



Unveiling the potential: Exploring the influence of stakeholder collaboration on performance of strategic plan in Tanzania's local government authorities

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ABSTRACT

This research is examined how stakeholder collaboration with different groups affects how well local governments in Tanzania can put their strategic plans into action. Making these strategies work is super hard for them due to lots of issues, like not enough help from everyone involved, bad communication, and poor teamwork methods. The scientists used a quantitative approach following Stakeholder Theory. They wanted to know how cooperation, talk strategies, and group participation impacted the plan's execution. To gather info, they handed out questionnaires to people permanently working on strategy development and enforcement. The participants came from several district councils across five areas: Morogoro, Pwani, Dar es Salaam, Tanga2, and Lindi. There were 120 respondents total. Now, for analyzing the details, the team used descriptive stats stuff like counts, rates, averages and measures of spread. Also, they checked connections and made predictions using inferential stats, including correlation analyses, multiple regressions, and mediation studies. These looked at links among stakeholder collaboration, chat tactics, and involvement versus how well strategies perform .In the end, the numbers showed that stakeholder teamwork mostly affects plan success via a string of indirect pathways. Stakeholder collaboration makes communication strategies way more effective, boosting participation too. However, while there was a link between collaboration and these strategies and how well the strategic plan performed, both factors became unimportant once stakeholder participation was factored into the equation. It turns out, stakeholder participation is the key factor in the success of strategic plans it helps reach organizational goals and keeps stakeholders happy. The study shows full mediation, meaning all those efforts to improve collaboration and communications mean nothing if stakeholders aren't part of the actual planning and doing. To ramp up collaboration and communication in local governance in Tanzania, officials need to find ways to let stakeholders have a real say in decisions. This research is a big deal because it contributes to the sparse info available on stakeholder collaboration and how well strategic plans perform in Tanzanian local governments.

Keywords: Local Government Authorities, Stakeholders Collaboration, Strategic Plan, Tanzania

I. INTRODUCTION

Stakeholder collaboration is a dominant feature in the context of strategic planning because it ensures that all parties involved understand the organization's direction, purpose, and strategy for achieving its goals (Haar, 2024). It is a major area of interest within the field as it incorporates diverse perspectives and skills into the planning process (Gillen, 2024). Fundamentally, stakeholder collaboration empowers participants to develop plans, engage in face-to-face negotiations, and progressively reach consensus on shared issues (Björger et al., 2021). Correspondingly, effective stakeholder collaboration can mitigate risks and disputes with stakeholder groups, such as resistance to change, ambiguity, dissatisfaction, misalignment, and disengagement. These collaborative efforts in strategic planning play a critical role in demonstrating how partners can overcome divergent goals, foster trust and commitment, and share resources all of which contribute to improved organizational performance (Wolf et al., 2020). Stakeholder collaboration has become firmly established as an important component, particularly regarding the performance of strategic plans (McLaney et al., 2022).

Several studies globally have investigated the role of collaborative arrangements in improving the performance of strategic planning. For instance, Karambelkar (2019) examined collaborative governance and stakeholder participation in the Colorado River Basin in the United States. The study found that although institutional arrangements have evolved to broaden stakeholder inclusion, participation remains uneven across different venues. This research shares a conceptual similarity with the current study by focusing on leadership's role in fostering



stakeholder engagement, despite differences in context and methodology. Furthermore, a study by Hamdan et al., (2021), in Norway examined the Stakeholder collaboration in sustainable neighborhood projects a review and research agenda, the study findings revealed that evaluation identified a number of possible research directions that could advance our knowledge of the workings and interactions of stakeholder collaboration initiatives. Siddiquee (2020) conducted a study on collaborative public service improvements in Malaysia, revealing significant progress in cross-agency collaboration that contributed to enhanced service delivery and financial efficiency. Similarly, Taute (2020) explored cooperative partnerships aimed at improving local government service delivery in South Africa. However, while these studies provide important insights into collaboration and service delivery, they offer limited analysis on how collaborative arrangements specifically influence stakeholder engagement.

