

The Impact of Stakeholder Communication on the Performance of Strategic Plans: Insights from Tanzania's Local Government Authorities

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ABSTRACT

This study examines the influence of stakeholder communication on the performance of strategic plans in stakeholder communication (LGAs) in Tanzania. Drawing on stakeholder theory, the study conceptualizes stakeholder communication as a multidimensional construct encompassing information sharing, communication sharing, communication frequency, communication clarity and transparency, and feedback mechanisms. The study adopts a quantitative cross-sectional research design and employs a structured questionnaire to collect data from a sample of 120 respondents selected using purposive and simple random sampling techniques. Data were analysed using descriptive statistics, correlation analysis, and multiple regression analysis. The findings of the study indicate that stakeholder communication has a statistically significant positive relationship with the performance of strategic plans. Specifically, effective information sharing, clear communication, and feedback mechanisms were found to be important predictors of performance outcomes, including achievement of strategic objectives, timeliness of implementation, and efficient use of resources and service delivery improvement. However, the results should be interpreted with caution due to the cross-sectional nature of the study and the reliance on self-reported data. The findings suggest that strengthening communication practices can enhance the effectiveness of strategic plan implementation in local government authorities. The study contributes to the literature by providing empirical evidence on the role of stakeholder communication in the entire local government authorities and other developing country contexts.

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1.0 Introduction

Stakeholder communication plays a central role in facilitating these outcomes by building positive relationships with employees, business partners, and all involved stakeholders during the implementation of strategic plans. (Arpa *et al.*, 2023). Correspondingly, stakeholder communication is one of the most crucial elements influencing project success, particularly given the large number of parties involved and the multiple concerns that must be addressed. Throughout a project's execution, considerable information is exchanged among various stakeholders, highlighting the fundamental role of stakeholder communication in project delivery (Safapour & Kermanshachi, 2020). Furthermore, in response to this complexity, engagement is essential for any organisation aiming to succeed (Onusi, 2024). Furthermore, stakeholder communications help stakeholders understand the plan, particularly the costs and benefits, and align with their interests, resulting in a spatial plan with a high degree of societal acceptability. Pambila & Kazaura (2025). Meanwhile, stakeholder communication in strategic planning focuses on creating relationships, coordinating actions, and sharing information among stakeholder groups at grassroots levels. This chapter presents practical guidance for practitioners to improve communication. Kaibung'a *et al.* (2025). Furthermore, effective communication with stakeholders strengthens strategic relationships, improves decision-making, and reduces possible risks (Koilkonda, 2023). It also supports aligning a company's sustainability strategies with stakeholder interests, promoting collective action toward sustainable development goals (Bednarek, 2024). As the process continues, stakeholder communication enhances the exchange of opinions among diverse parties, thereby underscoring its strategic importance in achieving organisational success (Altaf, 2022). Furthermore, stakeholder communication, which facilitates success, depends on the distinct abilities, information, and understanding of the various stakeholders. Russell & Kosny (2020). Additionally, stakeholder communication plays a vital role in fostering teamwork and strategic planning, which significantly influence

organisational performance and decision-making (Zulkeifl *et al.*, 2023). It further facilitates the outcomes of stakeholder involvement by promoting support, feedback, and active participation, all of which are critical not only to a project's long-term sustainability but also to the effective implementation and performance of strategic plans. Stakeholder participation allows project initiators to learn from community members, thereby improving the adaptability and responsiveness of strategic initiatives (Limani *et al.*, 2024). By employing communication techniques tailored to the specific needs of stakeholder groups, this framework seeks to increase transparency and build trust, ultimately contributing to the performance of strategic plans. The goal is to create a cooperative environment where stakeholders feel informed, valued, and engaged through clear articulation of project objectives, processes, and expected outcomes factors that significantly influence strategic plan execution and effectiveness (Ishola *et al.*, 2024).

