

Strategic Management and Governance Practices in Local Government Authorities of Tanzania: A Review of Resource-Based – Theory

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Abstract

This study examines the effectiveness of the Resource-Based View (RBV) framework in improving accountability and transparency in service delivery and resource allocation in Local Government Authorities (LGAs) in Tanzania. Despite adopting Strategic Management Practices (SMPs), LGAs face challenges in promoting sustainable development and meeting community needs. A qualitative research design was employed, using Mufindi District Council as a case study, and data was collected through semi-structured interviews, focus group discussions, and document reviews. The study found that the implementation of SMPs has not improved accountability and transparency in service delivery and resource allocation, with staff lacking a clear understanding of the SMP implementation process, which was non-transparent and complicated. Resource allocation was also poorly budgeted, hindering the council's ability to achieve its goals. The study recommends comprehensive management reforms, including staff capacity building and integrating modern management practices into SMP implementation, to enhance staff and leader accountability and improve the overall governance of LGAs, ultimately promoting sustainable development and community well-being. The study's findings highlight the need for improved accountability and transparency in service delivery and resource allocation in LGAs, and emphasize the importance of effective management practices in achieving sustainable development goals.

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1. Introduction

Strategic management has become increasingly crucial for effective governance of Local Government Authorities (LGAs) in Tanzania. To ensure that resources are used efficiently and effectively for service delivery to citizens, it is essential to adopt best practices in strategy development and execution. A robust performance measurement system should also be established to track progress, identify gaps, and inform corrective actions. The capacity-building of councillors and managers will help them navigate complex administrative processes, make informed decisions, and lead transformation efforts within the LGAs. By leveraging technology, data analytics, and collaborating across stakeholder groups, significant improvements can be realized in the services delivered by LGAs.

In 1977, Local Government Authorities (LGAs) were created as part of the Constitution of the United Republic of Tanzania, which had several functions, such as ensuring law and order, promoting good administration, and enhancing the social and economic welfare of the population. As per Article 146 of the Constitution, these responsibilities include fostering socioeconomic growth and betterment of citizens (URT, 2018).

Unitarianism is employed to administer Tanzanian LGAs where centralized powers prevail. Though the Local Government Reform Program aims to improve efficiency, the primary objective remains the maintenance of governmental, political, and administrative components (Association of Local Government Authorities of Tanzania, 2020). Consequently, delivering essential services to the general citizenry is hindered due to poor leadership at the village, town council, municipal, and city levels (URT, 2019). Centralization is detrimental to decentralization since it causes difficulties in decision-making and implementation, slows the process, and ultimately affects service provision. The reform program envisages altering the union's governing style, changing the federal Government's duty from supervision to guidance, monitoring, technical aid, financial oversight, regulation formulating, and coordination. This new framework places more autonomy in the hands of LGAs to run matters concerning their area (Local Government Reforms, 1998).

According to Pasape and Godson (2022), progressive governments worldwide strive for efficient strategic management practices to allocate resources appropriately and enhance effective service deliverance at the grassroots level. Again, Thompson and Strickland (2014) argue that governments have adopted Strategic Management Practices (SMPs) as an alternative strategy to change and transform the public sector from bureaucratic to more responsive and innovative administration. The evidence is from Local Government Authorities (LGAs), which constantly implement activities the Central Government directs through decentralization to enhance governance in resource allocation and service deliverance. This has made councils engage in SMPs to continue and achieve their targeted goals (URT, 2018).

We find numerous findings in the literature focused on the firm's performance, and only a few studies have been conducted regarding the SMPs on governance and the performance of LGAs. In other words, despite the number of studies about strategic management, little empirical information supports the SMPs and governance practices in LGAs. It should be noted that studies that examine the adoption of SMPs in governance and the performance of LGAs remain uncertain. Some studies have argued that adopting SMPs influences a particular organisation's performance. This evidence has been experienced in a regional context, where SMPs have been used to control organisational performance in achieving development (Bakar, et al., 2011; Gideon & Georgin, 2016; Zaei, et al., 2013 & Mohamud, et al., 2015).