In Tanzania, the performance of strategic plans within local government authorities has encountered numerous challenges. These include low staff participation during the planning stage, a shortage of personnel and specialized knowledge in critical areas, limited autonomy in revenue collection and recruitment, an unfavorable working environment, and difficulties in the implementation phase (Nnko, 2023). Additional constraints involve limited financial resources to support key activities necessary for successful implementation (Shilingi & Mwakasungula, 2023). Despite these persistent issues, empirical research on the influence of leadership support in shaping the relationship between stakeholder engagement and strategic outcomes in Tanzania remains limited. Furthermore, the National Audit Office of Tanzania (NAOT), through four consecutive years of audit reports covering various financial years in Local Government Authorities (LGAs), concluded that the performance of strategic plans was largely ineffective, particularly during the 2020–2021 period (URT, 2022; URT, 2024).

Furthermore, Ogada et al., (2023), reported that, these reports highlighted a range of recurring challenges, such as limited stakeholder understanding of the strategic planning process, poor communication of strategic objectives, unbudgeted expenditures, resource misappropriation, inadequate monitoring and evaluation, and weak alignment between budgets and strategic plans. While there have been studies done on the role of stakeholder collaboration and its effect on service delivery outcomes in various countries, including the United States, Norway, Malaysia, and South Africa, very little research has been done on how stakeholder collaboration affects strategic plan performance among Local Government Authorities in Tanzania. Similarly, there is very little research that discusses how collaborative arrangements, communication, and stakeholder participation affect strategic plan performance.

1.1 Research Objective

The study sought to explore how enhanced stakeholders collaboration can improve the effectiveness and the performance of strategic plans within Tanzania local government authorities.

II. LITERATURE REVIEW

2.1 Theoretical Review

Stakeholder's collaboration refers to a cooperative relationship among multiple parties who have a vested interest in a project, program, or policy. This partnership often involves the sharing of information, resources, responsibilities, and decision-making processes (Zwikaal et al., 2012). Furthermore, stakeholder collaboration emphasizes that cooperation supports the development of an appropriate level of internal complexity within a project, which is necessary to respond effectively to external challenges and disruptions (Hamdan et al., 2021).

Strategic Planning: Strategic planning is a process that starts with establishing organisational goals, defining strategies and policies to achieve them, and creating comprehensive plans to ensure that strategies are carried out in order to accomplish the desired results. It involves determining ahead of time what kind of planning will be done, when it will be done, how it will be done, who will execute it, and what the outcomes will be (Steiner, 1979).

District Council: A District Council is a council of people chosen by direct elections to oversee district matters and serve as the district's governing body. The management of every department in the district is solely under the jurisdiction of the District Council (Kharl et al., 2018). In addition, the Local Government Act of 1982 gives the Minister the power to create as many district councils in as many places as are judged suitable, practical, or essential for the development, advancement, and upkeep of an effective local government system.

2.1.1 Stakeholder Theory

This study is underpinned by Stakeholder Theory, originally established by Freeman (1984). The theory is emphasized that a company is more likely to be viewed favorably when its actions are aligned with the values of its stakeholders (Mu et al., 2024). According to Stakeholders theory it's incorporate the company has obligation to various stakeholders because of their involvement in the cooperative plan that forms the organisation and ensures its survival. These stakeholders may consist of clients, local areas where the business works, capital providers, labour, supplies, and equipment, employees, board of directors, those stakeholders are very crucial during the implementation of strategic plans. Furthermore, the theory it's insisted on collaborative arrangement, communication strategies,



frequently of engagement. Businesses may have additional relevant parties depending on their particular circumstances (Harrison, 2013). Stakeholders theory it's insisted that with such a company, stakeholders are more inclined to share important information, which can result in efficiency and creativity (Philips, 2019).

