

## Application of Local Government Authorities in Urban Tourism Development: Case of Tanzania

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### ABSTRACT

The issue of climate change among the SMEs is becoming more and more pronounced, especially in the semi-arid parts of the developing economies like Tanzania, where the activity has become a very important issue in the spheres of providing jobs, generating income, and the economic development of the local environment as a whole. Besides discussing the impacts of climate change on the development and resilience of the SMEs in the Dodoma Region, whether the adaptive strategies mediate the association between climate change and the entrepreneurship development, and whether the entrepreneurial ecosystem support mediates the association between climate change and the development of the SMEs in the Dodoma Region are also discussed in this paper. It has been conducted on a questionnaire on 300 SMEs of manufacturing, service, and retail industries. Data were analyzed by means of descriptive statistics analysis, reliability and correlation tests, the multiple regression, and bootstrapping of the mediation and moderation test with the help of SPSS and Smart PLS. The results imply that climate change might result in a significant reduction in income of the SMEs, jobs, productivity, and disruption recovery capacity. Some of the adaptive strategies, such as product diversification, realignments, and networking of operations, were also observed to partially offset these negative effects. Furthermore, supplementary counteraction of the negative outcomes might be attained by offering more successful support (by accessing more finance, information, and institutional resources) of an entrepreneurial ecosystem. These results indicate the need to build regional business ecosystems, such as SMEs in national systems of climate adaptation, and to expand access to climate-related finance (and technical support). SME practitioners should involve active adaptation measures as a means of increasing resilience, protection of livelihoods, and growth in an environment that is slowly transforming into a volatile one.

**Keywords:** Decentralization, Local Economic Development, Local Government Authorities, Tanzania, Urban Tourism

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### I. INTRODUCTION

Urban centers are turning out to be one of the most fascinating tourism destinations all over the world. It is the increased movement into the cities, the shifting tastes of the tourists who are seeking more than beach or Safaris and the fact that even the cities have now become the thriving cultural business food and fun centres which is contributing to the increased urban tourism (Edwards et al., 2008; UNWTO, 2022). Not only are cities beginning to become hubs of transit no more, but also are becoming more and more tourist destinations in their own right, as a result of their historic districts, festivals, street art, marketplaces, and creative scenes, which adds to the economic life of the region as well as providing employment (Rogerson, 2016; Rogerson, & Rogerson, 2014). In most third world countries, especially in the fast-urbanizing ones, urban tourism is considered a logical policy to favour small businesses, help communities prosper where the old industries are crashing and to share the economic success more widely (Bishagazi, 2021).

Tourism has been one of the key forces in the economy of Tanzania since it has been a major earner of foreign exchange, as well as a major source of employment and GDP (URT, 2019). Wildlife safaris like the Serengeti and the beach resorts are some of the decades old tourism in those areas. However, cities are beginning to assume the centre stage particularly the city of Dar es Salaam. Its busy markets, colonial past of structures, the emergent artistic movements, and beach vibes all allow a business traveller, conference delegate, cultural tourist and even the local tourists to have more than diverse experiences in Dar es Salaam, which is the biggest city in the country and the key entry point to the rest of the world. The urban tourism is another impact in this instance that reinforces the small and medium businesses of all types: restaurants, accommodation facilities, crafts vendors, transporters (Busungu, 2022; Sanga, 2020). Nevertheless, despite this assurance, Tanzania city tourism planning, management and governance practices are unbalanced and hardly researched especially at the city / municipal level.

It is possible through the assistance of Local Government Authorities (LGAs). They are engaged in the frontline planning of land-use, construction, and maintenance of the general roads and spaces, enforcement, service deliveries and growth of local businesses (Boex & Yilmaz, 2010; Smoke, 2015). The Tanzanian laws, the Local Government (Urban Authorities) Act No. 8 of 1982, clearly assigns the LGAs the responsibility of promoting economic development in the locality, and the provision of receptive environment to facilitate investments including tourism (URT, 1982). The local government reform programme initiatives in the area of decentralisation were intended to make these authorities

have more power, resources and accountability so that they could directly respond to the needs of the community (Anggriawan, 2022). Theoretically, in this structure, the LGAs will be perfect partners in the city tourism.

As a matter of fact, most of the LGAs in Tanzania are finding it difficult to fulfil that promise. They usually possess a limited budget, lack of training among employees, lack of interaction with the work of national ministries, and lack of integration of tourism in the regular planning of the city (Ruhangisa, 2026; Bishagazi, 2021). Urban tourist governance has not been a prominent issue in the country and it has been majorly applied in rural contexts, national parks or poverty alleviation relating to tourism and local government research (Mwongoso et al., 2023). Little is known at present about the particular effects that LGAs exert in urban tourism, and what resources they employ, what difficulties they face and how they have been enabled or even hindered by the decentralisation process.

