

Furthering good governance through strategic management practices in Tanzania

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ABSTRACT

This study investigates the impact of Strategic Management Practices (SMPs) on Good Governance in Tanzania, surveying 351 government employees to gather insights. The study employed a range of quantitative methods, including descriptive statistics, correlation analysis, and significance testing, the research reveals a significant correlation between SMP adoption and improved accountability, transparency, and citizen participation in Local Government Authorities (LGAs). The findings highlight the critical role of SMPs, particularly resource allocation and strategic planning, in enhancing governance, and identify key factors influencing SMP adoption, including resources, management, and institutional context. However, the study also notes mixed responses regarding SMPs' role in promoting accountability and decision-making, underscoring the need for a comprehensive new management approach. The research emphasizes the importance of informed strategies and actions to adopt SMPs, ultimately leading to improved governance practices and better outcomes for citizens.

KEYWORDS

Strategic Management Practices, Good Governance, Tanzania

Promover a boa governança por meio de práticas de gestão estratégica na Tanzânia

RESUMO

Este estudo investiga o impacto das Práticas de Gestão Estratégica (PGEs) na Boa Governança na Tanzânia, entrevistando 351 funcionários públicos para coletar insights. O estudo empregou uma série de métodos quantitativos, incluindo estatística descritiva, análise de correlação e testes de significância. A pesquisa revela uma correlação significativa entre a adoção de PGEs e a melhoria da responsabilização, transparência e participação cidadã nas Autoridades Governamentais Locais (AGLs). Os resultados destacam o papel crítico das PGEs, particularmente a alocação de recursos e o planejamento estratégico, no aprimoramento da governança, e identificam os principais fatores que influenciam a adoção de PGEs, incluindo recursos, gestão e contexto institucional. No entanto, o estudo também observa respostas mistas sobre o papel das PGEs na promoção da responsabilização e da tomada de decisões, ressaltando a necessidade de uma nova abordagem de gestão abrangente. A pesquisa enfatiza a

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importância de estratégias e ações informadas para a adoção de PGEs, levando, em última análise, a práticas de governança aprimoradas e melhores resultados para os cidadãos.

PALAVRAS-CHAVE

Práticas de Gestão Estratégica, Boa Governança, Tanzânia

1. Introduction

1.1 Background information

Good governance is a critical component of sustainable development, as it enables governments to effectively manage public resources, promote economic growth, and improve the well-being of citizens. Globally, there is a growing recognition of the importance of good governance in achieving the United Nations' Sustainable Development Goals (SDGs) and promoting human development (UNDP, 2019). Effective governance is essential for creating an environment that fosters economic growth, reduces poverty, and promotes social justice (Zuber, Blickenstorfer & Groth, 2017).

According to Ejiogu, Ejiogu & Ambituuni (2019), good governance is critical for promoting economic development and reducing poverty in Africa. The African Union's Agenda 2063 emphasizes the importance of good governance in achieving the continent's development goals (African Union, 2015). In East Africa, the East African Community (EAC) has also emphasized the need for good governance in promoting regional integration and economic development (EAC, 2019).

In Tanzania, the government has recognized the importance of good governance in promoting economic development and reducing poverty. The country's National Development Vision 2025 emphasizes the need for good governance in achieving the country's development goals (URT, 2011). However, despite these efforts, Tanzania still faces challenges in promoting good governance, including corruption, inefficiency, and lack of transparency. The country's Local Government Authorities (LGAs) are particularly affected by these challenges, which can hinder their ability to deliver services to citizens (Addink, 2019).

Strategic management practices (SMPs) have been identified as a critical component of good governance, as they enable organizations to achieve their goals and objectives effectively (Kaplan & Norton, 2001). SMPs involve the use of tools and techniques such as strategic planning, performance measurement, and resource allocation to achieve organizational goals. In the context of LGAs in Tanzania, SMPs can play a critical role in promoting good governance by enabling them to deliver services effectively and efficiently.