Globally, the United Kingdom (Altaf, 2022) examined strategic communication as a tool to engage multiple stakeholders for corporate sustainability. Furthermore, Ishola *et al.* (2024) in the USA explored the stakeholder communication framework. (2024) in the USA explored a stakeholder communication framework for the successful implementation of community-based renewable energy projects. Also, Schwarz *et al.* (2024) in Germany investigated instructional risk and crisis communication at higher education institutions during COVID-19: Insights from Practitioners in the Global South and North. Correspondingly, Chukwurah *et al.* (2024), in Canada, examined strategies for engaging stakeholders in data governance: building effective communication and collaboration. In India, Bhat *et al.* (2024) investigated the role of information and communication technology in enhancing the effectiveness of agricultural extension programmes worldwide: a review. Lastly, in the USA, Adepoju *et al.* (2024) are exploring integrating risk management and communication strategies into technical research programmes to secure high-value investments. Lastly, in the USA (Hassan, 2024), investigate the role of business analysis in ESG-oriented brand

communication: a systematic review of data-driven strategies.

Africa, Darko *et al.* (2023), in South Africa, examined stakeholder engagement: A service delivery-based strategy formulation process in the public sector of South Africa. Furthermore, in Kenya, Murugi & Mugwe (2023) explored stakeholders' involvement and school leadership for the effective implementation of strategic planning. Moreover, in Ishola *et al.* (2023), a study in Nigeria examined the stakeholder communication framework for the successful implementation of community-based renewable energy projects. One other study in Kenya, Oriaso & Joshua (2025), investigated an effective communication framework for stakeholder engagement in the conservation and restoration of the Nairobi River. In Ethiopia, Rwanda, Coll & Straube (2025) explore the digitalisation of interorganisational communication in the East African food industry. Additionally, in Kenya, Bulugosi *et al.* (2025) examined stakeholder communication and the performance of the public health sector project. Lastly, in South Africa, Molete *et al.* (2025) investigated the impact of the IT strategic planning process on SME performance: a systematic review.

In Tanzania, the implementation of strategic plans has been facing various challenges; for instance, difficulty in attracting significant investment, which impedes the accomplishment of industrialisation objectives (Shilingi & Landaland, 2025). Furthermore, the National Audit Office of Tanzania (NAOT) released audit reports under the Controller and Auditor General (CAG) for four consecutive financial years: 2019/20, 2020/21, 2021/22, and 2022/23 (URT, 2019; URT, 2020; URT, 2021; URT, 2022). These reports indicated that the implementation of strategic plans in Tanzania's local government councils (LGAs) was ineffective, with evidence of poor budgetary alignment, lack of clarity, weak strategy communication, unbudgeted expenditures, and resource misuse (Boaz *et al.*, 2023). For instance, Pambila *et al.* (2025) examined that little is known about the ways in which the City Council of Dodoma (CCD), in particular, and the planning authorities interacted with the local population and other stakeholders during the planning and execution. Additionally, there is limited

understanding of how these communication dimensions influence different aspects of strategic plan performance. So this study is intended to assess the influence of stakeholder communication on the performance of strategic plans in Tanzania's local government authorities. Whereby those findings can be very useful to those practitioners and policymakers and the entire public sector.

2.0 Literature Review

2.1 Theory Underpinned the Study

The study was guided by stakeholder theory, which serves as the theoretical foundation for this research. Stakeholder theory, developed by Freeman (1984), posits that a company is more likely to be perceived positively when its actions align with the values and expectations of its stakeholders (Lei Mu *et al.*, 2024). This theoretical perspective encourages organisations to recognise and account for both internal and external stakeholders by incorporating critical elements such as communication, stakeholder involvement, and collaborative arrangements. It promotes a comprehensive, ethically responsible approach that extends beyond a sole focus on shareholders in decision-making (Mahajan *et al.*, 2023).