1.2 Problem Statement

Despite Tanzania's efforts to establish a robust governance framework, including the adoption of Strategic Management Practices (SMPs) in Local Government Authorities (LGAs), persistent challenges in accountability and transparency hinder the effective delivery of services and resource allocation (Grant, 2020). The latest findings from the Controller and Auditor General (CAG, 2022) reveal that the implementation of SMPs remains a significant challenge, leading to suboptimal project outcomes. Research suggests that the Resource-Based View (RBV) theory, which emphasizes the strategic management of resources and capabilities, can improve organisational performance and accountability (Barney, 1991; Wernerfelt, 1984). However, the effectiveness of RBV in improving accountability and transparency in LGAs in Tanzania remains unclear. This study aims to address this knowledge gap by investigating the extent to which the RBV theory is upheld in Tanzania to improve accountability and transparency in the governance of LGAs, specifically in the Mufindi District Council (MDC), and to identify the challenges and limitations of this approach.

2. Theoretical Review

This section discusses the findings derived from integrating the chosen theoretical frameworks into analyzing the results obtained from surveying councillors, executive officers, and government employees involved in implementing SMPs in LGAs. All these stakeholders provided valuable insights regarding the effectiveness of SMPs in improving service delivery within Local Government Authorities. The following theories have guided the discussions: RBV, governance theory, and scientific management theory. These frameworks are selected due to their significance and applicability in explaining how organisations operate and perform to meet their desired ends. According to resource-based theory, a company's unique capabilities and assets are critical drivers of competitive advantage and overall organisational success. This theoretical perspective proposed by Brien Wernerfelt in 1984 holds that companies must possess valuable, rare, inimitable, and non substitutable resources to maintain a distinct edge in the marketplace. These elements make up what is known as VRIN. Resource-based theory provides a lens through which firms can examine their internal strengths and capabilities relative to their peers and identify areas for improvement. By doing so, businesses can craft effective growth strategies and optimize their operations to achieve superior results. The idea behind RBV is founded upon the concept that certain features characterizing the internal workings of a company lead to advantages that its rivals find hard to match (Stoker, 1998). Resources that exhibit high levels of uniqueness, rarity, inimitability, or lack of substitutability offer enduring competitive benefits due to the challenges involved in replicating, obtaining, or replacing such resources (Barney and Hesterly, 2010).

A company's ability to create value depends on its capacity to develop and appropriate specific skills that are not widely shared beyond its borders (Tehrani, 2017). When rival organisations have access to the same pool of resources, one player has little potential to differentiate itself from others. Thus, homogeneity makes it virtually impossible for any firm to attain sustained competitive benefit. As Palladon et al., (2016) argue, uniformity does not allow one firm to employ strategies unavailable to all other players in the market. Sole possessing particular skills might enable a company to undertake activities leading to competitive prowess. However, without exclusivity, businesses have few chances to achieve exceptional performance over the long haul. Therefore, resource heterogeneity represents a vital precondition for gaining a competitive edge. If every corporation possesses similar assets, none can hope to prosper above its competitors via its exclusive usage. Given equal access to identical skill sets, all enterprises find themselves at

precisely the same point, making competition highly uncertain and rendering the creation of shareholder worth unlikely.

According to current literature, effective organisational management requires using SMPs to achieve specific goals through various components such as leadership, structuring, controlling mechanisms, human resources, and strategic execution plans (Phiri and Phiri, 2022). These elements help align the available organisational resources toward pursuing organisational objectives. The Resource-based View, which highlights the importance of utilizing internal resources to maintain a competitive edge, serves as the foundation for understanding how SMPs can facilitate improvements in accountability and transparency in local government authorities. By analyzing case studies, researchers identified critical variables that contribute to enhancing these qualities through the careful arrangement and deployment of available resources within the organisation.

