



The influence of stakeholder participation on the performance of strategic plans in Tanzania's local government authorities

Juma H. Uledi^{1*}
Chacha A. Matoka²
Venance S. Shilingi³

^{1*} jumahassan050@gmail.com

¹ <https://orcid.org/0009-0005-6085-0861>

² <https://orcid.org/0000-0003-0498-3465>

³ <https://orcid.org/0000-0001-8162-615X>

The Open University of Tanzania

<https://doi.org/10.51867/asarev.3.1.4>

ABSTRACT

This study examines the influence of stakeholder participation on the performance of strategic plans in Tanzania's local government authorities (LGAs). Despite the widespread adoption of strategic planning frameworks, many LGAs continue to experience gaps between planning and actual performance, reflected in challenges related to service delivery, resource utilization, goal achievement, and timeliness. Guided by stakeholder theory, this study conceptualizes stakeholder engagement through three dimensions: participation in strategic planning, communication and information sharing, and collaboration and partnerships. This study adopted a quantitative approach, and data were collected from 120 respondents from seven district councils. The targeted population involved key stakeholders involved in strategic plan implementation, including executive directors, heads of departments, planning officers, and monitoring and evaluation officers. The study employed purposive sampling and simple random sampling techniques. Structured questionnaires were used to capture perceptions of stakeholder participation practices and strategic plans. Data were analyzed using descriptive statistics, correlation analysis, and multiple regressions. Correlation results indicate significant and positive relationships between all dimensions of stakeholder participation and performance outcomes ($p < 0.001$), with communication and information sharing demonstrating comparatively stronger associations with service delivery and overall performance. Regression analysis further confirms that stakeholder participation is a strong predictor of strategic plan performance, explaining a substantial proportion of the variance in performance outcomes. The study concludes that inclusive and interactive stakeholder participation mechanisms play a central role in enhancing the effectiveness of strategic plans in Tanzania's LGAs. The findings provide empirical support for stakeholder theory within the local government context and underscore the importance of institutionalizing participatory approaches, transparent communication, and collaborative partnerships. The study contributes to policy and practice by offering evidence-based insights to guide LGAs in strengthening stakeholder participation as a pathway to improved strategic plan implementation and sustainable service delivery. Furthermore, local government authorities should institutionalize stakeholder participation by establishing formal structures such as stakeholder forums, participatory committees, and regular public consultations to ensure continuous engagement throughout all phases of the strategic planning cycle. Additionally, communication and information sharing mechanisms should adopt both digital and traditional platforms, including community meetings, notice boards, and mobile-based communication.

Keywords: Local Government Authorities, Performance, Stakeholders Participation, Strategic Planning, Tanzania

I. INTRODUCTION

The issue of stakeholder participations is one of the main factors influencing a company's performance, as it has a direct effect on the decision-making process (Hristov & Appolloni, 2022). In organizations seeking to enhance performance, stakeholder engagement remains a crucial factor (Bwogen & Muthoni, n.d). Stakeholder participation is instrumental in comprehending and elucidating the interactions between organizations and their stakeholders including employees, customers, suppliers, competitors, local communities, and citizens as well as in understanding the outcomes of these relationships (Kujala et al., 2022). Similarly, involving stakeholders in decision-making alongside experts promotes learning, relationship building, capacity development, and the coordination necessary to address complex environmental issues (Eaton et al., 2021). Stakeholder participation enables businesses to proactively consider the needs and expectations of all parties with an interest in the organization, thereby fostering relationships, trust, confidence, and support for key initiatives. This process includes identifying, mapping, and prioritizing



stakeholders to determine the most effective strategies for communication while optimizing resource use (Paddeu et al., 2024).

Stakeholder participation also plays a critical role in ensuring that strategic decisions are comprehensive and well-informed, as it introduces diverse perspectives and expertise into the planning process (Gillen, 2024). Stakeholder participation can enhance the performance of strategic plans, accountability, and transparency by effectively involving stakeholders, ultimately increasing confidence in achieving sustainable objectives (Tidore et al., 2025). Meanwhile, stakeholder participation can strengthen government accountability to stakeholders and lend greater legitimacy by providing evidence to support and shape policies, thereby facilitating the implementation of strategic plans (Masefield et al., 2021). Depending on the organization, the level of stakeholder influence over the success of a strategy is determined by the nature of the strategy, the stakeholders' power, their level of cooperation or threat, and their interests (Kilonzi et al., 2023). Stakeholder's participation It investigates how involving important stakeholders, such as management and creditors, might influence the decision-making process, during the implementation of strategic plans and enhance lower risks, and raise the possibility of performance of strategic plans (Shem & Mupa, 2024). Additionally, organizational responsiveness and agility are enhanced by devolving administrative structures.

