STRATEGIC PLANNING: ASSESSING ITS APPLICABILITY IN PUBLIC SECTORS. A CASE STUDY OF KINONDONI MUNICIPAL COUNCIL
STRATEGIC PLANNING: ASSESSING ITS APPLICABILITY IN PUBLIC SECTORS. A CASE STUDY OF KINONDONI MUNICIPAL COUNCIL

BY

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A Research Report to be Submitted to the school of Public Administration and Management in Partial Fulfilment of the Requirement for the Award of Degree of Master of Public Administration (MPA) of Mzumbe University

2015
CERTIFICATION

We the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a research report entitled **Strategic planning, assessing its applicability in public sectors: A case study of Kinondoni Municipal Council**, in Partial Fulfilment of the Requirements for Award of Degree of Master of Public Administration of Mzumbe University.

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External Examiner

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Internal Examiner

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Accepted for the Board of School of Public Administration and Management

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I would like to take this opportunity to thank God for helping me to complete this report, although it was very hard work but finally I succeeded to complete it, due to support from my Supervisor and other people. I would like also to thank all people who contributed in this report in different aspects. It was not a simple task to complete this report. Also, I would like to take this opportunity to send many thanks to the following people:

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DEDICATION

This work is dedicated to my family especially my lovely mother, Mrs Haule, my brother Mr Dennis Haule, my sisters and my best friends who supported me throughout my studies. My family is working hard to help me in terms of both material and moral support since my childhood to where and who I am today in accomplishing my academic processes. May Almighty God cover their lives with showers of blessings and give them happiness forever.
### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AID</td>
<td>Acquired Immune Deficiency</td>
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<tr>
<td>ASDP</td>
<td>Agricultural Sector Development Programme</td>
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<tr>
<td>ASLMs</td>
<td>Agricultural Sector Lead Ministries</td>
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<tr>
<td>BRN</td>
<td>Big Results Now</td>
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<tr>
<td>CAG</td>
<td>Controller and Auditor General</td>
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<tr>
<td>CCM</td>
<td>Chama Cha Mapinduzi</td>
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<tr>
<td>CRDB</td>
<td>Cooperative and Rural Development Bank</td>
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<tr>
<td>DCB</td>
<td>Development Community Bank</td>
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<tr>
<td>FCAR</td>
<td>Foundation for Community Association Research</td>
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<tr>
<td>HIV</td>
<td>Human immune virus</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>KMC</td>
<td>Kinondoni Municipal Council</td>
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<tr>
<td>MBO</td>
<td>Management By Objectives</td>
</tr>
<tr>
<td>MKUKUTA</td>
<td>Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania</td>
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<tr>
<td>MOFEA</td>
<td>Ministry of Finance and Economic Affairs</td>
</tr>
<tr>
<td>MPA</td>
<td>Master of Public Administration</td>
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<tr>
<td>MRECOM</td>
<td>Municipal Revenue Collection Manager</td>
</tr>
<tr>
<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
</tr>
<tr>
<td>O&amp;OD</td>
<td>Opportunities and Obstacles in Development</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>PMORALG</td>
<td>Prime Minister’s Office Regional Administration and Local Government</td>
</tr>
<tr>
<td>PPBS</td>
<td>Planning Programme and Budgeting System</td>
</tr>
<tr>
<td>SACCOs</td>
<td>Servings Credit and Cooperative Organizations</td>
</tr>
<tr>
<td>SP</td>
<td>Strategic Planning</td>
</tr>
<tr>
<td>SPPB</td>
<td>Strategic Planning and Performance Budgeting</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strength, Weakness, Opportunities and Threats</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>USD</td>
<td>United State Department</td>
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<td>ZBB</td>
<td>Zero-based Budget</td>
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ABSTRACT

Although some of public sectors have got strategic plans, there is high failure rate in terms of its applicability and utilization or implementation whereby they are remaining unimplemented if not forgotten due to shortage of funds, time constraints and political interests.

This study aimed at assessing applicability of strategic plan in public sectors. A case study of Kinondoni Municipal Council. The first objective was about examining availability and utilization of strategic plan at Kinondoni municipal council. The second objective was about examining the effect of sectoral policies towards implementation of strategic plan at Kinondoni municipal council. The third objective was about finding out if budget is linked to strategic plan at Kinondoni municipal council. And the fourth objective was about suggesting ways of improving effective implementation of strategic plan in an organization.

The researcher employed the case study design because of its flexibility in terms of data collection and analysis procedures this is due to the fact that in case study the area is specific. Sample size chosen was 70 respondents. Data collection methods used were questionnaire, face to face interview, and documentary review. Researcher used Judgemental and convenience sampling techniques. Heads of departments, sections, units and assistants, were involved in the study.

The clear link between sectoral policies and strategic plan is not clear because municipal council is required to implement national policies regardless its participation in formulating those policies, also many policies are interfering strategic plans implementation due to political interests and so far shortage of fund to run both National policies and strategic plans.

The study recommends that the council management should put more emphasis on implementation of strategic plan and ensure that they are implemented according to the approved annual work plan, time and within the budgeted amount so as to achieve the effectively implementation of strategic plan.
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CHAPTER ONE
INTRODUCTION AND PROBLEM SETTING

1.1 Introduction
This chapter consists of Introduction (Overview of the study), Background (Context of the study), Research problem, Research questions, Research objectives, Specific research objectives, Justification for the research, Limitation of the study, Delimitation of the study, Organisation of the report, and Summary.

1.2 Background of the study
Strategic planning’s origin per se, as used in the public sector, can be traced to the late 1950s and early 1960s. The U.S. Department of Defense began to look for better and more useful ways to plan for its long-term needs while at the same time achieving cost savings. The advent of the Planning-Programming-Budgeting-System (PPBS) began what was to blossom into a series of varying strategic planning and budgeting systems. PPBS promised to do several things to improve federal governmental operations. Some of these anticipated improvements included: establishing long-range planning goals and objectives; examining the costs and benefits of these expected ends; comparing and contrasting alternative activities to achieve agency goals and objectives; and, establishing multi-year projections for both executive and legislative consideration when considering annual budgets and appropriations (Young, 2001, p. 35).

Despite the celebrations of strategic plans in boardrooms, at press conferences, and throughout grant reports, such plans often end up dead on arrival—even before planners complete the planning process (Kohl, 2006). Strategic implementation has increasingly been the focus of many studies (Sorooshian, Norzimah, Yusof & Rosnah, 2010) as it is one of the most important aspects of strategic management. Strategic implementation has increasingly been the focus of many studies (Sorooshian et al, 2010) as it is one of the most important aspects of strategic management, however Forster and Browne, (1996) make a point to be noted that strategic management may be a wastage of time and resources as unimplemented strategy is just notion as cited by Tan,( 2004). Strategy implementation is an
important issue in strategic management and in organization science and impacts substantially the organizational performance (Hrebiniak and Joyce, 1984 as cited to Van Der Maas, 2008). Schilit (1987) denotes that even the well made strategies can turn to be worthless if not successfully implemented where as Bonoma (1984) believes that strategies can only yield superior performance for the organization when successfully executed (as cited by Van Der Maas, 2008). Bhatti (2011) puts a summary of the above that without a right implementation even the most superior and fine strategy would not make the score as targeted. This implies that strategic success requires not only appropriate strategy but also successful implementation.

Strategic implementation is an elemental step in strategic management in revealing the company’s vision and objectives into reality whereas Olsen (2008) emphasizes that it is implementation that moves a strategic plan from shelves pouring business growth. Implementation is a central part of any organization’s strategy (Blahova & Knapkova, 2011), is critical to the firm’s success (Bhatti, 2011) enhances organizational performance (Carvalho & Prieto, 2010). Implementation of the strategic plan is more important than formulation; otherwise it is nothing except well documented pieces of paper in the organization (Sial, Usman, Zufiqar, Satti & Khursheed, 2013). With such importance, implementation of any strategy needs requires a careful attention and genuine collective organizational devotion to successfully execute a strategy. However, one thing to be noted that the path to victorious implementation is rough and filled with bumps that must be negotiated (Hrebiniak, 2013 & 2006). As a common old saying insists that it is easy for one to say wants to do something than actually doing it, formulating a strategy has not been as tougher as implementing it (Blahova and Klaphova, 2011). Even managers in most organization acknowledge that successful implementation is more problematic than formulating a strategy as it is more difficult and challenging (Hrebiniak, 2013). Beer & Eisenstat (2000) reveals that between the line of strategy formulation and actual implementation lies many difficulties. As result sound plans founder or die because of the ability to confront problems that stand in the way of effective implementation of strategies (Olsen, 2008). Miller (2002) entails in his study that 70% of the formulated strategies fail as well as Kaplan and Norton (2008) and Okumus (2003)
66% of corporate strategy is never implemented (Ahmadi Salamzadeh, Daraei & Akbari, 2012). The white paper on strategy implementation of Chinese corporation reports that out of 100% of the surveyed organizations, 83% of organizations fail to implement their strategy successfully; this implies that only 17% of organizations make it with their strategies. Because of the reported high failure rate, recently strategy implementation continues to be a difficult organizational issue, a most important problem for managers in decades.

The failure to implement a strategy implies that organization has wasted not only its time, but also efforts in formulating it. Shannak, Obeidat & Masa’deh (2012) denote that failure in implementation can be very costly both in terms of design costs and benefits that have been already accrued. To Heraclous (2003) failure in implementing a strategy signifies that an organization has failed to manipulate its resources in advantageously.

With regards to how crucial the implementation is, the high failure rate of strategies in many companies and the repercussions that an organization may encounter when strategies do not realize the intended targeted, one has to acknowledge that when adopting a new strategy, careful attention should be paid to implementation. Contrarily, numerous organization teams consume a lot of time and efforts in analyzing their environment, capabilities and services to formulate strategy. Unfortunately they do not invest the same effort in implementing it. Olsen (2008) describes that majority of managers do not grasp more knowledge on putting their strategy into action effectively. With their assumption that a well-conceived strategy communicated to the organization equals implementation, managers are lulled.

As Hrebiaki (2013) doubts that it had been 8 years since the publication of his work in 2005 called “making strategy work” the strategy implementation problems faced are extremely synonymous to those reported by managers. Where the impediments to effective implementation are still real and frightening and strategic making is hard and challenging as always is, it is obvious that managers feel more than ever that successful implementation is more problematic and even more important.
Likewise, implementation of strategic plan in public sector is less understood (Mohammad, 1988 as cited to Magutu, Mbeche, Nyamwange, Mwove, Ndubai, & Nyaanga, 2010). Public sector organizations have best strategies but implementation has been yielding little results (Sial et al, 2013). Curiously, organizations continue to churn out strategic plans and accept their demise without question (Kohl, 2006). Therefore this study attempts to assess applicability of strategic plan in public sector.

