THE INFLUENCE OF COMMUNITY PARTICIPATION ON THE PERFORMANCE OF LOCAL GOVERNMENT PROJECT AT URBAN WEST REGION ZANZIBAR

Khamisa Foum Mohamed
Graduate Student Iaa

Dr Chacha Alfred Matoka
Lecturer, The Open University Of Tanzania

http://doi.org/10.35409/IJBMER.2023.3527

ABSTRACT
The study sought to examine the influence of community participation on the performance of local government authority's development projects in Zanzibar. A positivist research philosophy was used. A quantitative approach was employed and an explanatory design was also used in this study. Structured questionnaires were used to collect data from 273 sample that were drawn using stratified sampling from 858 populations from the Urban West Region in Zanzibar. Descriptive statistics, correlation and linear regression were used to analysis data. The study found that the independent variable community participation was positive, statistically and significantly related to development project performance in Urban West Region. Based on the findings the study recommends that Local government authorities should develop and implement policies that encourage and support community participation in all stages of development projects.

Keywords: Community Participation, Involvement, Shared ownership, Local government, Project Performance.

1. INTRODUCTION
Globally, the completion of a project is based on time, budget controls and deliverables. During the implementation phase, most government-funded projects are hindered by financial constraints. Inadequate finance is one of the major causes of delay in completion of projects in many countries in the world. Therefore, the research showed that adequacy of funding is key to the completion of projects (Ondari & Gekara, 2013). According to Barua (2020), adequate and timely funding is fundamental for the success of a project. Where projects are underfunded or untimely funded, project performance is affected and therefore the completion on time is also affected. Financial difficulties in terms of insufficient funds to pay for materials, budgetary controls, financial training, wages and machinery in government-sponsored projects often cause delays.

The external or internal influences are known as the project environment. The external factors making up this environment are the client (customer), consultants, contractors, suppliers, competitors, politicians, national and local government agencies, public utilities, pressure groups, the end users and the general public. Internal influences include the organization's management, the project team, internal departments, and stakeholders. All these influences are neatly encapsulated by the famous acronym PESTLE (Li, Chen, Sun, Memon, Deng, Wang, & Xing, 2018).

In Ghana, project financing in many government departments is one of the issues that influence project delays, incompletion of projects, poor workmanship and cost overruns therefore affecting
the performance of the whole project. It is asserted that when delays and cost overruns set in, projects cannot be completed within the budget, time and scope (Frimpong, Oluwoye & Crawford, 2003). In Nigeria, government projects’ performance and completion are compromised due to difficulties in accessing funds by contractors. A total of 1607 projects were awarded by twenty local government authorities in Nigeria between the years 2008 and 2009 and approximately 66% of the projects were poorly executed and later abandoned affecting their performance. Lack of sound cash flow and more so fraudulent practices led to low completion rates of local government projects (Doloi, 2013).

According to Gambo and Said (2014), underhand practices are observed to undermine the performance of projects funded by governments. For instance, it is indicated that approximately 60% of project fund in Nigeria is lost through fraudulent practices such as awarding contracts to unqualified and ill-equipped contractors with limited financial capacity and other relevant contract documents. Furthermore, cash flow problems are observed to largely and negatively influence performance measured by inception up to completion of small-scale local government contractors in Nigeria. Local government contractors that cannot obtain loans from commercial banks and are faced with cash flow problems tend to perform poorly in contracts awarded and hence result in stalled projects.

Since 1964, the Revolutionary Government of Zanzibar has undertaken a series of public sector reform initiatives. The reforms have been aiming at strengthening key aspects of governance in coping with growing demands for improved public services over the years, resulting from rapid growth in the socio-economy, demographic trends and infrastructure. Zanzibar's overall development framework and long-term social and economic development goals are laid out in the Zanzibar Vision 2025.

Many project functions have been devolved to the local governments since they were incepted in 2013. Many of these are carried out by local government departments. These functions are hindered by so many factors hence they end up performing poorly. Accessing funding from the donor or central government, poor community participation, poor planning process, intrusion from so many government policies and inadequate resources. All these mounts to affect the performance of local government projects in Zanzibar (Keng’ara, 2014). In most developing countries, many past efforts in programs and projects have had limited success because of a lack of sufficient community participation (World Bank;1994; 2002).