To gain an understanding of these concerns, two theories will be used in this paper. According to the theory of decentralisation, the higher the amount of power and finances, along with the decision-making capacity, the better the decisions and faster response and solutions are, which are more compatible with the local context (Boex and Yilmaz, 2010; Smoke, 2015). This implies that LGAs should be capable of adjusting the planning, marketing and regulations in the tourism industry to meet individual benefits and demands of their cities. Local Economic Development (LED) theory expands upon this and concentrates on the ways of initiating jobs and growth locally through the use of local institutions, local collaborations, and place-specific policies (Bishagazi, 2021). It is in this situation where urban tourism comes in well as it is a very localized activity and therefore it relies on the power of institutions, the government and the form and operation of cities.

It is further added with research on Global South cities. It is in this sense that urban tourism is likely to develop within such circumstances as informality, high birth rates, outrageous inequality, and governance issues (Rogerson, 2016; Rogerson, & Rogerson, 2014). This is represented in the crowded, disputed spots in Tanzania when lodging demands, unauthorized commerce, and lack of fundamental amenities collide with the tourists (Busungu, 2022). LGAs can play a significant role since they will be the compromising factor with regard to the development of tourism and equitable urban management and community service. They are however missing the opportunity of transforming the potential that tourism holds into practical and or shared benefits unless they have the right capacity and support.

The lack of clarity of the actual effect of Local Government Authorities on the urban development of Tanzania is the greatest gap that this paper attempts to address with facts about the matter. The problem of urban tourism is not the topic that is ever discussed within the local structure of governance, yet tourism is rather important to the country and the LGAs are legally binding to guarantee its development. The majority of the findings are dedicated to the role of local governments in encouraging the development of businesses or rural tourism (Mwongoso et al., 2023; Sanga, 2020) or the overall trends in the country (URT, 2019; UNWTO, 2022). We should be more acquainted with how LGAs in urban setting are administered, promoted and planned and how decentralisation reforms work.

The paper aims at investigating through empirical evidence the role played by the local government authorities in Tanzania in the development of tourism in cities. It concerns the functional LGA roles that are outlined as institutional, regulatory and developmental, and issues that LGAs encounter and effective options of maximizing their impact. It responds to the fact that the institutions and policy of the tourism scenes of Southern urban areas need further research by focusing on the urban settings (Edwards et al., 2008; Rogerson, 2016).

## 1.1 Research objectives

To guide the inquiry, the study pursues three objectives:

1. To examine the roles and responsibilities LGAs hold in planning and managing urban tourism development in Tanzania.
2. To analyze the key challenges—financial, institutional, coordination-related, and others—that limit their effectiveness.
3. To identify practical strategies and policy ideas for helping LGAs contribute more effectively to sustainable urban tourism.

## II. LITERATURE REVIEW

The following objectives of the literature review are organized in an objective manner in order to support the following study goals: (1) to examine the roles and responsibilities of Local Government Authorities (LGAs) in the process of urban tourism development planning and management in Tanzania; (2) to appraise the challenges facing LGAs including institutional, financial, and organizational constraints; (3) to examine the ways and policy options on how to augment the roles played by LGAs in the development of sustainable urban tourism. It relies on empirical studies regarding urban tourism (in the Global South and internationally), the Tanzanian-oriented statistics and theoretical backgrounds in decentralisation and local economic development (LED) theories.

## 2.1 Theoretical Literature

### 2.1.1 Decentralisation Theory

Transfer of power, resources, and duties at the federal level to the local governments leads to better efficiency, responsiveness, accountability, and development outcomes, according to the decentralisation theory, by improving the match between services and the needs of the locality (Boex & Yilmaz, 2010; Smoke, 2015). Decentralised governance supports context-sensitive development in the tourism situations as it enables the LGAs to tailor planning, regulation and promotion to local resources and priorities (Rondinelli, 2017, as cited in recent research). However, to be successful, the administration and finances need to be empowered; without adequate decentralisation, mandates are often not backed up and hardly affect anything (Smoke, 2015).

### 2.1.2. Local Economic Development (LED) Theory

To facilitate endogenous growth, employment, and inclusive benefits, Local Economic Development (LED) theory focuses on place-based efforts, partnerships, and local institutions (Bishagazi, 2021). To support small and medium-sized business (SMEs), generate employment opportunities, and reduce poverty, the tourism sector utilises the local resources including culture, heritage, and services (Rogerson, 2016). LED requires strong local governance in urban areas to solve the issues of informality and inequality and create enabling conditions (Rogerson, & Rogerson, 2014).

## 2.2 Empirical Literature

### 2.2.1 Urban Tourism and LGA Roles Conceptualization

Edwards et al. (2008) stated that urban tourism incorporates business, heritage, recreation, and creative services and experiences of the visitor as they interact with the city environments, infrastructure, culture, events, and daily life. Complexity management and integration of tourism with the broader municipal activities require integrated urban planning, unlike nature-based tourism.

The socioeconomic inequality with a lack of infrastructure, informality, and rapid urbanisation are changing the Urban tourism in the Global South (Rogerson, 2016). Cities encounter a contradictory land use and service demands along with being the passageways and destinations. The scholars say that urban tourism is not only a matter of consumption but it can reduce poverty, create employment, and encourage fair planning (Rogerson, & Rogerson, 2014).

