THE ADOPTED STRATEGIC MANAGEMENT PRACTICES ON GOVERNANCE OF LGAs IN TANZANIA

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The Adopted Strategic Management Practices on Governance of LGAs in Tanzania

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Abstract

Purpose: Local Government Authorities are constantly implementing activities directed from central government by means of decentralization to enhance governance in resource allocation and service deliverance. This has made councils to engage in SMPs in order to continue and achieve their targeted goals. This study aims to explore Strategic Management Practices adopted by Local Government Authorities in Tanzania.

Methodology: The study adopted diagnostic survey design by taking into account all steps involved in survey studies to obtain important data concerning Strategic Management Practices adopted in Local Government Authorities. Both simple and purposive sampling were employed to determine the study sample of 351 staff council who participated in implementation of Strategic Management Practices. Questionnaire, interviews and Focus Group Discussions were used to collect the information from the respondents. Descriptive analysis was used to compute frequencies and percentage, while content analysis was used to analyze the main themes from key informants. The study selected Mufindi District Council as a case study to explore the Strategic Management Practices adopted.

Findings: Finding of the study found councils undertaking situational analysis, formulation of strategic plan and performance review. Furthermore, finding revealed that councils are equipped with different strategic models in developing strategic plan particularly SWOT analysis and balanced scorecard. It was further found that management, institutional and resource factors have significantly influenced the councils' decision to adopt SMPs through strategic models.

Unique Contribution to Theory, Practice and Policy: The study recommends that successfully strategy implementation can be achieved when councils allocates all required resources with effective monitoring of the activities.

Keywords: *Strategic Management Practices, Local Government Authorities & Governance*

INTRODUCTION

Local Government Authorities are constantly confronted by inadequate staff on post for implementation of activities that results to poor adoption of Strategic Management Practices dealing with resources allocation and service deliverance. Tanzania Local Government Authorities differs in performance as evidence noted by Chief Auditor General report due to environmental challenges and implementation processes of Strategic Management Practices done in each Local Government Authority (URT, 2018). This has made constant interactions with competitive in utilization of resources and service deliverance which have created new behaviors and opportunities (Al Hadhr, 2018). Gideon, & Georgin (2016) suggest that changes in government depends upon the status of social equity and public values to the standardized management. In recent years' organizations have found that adoption of Strategic Management Practices is imperative for survival, achievement and performance of most organizations (Diana, 2016).

Dominic &Theuvsen (2016) note that adoption of Strategic Management Practices is influenced by different factors based on the environment surrounding. These factors include political economic, social, legal, technological and environmental. Heyder &Theuvsen (2008) document that Strategic Management Practices depend upon internal factors that traits them in terms of size, output sales growth and profitability. This concur with Mugera (2012) who notes that external environment is one of the factors that influence Strategic Management Practices. However, (Al Hadhr (2018) suggests that Strategic Management Practices are affected by lack of qualified personnel to implement the plans, lack of staff participation and lack of transparency. Therefor the organization literatures recommend that Strategic Management Practices can be influenced by factors like environmental, organizational, decisional, structure, culture, leadership, human resources, internal and external, characteristics and management of the organizational factors (Theresia & Rudwig, 2015; Dominic and Theuvsen, 2015; Sassi *et., al*, 2017 and Kiptoo & Mwingira, 2014).

Problem Statement

Practically, Strategic Management Practices and good governance in Local Government Authorities are necessary for allocation of resources and spending them. Local Government Authorities need a conducive environment that can work with objectives to meet the targets of the organization. Apart from such an environment, Local Government Authorities should utilize resources properly to achieve goals and objectives due to resource limitations by nature. In most cases organizations have scarce resources whereby only allocated resources are utilized to manage the organization, specifically financial and non-financial resources.