In the context, of Tanzania's local government authorities stakeholder theory provide a relevant framework on explaining on how stakeholders collaboration in strategic planning. According to the stakeholders theory leads to improve accountability and performance of legitimacy, its aligning organizational strategies with stakeholders 'needs. This framework compels organizations to consider both internal and external stakeholders and promotes understanding and management of stakeholder needs, engagement, communication, and collaborative arrangements. It presents a comprehensive and ethical model that extends beyond a shareholder-centric perspective (Mahajan et al., 2023). Furthermore; managers should lead the company for the benefit of its stakeholders in order to protect their rights and allow them to participate in decision-making. On the other hand, a stakeholder hand theory, the management must work as the agent of the stockholders to secure the company's survival and protect each group's long-term holdings.

Furthermore, to protect stakeholders' rights and support long-term sustainability, managers must act in the interests of all stakeholder groups. This includes allowing stakeholders to participate in decision-making and ensuring that their investments and interests are safeguarded (Fontaine et al., 2006). By incorporating stakeholder theory into strategic planning processes, district councils can enhance organizational performance and align their operations with stakeholder expectations. This collaborative approach can lead to more sustainable and effective outcomes for the wider communication.

2.2 Empirical Review

2.2.1 Collaboration arrangement and Performance of strategic plan

Several studies have investigated the role of collaborative arrangements in improving the performance of strategic planning. For instance, Karambelkar (2020) examined collaborative governance and stakeholder participation in the Colorado River Basin in the United States. The study found that although institutional arrangements have evolved to broaden stakeholder inclusion, participation remains uneven across different venues. This research shares a conceptual similarity with the current study by focusing on leadership's role in fostering stakeholder engagement, despite differences in context and methodology. Furthermore, a study by Hamdan et al. (2021) in Norway examined the Stakeholder collaboration in sustainable neighborhood projects a review and research agenda. The study findings revealed that evaluation identified a number of possible research directions that could advance our knowledge of the workings and interactions of stakeholder collaboration initiatives.

Siddiquee (2020) conducted a study on collaborative public service improvements in Malaysia, revealing significant progress in cross-agency collaboration that contributed to enhanced service delivery and financial efficiency. Similarly, Taute (2020) explored cooperative partnerships aimed at improving local government service delivery in South Africa. The findings demonstrated that stakeholder collaboration across public, private, and non-profit sectors facilitates strategic service delivery, addresses institutional shortcomings, and contributes to the creation of social value. Nkangu et al., (2024) examined stakeholder engagement and cross-sector collaboration in the implementation of digital health projects in Cameroon, employing a quantitative research design. Their findings underscore the effectiveness of diverse stakeholder involvement in fostering partnerships and improving project outcomes.

However, while these studies provide important insights into collaboration and service delivery, they offer limited analysis on how collaborative arrangements specifically influence stakeholder engagement. Thus, the present study aims to fill this gap by offering a comprehensive examination of how collaborative arrangements can be optimized to improve strategic plan performance, particularly within the context of Tanzanian district council Based on the above discussion, it was therefore hypothesized that;

H1: Stakeholders' collaboration has a positive and significant impact on the performance of strategic plans in Tanzania's local government authorities.

Previous research has been shown that indicated that communication strategies towards organizational performance, for stance, (Zulkeifli et al., 2023; Limani et al., 2024 ;Ajetunmobi et al., 2025; Makojuang et al., 2023). But the communication strategies on how it's enhanced the performance of strategic plans are largely remained fragmented. For example, Victoria (2021), investigate the influence of communication on employee performance in municipalities within KwaZulu-Natal, South Africa by using employed a basic random sampling method involving 80 respondents. Similarly, Alcocer et al., (2025), the role of communication in environmental awareness according to circular economy stakeholders in Spain, The study findings suggests that Population groups should be the focus of communication methods aimed at society, taking into consideration factors like location, age, and awareness level. Besides, Bukari et al, (2025), are investigating on effect of communication strategies on organizational



performance. Similarly, Oliveira et al., (2021), examined strategic communication and performance management in Portuguese, Abro et al., (2025), in Pakistan, contented that through effective communication facilitates both internal and external company communication and promotes its value in fostering successful entrepreneurial ventures and generating competitive advantages in an increasingly globalised planet. In Tanzania, Luvunga et al., (2024) investigated the impact of communication channels on community involvement and healthcare access in Tanzania.