Besides zoning property, local governments are also the ones who construct infrastructure and regulate enterprises, services, and advertise attractions, which is why they are significant architects (Edwards et al., 2008). Despite the low effectiveness in developing settings because of capacity constraints, LGAs remain critical to achieving inclusive results (Rogerson, 2016; Rogerson, & Rogerson, 2014).

Tanzania is also experiencing urban tourism development in towns such as Dar es Salaam that provided heritage, marketplaces, business, and culture, but the sector trails behind the wildlife and coastal sectors (Busungu, 2022). LGAs are involved in planning, infrastructure, regulation and economic promotion as specified in the Local Government (Urban Authorities) Act No. 8 of 1982 (URT, 1982). Nevertheless, tourism is often not included in local plans (Sanga, 2020). The study of Dar es Salaam shows that there is a disjointed governance process in the politics, positional regions, and informality (Busungu, 2022).

### 2.2.2 Problems Facing LGAs

Tanzania Local Government Reform Programme (LGRP) carried out decentralisation reforms with the aim of enhancing LGA autonomy and service delivery (Anggriawan, 2022). Some of the existing challenges that assessments have pointed out include chronic underinvestment, central reliance, lack of skills, and ineffective coordination (Anggriawan, 2022; Ruhangisa, 2026). Minimal needs (housing, services) drive away tourist, and city management does not have the means to fit in tourism in plans (Bishagazi, 2021).

LGAs address informality, rapid growth, and inequality that confine tourism management in African urban settings (Rogerson, 2016). In Tanzania, the relationship between tourism and poverty is mostly studied in rural and natural environments and guided by LGAs (Mwongoso et al., 2023). It has urban analogues: LGAs regulate unformalized trade and SME, yet growth is limited due to the unfocused implementation and restricted access to financing (Sanga, 2020).

### 2.2.3 LGA Contributions Enhancement Strategies

As UN-Habitat (2015) says, sustainable urban tourism requires combined planning that aligns economic activity with social justice and the environment. Tanzania would fill any gaps by incorporating tourism into the urban systems, improving the coordination, and capacity development (Ruhangisa, 2026; Bishagazi, 2021). LED plans include partnerships and location-based support of tourist SMEs (Bishagazi, 2021).

To enable LGAs, more inclusive appeals are regulatory simplification, special infrastructure, and fiscal devolution (Smoke, 2015; Rogerson, & Rogerson, 2014). In African towns, fair tourism requires involvement with the community and the inclusive government (Rogerson, 2016).

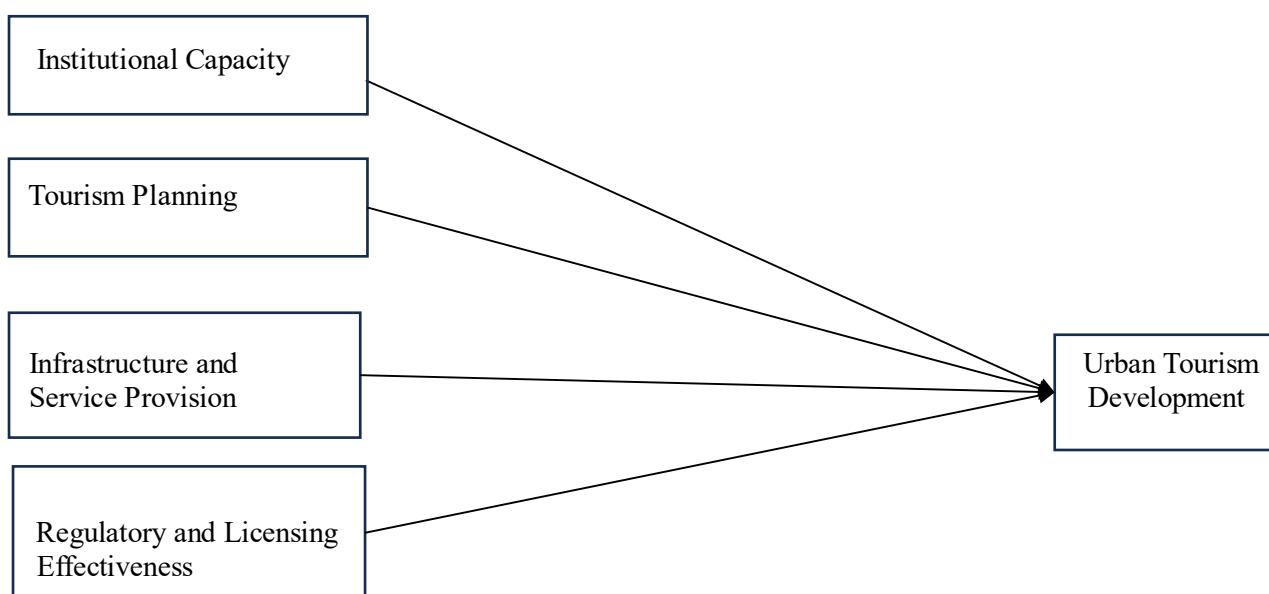
### 2.3 Synthesis and Research Gap

Urban tourism is a demanding activity in terms of government and LGAs are much needed, albeit restricted. Despite Tanzanian statistics on capacity, financial and coordination limits, the theories of decentralisation and LED focus on potentials. Responsibilities of urban LGA are studied poorly in the face of rapid change as studies are conducted on the rural/national levels or companies. This gap is bridged by this paper through offering an empirical assessment of the LGA roles, challenges, and strategies within the urban tourism context in Tanzania.