1.3 Research problem

During Local Government Sector Reform (LGSR), local authorities were devised to develop performance tools for improving performance, such performance tools in public sector include strategic plan, Medium Term Expenditure Framework (MTEF), Open Performance Review Appraisal Systems (OPRAS) and Client Service Charter. Since then all local authorities in Tanzania have been formulating and revising their strategic plan, however, the degree of implementation is still questionable. Many organizations have full of written strategic plans but most of them stay unimplemented if not forgotten. Amazingly much attention has been paid to strategy formulation as organizations spend much time and resources in formulating strategy; the area of strategy implementation has received little attention despite being less understood, difficult, and challenging. Best strategic plans have been producing little outcomes and benefit to the organization. Managers in most organizations acknowledge that implementation of a strategic plan is the most challenging and difficult process as the road to successful implementation. Organizations proceed to formulate strategic plans and accept their demise without question. The failure to implement a strategy implies that organization has wasted not only its time, but also efforts in formulating strategic plans. This can be very costly both in terms of design costs and benefits that have been already used. Heraclous (2003) failure in implementing a strategy signifies organization’s failure in manipulating its resources advantageously. This study therefore, was set out to find the applicability of Strategic planning in public sectors a case study of Kinondoni Municipal Council.
1.3.1 Research Questions
i. Is there applicability and utilization of strategic plan at Kinondoni municipal council?

ii. Is there relationship between policies and strategic plan implementation at Kinondoni municipal council?

iii. Is a budget linked to strategic plan of Kinondoni municipal council?

iv. What can be done to improve effective implementation of strategic plan in an organization?

1.4 Research objectives
i. The general objective of this study was to assess the applicability of strategic plan in public sectors by using Kinondoni municipal council as a case study.

1.4.1 Specific objectives
There are four specific objectives of this study these are;

i. Examining availability and utilization of strategic plan at Kinondoni municipal council.

ii. Examining the effect of sectoral policies towards implementation of strategic plan at Kinondoni municipal council.

iii. To find out if budget is linked to strategic plan at Kinondoni municipal council.

iv. Ways of improving effective implementation of strategic plan in an organization.

1.5 Justification for the research
The study is significant and beneficial not only to the public entity where the study will be carried out but also to other enterprises fall in public sector where as denoted earlier the most of managers in many public sector entities do not grasp the adequate essence of strategy implementation, thing that has been a stumbling block towards prosperity of public sector in achieving their goals in providing services.
Strategic planning implementation is less understood and the worse is that it is also under-researched, thus with the study or be carried out it is of much expectation that its findings to contribute something fruitful in the field and act as a starting point for other works on strategic planning to be carried out.

This study will help to improve the public awareness towards the strategic planning for the betterment of achieving national development planning objectives.

To stress the responsibilities of government agencies towards reorganization of public sectors in the implementation of strategic planning.

It is a policy input to decision makers and managers in organizations towards the application of strategic planning in public sectors.

This study also in one way or another will contribute to improve literature on strategic plan implementation and its significances.

1.6 Limitation of the study
While doing the research work there was several obstacles which encountered data collection process. Some of these problems the researcher faced were as follows:
Poor response on confidential matters and sometimes respondents were unwilling to give out the important information about the Kinondoni municipal council in implementation of strategic plan to avoid outsiders to know some of prevailing information. Other respondents were reluctant to give out information due to their job security. The researcher used convincing power to encourage respondents to fill the questionnaires without fearing as far as confidentiality was considered. Again researcher used polite language accompanied with convincing power to get official documents, like reports, municipal profile and other related documents on strategic plan implementation.

Time was also an obstacle to the researcher to accomplish some tasks that had planned to be achieved as early as possible like data collection, but due to the delay of the respondents to return timely the questionnaires administered to them, caused researcher to spend much time for data collection. Researcher tried to be careful to
cope with the time allocated to produce this important study, by ensuring availability of himself at a case study area (KMC) for data collection, some of respondents were very busy with their official activities, so the solution used was to spend much time to be around and keep on promised time whether for oral interview, taking of documentary review as well as taking of questionnaires.

Poor knowledge to some of respondents on strategic plan and the inappropriateness of the English language to some of respondents to whom the questionnaires were distributed led to poor understanding to most of questions and inappropriate answers and some of respondents provided answers in Kiswahili language, though questionnaires had created in English language. Although purposively selection of sample was intended to get the respondents who have enough knowledge about strategic plan it happened some of them had relayed on little usage of English language used in the questionnaire, to solve this limitation, researcher tried to translate where respondents failed to understand, for the case of lost of given questionnaires researcher also tried to redistribute in order to secure the sample size selected for the study.

1.7 Delimitation of the study

The study was conducted at Kinondoni municipal council in Dar es Salaam. The study focused on the Strategic Planning; assessing its applicability in public sectors. A case study of Kinondoni Municipal council.

1.8 Organization of the report

The report has been written in chapters where by chapter one consists of Introduction (Overview of the study), Background (Context of the study), Research problem, Research questions, Research objectives, Specific research objectives, Justification for the research, Limitation of the study, Delimitation of the study, Organisation of the report, and Summary. Then chapter two contains literature review which also consists of Overview, Definition of concepts, Review of supporting theories or theoretical analysis, Empirical Analysis or studies, Conceptual framework, The underlying theory or assumptions, The elements or
variables, and Summary, and chapter three consists of research methodologies which also includes Overview, Research strategies, Survey Population, Area of the research or survey, Sampling Design and procedures, Variables and measurement procedures, Methods of data collection, Data Analysis, and chapter four consists of findings or results and discussion, and lastly chapter five consists of summary, conclusion and recommendation.

1.9 Summary
Chapter one of this research consists of Introduction (Overview of the study), Background (Context of the study), Research problem, Research questions, Research objectives, Specific research objectives, Justification for the research, Limitation of the study, Delimitation of the study, Organisation of the study, and Summary.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter consists of; Overview, Theoretical Literature Review ,Definition of concepts, Theory governing the study, Empirical Analysis or studies, Conceptual framework and The elements or variables.

2.2 Theoretical Literature review
2.2.1 Definitions of concepts

2.2.1.1 Strategy
Is a process of determining long-term goals and objectives of an organization, thereafter adopting courses of action and the allocating resources to carry out these goals (Chandler, 1962).

On the other hand Strategy, is conceptualized as the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders’ expectations (Johnson, Scholes, & Whittington, 2005)

Bryson (2004) defines strategy as a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does, and why it does it.

2.2.1.2 Planning
Can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves looking at a number of different processes such as: Identifying the vision, goals or objectives to be achieved, Formulating the strategies needed to achieve the vision and goals, Determining and allocating the resources (financial and other) required to achieve the vision and goals, Outlining implementation arrangements, which include the arrangements for monitoring and evaluating progress towards achieving the vision and goals (UNDP, 2009).
Streib & Poister (2002). Define strategic planning as something quite basic and necessary, that is, a planning effort or method “to focus scarce resources, to maximize effort, and to exploit opportunities.

2.2.1.3 Strategic planning

Is based on the premise that leaders and managers of public and non-profit organizations must be effective strategists if their organizations are to fulfil their missions, meet their mandates, and satisfy constituents in the years ahead (Bryson, 1995).

Drucker (1993) strategic planning is defined here as: the ongoing process of making “entrepreneurial” decisions methodically and with the maximum knowledge of futurity; the organizing logically of efforts to implement these decisions; and, finally, the assessing of results of these decisions as compared to targets or expectations through feedback.

Strategic planning; Is what an organization intends to achieve and, secondly, how leadership within an organization will direct or utilize its resources to achieve its ends” This definition requires that decisions be made about: 1) The vision, mission, or goals an organization will follow; 2) Whom an organization (client, customer, stakeholder, etc.) will serve; 3) An organization’s position and responsibility within the community; 4) The types (and quality) of services and/or products to be offered; 5) The resources required to be successful and thrive (staff, equipment, facilities, etc.); 6) The best combination of above items (Barry, 1997).

2.2.1.4 Policy

David Easton, defined policy as the outputs of the political system and public policy as the authoritative allocation of values for the whole society (Sapru, 2010:24).

Brooks, (1989) Public policy is the broad framework of ideas and values within which decisions are taken and action, or inaction is pursued by governments in relation to some issue or problem. (Warioba, & Guibai, 2003).
2.2.1.5 Strategy execution
Strategy execution is a series of interventions concerning organizational structures, key personnel actions, and control systems designed to control performance with respect to desired ends (Hrebiniak & Joyce, 1984).

2.2.1.6 Strategy implementation
Is ‘the process of putting strategies and policies into action through initiation of programs, budgets, and procedures’ (Wheelen & Hunger, 1992).

2.2.1.7 A budget
Is a document that, once approved by the legislature, authorises the government to raise revenues, incur debts and effect expenditures in order to achieve certain goals. Since the budget determines the origin and application of public financial resources, it plays a central role in the process of government, fulfilling economic, political, social, legal and administrative functions (Norton & Elson, 2002).

2.2.2. Theory governing the study
This part consists of a theory or model of strategic planning, to make a documentary review with a view to understand the concept of applicability of strategic planning and strategy implementation, activities and processes.

The Bryson, Ten-step Strategic planning Model
There are several models or approaches to strategic planning. No one model is completely exceptional to another. As well, no model is a panacea for organizational ills or problems. However, as a matter of reality and common sense, organizations that desire to plan strategically must take up some model or process, and this of course leads to adopting a model of some kind, for better or worse. In this context, researcher suggests the consideration and uses of the strategic planning process model recommended by John Bryson in his 1995 book entitled *Strategic planning for public and Nonprofit Organizations*.

Bryson’s ten-step strategic planning process is methodical, participative, conventional, and particularly adaptive to public organizations. It combines the concepts, issues, processes, and results that several other experts in the field of
strategic planning have advanced (Olsen and Eadie, 1982; Hay, 1990; Schein, 1992; Mintzberg, 1994). It also reflects the contemporary expertise of Public Service Organizations.

According to Bryson, the ten-step strategic planning process is as follows:

First, Commence and Agree upon a Strategic Planning Process.

As Bryson sees it, the chief aim here is to get key organizational decision makers and other appropriate stakeholders to agree that strategic planning is needed and desirable, and that all participants are on board committed and supportive of the planning process and its various sequence of steps. At this point, a strategic planning group should be established and be prepared to move ahead. In this first step, the agreement of the strategic planning group should include: 1) the reason or intent of the strategic undertaking; 2) the planning steps; 3) the deliverables; 4) the roles and responsibilities of group participants; and 5) the agreement to provide adequate resources to complete the strategic planning undertaking.

Second, Recognize All Organizational Mandates Relating to the Organization.

This recommended step in the strategic planning process is one that is necessary in both the legal and political sense. Governmental entities, particularly federal and state entities, are established by statute and or constitutional provisions of law. These laws spell out normally the entities’ governance structure, purposes, functions, and any other particulars that pertain to public responsibilities and duties. The import of this step is that the strategic planning group identifies all mandates, that each mandate be clearly understood, and placed within the proper context of the overall organization.

Third, Spell out and Make Clear the Organization’s Mission Statement and Shared Values.

The mission statement emanates from the establishing law. It should be a clear and concise statement that justifies the existence of the public organization in light of its mandated purpose(s) or aim(s). The mission statement should, in other words, plainly declare that an agency, department or unit, exist to accomplish certain ends or responsibilities that are socially desirable as stated in statute and/or constitutional
provisions of law. Reference to these legal provisions should be stated as a footnote to the mission statement. Further, a mission statement is of significance because strategically it lets everyone internal and external to the organization know its purpose.

Four, Conduct an Analysis of the Organization’s Strengths and Weaknesses, and Its Opportunities and Threats (SWOT).