Numerous studies have been conducted on the performance of strategic planning globally. For instance, a study by Gillen (2024) examined strategic planning in American higher education institutions. The research provides valuable insights for institutions seeking to enhance the effectiveness of their strategic planning efforts. On the other hand, a study by Awiti et al., (2020) investigated the influence of powerful stakeholders in the UK; the study found that stakeholder participation significantly impacts the performance of strategic planning. Moreover, a study by Yadua et al., (2024) focused on Nigerian government agencies. The study concluded that inclusive stakeholder participation, enhanced internal communication, and efficient resource distribution are crucial for effective strategy implementation. Furthermore, Jafari et al., (2021) examined on stakeholders participation in strategic plans developing process: A survey study from hospital setting.

In Tanzania, et al., (2021), this examined the effectiveness of strategic planning and academic performance in Tanzanian public secondary schools. The study findings found that strategic plan development and implementation positively influenced academic performance. Also Nyanda et al., (2023) investigated the levels of participation of educational stakeholders in the preparation of strategic plans for organizational performance in public secondary schools in the Arusha Region. The study findings showed that, in order to be adequately prepared with information and skills related to inclusive classroom management as well as teaching and learning practices, government primary school teachers must undergo extensive pre-service training in special needs education. Moreover, key ideas from this and other literature review were further synthesized to highlight the key constructs and hypothesized relationships, as captured in Figure

III. METHODOLOGY

3.1 Study Design

This study employed quantitative technique to examine the impact of stakeholder's communication on the performance of strategic plans in Tanzania's Local government authorities. The quantitative approach was considered appropriate because it enable the objective measurement of variables, statistical testing of hypothesized relationships, and generalization of findings across a defined population. Specifically, the study adopted a cross sectional survey design where data collected at a single point in time from a representative's sample of respondents. This design is suitable for examining relationships between variables and testing hypotheses in organizational and public sector research. By using numerical data and statically techniques, the study was able to quantify the extent to which stakeholder's communication influences strategic plan performance.

3.2 Study Area

This study was conducted in Mvomero District council, Kibaha District council, Kinondoni District Council, Tanga District Council, Hanang District Council, Kibiti District Council, and Lushoto District Council, These council were purposively selected due to their operational significance, geographical diversity, and documented challenges in strategic plan implementation. Despite the existence of formal strategic planning frameworks in the local government authorities, variations persist in stakeholder's communication practices and performance outcomes. This provided an appropriate empirical setting for quantitative assessing how stakeholder's communication contributes to strategic plan performance within Tanzania's local government authorities.

3.3 Target Population

This study population comprised permanent employees of selected local government authorities who are directly involved in strategic planning, implementation and monitoring process, These included department head, section heads, and unit heads as they adequate knowledge and experience regarding stakeholder communication and strategic plan performance. Employees on short term contracts and part time were excluded from the study because of their limited involvement in long term strategic initiatives.

3.4 Sample Size and Sampling

The sample size was determined using Yamane's (1967) formula for finite populations ensuring statically representatives and precision. The target population consisted of 815 staff members drawn from seven selected local government authorities across six regions. Morogoro, Pwani, Tanga, Dar es Salaam, Manyara, and Lindi. A probability sampling technique was employed to minimize bias and ensure that each eligible respondent had equal



chance of being selected. This enhanced the generalisability of the findings to the broader population of local government employees involved in strategic planning in Tanzania.

3.5 Data Collection instruments and procedures

Quantitative data were collected using structured self-administered questioners. The questioners consisted of closed ended items measured on a likert scale allowing respondents to express the extent of their agreement with statements related to stakeholder's communication and strategic plan performance. The instrument was designed to capture key dimensions of stakeholder's communication including information sharing, communication frequency, clarity and transparency and feedback mechanisms, as well as indicators of strategic plan performance such as achievement of objectives, timeliness, efficiency resource utilization and service delivery improvement. Prior to the main survey, the questioners were pilot test on 20 respondents from Mvomero District Council to assess clarity, reliability and relevance of the items. Feedback from the pilot study was used to refine the questioners, thereby enhancing its reliability and validity.

