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Stakeholders' Awareness and Perceptions on the Use of Force Account Method in Public Building Construction Projects in Tanzania

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Abstract

The Force Account Method (FAM) is increasingly utilized as a procurement approach for public building construction projects in Tanzania, primarily due to its potential for cost savings, flexibility, and enhanced accountability. This study investigates stakeholders' awareness of FAM selection criteria and their perceptions of its practical benefits. A descriptive survey design was employed, collecting data from 128 participants representing implementing agencies, contractors, consultants, and regulatory bodies through structured questionnaires. The results indicate high awareness of key selection criteria, especially the necessity for sufficient technical staff and the importance of minimizing disruption to ongoing operations. Stakeholders identified limited funding and uncertainty in disbursements as significant justifications for FAM, though opinions varied regarding remoteness and the clarity of work quantity definitions.

Most participants agreed that FAM improves cost efficiency, adaptability to unforeseen changes, and public confidence in transparency. Nevertheless, concerns were raised about project completion timelines and the consistency of quality outcomes, with regulatory bodies and implementing agencies expressing differing perspectives. These findings underscore FAM's advantages in affordability and governance, while also revealing deficiencies in project efficiency and technical oversight. The study concludes that FAM substantially contributes to value for money in Tanzania's public construction sector.

However, enhancements in institutional capacity, standardized guidelines, and monitoring mechanisms are necessary to address persistent challenges related to quality and timeliness. The findings offer actionable insights for policymakers, regulatory authorities, and practitioners aiming to improve the effectiveness of FAM in achieving sustainable infrastructure development.

Keywords: *Force Account Method, Stakeholders, Awareness, Perceptions, Selection Criteria*

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1.0 INTRODUCTION

The public procurement of construction works plays a significant role in supporting government infrastructure and service delivery in Tanzania. According to Bako (2016), the success or failure of a construction project hinges on selecting an appropriate procurement method for its delivery. Over time, several procurement methods have emerged in the field of construction management. These systems define the relationship of various elements of a construction project. The common types of procurement methods that are employed in construction projects include design-bid-build, design-build, management procurement, and force account. Since 2016, there has been an increasing momentum in the implementation of public building construction projects using the Force Account Method (FAM) in Tanzania(Matto, 2021). The government also aimed to attain cost-effectiveness and value for money(Nsimbila et al., 2021).

According to Sayi and Monko (2022), FAM is a procurement method whereby a procuring entity itself or through the use of public or semi-public agencies or departments concerned executes construction projects by its own personnel and equipment. According to the World Bank and procurement regulations in various countries including Tanzania, FAM may be applied when works are small, dispersed, or in remote areas where competitive bids are unlikely; when execution will not disrupt ongoing operations; when the procuring entity is better positioned to bear risks of interruption; in emergencies requiring immediate action; where qualified personnel are available to implement and supervise works; when the tasks fall within the entity's routine activities; or when work quantities cannot be defined in advance.

However, literature shows several shortcomings associated with the implementation of public construction projects in developing countries using FAM, such as inadequate time, cost and quality control, improper procurement and payment procedures, inadequate monitoring and supervision, inadequate planning and designing of the project, lack of qualified personnel, and lack of appropriate equipment and tools (Matto, 2023). A study by Sayi and Monko (2022), revealed that critical challenges in the implementation of building construction projects using FAM, such as the absence of capacity building training conducted to professional supervisors, directives of political leaders affecting the execution of work, the absence of proper allocation of supervision budget and no proper coordination among the supervision team.