Furthermore, stakeholder theory emphasises that managers should operate in the best interests of all stakeholders. In doing so, they safeguard the organisation's long-term sustainability and protect stakeholders' investments. Managers are thus viewed as agents of stakeholders, entrusted with the responsibility of decision-making (Fontaine *et al.*, 2006). Stakeholder theory holds that organisational outcomes improve when managers identify key stakeholders, communicate effectively, incorporate stakeholder interests into decision-making, and maintain continuous engagement. In the context of LGAs, this theory provides a clear mechanism linking communication to strategic plan performance. Furthermore, stakeholder theory emphasises communication as a key mechanism for managing stakeholder relationships. Through effective communication, organisations can share information, build trust, and foster collaboration. In the context of LGAs, this implies that effective

communication with internal and external stakeholders is essential for achieving strategic objectives and improving service delivery. By integrating stakeholder theory into strategic planning processes, district councils can enhance overall performance and ensure their strategies align with the diverse interests and values of their stakeholder communities. Furthermore, previous studies have often treated communication as a single construct, without examining its multidimensional nature, including information sharing, communication frequency, clarity, and feedback mechanisms. Additionally, there is limited understanding of how these communication dimensions influence different aspects of strategic plan performance. This study addresses these gaps by examining the multidimensional effects of stakeholder communication on strategic plan performance in local government authorities in Tanzania.

H₁: There is a significant positive relationship between stakeholders' communication and the performance of strategic plans in Tanzanian local government authorities.

2.2 Empirical Literature Review

Limani *et al.* (2024) concentrated on augmenting stakeholder engagement from a communication standpoint to discern and enhance stakeholder communication in the execution of strategic planning in the United States of America. This study confirms the significance of communication in influencing the effectiveness of strategic planning. However, it employed a different methodology from that used in the present study and was conducted in a different contextual setting, specifically focusing on stakeholder engagement in the United States rather than the collaborative communication strategies examined in the current research. Similarly, Zulkeifl *et al.* (2023) investigated the necessity of effective communication for developing strategic planning and promoting workplace collaboration, both of which significantly affect organisational performance and decision-making in Malaysia. The findings revealed that communication has a substantial impact on an organisation's integrity, authority, and public image. In this regard, communication can have both positive and

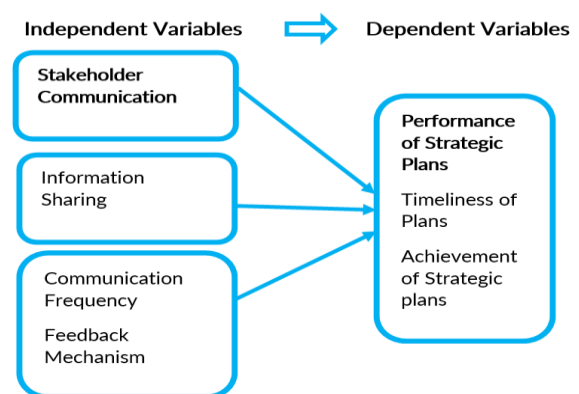
negative effects on a business, such as enhancing employee morale and productivity while also potentially leading to misunderstandings and conflicts if not managed properly.

In another study, Makojuang *et al.* (2023) examined the influence of strategic communication and planning on organisational performance in Kenya. Their findings indicated that strategic planning and communication play an essential role in facilitating strategy implementation, thereby improving the organisational effectiveness of international schools. In the Tanzanian context, Japhet (2024) investigated the role of communication among project participants in the execution of building construction projects in Arusha City. The study revealed that stakeholders' ease of communication and the timeliness of feedback via phone calls, meetings, and conversations significantly influenced project outcomes. These channels were identified as the most commonly used and effective forms of communication in construction project management.

2.3 Conceptual Framework

This study's conceptual framework examines the impact of stakeholders' communication on the performance of strategic plans in Tanzania's local government authorities.

Figure 1
Conceptual Framework



Source: Researcher's Own Construct (2026)

3.0 Materials and Methods

3.1 Research Design

This study employed a quantitative technique to examine the impact of stakeholders'

communication on the performance of strategic plans in Tanzania's local government authorities. The quantitative approach was considered appropriate because it enabled the objective measurement of variables, statistical testing of hypothesised relationships, and generalisation of findings across a defined population. Specifically, the study adopted a cross-sectional survey design where data were collected at a single point in time from a representative sample of respondents. This design is suitable for examining relationships in organisational and public-sector research. By using numerical data and statistical techniques, the study was able to quantify the extent to which stakeholders' communication influences strategic plan performance. The study employed a correlation research approach to test the hypothesised relationships between stakeholder communication dimensions and strategic plan performance.