A public organization always contends with both its internal and external environments. Careful analysis of these environments by the strategic planning group will give understanding and depth to the public agency’s strengths and weaknesses (internal) and its opportunities and threats (external). Identification of an organization’s or public agency’s strengths and weaknesses relates to resources (human, funding sources, facilities, equipment, etc.), current strategic processes, and performance. Key questions here are: “What are our current resources and are they sufficient to accomplish our mission?” “Are our present strategies adequate or should they be adjusted in light of our mission?” And finally, “Is our performance where it needs to be given our resources and strategies as they stand in relation to our stated mission?” Answers to these questions will provide the strategic planning group with a shared understanding of an organization’s strengths and weaknesses (Bryson, 1995).

Fifth, Identify Any Relevant Issues That May Impact the Strategic Planning Process

The identification of strategic issues is the next logical stepping point. Bryson defines strategic issues as: Fundamental policy questions or critical challenges that affect an organization’s mandates, mission, and values; product or service level and mix; clients, users, or payers; or cost, financing, or management.

Sixth, Make Plans to Confront and Manage Issues Facing the Organization.

As a reminder, the goal itself of the strategic planning process is to make sense of an organization’s purposes, resources, actions, and ends. To do this a “strategy” must ultimately be established. This again leads to an understanding of what the agency or public organization is what it does, and why it is in effect done.
Seven, Re-evaluate the Strategic Plan (Steps 1—6) and Come to Agreement
This step while seemingly a simple one is nevertheless an important one. First it is significant in that it is a recapitulation of the former steps. This allows the strategic planning group to re-think, correct or modify, and reinforce their strategy. Secondly, the strategic planning group is at a vitally important decision making stage in the planning process. Top management should be not only fully cognizant of the strategic plan at this point in time (preceding steps 1—6), but should be prepared to make some decisions, i.e., approval of the strategic plan as it stands. If there are problems with approving the plan, these should be worked out.

Eighth, Based on the Adopted Strategic Plan, Construct an Appropriate Vision Statement
As far as a definition is concerned relating to a vision for success, Bryson states that it is when an “organization puts together a clear and distinct description of what it should look like once the organization has successfully implemented its strategic plan and achieved its intended results”. This would include, of course, the agencies or public organization’s mission, its strategies, performance measurements, and value statements,). Most agencies or public organizations need to establish a strategic planning group and develop a mission statement, conduct a SWOT analysis before they are well prepared to develop a vision for success.

Ninth, Put Together a Logical and Workable Implementation or “Action” Plan
With all the major foregoing components of the strategic plan now intact, it is time for the strategic planning group to put together an implementation plan. The implementation plan will map out what is to be done, who is responsible for what, when it is to be completed, and so forth. Hence, the implementation plan is the road map and vehicle for real actions to be taken to bring about the strategic ends, which have been so carefully woven together by the planning group.

Tenth, Conduct a Final Reassessment of the Strategic Plan and Strategic Process
The final step in Bryson’s strategic planning and process model is an ongoing review of the strategic system that has been put into action. First, intermittent review of the particulars of a strategic plan will allow for reassessment and adjustment. This may
be involved and require extraordinary shifts and resources or may be minor and require minimal change and wherewithal. In any case, it is important to reassess constantly the strategic plan and make sure all is well. Second, review of the strategic planning process and the dynamics of the planning group should be weighed for effectiveness. Occasionally, the strategic process itself requires some tinkering in order to maximize the way in which an organization “strategizes” (Bryson, 1995).

**Relevance of this theory in terms of this study**

Theory of ten steps of strategic planning, is much relevant to this study because it tackles all the strategic planning requirements in any kind of organization in fulfillment its mission, vision, and objectives, this fact can be verified by some of assumptions which have been explained within the theory, such as; Spell out and Make Clear the Organization’s Mission Statement and Shared Values, Conduct an Analysis of the Organization’s Strengths and Weaknesses, and Its Opportunities and Threats (SWOT), Make Plans to Confront and Manage Issues Facing the Organization, Based on the Adopted Strategic Plan, Construct an Appropriate Vision Statement ,and Put Together a Logical and Workable Implementation or “Action” Plan.

In this context, I agree the consideration and use of the strategic planning process model because it is a methodical, participative, conventional, and particularly adaptive to public organizations. It combines the concepts, issues, processes, and results that several other experts in the field of strategic planning have advanced (Olsen and Eadie, 1982; Hay, 1990; Schein, 1992; Mintzberg, 1994). This model has direct link with the variables which are critical in this study which are; availability and utilization of strategic plans, effects of sectoral policies towards implementation of strategic plans, link between budget and strategic plans, improvement of implementation of strategic plans.
2.2.3 Ways of improving effective implementation of strategic planning in an organization.

According to Bryson (1995, p. 23), the ten-step strategic planning process provide ways of improving effective implementation of strategic planning in an organization as follows;

i. Commence and agree upon a strategic planning process (that is, “plan to plan”).

ii. Recognize all organizational mandates relating to the organization (that are, laws, regulations, rules and procedures).

iii. Spell out and make clear the organization’s mission statement and shared values.

iv. Conduct a SWOT (that is, analyze the organization’s strengths and weaknesses, and its opportunities and threats).

v. Identify any relevant issues that may impact the strategic planning process.

vi. Make plans to confront and manage issues facing the organization.

vii. Re-evaluate the strategic plan and come to agreement.

viii. Based on the adopted strategic plan, construct an appropriate vision statement.

ix. Put together a logical and workable implementation plan (that is “action plans”).

x. Conduct a final reassessment of the strategic plan and the strategic process.

2.3 Empirical Analysis of studies

This part consists of empirical literature on the implementation or applicability of strategy planning in public sector. This also helps a researcher to find the gap.

Messah & Mucai (2011) on their study analyzing factors influencing strategy implementation in Kenya study concludes that the weak influence of managerial behaviour was guided more by the strategic thinking of the management. However, the low influence of managerial actions in allocation of resources had a great pressure on implementation of strategic plans as that was more of institutional
leadership decisions, which would wish to be seen to be supportive. The influences of reward management were found to be relatively weak as it was more of the intrinsic motivation of the teacher’s professional ethics than extrinsic motivation through tangible reward by Management. Institutional policies have been revealed to be relatively weak in influencing strategy implementation because of low awareness and infrequent use of the service charter which is a critical ‘barometer’ of strategy implementation effectiveness and efficiency.

Buluma, Keror & Bonuke (2013) observe that inadequate technological resources insufficient management systems and the council’s lacking of control over the implementation of her strategic plan, insufficient management approaches and inadequate support from central government towards implementation of the council’s strategic plan were institutional related factors affecting strategy implementation. They conclude that not only employees need to be trained on various matters concerning strategy implementation their participation in it is vital and better information system. They further go on recommending that better budget from central government to enable local authority to carry out strategy implementation successfully.

Kalali et al (2011) identified four dimensions of factors that affect implementation of strategic plan in Iranian health service sector. Structural, operational, content, and context dimension are named behind the failure of most strategies in health service sector in Iran. The quality of power distribution in an organization and organizational structure are associated with structural dimension. Concluding, they are recommending that serious attention must be paid to the identified factors impeding implementation of strategic plan.

Sial, et al (2013) also observes that the most important reason for the failure of the strategic plan implementation in public sectors organization in Pakistan is operational plan of the implementation. Operational dimensions comprise; resources limitation, incompetent management and staff, poor planning for execution and lack of integration among the department are the main reasons for failure, after that context dimensions, structural and content dimensions. consequently paying more
attentions on plan implementation of the public sector can achieve the desired result in shape goals, benefit, surplus budget and long term survival in market by hiring the competent staff according to requirement, hire the competent people, proper monetize the plan and increase the communication among the departments frequently.

State of Texas. (1994), In 1991, the State of Texas passed legislation to require each state agency to prepare strategic plans. The strategic plans were to have a planning horizon of 5 to 6 years and were to be updated every two years. Today, the strategic planning system in Texas has advanced and has been integrated with its performance budgeting system. The Texas strategic planning and budgeting system is officially called the “Strategic Planning and Performance Budgeting System,” commonly referred to by the acronym, SPPB. SPPB is described by the state's auditor as "a mission or goal oriented system that joins strategic planning and performance budgeting within the overall framework of the state's appropriations process. In short, SPPB is a system utilized to make agency spending determinations as they are linked to expected agency results." That was due to frustrated with the fragmented and ineffectual budget approaches of the 1970s and 1980s, the State of Texas began to integrate strategic planning elements coupled with performance measures into the executive budget and legislative appropriations process. Measures done were to formulate, Strategic missions, goals and objective statements along with action plans; Performance measures consisting of outcome and output indices, Legislative budget monitoring systems, Standardized unit costs; and Certification processes for performance and achievement.

Foundation for community Association Research (2014) argues that; In July 1989, in Florida, the Pelican Cove Condominium Association board of directors formed a Planning Committee to discuss the concerns of owners and develop strategies to address these concerns. At that point, there was a general feeling that time had become an enemy of the association. The buildings and grounds were being neglected roofs, stairs, pools, and trees were all in dire need of attention. Board committees were ineffective due to lack of direction and the absence of financial scrutiny was apparent. Following a year of weekly meetings, the Planning
Committee published to the membership an eighteen-page document titled *One-Year and Five-Year Plans*. As a result of this thorough review, new management was hired, a seven-year special assessment for roof replacement was levied, and the community was forced to examine the future needs of Pelican Cove. The Planning Committee continues to publish a long-range strategic plan each year as a reminder that past accomplishments do not guarantee future success. Unit owner surveys allow for necessary resident feedback on how the association is meeting their individual needs. The survey results are compiled, examined by the committee and often become the basis of the annual plan.

Foundation for community Association Research (2014) argues that; During fiscal year 2000–2001, In Colorado, the Crystal Lakes Road and Recreation association’s board of directors asked the Planning Committee to initiate a project with the following goals; Establish the association’s present position in reference to its governing documents as well as the future goals of, and the threats to, the association as a result of needs and desires resulting from the requirements established by those documents. Develop a realistic and concise mission statement. Develop a realistic and concise vision statement. Develop realistic short and long term goals; which, when accomplished, would further the mission and vision as stated. Analyze present and future staffing needs based upon specific present and future functions that need to be accomplished. After several months of initial study and information collection by the Planning Committee, the board concluded that the assistance of a professional consulting firm would be necessary to complete this project. The board hired a consulting firm to assist with the completion of the project, which lasted for more than eight months. During this time, each board member spent approximately 50 hours of meeting and study time on the project. The final product of this study was the association’s business plan and staff position plans, which were mailed to each association member in May 2001. The strategic plans received a very positive response from the membership.
2.4 Conceptual Framework

This part consists of the logical structure of the meaning that guides the development of the study; here are the identification of key concepts and the relationship among the concepts concerning the strategic planning and its applicability.

**Figure 2.1: Conceptual framework**

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Availability and utilization of strategic plan.</td>
<td>Successful Strategic plan implementation</td>
</tr>
<tr>
<td>• Link between sectoral policies and strategic plan implementation.</td>
<td></td>
</tr>
<tr>
<td>• Link between budget and strategic plan.</td>
<td></td>
</tr>
<tr>
<td>• Improvement of effective implementation of strategic planning in an organization.</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Researcher’s construct 2015

2.4.1 The elements or variables

Firstly, the availability and utilization of strategic plan

Conducting an Analysis of the Organization’s Strengths and Weaknesses, and Its Opportunities and Threats (SWOT) an organization always contends with both its internal and external environments. Careful analysis of these environments by the strategic planning group will give understanding and depth to the public agency’s strengths and weaknesses (internal) and its opportunities and threats (external). Identification of an organization’s or public agency’s strengths and weaknesses relates to resources (human, funding sources, facilities, equipment, etc.), current strategic processes, and performance. Key questions here are: “What are our current resources and are they sufficient to accomplish our mission?” “Are our present
strategies adequate or should they be adjusted in light of our mission?” And finally, “Is our performance where it needs to be given our resources and strategies as they stand in relation to our stated mission?” Answers to these questions will provide the strategic planning group with a shared understanding of an organization’s strengths and weakness (Bryson, 1995).