Although some projects are performing well, there have been complaints of stalled projects, projects taking long to complete, poorly implemented projects, and indeed white elephant projects. The reasons behind these problems remain highly subjective due to scanty reference materials for finance managers, lack of proper documentation and lack of training on financial management for the concerned stakeholders (Mwathi, 2017). Fugar and Agyakwah-Baah (2010) investigated the causes of delays in construction projects in Ghana with the results showing that financial factors were the causes of delays in building construction projects in Ghana.

According to that, the Local government of Zanzibar failed to achieve the development of sustainable projects due to various challenges faced including the local administration in terms of capacity building which includes individuals or organizations performing a specific function effectively and efficiently continuously with little dependence on external sources, human potential in terms of providing employees with knowledge and skills, community participation, management, motivation, morale, responsibility accountability changes in management style and
organizational structures.
Weakness and lack of community participation are some of the most important obstacles to the
development of local administrations. This weakness affects the independence of local councils,
as local unit independence depends mainly upon the availability of their resources to achieve the
completion of required local projects from outside as the local community is denied participation.
Therefore, the completion of these projects yields improved living standards for the communities
concerned. It is therefore necessary to find out factors that affect the performance of development
projects in Zanzibar. Therefore, the current study aims to investigate the community influence on
the performance of local government projects in urban Zanzibar west.

2. LITERATURE REVIEW
Community participation
According to Griffin (2000), participatory development has its origins in post-World War II
economic development practices (1945 to the mid-1950s), when most of Europe required
reconstruction. The International Bank for Reconstruction and Development (more commonly
known as the World Bank) was created to aid in the economic recovery process.

Performance of Local Government Projects
In response to the Egan report, the UK working groups on KPIs have proposed 10 criteria for
benchmarking projects to achieve good performance (1998). The majority of these indicators, such
as construction time and cost, defects, customer satisfaction with the product and service,
profitability, and productivity, however, encourage result-oriented thinking. In contrast, the
predictability of design cost and time, predictability of construction cost and time, and safety can
all be viewed as indicators of process-oriented thinking. At the analytical stage of the project
selection phase, when the client and end requirements, user's needs statements, and delivery plan
are established, there are no recommendations for performance measures in benchmarking
projects.

Resource-Based View Theory
The theory of RBV was developed by Penrose in 1950, who saw an organization as a resource
pool and articulated this idea in 1995. According to the RBV, a firm's resources are a key factor in
predicting its performance and competitive advantage. While resources can be divided into
multiple categories, such as tangible and intangible, the former help firms carry out business
processes while the latter may give them a competitive advantage by enabling the incorporation of
special and beneficial practices (Ray, et al., 2004; Barney, 1991). RBV is founded on two
assumptions, according to Barney (1991), including that resources are heterogeneously dispersed
among companies and that productive resources cannot be transferred from one company to a
different one without incurring any additional. To maintain a firm's competitiveness, RBV
contends that just a single intangible commodity that is valuable, uncommon, difficult to duplicate,
and devoid of strategically similar alternatives is essential (Barney, 1991).

RBV is attacked for its lack of application because there is disagreement about how to define
terminology like competencies, assets, and resources. RBV is also criticized for lacking a
mechanism to quantify intangible resources and for not being able to be tested (Barney et al.,
2011). Since one component of financial factors being evaluated is access to finance for projects,
Resource Based Perspective theory is pertinent for the current research on the factors influencing
project performance in local government Urban West taken as a case study. The material resource
needed for the successful implementation of local government projects is finance and human labour. To ensure project success and give the projects a competitive edge, the financial resources indicated by the resource-based view theory must be structured through project planning. The theory is thus useful for this study since it aids in the identification of crucial financial resources, the usage of which may be carefully planned to produce the project outcomes desired by project stakeholders.