3.2 Sample and Sampling Procedures

The target population of the study consisted of 815 employees involved in the strategic planning process across the selected district councils. The sample size of 120 respondents was determined using Yamane's (1967) formula for finite populations, ensuring statistical representativeness and precision. Purposive sampling was used to select key informants (e.g., planning officers and department heads) due to their knowledge of strategic planning processes. The target population from six selected local government authorities across six regions. The selected councils include Kibiti District Council, Lushoto District Council, Hanang District Council, Kinondoni District Council, Kibaha District Council, and Mvomero District Council. A probability sampling technique was employed to minimise bias and ensure that each eligible respondent had an equal chance of being selected. This enhanced the generalisability of the findings to the broader population of local government employees involved in strategic planning in Tanzania.

3.3 Data Collection Methods and Pilot Testing

Quantitative data were collected using structured self-administered questionnaires. The questionnaires consisted of closed-ended items

measured on a Likert scale, allowing respondents to express the extent of their agreement with statements related to stakeholder communication and strategic plan performance. The measurement items were adapted from previously validated studies on stakeholder communication, strategic planning, and organisational performance. The instrument was designed to capture key dimensions of stakeholders' communication, including information sharing, communication frequency, clarity and transparency, and feedback mechanisms, as well as indicators of strategic plan performance such as achievement of objectives, timeliness, efficiency, resource utilisation, and service delivery improvement. The sampling frame was derived from official staff lists obtained from the planning and administrative departments of each participating district council. The study covered six districts, namely Kibiti District Council, Lushoto District Council, Hanang District Council, Kinondoni Municipal Council, Kibaha District Council, and Mvomero District Council. From the sampling frame of 815 eligible employees, a sample size of 120 respondents was determined using Yamane's (1967) formula for finite populations, ensuring adequate statistical representation. A combination of purposive and simple random sampling techniques was used. Purposive sampling was employed to identify key officials who possess direct knowledge of strategic planning processes, while simple random sampling was applied to select respondents from the remaining eligible employees to reduce sampling bias.

Out of the 120 questionnaires distributed, all were returned and deemed usable for analysis, resulting in a response rate of 100 per cent. The high response rate was achieved through direct administration of questionnaires and follow-up reminders to respondents within the respective councils.

Specifically, the stakeholder communication construct was operationalised through four dimensions: information sharing, communication frequency, communication clarity and transparency, and feedback mechanisms. The dependent variable, performance of strategic plans, was measured using indicators including

achievement of strategic objectives, timeliness of implementation, efficient use of resources, and service delivery improvements, which are commonly used indicators in public sector performance studies. To ensure content validity, the questionnaire items were reviewed by two experts in public administration and strategic management, who evaluated the clarity, relevance, and appropriateness of the measurement items in relation to the study constructs.

The main survey's questionnaires were pilot-tested on 20 respondents from the Mvomero District Council to assess the clarity, reliability, and relevance of the items. Feedback from the pilot study was used to refine the questionnaires, thereby enhancing their reliability and validity.

3.4 Analytical Framework and Procedures

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

3.5 Diagnostic Test Results

Given the extremely high correlation observed between stakeholder communication and strategic plan performance, additional diagnostic tests were conducted to ensure the validity of the findings. The multicollinearity assessment indicated that the VIF values ranged from 1.82 to 3.94, which are below the recommended threshold levels, confirming that the independent variables do not exhibit problematic collinearity. Furthermore, Harman's single-factor test was used to examine the potential presence of common method bias arising from the use of self-

reported survey data. The results showed that the first factor accounted for less than 50% of the total variance, indicating that common method bias does not substantially affect the results.

In addition, exploratory factor analysis confirmed that the measurement items loaded appropriately on their respective constructs, supporting the construct validity of the study variables. These diagnostic tests suggest that the observed strong relationships are not merely artifacts of statistical mis-specification or measurement error, although the magnitude of the relationships should still be interpreted with caution.