The Resource-Based Theory posits that an organisation's internal resources are vital in determining its strategy and overall success. Unique resources and capabilities are crucial linkages between strategic management practices and superior performance. Companies must effectively leverage their resources and skills to maximize value creation, innovation, and differentiation in the marketplace to achieve long-term prosperity. Firms must organize themselves around these advantages to exploit them fully and ultimately achieve their business aspirations (Palladon et al., 2016). First presented in 1984, this theory helps companies assess their strengths by evaluating the exceptional combination of their tangible and intangible assets, abilities, and capacities. By doing so, organisations can determine what sets them apart, giving them a better chance at creating competitive benefits or advantages. As Mohamud et al., (2015) put forward, every corporation possesses exclusive "bundles" of resources and capabilities, allowing them to distinguish themselves from rival firms and build competencies that lead to sustainable competitive benefits. This research leveraged the Resource-Based Theory to understand the connection between resources, competition, and financial gain during strategic implementation. During the planning stage, firms deploy resources to execute their plans efficiently. As per Grants (2016), this theoretical framework illuminates the impact of asset allocation on competitive advantage, the consequences of informational asymmetry, and how resource development can fortify a company's position vis-à-vis competitors. The Resource-Based Theory plays a significant role in comprehending the interplay of resources and profits in strategy execution.

According to the Resource-Based Theory, the effectiveness of any organisation lies in its ability to harness and employ its human resource pool, which forms part of its assets or resources. Research indicates a direct correlation between a firm's human resources, financial standing, and overall competitive advantage (Barney, & Hesterly 2020). Organisations must recognize their existing resources to create a solid business plan and evaluate where they may fall short ("resource gaps"). Addressing these deficiencies allows firms to reinforce their positions relative to competitors by investing in employee development and education programs. Finally, after determining their resource strengths and addressing any resource gaps, companies can choose the most suitable approach or tactic that makes practical use of their accessible assets, leading to increased output and improved competitiveness (Smith, 2013).

Palladon, Kadir and Chong, (2016) suggest that resources affect an entity's performance within local government agencies (LGAs) via the constructs of workplace atmosphere and pledged devotion to honing expertise. These variables might stem from successful resource management within the organisations. As shown by Lynch (2020), although entities in the same industrial

grouping share similarities, substantial disparities exist among them regarding their performance levels. They attribute these variances to the unique organisational resources and capabilities these enterprises possess, reflecting upon how resources are allocated and the ensuing impact on strategy formulation and operational outcomes.

According to the seminal works of Barney and Hesterly (2010), organisational capability enables firms to achieve sustained competitive advantage. In other words, if firms want to stay ahead of the game and achieve optimal results, they should leverage their internal environment, including physical assets, intangible assets, human resources, and abilities (Morvaridi, 2013). For instance, Palladon, Kadir and Chong, (2016) advocate applying the Resource-Based View theory when managing organisations to develop deeper insights about resources and capabilities that facilitate the successful implementation of various management practices. Thus, it emphasizes the importance of understanding resources and capabilities within the organisations to secure long-term success in the marketplace.

According to the Resource-Based Theory, organisations possess resources that enable them to increase their effectiveness and productivity during goal execution. Moreover, an essential aspect of sustainable management practices (SMPs) is ensuring competitor analysis and benchmarking and tracking public sector comparators such as OECD, WTO, IMF, etc. Competent authorities could verify how organisations operate efficiently while maintaining ethical behaviour standards. However, some research suggests that many organisations fail to implement Sustainable Management Practices. Therefore, incorporating a comprehensive framework based on tangible assets and intangible resources, which includes formal processes and systems, corporate cultures, and informal networks, would be beneficial to drive better outcomes (Grindle, 2020).

Additionally, the Resource-Based Theory distinguishes between two types of resources: those that can be observed and measured (tangible resources) and those that are less concrete and harder to quantify (intangible resources). Meanwhile, capabilities refer to an organisation's aptitude to utilize its resources creatively and innovatively. Bakar et al., (2011) state that capabilities include bundling, coordinating, and leveraging resources to generate new customer value. This ultimately allows organisations to gain an edge over their rivals. Capabilities contribute significantly to sustaining an organisation's competitive advantage.

According to the Resource-Based Theory, a company's performance and competitive position depend on the resources at its disposal. Resources comprise all aspects of the firm, including assets, skills, routines, knowledge, and culture. According to Palladon et al., (2016) and Barney & Hesterly (2010) proposed that firms establish sustainable competitive advantages by efficiently deploying and integrating their resources into strategies and operations. By doing so, companies can create barriers to entry and protect their sources of competitive advantage against rivalry from other businesses operating in the same industry.