3.6 Data Analysis

Quantitative data were analyzed using STATA statistical software. Descriptive statistics including, frequencies, means and standard deviations, were used to summarize respondents' demographic characteristics and key study variables. Inferential analysis was conducted using multiple regressions analysis to test hypothesized relationship between stakeholder's communication and the performance of strategic plans. Diagnostic tests were performed to assess key regression assumptions, including normality of residuals, multicollinearity, and homoscedasticity; the results provide empirical evidence on the magnitude and significance of the influence of stakeholder's communication on strategic plans performance in Tanzania's local government authorities.

3.7 Ethical Considerations

This study adhered to ethical research principles including informed consent, confidentiality and voluntary participation, respondents were assured that the information provided would be used strictly for academic purpose.

IV. FINDINGS & DISCUSSION

4.1 Descriptive Statistics

This section summarizes survey findings using descriptive statistics on a 5-point Likert scale to assess Stakeholders Collaboration on Performance of Strategic Plan in Tanzania's Local Government authorities

4.1.1 Stakeholders Collaboration and Performance of strategic Plans

The results show that communication strategies recorded the highest mean score ($M=3.94$), indicating a strong and positive presence of communication practices in the strategic planning process. This suggests that information sharing feedback mechanisms and coordination among actors are relatively well established. Collaboration arrangements also demonstrated a relatively high mean ($M=3.54$), reflecting a generally good level of institutional collaboration among stakeholders. In contrast stakeholders participation is recorded a moderate mean score ($M=3.39$), implying that although stakeholders are involved in strategic planning activities, their engagement is not yet optimal and may be constrained by limited inclusion in decision making process. Regarding performance related indicators achievement of goals ($M=3.10$), stakeholders satisfaction ($M=3.16$) and overall performance of strategic plan ($M=3.13$) all fell within the moderate performance range. This suggests that while strategic plans are being implemented with some level of success, the outcomes have fully met expectations. The moderate level of performance may be linked to gaps in stakeholder participation

Table 1

Descriptive Statistics

Variable	N	Mean	SD	Min	Max
Collaboration Arrangement	120	3.543	0.5	2.2	4.6
Communication Strategies	120	3.942	0.405	3	5
Stakeholders Participation	120	3.39	0.444	2.4	4.4
Achievement of Goals	120	3.097	0.41	2.2	4
Stakeholder Satisfaction	120	3.163	0.419	2	4.4
Performance of Strategic Plan	120	3.13	0.331	2.3	4

The correlation analysis revealed strong support for the sequential model. Collaboration Arrangement demonstrated a strong positive correlation with Communication Strategies ($r = 0.670$, $p < 0.001$), which in turn



showed a moderate-to-strong correlation with Stakeholders Participation ($r = 0.583$, $p < 0.001$). Stakeholder Participation exhibited the strongest relationship with Performance of Strategic Plan ($r = 0.831$, $p < 0.001$), indicating it is the primary driver of performance outcomes. Notably, the weak direct correlation between Collaboration and Performance ($r = 0.271$, $p < 0.01$) compared to the strong sequential pathway suggests significant mediation effects, whereby Collaboration influences Performance primarily through Communication and Participation.

The findings are consistent with the propositions of stakeholder theory which argues that organizations achieve better outcomes when stakeholder is actively engaged in decision making processes. The results support the work of karambelkarand Gerlak (2020) who found that collaborative governance structures enhance stakeholder involvement and contribute improved organizational outcomes. Similarly, Hamdan et al (2021) reported that stakeholder collaboration facilitate effective partnerships and strengthen project implementation through collective problem solving. The findings further agree with Siddiquee (2020) who found that collaboration among different actors improved public service delivery and organizational effectiveness in Malaysia. Likewise, Taute (2020) observed that collaborative partnerships in local government enhance service delivery and create a public value. The current study extends these findings demonstrating that collaboration alone is insufficient unless it translates into active stakeholder participation during strategic planning implementation.