1.2 Problem statement

Despite the importance of good governance in promoting economic development and reducing poverty, many Local Government Authorities (LGAs) in Tanzania continue to face challenges in delivering services to citizens. The lack of effective strategic management practices (SMPs) in these LGAs has resulted in inefficiencies, corruption, and a lack of transparency, ultimately hindering the achievement of good governance outcomes (Ali, 2015). Specifically, the problems faced by LGAs in Tanzania include Inadequate resource allocation and management, leading to inefficient use of resources, Lack of transparency and accountability in decision-making processes, Ineffective citizen participation and engagement in local governance and Limited capacity for strategic planning and management, resulting in poor service delivery. These problems have significant consequences for the citizens of Tanzania, including poor access to basic services, limited economic opportunities, and a lack of trust in government institutions. Therefore, it is essential to investigate the impact of SMPs on good governance in LGAs in Tanzania and to identify strategies for improving the adoption and implementation of these practices.

1.3 Research objectives

This study aims to investigate the impact of SMPs on good governance in LGAs in Tanzania. The study will examine the relationship between SMPs and governance outcomes such as accountability, transparency, and citizen participation. The findings of this study will contribute to the existing literature on SMPs and good governance, and provide insights into how LGAs in Tanzania can use SMPs to promote good governance.

2. Review of Related Literature

2.1 Strategic Management Practices

Marwa (2015) notes that in recent years, governments have turned to SMPs as an alternative strategy to transform the bureaucratic public sector into a more responsive and innovative administration. There has been extensive research on adopting SMPs and their impact on organisational performance. While the term "SMP" has been defined differently across various literature sources, the reviewed definitions for this PhD research share a common theme: the importance of organisations positioning themselves to seize opportunities and address threats in their operating environments. Sulle (2009) defines Strategic Management Planning (SMP) as a comprehensive process that involves analyzing both the current and future environments, setting organizational objectives, and implementing and controlling decisions to achieve these objectives in both the present and

future contexts. According to Thompson and Strickland (2012), Strategic Management Processes (SMPs) encompass a series of activities where managers set the long-term direction for an organization, define specific objectives, devise strategies to achieve these goals while taking into account both internal and external factors, and implement the selected plans. This definition is mirrored by Adeleke et al. (2008), who describe SMPs as a process involving the analysis of current and future environments, the setting of organizational objectives, and the implementation and control of decisions to achieve those objectives in both the present and future contexts. Environmental scanning, a key component of managing SMPs, involves assessing both the internal and external market environments.

This includes identifying the organization's potential opportunities. Strategic planning, as the next step, focuses on formulating strategic plans. It outlines the organization's objectives within specific time frames and identifies the employees responsible for implementing those objectives. Strategic implementation involves developing manuals and guidelines for employees, ensuring that all activities are executed and that the necessary budget is allocated for the implementation process. The final step is strategic evaluation and control, where the effectiveness of the implemented strategies is assessed and monitored. This tends to compare original plans and the actual activities implemented, and an assessment could measure the impacts or changes resulting from the implemented activities.

Globally, most organisations rely on Strategic Management Processes (SMPs), where leaders establish long-term visions, set specific performance objectives, and develop strategies to achieve them (Thompson and Strickland, 2012). Effective leadership involves taking into account both internal and external factors when managing an organisation. When developing Strategic Management Practices (SMPs), scholars emphasize the importance of considering current and future contexts, setting organisational objectives, executing and controlling decisions, and ensuring. Once all these activities are thoroughly completed, managers must choose a plan of action and organize its implementation. The process can be broken down into three key components: identifying strategic options, evaluating and selecting the most suitable choice, and then implementing the chosen strategy effectively. Finally, implementation practices are done by the organisation by utilizing the allocated resources for planned activities for effective implementation (Kazmi, 2008). This study emphasizes the importance of formulating long-term objectives, implementing planned activities, evaluating and controlling the environment, and setting the performance appraisal

for the activities planned by the organization. In line with the work of Adele, Ogundele, and Oyenuga (2008), this study recognizes that Strategic Management Practices (SMPs) involve analyzing both current and future environmental factors to help organisations achieve their objectives.