### 2.7 Conceptual Framework

Based on the literature and hypotheses, the framework positions Local Government Authorities' roles as the primary drivers of urban tourism development. The independent variables (Figure 1) include:

1. Tourism Planning – Strategic integration of tourism into urban development plans (Edwards et al., 2008; Ruhangisa, 2026).
2. Infrastructure and Service Provision – Physical and service investments supporting tourism activities (Rogerson, & Rogerson, 2014; URT, 2019).
3. Regulatory and Licensing Effectiveness – Efficient enforcement and facilitation of tourism enterprises (Sanga, 2020; Smoke, 2015).
4. Institutional Capacity – Human, financial, and administrative resources enabling LGAs to perform their functions (Boex & Yilmaz, 2010; Anggriawan, 2022).



**Figure 1**  
*Urban Tourism Development Framework Diagram*

The dependent variable is Urban Tourism Development, measured in terms of growth of tourism enterprises, quality of tourist experiences, and contribution to local economic development (Busungu, 2022; Bishagazi, 2021).

### 2.8 Hypothesized Relationships

- H1: Tourism Planning → Urban Tourism Development
- H2: Infrastructure & Service Provision → Urban Tourism Development
- H3: Regulatory & Licensing Effectiveness → Urban Tourism Development
- H4: Institutional Capacity → Urban Tourism Development

This framework aligns with decentralization theory (effective local governance enhances local development) and Local Economic Development (LED) theory (institutional capacity and place-based interventions drive economic growth).

## 2.9 Hypotheses Development

Building on decentralization theory and local economic development (LED) ideas, this study sees urban tourism as something that really depends on what Local Government Authorities (LGAs) do and how well they can do it. The literature makes it clear: in cities—especially in the Global South—tourism thrives when local governments step up with solid planning, good infrastructure, clear rules, and enough institutional muscle (Boex & Yilmaz, 2010; Rogerson, 2016; Smoke, 2015).

Here, we treat "urban tourism development effectiveness" as the main outcome we're trying to explain. On the other side, we look at four key pieces of what LGAs bring to the table: how they plan for tourism, how they deliver infrastructure and services, how effectively they regulate and license tourism businesses, and their overall institutional capacity (skills, funding, systems).

### 2.9.1 Local Government Planning and Urban Tourism Development

Good planning sits at the heart of making tourism work in cities. Local authorities are supposed to weave tourism into bigger decisions about land use, growth, and infrastructure so everything fits together (Edwards et al., 2008; UN-Habitat, 2015). In Tanzania, though, tourism often gets left out of urban plans or treated as an afterthought (Ruhangisa, 2026). When LGAs do plan thoughtfully for tourism, we expect it to make a real, positive difference.

H<sub>1</sub>: Stronger local government tourism planning leads to better urban tourism development.

### 2.9.2 Infrastructure and Service Provision

Nothing turns visitors away faster than bad roads, unreliable water, dirty public spaces, or missing basic amenities. Infrastructure shapes how welcoming and competitive a city feels (Rogerson, & Rogerson, 2014). In Tanzania's setup, LGAs carry the main responsibility for delivering these urban essentials (URT, 1982). Better provision should therefore lift tourism outcomes noticeably.

H<sub>2</sub>: Better local government infrastructure and service provision positively influences urban tourism development.

### 2.9.3 Regulatory and Licensing Effectiveness

LGAs set the rules for tourism businesses—issuing licenses, checking standards, enforcing safety and quality. When regulation works well, it creates a safe, fair space for small hotels, tour operators, restaurants, and other enterprises to grow (Sanga, 2020). When it's weak or inconsistent, businesses struggle and the overall tourism experience suffers.

H<sub>3</sub>: More effective local government regulation and licensing positively affect urban tourism development.

### 2.9.4 Institutional Capacity of Local Government Authorities

Decentralization only delivers if local governments have the people, money, and systems to handle their new responsibilities (Boex & Yilmaz, 2010; Smoke, 2015). In Tanzania, many LGAs still battle serious capacity gaps—understaffing, tight budgets, weak admin tools (Anggriawan, 2022). Building stronger capacity should help them turn tourism potential into actual results.

H<sub>4</sub>: Greater institutional capacity in Local Government Authorities positively influences urban tourism development.

## III. METHODOLOGY

### 3.1 Research Design

This study took a clear quantitative route to explore how Local Government Authorities (LGAs) actually shape urban tourism development in Tanzania. Numbers and statistics were the right fit here: they allow us to measure things like roles, capacities, and obstacles in a structured way and then test real relationships between them (Boex & Yilmaz, 2010; Smoke, 2015). By working with standardized data, the approach brings objectivity and makes the findings more applicable across different urban settings in the country.