Organizations can swiftly adjust to changing conditions by allocating decision-making authority. Because they work closer to the front lines, lower-level staff members have important insights and viewpoints that can be used to make prompt, well-informed decisions (Jumanne, 2023). The performance of strategic plans within Tanzania's local government authorities has been a concern since their reintroduction in 1984. Tanzania's Local Government Authorities (LGAs) have performed poorly for decades, primarily due to ineffective strategic leadership (President's Office - Regional Administration and Local Government, 2019; Haule and Mushi, 2024). Furthermore, they have encountered various practical challenges. According to the National Audit Office of Tanzania (NAOT), as reported by the Chief Auditor General, the majority of councils do not meet the required standards for effective resource management. This inadequate implementation has resulted in substandard service delivery, adversely affecting Tanzanians to varying extents. These shortcomings underscore persistent gaps in the practice of strategic plan implementation (Pandisha et al., 2023).

Moreover, the inefficiencies are further characterized by unclear communication of strategies, weak alignment between budgets and strategic objectives, unplanned expenditures, mismanagement of resources, and insufficient monitoring and evaluation mechanisms (Bruehlmann, 2017). Furthermore, there are other issues like others still suffer as a result of ineffectiveness, red tape, and a lack of cooperation between stakeholders (Shilingi & Landa, 2025). So these practical challenges acted as a barrier towards the performance of strategic plans.

This study addresses the existing gap by examining the influence of stakeholder participation on the performance of strategic plans in Tanzania's local government authorities. It seeks to identify the various methods or tactics that can be effectively employed to enhance strategic plan performance, focusing on how different stakeholders such as employees, clients, boards of directors, and others participate from the grassroots level through to the implementation stage. The significance of this research lies in its potential to inform policymakers, local government authority (LGA) officials, and stakeholders about best practices throughout the entire process of strategic plan formulation and implementation. Furthermore, the significance of this study lies on its potential to those policy makers, local government authorities officials and stakeholders about best practices throughout the entire process of strategic plans formulation and implementation ultimately strengthen decision making process, enhancing accountability mechanism, and revitalizing opportunities for improved service delivery and sustainable organizational performance within Tanzania local government authorities.

1.1 Research Objective

The objectives of the study is to examining the influence of stakeholder participation on the performance of strategic plan in Tanzania's local government authorities, it's specifically examined, firstly how factors like Participation and information sharing, collaboration and partnership enhance the performance of strategic plans in Tanzania local government authorities.

II. LITERATURE REVIEW

2.1 Conceptual Review

Stakeholders' Participation: Stakeholder participation refers to the communication that occurs between an organisation and the individuals or groups it affects or influences. It is increasingly recognised as a practical strategy for enhancing dialogue with both internal and external stakeholders. Organisations that acknowledge the value of engaging with stakeholders typically aim to move from a one-way monologue to a two-way dialogue to foster shared understanding (Bruce & Shelly, 2010). Since its inception in the 1980s, the concept of stakeholders has rapidly



expanded across various disciplines. According to Silva da Costa et al., (2025), stakeholder participation is a process that involves other parties with a specific objective in mind such as reaching a consensus on desired outcomes to achieve predefined results. Similarly, World Bank (2021) highlights that changing conditions related to the governance, use, and management of a resource, area, or sector can affect, or have the potential to affect, individuals, groups, and organisations involved. In the context of this study, stakeholder engagement techniques will be essential for the effective execution of strategic plans. These techniques will help in identifying relevant stakeholders, setting engagement priorities, understanding stakeholder needs and expectations, and formulating a communication strategy. Such a strategy will support stakeholder involvement in decision-making processes and promote both accountability and transparency.

Strategic Planning: Strategic plans, according to Bryson et al. (2018), are a deliberate and methodical effort to generate fundamental choices and actions that shape and guide an organization's mission, activities, and identity. Analyzing the mandate, defining the mission and values, evaluating both internal and external environments, identifying strategic issues, formulating responses to problems, and articulating a future vision are all steps typically involved in strategic planning. It emphasizes the importance of examining future trends and challenges in order to align them with the organizational priorities of a department or agency. This process ensures that the goals and functions of a team, division, department, or unit are effectively aligned with broader institutional objectives.

District Council: A District Council is a group of individuals elected through direct elections that are responsible for managing district affairs and constitute the governing body of the district. The District Council holds exclusive authority over the administration of all departments within the district (Kharl et al., 2018). Furthermore, according to the Local Government Act of 1982, the Minister has the authority to establish as many district councils in as many locations as deemed appropriate, practical, or necessary for the purpose of creating, advancing, developing, and maintaining an efficient and effective local government system.