The formal adoption of FAM in Tanzania has been established through an array of guidelines and policy instruments designed to promote cost-effectiveness, efficiency, and transparency in the delivery of public infrastructure projects. Among the guidelines that have been used for the implementation of FAM in Tanzania include the Public Procurement Regulatory Authority (PPRA) Guidelines of 2020. These guidelines define criteria for eligibility, planning requirements, budgeting procedures, technical oversight mechanisms, procurement of materials, and financial accountability standards. These guidelines may affect how FAM is perceived and implemented by different stakeholders. Thus, there likely existence different levels of awareness and varied perceptions on the benefits of FAM among stakeholders. Without clearly understanding these perceptions, policy adjustments, regulatory enforcement, training, and oversight may fail to address the root causes of poor FAM-project outcomes.

Previous studies on FAM emphasized on outcomes, compliance, shortcomings, or determinant factors, but less on systematically exploring stakeholders' awareness and perceptions on the use of FAM in public construction projects. Tekka (2019) studied performance determinants of FAM, including training, committed project committee, supply chain management, and government support. Macharia et al. (2023) studied how management support and staff competence matter in the effectiveness of FAM in Tanzania's local government authorities. Other studies focused on shortcomings of FAM. However, there is limited empirical evidence on level of awareness among stakeholders on the selection criteria and how they perceive the benefits of FAM on actual practice. Without clearly understanding these perceptions, policy adjustments, regulatory enforcement, training, and oversight may fail to address the root causes of poor FAM-project outcomes.

This study examines the level of awareness and perception of stakeholders regarding the use of FAM in public building construction projects in Tanzania. It assesses the level of awareness among stakeholders on selection criteria for using FAM and explores their perceptions on the advantages of using FAM in public construction projects. This study contributes to the construct project management literature by focusing on stakeholder perceptions, which are less

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well studied compared to quantitative performance outcomes. By comparing perceptions across different stakeholders, this study reveals divergent views, which is important for theory stakeholders' management. It also helps refine or extend frameworks of performance factors in FAM by including perceptual variables (advantages, disadvantages) and selection criteria as seen from ground level; this may enable more holistic models of FAM project success.

2.0 MATERIALS AND METHODS

The theoretical framework of this study was grounded in General Conditions for Using FAM in Tanzania and the Project Management Performance Theory.

2.1 General Conditions for Using FAM

According to the PPRA Guidelines for Carrying out Works Under Force Account, Version No. PPRA: GL/05/2020/FA of May 2020, Force Account, also known as acronym "FA", means a process where works are carried out by a public or semi-public department or agency by using its personnel and equipment or in collaboration with other public or private entities. According to these guidelines, the conditions that may justify the use of FA by a procuring entity (PE) shall include any of the following:

(a) The works are small, scattered and in remote locations for which qualified construction firms are unlikely to tender at a reasonable price;
(b) Work is required to be carried out without disrupting ongoing operations;
(c) There is an emergency that needs immediate attention;
(d) Risk of unavoidable work interruption are better borne by PE or public authority than a contractor;
(e) The PE has qualified personnel recognized by relevant professional bodies to carry out and supervise the required works; or
(f) The maintenance or construction is part of the routine activity of the PE.

These conditions for the selection and use of FAM in public construction projects are the same as those established by the World Bank in 2011. They all still pinpoint direct implementation by public institutions or their agents, small-scale, remote, or urgent public works and adequacy of in-house technical staff.

2.2 The Project Management Performance Theory

Roger Atkinson's (1999) Performance Management Theory introduced the "Iron Triangle" (also called the project management triangle), which emphasizes that project performance is traditionally measured using three interdependent criteria: time, cost, and quality (scope/specifications). The Iron Triangle argues that success in one dimension often requires trade-offs in the others; for instance, achieving faster completion may increase costs or compromise quality, while focusing on low cost may delay delivery or reduce standards. Atkinson also acknowledged that relying solely on the Iron Triangle provides a narrow view of success, but it remains a central tool for assessing project outcomes.