We chose a cross-sectional survey, gathering everything at one point in time. This method is a staple in public administration and tourism governance research, especially when you're trying to get a reliable picture of how institutions are performing right now under decentralization. In Tanzania, where urban tourism is very much influenced by today's policies, structures, and on-the-ground realities, this snapshot approach was ideal for capturing current practices and the hurdles LGAs face every day.

### 3.2 Study Area

The research took place in selected urban Local Government Authorities across Tanzania—cities and towns where tourism isn't just a side note but a real part of the economic and administrative landscape. Under the Local Government (Urban Authorities) Act No. 8 of 1982, these urban LGAs are directly in charge of planning, building infrastructure, regulating businesses, and driving local growth (URT, 1982)—all of which touch tourism directly.

We focused on urban areas because they're growing fast, attracting more visitors, and putting real pressure on local governments to juggle tourism with everything else cities need: housing, transport, services, and more (Ruhangisa, 2026; Bishagazi, 2021). Looking at urban LGAs lets us move beyond the well-trodden stories of rural safaris and beaches to see how tourism governance plays out in lively, crowded, rapidly changing city environments.

### 3.3 Target Population

We targeted the people who live and breathe tourism-related work in urban LGAs: officials from departments like urban planning, tourism and trade, community development, environmental management, licensing, and local economic development.

These individuals were the perfect group to hear from. They're the ones drafting policies, implementing decisions, issuing permits, and dealing with tourism businesses and visitors on a daily basis. Their hands-on experience and institutional knowledge give us trustworthy insights into what LGAs are actually doing, the challenges they're up against, and how well decentralization is working in practice.

### 3.4 Sample Size and Sampling Techniques

We settled on a sample of 299 respondents—big enough to support solid statistical work in SPSS, keep sampling error low, and make the findings representative of the broader population of urban LGA officials involved in tourism.

To get there, we used a multistage approach. First, purposive sampling to pick urban LGAs that stand out for their tourism activity and administrative weight—this made sure we were studying places where urban tourism really matters economically and institutionally.

Then, within those selected LGAs, we turned to simple random sampling. We drew from official lists of eligible officials (department rosters, etc.), giving everyone an equal chance of being picked. This random step cuts out bias and strengthens the credibility of what we found.

### 3.5 Data Collection Instrument

Primary data came from a carefully designed structured questionnaire built for quantitative analysis. Most questions used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), which is a reliable way to capture nuanced views, priorities, and levels of agreement in governance and tourism studies.

We built the questions directly from key ideas in the literature on decentralization, local economic development, and urban tourism governance (Edwards et al., 2008; Rogerson, 2016; Sanga, 2020). Before full rollout, we ran a pilot with a small group from a similar (but excluded) urban LGA. Their input helped us tweak wording, fix ambiguities, and make sure everything felt relevant and clear in the Tanzanian context.

### 3.6 Validity and Reliability

We took multiple steps to make the questionnaire trustworthy. Content validity came from anchoring every item in solid theory and prior research, then getting expert feedback from Tanzanian scholars and practitioners in tourism and local governance to confirm it covered the right ground.

During analysis, we used exploratory factor analysis (EFA) in SPSS to check construct validity—ensuring items clustered properly into concepts like "roles," "challenges," and "outcomes." Reliability was tested with Cronbach's alpha; we aimed for 0.70 or higher per scale, which signals good internal consistency and dependable measurement.

### 3.7 Data Analysis Procedures

All data were entered, cleaned, and analyzed in SPSS—chosen for its power, reliability, and popularity in quantitative social science work.

The analysis moves in these clear stages:

1. Descriptive statistics first: frequencies, percentages, means, and standard deviations summarize the responses about LGA roles and challenges.
2. Inferential statistics next: Pearson correlations explore how strongly things like capacity or specific functions link to tourism outcomes. Also, the multiple regression sees which factors most strongly predict effective urban tourism development.
3. Factor analysis uncovers the main underlying patterns in the data—helping simplify and deepen understanding of what shapes LGA performance.

All tests use a 95% confidence level, with  $p < 0.05$  as the cutoff for significance.

### 3.9 Ethical Considerations

Ethics guided every step. Participation was entirely voluntary. We explained the study's purpose clearly upfront, obtained informed consent from everyone, and guaranteed full confidentiality—no names or identifiers ever appeared in the questionnaire, dataset, or reports.

We secured formal permission from the relevant local government authorities, and the data were used only for academic purposes. Transparency, respect, and integrity were non-negotiable throughout.

### 3.10 Methodological Limitations

Like any study, this one has its limits. Relying on self-reported perceptions opens the door to some response bias—people might describe ideals more than everyday realities. The cross-sectional design also means we can identify associations but not prove cause-and-effect relationships. That said, the solid sample of 299 respondents and careful statistical approach give the findings real weight and credibility for understanding LGAs' role in Tanzania's urban tourism landscape.