2.2 Theoretical Review

2.2.1 The Description

Stakeholder theory is a theory of organizational management and corporate ethics. Organizations seek to produce a variety of advantages for various stakeholders, for instance, groups and persons who can influence or be influenced by the organization e.g., civil societies, communities, customers, employees, governments, shareholders, suppliers (Mahajan et al., 2023). Furthermore, according to stakeholder theory, which is commonly associated with sustainability, effective management planning, cooperative arrangements, and communication among stakeholders, are essential for fostering collaboration (Bruehlmann, 2017). The core premise of stakeholder theory is that an organization's diverse stakeholders work together to achieve a variety of objectives, which may not necessarily be mutually exclusive (Roscoe et al., 2016). The theory further suggests that, in order to ensure effective performance and strategic planning, managers must possess a comprehensive understanding of the actors within both the internal and external contexts of the organisation (Falqueto et al., 2020). Correspondingly, stakeholder theory insisted that businesses will operate more efficiently and generate more value if they provide exceptional care for a wide range of their stakeholders, including customers, suppliers, employees, and communities. After that, this value could be utilized to maintain and expand the company and repay the stakeholders that contributed to its creation (Phillips et al., 2019).

Additionally, managers should operate the business in the interest of its stakeholders to maintain the organization's sustainability and protect the long-term investments of each group. In this regard, management must act as an agent for the stakeholders safeguarding their rights and enabling their participation in decision-making processes (Fontaine et al., 2006).

Stakeholder participation significantly contributed on the performance of strategic plan in Tanzania's local government authorities. It has been acknowledged that it is beneficial to involve stakeholders, both primary and secondary, in the execution of strategic goals. The rationale is that secondary stakeholders can influence the viewpoints of key stakeholders, serving as a means of risk reduction (Rathobei et al., 2023). The theory highlights the importance of these stakeholders and views the organization as a key node in a complex network for the sharing of knowledge, expertise, and clout (Ogada et al., 2023). Furthermore, stakeholder theory highlights the significance of taking into account the requirements and perspectives of different stakeholders, including as workers, clients, suppliers, communities, and society at large.

Correspondingly, Agyemang et al. (2025) alluded that it entails strategic issues including stakeholder identification and classification, analysis of the most powerful, conflict of interest resolution, involvement with the organization, and sustainable goals, among others. Silva da Costa et al. (2025) as well noted that stakeholder theory provides useful theoretical frameworks for securely establishing the opportunity-actualization viewpoint within the practical limitations of commercial ventures.



2.3 Empirical Review

Empirical evidence consistency demonstrates that stakeholder participation plays a significant role in enhancing the performance and effectiveness of strategic planning process across different contexts. In line with objective of this study, prior research has examined how stakeholder participation influences strategic planning outcomes in both developing countries and developed countries.

In developed contexts, Gillen (2024) assessed strategic planning in higher education in the United States, emphasizing the need for effective stakeholder participation. The study examined how stakeholder engagement techniques contribute to the development of strategic plans using a qualitative methodology. Additionally, quantitative data on stakeholder opinions and experiences with the strategic planning process were collected through a survey. The findings revealed a positive relationship between stakeholder participation and strategic planning performance. Similarly, Karimi et al. (2020) defined stakeholders as influential individuals and organisations with a strong interest in an organisation's past, present, and future activities as well as its operating environment. The study found that stakeholders played a pivotal role in the performance of strategic planning.

In Africa contexts, Isang, et al. (2023) examined on stakeholder participation in service delivery-based strategy formulation process in the public sector of South Africa. Furthermore, in Nigeria, Yadua et al., (2024) performed research on stakeholders' participation for advancing a sustainable Nigerian construction industry through a sustainable development goal driven approach. In Kenya, Murugi and Mugwe (2023), explored on stakeholders' involvement and school leadership for effective implementation of strategic planning. Correspondingly in Malawi, Masefield et al. (2021), investigated about stakeholder participation in the health policy process in a low income country: through a qualitative study of stakeholder perceptions of the challenges to effective inclusion. In Tanzania, Mkonda (2022), investigated on stakeholders' participation in the process of adapting to climate change impacts in the central region Tanzania. Moreover, Sanka (2024) conducted a study on impact of stakeholder participation on the success of water, sanitation, and hygiene projects in Babati, Tanzania. Lastly, Mbundu and Malisa (2023) explored on assessment of stakeholders' engagement in public sector reforms processes specifically a study of pension system reform in Tanzania. Despite substantial evidence linking stakeholder participation to improve performance outcomes, most existing studies are sector specific and do not examine comprehensively examine the influence of stakeholder participation within Tanzania's local government authorities. Therefore, this study seeks to address the gap by examining the influence of stakeholder participation on performance of strategic plans.