2.2 SMPs and Organisation Performance

According to Phiri and Phiri (2022), managing an organisation without strategic management concepts brings less profit and is more unsuccessful than organisations using strategic management practices. When an organisation adopts strategic management concepts, it will properly and effectively use resources like time, talent, and money. LGAs using strategic management concepts have been performing well, and CAG reports have acknowledged them in terms of using public funds. Research done by Coulter (2005) showed that superior long-term financial performance is due to a planning system that reflects the strategic management theory. On the other hand, Pappa et al. (2022) identified that implementing short-sighted activities in an organisation without good forecasting results in poor performance. Effective implementation of strategies always depends upon the level of participation of a particular organisation or council. According to the literature, different stakeholders play a significant role in achieving effective SMPs. The institutional arrangements in Tanzania influence local communities' involvement in decision-making (Dominic, 2015). The decentralization policy of Tanzania, which was adopted soon after the introduction of the multiparty system, has given the country two levels of government, particularly the central and local governments (Dominic, 2015). Current literature has identified stakeholders involved in implementation processes, including district executive directors, councillors, district commissioners, heads of departments and sections, ordinary staff, consultants, and others like NGOs, CBOs, and FBOs. In the analysis of implementation processes of strategic management practices, the researcher measured the extent to which identified stakeholders were involved in the implementation process and guided the strategic management processes.

2.3 Determinants of Strategic Management Practices

SMPs are influenced by various environmental factors, including political, economic, social, legal, technological, and environmental elements. Politically, government policies affect SMPs through tax regulations, labor laws, environmental regulationstrade restrictions, and political stability. Economically, factors such as economic growth, interest rates,

exchange rates, and inflation rates play a significant role. Socially, demographic trends, cultural norms, and consumer behavior impact SMPs. Legally, regulations and compliance requirements shape SMPs. Technologically, advancements and innovations drive SMPs.. Environmentally, sustainability and environmental regulations influence SMPs. Usually, economic factors affect the cost of controlling strategic management plans compared to previous plans. Social factors influence SMPs in terms of cultural aspects, population changes, age distribution, and carrier attitudes (Al Hadhr, 2018). Ecological and environmental aspects affect the management as technological factors. In most cases, changes in technology and innovation have affected the cost and the quality of the organisation's plan.

Furthermore, legal factors include policies, frameworks, and the level of democracy of the organisation. On the other hand, environmental factors are the ones that make an organisation deal with a situation analysis of the process of implementing SMPs. In addition, SMPs' effectiveness can be affected by a lack of qualified personnel to implement the plans, staff participation, and transparency. From this case, this study aimed to explore the factors that influence the effectiveness of SMPs on the governance of LGAs.

SMPs are influenced by internal and external factors in any organisation. Internally, according to Edirisinghe (2008), the SMPs are influenced by organisational structure, ownership, size culture, management style, stakeholders, and resources. Another study by Heyder and Theuvsen (2008) has documented that SMPs depend upon internal factors that influence them in size, output sales growth, and profitability. They have concluded that factor variation influences SMPs and the firm's general performance. Other types of internal influence of SMP identified by Hitt et al. (2009) include firm age and managers' experience. Evidence is from Gray et al. (2012) and CAG report (2017 & 2019), who argue that staff's expertise can identify knowledge transfer from various strategic encounters and consequently take part in relevant SMPs. Again, Grants (2016) argues that organisations attain their objectives through the influence of their resources and how they are managed in a particular organisation. The resources are used to execute strategies. Better strategic practices are attained when the organisation's possession of resources is well controlled (Mugera, 2012). On the other hand, the external environment is one of the factors that influence SMPs. These external factors include political, legal, demographic, sociocultural, economic, technological, global, and industrial environments.

Strategic management literature reveals that some significant vital factors must be considered when influencing SMPs. These factors are within and outside the organisation in controlling the SMPs. Within the organisation, literature shows factors, particularly organisational culture, structure, leadership, resources, and capabilities. Factors considered beyond this study include economic, political, industry, technology, and globalization.