## IV. FINDINGS & DISCUSSION

### 4.1 Findings

The results are presented objectively, in accordance with the three specific goals of the study: (1) investigate the functions and duties of local government units (LGAs) in organising and overseeing the growth of urban tourism; (2) assess the obstacles that LGAs encounter (financial, institutional, and coordination); and (3) investigate methods for augmenting LGA contributions to sustainable urban tourism. The findings are based on a survey of 299 urban LGA officials and were examined using multiple regression, correlation analysis, and descriptive statistics in SPSS.

#### 4.1.1 Response Rate and Descriptive Overview

Across a subset of metropolitan LGAs, 299 valid questionnaires were submitted by officials in key departments, including community development, licensing, tourism and trade, urban planning, and related fields. These responders offer knowledgeable views about the functions and limitations of LGAs and are actively involved in decisions pertaining to tourism. The response rate lends credence to accurate quantitative research.

#### 4.1.2 Descriptive Statistics for LGA Roles and Urban Tourism Effectiveness

The averages and standard deviations for the primary constructs (5-point Likert scale) are shown in Table 1. There is significant space for development, especially in institutional capability, despite the mean scores clustering just above the midpoint (3.0), suggesting that LGAs are regarded to be somewhat involved in urban tourism.

**Table 1**

*Descriptive Statistics of Study Variables (N = 299)*

Variable	M	SD
Tourism Planning	3.42	0.71
Infrastructure & Service Provision	3.35	0.76
Regulatory & Licensing Effectiveness	3.28	0.73
Institutional Capacity	3.11	0.79
Urban Tourism Development Effectiveness	3.46	0.68

#### 4.1.3 Reliability of Measures

Cronbach's alpha values for all multi-item scales exceeded 0.70, confirming good internal consistency (Table 2).

**Table 2**

*Reliability Statistics*

Construct	Items	$\alpha$
Tourism Planning	6	0.83
Infrastructure & Services	7	0.85
Regulation & Licensing	5	0.79
Institutional Capacity	6	0.88
Urban Tourism Development	6	0.81

#### 4.1.4 Bivariate Relationships

Pearson correlations (Table 3) revealed positive, significant associations (all  $p < 0.01$ ) between the four LGA functions and urban tourism development effectiveness, with infrastructure showing the strongest link ( $r = 0.65$ ).

**Table 3***Pearson Correlation Matrix*

Variable	1	2	3	4	5
1. Tourism Planning	-				
2. Infrastructure & Services	0.54**	-			
3. Regulation & Licensing	0.49**	0.57**	-		
4. Institutional Capacity	0.46**	0.52**	0.55**	-	
5. Urban Tourism Development	0.61**	0.65**	0.58**	0.63**	-

Note. \*\* $p < 0.01$ .

**4.1.5 Multivariate Analysis: Predictors of Urban Tourism Development**

Multiple linear regression tested the combined influence of the four LGA functions on urban tourism development effectiveness. The model was significant, explaining 55% of the variance ( $R^2 = 0.55$ , adjusted  $R^2 = 0.54$ ; Table 4).

**Table 4***Model Summary*

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
0.74	0.55	0.54	0.46

**Table 5***Multiple Regression Coefficients*

Predictor	B	SE	$\beta$	t	p
(Constant)	0.82	0.21	—	3.9	<0.001
Tourism Planning	0.24	0.05	0.28	4.8	<0.001
Infrastructure & Services	0.31	0.06	0.34	5.42	<0.001
Regulation & Licensing	0.19	0.05	0.22	3.98	<0.001
Institutional Capacity	0.27	0.06	0.3	4.61	<0.001

All predictors were significant ( $p < .001$ ). Infrastructure provision had the highest standardized coefficient ( $\beta = .34$ ), followed by institutional capacity ( $\beta = 0.30$ ).

**4.1.6 Hypotheses Testing Summary**

All four hypotheses held up clearly in the regression (Table 6).

**Table 6***Summary of Hypotheses Testing*

Hypothesis	Statement	Result
H1	Tourism planning positively influences urban tourism development	Supported
H2	Infrastructure & services positively influence urban tourism development	Supported
H3	Regulation & licensing positively influence urban tourism development	Supported
H4	Institutional capacity positively influences urban tourism development	Supported

**4.1.7 Interpretation of Results**

The numbers tell a clear story: infrastructure and service provision emerges as the strongest driver of urban tourism development, with institutional capacity close behind. Tourism planning and regulation matter too, but tangible delivery—roads, cleanliness, public spaces—and having the organizational strength to act seem to carry the most weight in Tanzanian cities.

Taken together, these findings back up the idea that LGAs play a pivotal role in urban tourism. They also spotlight where the biggest gains could come from: investing seriously in city infrastructure and building up the capacity of local authorities so decentralization can deliver on its promise.

**4.2 Discussion**

Based on the analysis of the theories of decentralisation and local economic development (LED), the study aimed at examining the actual significance in which the Local Government Authorities (LGAs) of Tanzania influence urban tourism. The results of the empirical research do not leave any doubt: the four fundamental functions of LGA

have a crucial impact on the effectiveness of urban tourism: infrastructure and service provision, regulatory effectiveness, institutional capacity, and tourism planning. Together, they show how tourism in Tanzanian cities is deeply rooted in the local government and transcends marketing or natural landscapes. It is up to the performance of decentralised institutions on the ground that tourism can be a veritable driver of growth or it will continue to exist in the periphery.