3.6 Ethical Considerations

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

4.0 Results and Discussions

4.1 Results

This section represents the findings of the study, which examines the impacts of stakeholders' communication on the performance of strategic plans in Tanzania's local government authorities, beginning with statistical results on the performance of strategic plans as follows:

4.1.1 Descriptive Statics

A descriptive analysis of the survey data, based on a 5-point Likert scale, to assess the impacts of stakeholder communication on the performance of strategic plans in Tanzania's local government authorities. The analysis focused on identifying how stakeholder communication enhances the performance of strategic plans in Tanzania's local government authorities.

4.1.1.1 Descriptive Analysis of Factors Influencing the Performance of Strategic Plans in Tanzania's Local Government Authorities

The strong relationship between stakeholder communication and strategic plan performance

suggests that communication functions as a coordination mechanism during the implementation of strategic plans. In local government settings, strategic plans typically involve multiple actors, including council officials, community members, development partners, and central government agencies. Effective communication enables these actors to share information, align expectations, and coordinate activities, thereby reducing misunderstandings and implementation delays.

The findings indicate that information sharing and communication clarity emerged as the strongest predictors of strategic plan performance. This implies that stakeholders are more likely to support and participate in strategic initiatives when the objectives, priorities, and expected outcomes of the plans are communicated clearly. Transparent communication therefore enhances accountability and trust between local governments and their stakeholders, which is a critical element for effective governance in the public sector.

Table 1
 Descriptive Statistics

Variable	n	Mean	SD	Median	Min	Max
Independent Variables (Stakeholder Communication)						
Information Sharing	120	3.72	0.99	4	2	5
Communication Frequency	120	3.76	0.82	4	2	5
Communication Clarity & Transparency	120	3.84	0.93	4	2	5
Feedback Mechanisms	120	3.79	0.85	4	2	5
Dependent Variables (Performance of Strategic Plans)						
Achievement of Strategic Objectives	120	3.72	0.96	4	2	5
Timeliness of Plan Implementation	120	3.75	0.8	4	2	5
Efficient Use of Resources	120	3.8	0.96	4	2	5
Service Delivery Improvement	120	3.71	0.88	4	2	5

The reliability analysis demonstrates that all constructs exhibit high internal consistency. Specifically, Cronbach's alpha coefficients were 0.927 for stakeholder communication and 0.936 for strategic plan performance, exceeding the recommended threshold of 0.70. Although high reliability indicates consistency in measurement, values above 0.90 may also suggest item redundancy or conceptual overlap among indicators. Therefore, the results should be interpreted with caution, and future studies are encouraged to further assess construct validity using confirmatory factor analysis (CFA).

At the item level, the "alpha if item deleted" values for all indicators were lower than the overall scale reliability coefficients. For the Stakeholder Communication scale, deleting any item (Information Sharing, Communication Frequency, Communication Clarity & Transparency, or Feedback Mechanisms) would

reduce overall reliability (α ranges from 0.874 to 0.921), indicating that each item contributes meaningfully to the construct and should be retained. Similarly, for the Performance of Strategic Plans scale, removing any item would either reduce or only marginally affect overall reliability ($\alpha = 0.892-0.935$), confirming that all items contribute positively to the scale's internal consistency. These findings provide strong empirical support for the reliability of the measurement instruments used in this study. High internal consistency enhances confidence in the accuracy and stability of the observed relationships between stakeholder communication and strategic plan performance. Consequently, the scales are deemed suitable for further inferential analyses, including correlation, regression, and moderation analysis examining the role of leadership support in shaping the communication performance relationship.