The Iron Triangle framework provides a structured approach for evaluating FAM in public construction projects in Tanzania. Regarding cost, FAM is recognized for reducing expenditures by removing contractor profit margins and enabling direct procurement of materials and labour. This aligns with stakeholder consensus on its cost-saving potential. In terms of quality, stakeholder opinions are divided. While some report that FAM achieves acceptable standards, others cite insufficient technical supervision, indicating a need for enhanced capacity to fulfil quality requirements. With respect to time, stakeholders report that FAM projects frequently experience delays compared to those managed by private contractors, indicating a deficiency in this dimension.

However, FAM's flexibility and transparency may increase public trust, suggesting additional benefits beyond the Iron Triangle's traditional criteria. Overall, FAM demonstrates strong performance in cost management and partial effectiveness in quality but requires improved project management and oversight to address timeliness and achieve a more balanced outcome.

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2.3 Empirical Literature Review

Since 2016, there has been an increasing momentum in the implementation of building construction projects using FAM in Tanzania(Matto, 2021). The government also aimed to attain cost-effectiveness and value for money(Nsimbila et al., 2021). Over recent years, a number of empirical studies have examined the benefits of implementing public construction projects using FAM. Some of these benefits from literature include:

(i) It contributes to value for money by reducing costs, enhancing project quality, and promoting transparency (Mayani & Mwagike, 2024). MoEST potentially saved TZS 1.2 billion to 2 billion (US$ 0.519 million to 0.866 million), leading to better efficiency and reduced contractual problems by using FAM (Matto, 2021).

(ii) This method improves timely completion of projects and resource efficiency, particularly in the health sector (Chungu & Arthur, 2024). By minimizing reliance on external contractors, FAM can offer greater control over the project timeline and budget.

(iii) Mbambazi and Mugurusi (2018) argue that FAM, when used correctly, can empower local authorities and promote community involvement. It empowers economically local “fundi” as personal local builders as well as the public institutions which act as consultants but also satisfies the client and society stakeholders through the construction of quality social-economic infrastructures (Tekka, 2019).

(iv) It is more flexible as compared to other construction procurement methods. According to the Ministry of Water, FAM enables faster mobilization, reduce procedural delays, and faster execution of urgent, small, remote water works. It also allows the Ministry to engage local communities and smaller contractors to implement projects, even when a competitive bidding process fails to attract bids.

(v) Research indicates that force account projects can achieve superior quality compared to traditional methods, with one study reporting quality scores exceeding conventional approaches (Chungu & Arthur, 2024). Critical success factors include personnel experience and technical skills, adequate organizational capital, and effective project planning (Daud & Slawe, 2024; Magania et al., 2025).

Apart from its benefits in cost reduction, timely completion of projects, employment provision, improved quality and enhanced transparency, the implementation of public construction projects in Tanzania faced several challenges. A study by Matto (2023) revealed inadequate planning and designing of the project, inappropriate adhering to the procurement procedures for materials, inadequate contract supervision, lack of qualified personnel to execute and supervise works, lack of appropriate equipment and tools, and inappropriate recording of cost of materials, labour and overheads in the books of account.

Another study by Massawe (2023) identified several challenges of achieving FAM targets in Tanzania, including time-consuming hidden costs, the requirement for strict oversight of local funds, a lack of commitment among committee members, political influence, a lack of allowance for committee members, and poor estimation of committee members. Mchopa (2022) revealed that the absence of standardized guidelines and insufficient legal provisions hindered the effective implementation of construction projects using FAM.

According to Ngowi and Mhando (2019), many districts lacked experienced engineers, quantity surveyors, and construction supervisors, which compromised the quality and timeliness of construction projects implemented using FAM. Additionally, a lack of updated records, photographic evidence, or progress reports made it difficult to track the effectiveness or compliance of projects implemented under FAM (World Bank, 2020).

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3.0 METHODOLOGY

This section details the methodological approach adopted for the study, outlining the research design, population and sampling, data collection instruments, reliability and validity, ethical considerations and analytical techniques employed to address the research objectives.