Researchers Hussain, Xuetong, Maqbool, Hussain, and Shahnawaz (2022) examined how community involvement, organizational innovation, and government backing all affected the success of renewable energy projects in Pakistan. Therefore, the goal of this study was to provide evidence that community involvement in planning and decision-making is a crucial mediator for the success of renewable energy projects between organizational innovation and government backing. 650 respondents to a survey about Pakistani renewable energy initiatives provided the data, and structural equation modelling was used to verify the hypotheses (SEM). The results demonstrate that GS and OI significantly enhance the CP and project success. Also, it was discovered that CP mediates these associations in part. The findings are anticipated to provide direction for the government authorities so that they can work harder and develop better policies for involving the community as a mediator in project planning and decision-making for renewable energy projects.

Mbui (2018) investigated how community involvement affects project performance in the context of the Ruiri water projects in Kenya's Meru County. The study's specific goal was to determine the impact of community involvement on project governance, financial management, operations and maintenance, and monitoring and evaluation. A descriptive research methodology was used for the investigation. 413 people were the intended audience, including contributors, households, and the project committee. Information from 211 samples was derived using proportional stratified sampling. Descriptive statistics were used in the data analysis. The results showed that community involvement had a moderately beneficial impact on project success.

Tanzanian researchers Mbogella, Kira, and Ngomuo conducted a 2021 study on the impact of user involvement in development projects on project performance. A sample of 278 employees was chosen using proportional sampling from a sampling frame of 1,002 employees in the chosen LGAs. Also, 20 important officials were purposefully chosen for key informant interviews since they served as project coordinators and were therefore considered informed about the study's topics. In addition, the study used a variety of instruments and data collection techniques. Structured questionnaires were utilized in the survey to collect data, and for desk reviews and key informant interviews, respectively, interview guides and checklists were used. Moreover, focus group discussions (FGD) were used to gather information from the construction managers of each study project. Using NVIVO software, narrative analysis was utilized to analyze information gathered from significant informant interviews and focus group discussions while multiple linear regression models were employed to analyze quantitative data. Regression analysis results demonstrate that user participation has a substantial impact on project performance in Tanzania's LGAs. Based on the research, it has been established that if users are actively involved in the creation and management of projects, the LGAs will see an improvement in project performance.

3. METHODS

Research Philosophy
The study seeks to conduct its research in a positivist manner. The justifications in this section
emphasize the quantitative analysis of factors influencing the performance of local government authority development projects. When viewed through the prism of individual behaviour, soft skills can have an impact on how people view managers’ responses to certain circumstances based on their level of soft skills.

Research Approach
The quantitative approach is used in this study. Data will be obtained under the guidance of a theoretical framework in line with established research objectives and questions as part of the study's deductive methodology, by Arghode (2012), because it promotes better validity, provides a much more comprehensive and accurate image of the study phenomena, offers a way to counteract flaws, emphasizes the effect, among many other things, and is a means of tackling various research issues.

Research Design and Strategy
This study will use an explanatory research design. By Urban West Region as a case study to examine the factors affecting performance of Local Government Authorities development projects. A research design, according to Grey (2014), is a strategy for picking participants, research locations, and data collection techniques to address the research questions. To determine the nature, direction, and strength of the link between variables, this study employed a correlation research design (Goundar, 2019). The association between the independent variables (factors affecting development project performance and the dependent variable (performance of development projects) will be established using a correlation research methodology.

Population of the study
Urban west region population will include staff and shekhas.

The total number of staff and those representing Shekhia's total populations under study will be 858

Table 1 Study Population

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban West region staff</td>
<td>695</td>
</tr>
<tr>
<td>West A Municipal</td>
<td>17</td>
</tr>
<tr>
<td>West B Municipal</td>
<td>25</td>
</tr>
<tr>
<td>Shekhia</td>
<td>121</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>858</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2023)

Sample Size and Sampling Procedures
The study will utilize a stratified sampling technique and practical sampling. Staff from the Urban West Region and Shekhas, who represent the neighbourhood where the majority of the projects
are carried out, are among the stratified group because the population is not homogeneous. Sampling is a method or approach for picking a subset of a population to take part in a study; it involves choosing several people who fairly represent the larger group from which they were chosen. (Ogula, 2005). A sampling approach is a technique that involves choosing several people or things from a population to make sure that the features of the chosen group are typical of the traits present in the entire population Kothari (2017). The sample size from a population is determined using various formulas. Yamane (1967) proposed a simpler formula as an alternative to Cochran's strategy. According to him, a sample size of 0.5 and a level of confidence of 95% should be applied.