A firm's ability to develop effective strategies depends mainly on the resources it controls. These resources allow companies to create unique strengths that set them apart from others in the industry. The origin of Resource-Based Theory dates back to the late 1950s, first advanced by Edith Penrose. The theory gained recognition in strategic management circles a decade later and eventually became one of the leading frameworks in the field (Lynch, 2020). Highlighted that every firm possesses distinct resources, endowing them with particular traits. Phiri and Phiri (2022) further, explain that these idiosyncratic resources create a competitive environment where organisations compete based on their exceptional abilities instead of commoditizing products. The Resource-Based View recognizes firms as diverse collections of assets assembled across different periods, providing a foundation for developing competitive advantage (Romzek, 2000).

Firms maintain resources that grant them a durable market presence. Companies use unique resources to create a difference from the competition in suitable ways (Barney and Hesterly, 2010). Some examples of these assets that can be found within a firm include monetary funds, physical equipment, human capital, intellectual property, information, and knowledge. These components work together to create a capability that generates worth and results in higher profits for the company.

As such, the Resource-Based Theory offers an ideal perspective for analyzing Local Government Authorities (LGAs) in Tanzania by evaluating their contributions to improved service delivery through School Management Plans (SMPs). This approach allows researchers to examine the role of council resources in enhancing the quality of education in various Tanzanian community schools, including assessments of potential obstacles impacting academic achievement among disadvantaged pupils. By acknowledging that schools must overcome specific challenges related to limited access to electrical energy sources, future educational policy planning may target enhancements to infrastructure for better overall academic outcomes nationwide, particularly in impoverished rural regions (URT, 2019).

In summary, the Resource-Based Theory centres on how distinctive elements or capacities enable companies to achieve competitive edges over other players in the industry. To accomplish this, business entities must identify and utilize unique resources, including a talented labour force, exclusive know-how, low production costs, and a positive image. Comprehension of Resource-Based Theory assists managers in evaluating whether their organisations possess adequate assets to implement their strategic plans successfully.

2.1 Conceptual Framework

Other things remain constant, and this study was under the assumption that the successful implementation of SMPs was hypothesized as the dependent variable to the governance of LGAs in resource allocation and service deliverance. Those independent variables positively or negatively affect the strategic management practices and governance of LGAs. The conceptual framework for this article has been developed to show the interlinkages of different variables and concepts and their applicability in the actual situation of governing LGAs. This study has adopted a conceptual framework from Ricky Griffin (2007) on practices and performance of LGAs in Tanzania. The variables were selected from the literature and the Resource Based View (RBV). The variables include management factors (structure, culture, leadership styles) and resource factors, which explain the practices of SMPs in the governance of LGA, specifically in reviewing resource-based theory concerning service delivery and resource allocation. See Figure 1.