3.1 Research Design

This study employed a descriptive survey design to examine stakeholders' awareness and perceptions of the FAM in public construction projects in Tanzania. The descriptive survey design, as defined by Creswell (2009), was used to gather quantitative data on stakeholders' opinions, experiences, and attitudes, including those of contractors, consultants, local fundi, and regulatory officers. According to Jongo et al (2019), descriptive design allows researchers to capture stakeholder perceptions, levels of awareness, satisfaction, and practices without manipulating the environment. This design allowed for structured data collection and generalization of findings, as successfully applied by Oyewobi et al. (2011) and Tabish and Jha (2011) in similar construction studies.

3.2 Population and Sampling

The study targeted key stakeholders involved in the planning, design, procurement, supervision, and regulation of public construction projects implemented using FAM within the Ministry of Education, Science, and Technology (MoEST) in Tanzania. Participants included project implementers, consultants, contractors, local fundi, and regulatory officials from institutions such as the Public Procurement Regulatory Authority (PPRA), Engineers Registration Board (ERB), Contractors Registration Board (CRB), National Construction Council (NCC), Architects and Quantity Surveyors Registration Board (AQRB), and the National Audit Office of Tanzania (NAOT).

A combination of probability and non-probability sampling techniques was adopted. Specifically, stratified random sampling was employed to select five educational institutions across three national programmes including the Secondary Education Quality Improvement Programme (ESPJ), Education Programme for Results (EP4R), and the COVID-19 Response Project based on geographic and project-level criteria. In addition, regulatory participants were purposively sampled due to their specialized expertise in FAM implementation. In total, 128 participants were engaged.

The selected projects were characterized by delays attributed to factors such as inadequate planning, substandard design, funding disbursement challenges, and limited awareness of FAM. Their remote locations and implementation difficulties rendered them particularly suitable for investigating critical performance factors in FAM-based projects, thereby ensuring comprehensive insights and diverse stakeholder representation.

3.3 Data Collection Instrument

This research study employed structured questionnaires to collect data from stakeholders. They focused on the selection criteria and benefits of FAM. A pilot test involving 30 participants was conducted to enhance the instrument's clarity and conciseness. The questionnaire was disseminated online via Google Forms, facilitating efficient data collection throughout Tanzania. Structured questionnaires facilitated the collection of standardized and comparable responses, which is essential for analysing varying levels of awareness and perceptions across diverse stakeholder group (Creswell & Creswell, 2018).

Considering the dispersed location of the construction sites and other stakeholders, the use of structured questionnaires enabled the researcher to collect data from a relatively large number of respondents within a short time. They also improved the reliability and validity of the finding through the use of predetermined, clear and concise questions which minimized bias (Bryman, 2016).

3.4 Reliability and Validity

The validity of the findings was ensured through triangulation, which, as Creswell and Creswell (2018) observe, strengthens credibility by integrating data from multiple sources. The researcher collected data from diverse stakeholders, including FAM project team members, contractors, consultants, local fundi, and regulatory officials, using a uniform questionnaire. The

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consistency of responses across these groups reinforced the validity of the findings. Reliability was ensured through pre-testing of the questionnaire and Cronbach's Alpha to assess internal consistency. The coefficient was 0.83 for items on stakeholder awareness and perceptions. According to Nunnally and Bernstein (1994), a Cronbach's Alpha of 0.7 or higher is acceptable, indicating that the instrument used was highly reliable.

3.5 Techniques of Data Analysis

Data were analyzed using IBM SPSS Version 27. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were employed to summarize stakeholders' levels of awareness and perceptions of the FAM in public building construction projects. To examine divergent views among stakeholder groups, chi-square tests were used for categorical awareness variables, while one-way ANOVA and post-hoc tests assessed differences in perception scores across groups. Non-parametric tests, such as Kruskal–Wallis, were applied where assumptions of normality were not met. Correlation analysis explored relationships between awareness and perceptions.

