



The Influence of Building Resilience on the Success of Public Sector Organizations in Tanzania

Juma .H. Uledi, Sophia Mbura, & Juma Matonya,
jumahassan050@gmail.com,

The Open University of Tanzania Department of Entrepreneurship and Marketing

Abstract

This study investigates the effect of resilience on enhancing the success of public sector organizations in Tanzania, with a focus on the Tanzania Posts Corporation (TPC) and the Tanzania Revenue Authority (TRA). Guided by resilience theory, this study employed a case study design and surveyed 184 staff using a structured questionnaire. The key variables included financial ability, working environment, and staff adequacy, which were analyzed using descriptive and inferential statistics. The findings revealed that financial ability had the strongest influence on organisational success ($\beta=0.48$, $p<0.001$), followed by the working environment ($\beta=0.36$, $p<0.01$) and staff adequacy ($\beta=0.29$, $p<0.01$). The model explained 76% of the variance in success ($R^2 = 0.76$). This study highlights that prioritizing financial stability, fostering a conducive working environment, and ensuring adequate staffing are crucial for building resilience, enabling public sector organisations to adapt to challenges, enhance performance, and achieve sustainable development. These findings underscore that resilience in public sector organizations is not merely reactive but a strategic asset, where financial stability, supportive work environments, and sufficient staffing collectively empower organisations like TPC and TRA to navigate uncertainty, drive performance, and contribute meaningfully to sustainable national development. These results highlight the need for public institutions to adopt resilience-oriented strategies that enhance adaptability, performance, and sustainable delivery in Tanzania's public sector.

Keywords: Organisation success, Public Sector, Building Resilience, Organisation



1.0 Introduction

Building resilience helps organisations address challenges and enhance overall performance, and it contributes to maintaining business operations (Bracci & Tallaki, 2021). In recent years, the concept of building resilience has gained increasing recognition amid the uncertain nature and rapid pace of global change, where the future holds both promise and unpredictability (Zeya et al., 2021). In this context, resilience is essential for promoting sustainable development and overall well-being, as it equips individuals to overcome obstacles, adapt to change, and contribute to a safer, more prosperous future. Resilience enables both individuals and communities to endure adversity and recover from setbacks effectively (Nunes, 2024). Moreover, resilience is closely linked with sustainability, a concept that has gained substantial attention, particularly within the realm of public sector management. Public sector leaders must navigate complex bureaucratic systems, distinctive challenges, structural constraints, political influences, and limited resources while striving to maintain organisational efficiency and service delivery (Ayodele, 2023). Furthermore, the largely voluntary involvement of organisations, including the active participation of their respective boards and some of the members, could serve as an example of resilience (Mjella, 2019).

The concept of building resilience primarily concerns how organisations respond to external threats (Huang et al., 2020). Global economic crises can severely impact businesses across sectors, often leading to significant challenges or even insolvency. Consequently, resilience is increasingly viewed as a strategic means of securing competitive advantage in such contexts (Eichholz et al., 2024). In today's technology-driven and fast-changing environment, organizations face heightened complexity, volatility, and uncertainty, making resilience a crucial determinant of both survival and success. Additionally, organisations now operate in increasingly turbulent business environments (Shipton et al., 2021). In crisis management, the resilience framework is often employed to assess the ability of socio-economic systems to recover from disruptions and withstand diverse forms of environmental change (Ghanem et al., 2024). Within such dynamic corporate settings, the importance of resilience has surged, as it



empowers organizations to respond promptly to critical risks, rendering it indispensable to organizational success (Moreno et al., 2024).

Globally, the literature demonstrates that building resilience is influenced by financial strength, a supportive work environment, and adequate staffing levels. For instance, in Italy, Salpina et al. (2025) examined financing strategies for the resilience of cultural landscapes. Lessons are taught from a systematic literature and practice review; furthermore, in India, Mehta et al. (2023) analyzed organisational resilience and sustainability. In Italy, Bracci and Tallaki (2020) examined resilience capacities and management control systems in public sector organisations. In Malaysia, Afshar and Shah (2025) investigated resilience through adaptation, examining the interplay between adaptive capacity and organisational resilience in public sector organizations. Furthermore, in the United Kingdom, FitzGerald et al. (2023) explored resilience in public service partnerships: evidence from the UK Life Chances Fund. The study findings reveal that implications for an increasingly networked and partnership-based public service sector are discussed. Nevertheless, in Italy, Casalegn et al. (2023) examined the search for the enabling factors for public services resilience: A multidisciplinary and configurational approach. The findings of the study reveal that resilience-enabling variables could creatively address the normal management and organizational shortcomings of PSs in times of crisis.

In the African context, resilience studies have also grown; however, the findings reveal persistent institutional and contextual challenges. Enaifoghe et al. (2024) explored the effect of sustainable service delivery and the resilience of the collaborative public service sector in South Africa. The findings of the study reveal that resilience is an essential component of any emerging nation's development. In Nigeria, Lafia (2024) examined the impact of Nigerian government policies on building resilience and facilitating transformational recovery: a comparative analysis with other African countries, and the study findings imply that it contributes to the larger conversation of how government policies might help developing nations, particularly in Africa, become more resilient and enable transformational recovery. In the same vein, in South Africa, Zungu et al. (2025) investigated organizational resilience: why current frameworks are insufficient for



contracting firms in the construction industry. The study findings reveal that diversification, bid techniques, and marketing strategies are three crucial components of a contracting firm's survival that are currently ignored by existing organizational resilience frameworks. At the community level, resilience encompasses the capacity to endure catastrophic events, reorganize in their aftermath, and adapt to change within core structures, processes, identities, and feedback mechanisms (Dakgaya et al., 2024). Furthermore, workplace resilience has been linked to enhanced adaptability to demands and stressors, resulting in beneficial outcomes that extend to other aspects of individuals' lives (Baker et al., 2024).

In the Tanzanian context, the public sector plays a pivotal role in driving economic and socioeconomic development (Moshi et al., 2024). The government is responsible for delivering essential services, such as healthcare, education, security, transportation, water supply, electricity, well-being, and housing. Public servants are instrumental in achieving these organisational goals (Mambile et al., 2024). However, despite these responsibilities, many public institutions face operational challenges, including financial constraints, inadequate staffing, and unfavorable working environments, which collectively undermine organizational success and long-term sustainability. While resilience has gained considerable attention in global public administration, there is limited understanding of how internal organisational factors contribute to resilience building within Tanzania's public sector. Most existing studies have emphasized external crises, such as natural disasters or policy shocks and their outcomes, but have paid insufficient attention to internal mechanisms, specifically financial ability, staff adequacy, and working environment that foster organisational resilience and drive organisational success. Therefore, this study seeks to fill this empirical gap by examining how building resilience contributes to the success of Tanzania's public sector using the Tanzania Posts Corporation (TPC) and Tanzania Revenue Authority (TRA) as case studies. This study particularly focuses on how financial capability, staffing levels, and workplace levels shape resilience and influence organizational performance, employee satisfaction, and service delivery.

Specifically, this study pursues the following objectives:



1. To assess the influence of financial ability on building resilience and organizational success in public sector institutions
2. To examine the effect of the work environment on the development of resilience in public sector organisations.
3. To determine the contribution of staff adequacy to building resilience and enhancing the success of public sector organizations

Through these objectives, this study contributes to bridging the gap between the theoretical understanding of resilience and its practical application in strengthening the performance and sustainability of Tanzanian public sectors.

2. Literature Review

Public Sector

Institutional entities are under the jurisdiction of the national, regional, and local governments (ILO, 2002). The portion of the economy under government control and management is referred to as the public sector. It consists of several government agencies, groups, and establishments that provide the general public with infrastructure and essential services. The Tanzanian government provides essential services, such as healthcare, education, security, transportation, water, electricity, well-being, and accommodation (Mambile et al. 2024). Given the scope and responsibilities of the public sector, building resilience within these institutions is essential to ensuring sustained service delivery, organizational stability, and long-term success.

Resilience

Resilience is positive adaptation or the capacity to preserve or restore mental health in the face of hardship (Herman et al., 2011). The ability to continue developing in the face of both anticipated and unexpected change, as well as a variety of developmental routes and possible intersections between them, is what resilience is all about (Folk, 2016). Resilience involves enhancing a person's, communities, or institution's ability to endure, adapt, and grow in the face of severe emergencies and ongoing stressors (Breen et al., 2011). In this study, the public sector organizations that are taken as case studies are the Tanzania Posts Corporation and the Tanzania



Revenue Authority, which represent other public sectors in Tanzania.

2.1 Theory Underpinned the Study

This study was guided by resilience theory, which is discussed in detail below.

Resilience theory

This study was guided by resilience theory, established in 1973 by Holling, which focuses on the qualities that allow individuals and systems to overcome hardship (Vanbreda 2001). Resilience theory is based on the ability of a system to effectively adapt to difficult situations and is influenced by a variety of interactions that occur both within and between systems within a particular cultural, developmental, and historical context (Yates et al., 2012). This theory, based on the growing frequency and severity of crises across sectors such as social, environmental, and economic, serves as the foundation for this hypothesis. The capacity to adjust and recover is becoming increasingly important in this situation (Edhie, 2024).

This theory applies to this study because resilience theory provides a comprehensive framework that addresses recovery, robustness, and adaptability. This is crucial for comprehending how Tanzanian public sector organizations may endure and overcome various obstacles. Public sector organizations may achieve long-term sustainability and enhanced performance by cultivating resilience, thereby supporting broader socioeconomic stability.

Although this theory has some criticisms, resilience theory may or may not be applicable depending on the cultural setting. The theory may not adequately address how resilience is developed and sustained in Tanzania; given specific cultural, social, and political circumstances.

2.2 Empirical Review

Numerous studies have explored resilience building, for instance, a study by Huang et al. (2021), "Resilience building in service firms during and Post COVID-19 in Japan," which revealed that resilience building has positive impacts on firm performance. In America, Lowe et al. (2020) conducted a similar study. In the Caribbean, the results of the study revealed a significant positive correlation. In South Africa, Enaifoghe et al. (2024) examined the effect of sustainable service delivery and resilience of the collaborative public service and concluded that sustainable

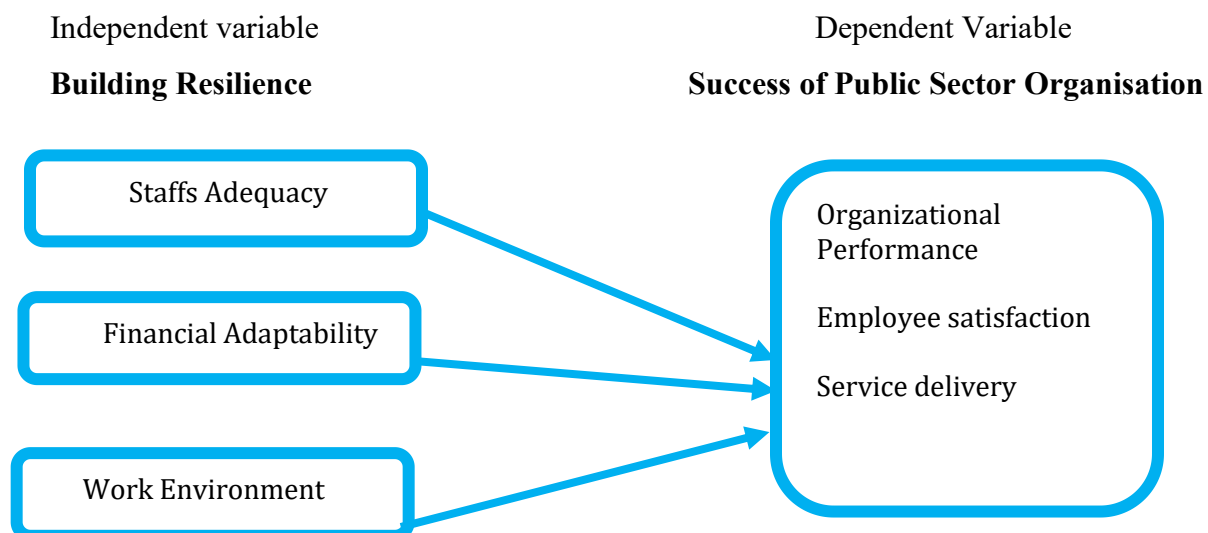
service delivery and resilience are critical aspects of development in any developing nation.

In Tanzania Mgumi (2020), explored the contribution of social capital in building resilience to climate change effects in peri-urban areas of Dar es Salaam, the study revealed the feasibility of building resilience to climate change effects. Furthermore, Sweya (2023) investigated the implementation of a resilience plan: an example from Tanzania's water supply system. The findings of the study reveal that while Tanzania has established a variety of resilience measures for water delivery systems, their effectiveness is likely to be hindered by weak or nonexistent implementation plans. Furthermore, Ng'ombe et al. (2023) examined a resilient and sustainable sorghum supply chain in Tanzania's Lake Zone Region. The study's findings indicate that the experiences and lessons from the lake zone project demonstrate how the sorghum value chain can be made more resilient and sustainable.

Conceptual Framework

The conceptual framework describes the primary variables to be examined and their relationships, presented in narrative or visual form (Mkakile et al., 2021). The framework indicates that the existing relationship between independent variables (building resilience) and the dependent variable (success of public sector organizations) is as follows: strategies, practices, and problem-solving skills; and organizational performance, employee satisfaction, and service delivery.

Figure 1: Conceptual framework of the study





3.0 Methodology

This study employed a case study design conducted in the Tanzania Posts Corporation (TPC) and Tanzania Revenue Authority (TRA), located in Dar es Salaam, Tanzania. Only staff at the headquarters was involved in the study, which targeted 184 staff. The respondents in this study were 92 staff members of the Tanzania Posts Corporation. Of the 184 respondents, 92 were staff from different departments of the Tanzania Revenue Authority, and eight (8) were heads of departments as key informants. Random sampling was used to select staff, while purposive sampling was used to select department heads, who served as key informants. The key informants were selected based on their knowledge. The data collection method instrument uses structured questionnaires designed to capture perceptions related to resilience building and organizational success. The questionnaire was used to collect data on financial ability, working environment, and staff adequacy regarding building resilience. The descriptive statistical analysis used frequencies and percentages. The data, which were analyzed descriptively, were presented in tables and figures, including the mean and standard deviation. Similarly, inferential analysis was conducted through a multiple regression model. The regression model of this study was $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$.

Validity and Reliability Checks

The content validity of the questionnaires was established through an expert review by two senior lecturers from The Open University of Tanzania who specialized in organizational behavior and research methodology. Their feedback helped refine the wording, structure, and relevance of items to ensure clarity and contextual alignment. A pilot test of 20 respondents from a non-sampled public organisation. The Tanzania Posts Corporation was used to test the reliability of the instrument. Internal consistency was assessed using Cronbach's Alpha, which yielded an overall reliability coefficient of $\alpha = 0.86$, indicating high item consistency (Hair et al., 2019). The subscale reliability coefficients were financial ability ($\alpha = 0.88$), working environment (α



= 0.82) and staff adequacy ($\alpha = 0.84$).

4.0 Results

The findings of this study were analysed and presented in accordance with the specific objectives using descriptive and inferential statistical techniques. The data were categorized into key themes, including financial ability, working environment, and staff adequacy, in relation to building resilience.

Descriptive Statistics: Financial Ability

The study revealed that an organisation's financial capacity plays a significant role in fostering resilience. Descriptive statistics indicated that a majority of respondents (67%) strongly agreed that sufficient budget allocation is critical for implementing resilience strategies. These findings underscore that without a stable financial base, an organization may struggle to invest in critical areas such as infrastructure upgrades, staff development, technology adoption, and contingency planning. Financial ability not only enables routine operational activities but also enhances an organization's capacity to respond to disruptions and adapt to changes to sustain long-term service delivery.

Table1: Perceptions on Financial Ability (N-184)

Response	Frequency(n)	Percentage (%)
Strongly Agree	67	44.7
Agree	40	26.7
Neutral	15	10.0
Disagree	20	13.3
Strongly Disagree	8	5.3

Mean: 4.35

Standard Deviation: 0.52

These findings confirm that financial ability is a strong enabler of resilience-building efforts.

Working Environment

Regarding the work environment, 78% of the respondents agreed that creating a conducive work atmosphere enhances problem-solving skills and adaptability among staff. A supportive work



environment fosters collaboration and open communication and encourages innovation, reduces stress levels, and improves job satisfaction, all of which contribute to better performance and employee retention.

Table 2: Perception on Working Environment (N-184)

Response	Frequency(n)	Percentage (%)
Strongly Agree	72	48.0
Agree	45	30.0
Neutral	12	8.0
Disagree	15	10.0
Strongly Disagree	6	4.0

Mean: 4.28

Standard Deviation: 0.47

The data indicate that a positive work environment significantly impacts resilience building in public sector organisations.

Staff Adequacy

The findings showed that adequate staffing is a critical factor for building resilience. Approximately 64% of respondents strongly agreed that having sufficient and skilled staff enables an organization to cope effectively with challenges.

Maintain operation continuity and respond swiftly to unforeseen disruptions. Adequately staffing and distributing workloads more evenly reduces burnout and ensures that key functions are consistently supported, thereby strengthening the organization 's overall capacity to adapt and thrive in dynamic environments.

Table 3: Perceptions on Staff Adequacy (N-184)

Response	Frequency(n)	Percentage (%)
Strongly Agree	64	42.7
Agree	50	33.3
Neutral	10	6.7
Disagree	20	13.3



Strongly Disagree	6	4.0
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Mean: 4.19

Standard Deviation: 0.49

These findings emphasize the importance of staff adequacy in building resilience.

Inferential Statistics Regression Analysis

A multiple regression analysis was conducted to determine the influence of financial ability, working environment, and staff adequacy on organizational success (performance, employee satisfaction, and service delivery). The analysis aimed to identify the extent to which these factors influenced overall organizational outcomes. The results of the regression model are summarized below, highlighting the strength and significance of the relationships between the independent variables and other indicators of organizational success.

Regression Equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y = Success of Public Sector Organisations

X₁ = Financial Ability

X₂ = Working Environment

X₃ = Staff Adequacy

Model Summary

R² Value: 0.76

The model explained 76% of the variance in organizational success, indicating a strong relationship between the independent and dependent variables.

Coefficients Table

Table 4: Regression Coefficients

Uledi, J. H, Mbura, S, & Matonya, J. (2025), TJBS Volume 1 Issue 1, 101-117,
<https://tjbs.mzumbe.ac.tz/index.php/tjbs>



Variable	coefficient	t-Value	p-value
Financial Ability	0.48	6.23	0.000**
Working Environment	0.36	4.95	0.001**
Staff Adequacy	0.29	3.78	0.002**

Note: $p < 0.05$ indicates statistical significance.

Key Findings

Financial ability: The results revealed that financial ability had the strongest influence (β

= 0.48, $p = 0.000$) on organizational success, underscoring the importance of resource allocation in building resilience.

Working environment: A positive working environment significantly contributed to resilience-building ($\beta = 0.36$, $p = 0.001$), demonstrating its role in enhancing problem-solving skills and adaptability.

Staff Adequacy: Adequate staffing was found to have a positive and statistically significant effect ($\beta = 0.29$, $p = 0.002$) on resilience-building, emphasizing the importance of human resources in achieving organizational goals.

The findings of this study clearly show that staff sufficiency, working conditions, and financial capacity are important indicators of resilience-building in public sector organizations. Together, these elements greatly enhance performance, increase employee satisfaction, and ensure effective service delivery, all of which have a substantial impact on an organisation's overall success. In particular, a sound financial standing offers a solid basis for long-term operations, and a supportive workplace encourages employee dedication, drive, and high morale. Additionally, maintaining organizational responsiveness and efficiency, especially in times of crisis, requires a sufficient number of employees. Public sector organizations can thus significantly improve their



resilience by giving priority to these crucial areas, guaranteeing long-term viability and sustainable growth. By prioritizing these resilience-building components, public sector organizations in Tanzania can not only withstand external shocks but also position themselves for long-term success, adaptability, and sustainable development.

5. Conclusion

The study concludes that within the two examined organizations, the Tanzania Posts Corporation (TPC) and the Tanzania Revenue Authority (TRA), building resilience is closely linked to financial stability, a supportive working environment, and adequate staffing. This finding suggests that such internal factors can enhance adaptability and operational performance in Tanzanian public-sector contexts similar to those studied. However, the study focused on only two organisations. The conclusions should be interpreted with caution and may not represent all public sector entities in Tanzania. The findings provide valuable insights into resilience building within public sector organisations. Nevertheless, the findings highlight areas that other public institutions can consider when seeking to strengthen their resilience and improve organisational success within similar operational contexts.

Limitation of the study

Although resilience is valuable in Tanzanian public sector organizations, this study encountered several noteworthy constraints. First, the Tanzanian public sector lacks reliable, up-to-date resilience metrics, and some public sectors lack institutional resilience programmes, which makes it highly challenging for respondents to complete the questionnaire. Additionally, certain government agencies may be reluctant to disclose information when completing questionnaires. These constraints may have influenced the depth and consistency of the collected data, suggesting the need for more robust engagement strategies and greater resilience in future research. Stakeholders should adopt more robust stakeholder engagement strategies and develop context-specific resilience indicators tailored to the realities of the Tanzanian public sector.

Area for Further study

To obtain different results regarding the study's findings in Tanzanian local government



authorities or other government institutions, future research should expand the study to a cross-sectional design. Other researchers may find it helpful to compare government institutions with local government agencies to identify additional gaps. Future studies could also assess how digital technologies and ICTs support Tanzania's resilience in public service delivery. Additionally, the relationship between employee well-being programs and organisational effectiveness in public institutions needs to be investigated. For department heads and other top management members, these elements are essential for enhancing an organisation's performance. These avenues are especially valuable for heads of department and senior management, as they offer a strategic pathway to enhance organisational performance, institutional resilience, and sustainable service delivery in the face of ongoing public sector challenges.

Conflict of Interest Statement

The authors declare that there is no conflict of interest in the conduct of this study; all interactions with participants were professional and unbiased; the participation of students and institutional staff did not affect the objectivity of data collection or analysis; the procedures were transparent and research guidelines were followed; and there are no financial, personal, or professional affiliations that could be interpreted as having influenced the integrity or results of this study.

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Ethical Consideration

Ethical clearance for the study was obtained from the Director of Research and Postgraduate Studies at the Open University of Tanzania. Permission was also obtained from the Posts Corporation and Tanzania Revenue Authority to conduct the research. The respondents were informed of the study's purpose and assured of confidentiality. Moreover, participation was voluntary. Data were collected for academic purposes.



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