2.4 Strategic Management Practices in Local Authorities

The research on LGAs showed that LGAs in Tanzania who obtain qualification reports have rules and procedures to manage themselves through staff participation and feedback to their subordinates to bring quality service and effective management to LGA (Dominic, 2015). However, reports from the Controller and Auditor General of the Government of Tanzania show that some councils obtain contrary financial reports. This is due to a lack of qualified personnel in management, staff participation in making decisions, and a lack of transparency among the workers. The direct way of removing councils with contrary financial reports is to apply SMPs that have been seen in most cases doing better in financial management and control to authorities who adopted them (Sulle, 2009).

2.5 The Importance of Strategic Management Practices on Governance

Organisational management involves effectively harnessing the efforts of individuals within an entity. The successful implementation of government reforms in service delivery hinges on the SMPs employed in managing LGAs. There is a discernible link between the economic crisis and the heightened focus on strategic management within government organisations. As Rubin (1990) points out, aligning organisational goals with available resources is essential. Many organisations embrace strategic planning to aid managers and leaders in budget management and maintaining funding for critical areas. Transparency in organisational goals, outputs, and outcomes through strategic planning is crucial for securing ongoing funding from government entities.

SMPs play a crucial role in ensuring proper resource allocation within public organisations. Strategic management documents can address funding shortages by presenting an organisation's strategy to potential funding agencies, as noted by Llewellyn and Tappin (2003). The government utilizes strategic management to gauge the performance of its organisations and improve efficiency by linking targets with funding ceilings. As developing countries receive financing and investments from developed nations, their governments are prompted to embrace new management systems. The adoption of

this approach is driven by several significant reasons, including the need to establish a clear mission and direction for the agency, drawing on prior experience of the Chief Executive Officer with strategic management in another organization, a desire to emulate best business practices, and the fiscal stress necessitating the resolution of competing pressures to allocate resources effectively (Berry, 2001).

3. Methodology

This study employed a survey research design to examine the impact of Strategic Management Practices (SMPs) on good governance in Tanzania. A sample of 351 government employees in Local Government Authorities (LGAs) was selected using a combination of probability and non-probability sampling techniques. A self-administered questionnaire was used to collect data on SMP adoption and implementation, as well as their perceived impact on governance outcomes. The data was analyzed using descriptive and inferential statistics, including a range of quantitative methods, including descriptive statistics, correlation analysis, mean scores, and significance testing, to analyze the data and examine relationships between variables. Pearson correlation coefficients measured the strength and direction of these relationships, with significance testing conducted at 0.05 and 0.01 levels. The study's findings provided a comprehensive understanding of the factors influencing SMP adoption in the Mufindi District Council, shedding light on the relationship between SMPs and governance outcomes.

4. Discussion

The study examined the adoption of Strategic Management Practices (SMPs) in the Mufindi District Council (MDC) to enhance its performance and drive organisational improvement, which is in line with the findings of Omale and Daniel (2015) that adopting SM leads to improved financial performance. The findings showed that 94.3% of respondents asserted that the council had successfully adopted SMPs, with 86% stating that the council had SMPs to achieve its goals, which is supported by Barry (2015) who argues that an organisation's potential to attain objectives is influenced by the resources they have and management.

The council developed a strategic plan aligned with the National Five-Year Development Plan 2016/2017-2020/2021, which provided a roadmap for the council to achieve sustainable livelihoods for its community through quality socio-economic services and efficient resource utilization, as suggested by McCarthy (2020) that a strategic plan is a

document that establishes the direction of an organisation. Furthermore, the council had a risk management plan coordinated by the District Planning Officer, which identified possible risks, suggested mitigating measures, and indicated responsible personnel and stakeholders, which is in line with Mugeru (2012) who documents that an organisational resource is practically utilized for the execution of strategies, possession, and well-controlled use of them that are of value and enhanced for better strategic practices.

The council also applied strategic models, with 85.5% of respondents saying that the council applied strategic models, with SWOT analysis being the most commonly used model (29.0%), which is supported by Silva et al. (2018) who argue that knowledge-based strategic models are increasingly important in developing strategic management plans for organisations to achieve goals.