\[
    n = \frac{N}{1 + N (e^2)}
\]

Where by

\( n \) = Sample size

\( N \) = Population = 858

\( e \) = Level of Precisions (Level of tolerance 5% = 0.05)

\( l \) = Constant

\( n = ? \)

\[
    n = \frac{858}{1 + 858 (0.05) (0.05)}
\]

\( n = 273 \) respondents

The sample size will be 273 responders out of the 858 participants in the study. According to Saunders et al. (2009), a sample is a detailed depiction of a particular population that forms the basis for the generalization of data obtained using a stratified sample based on statistical probability. 273 samples were used as a result, as Pallant had also suggested (2010).

This sample size is sufficient given the time and financial constraints since it is significant enough to show the entire picture of the issue (Kalpana, 2011).

Table 2: Sample Size of the Respondents

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Population</th>
<th>Sample</th>
<th>Sampling design</th>
<th>Data Collection Tools</th>
</tr>
</thead>
</table>

http://ijbmer.org/
<table>
<thead>
<tr>
<th>Urban West region staff</th>
<th>695</th>
<th>221</th>
<th>Stratified+ Convenient Sampling</th>
<th>Questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>West A Municipal</td>
<td>17</td>
<td>5</td>
<td>Stratified+ Convenient Sampling</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>West B Municipal</td>
<td>25</td>
<td>8</td>
<td>Stratified + Convenient Sampling</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Shekhia</td>
<td>121</td>
<td>39</td>
<td>Stratified + Convenient Sampling</td>
<td>Questionnaire</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>858</strong></td>
<td><strong>273</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2023 Data Collection

Data Collection and Instruments

Primary information will be gathered to collect the primary data, and self-administered questionnaires will be employed. The drop-and-collect approach involves giving the respondent a questionnaire to fill out at his or her own pace. Bernard (2006) claims that by employing this technique, researchers can collect data from a huge sample at a cost-effective price. The drop-and-collect approach also gives participants enough room, privacy, and time to complete the questionnaires.

Data analysis

The obtained data, the majority of which are quantitative, were evaluated using descriptive statistics, such as frequency, arithmetic mean, and standard deviation. Data was shown in a table created by SPSS. Regression analysis will be used to determine how independent variables affect dependent variables (Alexopoulos, 2010).

Measurement model

\[ Y_1 = \beta_0 + \beta_1 \text{COMM} + \epsilon \]

Where: \( Y_1 \) = Dependent variable PP – Project Performance

\( \beta_0 \) = Y-intercept

\( \beta_1 \) = COMM = Slope of the Line defined as ratio rise or change in X

COMM = Community Participation

\( \epsilon \) = Error term
Regression Assumptions
A fundamental regression equation often takes into account the assumptions of ordinary least square (OLS) regression. To achieve the objectives of the regression analysis, the major assumptions were checked to make sure the data satisfied the standards for analysis. Five assumptions behind the Ordinary Least Square were looked at (Green, 2008; Park, 2011). Multicollinearity, Homoscedasticity, outlier, linearity, and normality are a few of them.

4. RESULTS
Community Participation Descriptive Statistics Results
Table 3 shows descriptive statistics such as the minimum, maximum, mean (average), and standard deviation for each statement. Community members are sometimes involved in determining what project should be carried out and received the highest score on the community participation variable scale (M = 4.27, SD = .882) followed by community members participating in contributing funds to some projects. Community participation in terms of voluntary received the lowest score on the scale of community participation variable (M = 4.03, SD = .988) followed by only educated and rich community members participating for ideas and contribution (M = 4.06, SD = .937).

Therefore, the table provides insight into the perceptions and attitudes of the survey respondents regarding various aspects of community participation in projects. The mean scores suggest the level of agreement or disagreement on each statement, while the standard deviations indicate the degree of variability in responses. Overall, the results suggest that community participation varies in different aspects and may involve both positive and negative perceptions.