3.6 Ethical Considerations

Prior to data collection, informed consent and gatekeeper permissions were secured to safeguard participant autonomy. Confidentiality was assured by excluding personal identifiers and restricting the use of information to academic purposes. Throughout the analysis and reporting process, objectivity was maintained, with no evidence of data falsification or selective omission. These ethical safeguards not only protected participants' rights but also enhanced transparency, validity, and reliability, thereby reinforcing the credibility of both the research process and its outcomes.

4.0 RESULTS AND DISCUSSIONS

This section presents the study's findings and analyses them in relation to the research objectives. The results are compared with previous empirical studies and relevant theoretical frameworks to provide context, confirm observed trends, and highlight significant differences.

4.1 Demographic characteristics

The study surveyed 128 people, with a notable majority being male (89.8%). This highlights ongoing gender disparities in FAM projects and mirrors national trends in STEM enrollment, as well as previous research findings. Most respondents (56.8%) were between 35 and 44 years old, which matches national employment patterns in the construction industry.

Additionally, 69.2% had over nine years of work experience, lending credibility to their feedback. Participants represented a mix of organizations: regulatory bodies (32.0%), implementing agencies (28.9%), contractors or local fundi (28.9%), and consultants (10.2%). This diverse representation offered a broad range of perspectives from key stakeholders. The most common roles were civil engineers (18%), project team members (18%), and local fundi (14.1%), reflecting both the technical and community-focused nature of FAM projects as shown in Table 1.

Table 1. Demographic characteristics of the respondents

S/N	Type	Profile	Frequency	Percentage
1	Sex	Male	115	89.8%
		Female	13	10.2%
2	Age	18-24 years	14	10.6%
		25-34 years	33	25.4%
		35-44 years	73	56.8%
		45 and above years	9	7.2%
3	Work experience	1-4 years	14	10.8%
		5-8 years	26	20.0%
		9-12 years	52	40.8%
		13 and above	36	28.4%
4	Institutional category	Implementing agency	37	28.9%
		Contractor/Local fundi	37	28/9%

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		Consultant	13	10.2%
		Regulatory body/Authority	41	32.0%
5	Designation	Accounting Officer	7	5.5%
		Procurement Officer/Storekeeper	11	8.6%
		Civil Engineer	23	18.0%
		Quantity Surveyor	7	5.5%
		Service Engineer	1	0.8%
		Architect	8	6.3%
		Project Manager	1	0.8%
		Technician	4	3.1%
		Member of Project Implementation Team	23	18.0%
		Regulatory Officer	6	4.7%%
		Local Fundi	18	14.1%
		Site Engineer	3	2.3%
		Accountant	4	3.1%
		Other	12	9.4%

4.2 Level of stakeholders' awareness regarding FAM selection criteria

The objective of this study was to examine the level of awareness among stakeholders on the selection criteria for FAM in public building construction projects. The results are presented descriptively in Table 2.

Table 2. Respondents general level of agreement on the selection criteria for FAM

Factors that influence the selection of FAM	Mean	Std. Deviation
The organization/implementing agency must have enough qualified technical staff	4.12	1.246
The construction work needs to be executed without disrupting ongoing operations	3.97	1.183
Limited funds and uncertainty of fund disbursement for the project	3.49	1.420
The work to be executed is part of the routine activity of the institution	3.42	1.390
The construction site must be remotely located and scattered, so qualified contractors are unlikely to bid at a reasonable price	3.30	1.433
The quantity of work to be involved could not be defined in advance.	2.88	1.461

The findings above indicate that the highest level of agreement was with the organisation's requirement to have qualified technical staff (Mean = 4.12), highlighting the high level of awareness among respondents of the institutional capacity needed to execute force account projects successfully. This was followed by the need to avoid disruption to ongoing operations (Mean = 3.97), indicating respondents agree that FAM is particularly suitable for projects in sensitive environments such as academic buildings.