Although Tanzania has a national framework, institutionalized democracy, good governance and strong Strategic Management plans interventions, still governance of LGAs remains weak; to a large extent, it is challenged by unsuccessfully implementation of Strategic Management Practices adopted in most LGAs. While the reviewed current literatures have described Strategic Management Practices in different context (Bagire, 2017; Dominic &Theuvsen, 2016; Gideon & Georgin, 2016; Mdee & Thorley 2016; Zihping, 2016; Theresia & Rudwig, 2015; Kiptoo & Mwingira, 2014; Zaei *et al.,* 2013; Sulle 2009; Hitt *et al.,* 2009; Heyder & Theuvsen, 2008 and Edirisinghe, 2008), still none of these studies have explained empirically on Strategic Management

Practices in ensuring good governance in LGAs. Scarce literature exists on implementation of Strategic Management Practices in the performance of governance in LGAs. Therefore, this study aimed to explore the Strategic Management Practices on governance of LGAs using Mufindi District Council as a Case Study.

Research Objectives

The objective of this paper are as follows:

- To identify Strategic Management Practices adopted in Mufindi District Council
- To assess factors influencing adoption of Strategic Management Practices on governance in LGAs
- To analyze mechanisms to institutionalize Strategic Management Practices on governance of LGA's performance

THEORETICAL AND LITERATURE REVIEW

Strategic Management Practices

In recent years' Strategic Management Practices have been adopted by governments as an alternative strategy of changing and transforming the public sector that is bureaucratic to more responsive and innovative administration (Marwa, 2015). Research has been conducted on adoption of SMPs and how it influences performance of organizations. The term Strategic Management Practices has been defined differently in different literature sources. Variety of definitions have been reviewed for this study to give similar messages that it concerns the need for organizations to position themselves to exploit opportunities and deal with threats in the environments where they operate. According to Sulle (2009), Strategic Management Practice means the process of examining both present and future environments, formulating objectives of an organization, implementing and controlling decisions focusing on achieving the objectives in the present and future environments. A similar concept has been documented by Thompson and Strickland (2012) by saying that activities done by managers to establish organizations long-term direction, set specific objectives, develop strategies to achieve objectives in the light of all the relevant internal and external circumstances and undertake to execute the chosen action plans are regarded as Strategic Management Practices Strategic Management Practices. According to Thompson and Strickland (2012) the concept of Strategic Management Practices is when leaders or managers set specific performance objectives, establish an organization's long-term direction, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans. Furthermore, Adeleke *et al.,* (2008), defines SMPs as the process of examining both present and future environments, formulating the organizations objectives, implementing and controlling decisions focused on achieving these objectives in the present and future environments.

Environmental scanning in managing the Strategic Management Practices is where the assessment is on internal and external market environment. This includes the potential opportunities of the organization. Strategic planning as a next step deal with strategy formulation of plans; it outlines the organization objectives in specific time frame and identifies the employees to be updated for

implementing those objectives. Strategic implementation is a step that develops manuals for employees. It is a step where all activities are put into actions and develop budget to be covered in the implementation processes. Final step involves strategic evaluation and control. This tends to compare original plans and the actual activities implemented and the assessment could now measure the impacts or changes resulted from the implemented activities.

The management of most organizations worldwide are done through Strategic Management Practices where leaders set long-term direction, prepare particular performance goals and come up with ways to attain them (Thompson and Strickland, 2012). Leaders are required to consider internal and external circumstances in managing their organization. To conceptualize the term SMPs academicians, require to look upon today and later condition, develop objectives for the organization, implement and control the decisions and ensure objectives are achieved in present and futures. When all these activities are done accordingly, managers have to select a plan of action and organize how it can be implemented. The practices could be achieved through three components within it: namely, strategic choice, examine the choice and choose the most viable one and finally strategic implementation. When the three components organization complete the chosen strategies by investing their resources into effects (Kakunu, 2006). This study has adopted the definition provided by Thompson and Strickland (2003) that describes set of performance to formulate long-term objectives, implement cause of actions, evaluate and control the environment with resources available to achieve the stated goal of the organization. Therefore, this study acknowledges conceptual meaning documented by Adele, Ogundele and Oyenuga (2008) stating SMPs as process of examining both present and future environment to achieve the organizational goal.

Many studies have been done in assessing adoption and effectiveness of Strategic Management Practices in promoting accountability and transparency in public sectors in different countries around the world. Some studies have reported that countries and organization implementing Strategic Management Practices have great success performance and others in contrast have reported that poor implementation or inadequate implementation of Strategic Management Practices results to ineffectiveness on governance of the organization specially in accountability and transparency aspects.