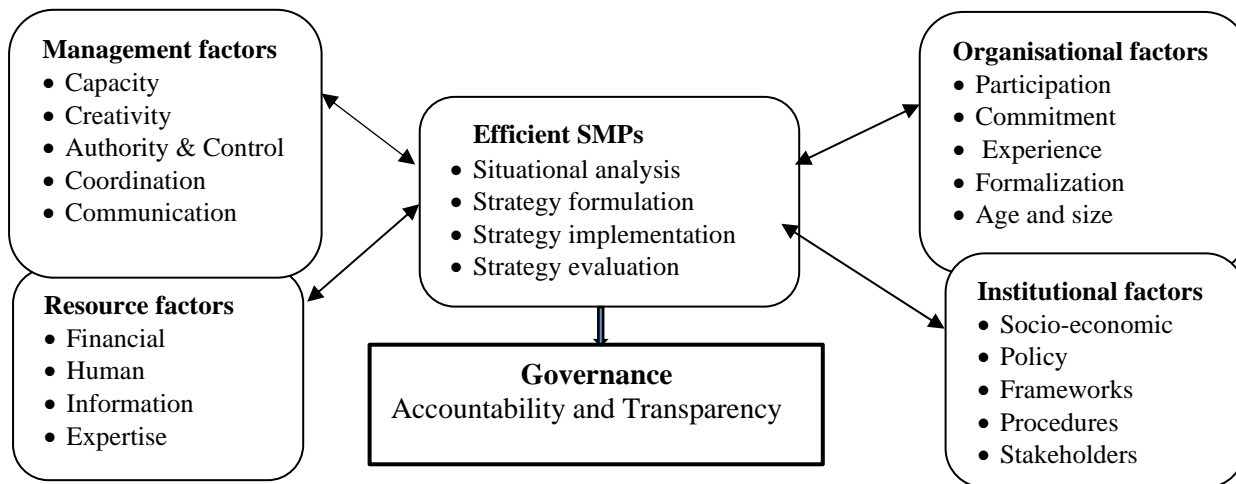


Figure 1: Conceptual Framework

3. Methodology

The study employed a qualitative research design to examine the extent to which the Resource-Based View (RBV) framework is endorsed in Tanzania to improve accountability and transparency in service delivery and resource allocation in Local Government Authorities (LGAs). A case study approach was used, with Mufindi District Council as the study site. The data collection methods included semi-structured interviews, focus group discussions, and document reviews, which provided rich and in-depth information about the implementation of Strategic Management Practices (SMPs) and the challenges faced by the council in promoting accountability and transparency. The data analysis involved thematic analysis, which helped to identify patterns and themes in the data, including the key findings of poor implementation of SMPs, non-transparent and complicated SMP implementation process, and poor resource allocation.

Description of Mufindi District Council

The study was conducted in Mufindi District Council, Iringa Region. Mufindi District Council was Chosen because it is among the councils established for the first time by the constitution of the United Republic of Tanzania in 1977. This Council was selected by taking into consideration the high collection of funds using local sources based on the status of Controller and Auditor General (CAG) reports where the Council had qualified within five (5) years from CAG's current Annual Report (2018/2019 to 2022/2023). Mufindi District is in the southern part of the Iringa Region, bordering Kilolo District to the northwest and Iringa District to the north. The district also borders Njombe Region to the south and Mbeya Region to the west. Mufindi District encompasses 6,710 km² of land, of which approximately 10% is covered by water– including the Ruaha River, Kihansi River, Mwenga River, Kihanga Reservoir, Ngwazi Reservoir, and Nzivi Reservoir. The choice of the Council was influenced by the following considerations: Mufindi District Council offers a vast possibility for obtaining the required data given that this Council had adopted and implemented SMPs in its formulation of five-year and annual development plans. Also, the Council was among the districts doing better on resource allocation in Tanzania after adopting the decentralization policy of local government authorities. Mufindi District Council was doing relatively better in service delivery, as reported by CAG (URT, 2018). From this scenario, the

investigator was interested in analyzing the relationship between SMPs and governance regarding accountability and transparency in the nearby years, that is, before 2015 and after 2015 to 2020.

Mufindi District Council



Tanzania Map



Figure 2: Map of Tanzania showing Mufindi District Council Source: © OpenStreetMap, Mapbox, and Maxar

4. Results and Discussion

Response Rate

The number of questionnaires that were administered to employees was 381. A total of 351 questionnaires were correctly filled and returned. This represented an overall successful response rate of 92%, as shown in Table 1. According to Mugenda and Mugenda (2006) and Kothari (2017), a response rate above 50% is adequate for a descriptive study. Creswell and Creswel (2018) also asserted that return rates above 50% are acceptable to analyze and publish; 60% is good, and 70% is excellent. Based on these assertions from renowned scholars, a 95% response rate is perfect for the study. Thus, the response rate of 92% in this study was perfect.

Table1: Response Rate

Response	Frequency	Percentage
Returned	351	92
Unreturned	30	8
Total	381	100.00

Source: (Field data, 2020).

The paper discussed implementing resource-based practices in Tanzania's local government authorities (LGAs), particularly in governance and strategic management. The author reviewed the literature to evaluate how LGAs utilized resources to improve their effectiveness in providing public services. Overall, the study finds that while there is potential for LGAs to benefit from implementing resource-based practices, challenges include poor capacity building, lack of technical skills, unclear boundaries between central and local authorities, corruption, and difficulty

accessing finance for new projects. Despite these hurdles, adherence to good governance practices and creativity in problem-solving and leveraging available resources may help overcome obstacles and improve service delivery. Ultimately, further research and evaluation of specific cases would be beneficial to understand better the practical implications of resource-based-management frameworks in the Tanzanian context.