Moderate agreement was shown for limited funding and uncertainty in disbursement (Mean = 3.49) and when the work is part of routine institutional activity (Mean = 3.42), suggesting these are important but secondary considerations in the decision-making process. The respondents disagreed with the condition that the quantity of work to be involved could not be defined in advance (Mean = 2.88), which suggests uncertainty in scope is less commonly accepted as a justification for using force account, possibly due to the challenges it poses in planning, budgeting, and accountability.

However, further analysis of the findings revealed that regulatory bodies tended to strongly agree that remoteness justifies FAM, while many implementing agencies disagreed, suggesting differing interpretations of policy versus practice. Responses were also mixed on

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whether routine works or uncertain scopes of work justify FAM, with some stakeholders supporting its flexibility while others raised concerns about poor definition of quantities and potential misuse.

On the financial dimension, most stakeholders agreed that limited funds and uncertainty in disbursement were valid justifications for FAM, reflecting the realities of budget constraints in public projects. Overall, the data indicate strong consensus on capacity and operational continuity as key criteria, but divergent perceptions on remoteness, scope, and funding reveal areas of ambiguity that can lead to inconsistent application, as shown in Table 3.

Table 3. Divergent views of stakeholders on selection criteria for FAM

		Stakeholders			
		Implementing Agency	Contractor/ Local Fundi	Consultant	Regulatory body/Authority
The organization/ implementing agency must have enough qualified technical staff	Strongly Disagree	3	2	0	2
	Disagree	7	4	1	3
	Neutral	3	2	0	0
	Agree	10	13	2	5
	Strongly Agree	14	16	10	31
The construction site must be remotely located and scattered so qualified contractors are unlikely to bid at a reasonable price	Strongly Disagree	10	6	1	3
	Disagree	8	3	3	9
	Neutral	4	8	4	2
	Agree	9	12	2	10
	Strongly Agree	6	8	3	17
The construction work needs to be executed without disrupting ongoing operations	Strongly Disagree	2	4	0	1
	Disagree	4	4	2	4
	Neutral	3	1	0	3
	Agree	11	16	6	15
	Strongly Agree	17	12	5	18
The work to be executed is part of the routine activity of the institution	Strongly Disagree	4	8	1	2
	Disagree	8	6	2	8
	Neutral	7	5	3	4
	Agree	7	8	3	14
	Strongly Agree	11	10	4	13
The quantity of work to be involved could not be defined in advance.	Strongly Disagree	9	12	1	10
	Disagree	9	5	3	9
	Neutral	3	5	4	5
	Agree	11	7	2	11
	Strongly Agree	5	8	3	6
Limited funds and uncertainty of fund disbursement for the project	Strongly Disagree	5	8	1	5
	Disagree	6	3	1	5
	Neutral	1	7	5	5
	Agree	14	10	3	9

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	Strongly Agree	11	9	3	17

4.3 Stakeholders' perceptions of the benefits of FAM on practice

The second objective of this study was to examine perceptions of stakeholders on the benefits of FAM on practices. The findings are presented in Table 3.

Table 4. General stakeholders' agreement on the benefits of FAM

Features of FAM	Yes	No
Force account method projects do not meet timelines compared to hiring a private contractor	56 (46.1%)	69 (35.9%)
The force account method helps to save costs in public construction projects	110 (85.9%)	18 (14.1%)
The quality of work produced by the force account method in construction projects is high.	82 (64.1%)	46(35.9%)
The force account method allows greater adaptability in handling unexpected changes in projects	101(78.9%)	27 (21.1%)
The force account method helps to build public trust in the efficiency and transparency of the project	104(81.3%)	24(18.8%)

A vast majority (85.9%) agreed that the method helps to reduce costs, reflecting a common understanding that FAM can be a cost-effective alternative to conventional contracting, especially for small and routine works. Additionally, 78.9% of respondents believed that FAM allows for greater adaptability when handling unexpected changes, and 81.3% agreed that it helps to build public trust through increased transparency and efficiency. A study by Massawe (2023) found that, despite challenges, FAM has shown positive impacts on cost reduction, quality enhancement, and time management in public procurement when properly executed. These responses align with current research and government strategies that support the use of force account for its flexibility, efficiency, and potential for improving governance in public procurement.

However, the findings also reveal some concerns among respondents as only 46.1% agreed that FAM projects meet timelines compared to projects executed by private contractors, suggesting that delays may still be a challenge in FAM implementation. While 64.1% believed that the quality of work produced through FAM is high, a significant portion (35.9%) did not share this view, highlighting concerns about the consistency of quality outcomes.

A study by Mbabazi and Mugurusi (2019) highlighted that public construction stakeholders in Uganda viewed FAM favourably for certain projects, suggesting timely delivery when adequately supported. Similarly, the findings by Chungu and Authur (2024) revealed strong agreement among participants that the quality achieved through the use of FAM in construction projects in the health sector in Tanzania met or exceeded the standards set by traditional contracting methods. These mixed perceptions highlight the need to strengthen institutional capacity, ensure adequate technical supervision, and improve resource management to enhance the effectiveness and credibility of FAM in delivering timely and high-quality public infrastructure.

Furthermore, the findings revealed that mixed perceptions on quality, with many respondents agreed that FAM produces high-quality work, a significant minority across all groups disagreed, suggesting persistent doubts about technical standards. On timeliness, stakeholders were divided, with many noting that FAM projects often fail to meet timelines compared to private contractors, raising concerns about efficiency despite cost savings. Interestingly, the method was also widely perceived as a means of building public trust in efficiency and transparency, with strong agreement across most categories, particularly contractors and implementing agencies. Overall, the data highlight cost savings, adaptability, and trust-building as the most recognized benefits of FAM, while issues of quality and timeliness

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remain contested and point to areas requiring stronger oversight and capacity building, as shown in Table 4.

Table 5. Divergent perceptions of stakeholders on the benefits of FAM

		Stakeholders			
		Implementing Agency	Contractor/ Local Fundi	Consultant	Regulatory body/Authority
Force account method projects do not meet timelines compared to hiring a private contractor	Yes	21	20	4	14
	No	16	17	9	27
The force account method helps to save costs in public construction projects	Yes	30	33	12	35
	No	7	4	1	6
The quality of work produced by the force account method in construction projects is high.	Yes	23	25	8	26
	No	14	12	5	15
The force account method allows greater adaptability in handling unexpected changes in projects	Yes	29	33	11	28
	No	8	4	2	13
The force account method helps to build public trust in the efficiency and transparency of the project	Yes	30	35	10	29
	No	7	2	3	12

5.0 CONCLUSIONS

This study concludes that stakeholders in Tanzania demonstrate strong awareness of the selection criteria for using FAM, with particular consensus on the need for qualified technical staff and the importance of avoiding disruption to ongoing operations. Perceptions of FAM's benefits were also generally positive, with respondents highlighting cost savings, adaptability to change, and improved public trust through transparency.

However, concerns persist regarding project timeliness and the consistency of quality outcomes, reflecting ongoing capacity and oversight challenges. Divergent views between regulatory bodies and implementing agencies further indicate gaps in the interpretation and application of FAM guidelines. Overall, while FAM has proven effective in enhancing affordability and accountability, its efficiency and quality dimensions require significant strengthening to ensure balanced project performance.

5.1 Recommendations

To improve the effectiveness of FAM in Tanzania's public construction projects, several actions are recommended. First, implementing agencies should strengthen institutional capacity by investing in continuous training for supervisors, engineers, and project managers to improve quality and timeliness. Second, PPRA and other regulatory bodies should establish clearer, standardised criteria and monitoring mechanisms to reduce divergent interpretations and inconsistent application. Finally, stakeholder engagement and community participation should be enhanced to build trust and ensure sustainability.

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