According to Samad et al., (2014) Strategic Management deals with the objectives, development of plans and policies of organization when linked with several theories including resource-based theory and management theories in undertaking profit-oriented activities. The linkage of the theories and relevant SM concepts are vital when researcher conceptualize study variable from the literature. Environmental changes are influenced by the organizational adopting strategies and are manifested in theories that guide the organizational performance. These includes theories that analyze the competitive advantage of a particular organization like survival-based theory, contingency theory and resource-based theory. The theories are used to postulate Strategic Management for internal resources and archive high organizational performance (Barney and Clark, 2007). In this regard scholars note that resource-based theory is used to anise the internal resource of the organization for achieving performance. Other theories can be used to support and explain the influence of crafted variable in the study on the governance of an organization. In this

study resource-based theory is among the main two selected theories that are relevant to the internal resources of an organization in terms of SM and culture that could influence governance in terms of accountability and transparency. Empirically the theory tests the reality of the resources obtained in the council selected for the study.

It is believed that both government and non-governmental organizations formulate and implement Strategic Management plans to achieve sustainable development of a given country. Different studies have been done in the area of SM especially on organization performance within and outside East Africa. The studies focused on different grounds with respect to the purposes of their studies. The empirical investigation done provides empirical evidence which reveals that more is still needed to be done in this area for knowledge and policy reasons to ensure gaps which have not yet been covered, in particular in Tanzania environment are addressed. Strategic Management plans in any organization contributes to performance through generating relevant information, creating ground for acceptable environment and reducing uncertainty. Porter (2004), in his study identified Strategic Management plans as tools to enable firms acquire that strategic position while the ability of the firm to find its unique position has resulted to organizational performance. Ofunya (2013) conducted studies on SMPs to analyze the performance in postal bank, large firms and manufacturing firms in Kenya. The studies revealed that strategies adopted were more proactive on organizational growth and improved organizational efficiency, among others.

The organizations implementing good strategic plans benefited through efficiency in time management, budget utilization, human resources and effectiveness of service delivery to accommodate right person's insight positions. A review of recent literature has shown Strategic Management is now widely accepted and recognized. However, there are some people who still regard Strategic Management as unfit for public sector management. For example, Barney (2010) argues that Strategic Management plans become 'dusty shelves' when often end unimplemented in the organization. The adoption of Strategic Management Practices provides a promising future direction to promote good governance and enhance democracy at the grassroots level. Moreover, the government of Tanzania has continued to accord high priority to governance as a means of tackling mismanagement of public resources, corruption, poor service provision, tax evasion, and unnecessary bureaucratic snags (IMF, 2016).

Governance

Governance, as a concept, refers to authority that comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved (Bew, 2015). Again, governance can refer to self-organize, inter-organizational networks characterized by interdependence, resource-exchange, rules of the game, and significant autonomy from the state (World Bank, 2012). In business governance is any combination of resources aimed at supplying, demanding and getting profits. Booth and Cammack (2013) defines governance as a manner in which power is exercised in the management of the country economic social resources for sustainable development. On the other hand, sustainable development means a kind of development which satisfies today's generation but also protect the wellbeing of future generation. According to World Bank (2012) governance is the exercise of economic, political and administrative authority to manage the countries' affairs at all levels. The country's affairs increase

institutions, mechanism processes in which citizens or groups can articulate their interests and exercise their legal rights to meet their obligations and mediate their differences. Asian development Bank (2004) defines norms as behavior which helps to ensure that the government actually deliver to the citizens what they promise to deliver.