Table 1: Adoption of Strategic Management Practices in Mufindi District Council

| Indicator | Frequency | Percentage |
|--|-----------|------------|
| Adoption of SMPs | 331 | 94.3% |
| Equipment of SMPs to achieve goals | 302 | 86.0% |
| Awareness of SMPs among staff | 343 | 97.7% |
| Formulation of Council Strategic Plan | 343 | 97.7% |
| Application of Strategic Models | 300 | 85.5% |
| SWOT Analysis as a Strategic Model | 341 | 29.0% |
| Source of Resources: Central Government | 347 | 35.0% |
| Source of Resources: Internal Collection | 341 | 34.4% |
| Source of Resources: Development Partners | 128 | 17.7% |

The findings from Table 1 reveal a positive trend in the adoption of Strategic Management Practices (SMPs) in the Mufindi District Council. A significant majority (94.3%) of respondents reported the adoption of SMPs, with 86% stating that the council had SMPs to achieve its goals. The council's formulation of a strategic plan (97.7%) and application of strategic models (85.5%) also indicate a strong commitment to SMPs. The use of SWOT analysis as a strategic model (29.0%) suggests a systematic approach to identifying strengths, weaknesses, opportunities, and threats. Overall, the table suggests that MDC has made progress in implementing SMPs, which is crucial for effective governance and service delivery.

4.1 The Factors Influencing Adoption of SMPs

The analysis of the determinants of SMP adoption and its impact on governance offers a multidimensional perspective on the role of strategic management in public institutions. The study's findings reveal that the adoption of SMPs can be influenced by various factors depending on the nature of the organization or firm. This research specifically aimed to understand the factors affecting the adoption of SMPs in MDCs. The conceptual framework examined the interaction between independent variables and the council's decision to adopt SMPs. The results indicated that the organizational structure was moderately applied, with a mean of 3.75 and a standard deviation of 1.041. Other variables, such as leadership style, organizational culture, organizational resources, and the effectiveness of SMPs, were found to be applied to a large extent, as detailed in Table 2.

Table 2: Descriptive Statistics of factors influencing adoption of SMPs

| Measurement of influence on adoption of SMPs | Mean | Std. Deviation | Interpretation |
|---|------|----------------|---------------------------------|
| Leadership style of the council | 3.88 | 1.097 | This applies to a large extent. |
| Organisational structure of management | 3.75 | 1.041 | Applies moderately |
| Organisational culture, i.e., vision, value, norms | 3.88 | 1.085 | This applies to a large extent. |
| Organisational resources, i.e., financial and human | 3.90 | .942 | This applies to a large extent |
| Role of effective strategic management practices | 4.21 | .780 | This applies to a large extent |
| Average 3.924 to agree with the statement | | | |

Source: Field data 2020

Table 2 shows that the role of SMPs in governance was a significant factor influencing the adoption of SMPs in Mufindi District Council, with a mean of 4.2 and a standard deviation of 0.78. This implies that the implementation of SMPs implementation was associated with governance to a large extent. The organisational structure was associated with governance to a moderate extent; its mean was below the overall mean (3.75). Other remaining variables, particularly the leadership style of the council and organisational culture, were associated with governance to a large extent, with a mean of 3.88. Furthermore, the study found that organisational resources (financial and human) were applied to a large extent in

adopting SMPs, with a mean of 3.90. Finally, the role of effective SMPs in adopting SMPs was applied to a large extent, with a mean of 4.21 (Dimoso & Andrew, 2021).

Moreover, the sum of the scores was analyzed descriptively to measure the extent of influencing SMPs from collected responses. The results show that 53% of the responses indicated that the five variables, in general, highly influenced the adoption of SMPs in the Mufindi District Council. The evidence is seen in Table 5.14, where four variables out of five were classified as highly applicable. These variables were the roles of SMPs, leadership style, organisational culture, and organisational resources. However, organisational culture was moderately applicable to influencing the adoption of SMPs in the council. This implies that the council's governance applied SMPs in formulating the vision, mission, objectives, and core values to achieve the council's target. The council's performance depends much on the variables discussed in the conceptual framework (Hameed et al. 2019; Kamunge et al. 2020; Kitole et al. 2024).

