

**FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS IN
TANZANIA'S LOCAL GOVERNMENT AUTHORITIES:
A CASE OF MBEYA CITY COUNCIL**

By

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**A Dissertation Submitted to the School of Public Administration and
Management in Partial Fulfillment of the Requirements for the Award of the
Degree of Master of Science in Human Resource Management of Mzumbe
University.**

2019

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled *Factors affecting implementation of strategic plans in Tanzania's local government authorities a case of Mbeya city council*, in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of the Mzumbe University.

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May the almighty god bless you all.

DEDICATION

I dedicate this work to my beloved family first parents Mr. & Mrs. Chikolomo, my brothers Richard Chikolomo and Joseph Chikolomo also my sister Christina Chikolomo. Without their encouragement, spiritual and moral support, it would not have been possible to complete this dissertation and my studies as well.

May god bless you

AMEN....

LIST OF ABBREVIATIONS AND ACRONYMS

CSC	-	Customer Service Charted
HoDs	-	Head of Departments
HoUs	-	Head of units
HR	-	Human Resource
LGAs	-	Local Government Authorities
MTEF	-	Medium Term Expenditure Fund
MTSP	-	Medium Term Strategic Planning
NAO	-	National Auditing Report
NGOs	-	Non-Government Organisations
OPRAS	-	Open Performance Review and Appraisal System
SP	-	Strategic plan
SPSS	-	Statistical Programme of Social Scientists
URT	-	United Republic of Tanzania

ABSTRACT

This study investigated the factors affecting effective implementation of strategic plans in Tanzania Local Government Authorities. While implementation of strategies is seen as important in public sectors in the Local government strategic planning is taken as party of reforms for improvement of service delivery. The main objectives of the study first was to investigate whether organisational leadership is a factor that affects implementation of strategic plans, to explore whether organisational culture affects the implementation of strategic plans and to examine whether resources allocation affects implementation of strategic plans. Data were collected from Mbeya City Council headquarters involving 13 departments. The study used both purposive and convenience non probability sampling to obtain a sample size of 55 respondents which was 30% of 177 employees. Questionnaire and documentary review were used in data collection. In order to ensure reliability and validity the questionnaire tools were tested to 7 respondents before the conduct of the study. It was found that there was a big relationship between implementation processes with the factor; factors were inevitable in organisation's strategies. Study concluded that organisational leaders should have clear accountability, there should also be delegation of authority and leaders should be regular with the strategic objectives being done by the organisation. Good culture can be used as a tool in strategic plan implementation. The study recommended that management should extend culture of consistency, increase provision of incentives to workers based on their contribution, staff involvement in the development of strategic plan. Council should handle V implementation withholding with organisational culture, provision of resources on time and consider the technology upgrade. Leaders must redirect their efforts towards the targeted goals. Incentives to workers contribute towards implementation process as it encourages and motivates them and gives employees spirit of ownership that helps council to reach its objectives.

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

In this chapter, the researcher describes the background of the problem, dependent and independent variables, statement of the problem, research questions, objectives of the study, significance or justification of the study, scope of the study, limitations and delimitation of the study, organisation of the report and the brief summary of the study.

1.1 Background of the Study

To reach its national development objectives Tanzania government has adopted the management of strategies and implementation in LGA to assess the current environment strength, weaknesses, opportunities and threats that helps build a clear picture of the competitors and develop strategies that take advantage of them .Strategic plan is mostly important on achieving the economic scale, efficiencies and enhance the government visibility reduce. There are many economic challenges in implementing and balancing national activities between projects planning, creating and services delivery of high value products to the society at same time to minimize the possible costs whenever possible (URT, 2003).Noble (1999) gives out arguments that many problems that arise in the fields towards achieving a national strategic management in local government authorities were mostly not related to strategy formulation activities but were supported by the environmental factors, economic factors and poor initiatives that local governments introduces that pushes to poor implementation processes of planned strategies .

Implementation of strategic plan in local governments aimed at activities that look proportional with performing core business activities that support the government to a large extent just to complete and convert organisation into changes planned and enable required government to achieve and complete its goals.

Strategic management tend to demand and consume time just to acquire best results from plans that managers and organisation implement just to achieve best results; these demands involve manager's ability, creativity and effectiveness just to empower the process since it involves converting strategic plans into actions and results. The need of manager's ability is just to facilitate organisational change, to motivate people, to build and strengthen organisation competencies and competitive proficiencies, to create and nurture a strategy-supportive working environment, and meet or beat performance targets (Mutuvi, 2013). Strategic plans involve assessing what an organisation will have to do that will be viewed as different from the current situation of the organisation or better situation from where organisation was before that needs to be developed by managers. (Thomson, Strickland & Gamble, 2007). Every organisation strives to achieve its vision through living its mission and as Mutuvi (2013) puts it, this is only possible if organisations' strategic managers translate their plans into real actions. Johnson and Scholes (2002) argue that due to the increase of organisational needs which makes almost impossible for firms to accomplish their competition especially in their business goals, there is a need for managing the diverse interests of different stakeholders to achieve organisational objectives successfully. To compare the situation an organisational environment must comprise both, the internal and external stakeholders (Pearce & Robinson, 2009), the stakeholders from internal environment are directors, managers and employees, while from the external stakeholders include government entities such as the organisation clients, suppliers, the local community, trade unions, NGOs and activists who are involved in execution of strategic plan in one way or another. Public sector organisations in Tanzanian local government have set strategic policies that aimed on motivating and empower the implementation process in organisation but many of these organisations are not rewarding in accordance to long- and short-term objectives and discourage managers to implement the plans properly. The purpose of this study was to explore

1.2 Problem Statement

Factors for the strategic plan implementation in local government authorities in Tanzania. This present study was conducted in one of the recognised public sector organisations of the Mbeya City Council. The gap between formulation of Strategic Plan and its implementation in African countries is systematic African problem. It is very easy to formulate good strategic plan but its implementation faces many problems as argued by McNamara (2008) that strategic plan in many organisations is like collected dust in the shelf. Thompson et al. (2007) and Evans (2007) discovered that poor communication, poor monitoring and controlling, lack of detailed planning to support goal achievement, as well as strategy and culture misalignment as reasons for failure at strategic implementation in many organisations.

Local Government Authorities constitute is one of important wing of government in service delivery, these authorities have not been successful in implementation of strategic planning. CAG reports revealed that poor implementation of strategic plans in LGAs is due to insufficient funds, lack of effective follow ups and ineffective tax collection implementation (NAO, 2011/2012- 2015/2016). Different studies conducted about Local government authorities show unsatisfactory implementation of strategic plans (Mzenzi, 2013; Frelstad et al., 2008).Evidences on how efficient the Local government authorities in the country are in the implementation of strategic plans; they are either less or not yet known. Therefore, the study intended to investigate the factors affecting implementation of strategic plans in Tanzania's Local Government Authorities using Mbeya City Council as a case study.

1.4 Research Objectives

1.4.1 Major Objective:

- i. The main objective of this study was to determine factors affecting implementation of strategic plans in Tanzania's Local Government Authorities using Mbeya City Council as a study case.

1.4.2 Specific Objectives

- i. To investigate whether organisational leadership is a factor that affects implementation of strategic plans.
- ii. To explore whether organisational culture affect the implementation of strategic plans.
- iii. To examine whether resources allocation affect implementation of strategic plans

1.5. Research Questions

1.5.1 General Research Question

What are the main factors affecting implementation of strategic plans in Local Government Authorities?

1.5.2 Specific Research Questions

- i. How does organisational leadership affect implementation of strategic plans in local government authorities?
- ii. To what extent does organisational culture affect implementation of strategic plans in local government authorities?
- iii. How do resource allocations influence implementation of strategic plans in local government authorities?

1.6. Significance and Justification of the Study

The main aim of this study was to broaden stakeholder's knowledge and to explore factors affecting effective implementation of strategic plan by Local Government Authorities in Mbeya City Council. This study will help existing LGAs to be proactive in dealing with factors that affect the implementation of their strategic plans. Although the central government emphasizes the value of strategy implementation, majority of the public sector organisations end up either not implementing their strategic plans or implementing wrongly.

The study intended to firstly, identify the extent to which factors as organizational culture, resource allocation and organizational leadership affect implementation of strategic plans and provide the measures to be applied to ensure that these factors do not crumble Local Government Authorities. The study is thus of value to foster necessary policies, theories and practice by forming a platform upon which further research on issues of implementation of strategic plans by organisations shall be undertaken by academicians and managers. In addition to that, the study explored and recommended potential areas that need more efforts when implementing strategic plans in the local government level. On the other hand, policy makers and strategists also will benefit in the sense that the findings provided informed suggestions on how policies and strategies can be improved.

However, with improved and easy to implement policies/strategies, more government organisations and the community at large will benefit. Last but not least, study offer empirical evidence on the factors affecting implementation of strategic plans to the future researchers. A study of this nature is equally very important because it is going to enlighten the government and the public on the role of the central and local governments and other institutions play in the effort of fighting against poverty and raising the living standard of the local community. This is by ensuring high quality live hoods, peace, unity, education and learning in all societies, good health services, good governance and a competitive economy.

1.7. Limitations of the Study

Limitations are the conditions beyond the control of the researcher that may place limits on the study and its application to other situations (Best, & Khan, 1989).The limitations that hindered the processes of collecting data were: low responses and reluctant cooperation from the respondents especially the local government workers in Mbeya City Council due to the fact that data had to be collected on working hours, few of them were not considering the importance of the study so they were not ready to give their

views. Other limitations were busy life of respondents that made them fail to easily fill in the distributed questionnaires and spend time for being interviewed.

In case of reluctance of respondents, the researcher had to convince the respondents by telling them clearly the purpose of the study, by doing so, the researcher managed to win positive responses and cooperation from the respondents. The challenge of the tight and busy schedule was solved by collecting data during the lunch time break or tea time where many respondents were free and able to cooperate in filling in questionnaires or being interviewed.

1.8. Scope of the Study

This study confined itself to find out factors affecting implementation of strategic plan in Local Government Authority with a case study of Mbeya City Council, Tanzania. This study concentrated on Mbeya City Council Headquarters employees and no other offices or employees who were not stationed at the Headquarters.

1.9. Organisation of the dissertation

This research has been organised in five chapters: the first chapter comprises nine divided parts of introduction of the study, background, and research problem statement, research objectives, and research questions, justification of research, limitations and delimitations of the study, the summary and organisation of the study. The second chapter comprises an introduction, definition of key concepts, literature review that's theoretical and empirical reviews, conceptual framework, research gap and summary. The third chapter contains research strategies, study population, area of research, sampling design and procedures, variable measurement and procedures, methods of data collection, data analysis, reliability and validity, time schedule of activities and research budget. Chapter four presented the response from Mbeya City Council on the effective implementation of strategic plan to find a proof on either independent variable influences or affects the dependent variable. Data was analysed by descriptive statistics which was done and presented through frequency charts, tables and standard deviation.

Chapter five closed the report by providing the introduction of the chapter, conclusions derived from the findings of the study, recommendations and areas for further research.

1.9.1 Summary

This chapter analysed the introduction of the study, background which refines the short history of strategic plan, problem statement of study. The chapter describes the research objectives that guide a researcher with questions. Also, it provides the significance, limitations and delimitation of the study and scope of the current study.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

Literature review basically involves identification, locating readings and evaluation of relevant documents that possibly relate to the problem under investigation. This chapter consists of definition of key terms, theories used, conceptual framework and empirical review.

2.1. Definition of Key Concepts

2.1.1 Local Government Authorities:

Warioba (2008) defined local government authorities as organisations to which legal and political power from the central government and its interventions are transferred. Specifically, in Tanzania, LGAs are grassroots government institutions established by the Local Government Act No. 7 of 1982 and the Local Government Act No. 8 of 1982 and their amendments. Local governments can be either the urban Authorities (city, municipal and town councils), or rural Authorities (district councils). Establishment of local governments in Tanzania is governed by article 145 of the Constitution of the United Republic of Tanzania of 1977. The Constitution empowers the National Assembly to enact laws for the establishment of LGAs in every region, district and urban areas. "Local government" only acts within powers delegated to it by legislation or directives of the higher level of government. Common names for local government entities include state, province, region, department, county, prefecture, district, city, township, town, parish, municipality, shire and village (Shadrack, 2010).

Major objectives of the establishment of local governments in Tanzania was to transfer the authority over planning and implementation of development programmes to the community. Local government authorities exist for the purpose of consolidating and giving more power to people to competently participate in the planning and

implementation of development programmes in Tanzania, for example, all Local Government Authorities are mandated to play three main functions; - (i) Maintenance of law, order and good governance, (ii) Promotion of economic and social welfare of the people in their jurisdiction, (iii) Ensuring effective and equitable delivery of qualitative and quantitative services to the people within their areas of jurisdiction(Shadrack, 2010).

2.1.2 Strategic management

Strategic management is the managerial skill used to formulate, implement/execute and control a chosen strategy by assessing what organisational capabilities are required to reach organisational objectives and goals (Lynch, 2006). Strategic management involves the management actions, interventions, choices and processes to, firstly, determine what the mission, vision and objectives of the organisation are. Secondly, it involves the development of processes, plans and projects to ensure that these business's objectives are addressed. Thirdly, it involves the internal management of the organisation including staffing, implementation and coordination of the aforesaid to ensure that the strategies are successfully executed (Drejer, 2002). This study portrays the term strategic management as a distinct process in the management of business which take three phases: - strategy formulation, implementation, and control of the activities towards the attainment of the organisational goals. Strategic management can also be defined as the decisions and acts which a manager undertakes and which decides the result of the firm's performance. (Thompson, Strickland, 2001). The manager must have a thorough knowledge and analysis of the general and competitive organizational environment so as to take right decisions. Management should conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), Thompson *et al* (2001) they should make best possible utilization of strengths, minimize the organizational weaknesses, make use of arising opportunities from the business environment and shouldn't ignore the threats. Strategic management is nothing but planning for both predictable as well as unfeasible contingencies. It is applicable to both small as well as large organizations as even the

smallest organization face competition and, by formulating and implementing appropriate strategies, they can attain sustainable competitive advantage(Lynch, 2006). Drejer, (2002)It is a way in which strategists set the objectives and proceed about attaining them. It deals with making and implementing decisions about future direction of an organization. It helps us to identify the direction in which an organization is moving. Strategic management evaluates and controls the business and the industries in which an organization is involved Lynch,(2006).evaluates its competitors and sets goals and strategies to meet all existing and potential competitors; and then reevaluates strategies on a regular basis to determine how it has been implemented and whether it was successful or does it needs replacement.

2.1.3 Strategic Plan

Pearce et al. (2007) define strategic plan as a step by step guide for an organisation towards attaining its goals as well as setting a foundation for the organisation to know what will happen and what is expected of it. Strategic plan is the tool that clarifies organisational priorities and unifies employees to reach goals. In Tanzania LGAs strategic plan covers the period of three to five years. The main purposes of strategic plan are: to improve performance, to create more relevant institutional structures and to increase levels of institutional, departmental, and individual accountability (MTSP, 2005)). Strategic management is a plan or some sort of consciously intended course of action, a pattern which emerges over a time, a position which provides a competitive advantage, a perspective which exists in the minds of people (Mintzberg, Lamb, and Ruth, 1988).Strategic plan involves the management actions, interventions, choices and processes to improve performance.

The strategic planning committee works by researching and gathering the information required to understand the organization's current status as well as the factors that will impact it in the future. The committee should solicit input and feedback to validate or challenge its assessment of the information. Mintzberg *et al* (1988) added ,the strategic planning committee can opt to use one of many different methodologies that have been

developed to guide leaders through this process. These methodologies, or frameworks, move the strategic planning committee through a series of steps that include an analysis or assessment stage; the formulation of the actual strategy; and the articulation and communication of the actions needed to move the organization toward its strategic vision. Lynch(2006), another piece of this process is the creation of benchmarks that will allow the organization to determine how well it is performing against goals and objectives as it implements the strategic plan this is according to Mintzberg *et al* (1988).

Tanzania LGAs the city council drives the process of creating strategic plan over three to five years with gathering of key staff members and the citizens to know that the plan is focusing on a right initiative. Moreover, strategic planning differs from long-range planning. Although the terms are sometimes used interchangeably, longrange planning is based on the idea that the the council present understanding of the future is reliable enough to ensure that the stated longrange plan can be achieved , McNamara (2008). Strategic plans, on the other hand, recognize that many elements in the future are unknown and that the organization needs to be flexible while still working toward achieving the strategic plan's stated vision. A strategic plan clarifies institutional priorities and unifies the staff in the pursuit of shared objectives. It also provides an opportunity to address fundamental questions, to focus away from day to day operations, and to take initiatives to improve performance Namara (2008). Strategic planning has many benefits , it forces organizations to be aware of future opportunities and challenges. It also forces organizations to understand what resources will be needed to seize upon or overcome those opportunities and challenges. Additionally, strategic planning gives individuals a sense of direction and marshals them around a common mission. It creates standards and accountability. Strategic planning also helps organizations limit or avoid time spent where they're reacting to unexpected changes that they failed to anticipate and/or prepare for.

2.1.4 Strategy implementation.

According to Jooste and Fourie (2009), strategy implementation is combination of necessary actions and steps to implement strategic plan in the organisation. Implementation of strategy is an action-oriented process that tests a manager's capability to direct organisational changes, inspire people, develop core competencies, build valuable organisational proficiencies, achieve continuous improvement in business processes, create a strategically supportive culture, and meet or beat performance targets. (Thompson, Strickland, 2001).

Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. Learning emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. To attain this, there has to be adaptation to changing environmental conditions under good leadership that generate clear communication to the followers with confidence and approval from the top management. Guth and McMillan (1986) observed that involvement of middle level manager's enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Abok (2013) Implementation is also defined as the manner in which an organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance. Organizational structure allocates special value developing tasks and roles to the employees and states how these tasks and roles can be correlated so as maximize efficiency, quality, and customer satisfaction-the pillars of competitive advantage. But, organizational structure is not sufficient in itself to motivate the employees ,Mintzberg *et al* (1988).

An organizational control system is also required. This control system equips managers with motivational incentives for employees as well as feedback on employees and organizational performance. On the other hand, lack of involvement of other employees

other than strategic consultants or elites in the strategy plan creates implementation problems and might lead to open sabotage. Aosa (1992) noted that companies which highly involved management were significantly more successful in strategic implementation decisions than those which had low involvement.

Excellent formulated strategies will fail if they are not properly implemented. Also, it is essential to note that strategy implementation is not possible, Guth(1986) unless there is stability between strategy and each organizational dimension such as organizational structure, reward structure, resource-allocation process, etc .Strategy implementation poses a threat to many managers and employees in an organization. New power relationships are predicted and achieved. New groups (formal as well as informal) are formed whose values, attitudes, beliefs and concerns may not be known. With the change in power and status roles, the managers and employees may employ confrontation behaviour.

2.1.5 Organisational culture

According to Kennedy et al. (2000), Organisational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organisation. Organisational culture includes an organisation's expectations, experiences, philosophy, as well as the values that guide members' behavior , and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations (Needle, 2004). Edgar Schein (1988) who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation, and internal integration, that has worked well enough to be considered valid. Having a strong culture in organization allows to give more autonomy to your employees, allowing to scale, while still holding on to what's most important for your business, (Schein's 1988) set of company values that all employees live by and centered recruitment around culture fit, rather than simply skill set.

Culture therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Schein's (1988) model, culture exists on three levels: Artifacts - which are difficult to measure; Values -which deal with espoused goals, ideals, norms, standards, and moral principles, and is usually the level that is usually measured through survey questionnaires; and Underlying assumptions - deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Under this, the researcher defines organisational culture as the framework which defines beliefs, norms of conduct and practice with regards to strategic implementation.

Hill and Jones, (2013) insisted that efficiency and effective outcomes are related directly or indirectly with culture of an organization; hence the need to have a culture of commitment, efficiency, effectiveness and openness. Culture is powerfully shaped by incentives he Kennedy , (2000)best predictor of what people will do is what they are incentivized to do. By incentives, we mean here the full set of incentives monetary rewards, non-monetary rewards such as status, recognition and advancement, and sanctions to which members of the organization are subject. But where do incentives come from? As with the previous definition, there are potential chicken and egg issues. Are patterns of behavior the product of incentives, or have incentives been shaped in fundamental ways by beliefs and values that underpin the culture. Culture is a process of "sense-making" in organizations. Sense-making has been defined as "a collaborative process of creating shared awareness and understanding out of different individuals' perspectives and varied interests." Note that this moves the definition of culture beyond patterns of behavior into the realm of jointly-held beliefs and interpretations about "what is." Needle, (2004). It says that a crucial purpose of culture is to help orient its members to "reality" in ways that provide a basis for alignment of purpose and shared action. Culture is a social control system. Here the focus is the role of culture in promoting and reinforcing "right" thinking and behaving, and sanctioning "wrong" thinking and behaving. Needle, 2004). Key in this definition of culture is the idea of behavioral "norms" that must be upheld, and associated social sanctions that are imposed on those

who don't "stay within the lines." (Needle, 2004). This view also focuses attention on how the evolution of the organization shaped the culture. That is, how have the existing norms promoted the survival of the organization in the past

2.1.6 Resource allocation

Resource allocation is a plan for using available resources to achieve targeted goals. The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. This includes human resources and financial resources. A number of factors prohibit effective resource allocation, including an over protection of resources, too great an emphasis on short-run financial criteria, organisational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge. The relationship between resources and strategy is two-way. Strategy affects resources and resources affect strategy. According to Becker, & Huselid, (2001) strategy implementation success depended crucially on the human or people side of the project management, and less on organization and systems related factors. Resources can be evaluated from several different perspectives; the most prevalent way of evaluating them is by functional areas, finance, research and development, human resources, operations, marketing. Second way of evaluating resources is by type, financial, physical, human, and organizational. A third way of evaluating resources is in terms of their tangibility, (Schein 2005)

Sweeney (2005) indicated that, strategy implementation success depended crucially on the human or people side of project management, and less on organization and systems related factors. Before you can allocate your resources or manage them, you have to determine the scope of the project you're working on. Is it a big or small project, long or short. Once you have those questions answered, then you can make the right decision on what resources you'll need and how many of them are necessary to complete the project, (Sweeney 2005). The clearer the project scope is, the better you'll be able to figure out how to allocate your resources. Therefore, take the time to get the full picture of the project prior to doing any resource allocation. You can't manage what you don't know.

Schein (2005) You should know the experience and skills and personality very resource that you've tasked or allocated to support the project. For example, you should create a profile for each of the members of your project team. What are their skills and experience? The more you know about them, the better you'll be able to place them in the project and assign tasks which they can best perform. You probably have something like this already from when you were assembling your team and had written a job description for each of them. Schein (2005) . Keep those files up to date as their skills and experiences broaden. Therefore the HR department needs to ensure the human asset is effectively aligned with the strategy that is chosen by the organization. To capitalize on this leverage, organizations need to adopt a new perspective of Human Resource (Becker, & Huselid, 2001).

2.2. Theoretical Review

Various studies on strategic plan implementation in public organisations have adopted different theoretical underpinnings in order to find a workable solution to their subject matters. The theory the current study used include: Behavioural Leadership theory, Resource theory and organisational culture theory. The theories were chosen due to its relevancy.

2.2.1. Behavioural Leadership Theories

The theory portrays that anyone can be a good leader if he/she is able to adopt appropriate behaviour. The theory demonstrates that Behaviour in which a leader engages is found to be more important than the traits he or she possesses. Several scholars contributed to the development of behavioural leadership theories. Kurt Lewin and his fellows conducted a study that focused on leadership style. According to them there are two basic leadership styles; that is autocratic and democratic leadership style. Kurt L, *et all.*(1993). Under Autocratic leadership style the autocratic leader makes the decisions without any consultation and others have to obey as it is. There is also a close supervision of workers. Under democratic leadership style the leader cooperates with

followers in decision making process. Participation of employees is highly appreciated. There is no close supervision of employees.

According to Lekert (1967) the autocratic leaders may succeed and employees may perform very well if there is close supervision however followers may feel threatened and disvalued in many aspects. The democratic leader on the other hand succeeds if there is minimal supervision and always employees feel good for their participation. With regards to this theory of leadership, these characteristics of democratic and autocratic leadership may partly explain why the empowerment of employees is a popular trend in many organisations especially those organisations that aspires to implement a certain strategic plan. In this present study, the researcher intend to explore whether “boss-centered leadership” or Subordinate-centered leadership” may or may not affect the implementation of strategic plans in local government authorities in the study area. Study chose this theory because the style of democratic leadership has great influence on the implementation of the strategic plan in MCC. Specifically, the study aimed to assess the ability of leaders in implementing strategic plan and whether employees feel comfortable with this leadership style.

2.2.2. Organisational culture Theory

Organisational culture theory refers to culture as group learned pattern of shared basic assumptions, beliefs and practice which define organisation and are very important to be adapted to new member join the organisation (Schein, 2005).Also, culture is considered as the very significant single factor for accounting for success or failure of organisations. According to Hill and Jones (2013) there are four dimensions of culture: heroes, rituals, rites and culture networks. Schein (2005) further puts forward the idea that there are three levels of cultural existence: Artifacts that are difficult to measure; values which deal with promoted goals, moral principles, standards, norms, and ideals; and underlying assumptions which are phenomena that are difficult to be explained by insiders when asked about values of corporate culture. Hill and Jones (2013) insisted that efficiency and effective outcomes are related directly or indirectly with the culture of an

organisation; hence the need to have a culture of commitment, efficiency, effectiveness and openness. This theory ought to carry tangible facts which and guide the researcher at the field are where positive environment were proved that MCC shapes their employees on culture responded to morals and standards which their total ways supports performance and achievements to municipal organisation culture can affect implementation of strategic plans in local government authority offices not only in MCC depends on how workers are shaped.

2.2.3 Resources dependence theory

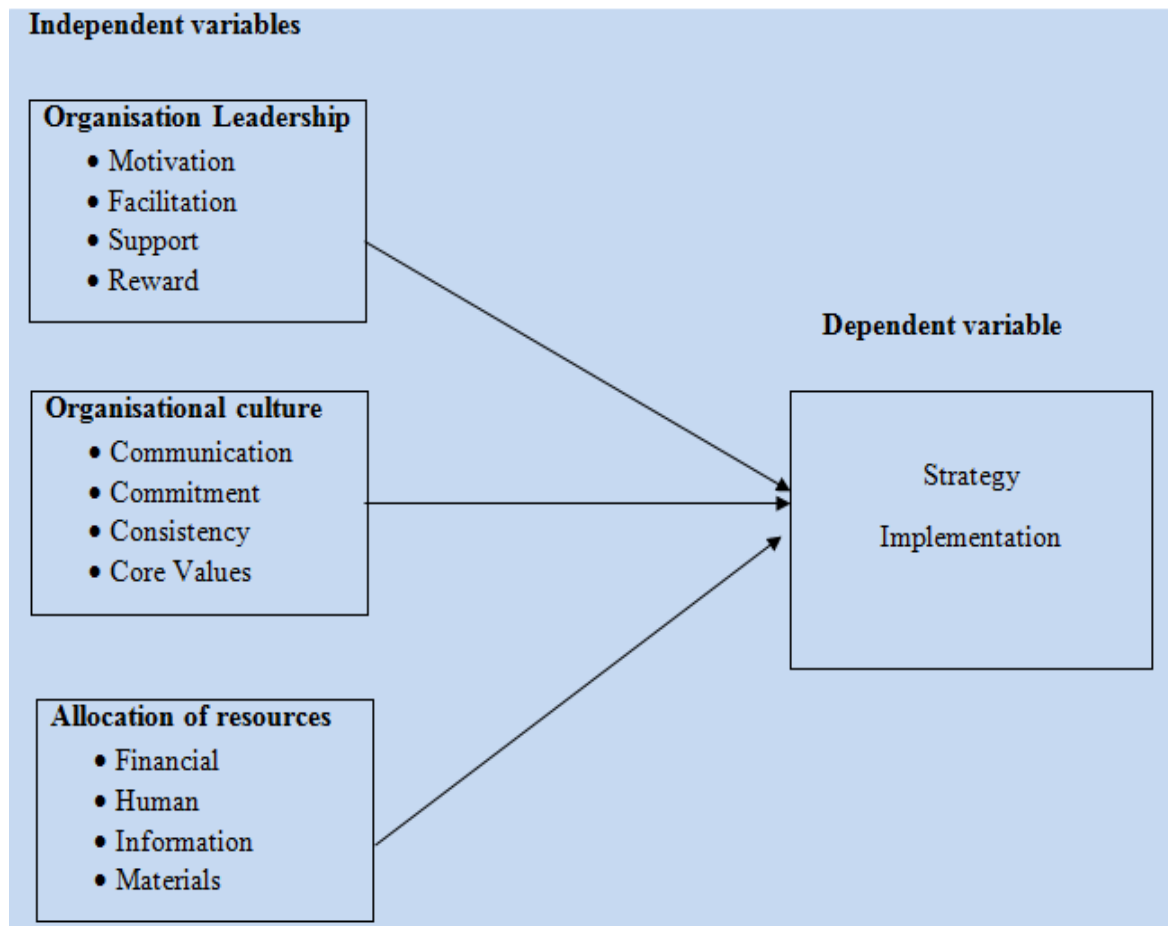
The theory portrays that Organisational resources lead to a sustained competitive advantage when they are valuable, rare, inimitable and have no substitute (Barney, 1991). Organisation resources include all assets, capabilities, organisational processes, attributes, information, knowledge, controlled by a management that enable and supports the organisation to conceive and implement strategies that improve its efficiency and effectiveness of the organisation. Furthermore, with resource allocation factor strategies implementation is successful with analysis of the self-environment and competitor's environment. Human resources as dependable resource to control the implementers of strategies and utilize and control other resources by its actions to reach organisational goals, through improving and developing their skills and knowledge of human resources the strategies adopt frequently creativity. The study chose this theory to meet the objective which was to investigate the importance of resource allocation in the implementation of strategic plan as resources play major roles in municipal tangible and intangible resources availability determines advantage of winning the performance at the point assets ,information, knowledge human resources are there acting as major resouces to control other resources.

2.3. Conceptual framework

The conceptual framework of any study is a theory in a form of diagram that attempts to link and show variables relationship under study (Mugenda & Mugenda, 2003).The

framework shows the relationship between one dependent variable and three independent variables presented diagrammatically that affect implementation of strategic plan in public sector. Figure 2.1 shows the conceptual framework and how the dependent and independent variables are related.

Figure 2.1. Conceptual Framework of the study



Source: Researcher (2019).

2.4. Empirical Analysis of Different studies

There are several studies that have been conducted on the factors affecting implementation of strategic plan in public sectors. Gakure *et al.* (2017) found that among factors that make public organisation fail to implement strategic plan include the

problem in strategic formulation whereby many fail to formulate poor strategic plan. Other factors include poor resource allocation and poor monitoring and evaluation. Leaders are blamed of lacking proper style in managing and motivating employees towards attainment implementation of strategic plan. The study concluded that stakeholders involved in organisations play a great role to influence successful and fruitful implementation of strategic plans in public sector to support proper services to the external stakeholders, citizens. The study recommended that management should provide enough support and attention to stakeholders to enhance effective implementation of strategic plans in public organisations.

Buluma et al. (2013) conducted a study on factors affecting implementation of strategic plan in Kenya's Local Government authorities. The study revealed that limited information concerning strategic plan to employees hinder the effective implementation of strategic plan. It further observed poor employee participation during strategic formulation in Eldoret Municipal council. The study argued that lack of training and limited number of employees contributes to the poor implementation of strategic plan. From this study it is clear than allocation of resources was main issues in implementation of strategic plans, also lack of experts in the formulation of strategic plan leads to poor participation of employees. Lack of information may be directly linked to poor leadership style. In order for an employee to participate they should be influenced and that is the role of leadership. Despite the good finding of the study it is not wise enough to generalise the finding in Tanzania context because the nature of Local Government Authorities differs with that of Tanzania. The current study sought to bridge the gap by investigating how resources, leadership and organisational culture affect implementation of strategic plan in Tanzania LGAs.

Usman et al. (2013) conducted a study to explore the causative factors on failure of strategic plan in Pakistan's public sectors. The study focused on pure public sectors organisation in the two identical cities (Islamabad and Rawalpindi).The close-ended questionnaire were used which helped the researcher to identify sixteen factors which

make implementation of strategic plan a challenge. Then by using the explorative and confirmative factor analysis the study came with dimensions that would be categorised into four main factors: - contextual dimensions (0.89), content dimensions (0.62), structural dimensions (0.730) and operational dimensions (0.95), all these dimensions revealed inefficiency in implementation of strategic plans in the public sector organisations in Pakistan's. Different from Usman et al's study the current study focused only on investigating three factors which affect implementation of strategic plan.

After passing through all these empirical studies, I developed work related study to find out if there might be new facts about factors affecting implementation of the strategic plans in local government authorities in Mbeya City Council.

2.5. Research Gap

Several studies worldwide were conducted to investigate factors which facilitate and hinder the implementation of strategic plan. Some studies are concentrated on relationship between implementation of strategic plan and organisation performance in Kenya. Abok (2013) studied factors affecting effective implementation of strategic plans in Non-Governmental Organisations. Grace (2014) carried out a study on factors affecting strategy implementation in government parastatals: case of national cereals and produce board. Most studies done in Kenya fail to capture the processes involved in strategy implementation as it addressed the strategy used in response to competition and changes in external environment (Grace, 2014).

However, in Tanzania literature shows that there is limited research in this area hence necessitated the need for this study. The current study sought to bridge the gap by investigating factors that affect implementation of strategic plan in Tanzania Local Government Authorities in Mbeya Municipal Council.

2.6 Summary

In this chapter, the researcher presented different literature sources from other researchers on the issues related to the factors affecting the implementation of strategic plan by Local Government Authorities. The chapter has provided definitions of the key terms and concepts used frequently in this study and made analysis on different theories, empirical evidence and conceptual framework of the study so as to establish a knowledge gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter set out research approach, descriptions of the study areas, study area, study population, study sample (sample size), sampling techniques, data collection methods, data analysis, validity, reliability and ethical concern.

3.1. Research Approach and Design

Borg et al. (2008) define research design as a detailed plan for how the research will be conducted. Research design can also mean a structure of study designed to answer the research questions (Cooper et al., 2008). According to Mugenda and Mugenda (2008), a research design is a conceptual structure within which a research is conducted. This study used an exploratory approach using a descriptive design. The chosen criterion is due to the fact that the researcher believed that this would help easy understanding of phenomena.

This study sought to establish factors affecting the implementation of strategic plans in LGAs and investigated specific objectives, testing their influence on implementation. The study sought to achieve a deep understanding of the factors affecting implementation of strategic plans in local government authorities in Tanzania with a case of Mbeya City Council. In order to reach such an objective, descriptive case study design framework was applied by employing qualitative and quantitative approaches. Preliminary and exploratory studies were done to allow a researcher to gather information, summarise, present and interpret for the purpose of clarification while on the other hand gave the purpose of descriptive research as determining and reporting the way things are. Such a study is helpful in obtaining pertinent and precise information as well as to draw valid conclusion about the target population.

3.2. Area of the Research study

Mbeya region is located in the southwest part of Tanzania country. It is one among 31 administrative regions in Tanzania. Mbeya region is approximated to have 385,279 population (NBS, 2012). Mbeya is also one among of the 6 cities found in Tanzania mainland. Mbeya is situated at an altitude of 1,700 meters (5,500 ft), and sprawls through a narrow highland valley surrounded by a bowl of high mountains. The main language is colloquial Swahili, and the English language is extensively taught in schools.

Local government is administered via the Mbeya Urban District authority and a Regional Commissioner. Mbeya has weather with enough rainfall and fertile soil which enable it to be the largest producer of maize, rice, bananas, beans, potatoes (Irish & sweet), soya nuts and wheat in the entire country. Tanzania has a free market in agricultural produce, and Mbeya transports vast amounts of its maize to other areas of Tanzania. There is also extensive animal husbandry, with dairy cattle predominating. Mbeya is also the biggest producer of high-value export and cash crops in Tanzania; those crops are coffee (Arabica), tea, cocoa, pyrethrum and spices. There is some smallholder cultivation of tobacco. Besides a growing number of secondary schools, Mbeya has some institutes of higher learning education. Among the better-known ones are the following five: TeofiloKisanji University, Mbeya University of Science and Technology, Mzumbe University, St. Augustine University of Tanzania and Tanzania Institute of Accountant (URT, 2013).

The council fits to be chosen as an appropriate area with this research problem because the urban government delivering its public services to the local authorities such as districts government ,wards/village and streets councils and for shaping development and delivery of services . This sets out good governance and accountability of the council. All these pass through strategies in improving services delivery and participations, it is an indication that MCC fits to be a study area where research problem was undertaken.

3.3 Research Population

Cooper and Schindler (2008) define population as the total collection of elements about which one wants to make inferences. It refers to an entire group of individuals, events or objects having common observable characteristics (Mugenda & Mugenda, 2006). In this study a total population of Mbeya City Council comprise the population of 3914 employees' top management and lower management sections and departments. Target population encompassed the employees of city council located at the headquarters only with a population of 177 employees, the aim was to get effective information and save time and cost.

3.4 Sample size and sampling procedures

3.4.1 Sample size

A sample of the study is a total number of selected subjects to take part in a study. The sample size of this study consisted of 55 respondents from a population of 177 which is equivalent to 30% of accessible population. The sample size was deemed adequate and hence representative as argued by Krishnaswami (2003) who asserted that a sample size of about 10% to 30% of total accessible population is enough for data collection when the population is less than 1000. Furthermore, to obtain a simple out of the population of 177, the formula below was used.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where N= population of employees, 177

C= coefficient of variation (assumed), 10%

e= sample error (assumed), 1%

Since, the study population was less than 1000 then 30% was taken to represent the population.

3.4.2 Sampling Techniques

Sampling technique refers to the procedure adopted by a researcher in selecting items for sample (Kothari, 2004). It may also be referred to as procedures or selection of the representative subsection. This study based on non-probability samplings technique.

3.4.3 Non probability sampling

Non-probability sampling is used whatever subjects in the study population is either not known or cannot be individually identified with intension to sample participants who can provide relevant information to the research.

The sample was developed using purposive or judgmental sampling which was applied as planned in the selection of respondents who were believed to be typical and suitable for the study as they qualified to be key informants as they were so much involved in the implementation process. And convenience or accidental sampling technique was used to get information from employees who were not at the top management, whereby subjects were selected for convenience reasons by giving the questionnaires to those who happened to be available at work. The table below describes how the researcher selected a sample of the respondents from their categories based on the structure of organisation;

Table 3.1 Sample and Sampling Composition

Categories of respondents	Sample frame	Sample size	Sampling technique
Head of Departments and sections	19	6	Purposive
Works	6	2	Convenience
Urban planning and land	30	9	Convenience
Administration and Human resource	17	5	Convenience
Planning ,statistics and monitoring	6	2	Convenience
Health	12	4	Convenience
Finance and trade	37	11	Convenience
Agriculture ,irrigation cooperative	6	2	Convenience
Community development and social welfare	6	2	Convenience
Primary education	9	3	Convenience
Secondary education	6	2	Convenience
Solicitor	7	2	Convenience
Procurement management unit	12	4	Convenience
Technology, communication, information and public relations	4	2	Convenience
Total	177	55	

Source: Research 2018

3.5. Data collection methods

Data collection methods can be briefly defined as the tools employed by the researcher to gather information from the field. Data collection methods involved two sources of data, namely primary and secondary data.

3.5.1 Primary Data Collection Methods

The primary data refers to the information collected by the researchers and have not been manipulated by any other person. Interview and questionnaires methods were used to obtain primary data selected from officers involved in implementation of strategic plan. This was after editing and pilot testing in order to ensure validity and reliability that could enhance gaining the required data. The choices of these tools were depended on the type and availability of respondents, the time available for the study and the expected effectiveness of the instruments. The following data collection tools were employed as primary data collection methods:

3.5.1.1 Questionnaire Method

Study used the questionnaires as the major data collection tool to acquire primary data from the field. The questions aimed at soliciting information related to factors affecting implementation of strategic plan in local government authorities in Mbeya City Council. Questionnaires were distributed to departments and sections to gather information of the empirical facts on strategies implementation.

3.5.1.2. Interview Method

There are different kinds of interviews that can be used by researchers, however, as per this study, the researcher used a semi-structured interview that is normally aided by an interview guide or prepared questions to guide the interviewer as argued by Kothari (2004). Open ended questions interview to the Heads of departments and head of sections to collect information regarding implementation plans. This process was face to face meeting between researcher and interviewee; questions were asked verbally. The interview guides were designed in such a way that they solicited information to answer the specific questions of the study. Generally, semi-structured interview method was used because it allowed flexibility and provided opportunity to ask more questions, seek clarifications that allowed both interviewer and interviewee to raise and pursue issues that could not have been obtained through other methods of data collection.

3.5.2. Secondary Data Collection Methods

The secondary data refers to the information gathered from secondary sources that were used by other researchers (Kothari, 2004). Secondary data was collected by reviewing literature from other previous researchers and official documents from local government officers as described below:

3.5.2.1. Documentary Review

Secondary data were collected from local government office desk study from the council library, published and non-published recorded documents as journals, paper works and

websites records concerning various conditions and procedures towards implementation of the strategic plan in the study area. Some data were obtained by requesting data/report of the year 2010/2013/2016 and journals prepared after every end year of budget 2015/2017 as well quarter reports given by HR officer for further references that might help the study to assess the factors that affect implementation of strategic plans in the study area.

3.6 Data collection procedures

Primary data was collected using interview guide and questionnaires prepared in English language to the HOD and headquarters employees. Questionnaire tool was more useful as some respondents could not be reached in time and it gave space and freedom to fill them, interview is useful to get in-depth information and read respondent's emotions. Verbal questions and answers were recorded as useful information to researcher. Secondary data collected from given recorded information, published journals, end of year records and useful materials from the library.

3.7. Data Analysis Approach

The data in this study was analysed through descriptive and inferential statistics. This helped the researcher to describe and summarise data so that generalisations of facts are made easy. The process was facilitated with the use of SPSS software. Leyla (2001) came with views that SPSS offers extensive data handling capabilities and numerous statistical analysis routines that can analyse small to very large amounts of data.

Descriptive statistics was used to analyse quantitative data which were presented through frequency charts and tables. This was attained through frequency distribution, means, modes, percentages, and standard deviations.

Content analyses used to analyse qualitative data. The data were coded into different themes and sub themes. This helped to identify main content for each data the analysis determines presence of certain words, concepts, themes, phrases, characters, or

sentences within texts or sets of texts and to quantify this presence in an objective manner.

3.8. Pilot Testing

Testing of aforementioned tools was very important before conducting the study. This helped to identify weaknesses and instrumentation and to provide alternative data for selection of a probability sample. Study tools, questionnaires and the interviews were pre-tested to few individuals to ensure that they were manageable, relevant and effective before being distributed to the participants. According to Marczyk et al. (2005) pilot test is a start phase in data gathering of the research process.

This process was followed to measure the validity and reliability of the study instruments to selected group of 1 Head of departments and 2 employees from the office. The study selected 1% of the target population for pilot test this is according Kothari (2004) and Sekaran (2006) who recommended a 1% sample from the population as being fit for statistical test of instruments. This process had to be done before the administration of questionnaires to the rest of respondents just to determine whether the instruments could provide data that reflected the anticipated by the researcher. if not may change or add some information as it measures the usefulness and relevance of information. Validity of the study was tested to ensure that the instruments accurately measured the variables of interest to the study, each of the items in the questionnaire were discussed with research supervisors and researcher together so as to specific study objectives. Advantage of this pretest was to measure the degree to which results obtained from the analysis of the data actually represented the phenomena under study. Detected errors or ambiguities in either the questionnaires or interview guide after the pilot test were addressed and the instruments were well rephrased and neatly corrected. Reliability is the measure of the degree or extent to which the research instruments yield consistent results of data after repeated trials. Pre-testing enables the researcher to identify and eliminate problems to ensure consistency of the questionnaires. Pretesting helped in improving the items on the questionnaires; inconsistencies such as blank

spaces, inaccurate responses and lack of clarity were checked and corrections were made when revising the instrument. According to Dornyei (2003), research instruments are measurement devices that must possess adequate reliability. This is what the researcher in this study considered as of paramount importance in order to be able to get the required data that address the issue effectively.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction:

Collected data was in the form of both qualitative and quantitative variables which were analysed using the SPSS program. This chapter presents the responses from Mbeya City Council on the effective implementation of strategic plan to find a proof either independent variable influences or affects the dependent variable. The section has been divided according to the questionnaire break down as guided by the research questions.

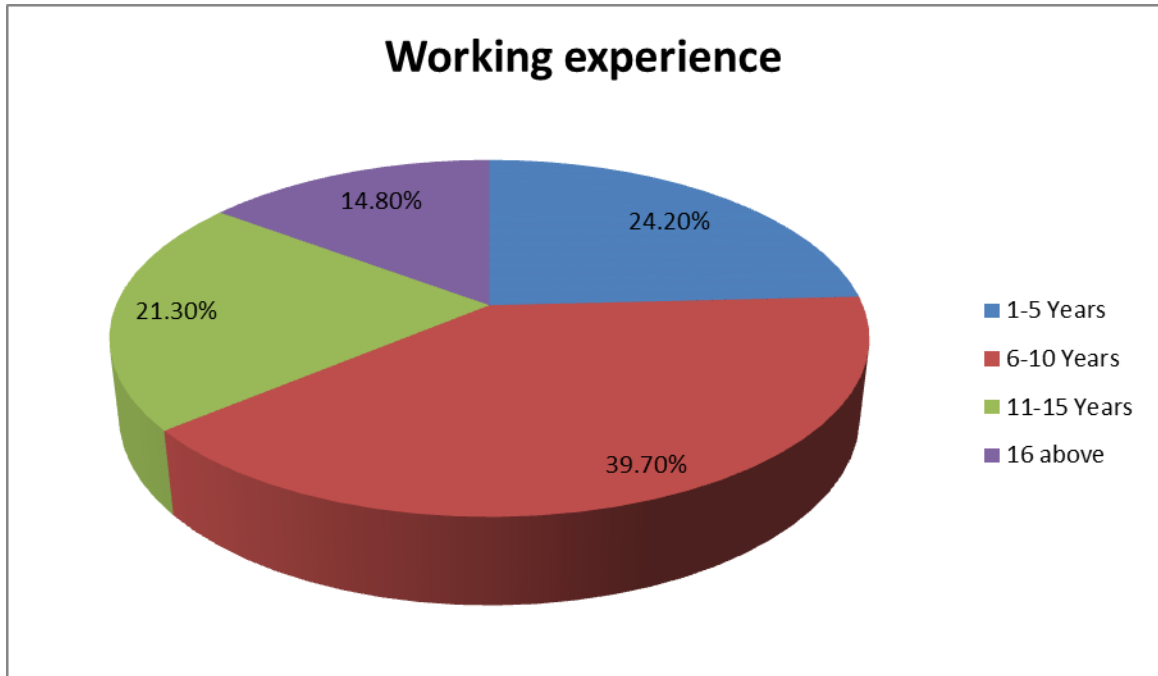
4.2 Respondents Demographic Characteristics

The data was drawn from the sample frame of 177 with the sample size of 55 on the structure of organisation, 6 heads of departments and sections, 2 works, 9 urban planning and land, 5 administration and human resource, 2 planning, statistics and monitoring, 4 health, 11 Finance and trade, 2 Agriculture, irrigation cooperatives, 2 community development and social welfare, 3 primary education, 2 secondary education, 2 solicitor, procurement management unit, 2 technology, communication, information and public relations.

4.2.1 Working experience of the respondents

The study asked the respondents to state the number of years they had been working with the Mbeya city council. The analysis of the number of years working in the Mbeya city council is shown on Figure 4.1.

Figure 4.1: Working experience of the respondents.



Source: Field data (2019)

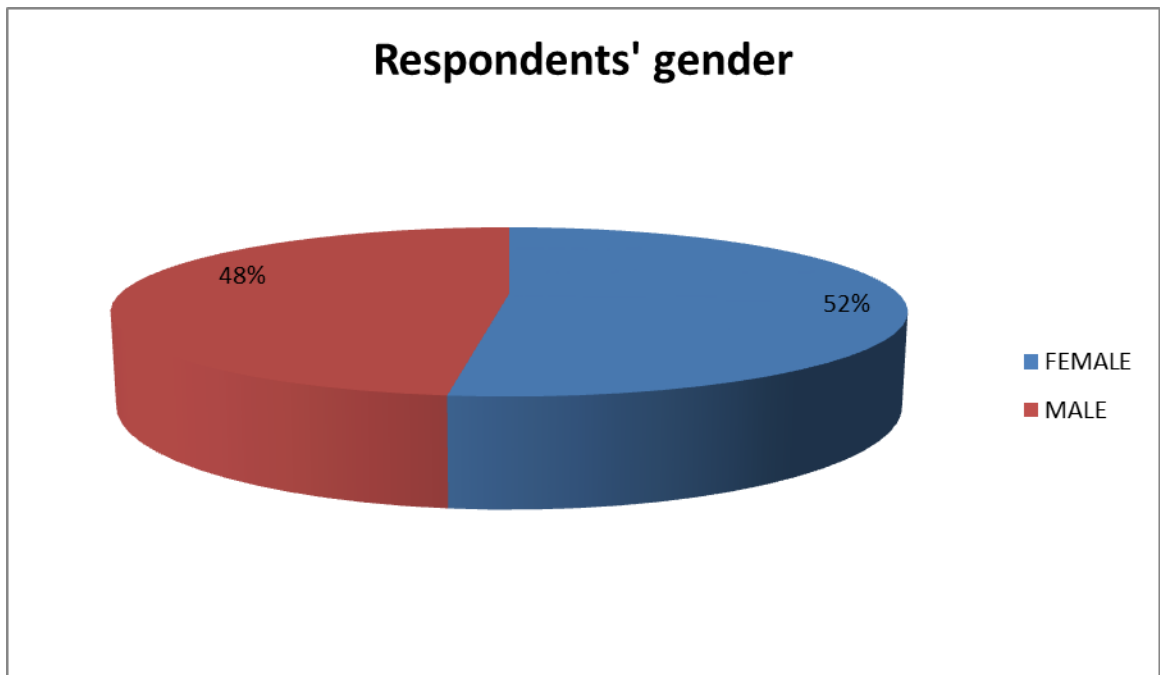
From Figure 4.1, the results show that 39.70 per cent of the respondents reported experience to work with Mbeya city council between 6-10 years, followed with 24.20 % of respondents work experience of 1-5 years with the council, 21.30% of respondents worked with the council between 11-15 years and 14.80% of respondents experience to for council 16years and above . This is enough time for the respondents to understand the sector and more so issues associated to strategic planning in the council and hence provide better performance in implementation of strategic plan.

4.2.2 Gender aspects:

Researcher asked participants to indicate the gender, On specifying gender of respondents where from the figure 4.2 below results show that 52 per cent of respondents were female and 48 per cent of respondents were male. Majority of the respondents were females, this indicates that Mbeya city council also aims at empowering women by employing them. Despite the difference in gender, the city

council appreciates that men and women have contribution and capacity which enables better problem solving leading to greater overall performance.

Figure 4.2 Gender of respondents

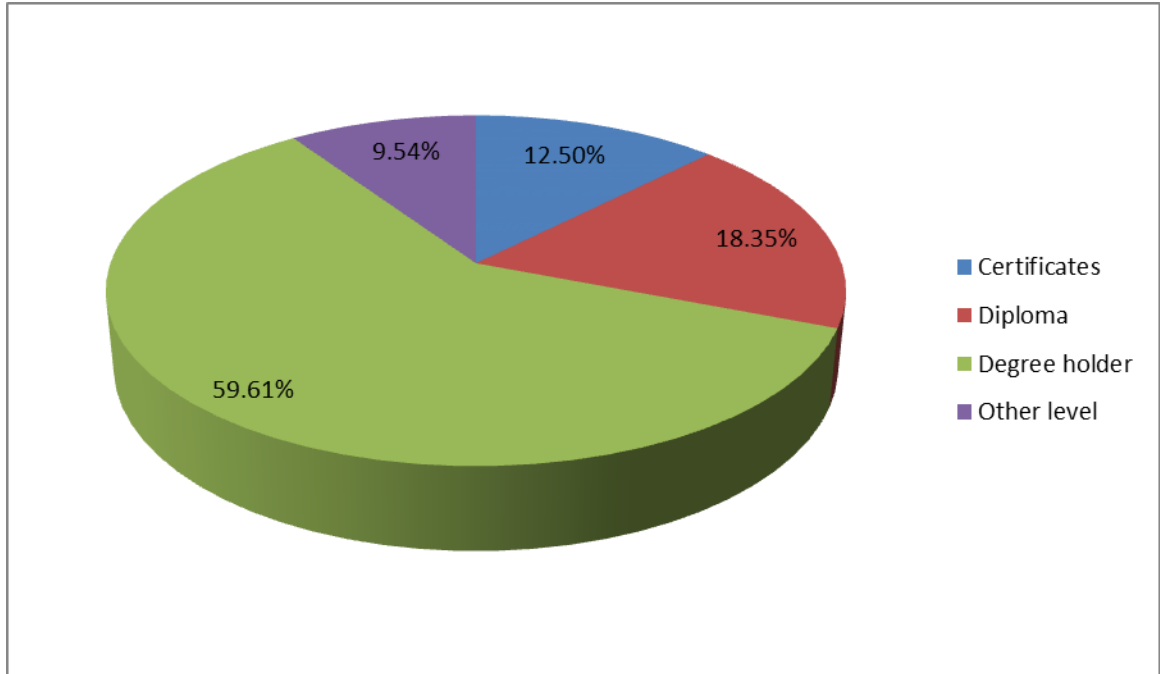


Source: Field data, 2019

4.2.3 Respondent's education level

Researcher need the respondents to indicate their level of education, from figure 4.3 the results show that 12.50 per cent of respondents had certificate level of education, 18.35 per cent of respondents had diploma level of education , 59.61 per cent respondents that is the majority had bachelor's degree level of education and 9.54 per cent of respondents had other level of education such as master's degree and doctorate levels. The level of education is very important in strategic implementation however in leadership positions what matters is power of influence.

Figure 4.3: Level of education of the respondents:



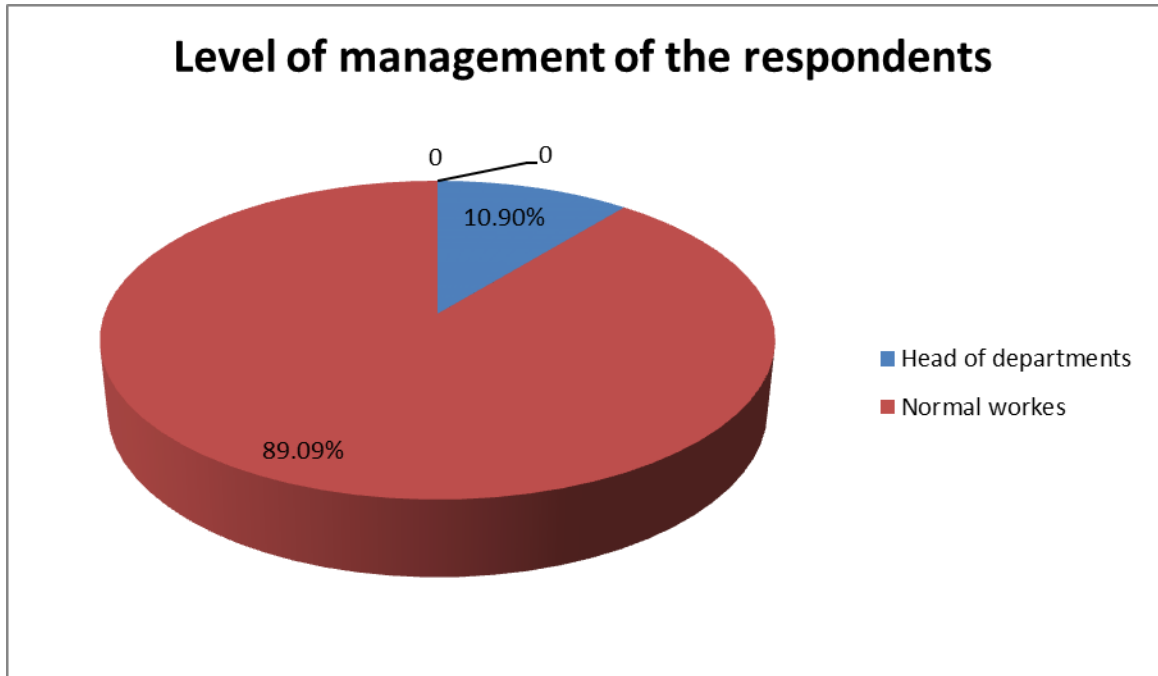
Source: Field data, (2019)

4.3 Descriptive Analysis

4.3.1 Level of Management of the respondents:

Researcher intended to know respondents level of management which was the positions they held in organisation so as to know their contributions and level of responsibility that they held per hierarch .Findings in figure 4.4 shows that Results show that majority 89.9 per cent of respondents were normal workers and 10.9 per cent of respondents were the senior workers. These results indicate that the greater part of the respondents were workers serving as an intermediary between head of departments and the rest of the organisation.

Figure 4.4: Level of management of the respondents

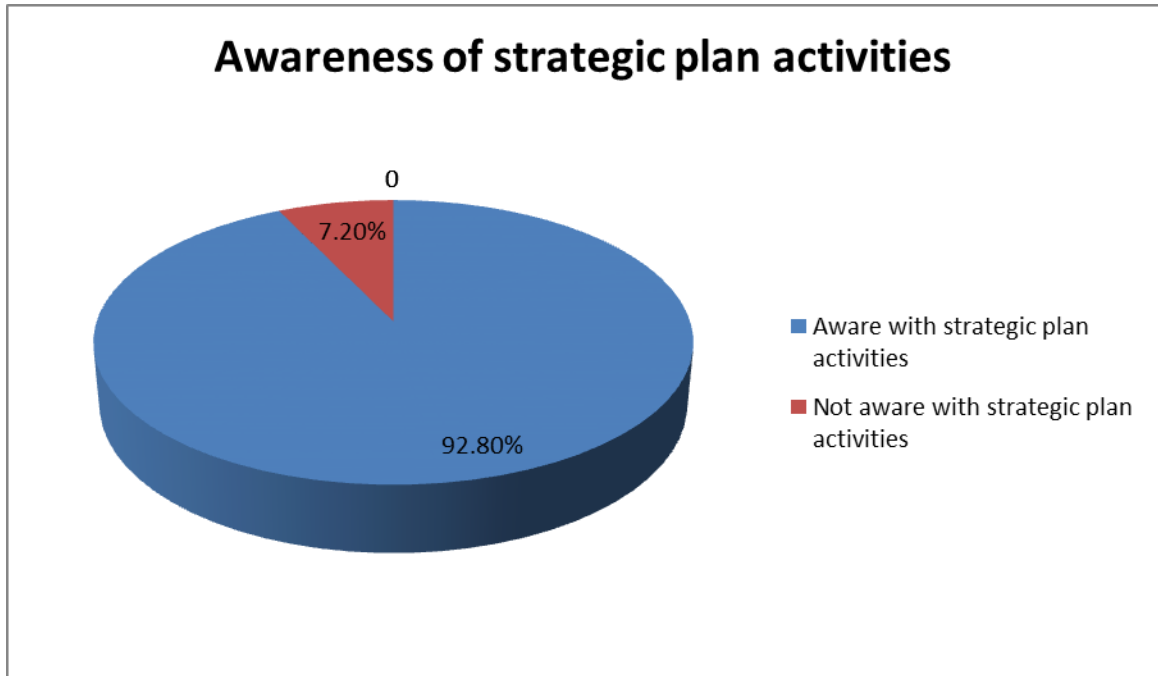


Source: Field data, 2019

4.3.2 Awareness of organisation strategic plans activities

The study examined the awareness of organisation strategic plan activities to the council workers, the results on figure 4.5 below shows that majority 92.8 per cent of respondents were aware of implementation plans activities while 7.2per cent of respondents were not aware of the activities. These results indicate that the strategic plans were implemented successfully due to most of the workers being aware and participate to the strategic plan of the council as shown in the figure below.

Figure 4.5: Respondents awareness of strategic plan activities



Source: Field data, 2019

4.4 Effective implementation of strategic plan

The study set out to determine how organisational leadership affects implementation of strategic plan in Mbeya city council. The respondents were asked to indicate their rating on factors of organisational leadership that affected the implementation of strategic plans using the key (1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree). Table 4.1 shows the results as follows; the mean result of 3.5 and above shows that organisational structure has a great impact and a standard deviation of less than 1.5 shows that the response was almost similar

Table 4.1 Effects of organisational leadership in implementation of SPs

The Organisational Leadership	1	2	3	4	5		
	%	%	%	%	%	Mean	SD
Organisation leadership styles support the strategy implementation	0	0	2.4	39	56.6	3.92	.580
Leaders effectively communicated SP implementation to the workforce in our council	0	2.5	4	49.3	44.2	4.24	.681
Top management support employees to meet planned targets	0	6.2	0	34	59.8	3.82	.723
HoDs and HoUs delegate activities for effective implementation of strategies	0	2.4	19	57	21.6	4.42	.241
The implementation of strategy is not effectively controlled	34.1	61.3	0	4.6	0	5.31	.891
The leaders are not competent enough to implement strategy	73.2	13	8.1	1.3	5.7	4.65	1.105
Leaders motivate employees in implementation process through rewards.	0	5.2	9.5	26.8	58.2	4.25	.613

Source; Field data (2019)

The first specific objective of this study was to establish the influence of organisational structure on the implementation of strategic plans in local government authorities. The organisational structure attributes considered were; Organisation leadership styles, leaders effectively communicated strategic plan implementation to the workforce in our council, top management support employees to meet planned targets, head of departments and head of units delegate activities for effective implementation of strategies, effective control of strategic plan implementation, competency of the leaders to implement strategy and leaders motivate employees in implementation process through rewards. The analysis done revealed that organisational structure has a high influence on strategic plan implementation among workers in Mbeya City Council.

4.4.1 Leadership styles support implementation

Researcher aimed to know if the leadership style applied in MCC contributed to implementation plan .Findings in table 4.1 above indicates that majority of 56.6% of respondents strongly agreed , 2.4 % of respondents neither agree nor disagreed and 39%

of respondents agreed,0% of respondents dis agreed and 0% of respondents also disagreed against the findings that organisation leadership styles where by results was positive that applied style in in MCC support the strategy implementation which is 3.92 mean averages of MCC respondents by articulating the importance of the strategic planning.

4.4.2 Leaders' effective communication

Researcher intended to know if MCC top management were effective communicate with the subordinates on the implementation processes. Findings show that leaders effectively communicate strategic plan implementation to the workforce in the council, table 4.1above presents the findings 44.4% of respondents were strongly agreed,49.3% of respondents agree,4% either agreed or disagreed while 2.5% respondents disagreed. Leaders of MCC use meetings and direct communication as the major alternative to give and receive feedback about strategic implementation on ways to achieve the organisation goals. This was supported by Head of Departments and top management. It was elaborated by one of the HODs that:

We usual use direct communication with other workers to promote the effectiveness of activities which is important for implementation of strategic plan. We also use meetings in the department where we can discuss different issues (Interview, MCC HQ January 29, 2019)

4.4.3 Top management support employees

The study aimed to examine the MCC top management supports given to employees to meet organisation planned targets and strategies they set to reach goals. Findings on table 4.1 above shows that 59.8% of respondents strongly agreed on support, 34% respondents agreed ,6.2% of respondents disagreed on getting the support from top management while there was 0% on strongly disagreed from response. Top managers of this council use their time and effort to make follow up to the lower level so as to meet the targeted future improving performance through planned strategies.

From management perspective it was found that HOD collaborated with employees in daily to daily execution of strategic plan.

We always collaborate with our employees. We make follow up on the challenges they face. Sometimes we recommend for training to build their capacity. Despite the financial challenge for training and development; the council tries to conduct different seminars (Interview, MCC HQ, January 29, 2019)

4.4.4 HoDs and HoUs delegation of power

Researcher intended to know whether top management delegate the power to share experience ,efficiency .The findings in table 4.1 above shows that heads of departments and heads of units delegate activities for effective implementation of strategies in council as was strongly agreed by majority 57% of respondents ,21.6% of respondents agreed on the fact while 19% of respondents were neither agreed nor disagreed on the fact while 2.4% of respondents disagreed on the delegation nonresponse on strongly disagreed. As majority total agreed 78.6% on the delegation of power by the top management in MCC it is enough evidence that the delegation of power support positive performance and activities of implementation of plans. This was further supported by heads of departments who argued that they always delegate power and authorities. It was elaborated by one of HODs that:

It is impossible to do each and everything. Sometimes delegation is very important because subordinates have specialised in different areas. We are here to supervise and provide management advice but technical advice we expect from them (Interview, name withheld MCC HQ January 28, 2019).

4.4.5 Implementation plans not effectively controlled

Study aimed to know how effective the implementation plan processes were controlled in MCC. Findings reveal implementation process is effectively controlled by the top management, form result presented on table 4.1 above ,majority 61.3% of respondents disagreed on the fact that there was poor control of implementation plans while 34.1% of respondents strongly disagreed ,4.1 % of respondents agreed and no response on

strongly agreed. These findings were further supported by top management who commented that:

Mbeya City Council manages and controls resources to make sure that they meet goals of strategic plan through making an action plan by writing out the individual steps, and then crossing each one off as completed, it was realised that progress was towards ultimate goal, also setting goals that motivates subordinates and by setting SMART goals (Interview on 28th January 2019).

4.4.6 Leader's competence on strategic plan

Regarding leader's competence on strategic plan, findings as presented on table 4.1 shows 73.2% of respondents strongly disagreed on leaders not being competent in their responsibilities, 13% of respondents disagreed on the fact while 8.1% of respondent were not sure to agree or to disagreed and 5.7% respondents strongly disagreed as well 1.3 disagreed that the leaders are not competent enough to implement strategy, a standard deviation of 1.105 shows that there was disparity in the responses. This means that the leaders in Mbeya city council are competent enough to implement the strategic plan.

4.4.7 Employee motivation

Researcher intended to know if the employees were motivated as they participate on implementation of strategic plan. Study findings as presented on table 4.1 shows 58.2% of respondents strongly agreed to be rewarded as participate in implementation, 26.8% of respondents agreed, 9.5 neither agreed nor disagreed while 5.2% of respondent disagreed on being motivated. Results reveal employees motivation in process implementation.

According to interview done to the top management it was observed that employees were motivated. It was expressed by one of the HODs that:

Subordinates are motivated through giving incentives like an extra paid day off, promotion rewards, letters of appreciation and human resource

development; this is by involving employees in training and development, seminars, workshops, to develop their personal and organisation knowledge, skills, careers and abilities. (Interview, January 29, 2019)

It was further elaborated by Human Resource Officer that:

Ongoing employee development, motivation can enable a worker to reach his/her personal goals, and can facilitate the self-development of an individual (Interview, HRO, MCC HQ, 24th January 2019).

4.5 Effects of organisational culture in the implementation

n of SPsThe second objective of the study was to examine whether organisational culture affects the implementation of strategy plan in Mbeya city council. The respondents were asked to indicate their rating on factors of organisational culture that affected the implementation of strategic plans using the key (1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree). Table 4.2 presents the results as follows:.

Table 4.2: Effects of Organisational Culture on Implementation of strategic plan

The Organisational Culture	1	2	3	4	5	Mean	SD
	%	%	%	%	%		
Employee commitment contributes to the implementation strategies in our council	0	0	0	70.4	29.6	3.91	.768
Core values are not evident in strategy implementation	32.7	62.7	4.6	0	0	4.23	.695
Communication between employees is effectively developed to support strategy implementation	0	0	0	90.8	9.2	5.14	.836
Our organisational culture is consistency with the organisation strategies	0	1.8	2.5	88.4	7.3	4.50	.721

Source; Field data (2019)

4.5.1 Employee commitment to the council

Researcher aimed to know to what extend the employees were committed to the councils strategic implementation. Findings as presented on table 4.2 shows that 70.4% of respondents were agreed to the matter, 29.6% of respondents strongly agreed while no

participate to disagree. This indicates that employee commitment contributes to the implementation strategies in council as agreed by major per cent of the respondents. Despite the facts that employees said to be committed the top management has different views. It was found that management agreed to some extent that employee are committed however commented that some are not. Findings was further elaborated by one HOD that:

Employees were committed however we experience some challenges whereby few subordinates lack motivation and organisational support like rewards, being involved in process, training and development as well they sometimes lack feedback and information from the previous works (Interview on 24th january2019)

4.5.2 Core values of the organisation and strategic plan

Researcher focused on reveal the aspect of core values were not evident to the council strategy implementation. Basing on the findings presented on table 4.2 shows that 62.7% of respondent disagreed if values were not evident , 32.7% of respondents also disagreed if values were not evident in the council while 4.6% of respondents either agreed or disagreed.

4.5.3 Communication among employees

Researches intended to know whether there was communication between employees in the council. Table 4.2 presents the findings 90.8% of respondents agreed on active communication, 9.2% of respondents strongly agreed on communication between employees during implementation process while no response were raised on disagreement over communication in the council. MCC uses most the top down communication to give out the goals to subordinates and lower level employees.

4.5.4 Organisational culture consistency with strategies

Researcher aimed to know how culture and strategic implementation were consistency that culture on supporting organisation strategies, Findings from table 4.3 above shows

88.4% of respondents were agreed on consistency, 7.3% of respondents strongly agreed while 1.3% of respondents neither agreed nor disagreed as presented by table 4.2 above . Culture asserted together and compatibility in support employee and organisation on effective implementation of strategic plan.

4.6 Implementation of strategic plans.

Dependent variable on the effect of it independent variables on implementation where tested. To determine the influence of resource allocation, organisational culture and organisational leadership on implementation of strategies. The respondents were asked to indicate their rating on the effectiveness of implementation of strategic plans using the key (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree). Tables below present the results as strategic plan implementation, the implication to the findings is that, all the independent variables, have a significant combined effect on effective implementation of strategic plans.

4.6.1 Implementation plan progress are continuously communicated by management

Table 4.3 Progress are continuously communicated by management

	Frequency	Percent	Valid Percent	Cumulative
Valid Neutral	5	9.1	9.1	9.1
Agree	37	67.3	67.3	76.4
Strongly agree	13	23.6	23.6	100.0
Total	55	100.0	100.0	

Source; Field data (2019)

Researcher intended to know if implementation plan activities were continuous communicated in the management .Findings in table 4.3 shows that 23.6% of respondents agreed , 67.3% respondents strongly agreed on communication of implementation plan, 9.1 % of respondents neither agreed nor disagreed while no response on disagreement. Implementation plan progress was continuously

communicated by management and it determined the influence of independent variables on implementation was high.

4.6.2 Feedback is given to employees on time

Study intended to know if implementation provided feedback to employees on time by management .According to the findings table 4.4 below 21.8% Of respondents disagreed on proper feedback from management, 5.5% of respondents either agreed or disagreed on feedback receiving while majority 65.5% of respondents and agreed and 7.3% strongly agreed on the council conduct plans through employees and feedback is given timely through top-down flow of information. Respondents explained the ways feedback is received is through emails, minutes, meetings and discussions.

Table 4.4 Feedback is given to employees on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree 12	21.8	21.8	21.8
	Neutral 3	5.5	5.5	27.3
	Agree 36	65.5	65.5	92.7
	Strongly agree 4	7.3	7.3	100.0
	Total 55	100.0	100.0	

Source; Field data (2019)

4.6.3 SP is linked with other performance tools

Researcher intended to know if strategic plan had a link with other performance tools in implementation. Findings from table 4.5 presents that 81.8% of respondents agreed,10.9% of respondents strongly agreed ,5.5% of respondents neither agreed nor disagreed while 1.8 strongly disagreed . To implement the strategies of council and reach the targeted goals MCC links the activities with application of measure the performance through OPRAS, MTEF and CSC as tools that support employees to reach organisational goals.

Table 4.5; SP is linked with other performance tools

Frequency		Percent	Valid	Percent
Cumulative				
Valid Strongly disagree	1	1.8	1.8	1.8
Neutral	3	5.5	5.5	7.3
Agree	45	81.8	81.8	89.1
Strongly agree	6	10.9	10.9	100.0
Total		55	100.0	100.0

Source; Field data, 2019

It was further found that management recognise different tools which were used as the means to implement strategic plan. This was demonstrated during interview by top management. One HODs elaborated that:

OPRAS helps us to measure performance based on targeted goals which came from Strategic Plan. Other tools like customer services charter and MTEF help us to link employees activities with organisational goals (Interview, MCC, HQ January 28, 2019)

4.6.4 Strategic plan is subjected to M & E to ensure effective implementation

This study aimed to know if strategic plan was subjected to activities of monitoring and evaluation to ensure effective implementation. Findings on table 4.6 shows 23.6% of responds strongly agreed,74.5 of respondents agreed and 1.8% of respondents either agreed or disagreed . MCC strategic plans are subjected to projects monitoring and evaluation processes to ensure effective implementation and visions are acquired.

Table 4.6 Strategic plan is subjected to M & E to ensure effective implementation.

Frequency	Percent	Valid Percent	Cumulative
Valid Neutral	1	1.8	1.8
Agree	41	74.5	70.6
Strongly agree	13	23.6	100.0
Total	55	100.0	100.0

Source; Field data (2019)

Interviews done to top Management showed that meetings and written document are two common ways mostly used by Mbeya City Council leaders to give feedback to employees. It was expressed by one of HODs that:

Here at Mbeya Municipal Council we use meeting to ensure effective implementation of strategic plan. To make employees more committed we also use written documents such as appraisal for which the goal and activities of an individual are settled based on strategic plan (Interview, MCC HQ January 29, 2019).

4.7 Summary of chapter

This chapter presented the responses from Mbeya City Council on the effective implementation of strategic plan to find out a proof on either independent variable influences or affects the dependent variable. Data was analysed by descriptive statistics which was done and presented through frequency charts, tables.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter discuss the finding which was analyzed in chapter four which based on specific objective of the study which were investigate whether organisational leadership is a factor that affects implementation of strategic plans, organisational culture affect the implementation of strategic plans and resources allocation affect implementation of strategic plans and compared these findings with other studies.

Demographic information discussion

5.1 Working experience of the respondents.

Study intended to know employee's years of experience at work place goes proportional with active involvement in implementation process, therefore lead to effectiveness and performance improvement to the council plans. Findings in 4.1 shows majority worked with MCC over 6 years and above the 75.8 percent of respondents presented few years of experience and still the management can provide enough opportunities to be involved in planning and implementation process and increase performances. The need to have experience employees in implementations of strategic plan is shown as it concurred with Thompson et al (2007) who argued that organisation with high experienced employees are more likely to succeed in all stage of strategic implementation.

5.2 Gender aspect

Study aimed to know gender of participants as in figure 4.2 respondents 52% were females, this findings were supported by Several studies (Kidombo, 2007; Wambui, 2006 and Mintzberg, (2004) propose the needs to consider gender issue in implementation of strategic plan. Concentrating on one single gender is the organisational culture which has negative impact on implementation of strategic plan as

observed by Robinson and Pearce (2004). have point on idea of singled out gender as one of the cultural issues that can affect strategy implementation by lacking important views and cooperation as well motivation, therefore gender composition is very important by management requirements.

5.3 Respondent's education level

These results indicate that majority of the management staff at Mbeya city council have a good education as shown in figure 4.3 in findings ,background with the majority top and middle workers being bachelor's degree graduates. This shows that the council focuses on employing highly capable staff into their management task force who introduce new ideas and apply current thinking. Proposed by Abok (2003), education plays the role in implementation processes especially awareness of strategic plan and it is important to the council, education open effectiveness, knowledge, communication skills and expands capacity to contribute physically and mentor in implementation process. From his research William Cook (1990), commented that educational leaders would help their districts think and act strategically, develop effective strategies, clarify future directions, establish priorities, improve organizational performance, build teamwork and expertise, and deal effectively with implementation plan processes.

5.4 Level of management of the respondents

Figure 4.4 of findings presents 89.9% of respondents were junior workers who participate and control the implementation activities. This also reveals that normal workers have greater visibility of the greater workforce. Team works of the council are between the lower level employees and heads of departments who together with their focus being on development and implementation of strategic plan set by head of departments. Mugenda (2003) stated that a sample must be a representative of the population from which it was drawn and it must have good size to warrant statistical analysis. This also reveals that junior workers have greater visibility of the greater workforce. Team works of the council are between the lower level employees and head

of departments who together with their focus being on development and implementation of strategic plan set by head of departments.

5.5 Awareness of organization strategic plan activities

Researcher intended to know if employees were aware of the implementation process in the council, where by findings in figure 4.5 presents majority 92.8% of respondents to be aware of these activities. Respondent's awareness promotes environmentally, socially and economically sustainable policy applications in order to create a sustainable implementation of strategic plan in Mbeya city council. Reasons for the minority not being aware of the strategic plans activities are lack of participation in planning stage, lack of training and staff development, lack of initiatives at lower level of implementation, lack of ability to arouse enthusiasm, lack or no sense of urgency and unwilling to iterate.

This was supported by Cater et al. (2010) who argued that poor participation is main factors which affect implementation strategic plans. According to Mullins (2005) having mixed of professional staff is necessary in strategic implementation.

5.6 Implementation of strategic plan.

The discussions from the findings were set out to determine how organisational leadership culture and allocation of resources affects implementation of strategic plan in Mbeya city council, the respondents were asked to indicate their rating on agreements and disagreement response.

5.6.1 Leadership style support implementation

From table 4.1 findings shows majority 95.6% of respondents agreed to get top management support in implementation plans in MCC democratic leadership style most applicable. These findings were supported by scholar Cole (2002), observed that various management styles will suit particular moments and this means that in implementation of strategic plan leadership style is very important. Letting (2009) lamented that

employees will be motivated and creative only under a particular type of management leadership style. “Top management must be united and committed to the strategy that this process develops. Managers are people who work through other people to coordinate their activities in order to accomplish the organizational goals (Robbins & Coulter, 2003). That unity of commitment is the single most important factor in implementing the strategy” Possible through facilitating the strategic plan by knowing the strategic planning process, and explain how it works at the beginning and at many points along the way, modifying the process to the organization and to the group involved.

MCC styles used by top management such as democratic was said to be style which encourages commitment, creative thinking, constructive debate, and multiple sources of input. This style gives chance to possible needs for outside consultants and be willing to exercise power and authority to keep the process on track. Doherty and Horne (2002), argued that managers in public service need to exercise appropriate management style in implementation of strategic plan. The finding also concurred with behavioural leadership theories as discussed in chapter 2. Democratic leadership style found to give chances for employees to support implementation of strategic plan.

5.6.2 Leaders effective communicate

The finding shows were effective communicate with subordinates as presented in table 4.1 and majority agreed by 93,5% that the leaders use different communication channels to execute strategic plans. The findings concurred with Abok (2013), who concluded that effective strategic plan implementation requires clear channels of communication incorporated into the culture of the organisation. The findings are also in line with that of Nebgen (1991) who claimed that communication is the important key for strategic implementation. It is critical that the fundamental reasons for strategic planning be communicated to the committee members, staff, parents, and community members. Communication claimed by the respondents keeping strategic planning high on people’s agendas, attending to the process without promoting specific solutions, thinking about

what has to come together (people, tasks, information, reports) at or before key decision points, organizing the time, space, materials, and participation needed. Nebgen (1991) maintained that “the key to effective strategic planning is on-going communication” and added that establishing and communicating a clear and compelling purpose for conducting strategic planning is the one of the most important things a superintendent can do prior to launching a strategic planning initiative.

5.6.3 Top management support employees

Researcher intended to know if top management support employees during the implementation processes, findings reveal that majority of 93.8% respondents in figure 4.1 agreed to be supported to reach the goals . Respondents gave examples that leaders support them through the process of implementation by working teams, sharing experiences on what they know, giving out the loopholes of on job training and sharing feedbacks.

This finding relates to findings by researchers, Goodstein, Nolan, and Pfeiffer (1993), who argued that commitment of top management is very important, in strategic implementation. The findings are also in line with Abok (2013), Thompson and Strickland (2004) who observed that participation of management in all levels is necessary for strategic implementation. Similarly, Wambui (2006) observed that participatory involvement is important for translating strategic plans into concrete steps that get done.

5.6.4 Top management delegation of power

These findings shows 78.6% of respondents agreed as shown on table 4.1 delegation of power by the top managers in the council by seniors ,these findings are supported Dianne (2018), delegation of power is important because it takes advantage of specialised skills, many subordinates have specialised skills and relevant experience that align with the task. Participants may be eager to display their qualifications, creativity, innovations and to advance professionally by demonstrating their talent for the project.

Abok *et al* (2013), delegation builds trust within the organisation and encourages learning how to trust subordinates and once subordinates successfully complete a task, leaders will have more trust in the future in their capabilities. Once subordinates successfully complete a task, leader will have more trust in the future in their capabilities. Reduces risks unexpected results due to lack of enough time to fully focus and put in their best work for delegated tasks. The subordinate may not take pleasure in the assignment or simply not care results to lowers performance. They may be eager to display their qualifications and to advance professionally by demonstrating their talent for the project. A subordinate can also offer fresh insight and a novel perspective, which increases creativity and innovation. Bryson (1988) agreed and said that “Outside consultation and facilitation can help. Often using a facilitator outside of the council enabled freer thinking among members of the strategic planning committee when developing the plan”.

5.6.5 Implementation plans not effectively controlled

Researcher wanted to know is if there was effective control of strategic plan in the council. Findings from table 4.1 shows majority 95.4% of respondents disagreed that implementation was not controlled that there was effective control of implementation process. This proves Mbeya city council Implementation of strategic plan is effectively controlled where by top management controls the implementation process starting by managing the resources tangible and intangible resources of organisation to raise term performances. Abok (2013), When implementation becomes effective it may give a very focused and clear process for leading change initiatives.

Education and participation in training activities was enough proof that top management are more capable to lead the lower cadres as they contain experiences, leadership skills as well as being involved in long term and short term plans of council implementation.

Starting from the selection of employees, to be involved in the process and provide needed information resources, financial supports, workshops and conducive

environment at work place. Gibson, and Saxton (2005) came with ideas that control can promote better efficiency in delivering services, enhanced customer satisfaction, enhance effectiveness in delivering services, improved growth and development within the institution.

5.6.6 Leader's competence on strategic plan

This study intended to know if leaders were competent enough to control, to lead and give support on strategic plan in council. Findings reveal this from table 4.1 which presents 86.2% of respondents agreed on their leader being competent in implementation processes. These findings are supported by scholar Romney (1996) claimed that “strategic planning is for managers who are willing to be honest, who want to focus on revitalisation, and who are committed to influencing and creating their future”.

When implementation becomes effective it may give a very focused and clear process for leading change initiatives. Education and participation in training activities was enough proof that top management are more capable to lead the lower cadres as they contain experiences, leadership skills as well as being involved in long term and short term plans of council implementation. MCC top managers are competent enough because they are involved in planning on going processes and responsible for giving feedback to employees in their departments as they recognize the outcomes. According to Dimitratos et al. (2011), competence has several advantages such as assessing employees more objectively by describing job-specific competency data, improving employee performance through more objectives, fairer feedback, expanding individuals' abilities through skills assessment and development plans.

5.6.7 Employee motivation

Study aimed to reveal information on if employees are being motivated during their participation to implementation plan. Findings show positive response by the majority on table 4.1 presents 85% response on agree that employees are being motivated. These results correlate with the research done by Prahalad and Hamel (1990) who observed

that employees need high security job to be motivated. Good working environment makes employee feel the need to protect organisational resources and be able to work hard to reach organisational plans and goals. To work hard to reach organisational goal is very important in strategic implementation.

According to Elliot, A. J. and McGregor, H. A. (1999), motivation can increase employee commitment, when employees are motivated to work, generally put their best effort in the tasks that are assigned to them. For the institution to get the very best results, results showed that an employee needs to have a good balance between the ability to perform the task given and willingness to want to perform the task. This balance can lead to an increase of productivity and an improvement in efficiency in council. Elliot, *et al* (1999), improving employee satisfaction, employee satisfaction is important for every institution because this can lead towards a positive implementation of the strategic plan. Ongoing employee development, motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level. Improved employee efficiency, an employee's efficiency level is not only based on their abilities or qualifications.

Empirical views on organizational leadership of MCC also while setting the plans always provide deadlines as when each duty is to be fulfilled. These help in suppressing competing activities as well as generate equality such that all roles in the organization are in the same sheet as to when the particular activity is to be enforced. These findings goes in hand with Lawrie *et all* (2004) who argued that specialization enhances the ability of specific employee or group of employees to acquire expertise on a particular job, hence enhancing their productivity and total outputs, employees can as well be held accountable for the success or failure of any task ascribed to them as they have empowered to take decisions on their job. Lawrie G. and Cobbold I., (2004) on his study "factors affecting the implementation of strategic plans in Kenya" identified

organizational structure as a main contributing factor. The study revealed that there is close link between strategy and organizational structure. A similar study by Aosa, E. (2002), suggested organizational structure as a major provider to the successful implementation of strategies in Kampala City Council.

The finding of the current study supports this by linking organizational structure flexibility to strategic plan implementation among workers in Tanzania. To top management and executives, there are two common leadership style help in the implementation of the strategic plan in Mbeya City Council: Democratic leadership in MCC characterized by consultation with the subordinates and their participation in the formulation of plans and policies, it encourages participation in decision-making. Also MCC leaders prefer the use autocratic leadership style where by the leader holds all authority and responsibility. In this leadership style, MCC top management make decisions on their own without consulting subordinates. It most applied in discipline issues, confidential decisions like who to be granted, rewarded and some council matters.

5.6.8 Employee commitment to the council

Researcher intended to know if employees were committed in council strategic implementation in MCC .Findings in table 4.2 shows responded by majority 70.4% agreed on employees being committed to the implementation of strategies. This result is similar to research conducted by Murithi (2009) who gave his views on commitment as it contribute much in strategic plan implementation since it adds time for working hours and creates trust to subordinates. Romney (1996) in his findings claimed that “strategic planning is for those who are willing to be honest, who want to focus on revitalisation, and who are committed to influencing and creating their future” Robbins & Coulter, (2003) commented that unity of commitment is the single most important factor in implementing the strategy” Possible through facilitating the strategic plan by knowing the strategic planning process, and explain how it works at the beginning and at many

points along the way, modifying the process to the organization and to the group involved

5.6.9 Communication among employees

Study again aimed to know communication existence between employees in the council, findings in table 4.2 presents the majority 90.8% agreed on communication during implementation. Not only between employees but all arrangements including participating staff, map plan, budgets and time to give the outcomes were communicated. Nebgen (1991) joined hand with these findings through his views that “the key to effective strategic planning is on-going communication” the results corresponds with the research done by Kadiyala and Kleiner (2005). According to Rajasekar (2014), communication within the organisation is very crucial in strategic plan. Communication within the organization is very crucial in strategic plan implementation due to the following reason helps to learn about management skills, the communication facilitates flow of information, ideas, beliefs, perception, advice, opinion, orders and instructions. It allows flow of information; the relevant information must flow continuously from top to bottom and vice versa. It prepares people to accept change, the proper and effective communication is an important tool in the hands of management of any organization to bring about overall change. It develops good human relations, managers and workers and other staff exchange their ideas, thoughts and perceptions with each other through communication. This helps them to understand Communication claimed by the respondents keeping strategic planning high on people’s agendas, attending to the process without promoting specific solutions, thinking about what has to come together (people, tasks, information, reports) at or before key decision points, organizing the time, space, materials, and participation needed. Nebgen (1991) maintained that “the key to effective strategic planning is on-going communication” and Kadiyala *et al* (2005) added that establishing and communicating a clear and compelling purpose for conducting strategic planning is the one of the most important things a superintendent can do prior to launching a strategic planning initiative. Implementation due to reasons

that communication develops good human relations at work place, coordinate staff of the MCC, facilitates flow of information, ideas, beliefs, perception, advice, opinion, orders and instructions etc. both ways which enable the managers.

5.6.10 Organizational culture consistency with strategies

Study also intended to know if municipality culture was consistency with the strategies. Findings in table 4.2 reveal the majority 95.7% of respondents indicate the consistency. To reach its goals and mission MCC established culture that guided to ways of interacts at work place, sharing experiences. The results it is in line with the research done by Salmela and Spil (2004) who argued that when organisational culture is consistency with organisation strategy can promote strategic plan implementation. Thus this study considered attributes such as; Employee commitment, Core values a, Communication between employees and organisational culture consistency with the organisation strategies, posted significant means revealing that indeed organisational culture influences strategic plan implementation.

This supported conclusions made by different studies (Nazir&Lone, 2008; ,Smart and Hamm, 1993.) that organisational culture helps the organisation to identify actual and potential strategy implementation problems and that hostile organisational culture is an obstacle to strategy implementation. Characteristics of Stability, stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. Part of cultural alignment and strategy implementation involves process implementation. Processes include utilizing technology to facilitate goal attainment and the results which organization is looking for when working with customers to meet their needs. Goal Unification, Flexible, strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. Goals can come into alignment when the organizational culture works to focus on productivity and getting the organization's primary mission accomplished.

The objective on the influence of the organizational culture on implementation of strategic plans in local government authority using Mbeya city council as case study. The study considered attributes such as; Employee commitment, Core values a, Communication between employees and organization culture consistency with the organization strategies, posted significant means revealing that indeed organizational culture influences strategic plan implementation. This supported conclusions made by different studies.

Rapert.at el (2002) did a study on effects of organisational culture on local government. The study adopted a descriptive research design sampling executives in a large organisation in Kenya. The study revealed that successful organisational apparently have strong cultures. Local government is more effective in implementation of strategy, if the organisational culture is strong. A case study was done by Rameezdeen and Gunarathna (2003) on the effects of clan culture on strategic plan implementation in the construction sector. Schein (2005), carried out a study on the effect of organisational culture on strategy implementation: Schein (2005) match with the findings of the current study on factors affecting strategic plan implementation in local government authority in Mbeya city council. The findings also concurred with organisational culture theory which demonstrates the importance of organisation culture for success of organisation in various aspects.

5.6.11 Strategic Plan linked with the performance tools.

Study intended to know if Strategic plans had a link with other performance tools, findings in table 4.2 reveals the majority agreed on the matter. These tools as OPRAS, MTEF and CSC. OPRAS tool is an open system to follow up the employee performance that is done in organisation, it increases transparence in public services. OPRAS requires every public servant to sign an individual performance agreement with his/her immediate supervisor which sets performance targets for the year. This ensures that every individual employee engages in implementation of strategic plan, Mondy and Noel (1987). The performance agreement contains objectives, targets,

performance criteria and resources required for implementing the performance agreement. This link cascades down the implementation of plan to individual staff and thus enhances individual accountability.

Client Service Charter (CSC) also was found to be used by the council as a tool that informs clients and stakeholders the type of services offered, service standards and service commitments, service delivery approach, the rights and obligations of the clients and complaints channel / mechanism in case the services offered are below the set standards.

5.6.12 Strategic Plan is subjected to Monitoring Evaluation

Study intended to know if strategic plan is subjected to monitoring and evaluation of the implementation, finding on table 98.1% respondents agreed. Monitoring and evaluation are essential components of project management and implementation. These processes are carried out to make sure that the project works according to progress and effectiveness. Frequent monitoring enables the project to anticipate risks and identify the necessary changes and ensure effective implementation. Also, according to top management and executives, keeping employee updated regularly, using simple words, being appreciative, setting right culture, welcoming feedback and taking it seriously, making approachable attitude and having open communication are the ways of maintaining effective communication during implementation of the strategic plan. The results concurred with Abok (2013) and Letting (2009) who observed that such culture helps employees to feel and enjoy what they do and in one way or another helps to create conducive environment for implementation of strategic plan.

5.6.13 Core Values evident with strategic implementation

MCC core are values used as the guiding principles of council as claimed by many respondents, employees commitment to their works, respect between employees and casual workers, employee reliability to works, motivations, hardworking and creativity are some of very common core values applicable and stand to determine the excellent

path to reach goals of our council. Mbeya City Council Profile shows value, mission, vision and commitment of employees toward reaching organisation goal.

5.7 Summary of chapter

This chapter discussed the findings from chapter four on how Mbeya City Council effective on implementation by link the finding with previous studies findings and empirical reviews by comparing the facts and approach the council goals.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND POLICY IMPLEMENTATION.

6.0 Introduction

This part provides summary of research findings and the conclusions derived from the findings of the study, recommendations and areas for further research. The study required to find out if organisational leadership, organisational culture and resource allocation affect or influence strategic plan implementation in Mbeya city council. Looking at the previous facts, many organisations create strategic plans but implementation of such strategic plans still remains as a problem.

6.1 Summary of the study

A sample was drawn using non probability techniques from selected employees of Mbeya Council where 92.8% of employees agreed that they were aware of implementation of strategies; these included heads of departments who were experts and leaders. Council leadership supported effective implementation as indicated by mean deviation of 3.92 of agreed majority. Also, the implementation process was controlled where 61.3% supported that control of human and material resources led to effective implementation that led council to achieve its goals. This results agree with scholars Lawrie *et al* (2004) on their study “factors affecting the implementation of strategic plans in Kenya” where they identified organisational structure as a main contributing factor. Organisation’s core values were claimed to be 90.8% evident to both top and lower level employees on supporting the process of implementation. Scholar Abok (2013) revealed that culture of organisation has to follow and create conducive and effective environment that is required to realise achievements and that is enhanced by supportiveness of the managers and employees’ involvement in implementation process.

Furthermore, this study revealed that good relationship between the study variables; that is, dependent variable ‘implementation of strategic plans’ has a proportional relationship with independent variables. Proved level which means a positive relationship of Organisation leadership, culture and resource allocation which have seen as drivers of the implementation process as they depend on interchange functions.

6.2 Conclusions

The study aimed to examine factors affecting the implementation of strategic plans in Tanzania local government authority in Mbeya city council. Based on the results, the study made conclusions on the effect of organisational leadership on strategic plan implementation, effect of organisational culture on strategic plan implementation and the effect of resource allocation on strategic plan implementation.

6.2.1 Effect of organisational leadership on Strategic Plan implementation

The study concluded that organisational leadership influences strategic plan implementation in Tanzania local government authority in Mbeya city council. The respondents agreed that, top management supports employee to meet planned targets, leaders communicated strategic plan implementation to workforce in Mbeya city council, flexibility in decision making, Heads of departments delegate activities to effective implementation of strategic plan, competence of the leaders and motivation provided to employee delegation of authority have contribution in strategic plan.

The study therefore concludes that organisational leaders should have clear accountability for strategic plan implementation. There should also be delegation of authority to the heads of departments who are involved in strategic plan implementation. Organisational leaders should be regular with the strategic objectives being done by the organisations and also communicate with other workers in decision making to enhance strategic plan implementation. This can be attained through delegation of power to lower

levels of management. Since organisations do not work in segregation, organisational leaders should be quick to respond to the environment.

6.2.2 Effect of Organisational Culture on Strategic Plan Implementation

The study concluded that organisational culture has a significant influence on strategic plan implementation. The respondents stated that employment commitment contributes to the implementation strategies in our council, core values influence strategic plan implementation, communication between employees is effectively developed to support strategy implementation and organisational culture is consistent with the organisational strategies. The study therefore concludes that obstructive culture may restrict the implementation process while good culture can be used as a tool in strategic plan implementation.

6.2.3 Effect of resource allocation on Strategic Plan implementation

From the discussion in chapter four, the study concluded that resource allocation affects implementation of strategic plans in Tanzania local government authority in Mbeya city council. The respondents agreed that; adequate fund to support individual annual targets, rewards and other incentives given on time to motivate workers, timely information flow for employees, availability of modern ICT facilities to support individual annual targets, modern working tools and training in various skills in order to implement organisation strategies. The study concluded that the process of employment and selection should be done without bias to make sure that those councils get suitable employees who can aid strategic plan implementation. Motivation of employees enhances their performance towards achievement of strategic objectives

6.3 Recommendations

6.3.1 Effect of organisational leadership on strategic plan implementation

It is recommended that the organisation management should use leadership style which allows participation of employees in implementation of strategic plans. The lower and

managerial levels require to be empowered so that they can help to flow the strategy downwards. The incentive to workers be based on their contribution towards the implementation of strategies. Staff have to be involved in the development of strategic plan so that they can own the plan leading to successful implementation. This will give confidence and feeling of ownership of the strategy as well as promote an environment that is favourable for change.

6.3.2 Effect of organisational culture on strategic plan implementation

Organisational culture is the strength of how the organisational factors function. It gives the organisation a base of how it communicates with itself and with other stakeholders and may lead to the growth or downfall of the organisation. This study has discovered that Mbeya city council consider culture as the important item for strategic plan implementation but for more efficient implementation of strategic plan it is recommended that the policy makers and managers pay more attention to the organisational culture and make more efficient so as to fulfill the objective of the council. Council has to create the culture for research and development so as to expand specialised skills.

6.3.3 Effect of allocation of resources on strategic plan implementation

Financial, technological and human as the resource in Mbeya city council should be well allocated to promote implementation of the strategic plan. The technology should be upgraded to match the strategy being implemented; human as the resource should go with the mission being done to make sure that the mission is completed on time; it is important for the organisation to find bonus to maintain the workers. Management should take a strong hold of the resources they have in order to have the organisational culture treating those resources as the leading map to every project and from them to accomplish its goals.

6.3.4 Suggestions for further studies

This study focused on factors influencing the implementation of strategic plans in local government authority. It explored the impact of organisational leadership, organisational culture and resource allocation. It is suggested that further studies be done on this study so that there are better comparisons on what other organisations do to successfully implement their strategic plans. Further studies can be done on Non-Governmental Organisations considering the existence of other factors such as communication, stakeholders, operating planning, uncertainty of environment and commitment so as to compare the various levels of managements involved to effectively implement the strategic plan.

6.5 Policy implementation

In council processes of formulation ,planning and implementation processes there must be applications of some policies to guide and by laws that must be followed by employees , both top management and lower management in order to emphasize discipline, accountability and equality while enforce the implementation of strategies in LGA. Through this study implemented policies must equalize the employee in participating in implementation ,participating in development and learning as well being emphasized to be committed on giving and receiving feedback on the previous and next plans of MCC projects.

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APPENDICES

Appendix I: Introduction

Dear respondent,

My name is **Greener Chikolomo** currently a Masters Student at Mzumbe University (Human Resource Managements). My Master's Thesis intends to examine *“The Factors Affecting Implementation of Strategic Plan in Local Government Authorities in Tanzania: A case of Mbeya City Council”*.

I kindly request you as one of the workers at this area to spend some few minutes to voluntarily respond to this questionnaire appropriately according to your own understanding and experience. Your participation is very crucial so as to achieve the objectives of this research study. I wish to insure you that all information that you will give will be treated confidentially. The data you provide will be reported in aggregate and all responses will remain anonymous. In case you have any extra information that you feel may contribute to the success of my study, please feel free to write at the end of this questionnaire.

Appendix II:

PART A: Preliminary Information

Please answer the following questions

1. Please indicate your gender

Male ()

Female ()

2. Your level of education

Advanced level ()

Certificate level ()

Diploma level ()

Degree level ()

Other level.....

3. Position held in the department

.....

4. How many years have you been working with the organisation?

01-05 years ()

06-10 years ()

11-15 years ()

Above 16 years ()

5. As an employee, are you aware of organisation strategic plans activities?

Yes ()

No ()

PART B: Strategic plan Implementation elements.

Based on your opinions, comment on how factors may affect strategy implementation in the organisation, Please indicate agree or disagree use a scale

1. Strongly disagree, 2. disagreed 3. Neutral, 4. Agreed 5. Strongly agreed

Statement (Please Put a Tick to the Most Correct Answer)					
The Organisational Leadership	1	2	3	4	5
Organisation leadership styles support the strategy implementation					
Leaders effectively communicated SP implementation to the workforce in our council					
Top management support employees to meet planned targets					
HoDs and HoUs delegate activities for effective implementation of strategies					
The implementation of strategy is not effectively controlled					
The leaders are not competent enough to implement strategy					
Leaders motivate employees in implementation process through rewards.					
The Organisational Culture	1	2	3	4	5
Employee commitment contributes to the implementation strategies in our council					
Core values are not evident in strategy implementation					
Communication between employees is effectively					

developed to support strategy implementation					
Our organisational culture is consistency with the organisation strategies					
The Resources Allocation	1	2	3	4	5
Our council has adequate fund to support individual annual targets.					
Rewards and other incentives are given on time to motivate					
The council has reliable and timely information flow for employees					
There is availability of modern ICT facilities in our council.					
Our council has adequate facilities to support individual annual targets.					
The council has modern working tools to support its attainment of council objectives.					
Employees are trained on various skills in order to effectively implement organisation strategies.					
Implementation of Strategic Plans	1	2	3	4	5
Implementation plan progress are continuously communicated by management					
Feedback is given to employees on time					
Our SP is linked with other performance tools such as OPRAS, MTEF, and CSC					
Our strategic plan is subjected to M & E to ensure effective implementation.					

Thank you...

PART C: Interview questions to the Top Managements and Executives

1. Which ways are used to give feedbacks to employees?
2. How do you motivate your employees to encourage implementation plan?
3. How do leadership styles help in the implementation of the strategic plan?
4. How do you manage and control resources to make sure they meet the goals of a strategic plan?
5. Types of rewards that management provide to empower implementation process
6. Modern material resources allocated in implementation of plans
7. How do you maintain effective communication during the implementation of the strategic plan?
8. What is your comments regarding the proper allocation of resources during the implementation of the strategic plan?
9. What do you think should be done so as to make sure your strategic plan is implemented well and reach desired goals?
10. What are the general challenges you face before, during and after the implementation of the Strategic Plan?