Governance concerns the structures, functions, processes, and organizational traditions that have been put in place within the context of a program's authorizing environment to ensure that a programme is run in such a way that it achieves its objectives in an effective and transparent manner. Therefore, governance is a mechanism through which boards and directors are able to direct, monitor and supervise the conduct and operation of the institution and its management in a manner that ensures appropriate levels of authority, accountability, stewardship, leadership, direction and control. In most cases governance is associated with good governance. It means effective rule, control and direction of organization to encourage efficient use of resources, strengthening accountability of the governing institution, cover the resources they use in order to improve the management and services delivery hence contribute towards improving people's life. World Bank (2012) notes that good governance as epitomized, by predictable, open and enlightened policy making, a bureaucracy imbued with a professional ethos, executing arm of government accountable for its actions and a strong civil society participating in public affairs under the rule of law. In global world, good governance creates environment that is imperative for sustainable growth and welfare. Governance is viewed as focusing on legitimacy, accountability, competency and respect for law and human rights (Gideon and Georgin, 2016). It encompasses both the rules of conducting public affairs and steering public affairs; hence it is regarded as good governance. According to the United Nations, good governance is guided by eight principles all over the world. These principles are accountability, transparency, responsiveness, effectiveness and efficiency, rule of law, participation, equity and inclusiveness, and consensus oriented (Byremo, 2016). Across the globe, good governance is imperative for sustainable growth and welfare, and nations regard governance as a key ingredient for poverty alleviation (Grindle, 2004). Therefore, governance deals with formation and stewardship of the formal and informal rules that regulate the public realm, the arena in which state as well as economic and societal actors interact to make decisions (Morvaridi 2013).

Again, the term governance some time used concomitantly with the term management to mean the management of resources in the organization. To understand governance, it is important to understand strategic management with interrelated concepts that it embodies-namely governance, government and management. Governance is contested but widely applied concept adopted by large number of people in different situation (Patner, 2003). According to Jossep (1998) defines governance in a broader sense as the mode of conduct of specific institutions and organizations with multiple stakeholders, and concentrate in particular on the role of public-private interdependent organizations. On the other hand, Manor (1999) defines governance as the sum of interactions between civil society and governments. Emphasis is on the interrelationship between civil society and government and how that interrelationship may be changed into ways that promotes good governance. Other definitions are provided by international organizations like UNDP, 1997 and OECD, 2003).

In spite their diverse origins, most of these broad-based definitions tend to emphasize two basic aspects of governance: the multisector dimension and the fact that the government is no longer the only actor to be involved in the governance process. While the governance process has been widely applied in different settings it has also received criticisms. Notable is the fact that the concept neglects politics and power relations that exists between actors when they interact in any setting and their specific histories. Hyden (2005) draw attentions to his facts and observes that institutions do not function in the same way in all societies. The evident is noted in TDV-2025 that states (Section 1.2.3 on Good Governance pg4) … 'Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable'.... While accountability is gaining momentum, several limitations still inhibit good governance commitments in local authorities (Grant, 2013).

Local Government Authorities

In Tanzania, Local Government Authorities are a government at local level in the tier administrative system. They are responsible for providing services as well as implementing economic, social, physical and urban development plans within their gazetted administrative boundaries. The role Local Government Authorities as catalysts of economic development as well as political and social stability are undoubtedly critical, given their status as the government at third level with certain autonomous power measured to enhance increasing demands from the communities for more customer-oriented and higher standard of urban services. During the1990s the Government of Tanzania introduced strategic management in public sectors through local governments due to financial crisis that prompted government management so as to improve efficiency and effectiveness of public service delivery. Local Government were reformed in 1996-2005 so as to address the problems such as that were experienced by the central government since the 1980s as crises (World Bank, 2012).

All Local Government Authorities have councils that are responsible for service deliverance. The Local Government Authorities size, depending on the geographical area, the resource endowment and in population. Local Government Authorities are autonomous multi-sectoral corporate bodies operating on the basis of both mandate and statutory powers constituted by the Constitution and Acts of the parliament. The Council is the supreme decision-making body of a Local Government Authority. The Council is made up of the members elected from each ward who hold office for five years. Other members of the councils are the Members of Parliament (MPs) representing the constituency within the area the council is situated and women members, appointed by the National Electoral Commission from the proposals submitted by the political parties in proportion to the number of elected positions held on the council including Members of Parliament. The preferential councillor seats system operates to guarantee that one-quarter of all council seats are occupied by women. The council is headed by the council chairman in the districts and mayors in municipalities and cities. Council chairmen and mayors are elected from among the councillors immediately after the elections. Once elected, the chairman acquires the status of *primus inter pares*, the status that gives the chairperson significant influence to direct policy and in the decision-making process.

There three major responsibilities of standing committees in the Local Government Authorities specifically to prepare budgets for the various sector departments within the Local Government Authority, to prepare reports on the implementation of development projects and the provision of social services and to monitor and supervise the implementation of development projects and social services provision on behalf of the council. All committees report to council.