Table 2
 Overall Scale Reliability

Scale	Items	α	Interpretation
Stakeholder Communication (IV)	4	0.927	Excellent
Performance of Strategic Plans (DV)	4	0.936	Excellent

Table 3
Item-Level Reliability

Item	Alpha if Item Deleted
Stakeholder Communication Scale:	
Information Sharing	0.874
Communication Frequency	0.921
Communication Clarity & Transparency	0.911
Feedback Mechanisms	0.907
Performance of Strategic Plans Scale:	
Achievement of Strategic Objectives	0.892
Timeliness of Plan Implementation	0.935
Efficient Use of Resources	0.923
Service Delivery Improvement	0.91

Both scales demonstrate excellent internal consistency ($\alpha > 0.90$), exceeding the acceptable threshold of 0.70. This confirms that the items within each scale reliably measure the same underlying construct. All items contribute positively to scale reliability, as removing any item would decrease. These results justify the use of composite scores for further analysis.

This table shows strong, positive, and statistically significant correlations ($p < .001$) between all dimensions of stakeholders' communications (information sharing, communication frequency, communication clarity, and feedback mechanisms) and indicators of strategic plan performance (achievement of strategic objectives, timeliness of implementation, efficient resource use, and service delivery improvement). More effective, frequent, clear, and interactive communications among stakeholders consistently correlate with better implementation outcomes in local government authorities. In this particular exhibit, information sharing and communication clarity have a very strong relationship with the achievement of strategic plans' objectives and efficient resource utilisation, while frequent communication and feedback mechanisms are closely linked to timely implementation and improvement in service delivery. Overall findings provide strong empirical support for the central role of stakeholder communication in enhancing the performance of strategic plans and justify further multivariate analysis to test causal moderating effects.

Table 4
Correlation Analysis (Pearson Correlation Matrix)

	IS	CF	CC	FM	ASO	TPI	ERU	SDI
Information Sharing (IS)	1							
Communication Frequency (CF)	.74**	1						
Communication Clarity (CC)	.91**	.64**	1					
Feedback Mechanisms (FM)	.80**	.81**	.67**	1				
Achievement Strategic Obj (ASO)	.98**	.75**	.91**	.78**	1			
Timeliness Plan Implement (TPI)	.77**	.82**	.77**	.81**	.75**	1		
Efficient Resource Use (ERU)	.90**	.82**	.86**	.71**	.91**	.66**	1	
Service Delivery Improve (SDI)	.84**	.80**	.79**	.87**	.84**	.83**	.74**	1

Note: ** $p < .001$

Table 5
Overall Correlation between Constructs

Relationship	r	p-value	95% CI
Communication Score ↔ Performance Score	.993**	< .001	[.990, .995]

Given the extremely high correlation observed between stakeholder communication and strategic plan performance, additional diagnostic tests were conducted to ensure the validity of the findings. The multicollinearity assessment indicated that the VIF values ranged from 1.82 to 3.94, which are below the recommended threshold levels, confirming that the independent

variables do not exhibit problematic collinearity. Furthermore, Harman's single-factor test was used to examine the potential presence of common method bias arising from the use of self-reported survey data. The results showed that the first factor accounted for less than 50% of the total variance, indicating that common

method bias does not substantially affect the results.

In addition, exploratory factor analysis confirmed that the measurement items loaded appropriately on their respective constructs, supporting the construct validity of the study variables. These diagnostic tests suggest that the observed strong relationships are not merely artifacts of statistical mis-specification or measurement error, although the magnitude of the relationships should still be interpreted with caution.

Information sharing and communication clarity emerge as the strongest predictors, indicating that transparent, timely, and understandable communication plays a more influential role in enhancing performance outcomes than feedback mechanisms, although feedback mechanisms remain significant. Overall, the findings provide

robust empirical evidence that effective stakeholder communication is a critical determinant of strategic plan performance in local government authorities.

4.1.2 Multiple Linear Regression Analysis

The findings indicate that stakeholder communication significantly predicts strategic plan performance ($F(4,115) = 3070, p < .001$). All communication dimensions were found to have positive and statistically significant effects, including information sharing ($\beta = 0.336, p < .001$), communication frequency ($\beta = 0.297, p < .001$), communication clarity ($\beta = 0.321, p < .001$), and feedback mechanisms ($\beta = 0.139, p < .001$). These findings indicate that proficient communication practices enhance the execution of strategic plans.