<table>
<thead>
<tr>
<th></th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community members are sometimes involved in determining what project should be carried out</td>
<td>1</td>
<td>5</td>
<td>4.27</td>
<td>.882</td>
</tr>
<tr>
<td>Community members are participating in contributing funds to some projects</td>
<td>1</td>
<td>5</td>
<td>4.29</td>
<td>.827</td>
</tr>
<tr>
<td>There are fully funded community projects in the urban west</td>
<td>1</td>
<td>5</td>
<td>4.20</td>
<td>.818</td>
</tr>
<tr>
<td>Community participation is in terms of voluntary</td>
<td>1</td>
<td>5</td>
<td>4.03</td>
<td>.988</td>
</tr>
<tr>
<td>Community participation is seen only when they are promised pay</td>
<td>1</td>
<td>5</td>
<td>4.21</td>
<td>.815</td>
</tr>
<tr>
<td>Community participation is only during the last stages of the project but not early stages</td>
<td>1</td>
<td>5</td>
<td>4.18</td>
<td>.845</td>
</tr>
<tr>
<td>Only educated and rich community members are participating in ideas and contribution</td>
<td>1</td>
<td>5</td>
<td>4.06</td>
<td>.937</td>
</tr>
</tbody>
</table>

Source: Data Analysis, 2023

Performance of Local Government Projects Descriptive Statistics Results
Table 4 shows statistics for ten different variables related to various aspects of project management
and project outcomes. These variables cover aspects from project completion to stakeholder satisfaction, with statistics including the minimum, maximum, mean (average), and standard deviation. Project results meet stakeholders' expectations and received the highest score on the performance of local government projects scale dependent variable (M = 4.14, SD = .835) followed by the projects completed in the designed time (M = 4.06, SD = .918). The project specifications are effectively adhered to receive the lowest score on the scale of performance of local government projects (M = 3.90, SD = 1.000638) followed by the project's appearance are good and meet demands for establishment (M = 3.91, SD = .974)

Therefore, these statistics provide insights into various aspects of project management and outcomes. The mean scores offer an average opinion or rating for each aspect, while the standard deviations give an indication of the level of agreement or disagreement among respondents. High standard deviations suggest more diverse opinions or responses, while low standard deviations suggest greater consensus among respondents for a particular aspect. Further analysis and context-specific interpretation may be needed to make informed decisions or improvements in project management practices.

Table 4 Performance of Local Government Projects Descriptive Statistics Results

<table>
<thead>
<tr>
<th></th>
<th>Mi n</th>
<th>Ma x</th>
<th>Mea n</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The projects are completed in the designed time</td>
<td>1</td>
<td>5</td>
<td>4.06</td>
<td>.918</td>
</tr>
<tr>
<td>The project phases are timely completed as required</td>
<td>1</td>
<td>5</td>
<td>3.93</td>
<td>.949</td>
</tr>
<tr>
<td>There is timely delivery of required materials for the project</td>
<td>1</td>
<td>5</td>
<td>3.98</td>
<td>1.009</td>
</tr>
<tr>
<td>The project specifications are effectively adhered to</td>
<td>1.0</td>
<td>5.0</td>
<td>3.90</td>
<td>1.00638</td>
</tr>
<tr>
<td>The project is effectively designed according to set up</td>
<td>1</td>
<td>5</td>
<td>3.95</td>
<td>1.004</td>
</tr>
<tr>
<td>The project appearance is good and meets demands for the establishment</td>
<td>1</td>
<td>5</td>
<td>3.91</td>
<td>.974</td>
</tr>
<tr>
<td>The projects established are durable for a long time</td>
<td>1</td>
<td>5</td>
<td>3.95</td>
<td>.947</td>
</tr>
<tr>
<td>The operations of the project fit into the budget framework</td>
<td>1</td>
<td>5</td>
<td>3.97</td>
<td>.901</td>
</tr>
<tr>
<td>The costs of operations are effectively monitored</td>
<td>1</td>
<td>5</td>
<td>4.04</td>
<td>.903</td>
</tr>
<tr>
<td>Project results meet stakeholders’ expectations</td>
<td>1</td>
<td>5</td>
<td>4.14</td>
<td>.835</td>
</tr>
</tbody>
</table>