Theories related to Strategic Management and Governance

This study has viewed different theories and then the researcher decided on the two theories that seen to be relevant in describing the study crafted from recent literatures. As this study focuses on exploring Strategic Management Practices on governance of Local Government Authorities, theories and concepts have been reviewed on how organizations are managed to achieve their goals (Bhattacharjee, 2012). The main goal of an organization demands managers to plan and foresee the future, and try to influence it. These have resulted in managers being successful in their performance (Fred, 2011). Current literature acknowledges that Strategic Management Practices are needed by managers in any organization so that their management can focus on achieving goals based on important aspects such as leadership, structure, control systems, human resources and techniques used in implementing the defined strategy. Two theories have been analysed to derive key variables for the study.

Governance Theory

Governance theory describes governance network that deals with self-organizing and inter-organisational networks of policy making. 1998 Stoker proposed the theory by arguing that "Governance refers to development of governing styles in which boundaries within and between public and private sectors has become blurred. The essence of governance is its focus on the mechanisms that do not rest on resource to the authority and sanctions of government; governance for organizational management is about the potentials for contracting franchising and new forms of regulation. In management of an organization, governance is adopted by managers as an approach to manage their activities. However, governance is more than a new set of managerial tools. It is also about more than achieving greater efficiency in production of public services. In reviewing contemporary theories in international organizations, governance is taken as a machinery through which the organization implements its policies.

The concepts of governance and government involve academic behaviour to achieve goals of the organization, but governance is a broader concept than government. Governments have the formal authority to act; they also have powers to enforce compliance with their activities, rules and policies. In particular, governments have, and exercise, police power (Melyoki, 2005). For the purpose of this study, governance is ruled by eight principles in the context of contemporary management. It includes accountability, transparency, rule of law, participation, equity and inclusiveness, responsiveness, efficiency and effectiveness, and consensus oriented (Hyden and Court, 2004). In this study the theory provides variables to be tested by the researcher, particularly accountability and transparency as part of principles of governance. This were analysed in the study by relating the previous situation against the current situation of local authorities in implementation of strategic management practices. In additional to that, the term effectiveness was taken in the study to look into efficiency of all strategic management practices adopted in local

authorities. Therefore, the study focuses on governance principles, particularly accountability and transparency in enhancing service delivery.

Resource Based Theory

This theory views internal organizational resources as the key determinants of strategy and performance, suggesting that an organization's unique resources and capabilities are the critical links to strategic management practices. It emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. Organizations must be organized to take advantage of their resources and capabilities in order to achieve their goals and realize their potential (Mugera, 2012). This theory was developed in 1984 and is used by firms to analyse and identify strategic advantages based on examining their distinct combinations of assets, skills capabilities and intangibles as organizations. The theory argues that firms differ in fundamental ways due to each of them possessing "unique" bundles of resources tangible assets, intangible assets and organization capabilities to make use of a unique bundle of resources is used to develop competencies as a result of firm's competitive advantage (Mahoney, 2001). Strategic implementation process is done through using resources in the planning phase.

In this study the Resource-based theory was used in the following context. The theory explains the relationship between resources, competition and profitability. This includes the appropriateness of returns to innovations, the role of imperfect information in creating profitability differences between competing firms, and the means by which the process of resource accumulation can sustain competitive advantage (Grant, 2013). In analysing this theory, researchers explain firm's resources in human resources. The theory also explains that human resource and firm profitability are linked to its performance. It implies that for a firm to have the best business strategy that will result into profitability and having competitive advantage with its rivals it must first identify the resources it has which act as strength in the market. In the process of identifying the resources, the firm must have undergone the process of identifying the resource gaps it has and taken measures to improve them. When a firm is missing human resource, it must invest in sources of human capital, one of such investments being training, so that it can be in a good position to compete with its rivals. In that position, the firm can then select the best strategy which will utilize the resources it has to make sure it increases its productivity.