4.1.2 Communication strategies and Performance of strategic Plans

The study found that communication strategies recorded the highest mean score ($M = 3.94$), indicating that communication practices are relatively well established within local government authorities. Furthermore, communication strategies were positively correlated with strategic plans performance. ($r = 0.479$, $p < 0.001$). However, their direct effect become significant in the full regression model ($\beta = 0.061$, $p = 0.333$), suggesting that communication contributes to performance indirectly enhancing stakeholder participation.

These findings are consistent with studies by Zulkeifill et al(2023), Oliveira et al (2021), and Abro et al., (2025), who reported that effective communication improves organizational performance by facilitating information sharing, coordination, and stakeholder undertaking of organizational goals. The findings also support Luvunga et al (2024), who found that effective communication channels enhance stakeholder engagement and participation in development initiatives in Tanzania. The results imply that communication should not view merely as a tool for information dissemination but as mechanism for encouraging stakeholder in planning and implementation processors.

Table 2

Correlation Analysis - Sequential Pathways

Pathway	r	p-value
Collaboration → Communication	0.67	< 0.001
Communication → Participation	0.583	< 0.001
Participation → Achievement of Goals	0.736	< 0.001
Participation → Stakeholder Satisfaction	0.594	< 0.001
Collaboration → Performance	0.271	0.003
Communication → Performance	0.479	< 0.001
Participation → Performance	0.831	< 0.001

The path analysis revealed significant relationships across all sequential pathways. Path 1 demonstrated that Collaboration Arrangement explained 44.9% of the variance in Communication Strategies ($F = 96.07$, $p < 0.001$). Path 2 showed that Collaboration and Communication together explained 34.1% of variance in Stakeholders Participation ($F = 30.20$, $p < 0.001$). The full model (Path 5) explained an impressive 70.0% of variance in Performance of Strategic Plan ($R^2 = 0.700$, $F = 90.02$, $p < 0.001$), indicating very strong predictive power. Notably, the minimal difference between Path 5 ($R^2 = 0.700$) and Path 6 ($R^2 = 0.691$) suggests that Participation accounts for nearly all the explained variance, with Collaboration and Communication contributing primarily through their effects on Participation.

4.1.3 Stakeholder Participation on the Performance of Strategic Plan

Among all study variables, stakeholder participation emerged as the strongest predictor of strategic plan performance. The findings showed a very strong positive relationship between stakeholder participation and performance. ($r = 0.831$, $p < 0.001$). In the regression model, stakeholder participation remained highly significant ($\beta = 0.626$, standardized $\beta = 0.840$, $p < 0.001$), indicating that increased stakeholder involvement substantially improves the achievement of strategic objectives and stakeholder satisfactions.

These findings are supported by Awitielal (2020), who found that stakeholder participation significantly enhances strategic planning outcomes. Similarly, Yadua et al (2024) concluded that inclusive stakeholder's involvement improves strategy implementation and organization effectiveness. The findings also consistent with jafari et al (2021), who reported that active stakeholder participation strengthens commitment to strategic initiatives and improve implementation success.

**Table 3***Path Analysis - Model Summary*

Path	Model	R ²	Adj R ²	F-statistic
Path 1	Collaboration → Communication	0.449	0.444	96.07***
Path 2	Collaboration + Communication → Participation	0.341	0.329	30.20***
Path 3	All Variables → Achievement of Goals	0.566	0.555	50.47***
Path 4	All Variables → Stakeholder Satisfaction	0.375	0.359	23.22***
Path 5	All Variables → Performance	0.7	0.692	90.02***
Path 6	Participation → Performance	0.691	0.688	263.31***

In the full regression model, only Stakeholders Participation emerged as a significant predictor of Performance of Strategic Plan ($\beta = 0.626$, standardized $\beta = 0.840$, $p < 0.001$), while Collaboration Arrangement ($\beta = -0.084$, $p = 0.066$) and Communication Strategies ($\beta = 0.061$, $p = 0.333$) were non-significant. The standardized coefficient of 0.840 for Participation indicates an exceptionally strong effect size. This pattern, combined with the significant bivariate correlations observed in Table 2, provides compelling evidence for full mediation. The findings confirm that Collaboration Arrangement and Communication Strategies influence Strategic Plan Performance primarily through their effects on Stakeholders Participation, establishing a sequential mediation model: Collaboration → Communication → Participation → Performance.