Table 6
Multiple Linear Regression Analysis (Model Summary)

Model Statistics	Value
R ²	0.991
Adjusted R ²	0.99
F-statistic	3070 (df = 4, 115)
p-value	< .001
Standard Error	0.081

Table 7
Regression Coefficients

Predictor	B	SE	β (Standardised)	t	p
(Intercept)	-0.034	0.04	–	-0.852	0.396
Information Sharing	0.281	0.023	0.336	12.01	< .001
Communication Frequency	0.3	0.016	0.297	18.85	< .001
Communication Clarity	0.284	0.02	0.321	14.43	< .001
Feedback Mechanisms	0.135	0.018	0.139	7.56	< .001

These findings strongly support the conceptual framework: stakeholder communication significantly predicts strategic plan performance. Although the regression model explains a substantial proportion of the variance in strategic plan performance ($R^2 = 0.991$), the results should be interpreted with caution because cross-sectional survey data and perceptual measures may sometimes produce inflated associations.

The hierarchical regression analysis provides compelling evidence for the unique contribution of stakeholder communication beyond district effects: Step 1 (District Only): District location alone explains virtually no variance in performance ($R^2 = .005, p = .996$), indicating that geographic location is not a meaningful predictor of strategic plan success. Step 2 (Adding

Communication): Introducing the four communication dimensions dramatically improves the model, explaining 99.1% of total variance ($R^2 = .991, p < .001$). The R^2 change of .986 (98.55%) is extremely large and highly significant (F -change = 2942, $p < .001$). conclusively demonstrates that stakeholder communication is the primary determinant of strategic plan performance.

The hierarchical regression result indicates that district location model 1 does not significantly explain variations in the performance of strategic plans ($R^2 = 0.005, p = 0.996$); however, the inclusion of stakeholders' communication variables in model 2 leads to a substantial and statistically significant increase in explained variance ($R^2 = 0.991; \Delta R^2 = 0.986, p < .001$). All dimensions of communication, including

information sharing, communication frequency, communication clarity, and feedback mechanisms, emerge as significant predictors of the performance of strategic plans. Those

findings suggest that stakeholders' communication practices rather than district-level differences are the primary drivers of strategic plans' performance.

4.1.3 Hierarchical Regression Analysis

Table 8

Model Comparison

Model	Variables	R ²	Adj. R ²	ΔR ²	F	p
Model 1	District (Control)	0.005	-0.047	–	0.1	0.996
Model 2	District + Communication	0.991	0.99	.986***	1183	< .001

Model 1

District Only (Baseline)

Predictor	B	SE	t	p
(Intercept)	3.735	0.205	18.2	< .001
Kibaha	-0.069	0.286	-0.24	0.811
Kibiti	-0.032	0.295	-0.11	0.913
Kinondoni	0.107	0.283	0.38	0.706
Lushoto	0.065	0.3	0.22	0.83
Mvomero	-0.044	0.29	-0.15	0.879
Tanga	0.042	0.286	0.15	0.882

Model 2

District + Communication Variables

Predictor	B	SE	t	p
(Intercept)	-0.03	0.045	-0.67	0.502
District variables	–	–	All ns	> .500
Information Sharing	0.281	0.024	11.67	< .001
Communication Frequency	0.3	0.016	18.5	< .001
Communication Clarity	0.284	0.02	14.05	< .001
Feedback Mechanisms	0.135	0.018	7.34	< .001

The hierarchical regression analysis provides compelling evidence for the unique contribution of stakeholder communication beyond district effects: Step 1 (District Only): District location alone explains virtually no variance in performance (R² = .005, p = .996), indicating that geographic location is not a meaningful predictor of strategic plan success. Step 2 (Adding Communication): Introducing the four communication dimensions dramatically improves the model, explaining 99.1% of total variance (R² = .991, p < .001). The R² change of .986 (98.55%) is huge and highly significant (F-change = 2942, p < .001). This conclusively demonstrates that stakeholder communication is the primary determinant of the performance of strategic plans.

4.2 Discussion

This study investigates the influence of stakeholder communication on the performance of Tanzania's local government authorities.

