adherence to TASAF

projects' timing, there was a predicted decrease of 1.997 in the log odds of falling at a higher level on project performance outcomes compared to TASAF projects beneficiary targeting. The displayed negative prediction of project timing on project performance outcome denotes that, project timing may be irrelevant if stakeholders expectation are not adequately met (Maylor, 2001). Overemphasize on project timing schedules, may render other projects success factors unresolved to impair end-users hopes and project performance outcomes (Maylor, 2001; Lückmann, 2016). The finding is also backed by respondents' views on stakeholders' participations and end users expectation as the performance outcome influencing factors in CED projects (Table 4), and by Althiyabi (2021) who extoll that, if multiple stakeholders and end-users expectations are not met, project timing may be meaningless.

3.2.4. Hypothesis test for effects of compliance on projects performance outcome

Based on significant values of predictor variables, the research hypotheses One (H1); two (H2); and, three (H3) stated in section 1 were all supported as the p-values of response categories were significant, and had negative coefficients (Table 6).

Table 6: The summary of the stated hypotheses test

S/ n	Hypotheses	estimate	p-value	Hypothesis conclusion
Regulatory requirement → performance outcomes				
H1	[TASAF governing policies]	-29.304	.012	supported
	[TASAF governing laws]	-27.150	.019	supported
	[TASAF binding contracts]	-25.515	.028	supported
	[TASAF governing norms]	-15.062	.054	supported
Technical requirements → performance outcomes				
H2	[TASAF defined standards]	-18.146	.021	supported
Designing requirements → performance outcomes				
H3	[TASAF projects scoping]	-4.637	.002	supported
	[TASAF projects' budgets]	-2.493	.042	supported

[TASAF projects' procedures]	-2.472	.021	supported
[TASAF projects' timing]	-1.997	.040	supported

Source: Survey data, 2022

3.3. Conclusion and Recommendations

Based on the finding that, TASAF-III defined project requirements (regulatory, technical and designing) are negative significant predictors of project performance outcomes, it could be established that the observed institutional (TASAF) failure on income poverty relief, is more related to its inapt definition of the right project requirements with positive predictive validity than on compliance domains. Therefore, there were no enough evidence to reject the study hypothesis one (H1) that compliance with project regulatory requirements adversely influences projects performance outcomes in TASAF-III supported CED projects; hypothesis two (H2) that compliance with project technical requirements adversely influences projects performance outcomes in TASAF-III supported CED projects; and, hypothesis three (H3) that compliance with project designing requirements adversely influences projects performance outcomes in TASAF-III supported CED projects. It could be also established that the compliance nature of TASAF-III supported project is vastly shaped by the defined project contracts, technology diffusion and project budgets—as the said variables are the most complied attributes in regulatory, technical, and designing requirements in TASAF-III projects. The institutional review for TASAF-III defined requirements is therefore recommended—as the continued use of the said negative predictive projects requirements reduces the success likelihood of TASAF-III supported CED projects performance outcomes than they could upturn chances for the same. The results are consistent with the TRC premise that wrongly defined project requirements cannot realize the positive predictive outcome.

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