III. METHODOLOGY

3.1 Research Design

This study employed a quantitative approach integrating quantitative to examine the influence of stakeholder participation on the performance of strategic plans in Tanzania's Local government authorities. Data were gathered concurrently and evaluated independently using a convergent parallel design, which improved validity and reliability by enabling cross-checking and triangulation. By selecting quantitative approach, the complexity of the investigation, required both numerical measures and a contextual knowledge, drove the approach.

3.2 Study Area

This study was conducted in Mvomero District Council, Kibaha District Council, Kinondoni District Council, Hanang District Council, Kibiti District Council, and Lushoto District Council. These councils were purposively selected due to their operational significance, demographic diversity, and the reported inconsistencies in strategic plan implementation. Although strategic planning frameworks are in place within these councils, there are persistent challenges in aligning stakeholder engagement with measurable outcomes. This reflects a broader national concern regarding gaps between planning and execution. Moreover, these councils offer a relevant context for investigating how leadership support functions as a moderating variable in improving strategic plan performance through stakeholder participation.

3.3 Target Population

The target population comprised permanent employees within the seven district selected district council, particularly those in managerial and supervisory positions such as a department heads, head of units, managers, and other lower levels. Those individuals were selected because they possess in depth knowledge and practical experience regarding the formulation, implementation and monitoring of strategic plans. Employees with part time or temporary contracts were excluded, as participation in long term strategic initiatives is limited. The total population across seven district councils was 815 staff members.



3.4 Sampling techniques and sample Size

A purposive sampling technique was used to select participants who hold key managerial and supervisory roles directly involved in strategic planning activities. This approach ensured that all respondents had a relevant expertise to provide meaningful insight on stakeholder participation and strategic plan performance. The sample size was 120 employees calculated using Yamane (1967) formula for finite populations.

3.5 Data Collection Instruments and Variables

Quantitative data were collected through structured questionnaires at Mvomero District Council, Kibaha District Council, Kinondoni Municipal Council, Tanga City Council, Hanang District Council, Kibiti District Council, and Lushoto District Council. The questionnaire was pilot-tested on 20 respondents for clarity.

3.6 Reliability and Validity

A pilot test involving 10 students was carried out to ensure instrument reliability. Their feedback clarified ambiguous questions. Internal consistency of the Likert-scale items was evaluated using Cronbach's alpha, with scores above 0.70 deemed reliable. Content validity was enhanced through reviews by lecturers and housing experts. Using structured questionnaires.

3.7 Data Analysis Plan

Quantitative data were analyzed using STATA. Descriptive stats summarized the respondents' characteristics. Multiple regression identified factors affecting performance of strategic plans diagnostics showed low multicollinearity and normally distributed residuals. The findings of the study based on impacts of stakeholders' participation on the performance of strategic plans are presented using both descriptive and inferential statistics.

3.6 Ethical Consideration

The study was ethically approved by Mvomero District Council, Kibaha District Council, Kinondoni Municipal Council, Tanga City Council, Hanang District Council, Kibiti District Council, and Lushoto District Council. Participation was voluntary, with the option to withdraw anytime. Data were anonymised and stored securely to protect confidentiality

IV. FINDINGS & DISCUSSION

4.1 Descriptive Statistics

This section presents the descriptive statistics of the study variables, focusing on stakeholder participation and the performance of strategic plans in Tanzania's Local Government Authorities (LGAs). A five-point Likert scale was used to measure respondents' perceptions. The results indicate that stakeholder engagement dimensions namely participation, communication and information sharing, and collaboration and partnerships were rated at moderate levels, with mean scores ranging from 3.48 to 3.52 and relatively low variability (overall SD = 0.359). This suggests that stakeholder engagement practices are present within LGAs but are not yet fully developed or optimized. The overall stakeholder engagement index ($M = 3.50$, $SD = 0.304$) further confirms a moderate level of engagement across the surveyed councils. The low standard deviations across the engagement dimensions indicate that respondents shared similar perceptions regarding the level of stakeholder involvement in strategic planning processes. In contrast, the performance of strategic plans was rated highly, with mean scores ranging from 4.72 to 4.93. Specifically, goal achievement recorded the highest mean ($M = 4.93$), followed by resource utilization ($M = 4.90$), service delivery ($M = 4.82$), and timeliness ($M = 4.72$). The composite performance index ($M = 4.84$, $SD = 0.183$) suggests that LGAs are perceived to be performing well in implementing their strategic plans despite only moderate stakeholder engagement. The moderate stakeholder engagement observed in this study aligns with findings by Mbundu and Malisa (2023), who reported that Tanzanian LGAs face challenges in fully integrating stakeholders into strategic planning processes. Similarly, Twum-Darko et al. (2023) emphasize that while stakeholder participation is recognized as important, practical implementation often remains partial, which explains the moderate scores in engagement dimensions. This finding implies that although LGAs achieve relatively strong performance outcomes, there is potential for further improvement through enhanced stakeholder engagement practices.