A comprehensive review of the Resource-Based Theory reveals essential insights into the relationship between strategic management practices and governance in Tanzania's Local Government Authorities (LGAs). Findings suggest that strategic planning is vital in effectively managing scarce resources, contributing significantly towards attaining desired organisational objectives. This review highlights the significance of resource allocation within LGAs as a critical factor impacting successful strategic management and governance practices. Ultimately, the study concludes that careful consideration of resources available to LGAs, along with prudent management and alignment with key strategies and objectives, enables optimal governance practice and enhanced accountability, transparency, and efficiency in decision-making processes. These conclusions are essential for improving current governance frameworks within LGAs across Tanzania.

Additionally, examining the Resource-Based Theory sheds new light on the connection between strategic direction setting, administrative oversight, and effective governance at Local Government Authorities (LGAs) in Tanzania. The findings underscore the importance of devising realistic and practical strategies that take advantage of available resources to ensure efficient administration of public funds, promote transparency and openness, foster stakeholder participation, bolster integrity and honesty, cultivate accountability, and instil ethical leadership. This emphasizes the integral role of local leaders, councillors, executives, and administrators working collaboratively to deliver sustainable development goals for all citizens residing in the territorial jurisdiction covered by each local authority.

By adopting a holistic viewpoint founded on Resource-Based Theory perspectives, it becomes clear that a harmonious balance needs to be struck between implementing the best administrative and managerial techniques while nurturing trustworthy relationships with diverse constituencies. This includes encouraging broad consultations between political authorities and community groups, prioritizing participative approaches grounded in shared values and aspirations, and creating a culture of continuous improvement informed by reliable data collection methods. Overall, integrating these facets reinforces the credibility of Local Government Authorities, thus promoting long-lasting success and advancing responsible governance in Tanzania.

The accountability status in governing LGAs

One of the findings revealed that despite the Government's design to allocate resources using Resource Theory principles in implementing a strategic management plan, LGAs are still challenged with unsuccessful implementation of SMPs. 80.1% (281) out of 351 respondents reported that employees were accountable for their actions and decisions in the Council. The rest, 19.9% (70), noted that they were not aware of the accountability of workers in the department. Data from the interviews revealed that the staff and management were held accountable (answerable) for their daily work-related actions and decisions. One key informant argued this finding by showing some procedures for making someone accountable. He argued that:

"...employees have their specific units where they are held accountable, but most notably, are heads of units. A professional code of practice measures employees'

commitments from their outputs; employees are well equipped in knowledge, but they improve them through training (Human resource officer, 12/12/2020).

Implementation processes of SMPs in MDC

Implementing the Strategic Management Plan (SMP) in a Mufindi District Council (MDC) involves interacting with diverse stakeholders with varying interests and motives. These stakeholders include MDC staff, development partners, Ministry of Local Government & Regional Administration representatives, and others involved in implementing the SMP. A recent study examined the actors participating in this implementation process and discovered that, according to 59% of survey respondents, personnel from all departmental units assume responsibility for adhering to and executing SMP guidelines according to allocated resources specified in the Council's yearly strategy blueprint.

Many developing nations, including Tanzania, face challenges in implementing Strategic Management Practices (SMPs), particularly in the Local Governments Authority (LGA). According to Sulle (2009) having a well-functioning set of governing institutions overseeing LGAs ensures better SMPs, resource allocation, service delivery, and improvements in accountability/transparency. Monitoring public funds remains critical to strengthening the overall effectiveness of LGAs. Furthermore, studies conducted by Dominic Theuvsen (2015) demonstrate that businesses embracing SMPs experience significant increases in organisational performance through optimized usage of available resources when implementing service strategies.

In terms of the Resource-Based View (RBV) and Strategic Management Practices (SMPs), the focus lies on successfully managing Local Government Authorities (LGAs) and their provision of public services while allocating resources effectively. This perspective was advocated for by the World Bank, wherein they emphasized limited government intervention and encouraged collaboration with external parties to enhance efficiency. To achieve success under these conditions, principles like accountability, fairness, rule of law, participation, equity, and equality should guide decision-making processes. Scholars continue to engage in various perspectives regarding how best to apply these ideas in practice (Warioba, 1998).