Source: Data Analysis, 2023

Collinearity Analysis Results
The correlation coefficient between COMM and PLP is .346, which is a moderate positive correlation. This means that there is a positive linear relationship between the two variables, but it is not perfect. As COMM increases, PLP tends to increase as well, but there is some variation. The p-value for the correlation between COMM and PLP is .01. This means that there is a less than 1% chance of obtaining a correlation this strong or stronger by chance alone. Therefore, we can conclude that the correlation between COMM and PLP is statistically significant.
Table 5 Collinearity Analysis Results

<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>COM</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLP</td>
<td>.089</td>
<td>.067</td>
<td>.137*</td>
<td>.346**</td>
<td>1</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Note: COMM – Community Participation PLP - Performance of Local Government Project
Source: Data Analysis, 2023

Regression Analysis
Linear regression analysis was carried out to test for relationship between community participation and project performance. Model summary, variance analysis and regression coefficients were computed.

Model Summary
The coefficient of determination, also known as R-squared, measures the proportion of the variance in the dependent variable (PLP) that is predictable from the independent variable (COMM). In this case, R-squared is 0.570 (57%). It means that about 57% of the variance in PLP is explained by COMM in this model. An R-squared value of 0.57 means that 57% of the variability in PLP can be explained by the COMM variable in the model. This indicates a moderately strong relationship between COMM and PLP.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.755a</td>
<td>.570</td>
<td>.563</td>
<td>.33869</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), COMM
b. Dependent Variable: PLP

Note: COMM = Community Participation, PLP = Performance of Local government Projects
Source: Data Analysis, 2023

Variance Analysis
The F-statistic tests the overall significance of the regression model. It's high (75.706) and indicates that the regression model is significant. The p-value associated with the F-statistic. In this case, it's very low (0.000), which suggests that the model is statistically significant.

Table 7 Variance Analysis (ANOVA)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum Squares of df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>8.684</td>
<td>8.684</td>
<td>75.706</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>6.539</td>
<td>.115</td>
<td></td>
</tr>
</tbody>
</table>
Regression Coefficient Analysis

The unstandardized coefficient for COMM is 0.399. This value indicates the change in the dependent variable (PLP) for a one-unit change in the independent variable (COMM). The standardized coefficient (Beta) of 0.755 for COMM suggests that COMM is a relatively strong predictor of PLP. The very low p-value (0.000) for the COMM coefficient suggests that the relationship between COMM and PLP is statistically significant. The high t-value (8.701) reinforces the significance of the COMM variable in predicting PLP.

Table 8 Regression Coefficient Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.362</td>
<td>.145</td>
<td>16.253</td>
</tr>
<tr>
<td></td>
<td>COMM</td>
<td>.399</td>
<td>.046</td>
<td>.755</td>
</tr>
</tbody>
</table>

Note: COMM = Community Participation, PLP = Performance of Local government Projects
Source: Data Analysis, 2023

5. DISCUSSION

Community participation in development projects has long been recognized as a crucial factor in their success. In the context of Urban West in Zanzibar, a recent study has shed light on the significant and positive relationship between community participation and the performance of development projects. This study found that community participation is positive and significantly related to the performance of development projects at Urban West in Zanzibar. The finding is supported by Hussain, Xuetong, Maqbool, Hussain, and Shahnawaz (2022) who found that the results demonstrate that GS and OI significantly enhance the CP and project success. Also Ngo, Edelenbos, and Gianoli, (2019) found that. Murebwayire (2021) additionally found that Rwanda has adopted a centralized system of governance, and citizen participation in the planning process plays a crucial role in aligning government policies and development programs with the needs of the citizens.

However, Choi (2021) found that that the quantity of government capacity has no discernible impact on its performance, in contrast to the quality elements. Based on the patterns of community participation in urban upgrading projects, it has been found that participation is strongly supported by government actors in these four cases, and a process of coproduction between the local government and the affected communities has taken place. Also, Matimbwa and Masue (2020) found that organizational issues significantly affect the timeliness, accuracy, and completeness of information in HRIS systems. These organizational factors include, but are not limited to, IT infrastructures, HR's level of training support, and system upkeep.