Suta (2018), argue that resources practices influence performance in LGAs through competence commitment and working culture. This may be due to capacity of the organization to allocate the resources effectively. Litvak and Seddon (1999) have highlighted that firms belonging to the same strategic groups differ in systematic and significant performance. In reviewing SM, performance and strategy are determined by organizational resources as unique resources and capabilities to strategic implementation. According to Barney (1991), firms must be organized to take advantage of their resources and capabilities in order to remain competitive and realize their potential. The same argument has been noted by Mugera (2012) that there is a need to apply the knowledge of this theory in managing the organization to come up with more in-depth analyses of resources and capabilities that enhance better SMPs. This theory focuses on the firm's internal environment, i.e., its tangible assets, intangible assets and human resources and its capabilities (Morvaridi, 2013). According to resource-based theory, organizations have resources that help them improve their

effectiveness and efficiency when implementing overall goals to neutralize the opportunities and threats of competitors. Most of the organizations reviewed show that a lot of efforts are made on SMPs without tangible results. The resource-based theory covers tangible and intangible resources.

Also, the theory identifies resources that can be seen, touched and quantified and also intangible resources that are difficult to see, touch and quantify. On the other side, the theory suggests that capabilities refer to what the organization can do. This means how the firm has ability to bundle, manage, or otherwise exploit resources in a manner that provides value added and, hopefully, advantage over competitors (Bakar *et al.,* 2011). The firm's performance is determined by resource-based theory through the resources possessed, and sustainable competitive advantage of the particular firm is established. The model suggests that firm's resources include all assets, capabilities, organizational processes, firm's attributes, information and knowledge (Wernerfelt and Barney, 1984, 1991). The resources that are controlled by a firm enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991).

In the late 1950s the resource-based theory was advanced by Edith Penrose's. In 1980 the theory was introduced to the field of strategic management and after ten years it became a dominant framework. In advancing the theory Penrose (1959) viewed the heterogeneity of the firms, with productive services available from their internal resources that give a peculiar character to each firm (Hoskisson, 1999) and from this, Penrose (1959) developed the Resource-Based View (RVB) where she conceptualized firms as bundles of heterogeneous resources distributed across firms that exist over time. The resources are valuable non-substitutable and competitive advantage. Some resources are unique performed by a form to differentiate from others suitably. These resources include all of a firm's tangible and intangible assets, such as capital, equipment, employees, knowledge, and information. An organization's resources are directly linked to its capabilities, which can create value and ultimately lead to profitability for the firm (Barney 1991). Hence, resource-based theory focuses primarily on individual firms rather than on the competitive environment.

METHODOLOGY

The study employed diagnostic research design since the study aimed to understand Strategic Management Practices adopted by Local Government Authorities in performing their activities in Tanzania. Information were gathered from the selected respondents from Mufindi District Council using sample of 351 participants using self-administered questionnaire, interviews and Focus Group Discussions. The study used both qualitative and quantitative data. Qualitative data was analyzed using content analysis approach while quantitative data was analyzed using descriptive statistics. Descriptive statistics enable description of measurements using statistics (Mugenda & Mugenda, 2006). The standard deviation and mean scores were used to show the distribution of the findings.

ANALYSIS AND DISCUSSION

The efficiency of the organization depends upon the practices of Strategic Management Practices (Bakar & Razak, 2016). Currently there is high demand and emphasis on the Local Government Authorities to adopt Strategic Management Practices for achievement of high level of

performance. Also Strategic Management Practices have gained prominence and importance in public organization (URT, 2018). In this study findings have described the evidence from the information collected from literatures, surveyed council and issues obtained from experienced staff of Mufindi District Council who have been implementing SMPs for more than ten years.

In assessing respondents', the council's adoption of SMPs, the findings show that 94.3% asserted that council had successfully adopted SMPs. This implies that, in adopting SMPs on governance the council has been effectively attained its goal of service deliverance and resources allocation. Study findings found that adoption of SMPs was influenced by various factors specifically, resource factors, institutional factors, and management factors that include leadership style, structure and culture (Dominic & Theuvsen, 2016). It has been noted that before a council adopts strategic plan it must first understand its environment through situational analysis/environmental scanning. This analysis is done by scanning the internal environment for weakness and strengths and outside the organization by identifying opportunities and threats (Wheelen & Hunger, 2012). The council conduct this analysis to collect information from different key stakeholders in the council. The findings of this conjures with the Resource based theory that suggest that proper utilization of organization resources results into better performance. Again, the result of this study has been supported by the argument given by one discussant in FGD in discussion said:

> *"... The Council Management is governed by the strategic plan that was established by the Council experts to direct the Councils' activities to achieve the vision, mission and objectives set in accordance with SMP. By following that document, the council has in one way adopted SMPs and in most of the financial years the goal of the Council was achieved in Departments as planned. This has observed in evaluation done by the council to link the planned activities with the actual budget and implemented activities on that has been implemented. 20/12/2020.*

Again, findings reveal that council undertakes situational analysis to be able to gather data and information on the environmental condition it faces, both inside and outside the council. By undertaking this the council is able to make right decisions on its future by monitoring the trends and change taking place in the council. The study found that different key stakeholders are involved in scanning the council environment. This has been also observed by Freeman (1984) who notes that there is a need and it is important to involve key stakeholders in the situational analysis. The vision and mission of the council provide strategic direction of what to be in the future. The report on situational analysis in the council enables the council to identify critical areas to improve its service provision. Again the information gathered in situational analysis helped council to plan for and provide services which meet the needs of the people. Therefore, stakeholders' analysis is conducted by the council in the course of preparation of the 5-year strategic plan on MDC for purpose of drawing available potential stakeholders. Also, the study has noted those stakeholders specifically; community, councilors, central government, regulatory authorities, financial institutions, Community Based Organizations, Non-Governmental Organizations, development partners, potential investors (URT, 2018).

Performance review is another practice undertaken in Mufindi District Council. This deals with the assessment of the implementation of the previous five-year strategic plan. This is done to find out how far the council managed to achieve its target as well as possible factors considered for

achievements. This is vital towards the development of the next Mufindi District Council 5-year strategic plan. This is done through the previous strategic plan in line with the available result areas of the council.

The study also found out during strategy formulation, the vision and mission are not frequently reviewed, with the review undertaken when the current strategic plan was being developed. The findings are in correspondence with the conclusion of Anika (2016) that local government agencies did not frequently review their vision and mission statement. Findings have shown that formulation of the strategic plan reflect has vision and mission statements of the council without reframing the main themes found in the statement. They have to adopt information as Wheelen and Hunger 2012 argued in their study.

At the strategy implementation stage, the study revealed that the council has an organized structure with variety of stakeholders involved. The activities planned by the council are implemented based on the policy guidance and frameworks that guide the responsible staff the work effective. LG implement the strategies in a successful when essential factors are considering at all levels of the council. This tallies with the Dominic and Theuvsen (2015) who identified that implementation of strategies is through organization culture, resources, control system and tools adopted by the council. In addition to that study has documented that strategic model creates the conducive environment for effective implementation of activities planned by the council. The study further identified that the council has a demand for more than 4000 staff only 2860 staff are on post for implementation of the activities. Therefore, the council lacks enough personnel to undertake processes in implementation of council's strategy. This leads to show implementation of activities. The staff are assigned more duties which in turn will lead to underperformance or delayed completion of the task assigned to individuals. This may adversely impact on quality of services derived by the council.

The study ascertained that the council undertakes situation and problem analysis as part of environmental scanning practices. This was undertaken as one of the activities during the development of the current strategic plan, where SWOT analysis was undertaken. The study revealed that each year the council undertakes analysis of council situation in the district and setting of priorities. In terms of strategy formulation, the study established that the council has established strategic direction, with clear vision, mission core values, which influences quality of the services. In implementation of the strategy the council has well established organization structure from policy level at district level, down the operational level in departments. The study established that while the departments develop good plans, there are challenges in implementation which affects quality of services with shortage of skilled staff noted as main challenge. Strategy evaluation is undertaken through monitoring of the performance with comparisons to set targets with resources being a major challenge in adoption of these practices. The study concludes that the council has adopted different SMPs in pursuit of its mandate of attainment of the highest possible status of governance. The successfully adoption of these SMPs has contributed to the improvement of accountability and transparency hence existence of good governance in the council in general.

Findings of this study concluded that management, institutional, resources and requirements of good governance have significantly influenced the council's decision to adopt SMP through strategic models specifically SWOT analysis. Again, the study has shown that stakeholders were involved in developing strategic plan of the council. Furthermore, findings noted that SMPs and models were successfully adopted by the council as evidence collected from council staff who participated in this study suggested. Therefore, council successfully developed SM plan under the reflection from vision and mission of the council to meet their targets of service deliverance.