While some academics support using the Resource-Based View (RBV) approach for simplifying the provision and distribution of public services and resources, others argue against it, citing limitations and flaws that could hinder successful application, especially in the African context. These critics assert that the theory fails to address essential factors necessary to deliver public services effectively. The debate continues among experts about whether RBV is the right fit for enhancing public service management systems.

Resource-based view (RBV) proponents believe it promotes collaborative efforts among multiple stakeholders toward achieving mutual objectives. By leveraging unique combinations of internal assets Stoker (1998), RBV aims to improve the effective deployment of resources within an institution's strategy management plans. This approach fosters cooperative relationships, facilitates productive partnerships, and ultimately contributes to producing and maintaining essential public goods and services. Ultimately, proponents maintain that, when properly implemented, RBV can bolster public sector performance through improved coordination and alignment of resources.

Law (2016) identifies vital players involved in the Resource-Based View (RBV) framework as crucial stakeholders whose combined actions shape the outcome of public programs. Stakeholders involved in this process include state agencies, politicians, institutions, interest groups, civil societies, non-governmental organisations (NGOs), and transnational actors who depend on one

another for the successful execution of joint initiatives (Gupta, 2020; Legaspi, 2005). Effective and efficient use of resources in delivering public services requires close collaboration between all these entities. By pooling resources, sharing information, and communicating openly, parties involved in RBV can maximize opportunities for collective progress toward program goals.

Key findings in MDC coping with RBV

Mufindi District Council faces significant challenges related to weak institutional capacity and insufficient Resource-Based View (RBV) implementation. The Council lacks clear direction and suffers from poor planning and strategizing, affecting its ability to provide transparent services and properly allocate resources. The human capital shortage and technical competence among MDC employees undermine the effective execution of crucial roles such as resource valuation and motivation in the working environment. Constraints in accessing finances due to budgetary restrictions obstruct the Council's ability to engage in essential projects and activities required to attain predetermined goals. Hence, poor coordination and collaboration between relevant authorities further exacerbate these issues, leading to suboptimal utilization of country resources and poor performance of LGAs in service deliverance and resource allocation. Findings suggest that appropriate RBV applications can positively impact LGAs' financial stability and decision-making processes, ultimately fostering more effective resource allocation and governance practices. However, limited evidence exists regarding how these frameworks contribute to long-term service delivery and community welfare improvements.

The restricted availability of financial assets experienced by Local Government Authorities (LGAs), resulting from budgetary restraints, poses an impediment to effectively carrying out mandated projects and pursuits indispensable to achieving targeted conclusions. In the same vein, lacking adequate human capital and specialized proficiencies among Local Government Authorities' staff members create difficulties when trying to accomplish elaborate assignments associated with implementing Public Relations Solutions (PRS). Furthermore, allocating additional funding to expand research and examination efforts is imperative in identifying and verifying superior practices, suitable measures, and other novel techniques for governing the nation's natural richness. This would enable administrators and policymakers to develop better-informed decisions prioritizing sustainability and long-term benefits for all stakeholders involved. By continuously studying and learning from experiences across different sectors and regions, we can ensure that our approach to managing natural capital remains progressive, resilient, and equitable. Ensuring that governmental bodies at varying levels acquire improved competencies in asset management is vital in fostering balanced expansion that lessens destitution and societal disparities. With efficient governance and stewardship of national resources, opportunities can become accessible to disadvantaged groups, enabling them to participate actively in economic activities, reducing poverty, and diminishing the divide between prosperous and poorer populations. Such initiatives also enhance overall countrywide welfare while safeguarding our ecological inheritance for future generations (Barney and Hesterly, 2020).

Organisational capacity can be enhanced using the Resource-based View (RBV) approach by ensuring that public services are delivered efficiently to meet the needs of the citizens. To achieve this, employee involvement in resource allocation decisions is critical. Advocates argue for participation from all stakeholders before and during the implementation phase of Service Management Plans (SMPs). Maintaining transparency and accountability in different government institutions is also essential in achieving good governance practices. Further research suggests that

proper management of public institutions remains a challenge due to the misuse of resources leading to poor service delivery. According to Stoker (1998), addressing this issue requires incorporating participatory approaches to better utilize allocated resources to achieve improved outcomes.