Community participation involves the active involvement of residents and stakeholders in the
planning, implementation, and evaluation of development projects. This inclusive approach not only fosters a sense of ownership among community members but also leverages their local knowledge and expertise, leading to more effective and sustainable outcomes.

The study's findings highlight the undeniable positive relationship between community participation and the performance of development projects in Urban West, Zanzibar. This discussion underscores the importance of incorporating community voices and expertise in urban development initiatives to achieve more sustainable and successful outcomes. By recognizing the role of communities as key partners in the development process, Zanzibar and other regions can move closer to their development goals while fostering a sense of ownership and empowerment among their residents.

6. CONCLUSION

The Influence of Community Participation on the Performance of Local Government Projects in the Urban West Region is a critical area to understand the dynamics and effectiveness of local governance. Based on the available information and without specific data or research findings, a conclusion can be formulated in a generalized manner: Community participation plays a pivotal role in shaping the success and outcomes of local government projects within the Urban West Region. Empowering and engaging the community in the planning, implementation, and monitoring of these projects has shown to have a significant impact on their performance. When local residents actively participate in decision-making processes, offer insights, and contribute their resources or knowledge, it tends to result in more effective and successful project outcomes. The involvement of the community fosters a sense of ownership and accountability, leading to a better understanding of local needs and priorities. Additionally, it often results in improved project design, greater utilization and maintenance of infrastructure, and a higher likelihood of meeting the community's expectations and requirements. Moreover, such participation often enhances transparency, accountability, and trust between the government and the community, which are vital elements for the success of local projects. The exchange of ideas and expertise between local authorities and residents can lead to innovative solutions and sustainable project implementations. However, the degree of impact can vary based on the nature and level of community involvement, the specific projects undertaken, the socio-economic dynamics of the region, and the support provided by local governance structures.

7. RECOMMENDATION

Based on the finding that community participation has a positive and significant relationship with the performance of development projects in Urban West, Zanzibar, the following recommendations can be made. Local government authorities should develop and implement policies that encourage and support community participation in all stages of development projects. These policies should outline clear guidelines for involving the community in decision-making and implementation processes.

The urban west region should invest in capacity-building programs for community members to enhance their understanding of project planning, management, and monitoring. This can empower them to actively contribute to project success. Also should establish transparent and open communication channels between project stakeholders, including local governments, project implementers, and the community. Regular updates and feedback mechanisms can foster trust and
collaboration.
Morels Urban West Region administration should Prioritize community-led needs assessments before project planning. This ensures that projects are tailored to address the specific needs, preferences, and priorities of the local population. Involve the community in the design phase of projects. Their input can inform project goals, design elements, and strategies, resulting in more relevant and effective initiatives. Implement community-based monitoring and evaluation mechanisms to enable residents to assess project progress and outcomes. This promotes transparency and accountability and allows for timely adjustments lastly, organize regular community forums or meetings where project decisions are made collectively. This ensures that the community has a say in project planning and resource allocation.
Conducting similar studies in other regions of Zanzibar to compare the factors influencing project performance across different areas will add value. This can provide a more comprehensive understanding of regional variations. Long-term studies tracking project performance over several years can provide insights into the sustainability and long-term impact of development projects.
Qualitative Research: Complement quantitative data with in-depth qualitative research, including ethnographic studies, to gain a deeper understanding of the socio-cultural factors influencing project outcomes.

REFERENCES
Dr. Hussein A Hassan Mwinyi 2021. “Local Governments Speeches of President of
Revolution Government of Zanzibar”
Guo, D., Guo, Y. and Jiang, K., 2022. Government R&D support and firms’ access to external financing: funding effects, certification effects, or both?. Technovation, 115, p.102469.
Honourable, Masoud A. Mohammed (2021), “Local Government Reports of Minister of President Office, Regional Administration, Local Government and Special departments”

http://ijbmer.org/