Secondly, availability of clear organizational structure, which directs the organization to implement its strategy. To facilitate the achievement of the strategic and organizational objectives, organizational structure coordinates and combine together the tasks executed by all staffs in the organization, that are employees at all levels, and across all divisions and activities (Hill & Jones, 2009). Organizational structure detects the departments and functions in an organization; it defines the hierarchy, span of control and reporting relationships, and includes the systems for communication, coordination and integration across these divisions and functions, both vertically and horizontally (Daft, 2001 as cited by Van Buul, 2010).

Thirdly, availability of an appropriate mission and vision statements, an “organization puts together a clear and distinct description of what it should look like once the organization has successfully implemented its strategic plan and achieved its intended results”. This would include, of course, the agencies or public organization’s mission, its strategies, performance measurements, and value statements.). Most agencies or public organizations need to establish a strategic planning group and develop a mission statement, conduct a SWOT analysis before they are well prepared to develop a vision for success (Bryson, 1995).

Fourthly, relationship between Policy Implementation and strategic plans
The reorganization of all Organizational Mandates Relating to the Organization is one that is necessary in both the legal and political sense. Governmental entities, particularly federal and state entities, are established by statute and or constitutional provisions of law. These laws spell out normally the entities’ governance structure, purposes, functions, and any other particulars that pertain to public responsibilities and duties. The import of this step is that the strategic planning group identifies all
mandates, that each mandate be clearly understood, and placed within the proper context of the overall organization.

Policy implementation encompasses those actions by public or private individuals (or groups) that a redirected at the achievement of objectives set forth in prior policy decisions (Meter and Horn, 1974 cited in Brynard, 2005). Is the stage of policy-making between the establishment of a policy and the consequences of the policy for the people whom it affects. Implementation involves translating the goals and objectives of a policy into an operating, on-going program. The 3 elements are: 1. Creation of a new agency or assignment of a new responsibility to an old agency 2. Translation of policy goals into operational rules and development of guidelines for the program and the third one is coordination of resources and personnel to achieve the intended goals. Policies imply theories policies become programs when, by authoritative action, the initial conditions are created (Pressman and Wildavsky, 1973 cited in Brynard, 2005). Policy implementation takes place by following policies such as laws, rules, and regulations prescribed to achieve desired goals of a strategy. From broad perspectives successful strategy implementation lies on the better flow of the well-formulated policies of an organization (Hrebinia, 2008). Strategic implementation is an elemental step in strategic management in revealing the company’s vision and objectives into reality since as Olsen (2008) emphasizes that it is implementation that moves a strategic plan from shelves pouring business growth. Implementation is a central part of any organization’s strategy (Blahova & Knapkova, 2011), is critical to the firm’s success (Bhatti, 2011) enhances organizational performance (Carvalho & Prieto, 2010). Implementation of the strategic plan is more important than formulation; otherwise it is nothing except well-documented pieces of paper in the organization (Sial et al, 2013). Example agricultural department at Kinondoni municipal should have strategies which reflect the implementation of agriculture policies like “Agricultural first police” in terms of goals and objectives.
Fifthly, The link between budget and strategic plans

A strategy is presumed to be realistic if the required resources are available (Thompson, 1990 cited in Anyango, 2007). The resource allocation represents management commitment to the plan of action. Pearce and Robinson (1988 cited in Anyango 2007) have seen the annual budget as the main vehicle for resource allocation. Thompson & Strickland (1989) argue that linking the budget with strategy means providing enough of the right people and funds. Too little will not be enough and too much is waste. Implementing teams must be deeply involved in the budget process with such budgets being flexible enough to take into account evolving changes (Anyango, 2007).

Budgeting is one of the oldest management tools, yet it remains effective in ensuring that implementation takes place and that tactics align with strategy (Sterling, 2002). There should be strategy-budget interrelation to improve operational effectiveness. It is important for budget to link to strategic plans to ensure that key objectives and priorities are budgeted for and achieved. Kaplan & Norton, (2008) observe that only 40% of organizations link budget to strategy execution. Inherent tension between strategic planning and budgeting often makes it difficult to achieve the desired level of integration.

While budgets tend to focus on the short-term perspective (the next financial year), Medium Term Expenditure Framework (MTEF) tends to consider budgeting from three years, and planning generally literature and practice reveal three years: other approach to local authorities budget are; Incremental or traditional system, rational system (Zero Based Budgeting and Programme Planning and Budgeting System). Application of these budgets is accompanied with strategic plan’s implementation.

2.5 Research gap

Based on the empirical literature other researchers developed the ideas on strategic planning in terms of its meaning, and how it should be formulated in order to solve the organizational problems, on plans and goal achievements, therefore its applicability and results in public sectors has not given much consideration, thus the gap can be seen in that way, as a result this study intends to contribute by examining the applicability of strategic planning in public sectors then to come up with the ideas
on how to improve it for the organizational development. While most of the previous studies reviewed have used a multiple ways for data collection this study will use minimalist approach to data collection with small sample of people whom seemed to have empirical data or information, for internal validity of study findings. Similarly, while the other reviewed previous studies centred multiple organisations and large sample that perhaps did have little participation in strategic planning, this study will gather data from only one municipal council’s departments, section and units and only heads who might be participating in both strategic plan formulation and implementation of strategic plans.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter consists of, the research strategies, population, Area of the research or survey, Sampling design and procedures, variables and measurement procedures. Methods of data collection, Data analysis, Expected results of the study, Research activities of schedule, Work plan, Estimated research budget, Expected time of commencing the study and expected time of completing the study.

3.2 Research Strategies
A case study design was used to conduct this study. This approach had selected because was a method which enabled a researcher to analyze well the unit and the problem understood and came up with empirical findings. Also approach was less expensive in terms of time and money. This also helped a researcher to find the facts and gather empirical data on investigation of the applicability of strategic plan in public sector a case of Kinondoni municipal council.

3.3 population
According to Kothari (2005) population is group of individuals, persons, object or items from which sample are taken for measurement for example population for students or patients or doctors.

For the sake of this study the population consisted of some workers of Kinondoni Municipal Council, especially heads of departments, sections and units and officers. Relevant information about applicability of strategic plan obtained across departments which are; legal Unit, Agriculture ,Internal Audit, Urban Development Natural Resources, Trade and Industry, Community Development Social Welfare and Cooperatives, Personnel and Administration, Public Relations, Information Communication Technology, Education and Culture ,Planning Statistics and Monitoring, Finance and Economic Department, and Health and Sanitation (Kinondoni municipal council.2014). Targeted population will be of knowledgeable persons Researcher found respondents during the working hours, they were unique because they work at the same area.
Table 3.1: Population

<table>
<thead>
<tr>
<th>S/N</th>
<th>Group of respondents (Departments and Units)</th>
<th>Total survey population</th>
<th>Percentage of total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Personnel and Administration</td>
<td>28</td>
<td>100%</td>
</tr>
<tr>
<td>2.</td>
<td>Agriculture</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>3.</td>
<td>Internal Audit</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>4.</td>
<td>Urban Development, Natural Resources and Environment</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>5.</td>
<td>Community Development Social Welfare and Cooperation</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>6.</td>
<td>Education and Culture</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>7.</td>
<td>Economic, Planning, Statistics and Monitoring</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>8</td>
<td>Finance Department</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>9</td>
<td>Procurement department</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td>10</td>
<td>Health and Sanitation</td>
<td>26</td>
<td>100%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>10 Departments</td>
<td><strong>340</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher, 2015

3.4 Area of the research or survey

Kinondoni Municipal Council is one of the three Municipalities that constitute the City of Dar-Es-Salaam which is the major business city of Tanzania. The other Municipalities are Ilala and Temeke. The Municipality was established officially through the Government Gazette number 14 of year 2000. The area of the study was the Kinondoni municipal council in Dar es Salaam. The researcher had selected this area of the study because was acceptable in terms of transport, accommodation and availability of place for research placement. The area also was sufficient enough to represent other public organizations for this study. Kinondoni Municipal Council is located in the northern part of Dar es Salaam City. It has an area of 531 sq. km with a
population of 2,497,940. The population growth rate is estimated to be 4.3% per annum and the population density is 1,179 people per square km. In addition, the population is getting more advanced and demanding better services.

3.4.1 Vision of the council
To become a community this is motivated, dynamic, with socio – economic development.

3.4.2 Mission statement
Provision of quality services to the community through effective and efficient use of resources, capacity building, good governance and rule of law hence improve the living standard of people

3.4.3 Objectives
(A) Services improved and HIV/AIDs infection reduced.
(B) Enhance, Sustain and effective implementation of National Anticorruption Strategy
(C) Access and quality social services improved.
(D) Quantity and quality of economic services and infrastructure improved
(E) Good governance and administrative services enhanced
(F) Management of natural resources and environment improved
(G) Social welfare, gender and economic empowerment improved
(H) Emergence preparedness and disasters management improved

3.5 Sampling design and procedures
The study employed both probability and non-probability sampling involving convenience sampling followed with purposive sampling. The researcher used a simple random sampling technique to select a sample for study. First the researcher selected all departments and units staff members to provide equal chance of being selected for the study. Then, from the selected departments a total number of respondents were 70 which were selected from various departments, sections and units as a sample for study.
3.5.1 Convenience /accidental/ grabs Sampling
Is a sampling technique where by subjects are selected because of their convenient accessibility and proximity to the researcher. In this case the researcher did not consider selecting subjects that are representative of the entire population (Msabila & Nalaila, 2013).

Researcher applied this technique because the target population was busy especially heads of departments due to tasks vastness, so it was cumbersome to deal with them; alternatively other officers who were available at the KMC district departments were requested for the study.

3.5.2 Purposive /judgemental/ authoritative sampling
The process involves nothing but purposely handpicking individuals from the population based on the authorities of the researcher’s knowledge and judgement (Msabila & Nalaila, 2013). According to Kothari (2004), purposive technique enables the researcher to choose respondents basing on the fact that they have desirable characteristics and variables related to the issue being studied. For the sake of this study, researcher used this technique to get empirical data concerning with the applicability of strategic planning at KMC. By selecting the heads of departments and officers who had the knowledge of applicability of strategic plan in KMC, as a case study.

3.6 Sample Size
This refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfils the requirements of efficiency, representativeness, reliability and flexibility. While deciding the size of sample, researcher must determine the desired precision as also an acceptable confidence level for the estimate (Kothari, 2004).

For the case of this study, Researcher had selected the sample size of 70 numbers of respondents, out of 340 total number of staff who were able to provide data for this study in the council. The size of the sample selected was equal be justified and
representative. Researcher selected 70 respondents because it was equal number and easy to be managed number of individuals in the study.