**Table 1**

Descriptive Statistics of Stakeholder Engagement and Strategic Plan Performance in Local Government Authorities

Variable	N	Mean	SD	Min	Max
Participation in Strategic Plans	120	3.487	0.539	2	4.6
Communication & Information Sharing	120	3.515	0.526	1.8	4.8
Collaboration & Partnership	120	3.483	0.534	2.2	4.6
Overall Stakeholder Engagement	120	3.495	0.304	2.7	4.1
Goal Achievement	120	4.927	0.172	4.2	5
Service Delivery Improvement	120	4.818	0.25	4	5
Resource Utilization	120	4.898	0.199	4.2	5
Timeliness of Utilization	120	4.722	0.252	4	5
Performance of Strategic Plans	120	4.841	0.183	4.3	5

Correlation analysis was conducted to examine the relationships between stakeholder engagement dimensions and the performance of strategic plans. The results reveal that all dimensions of stakeholder engagement are positively and significantly related to performance outcomes, with correlation coefficients ranging from $r = 0.323$ to $r = 0.553$ ($p < 0.001$). This indicates that increased stakeholder engagement is associated with improved performance of strategic plans. Among the engagement dimensions, communication and information sharing demonstrated relatively stronger relationships, particularly with service delivery and overall performance. This suggests that effective communication plays a crucial role in enhancing coordination, transparency, and service outcomes within LGAs. Additionally, overall stakeholder engagement exhibited very strong correlations with specific performance indicators, especially timeliness ($r = 0.855$) and overall performance ($r = 0.892$). These findings highlight the importance of stakeholder engagement in ensuring timely implementation and overall success of strategic plans. Overall, the correlation results provide strong evidence that stakeholder participation is a key determinant of strategic plan performance. This supports the theoretical premise of stakeholder theory (Fontaine et al., 2006), which argues that effective engagement of all relevant stakeholders enhances organizational outcomes. The finding that communication and information sharing has the strongest effect mirrors prior research (Gonzalez-Urango et al., 2021), which highlights the critical role of transparent information flows and active dialogue in improving decision-making and performance outcomes.

Table 2

Correlation Analysis between Stakeholder Engagement and Performance

Independent Variable	Dependent Variable	R	p-value
Participation Dimension			
Participation	Goal Achievement	0.323	< 0.001
Participation	Service Delivery	0.432	< 0.001
Participation	Resource Utilization	0.324	< 0.001
Participation	Timeliness	0.524	< 0.001
Participation	Overall Performance	0.492	< 0.001
Communication Dimension			
Communication	Goal Achievement	0.38	< 0.001
Communication	Service Delivery	0.49	< 0.001
Communication	Resource Utilization	0.44	< 0.001
Communication	Timeliness	0.513	< 0.001
Communication	Overall Performance	0.553	< 0.001
Collaboration Dimension			
Collaboration	Goal Achievement	0.401	< 0.001
Collaboration	Service Delivery	0.399	< 0.001
Collaboration	Resource Utilization	0.381	< 0.001
Collaboration	Timeliness	0.424	< 0.001
Collaboration	Overall Performance	0.48	< 0.001
Overall Stakeholder Engagement			
Stakeholder Engagement	Goal Achievement	0.646	< 0.001
Stakeholder Engagement	Service Delivery	0.773	< 0.001
Stakeholder Engagement	Resource Utilization	0.669	< 0.001
Stakeholder Engagement	Timeliness	0.855	< 0.001
Stakeholder Engagement	Overall Performance	0.892	< 0.001



The regression analysis revealed strong predictive relationships across all models. Model 1, using overall Stakeholder Engagement as a single predictor, explained 79.5% of variance in Performance of Strategic Plans ($R^2 = 0.795$, $F = 457.8$, $p < 0.001$), demonstrating exceptional predictive power. Model 2, which included the three engagement dimensions separately (Participation, Communication, Collaboration), explained 79.7% of variance ($R^2 = 0.797$, $F = 151.7$, $p < 0.001$), a minimal improvement of 0.2% over Model 1, suggesting the dimensions contribute collectively rather than uniquely. Among specific performance outcomes, Timeliness showed the highest explained variance (73.9%), followed by Service Delivery (60.0%), Resource Utilization (45.0%), and Goal Achievement (41.8%). All models were statistically significant ($p < 0.001$), confirming the robust predictive validity of stakeholder engagement for strategic plan performance.