4.1.4 Implications of the Sequential Mediation Model

The path analysis established a sequential relationship whereby stakeholder collaboration enhances communication strategies, communication strengthens stakeholder's participation, and participation ultimately improves strategic plan performance. The full model explained 70% of the variations in strategic plan performance ($R^2 = 0.700$), highlighting the substantial contribution of these factors to organizational success. The findings supports stakeholder theory, which emphasizes that organizational success, depends on meaningful stakeholder engagement rather than mere consultation. The results suggest that local government authorities should move beyond established collaborative and communication mechanisms and focus on ensuring active stakeholder participation through planning, implementation, monitoring and evaluation process. Such an approach is likely to improve strategic plan implementation goals and achievement and stakeholder participation.

Table 4*Regression Coefficients - Full Model (Path 5)*

Predictor	Beta (β)	Std. Error	t-value	p-value	Standardized β
(Intercept)	1.066	0.17	6.27	< 0.001	-
Collaboration Arrangement	-0.084	0.045	-1.86	0.066	-0.128
Communication Strategies	0.061	0.063	0.97	0.333	0.075
Stakeholders Participation	0.626	0.047	13.41	< 0.001	0.84

Path 5: Performance of Strategic Plan = Collaboration + Communication + Participation

Source: Surveyed data, 2026

V.CONCLUSION & RECOMENDATIONS

5.1 Conclusion

This study examined the influence of stakeholder's collaboration on the performance of strategic plan Tanzania's local government authorities. The finding provide strong empirical evidence that stakeholder collaboration contributes to strategic plan performance primarily through a sequential pathway involving communication strategies and stakeholders participation while collaboration arrangements and communication strategies demonstrated positive bivariate relationship with performance, their direct effects become statically insignificant when stakeholders participation was introduced into full regression model. This confirms that stakeholder participation fully mediates the relationship between collaboration, communication, and strategic plan performance. Descriptive results further revealed that communication strategies were relatively established while collaborations arrangement was moderately practiced. However stakeholder's participation remained sub optimal which corresponds with the moderate levels of strategic plan performance observed across the studied councils. The path and regression analyses showed that stakeholder's participation is the strongest predator of performance, explaining a substantial proportion of variance in goal achievement, stakeholder's participation and overall strategic plan performance. The study concludes that collaboration and communication mechanisms alone are insufficient to guarantee improved strategic plan performance unless they translate into meaningful inclusive and active participation of stakeholder's of stakeholders throughout the planning and implementation cycle.



5.2 Recommendations

Based on the findings, the proposed recommendations for policy, practice, and future research include that local government authorities should strengthen stakeholder participation mechanisms by institutionalizing structured platforms for stakeholder participation across all stages of strategic planning, including needs assessment, priority setting, implementation, and monitoring. Formal mechanisms such as stakeholder forums, participation planning workshops, and feedback channels should be strengthened to move participation beyond consultation toward co-decision making. Furthermore, there must be efforts to translate collaboration into practical engagement. While collaboration arrangements exist, councils should focus on ensuring that these arrangements lead to tangible involvement of stakeholders. Clear roles, shared responsibilities, and joint accountability frameworks should be established to ensure that collaboration results in active participation and ownership of strategic plans. Additionally, a strategic communication system must be put into practice. Communication strategies should be improved to ensure timely, transparent, and two-way information flow between councils and stakeholders. This includes the use of diverse communication channels, regular dissemination of strategic plan progress, and feedback mechanisms that enable stakeholders to influence implementation decisions. Capacity building for stakeholders and council officials is also essential. Training programs should be provided to enhance stakeholders' understanding of strategic planning processes and to strengthen the facilitation skills of council officials in managing participatory processes. Improved capacity will enhance the quality and effectiveness of stakeholder engagement.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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