Sound governance principles require the implementation of Service Management Plans (SMPs), which promote accountability and transparency in government decision-making processes. Research shows that poor execution of RBV results in inefficient funds management at national and local levels. The lack of RBV appliances creates situations lacking openness, honesty, and respect for rules, leading to substandard service delivery and insufficiently managed resources. Local government authorities (LGAs) particularly face difficulties collecting revenue locally when RBV is overlooked, as Sulle (2009) noted.

Although the Government had tried to apply the RBV principle in managing the local government authorities by implementing SMPs, the study revealed shortcomings in inefficient resource allocation and service delivery. A majority of 86 percent of the survey respondents perceived the weak performance of LGAs as a significant issue, while only 14 percent could not evaluate its effectiveness. These findings highlight the need to investigate further and identify ways to strengthen the implementation of SMPs to achieve the desired benefits of improved transparency and accountability in the provision of public services.

The study revealed that the application of RBV in governing LGAs remains questionable because its effectiveness through Strategic Management Practices (SMPs) has not created significant changes in accountability and transparency (Pappa et al., 2022). Current studies recommend that researchers document the crucial factors that influence the efficacy of SMPs in governing LGAs to attain the goals of service deliverance and allocation of resources (Pasape & Godson, 2022).

5. Conclusions and Recommendations

In conclusion, although the Resource-Based View appears relevant in addressing issues related to strategy formulation, it lacks strong research attention and empirical support on innovations and the use of digital platforms among LGAs. Future investigations should consider applying quantitative and qualitative methodologies to examine the complex interplay between different contextual factors shaping the successful application of RBV strategies in public administration. It would also benefit future researchers to explore alternative theoretical lenses to understand better the effects of digitally enabled solutions on operationalizing resilient and responsive LGAs.

The study revealed that the application of RBV in governing LGAs remains questionable because its effectiveness through SMPs has not created significant changes in accountability and transparency. Current studies recommend that researchers document the crucial factors that can influence the efficacy of SMPs in governing LGAs to attain the goals of service deliverance and allocation of resources. Furthermore, the study recommended that the Tanzanian Government, through the Ministries of President's Office Regional Administration and Local Government Authorities, should continue to offer a total commitment to ensuring the effective implementation of SMPs by its employees through human resource policies and practices that are integrated with the human resource strategy, staff facilitation, and motivation.

New research shows that LGAs in Tanzania lack robust management systems or tools, like situational analysis, strategy development, execution, monitoring, and review. These shortcomings make it difficult for them to provide quality services and allocate resources efficiently, compromising public accountability and transparency principles essential for good governance.

This failure could undermine national policy goals by hampering central coordination efforts due to poor institutional mechanisms aligning with Tanzanian realities. These results indicate insufficient capacity-building initiatives to enhance local actors' capabilities.

The study recommends significant changes in the policies implemented by the Government of Tanzania involving employees in carrying out council visions and missions. By adopting new management systems that capitalize on existing resources, high-quality services can be delivered to citizens, and employee accountability can be improved. Additionally, regular monitoring and tracking of action plans laid out in the strategic plan are needed to ensure the achievement of targets, promoting greater transparency and accountability within government circles and throughout communities, ultimately leading to long-term sustainable growth.

The study concluded that the Tanzanian Government, through the Ministries of President's Office Regional Administration and Local Government Authorities, should offer a total commitment to ensuring the effective implementation of SMPs by its employees through human resource policies and practices that are integrated with the human resource strategy, staff facilitation, and motivation (Controller and Auditor General, 2022).

Recommendations for Further Study

The unsuccessful implementation of SMPs among LGAs in Tanzania creates poor service delivery to citizens in the workplace. Indeed, there are demands of attention to be considered in the management of the LGAs so that the reforms of practices to achieve the council goal could be possible to a large extent, especially employees becoming accountable for their actions and being open to whatever they are doing to citizens in service deliverance that could result to high performance to be reported by the CAG. Current scholars have not indicated structure frameworks that could help the governance of LGAs in allocating resources and service deliverance. Again, management and governance theories must be upholder to measure their significance in allocating council resources and service deliverance. The study recommended that future investigations should consider applying quantitative and qualitative methodologies to examine the complex interplay between different contextual factors shaping the successful application of RBV strategies in public administration (Association of Local Government Authorities of Tanzania, 2020).

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