3.7 Variables and measurement procedures

**Table 3.3: Variables and measurement procedures**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Definition</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Availability and utilization of strategic planning</strong></td>
<td>Ability of an organization to carry out its available strategic plan</td>
<td>Is there availability of strategic plans in an organization? Is there the mission statement? Is there vision statement in an organization? Is an organization implementing its strategic plans?</td>
</tr>
<tr>
<td><strong>Budget process and strategic plans</strong></td>
<td>Allocation of resources to carry out strategic plan</td>
<td>Is budget formulated? Is it of a long-term? Is it relevant? Is it incentive? Does it ensure enough resources to carry out the strategic plan?</td>
</tr>
<tr>
<td><strong>Policy Implementation</strong></td>
<td>Rules to go after to carry out a strategic plan formulated</td>
<td>Are they formulated? Are they participatory formulated? Is it flexible pertinent to strategy? Flexible? Is there a link between sectoral policies and strategic planning implementation?</td>
</tr>
<tr>
<td><strong>Improvement of strategic plan implementation</strong></td>
<td>Ways of improving strategic plan implementation</td>
<td>How to improve effective strategic planning?</td>
</tr>
</tbody>
</table>

Source: Researcher’s design, 2015

3.8 Methods of data collection

Researcher used both primary and secondary data collection methods.

3.8.1 Primary Data

A researcher collected data from officials and employees in the area of study as a primary source of data. For case of this study researcher obtained primary data through, oral interview and questionnaires.
3.8.1.1 Questionnaire
This method was used because it is less time and monetary costing; self monitored and gives convenience to the respondents.

Questionnaires were distributed to both heads of departments and officers of Kinondoni municipal council in various departments; questionnaires were distributed to heads of departments and officers who had sufficient and required information on applicability strategic planning.

Researcher used a set of questions that were logically related to the study, which again used as a tool to guide respondents to provide empirical data. These questions were printed on papers with the spaces for respondents to either tick or write their views related to the problem.

3.8.1.2 Interview
This method is used during data collection where by researcher collected data through personal interviews and, if possible, through telephone interviews. Its advantages are; more information and that too in greater depth can be obtained.

Therefore, this method of data collection was used by researcher during the data collection researcher conducted oral interview with heads of departments and assistance officers in KMC and data on the applicability of strategic plan were obtained.

3.8.2 Secondary Data
A researcher obtained information about the study from the library, books, Journals and Internet. Sources of secondary data will be, Theories, books, mass Medias, documentary reviews, journals, and articles .for the case of this study researcher obtained information about KMC through the use of official documents for Kinondoni municipal council.

3.8.2.1 Documentary Review
Documentary review is the method of data collection whereby information is obtained on official stored written documents, for instance books, past researches government reports and circulars. For the case of this study researcher obtained
secondary data from documents like finance reports, profiles and strategic plan document of KMC. These documents used to obtain relevant information on the strategic plan implementation.

3.9 Data Analysis.
Data analysis refers to the computation of certain measures along with searching for patterns of relationship that exists among data group (Kothari, 2004). The collected have presented and analyzed by using scientific method of data analysis using Statistical Package for Social Science (SPSS) software and Microsoft excel 2007 and descriptive technique. Tables and illustrations also have been used to present investigated views and insights that interpreted with specific reflection, also researcher have used both quantitative and qualitative methods in analyzing the data for the study.

3.9.1 Quantitative analysis
This involves the use of simple statistics especially the use of percentages, numerical and tables. The researcher applied this method in percentage and simple tables (tabulation method).

3.9.2 Qualitative analysis
This involves the factual and logical interpretation of the study findings. Since the study is qualitative in nature, data collection was presented by using thematic or descriptive approach. The researcher used qualitative method of data analysis. This enabled researcher to interpret data collected, and made necessary recommendations and conclusion.
CHAPTER FOUR
RESEARCH FINDINGS, ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction
This chapter presents the results and discussion of the research. It starts by explaining the general profile and employee bio data of the respondents. Then explained in detail the specific objectives using the findings which were set to assess the applicability of strategic plans in public sector, but goes further in analyzing, interpret, and discussing them by using data obtained from the field though the use of the data collection methods which are; questioners, oral interview, and documentary review.

4.2 Demographic Characteristics
Before going further to the data analysis, discussion and presentation of the research findings; although it is not one of the research objectives, it is very important to understand the demographic distribution of respondents such as gender, age, education level, position or rank and experience in the Kinondoni municipal council because they are the ones who are being researched.

4.2.1 Distribution of respondents by sex in KMC
The sample size of respondent who chosen to provide the information on research questions which was provided to them by the Researcher were 70, and through the use of questionnaire, were asked to mention out their sex, and the result were as follow:

38 respondents which are equal to 54% were Male, and 32 respondents which are equal to 46% were female. The table 1 describes the total distribution of respondents by sex.
Table 4.1: Distribution of respondents by Sex

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>38</td>
<td>54.0</td>
<td>54.0</td>
<td>54.0</td>
</tr>
<tr>
<td>Female</td>
<td>32</td>
<td>46.0</td>
<td>46.0</td>
<td>46.0</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2015

Table 1 shows that the distribution of questionnaires had no bias to both male and female, hence it shows that 54% of male played their part in responding to the question which were asked as well as 46% of female. The percentages are close to 50% to both sides.

4.2.2 Age of Respondents in KMC

Through questionnaires respondents were also asked to provide out their ages, and the result were as follows: Below 25(0%), 45 respondents who are equal to 64% were aged between 26 and 45, 25 respondents who are equal to 36% were aged between 45 and 55, and lastly above 56 years (0%).
The figure 4.1: Age of respondents.

Figure 4.1: shows that many respondents were age between 26 to 45 years old. This indicates that the council has more youth employees who can work harder than old employees who ranged between 45 to 55 years old.

4.2.3 Education level of the respondents at KMC

Through questionnaire respondents were asked about their education level which they attained, the result were 60(86%) respondents were Degree holders, Respondents with above form six were 10(14%). The table below illustrates this information.
Table 4.2: Education level of respondents at KMC

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
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<td>University level</td>
<td>60</td>
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<td>86.0</td>
</tr>
<tr>
<td>Above form six</td>
<td>10</td>
<td>14.0</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Form six</td>
<td>0</td>
<td>0</td>
<td>.0</td>
<td>0</td>
</tr>
<tr>
<td>Below form six</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>70</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2015

Table 4.2: According to the nature of the study and sample size which was chosen, data shows that the KMC has more educated employees, since 86% of employees were in level of degree, 14% of employees had above form six level, and lastly form six and below form six were not there which is equal to 0%.

4.2.4 Working Experience of Respondents at KMC

Through questionnaires, the respondents were asked to provide their working experience in KMC, who worked for more than 5 years were 44 (63%) respondents worked for 1 to 5 years were 18 (26%), and respondents worked below 1 year were 8 (9%).
The figure 2 shows that 63% of respondents worked for more than five years, this means that the KMC has more people who have experience hence they contributed to generate the study because they know about the council strategic plan.

4.2.5 Positions of the Respondents in KMC

Through questionnaires respondents were asked to give out their positions in the company, the results showed that 6 respondents which are equal to (9%) were heads of departments and 64 respondents which is equal to (91%) were officers of various departments.

Table 4.3: Job positions of respondents in KMC

<table>
<thead>
<tr>
<th>Rank</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heads</td>
<td>6</td>
<td>6</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td>Officers</td>
<td>64</td>
<td>64</td>
<td>91.0</td>
<td>91.0</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2015
Table 4.3: Shows that questionnaires were provided to both respondents who are the heads of departments as well as officers in various departments, although were interviewed.

4.3 Examining availability and utilization of strategic plans at KMC

The question was asked to respondents to identify the available and utilization of Kinondoni municipal council’s strategic plans as well as departmental plans is concerned. This question was answered through the use of documentary review found at the council, questionnaires, and oral interview. And the answers are as follows;

KMC Framework for implementation of the five years development plan. (2012), The long term plan and Budget for 2011/12 – 2015/16 has focused on selected national priority areas of high impact which will bring quick results and accelerate economic growth. The selected areas are Agriculture and livestock (Kilimo Kwanza), infrastructure and Communication, Education, Health and Water. It also considered priorities and actual needs of people obtained through participatory planning process (O & OD) from the Mitaa level. The major focus of the Kinondoni municipal council strategic plan is to improve quality of social services and human capital.

4.3.1 Education sector

Through the use of documentary review, questionnaires to 10 respondents that are equal to 14% and interview to 3 (4%) officers in education department, respondents agreed that there is availability and utilization of strategic plans at Kinondoni municipal council but there is many problems in implementing the strategic plans for education sector. The answers were as follows;

KMC Framework for implementation of the five years development plan. (2012). Improvement in education sector by insuring access and quality social services improved, secondary school buildings increased from 1,366 to 1,660 by 2016, secondary school furniture increased by 8% by June 2016, primary school buildings increased from 4,307 to 4,405 by 2016. Through awareness and training, resource mobilization, and capacity building, 10(14%) respondents who are education officers answered the questionnaires and argued that; normally the implementation of
strategic plans is done according to the available funds, example payment for training allowances moving expenses and office consumable, so shortage of fund is the problem in implantation of these strategic plans in KMC. Through oral interview with 3(4%) educational officers argued that; Payment of school fees for 2916 students living in hardship environment by June 2014 was not done due to delay of fund. They also argued that, kinondoni Municipality has the challenge of constructing hostels for each day secondary school so as students especially girls can stay nearby and get ample time to study.

4.3.2 Health services

Through the use of documentary review, questionnaires to 5 respondents that are equal to 7% and interview to 2 (3%) officers in health department, respondents agreed that there is availability and utilization of strategic plans at Kinondoni municipal council but there is some drawbacks in utilization of the strategic plans for health services at KMC. The answers were as follows; KMC Framework for implementation of the five years development plan. (2012). Improvement in provision of health services by insuring access and quality social services improved through awareness and training ,resource mobilization ,and capacity building. Health facility with basic medical equipment per level standard increased from 43 to 50 by the end of 2016. Currently the council has a total of 304 health facilities of which 87 are government owned, while the remaining 217 are owned by parastatal, private and faith based. The mission of municipal council is to ensure that health beneficiaries are provided with affordable and good quality of care at its health facilities and also to enhance preventive health services at facility and community level. Kinondoni municipal council is implementing HIV and aids activities guided by the national policy on HIV/AIDS (2001) and the second national multi-sectoral strategic framework on HIV and aids (2008-2012). 3(4%) Health officers argued that, Work place HIV/AIDS programme developed in 8 departments in Kinondoni municipal council. HIV/ADS awareness meeting conducted for 100 workers, respond from workers to test was and is not good. Through oral interview with 2 (3%) health officers argued that, the current shortage of resources (Human & Financial) and other
basic medical supplies has impeded the rapid progress of establishment of new Health Facilities in Kinondoni municipal.