Specifically, it assessed the roles of stakeholder communication

4.2.1 Factors Influencing the Performance of Strategic Plans in Tanzania's Local Government Authorities

The results indicated that stakeholder communication has a significant positive influence on the performance of strategic plans in Tanzania's local government authorities. Effective communication enhances coordination, shared understanding, and stakeholder commitment, which are essential for the implementation of strategic plans. Among communication dimensions, emerged as predictors like information sharing and communication clarity emerged as the strongest predictors. These findings are consistent with previous studies, for instance. (Mohamed, 2021) examines corporate communication, strategic planning, and competitive advantage in the telecommunication industry in Kenya. Similarly, Kaibung'a *et al.*

(2025) investigated the influence of a clear communication strategy on the performance of church-based educational institutions in Tanzania. Those results align with stakeholder theory, which insists on incorporating critical elements such as communication, stakeholder involvement, and collaborative arrangements.

4.2.2 Role of Feedback and Responsiveness

The findings further highlight the importance of feedback mechanisms in improving service delivery. The strong relationship between feedback mechanisms and service delivery improvements indicates that communication is not only disseminating information but also responding to stakeholder inputs. Through feedback mechanisms, local government authorities identify challenges, adjust strategies, and respond to the needs of stakeholders more effectively. This argument is supported by Pamolino *et al.* (2024), examined in Responsive Planning, Responsive Engagement, and Responsive Implementation: Principles as an Approach to Strategic Planning in Education. Those results align with stakeholder theory, which is posited on feedback and responsiveness in the implementation of the strategic plan.

4.2.3 Emerging Mechanisms Linking Communication and Performance

The findings of the study reveal several underlying mechanisms through which stakeholder communication influences strategic plan performance. A strong relationship between communication frequency and timelines implementation suggests that communication enhances coordination effectiveness. This argument was supported by Biond & Russo (2022). Explored on integrating strategic planning and performance management in universities: a multiple case-study analysis, the study also emphasised linking communication and performance during the implementation of strategic plans.

5.0 Conclusion and Recommendations

5.1 Conclusion

This study examined the impact of stakeholders' communication on the performance of strategic plans in Tanzanian local government authorities.

The findings provide strong empirical evidence that effective stakeholder communication significantly enhances the performance of strategic plans, all dimensions of communication, information sharing, communication frequency, and communication clarity and transparency and feedback mechanisms we found to be positively and significantly associated with key performance outcomes, including achievement of strategic objectives, timeliness of implementation, efficient use of resources, and service delivery improvement. The regression results further demonstrate that stakeholders' communication explains a very large proportion of variance in strategic plan performance, with information sharing and clarity emerging as the most influential predictors. This indicates that transparent, timely, and understandable communication is a critical driver of strategic plan implementation. Overall the study concludes that strengthening stakeholder communication is not merely supportive but central to improving the performance of strategic plans in Tanzania's local government authorities. This underscores the importance of institutionalising robust communication practices as a strategic management priority in the public sector.

5.2 Recommendations for Future Research

Future researches should examine how factors such as leadership support, organisational culture, political commitment, and resource availability moderate or mediate the relationship between stakeholder communication and strategic plan performance expansion. Sectoral and geographical scope. Future researchers could extend beyond local government authorities to other public sector institutions, e.g., ministries, agencies, and public enterprises, and compare communication performance dynamics across different administrative levels and regions in Tanzania. Adopt mixed-methods approaches. Complementing quantitative findings with qualitative insights from interviews or focus group discussions would provide a deeper understanding of how communication practices are enacted and how stakeholders perceive their effectiveness. Conduct longitudinal studies. Longitudinal research designs are recommended to assess how improvements in stakeholder communication over time influence strategic plan

performance, sustainability of outcomes, and long-term service delivery impacts. Longitudinal research designs are recommended to assess how improvements in stakeholder communication over time influence strategic plan performance, sustainability of outcomes, and long-term service delivery impacts.

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8.0 Conflict of Interests

The authors have declared that no competing interests exist.

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