Again, findings of this study indicates that MDC works with situational analysis through consideration of internal and external environment. This practice was found to be done in a participatory manner by taking in to account both internal and external environment. The internal environment focused to establish current situation and respective problems of the council for every department/unit and were used to reflect in the net council strategic plan. Similarly, the external environment was done by the council to mainstream different implementation frameworks guiding the council operations. The mainstreamed frameworks by the council included National Five-Year Development Plan, Tanzania Development Vision-2025, ruling part manifesto 2015-2020, Public Private Partnership (PPP) Policy 2009 and United National Sustainable Development Goals (UN-SDGs). When the council mainstreamed those frameworks the council corresponded with SWOC analysis and stakeholders' analysis in order to draw up strength, weakness, opportunities and challenges of the council and understand position of the council in the next five years' strategic plan. It has been noted that, in this study the council was challenged by shortage of skilled and supporting staff in most of their departments and units. The evidence has been documented in MDC report (2018) where the council has established 4648 staffing for effective implementation strategic plan but the available staff are only 2860 making a deficit of 1636.

The study has acknowledged the council web set where all the required instrument for worker to refer have been uploaded and every heads of department and heads of section/unit emphasis their subordinates to refer in implementing their assigned tasks by the leaders (URT, 2018). This implies that council run their activities that have been linked with the instruments in managing the strategic management practices. All non-confidential documents are accessible to employees and are given when needed to refer in implementing the council strategic plans. The findings from most of the key informants especially head of department have evidenced that one of their task to their subordinates is to ensure the existence of the relevant document to be guided in implementation of activities.

Conclusion

The study established that MDC has adopted both SMPs and strategic models in allocating council resources and service deliverance. It has constantly practicing situational analysis, strategy formulation, strategy implementation and strategy evaluation and control which have created conducive environment of effective implementation of SMPs that has resulted to improvement in governance of the council (Dominic & Theuvsen, 2016).

The results indicated that the council have adopted SMPs in developing their strategic plan and the current strategic plan was developed based on the strategic plan they adopted. The identified SMPs were situational analysis, strategy formulation, strategy implementation and strategic

evaluation and control. Again, the result shows that the council have developed vision and mission through SMPs and their success to development depends upon the strategic practices and frequent review of the planned activities. Apart from SMPs adopted by the council there are strategic models council adopted to develop strategic plan. The identified models include SWOT analysis, balanced scorecard, PESTEL, strategic map, porter's five force and goal based strategic. Furthermore, the identified variables in the conceptual framework showed that all independent variables i.e., leadership, structure, culture, resources and institutional factors had influence in adoption of SMPs identified in the study area.

Like any other LGAs, MDC adopts SMPs through strategic models to develop five-year strategic plan using technical staffs, strategic experts and external consultants. These practices were in line with undertaking of situational analysis, setting objectives, crafting strategic, performance review together with constantly monitoring and evaluation of activities planned to achieve the stated objectives.

Furthermore, it has found that most of the practices of SMPs were manifested in MDC. The findings confirm that the SMPs in LGAs are imperative in resources allocation and service deliverance.

Recommendations

Due to limitation of time and resources the study could not cover certain themes important in the study thus open possibilities for future research to be carried in district councils and municipal councils of Tanzania in general in the following areas that not covered in this study;

It is the fact that accountability and transparency as among the elements of good governance are affected by the significant implementation of SMPs in the council. A council can develop good strategic plan but the way the plan is implemented by staff in the council depends upon different factors that can impact effectiveness in bringing changes on governance. The study has crafted and tested only four variables specifically on resource, management, organizational and institutional factors. Study recommend to explore on other variables that were not incorporated in this study.

The SMPs have been recognized as an important tool for improving accountability and transparency in governance of LGAs. This study was narrowed only to Mufindi District Council as an area with adopted SMPs. Therefore, it is suggested that further studies should be conducted and scaled up to other councils with similar situations for policy and theory recommendations.

Furthermore, other studies should use more advanced methodological techniques in the same study topic to come up with the actual effectiveness of SMPs on governance of LGAs in resources allocation and service deliverance in Mufindi District Council and other remaining councils.

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