4.3.3 Agriculture and livestock sector

Through the use of documentary review, questionnaires distributed to 10 respondents that are equal to 14% and interview to 3 (4%) officers in agricultural and livestock department, respondents agreed that there is availability and utilization of strategic plans at Kinondoni municipal council but there is many problems in implementing the strategic plans for agricultural and livestock sector in Kinondoni municipal council. The answers were as follows;

KMC Framework for implementation of the five years development plan. (2012). Improvement in agriculture and livestock sector by 2016. Livestock disease outbreaks reduced from 5% to 2% by June 2016. Quality hides and skin improved from 20 % to 80 % by June 2016. Farmers and livestock keepers, use the Mpiji River which is the main source of water for irrigation practices and is estimated to cover about 100 hectares and 16 farmers’ groups engaged in livestock and irrigation projects facilitated through provision of Power tillers, irrigation equipments and capacity on agricultural practices. 6 (9%) respondents argued that; about 1,798 farmers and livestock keepers advised on proper agricultural practices, 20 agricultural group members received training on entrepreneurship development and processing of agricultural products. 3(4%) respondents argued that livestock keepers are provided with vaccination and Artificial Insemination also the Municipal council is developing agricultural information and education centre at Malolo. Through interview to 4(6%) Agricultural officers, argued that still there are some obstacles in utilization of strategic plans in Kinondoni municipal council answers were; Poor farming methods and implementation. Non existence of data about farmers and crop yields, inadequate knowledge on improved farming techniques by farmers. Shortage of inputs including better quality seeds and fertilizers, and shortage of fund.
4.3.4 Community development Department

Through the use of documentary review, questionnaires distributed to 5 respondents that are equal to 7% and interview to 2 (3%) in community development department, respondents agreed that there is availability and utilization of strategic plans at Kinondoni municipal council but utilization of strategic plans for community development department is very poor in Kinondoni municipal council. The answers were as follows; KMC Framework for implementation of the five years development plan. (2012). Improvement in community development by ensuring access and quality social services improved through awareness and sensitization, resource mobilization linkages, through coordination, monitoring and evaluation by June 2016, Improvement in working environment of Community Development office by June 2016. In Kinondoni these guidelines are used in community development; Community Development Policy, Child Development Policy, Poverty Reduction Policy, National HIV/AIDS Policy, Social Welfare Acts, Women and Gender Development Policy. Through questionnaires 5(7%) respondents argued that; the major aim of the department is to ensure poverty reduction and develop the economic life of its citizens in Kinondoni to implement this the community development department cooperate with other stakeholders who are WORLD VISION, SAVE THE CHILDREN and UNICEF to provide education to the people on how to reduce poverty. Through interview with a head of community development, said that; they have created a group of 15 children called young reporters there task is to rise matters related to community development via children forums, radio sessions example Tumaini Radio station, also there is Kinondoni youth SACCOs, and DCB bank which provide loans to all citizens of Kinondoni. again Head of community development department said, lack of resources is the major obstacle, the council is normally provide unsatisfied budget for the department to run its duties such conducting training, hence leads to implementation failure.

4.3.5 Information communication technology

Through the use of documentary review, and interview with one ICT officer, there is availability and utilization of strategic plans at Kinondoni municipal council but utilization of strategic plans for information and communication technology
department is very poor in Kinondoni municipal council. The answers were as follows; KMC Framework for implementation of the five years development plan. (2012). Improvement in information communication technology by insuring access and quality social services improved through capacity building, awareness and sensitization, legislative and regulatory frameworks Roles responsibilities, functions and structure by June 2016. Information Technology and Communication systems in 9 departments and 35 section maintained by 2016 Internet work users increased from current 150 to 300 by 2016, the implementation of the ICT as a strategic element was done initially 1999 like a project. Through oral interview, ICT officer said that; currently the domain name has been changed following government directives of 2009, now is www.kinondonimc.go.tz. The Kinondoni Municipal Council has managed to computerize most of its revenue sources and integrated in one server called Municipal Revenue Collection Manager (MRECOM) in this server there are following systems: Billboards, Property tax, Business license, City service Levy, Geographical Information System and Services offered electronically by KMC, Bank payments from CRDB. The ICT policy and ICT strategic plan has been prepared in order to guide the council operations and management of ICT systems and equipments. Again ICT officer argued that, the major challenges is shortage of fund for training; most of users have got poor knowledge on ICT in Kinondoni municipal hence poor implementation.

4.3.6 Finance and economic Department

Through the use of documentary review, questionnaires distributed to 8 respondents that are equal to 11% and interview to 3 (4%) financial officers in finance department, respondents agreed that there is availability and utilization of strategic plans at Kinondoni municipal council but there are some obstacles in utilization of the strategic plans in Kinondoni municipal council. The answers were as follows; KMC Framework for implementation of the five years development plan. (2012). Improvement in finance and revenue by insuring Good governance and administrative services enhanced Capacity building, Awareness and Sensitization, Legislative and Regulatory frameworks, Roles responsibilities, functions and structure. To enhance revenue staffs in data management and collection practices by
June 2016. Increase property tax collections from 2 billion to 4 billion by June 2016. 5 (7%) of respondents argued that, One of the key functions of the Municipality is to attain a revenue level, which matches the costs levels in service delivery to achieve these the major sources of revenues in KMC include; Property tax, City service levy, and billboard and advertising fee. The central government releases funds during each financial year to help the council to meet the cost of running the social affairs such as health, education, works, water, and agriculture. The amount released always ranges between 80% and 85% of the total annual recurrent budget of the respective department or section. Through interview 3(4%) respondents argued that plans need enough funds but it always happen the Challenge of shortage of fund in various budgeted areas for example training. And this is sometime due to political interests which again interfere the implementation of the strategic plan.

4.3.7 Water services
Through the use of documentary review, there is availability and utilization of strategic plans at Kinondoni municipal council but there are some obstacles in utilization of the strategic plans in Kinondoni municipal council. The answers were as follows; KMC Framework for implementation of the five years development plan. (2012). Improvement in water services by insuring access and quality social services improved through percentage of population supplied with clean and safe water increased from 68% to 79% by 2016. This will be achieved through; Awareness and training, Resource Mobilization, and Capacity building. The achievements are; Number of people with access to safe water in 34 wards increased in 2015. Also the following areas have been put into action; water supply system at Makongo ward and extension of Madale Kisuke water scheme are under construction. Two water schemes of Mpiji Magohe and Kibwegere were advertised for contractor to tender and rehabilitation of water scheme at Mzimuni, Ndungumbi and Hananasif are in progress. The document support that, works are still in progress but In order to alleviate the water problem in Kinondoni Municipality, the Council has bought one drilling rig “PAT 301T” with a compressor “Atlas Compo XA 186. Currently the drilling rig and its accessories are used to drill borehole in the areas with shortage of water So far the Council has managed to drill 40 water boreholes, the problem is lack
of resources which are required for constructing water distribution network so as to be able make use of drilled boreholes and networking water efficiently.

Table 4.4: Availability and utilization of strategic plan at KM C.

<table>
<thead>
<tr>
<th>Argument</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positively</td>
<td>27</td>
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</tr>
<tr>
<td>Negatively</td>
<td>14</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>41</td>
<td>59.0</td>
<td>59.0</td>
<td>59.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2015

Table 4.4: shows that the respondents who answered the question were 41 which is equal to 59%. The respondents with positive argument were 27 (39%) and respondents with negative argument were 14 (14%).

4.4 Examining the effect of sectoral policies towards implementation of strategic plan at KMC

This study was also aimed at examining whether there is a link between the sectoral policies and the strategic plans implementation at Kinondoni municipal council and the question was answered through the use of documentary review found at the council, questionnaires, and oral interview. And the answers were as follows;

4.4.1 Agriculture and Livestock department

Through the use of documentary review, questionnaires distributed to 10 respondents that are equal to 14% and interview to 3 (4%), Agriculture and Livestock department, respondents agreed that there is a link between sectoral policies and the strategic plans implementation at Kinondoni municipal council but other argued that there are some obstacles in implantation of strategic plans in Kinondoni municipal council. The answers were as follows; KMC Framework for implementation of the five years development plan. (2012), An agricultural sector development programme (ASDP) was developed jointly by the five agricultural sector lead ministries (ASLMs) that is ministry of agriculture food security and cooperative, ministry of industry trade, ministry of water, ministry of finance and prime minister’s office- regional administrative and local government framework, it provides the overall framework and processes for implementing the agriculture sector development strategy both at national and local levels. 7(10%) respondents argued that there is a link between sectoral policies and KMC strategic plans there are other policies such as agriculture police, livestock police kilimo kwanza and other strategies like Big results now BRN, all are about agriculture sector also the aim of those policies and programmes is to enable farmers to have better access to and use of agriculture knowledge, technology, and marketing system the same as KMC strategic plans. Through Oral interview with 3 (4%) agricultural officer, argued that the link is not clear when it come to the point of implementation because those policies and programmes have based on top down practices, meaning that municipal are not full participating in formulation of these policies, they are just implementing them example ASDP, passed through prime mister, office Also BRN strategy is a coming from political interest, as a result during implantation there are obstacles, example In Kinondoni municipal council, Kamati ya Maendeleo Kata ya Mabwe Pande selected the project of constructing the infrastructure of Malolo garden which was planned to be implemented within the financial year 2012/2013 but up to the time of site visit on 30th October, 2013 the said project was not implemented despite the fund was provided to the project.Poor farming methods and implementation. Inadequate knowledge on improved farming techniques by farmers. Shortage of inputs including better quality seeds and fertilizers, and shortage of fund.
4.4.2 Finance Department

Questionnaires was distributed to 8 respondents that are equal to 11% and interview to 3 (4%) financial officers in finance department, respondents agreed that there is a link between sectoral policies and the strategic plans implementation at Kinondoni municipal council but other argued that there are some obstacles in implantation of strategic plans in Kinondoni Municipal Council. The answers were as follows; 5(7%) financial officers agree that there is a link between sectoral policies and strategic plans example, there is the use of revenue collection policy, Local Government Financial act of 1992 and Local Government Financial Memorandum of 1997 these guidelines have the objectives of ensuring revenue collection .5 (7%) respondents argued that, One of the key functions of the Municipality is to attain a revenue level, which matches the costs levels in services delivery .The major sources of revenues in KMC are; Property tax, City service levy, and billboard and advertising fee. The central government releases funds during each financial year to help the council to meet the cost of running the social affairs such as health, education, works, water, and agriculture. 3(4%) respondents argued that plans need enough funds in order to be well implemented but it always happen the Challenge of shortage of fund in various budgeted areas in KMC, example fund for training, projects like road construction are sometimes failed to be implemented due to shortage of fund and sometime is due to political interests which again interfere the implementation of the strategic plan so form there the link is not seen clearly.

4.4.3 Administration and personnel management department

Questionnaires was distributed to 5 respondents that are equal to (7%) and interview to 2 (3%), Administration and personnel management department respondents agreed that there is a link between sectoral policies and the strategic plans implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to implantation of strategic plans in Kinondoni municipal council. The answers were as follows; 3(4%) human resources officers argued that; Kinondoni municipal council strategic plan is linking to sectoral policies like, Agriculture policy, educational policy health policy, the vision 2025, MKUKUTA, CCM election manifesto 2010 and other sectoral policies. The aim is to ensure services provision,
reduction of poverty and enhancing good governance and accountability at all levels. KMC major focus is to improve quality of social services. 2(3%) administrators argued that to achieve the clear link between sectoral policies and KMC strategic plan is not clear because municipal council is required to implement national policies, although there is lack of participation in formulating those policies, also many policies are interfering strategic plan implementation due to political interests and so far shortage of fund to run these policies and strategies.