Table 3: Extent of Influence of SMPs on the Governance of LGAs

| Extent of influence | Frequency | Per cent |
|---------------------|------------|--------------|
| Low applied | 16 | 4.6 |
| Moderate applied | 149 | 42.5 |
| Large applied | 186 | 53.0 |
| Total | 351 | 100.0 |

Source: Field data 2020

The analysis in Table 3 further can be evidenced by the adoption of Strategic Management Practices (SMPs) in local governments which is influenced by several factors, as supported by existing literature. Research indicates that leadership style, organizational structure, culture, resources, and the role of strategic management practices all play a crucial role in shaping the adoption of SMPs (Yukl, 2013; Mintzberg, 1983; Barney, 1986; Powell & DiMaggio, 1991; Porter, 1980). Specifically, transformational leadership (Amagoh, 2009), decentralized organizational structures (Andrews & Boyne, 2010), strong organizational cultures (Barney, 1986; Ogbonna & Harris, 2000), and adequate financial and human resources (Boyne & Walker, 2004; Powell & DiMaggio, 1991) are all positively correlated with the adoption of SMPs.

4.2 The Correlation analysis of the study results

Correlation analysis was used to determine relationships between different variables in the conceptual framework. A correlation was found between implementation practices, governance changes before and from 2015 to 2020, aspects of effective implementation of SMPs, functions of SMPs, and factors threatening the implementation of SMPs. Table 5.15 indicates a positive significant relationship between implementation practices of SMPs and SMPs functions ($r = 0.138$, $p = .101$).

This means that implementing SMPs in the council had a significant positive relationship with governance through the functions of SMPs tested. In this case, SM activities done by employees in various council departments support the Management in critical areas of council matters. The Council provides reports as required monthly or quarterly; staff members attend seminars related to SMPs to improve their work; the Council makes follow-ups on how SMP is implemented; and the departmental staff has skills and competency. The working conditions are conducive to adopting SMPs, and each department prepares monthly reports for SMPs.

Another positive and significant correlation was between the implementation practices of SMPs and the factors threatening the implementation of SMPs ($r = 0.128$, $p = .016$). This implies that the implementation of SMPs in the council was affected by the limited number of staff, poor supervision, lack of practical training, mismanagement of resources, and lack of experienced staff.

Furthermore, these findings have been supported by existing literature, which highlights the importance of effective implementation practices in achieving organisational goals and objectives through Strategic Management Practices (SMPs). It suggests that SMPs are critical for improving organisational performance, achieving competitive advantage, and enabling informed decision-making (Bryson, 2018; Porter, 1980; Mintzberg, 1987; Kotter, 1995). However, the successful implementation of SMPs is often hindered by internal and external factors, including inadequate resources, poor leadership, and lack of employee buy-in (Bryson, 2018; Boyne & Walker, 2004; Powell & DiMaggio, 1991; Ogbonna & Harris, 2000). Effective implementation practices, such as regular reporting and monitoring, training and development programs, effective supervision and leadership, and a conducive work environment, are essential for ensuring the successful implementation of SMPs (Bryson, 2018; Boyne & Walker, 2004; Kotter, 1995; Ogbonna & Harris, 2000).

Table 3 shows a positive correlation between the implementation practices of SMPs and functions of SMPs ($r = 0.138$, $p = .010$), suggesting that SMPs support critical areas of

council matters. A positive correlation is also found between the implementation practices of SMPs and factors threatening the effectiveness of the SMPs unit ($r = 0.128$, $p = .016$), indicating that SMP implementation is affected by internal and external factors. No significant correlation is found between implementation practices of SMPs and governance changes, tracking of SMPs implementation, and aspects making effective implementation of SMPs. These findings suggest that SMP implementation is influenced by various factors.