Model 2: Performance of Strategic Plans = Participation + Communication + Collaboration

In the full regression model (Model 2), all three stakeholder engagement dimensions emerged as significant predictors of Performance of Strategic Plans (all $p < 0.001$). Communication & Information Sharing had the strongest effect ($\beta = 0.187$, $t = 12.83$), followed closely by Participation in Strategic Plans ($\beta = 0.183$, $t = 12.87$) and Collaboration & Partnership ($\beta = 0.167$, $t = 11.60$). The nearly equal beta coefficients (ranging from 0.167 to 0.187) indicate that all three dimensions contribute almost equally to strategic plan performance, with no single dimension dominating. The model's high explanatory power ($R^2 = 0.797$) combined with significant individual coefficients provides strong empirical support for the concurrent engagement framework, where participation, communication, and collaboration work together simultaneously to enhance strategic plan performance. The high explanatory power of the regression model is consistent with studies in public sector management (Mbundu & Malisa, 2023; Costa et al., 2025), which demonstrate that multi-dimensional stakeholder engagement collectively enhances strategic plan implementation. The near-equal beta coefficients for the three dimensions suggest that no single engagement strategy dominates, which resonates with the concurrent engagement framework proposed in prior studies (Ramoglou et al., 2020).

Table 3

Multiple Regression Analysis - Model Summary

Model	Dependent Variable	R^2	Adj R^2	F-statistic
Model 1	Overall Performance	0.795	0.793	457.8***
Model 2	Overall Performance	0.797	0.792	151.7***
Model 3	Goal Achievement	0.418	0.403	27.81***
Model 4	Service Delivery	0.6	0.59	58.06***
Model 5	Resource Utilization	0.45	0.436	31.68***
Model 6	Timeliness	0.739	0.732	109.5***

Note: *** $p < 0.001$

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This study examined the influence of stakeholder's participation on the performance of strategic plans in Tanzania's local government authorities. The findings demonstrate that stakeholder participation through collaboration, communication, and information sharing has a strong and positively statistically significant relationship with strategic plan performance outcomes. These outcomes were rated highly, indicating that even existing engagement practices meaningfully contribute to goal achievement, service delivery, resource utilization, and timeliness. Regression results further confirmed that stakeholder participation explains almost an equal proportion of the variance in performance outcomes. The findings support stakeholder theory and underscore the central role of inclusive and interactive engagement mechanisms in enhancing the effectiveness of strategic plans and their implementation.

5.2 Recommendations

In light of the results, Tanzania's local government authorities must focus on institutionalizing stakeholder participation, communication, and collaboration mechanisms at all stages of strategic planning and implementation. Furthermore, strengthening communication and information sharing systems through regular consultations, feedback platforms, and transparent reporting will enhance coordination and accountability.

Promoting collaborative partnerships with communities, civil society, and private sector actors can help mobilize resources and improve service delivery outcomes. Building capacity among local government officials and



stakeholders through targeted training on participatory planning, stakeholder management, and monitoring and evaluation is also essential.

Additionally, aligning stakeholders' participation with performance management systems will ensure that engagement outcomes are systematically tracked and linked to the achievement of strategic plan objectives.

REFERENCES

- Agyemang, E. A., Musonda, I., & Zulu, S. (2025). Stakeholder theory and shareholder theory application in the construction field: A systematic scoping review. *Australasian Journal of Construction Economics and Building*, 25(2). <https://doi.org/10.5130/AJCEB.v25i2.9346>
- Bruce, P., & Shelley, R. (2010). Assessing stakeholder engagement. *Communication Journal of New Zealand*, 11, 30–48.
- Buehlmann, C. A. (2017). *An exploration of strategic planning and stakeholder engagement for the development of heritage sites in Plovdiv, Bulgaria* (Doctoral dissertation, Edinburgh Napier University).
- Bryson, J. M., Edwards, L. H., & Van Slyke, D. M. (2018). Getting strategic about strategic planning research. *Public Management Review*, 20(3), 317–339.
- Bwogen, R., & Muthoni, M. E. (n.d.). *The effect of stakeholder involvement on performance of Bomet County Government, Kenya* [Unpublished manuscript].
- Costa, D. F. A. S. da, Nogueira, G. da C., Fabiano, L., Santos, L. M. da S., Braga, I. L., & Arenas, M. V. dos S. (2025). Stakeholder theory applied to public administration: Bibliometric study of international scientific production with emphasis on Brazilian contribution. *Revista de Gestão Social e Ambiental*, 19(6), 1–20. <https://doi.org/10.24857/rgsa.v19n6-040>
- Eaton, W. M., Brasier, K. J., Burbach, M. E., Whitmer, W., Engle, E. W., Burnham, M., Quimby, B., Chaudhary, A. K., Whitley, H., Delozier, J., Fowler, L. B., Wutich, A., Bausch, J. C., Beresford, M., Hinrichs, C. C., Burkhart-Kriesel, C., Preisendanz, H. E., Williams, C., Watson, J., & Weigle, J. (2021). A conceptual framework for social, behavioral, and environmental change through stakeholder engagement in water resource management. *Society & Natural Resources*, 34(8), 1111–1132. <https://doi.org/10.1080/08941920.2021.1936717>
- Falqueto, J. M. Z., Hoffmann, V. E., Gomes, R. C., & Onoyama Mori, S. S. (2020). Strategic planning in higher education institutions: What are the stakeholders' roles in the process? *Higher Education*, 79(6), 1039–1056. <https://doi.org/10.1007/s10734-019-00455-8>
- Fontaine, C., Haarman, A., & Schmid, S. (2006). *The stakeholder theory*. Edlays Education.
- Gillen, S. M. (2024). *Stakeholder engagement: Challenges, metrics, and tactical solutions in higher education strategic planning* (Doctoral dissertation, Murray State University). Murray State Theses and Dissertations. <https://digitalcommons.murraystate.edu/etd/362>
- Gonzalez-Urango, H., Mu, E., & García-Melón, M. (2021). Stakeholder engagement and ANP. In *Best research practices in sustainable territorial and urban strategic planning*. https://doi.org/10.1007/978-3-030-89277-7_5
- Haule, A., & Mushi, A. (2024). Effects of strategic leadership practices on public organization's performance in Tanzania: A case study of Kigamboni Municipal Council. *African Journal of Empirical Research*, 5(4), 1593–1603. <https://ajernet.net>
- Hristov, I., & Appolloni, A. (2022). Stakeholders' engagement in the business strategy as a key driver to increase companies' performance: Evidence from managerial and stakeholders' practices. *Business Strategy and the Environment*, 31(4), 1488–1503. <https://doi.org/10.1002/bse.2965>
- Isang, I. W., Ebiloma, D. O., & Ukpong, E. (2025). Stakeholders' engagement for advancing a sustainable Nigerian construction industry: A sustainable development goal-driven approach. *Smart and Sustainable Built Environment*. <https://doi.org/10.1108/SASBE-08-2024-0283>
- Jumanne, A. S. (2023). Stakeholder's involvement practices and devolved administrative structures in selected semi-arid counties in Kenya. *American Journal of Public Policy and Administration*, 8(4), 1–33.
- Karimi, S. S., Mulwa, A. S., & Kyalo, D. N. (2021). Stakeholder capacity building in monitoring and evaluation and performance of literacy and numeracy educational programme in public primary schools in Nairobi County, Kenya. *Higher Education Studies*, 11(2), 186. <https://doi.org/10.5539/hes.v11n2p186>
- Kharl, S. H., Abbas, K., & Oghai, N. (2018). Governance decentralization in Pakistan: An analysis of district council and its powers. *International Journal of Latest Research in Humanities and Social Science*, 1(5), 56–60.
- Kilonzi, T. M., Atikiya, R., & Atambo, W. N. (2023). Leadership practices, stakeholder involvement and performance of national government departments in Kenya. *International Journal of Business Administration*, 14(1), 36–48. <https://doi.org/10.5430/ijba.v14n1p36>



- Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A., & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, 61(5), 1136–1196. <https://doi.org/10.1177/00076503211066595>
- Mahajan, R., Lim, W. M., Sareen, M., Kumar, S., & Panwar, R. (2023). Stakeholder theory. *Journal of Business Research*, 161, 114104. <https://doi.org/10.1016/j.jbusres.2023.114104>
- Masefield, S. C., Msosa, A., Chinguwo, F. K., & Grugel, J. (2021). Stakeholder engagement in the health policy process in a low-income country: A qualitative study of stakeholder perceptions of the challenges to effective inclusion in Malawi. *BMC Health Services Research*, 21(1), 984.
- Mbundu, B. M., & Malisa, E. T. (2023). Factors influencing implementation of strategic plans in local government authorities of Tanzania. *Sarcouncil Journal of Economics and Business Management*, 2(8). <https://doi.org/10.5281/zenodo.821689>
- Mkonda, M. Y. (2022). Stakeholder engagement and adoption of climate-smart agriculture in Tanzania. *Sustainability*, 14(11), 6574. <https://doi.org/10.3390/su14116574>
- Murugi, R. M., & Mugwe, M. (2023). Stakeholders' involvement and school leadership for effective implementation of strategic planning. *Journal of Research Innovation and Implications in Education*. <https://doi.org/10.59765/fa59zan3>
- Ogada, E. O., Koros, P., & Adhiambo, J. M. (2023). Impact of stakeholders' participation in strategic planning on the management of public secondary schools in Nairobi County, Kenya. *Journal of Popular Education in Africa*, 7(6), 53–72.
- Paddeu, D., Parkhurst, G., Rosenberg, G., Carhart, N., & Taylor, C. (2024). Promoting sustainable urban freight through stakeholder engagement to co-create decarbonisation pathways in the UK. *Research in Transportation Economics*, 104, 101424. <https://doi.org/10.1016/j.retrec.2024.101424>
- Pandisha, H., Kombe, W., & Kayunze, K. (2023). Effectiveness of strategic management practices on governance of local government authorities in Tanzania. *European Journal of Business and Strategic Management*, 7(3), 39–57. <https://doi.org/10.47604/ejbsm.1730>
- Phillips, R. A., Barney, J. B., Freeman, R. E., & Harrison, J. S. (2019). Stakeholder theory. *Management Faculty Publications, University of Richmond*.
- President's Office – Regional Administration and Local Government. (2019). *Guideline for improved opportunities and obstacles to development (O & OD)*. United Republic of Tanzania.
- Ramoglou, S., Gartner, W. B., & Tsang, E. W. K. (2020). “Who is an entrepreneur?” is (still) a wrong question. *Journal of Business Venturing Insights*, 13, 1–7.
- Rathobei, K. E., Ranängen, H., & Lindman, Å. (2023). Stakeholder integration in sustainable business models to enhance value delivery. *Business Strategy and the Environment*, 33(6), 3687–3706. <https://doi.org/10.1002/bse.3651>
- Roscoe, S., Cousins, P. D., & Lamming, R. C. (2016). Developing eco-innovations: A three-stage typology of supply networks. *Journal of Cleaner Production*, 112, 1948–1959.
- Sanka, E. S. (2024). Impact of stakeholder engagement on WASH projects in Babati, Tanzania. *Journal of Policy and Development Studies*, 17(1), 34–45. <https://doi.org/10.4314/jpds.v17i1.4>
- Shem, A., & Mupa, M. N. (2024). The role of stakeholder engagement in business rescue: A legal and strategic perspective. *Journal of Business Studies*, 8, 38–55.
- Shillingi, V., & Landa, E. (2025). Unlocking investment potential in Tanzania's local government authorities. *Journal of Policy and Leadership*, 11(2), 1–18. <https://doi.org/10.70563/jpl.v11i2.90>
- Silva da Costa, D. F. A., da Costa Nogueira, G., Fabiano, L., & Santos, L. M. da. (2025). Stakeholder theory applied to public administration. *Revista de Gestão Social e Ambiental*, 19(6), Article e012512. <https://doi.org/10.24857/rgsa.v19n6-040>
- Tidore, Y. R., Arifin, A. L., & Perkasa, D. H. (2025). Effective strategies for stakeholder engagement in business sustainability. *Majalah Ilmiah Bijak*, 22(1), 18–25. <https://doi.org/10.31334/bijak.v21i1.4378>
- Twum-Darko, M., Ncedo, N., & Tengeh, R. (2023). Stakeholder engagement as a service delivery-based strategy formulation process. *International Journal of Research in Business and Social Science*, 12(3), 109–121. <https://doi.org/10.20525/ijrbs.v12i3.2361>
- World Bank. (2021). *Digital Tanzania Program (Project ID: P160766)*. World Bank Group. <https://projects.worldbank.org/en/projects-operations/project-detail/P160766>
- Yadua, J. C., Olofin, A., Gambo, N., & Nwoye, M. I. (2024). Influence of stakeholder engagement on strategy implementation in Nigerian government agencies. *European Journal of Business and Innovation Research*, 12(1), 72–89. <https://doi.org/10.37745/ejbir.2013/vol12n17289>
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper & Row.