4.4.4 Community development department,

Questionnaires was distributed to 5 respondents that are equal to (7%) and interview 2 (3%), in to Community development department, respondents agreed that there is a link between sectoral policies and the strategic plans implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to implantation of strategic plans in Kinondoni municipal council. The answers were as follows; 3(4%) respondents argued that; Kinondoni municipal council community development sector is being connected to various sectoral polices, these are; Community Development Policy, Child Development Policy, Poverty Reduction Policy, National HIV/AIDS Policy, Social Welfare Acts, Women and Gender Development Policy. the major aim is to ensure poverty reduction and develop the economic life of people in Kinondoni. in implementation of these policies community development department cooperate with other stakeholders who are WORLD VISION,SAVE THE CHILDREN and UNICEF to provide education to the people on how to reduce poverty. Through interview with2 (3%) community development officer and a head of community development, the answers were; there is no clear link between sectoral policies, and KMC strategic plan when it come to implementation stage, Head of community development department said, lack of resources is the major obstacle, the council is normally provide unsatisfied budget for the department to run its duties such conducting training, hence leads to implementation failure. Many policies are coming from political interest like that CCM Election Manifesto of 2015.
4.4.5 Education department

Questionnaires were distributed to 10 respondents that are equal to 14% and interview to 3 (4%) officers in education department, respondents agreed that there is a link between sectoral policies and the strategic plans implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to implantation of strategic plans in Kinondoni municipal council. The answers were as follows; 7(10%) respondents who are education officers answered the questionnaires and argued that; in educational sector there are many policies these are education policy, and other national strategy like Big Results Now(BRN), they argued that sectoral policies like education policy is liking to KMC strategic plan, and the implementation of strategic plans is done according to the available funds, example payment of training allowances moving expenses and office consumable. 3(4%) educational officers argued that there is no clear link between sectoral policy and KMC strategic planning when it comes to implementation stage because there is many obstacles such as department is not participating in policy formulation, all policies are implemented according to the political interests, shortage of fund also is a normal problem in implantation of these strategic plans in KMC. example Kinondoni Municipality has the challenge of constructing hostels for each day secondary school so as students especially girls can stay nearby and get ample time to study.

Table 4.5: Examining the effect of sectoral policies towards implementation of strategic plan.

<table>
<thead>
<tr>
<th>Argument</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positively</td>
<td>38</td>
<td>54.0</td>
<td>54.0</td>
<td>54.0</td>
</tr>
<tr>
<td>Negatively</td>
<td>13</td>
<td>19.0</td>
<td>19.0</td>
<td>19.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>51</td>
<td>73.0</td>
<td>73.0</td>
<td>59.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2015
Table 4.5: shows that the respondents who answered the question were 51 which is equal to 73%. The respondents with positive argument were 38 (54%) and respondents with negative argument were 13 (19%).

4.5 To find out if budgeting process is linked with strategic plan at KMC.

This study was also aimed to find out if budgeting process is linked to strategic plans at Kinondoni Municipal Council. The question was answered through the use of documentary review found at the council, questionnaires, and oral interview. And the answers were as follows;

KMC Framework for implementation of the five years development plan. (2012). For the financial year 2011/12 – 2015/16, the Kinondoni Municipal Council is expecting to have a budget of Tsh. 138,528,690,388.00 to which Tsh. 81,973,557,915.00 is to be received from central Government, Tsh. 53,756,106,983.00 from council own sources and Tsh. 2,799,025,490.00 is expected to be from Development partners.

4.5.1 Internal audit department

Questionnaires were distributed to 7 respondents that were equal to (10%) and interview to 3(4%). Internal audit department. Some of respondents agreed that there is a link between budget and strategic plan implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to the implantation of strategic plan in Kinondoni municipal council. The answers were as follows; 4(6%) respondents argued that there is a link between budget and strategic plan in KMC, in the sense that all targeted plans and projects should be given the priorities in terms of budget. The budget can be annual budget, incremental budget or recurrent budget, so each department should bring its budget then the council provide the budget according to the available funds. Example CAG report for KMC. (2012/2013), reported that during the year under audit 2012/2013, the council had total funds available amounting to Ths.8, 061,078,593.49 for Roads infrastructures. 3(4%) respondents through interview said that there is no clear link between budget and strategic plan in KMC especially when it comes to the point of implementation of the strategic plan, there are unspent balance of the various planned and budgeted projects due to Late receipt of disbursement for implementation of project activities,
and its implication is delaying in delivering expected benefits to the community and some time political interest interfering the projects implementation.

4.5.2 Finance department
Questionnaires were distributed to 8 respondents that are equal to 11% and interview to 3 (4%) financial officers in finance department, respondents agreed that there is a link between budget and strategic plan implementation at Kinondoni municipal council but other argued that there are is no clear link in implantation of strategic plans in Kinondoni Municipal Council. The answers were as follows; 5 (7%) respondents argued that. The major sources of revenues in KMC are; Property tax, City service levy, and billboard and advertising fee. The central government releases funds during each financial year to help the council to meet the budget of running the social affairs such as health, education, works, water, and agriculture, so there is a link between strategic plan and budget they argue that in KMC there is annual budget, incremental budget and recurrent budget and they also argue that one cannot plan without budget. 3(4%) respondents argued that plans need enough funds in order to be well implemented but it always happen the Challenge of shortage of fund in various budgeted areas in KMC, example fund for training, projects like road construction are sometimes failed to be implemented due to shortage of fund and sometime is due to political interests which again interfere the implementation of the strategic plan so form there the link is not seen clearly. Example report of 2013 shows that Kinondoni municipal council had planned to implement various Road fund activities. However, the review of project implementation report revealed that four projects amounting to Shs.1, 259,395,290 were not implemented these are; Madaba(0.40km), Kinzudi(3.30km), Bwawanin Road (90.10km), Msasani Penisula Soko la samaki(1km), The cause was management reluctant to implement project activities; implication was failure to implement planned activities on time and led to targeted community into denial of expected services.
4.5.3 Procurement department
Questionnaires were distributed to 7 respondents that were equal to (7%) and interview to 2(3%), respondent in Procurement department. Some of respondents agreed that there is a link between budget and strategic plan implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to the implantation of strategic plan in Kinondoni municipal council. The answers were as follows; 5(7%) respondents in procurement department agreed that, normally the council provide the budget to those departments in accordance with the major prioritised programmes, that shows there is a link between budget and KMC strategic plan implementation so for KMC annual budget, incremental budget, development budget and recurrent budget are used. 2(3%) respondents through interview argued that; some time there is no clear link between budget and strategic plans in KMC because budget can be prioritised for a certain project like road construction, workers training, transfer school building and other activities but poor implementation, so budget can remain as a theory and not practical, again they argued that there is delay of funds for implementing various projects however the budget and procurement processes have been put well within financial years.

4.5.4 Economic and statistics department.
Questionnaires were distributed to 10 respondents that were equal to (14%) and interview to 4(6%). Economic and statistics department. Some of respondents agreed that there is a link between budget and strategic plan implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to the implantation of strategic plan in Kinondoni municipal council. The answers were as follows; 6(9%) respondents argued that there is a link between strategic plan and budget, example during the year 2012/2013, the council had total funds available amounting to Shs. 152,583,556 for agricultural sector development programme activities which included opening balance of Shs.,139,510,556.34. up to 30th June, 2013 there was unspent balance of Shs.18,130,000 indicating that the council spent Shs.134,453,556 equivalent to 88% of fund available during the financial year. Building the infrastructures at the canter of human resource Malolo 2013 budget, 2,799,050.00, and the implantation was done though it was too late. 4(6%)
respondents argued that there is no clear link between budget and strategic plan when it comes to the implementation stage when some of projects are not implemented due to shortage of funds example Kamati ya Maendeleo Kata ya Mabwe Pande selected the project of constructing the infrastructure of Malolo garden which was planned to be implemented within the financial year (2012/2013), but up to the time of site visit on 30th October, 2013 the said project was not implemented this shows that strategic plan and the 3 years MTEF annual and incremental budget are not match with the implementation of the Kinondoni municipal council’s plans.

4.5.5 Community development department

Questionnaires were distributed to 5 respondents that were equal to (7%) and interview to 2 (3%) community development officers. Some of respondents agreed that there is a link between budget and strategic plan implementation at Kinondoni municipal council but other argued that there is no clear link when it comes to implantation of strategic plans in Kinondoni municipal council. The answers were as follows; 3(4%) respondents argued that; Kinondoni municipal council, community development sector is linked to budget for facilitation of various activities so as to implement the Community Development duties such as conducting various meeting, training to workers and to provide education to the people on how to reduce and eradicate poverty. Through interview with 2 (3%) a community development officer and a head of community development, the answers were; there is no clear link between budget and strategic plan in KMC when it comes to implementation stage, Head of community development department said, lack of resources is the major obstacle, the council is normally provide unsatisfied budget for the department to run its duties such as conducting meetings, providing training and attending world conferences, hence leads to implementation failure. She also argued that central government should contribute 100% of the budget because most of source of revenues become from the same sources.
Table 4.6: Linkage of budgeting process with strategic plans.

<table>
<thead>
<tr>
<th>Argument</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
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<td>23</td>
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<tr>
<td>Negatively</td>
<td>14</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>37</td>
<td>53.0</td>
<td>53.0</td>
<td>53.0</td>
</tr>
</tbody>
</table>

Source: field data, 2015

Table 4.6: shows that the respondents who answered the question were 37 which is equal to 53%. The respondents with positive argument were 23 (33%) and respondents with negative argument were 14 (20%).

4.6 Ways of improving effective implementation of strategic planning.

The fourth research objective was about to find out if there could be the effective ways of improving effective implementation of strategic plan in Kinondoni municipal council as well as to any other organization. Through questionnaires distributed to departments sections and units and oral interview, and documentary review the following were the findings

70 (100%) respondents agreed that there could be the effective ways of improving the effective implementation of strategic plan in Kinondoni municipal council as well as to any other organization, and the answers were;

One agricultural officer said that; Effective implementation of strategic plans is obvious only if there will be an effective and timely resources of funds for implementation. She said many plans are failed due to shortage of funds within the arranged period of time in kinondoni municipal council.

One of the financial officer said that; there should be the use of “Valuation” as the methods, which used as an assessment of the monetary value of something, especially from an expert or authority. According to him this method is supposed to be done annually in order to see if there was effective or ineffective implementation of strategic plan.
30 respondents who are equal to (43%) suggested that in kinondoni there should be the well equipped offices with full of working equipment. And there should be the participatory approach when comes to the point of plan formulation and budget should start from the grass root level that are street /(Mtaa) level, ward and municipal level, so that to make easy implementation of the municipal’s plans.

Head of community development department said that; Central government should stop to intervene or imposing issues which are aut out of the council’s development budget plans. Or when doing so the central government should provide 100% to support the council to implement its own plans.

20 respondents who are equal to (29%) from various departments suggested that Promotion of accountability and transparency of some of key actors could be also the best way to improve effective implementation of strategic plans in kinondoni municipal council as well as to any other organization through involving all stakeholders in planning strategic plans and link them with main municipal budget. And having qualified personnel who are willing and able to work, so as to avoid delay and ineffective in implementation of the plans.

10 respondents who are equivalent to (14%) suggested that there should be the Provision of enough funds in a right period of time so that strategic plans could be well implemented on time and there should be the good administrative and effectively supervision to measure the implementation of the strategic plans on the other hand the community should also be involved to the project because they are the major clients.