Table 4: Descriptive statistics correlations among implementation practices of SMPs.

| | | Me an | St. Devi ation | | | | | | |
|---|--------------------------------|------------|----------------------|---|--|---|--|---|---|
| | | | | Overall scores on impleme ntation practice s of SMPs | Overall I scores on gover nance chanc es before 2015 and 2015 to 2020 | Overall scores on tracking the impleme ntation of SMPs adopted in the council | Overall scores on aspects making effective impleme ntation of SMPs | Over all scor es on funct ions of SMP s | Overall scores of the factors threate ning the effectiv eness of SMPs unit in the council) |
| Overall scores on impleme ntation practice s of SMPs | Pears on Correl ation | 128 .39 | 9.949 | | | | | | |
| | Sig. (2- tailed) | | | | | | | | |
| | n=351 | | | | | | | | |
| Overall scores | Pears on | 34. 83 | 6.350 | .055 | | | | | |

| | | | | | | | | | |
|--|---------------------|-------|-------|--------|--------|--------|--------|-------|--|
| on governance chances before 2015 and 2015 to 2020 | Correlation | | | | | | | | |
| | Sig. (2-tailed) | | | .307 | | | | | |
| | n=351 | | | | | | | | |
| Overall scores on tracking the implementation of SMPs adopted in the council | Pearson Correlation | 47.33 | 5.593 | .015 | -.022 | | | | |
| | Sig. (2-tailed) | | | .782 | .683 | | | | |
| | n=351 | | | | | | | | |
| Overall scores on aspects making effective implementation of SMPs | Pearson Correlation | 28.69 | 4.061 | -.034 | .039 | .044 | | | |
| | Sig. (2-tailed) | | | .525 | .472 | .410 | | | |
| | n=351 | | | | | | | | |
| Overall scores on functions of SMPs | Pearson Correlation | 28.86 | 3.564 | .138** | .101 | .176** | .070 | | |
| | Sig. (2-tailed) | | | .010 | .058 | .001 | .189 | | |
| | n=351 | | | | | | | | |
| Overall scores | Pearson | 16.99 | 2.369 | .128* | .218** | -.028 | -.107* | -.070 | |

| | | | | | | | | | |
|--|-----------------|--|--|------|------|------|------|------|--|
| of the factors threatening the effectiveness of SMPs unit in the council | Correlation | | | | | | | | |
| | Sig. (2-tailed) | | | .016 | .000 | .601 | .044 | .193 | |
| | n=351 | | | | | | | | |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: - Field data 2020

5. Conclusion and Recommendations

5.1 Conclusion

The study's findings emphasize the crucial role of Strategic Management Practices (SMPs) in enhancing governance in Local Government Authorities (LGAs) in Tanzania. Specifically, the results highlight the positive impact of SMPs on resource allocation, service delivery, accountability, and transparency. The study reveals that SMPs serve as a comprehensive framework for governing LGAs, enabling them to allocate resources effectively and deliver services efficiently.

Furthermore, SMPs are identified as a vital component of governmental frameworks that facilitate the achievement of national development goals. However, despite the overall positive perception of SMPs, the study identifies areas for improvement, particularly in accountability and transparency. The findings suggest that while SMPs have a beneficial influence on these areas, there are existing challenges that need to be addressed. To maximize the potential benefits of SMPs in governance, future research should investigate these challenges and identify strategies to optimize SMP utilization. By adopting a comprehensive approach and implementing informed interventions, stakeholders can effectively leverage SMPs to promote transparency, citizen participation, and overall governance effectiveness.

5.2 Policy Implications

The study's findings on the positive impact of Strategic Management Practices (SMPs) on good governance have significant implications for governments and

policymakers. Policymakers should prioritize the adoption and implementation of SMPs, ensuring widespread use, especially in rural areas, to enhance accountability and transparency in Local Government Authorities (LGAs). The strong consensus on SMPs' role in boosting transparency, citizen participation, and government efficiency highlights the importance of involving key actors in governance frameworks.

Policymakers should integrate SMPs into administrative processes, such as e-government portals and digital service delivery mechanisms, to streamline operations and increase citizen engagement. Initiatives to promote open data policies and digital transparency can further strengthen accountability and foster public trust. Addressing variations in perceptions regarding accountability and decision-making processes underscores the need for targeted interventions to effectively tackle governance challenges. Investing in SMPs, including digital accountability mechanisms and civic education programs, is crucial for promoting democratic governance and achieving sustainable, inclusive governance reforms.

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