#### **4.2.1 Functions and Accountabilities of the Local Government Areas in Urban Tourism**

The positive correlation between tourism planning and urban tourism development is a core reality of the decentralisation theory: the local governments are able to change decisions to suit the specific needs of their cities and achieve a more successful outcome in case they have the real planning power (Boex & Yilmaz, 2010; Smoke, 2015). Our statistics indicate that tourism is greatly boosted when incorporated in the land-use plans, zoning and urban master plans by LGAs.

This fits the much more general literature on urban tourism, which has stressed that urban spaces are multifaceted spaces with numerous cross-cutting uses and needs, and that thoughtful planning will ensure that tourists do not run over housing, informal trade, or everyday life (Edwards et al., 2008). The situation is often drastically opposed in urban areas of Tanzania: residential and marketplace pressures, as well as informal economy, are competing with tourists in fast-growing cities such as Dar es Salaam (Busungu, 2022). The findings create hard evidence that planning is a strategic tool that LGAs can employ to develop more balanced, tourist-friendly communities and not paperwork.

The influence of planning in this model was however not the strongest but still of significant importance. This aligns with recent findings which often fail plans laid down in Tanzanian cities despite a smooth plan as a result of poor implementation, insufficient funding, and capacity problems (Ruhangisa, 2026). Planning should be included, however, in order to transform ideas into streets, signs and visitor experiences that really work, they must be backed up (with funds, people and coordination).

#### **4.2.2 Infrastructure that Favours LGA Contributions**

The main driver of development of urban tourism came to be the provision of services and infrastructures. This finding is consistent with LED theory, which argues that an investment in the basics, including roads, places, lighting, safety, and sanitation, prepares local economies to thrive (Bishagazi, 2021). The welcoming and practical urban atmosphere is key in tourism within cities and provision of these necessities is the mandate of LGAs (URT, 1982).

The result validates the old belief among urban tourism scholars that the competitiveness of cities as a tourist destination in Global South is less about its marketing slogans but rather its infrastructure and reliable services (Rogerson, & Rogerson, 2014). The lack of infrastructure that hurts tourism in the Tanzanian metropolitan areas (potholed roads, unreliable electricity, incomplete waste management, and overcrowded transport) puts people off, businesses frustrate, and limits investment. Our results favored the reality that other programs (planning, promotion, and regulations) cannot play a significant role without the availability of better infrastructure.

This also reaches the depths of decentralisation. Even though the official policies may assign LGAs with duties, their practical implementation is shown through the delivery of the goods on a daily basis (Smoke, 2015). The stunning show of infrastructure here is a reminder that the pledge of decentralisation is not measured by the rules but as much as the cities appear cleaner, safer and connected to locals and tourists.

#### **4.2.3 Regulations: Problems that Pull down the efficacy of LGA**

To provide a predictable and stable setting to tourism business, especially to small hotels, restaurants, tour operators, and craft vendors that prevail in urban tourism in Tanzania, proper regulation and licensing were also relevant (Sanga, 2020). This supports the decentralisation argument that maintains that local governments are more adaptable to local reality since they are in a better position of the action (Boex & Yilmaz, 2010).

Nonetheless, regulation was the least impactful of all our forecasts. There should be no secret that studies of Tanzanian LGAs often indicate uneven implementation, inconsistent standards, and barest capacity that makes regulations more of a vision than a viable measure (Anggriawan, 2022). The message is simple, better regulations are useful, but not enough. To enhance regulation, it is needed to invest in capacity and coordination the identical things that enhance all other aspects.

Thus, the institutional capability means the lowest ( $M = 3.11$ ; Anggriawan, 2022; Ruhangisa, 2026) means that the absence of funding, experience, and mechanisms prevents the implementation. The presence of long-term defects in roads, places of power, and sanitation render towns in the Global South less attractive to tourists as the infrastructure is the dominant predictor ( $b = .34$ ) (Rogerson, & Rogerson, 2014). The reduced effectiveness of regulation ( $b = .22$ ) indicates the weak enforcement, as well as the problems of cooperation on all levels of government (Sanga, 2020).

#### **4.2.4 Institutional Capacity: The Sticky Tape That Sticks it Together**

Institutional capability was found to be a powerful predictor and therefore corroborated the basic warning of the theory of decentralisation that dispersing responsibilities when one lacks the capacity to execute them exposes the local governments to failures (Smoke, 2015). Capacity in our research took the form of technical skills, qualified human resource, sound administrative structures, and financial flexibility- factors that allow LGAs to plan, develop, control, and facilitate tourism.

This has been in line with long-standing assessments of the Local Government Reform Programme in Tanzania, which indicate that most LGAs are still struggling with issues concerning poor finance, shortage of skilled personnel and poor processes, despite the improvement that has been witnessed in the paper (Anggriawan, 2022). We have found that the result of all the outcomes of tourism increases with the increase in capacity. Powerful local institutions are placed as the key drivers based on the LED lens, in which the stakeholders are brought on board, the resources are set free, and the tourism is turned into both meaningful local development (Bishagazi, 2021).

#### **4.3 What this adds to Theory**

Two holes are filled in the research. Firstly, it offers quantitative evidence on the often-hypothetical connection between decentralization/LED and urban tourism in Africa and how specific LGA functions lead to the effect. Second, it confirms the fact that strong governance is equally vital to the success of urban tourism in the Global South, to attractions or marketing (Rogerson, 2016). Capacity is not a peripheral matter but a major concern.

#### **4.4 Policy and Practice Implications**

The priority destinations of Tanzania are the development of LGA asset and urban infrastructure. Decentralisation of the fiscal means would allow the cities to supply the requirements the visitors (and the locals) need, i.e. more reliable finance, better-trained staff, and working processes. Also, in accordance with the suggestions regarding comprehensive, sustainable development of cities, it would be advantageous to incorporate tourism into urban strategies and simplify policies (UN-Habitat, 2015).

Such measures could make tourism no longer an under-exploited resource, but rather a real driver of fair urbanisation in places such as Dar es Salaam where a rate of fast growth already pushes the services and space to their limits.

Overall, this research paper has shown that the decentralisation system of urban tourism in Tanzania depends on the effectiveness of LGAs and this aspect can either boost or decline urban tourism in the country. The supporting factors of this are planning and regulation, but the dominant ones are infrastructure and capacity. The research offers fresh conceptual insights and practical suggestions on enhancing decentralisation of cities in Tanzania by explicitly showing relationship between quality of governance and tourism performance.

### **V. CONCLUSION & RECOMMENDATIONS**

#### **5.1 Conclusion**

The purpose of this study was to address a simple yet significant question: to what extent do Local Government Authorities (LGAs) contribute to Tanzanian urban tourism, and what particular actions—or inactions—have the most impact? The evidence is unambiguous and consistent, based on a thorough regression study in SPSS and a reliable sample of 299 officials from metropolitan LGAs. The performance of urban tourism is favourably and significantly influenced by four key areas of local government work: infrastructure and service delivery, regulation and licensing, institutional capacity, and tourism planning.

The most notable aspect of urban tourism in this area is that it encompasses more than just market demand, wildlife spillover, or national marketing initiatives. It depends on governance and is highly local. Infrastructure and services—better roads, cleaner public areas, dependable utilities, safer streets—were shown to be the main motivators. These are the commonplace elements that make a city feel hospitable and feasible. The fact that institutional capacity came in second served as a reminder that decentralisation only works when local governments have the systems, resources, personnel, and expertise necessary to carry out their duties. Although planning and regulation were important, their impact was less significant, indicating that well-meaning policies and regulations need to be supported by actual action in order to have an impact.

This study connects decentralisation theory, local economic development concepts, and urban tourism scholarship by providing quantitative data to an under-researched area of African urban tourism. It clearly demonstrates that the viability of tourism in quickly expanding cities like Tanzania depends as much on the calibre of local institutions as it does on natural or cultural resources. LGAs play a key role in transforming urban tourism into a significant factor in inclusive city growth; they are more than merely administrators.

## 5.2 Recommendations

**Increase LGA capacity:** Tanzanian officials ought to give top priority to enhancing LGAs' institutional and human resource capacities. Enhancing administrative resources, employing skilled planners and economic development officials, implementing focused training programs, and guaranteeing steady and predictable funding are all part of this. Decentralisation is essentially theoretical without these fundamental advancements, which also restricts LGAs' capacity to enact efficient tourism policies.

**Give tourism-supporting infrastructure a priority:** Municipal budgets and national planning should place a high priority on investments in public areas, transport networks, lighting, sanitation, and safety measures. In addition to increasing tourism's competitiveness, this kind of infrastructure helps local businesses and communities, generating direct social and economic advantages.

**Include tourism in urban planning:** Land-use choices, city master plans, and more general economic policies should all specifically take tourism into account. In addition to ensuring that tourism development is in line with liveability goals, this integration will promote sustainable urban growth, enhance interdepartmental collaboration, and lessen conflicts over urban space.

**Strengthen regulatory frameworks for SMEs:** By streamlining licensing processes, increasing regulatory transparency, speeding up approvals, and enforcing fair standards, small and medium-sized tourism businesses—including lodging facilities, dining establishments, tour operators, and craft vendors—will be able to grow, improve service quality, and create jobs.

**Align local and national tourist strategies:** By means of regular communication, standardised policies, and adequate funding transfers, ministries and LGAs should improve coordination. By utilising the directives given by Tanzania's decentralisation framework, this alignment will enable cities to successfully operationalise national urban tourism objectives.

By putting these suggestions into practice, authorities can help Tanzanian cities use urban tourism as a catalyst for equitable, sustainable economic growth, guaranteeing real advantages for citizens, businesses, and the urban economy as a whole.

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