7 respondents who are equal to (10%) suggested that there should be the Creation of awareness for both to heads of departments as well as sections involved in the implementation of the strategic plans and to remove bureaucracy to some of key actors who are involving in all process of strategic plans and implementation.
Table 4.6: Ways of improving effective implementation of strategic planning

<table>
<thead>
<tr>
<th>Argument</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positively</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Negatively</td>
<td>0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2015

Table 4.7: shows that the respondents who answered the question were 70 which are equal to 100%. The respondents with positive argument were 70 (100%) and respondents with negative argument were 0 (0%).
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter consists of summary, conclusion and recommendations on applicability of strategic plan in public sector a case of Kinondoni Municipal Council. Based on the findings discussed in the chapter four.

5.2 Summary
This study designed to assess the applicability of strategic plan in public sector a case study of Kinondoni Municipal Council. To assess the study, researcher developed four research objectives which had been followed in the findings for the sake of answering research questions as follows;

The first research question asked as to whether there is applicability and utilization of strategic plan at Kinondoni municipal council? Generally most of respondents argued that there is very low utilization and implementation of strategic plans at Kinondoni Municipal Council due to shortage of fund, time constraints, and bureaucratic nature of public organizations which inturn, affecting the effective utilization or implementation of the strategic plans in Kinondoni Municipal Council. Example health officers argued that, the current shortage of resources (Human & Financial) and other basic medical supplies has impeded the rapid progress of establishment of new Health Facilities in Kinondoni municipal.

The second research question asked as to whether there is relationship between policies and strategic plans implementation at Kinondoni Municipal Council? Most of respondents argued that Strategic plan in Kinondoni Municipal Council are formulated according to the National policies such as National Vision 2025, Millennium Development goals, National strategy for Economic Growth and Reduction of Poverty, and CCM Election Manifesto of 2015. The Municipal follow them in a large extent something which leads some of limitations where by municipal acting as an instrument for implementing the national policies.

The third research question asked as to whether a budget is linked to strategic plan of Kinondoni municipal council? Most of respondents argued that there is no clear link
between the budget which is estimated and strategic plans implementation in Kinondoni Municipal Council as a result often it happen that there is failure in implementation of various plans due to shortage of fund because budget is not relevant to the strategic plan to be executed even though there is annual budget recurrent budget and incremental budget. And due to shortage of fund again some of sectors are running out of achievements of their objectives. Example head of community development department said that budget for community development department is very minimal compared to the available various activities that should be done by the department such as conducting various meeting with various stakeholders like SAVE THE CHILDREN, WORLD VISION and UNICEF, as well to conduct seminars on poverty alleviation.

Lastly the fourth research question asked as to what can be done to improve effective implementation of strategic plan in an organization? Most of respondents suggested that; in order for the Kinondoni Municipal Council to improve the effective implementation of strategic plans, there should be effective Provision of enough funds in a right period of time so that strategic plans could be well implemented on time and there should be the good administrative and effectively supervision to measure the implementation of the strategic plans, also the community should be involved to the project because they are the major clients.

To get the findings for those research questions, the study used three data collection methods which are documentary review, questionnaire and oral interview with the sample size of 70 respondents .the sample was drawn by using purposive or judgemental sampling. The findings of this study a show that although Kinondoni Municipal has got a strategic plan, there is failure of effectively implementation due to shortage of enough fund, political interests and bureaucracy which cause redtapism in plans implementation.
5.3 Conclusion

According to the discussion and analysis of the data presented in the study, conclusions of this study are as follows:

First, the study concludes that although there is availability of strategic plans in KMC, there is very low utilization and implementation of strategic plans at Kinondoni Municipal Council due to shortage of fund, time constraints, and bureaucratic nature of public organizations which in turn, affecting the effective utilization or implementation of the strategic plans in Kinondoni municipal council.

Secondly, Strategic plans in Kinondoni Municipal Council are formulated according to the National sectoral policies which lead the municipal to follow them in a large extent something which leads the limitations where by municipal acting as an instrument for implementing the national policies. Examples the Kinondoni Municipal Council Five Year Development Plan Framework for 2011/2012-2015/2016 has been prepared based on National Guidelines and Policies, National Vision 2025, Millennium Development goals, National strategy for Economic Growth and Reduction of Poverty, and CCM Election Manifesto of 2015. Therefore policies are implemented or executed by those who did not participate in formulating them. Council is an implementing body of policies created by other public institutions like parliament, PMORALG and MOFEA. On the other hand Public policies are political in nature example CCM Election Manifesto of 2015 is also used as appoint of references to municipal council when comes to the point of formulating strategic plans.

Thirdly, there is no clear link between the budget which is estimated and strategic plans implementation in Kinondoni Municipal Council as a result often it happen that there is failure in implementation of various plans due to shortage of fund because budget is not relevant to the strategic plan to be executed even though there is annual budget recurrent budget and incremental budget. And due to shortage of fund again some of sectors are running out of achievements of their objectives. Example head of community development department said that budget for community development department is very minimal compared to the available various activities that should
be done by the department such as conducting various meeting with various stakeholders like SAVE THE CHILDREN, WORLD VISION and UNICEF to provide education to the people on poverty alleviation ways around the country and to participate in world conferences on poverty alleviation.

Fourth, in order for the Kinondoni Municipal Council to improve the effective implantation of strategic plans these ways should be used; there should be the Provision of funds in a right period of time so that strategic plans could be well implemented on time and there should be the good administrative and effectively supervision to measure the implementation of the strategic plans on the other hand the community should also be involved to the project because they are the major clients. Promotion of accountability and transparency of some of key actors could be also the best way to improve effective implementation of strategic plans in Kinondoni municipal council as well as to any other organization through involving all stakeholders in planning strategic plans and link them with main municipal budget. And having qualified personnel who are willing and able to work, so as to avoid delay and ineffective in implementation of the plans.

Generally, although there is availability of strategic plans at Kinondoni Municipal Council, there is very low utilization and implementation of strategic plans according to the findings, due to shortage of fund, time constraints, and bureaucratic nature of public organizations which inturn into affecting the effective utilization or implementation of the strategic plans at Kinondoni municipal council.

5.4 Recommendations
Firstly, Failure to implement planned activities on time may result into increase of implementation costs due to cost of price for materials. In addition, targeted community denied expected services, hence strategic plans become unimplemented.

Secondly, The council management should put more emphasis on implementation to projects and ensure that they are implemented according to the approved annual work plan and within the budgeted amount so as to achieve the effectively implementation of strategic plan.
Thirdly, Management should utilize the funds as planned in order to achieve the intended objectives of the project. In addition, management should prepare a strategy of implementing rollover activities without affecting current year planned activities which aimed at achieving effectively implementation of strategic plan.

Fourthly, The council management should implement all activities as planned in future; the council management should also come with a proper action plan on how the unspent funds will be utilized to implement projects which were not completed. This has to be done without further delay keeping in view the value for money as well as implementing the strategic plan.

Fifthly, Central government as well as political interests should stay away from intervening or imposing issues which are out of the council’s development budget for implementing strategic plan. Or when doing so the central government should provide 100% to support the council to implement its own plans.

5.6 Areas for further research

The following are the suggestions of the some of areas which also can be done in future which were not covered in this study;

Firstly; Negative impacts of political interests in the implementation of strategic plans in municipal councils in Tanzania.

Secondly; An assessment if budget are much considered for the implementation of the strategic plans in municipal councils.

Thirdly; An assessment if there is effective departmental official’s participation in the formulation and implementation of strategic plans in municipal councils in Tanzania.

Fourthly; An assessment if there is the clear link between municipal’s strategic plans and the national policies execution.
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**Official document**


*Report of the controller and auditor general on the financial statement for kinondoni municipal council (2012/2013).*


Kinondoni Municipal Council (2014).

APPENDICES

APPENDIX I

QUESTIONNAIRES DESIGNED FOR ALL RESPONDENTS

The purpose of this questionnaire is only to obtain your views and opinions on the applicability of strategic planning here in Kinondoni municipality as your work place.

Your answers will highly be accepted and used as basic findings for generating my academic report on the strategic planning; its applicability in public sector a case study of Kinondoni municipal council.

Please fill the questionnaire at your earliest convenience time and return it to me as early as possible.

A. Do not write your name anywhere on this paper.
B. Choose the answer by putting [✓] and mention or explain where so needed.

Part A: Personal Information
1. Present position or rank.................................................................

2. Level of education
   i. University level [   ]
   ii. Above Form Six [   ]
   iii. Form Six [   ]
   iv. Below Form Six [   ]

3. Gender
   i. Male [   ]
   ii. Female [   ]

4. Age
   i. Below 25 [   ]
   ii. Between 26 and 45 years [   ]
   iii. Between 46 and 55 [   ]
iv. Above 56 years [   ]

4. Experience with Kinondoni municipality
   i. Below one year [   ]
   ii. Between one to five years [   ]
   iii. More than five years [   ]

5. Language used to communicate with staff members and / or customers
   i. English [   ]
   ii. Kiswahili [   ]
   iii. Both Kiswahili and English [   ]
   iv. Any other (mention)...........................................................................................................................

Part B: strategic planning; Assessing its applicability in public sector a case study of Kinondoni municipal council.

1. Do you understand about strategic plans? YES [   ] or NO [   ] If yes, please explain in your own ideas.
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   ..............................................................................................................................................................

2. Is there availability of strategic plan in your departments here in Kinondoni municipal council? YES [   ] or NO [   ] If yes, please explain what are they?
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   ..............................................................................................................................................................
   ..............................................................................................................................................................

3. Is there applicability and utilization of strategic plans here in Kinondoni municipal council? YES [   ] or NO [   ] If yes, please explain how?
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   ..............................................................................................................................................................

67
4. Are there sectoral policies in Kinondoni municipal council? YES [   ] or NO [   ]
If yes, please mention them.

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5. Is there link between sectoral policies and strategic plans implementation in Kinondoni municipal council? YES [   ] or NO [   ] If yes, please explain.

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6. Are there various departmental budgets in Kinondoni municipal council? YES [   ] or NO [   ] If yes, please explain kinds of budgets that are used.

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7. Are there many sectors which budget is mostly prioritised here in Kinondoni municipal council? YES [   ] or NO [   ] If yes, please mention them.

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8. Is a budget linked to strategic plans here in Kinondoni municipal council? YES [   ] or NO [   ] If yes, please explain by showing the available link between budget and strategic plans here in Kinondoni municipal council.

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9. Are there possible ways which can be used to improve effective implementation of strategic plans here in Kinondoni Municipal Council as well as any other organization? YES [ ] or NO [ ] If yes please suggest those possible ways.

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MANY THANKS
APPENDIX II

INTERVIEW GUIDE

FACE TO FACE INTERVIEW

1. What do you understand about strategic plans?

2. Is there availability of strategic plans in your departments here in Kinondoni municipal council?

3. Is there applicability and utilization of strategic plans here in Kinondoni municipal council?

4. Are there sectoral policies in Kinondoni municipal council?

5. Is there link between sectoral policies and strategic plans implementation in Kinondoni municipal council?

6. Are there various departmental budgets in Kinondoni municipal council?

7. Are there many sectors which budget is mostly prioritised here in Kinondoni municipal council?

8. Is a budget linked to strategic plans here in Kinondoni municipal council?

9. What are the possible ways which can be used to improve effective implementation of strategic plans here in Kinondoni municipal council as well as any other organization?
Figure 5.1: Kinondoni Municipal Administrative Structure: Full Council:

Source: