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Regional and Technical Cooperation Division



TANZANIA: DAR ES SALAAM CITY PROFILE



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UN-HABITAT Regional and Information Offices or directly from:

P.O.Box 30030, GPO 00100 Nairobi, Kenya.

Fax: + (254 20) 762 4266/7

E-mail: unhabitat@unhabitat.org

Website: <http://www.unhabitat.org>

This Tanzania National report was prepared David Kithakye, Phillemon Mutashubirwa, Lusungu Kayani.

The urban profiling in Tanzania was managed by Mohamed El Sioufi, Alain Grimard, David Kithakye and Kerstin Sommer.

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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
REGIONAL AND TECHNICAL COOPERATION DIVISION

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FOREWORD



The annual urban growth rate in Sub-Saharan Africa is almost 5 percent, twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people

seek a better life in towns and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020).

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid and long-term interventions. In 2002, based on the European Commission's Consultative Guidelines for Sustainable Urban Development Co-Operation, UN-HABITAT successfully implemented an Urban Sector Profile Study in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as Rapid Urban Sector Profiling for Sustainability (RUSPS). The implementation of RUSPS was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands.

The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

The urban profiling addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Tanzania, the profiling was undertaken under the principal leadership of Professor B.B.K. Majani, of the University College of Lands and Architectural Studies (UCLAS), and national and local authorities. This initiative has been carried out locally in Dar es Salaam, Bagamoyo, and Morogoro as well as nationally. The National Urban Profile focuses on the findings of a desk-study, interviews with key actors and a town consultation with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who developed the urban profiling concept, the Programme Manager Alain Grimard and Kerstin Sommer who is coordinating. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Lusungu Kayani, David Kithakye and Raakel Syrjanen.

I would like to wish the Government of Tanzania through the Ministry of Lands and Human Settlements Development, Ministry of Regional Administration and Local Government, and Ministry of Natural Resources & Tourism, city mayors, local government officials, authorities, and students and professors from UCLAS Town Councillors, and all those who have participated in and supported this initiative every success in its implementation. I also look forward to supporting further their efforts in the development of Tanzania.

I would like to express my deepest gratitude and acknowledge the tireless efforts of both Professor B.B.K. Majani, Deputy Principal of Planning, UCLAS and Professor F. Halla, former Dean of Architecture & Planning, University of Dar es Salaam who supported and committed themselves towards this initiative. May they rest in peace.



Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT

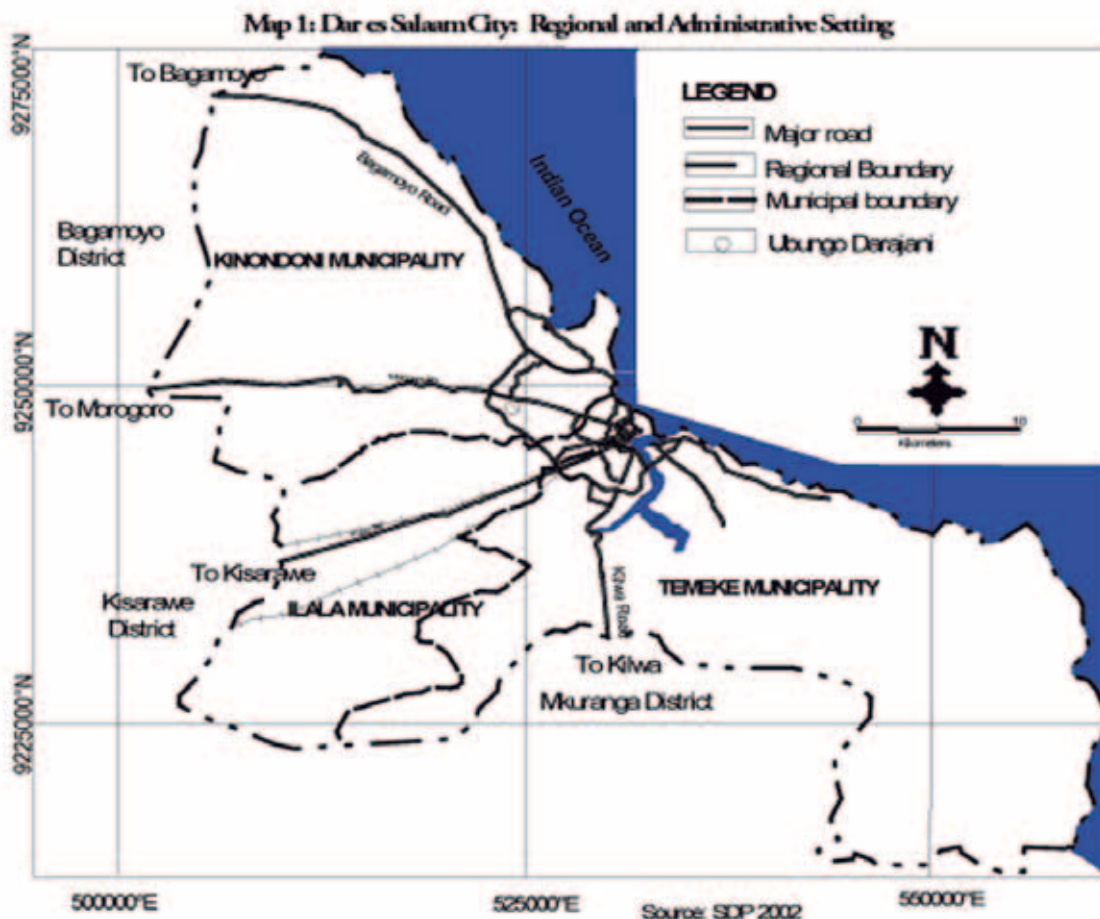
EXECUTIVE SUMMARY

INTRODUCTION

The Urban Profiling is an accelerated and action-oriented urban assessment of needs and capacity-building gaps at local and national levels. It is currently being implemented in over 20 countries in Africa and Arab States. RUSPS uses a structured approach where priority interventions are agreed upon through consultative processes. The RUSPS methodology consists of three phases: (1) a rapid participatory urban profiling, at national and local levels, focusing on Governance, Slums, Gender, HIV/AIDS, and Environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation. Urban Profiling in Tanzania encompasses a national profile, as well as profiles for Bagamoyo, Dar es Salaam, and Morogoro, each published as a separate report. This is the Dar es Salaam report and it constitutes a general background, a synthesis of the four themes – Governance, Slums, Gender and HIV/AIDS, and Environment –, and priority project proposals.

BACKGROUND

Dar es Salaam was established in 1862 as a port and trading centre to support new caravan routes opening into the interior of Africa. It became the national capital in 1891, acquired municipal status in 1949, and achieved city status in 1961. In the mid-1970s, Dar es Salaam lost its official status as the capital city to Dodoma. However, it remains the centre for the permanent central government bureaucracy and continues to serve as the capital for the surrounding Dar es Salaam region. The city falls under the jurisdiction of one administrative body but is divided into three municipalities: Ilala, Kinondoni, and Temeke, with a total of 73 wards. Dar es Salaam is the national centre for industry, education, and culture, and is full of diversity. Hosting 8 percent of the national population and generating over 70 percent of the national gross domestic product (GDP), it has a land area of 565 km² (Map 1).





GOVERNANCE

Governance structures and processes in Dar es Salaam are undergoing a series of reforms. The local government authorities in Dar es Salaam lack the institutional capacity and financial resources to address the problems that accompany the growing population and rising poverty in the city. The Dar es Salaam City Council is poorly coordinated and lacks the adequate human and financial resources to respond to the challenges of rapid urbanisation. The lack of coordination between the central and local government constrains communication about current governance reforms. City residents are largely unaware of the reforms taking place. There is an urgent need to improve the local government reform process by increasing access to information about the reforms taking place in the city. Through strengthened partnerships and communication, the reform programme will receive more support and achieve greater success.

SLUMS

A large majority of Dar es Salaam's population lives on informal land. People living and working on informal land lack access to sufficient housing, secure tenure, and services such as water and sanitation. Private property developers and local authorities do not work together to plan and provide low-cost housing for the city's poor residents. City planning has been highly centralised and has failed to recognise the needs of slum dwellers. The informal sector generates a large portion of the city's GDP, but their impact is not accounted for in the formal economy. There is a need to incorporate slum dwellers into urban planning and decision-making processes to not only prevent the formation of informal settlements but also to capture the economic potential of the informal sector economy. Only through participatory planning can local authorities adequately improve living and working conditions for slum dwellers.

GENDER AND HIV/AIDS

Gender disparities are common in Dar es Salaam. Women suffer from cultural and social stereotypes that lead to gender inequalities. Having less access to education, women and girls consequently have less access to information than men. In general, gender issues are not streamlined into national and local policy, and greater attention needs to be given to this.

The HIV/AIDS infection rates in Dar es Salaam are high, and studies show that women tend to be the most affected. Women also bear the brunt of the economic burden, as they are increasingly becoming the heads of their households. Efforts to institutionalise the national HIV/AIDS policy at the local level and increase awareness on HIV/AIDS are needed to lower rates of infection. The National AIDS Control Programme (NACP), a programme under the Ministry of Health and Social Welfare, and the Tanzania Commission for AIDS (TACAIDS) have been instrumental in leading the fight against HIV/AIDS in the country. Both the NACP and TACAIDS should engage in the process of institutionalising the National HIV/AIDS Policy and should continue to promote awareness.

ENVIRONMENT

Dar es Salaam's growing population is contributing to the degradation of the natural environment. The limited transportation facilities are being utilised to capacity. Vehicle emissions are increasingly polluting the environment. The city's transport facilities need to be upgraded and maintained in order to better serve the population. Alternative means of transportation such as walking and cycling should also be encouraged to reduce the high levels of pollution. Illegal logging, often to make charcoal, is leading to the destruction of the natural rainforest; indeed, deforestation and soil erosion are threatening the future of Dar es Salaam's natural environment. To stop such illegal practices, urban stakeholders and local authorities must ensure that environmental regulations are enforced. To stop such illegal practices. They need to create partnerships to comprehensively address these issues and effectively manage the environment.

BACKGROUND

INTRODUCTION

Urban Profiling

The Dar es Salaam Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals (MDGs). The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. RUSPS is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases:

Phase one consists of the rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four themes: governance, slums, gender and HIV/AIDS, and the environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening, and replication.

This report presents the outcomes of **Phase One** at the local level in Dar es Salaam.

URBAN PROFILING IN DAR ES SALAAM

The urban profiling in Dar es Salaam is one of three similar exercises conducted in Tanzania; the other profiled centres are Bagamoyo and Morogoro.

Dar es Salaam City Council (DCC) representatives participated in the national and city consultation processes, which also included the Ministry of Lands and Human Settlements Development, the Ministry for Local Government and Administration, and national and international non-governmental organizations (NGOs). The purpose is to gather a range of interagency urban development stakeholders to discuss priority areas of intervention and develop a single response mechanism.

REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in Dar es Salaam, based on the findings of a desk review, interviews, key informant discussions, and meetings with the City Planning Committee held in Dar es Salaam in 2005 (see back cover for a list of participants in the City Consultation and a bibliography). The background includes data on administration, urban planning, the economy, the informal sector, the private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health, and education;
2. a synthesis of the four main theme areas – governance, slums, gender and HIV/AIDS, and environment – in terms of the institutional set-up, regulatory framework, resource mobilisation, and performance (this second section also highlights agreed priorities and includes a list of identified projects); and
3. a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

ADMINISTRATION

A mayor and an executive director/city director head the Dar es Salaam City Council. The city director is in charge of the following departments: Waste Management and Sanitation, Engineering and Fire Services, Urban Planning, Transportation, Environment, Health, and Finance and Administration. The city administration is further divided into three municipalities/districts: Kinondoni, Ilala, and Temeke. Each district is headed by a District Commissioner. The city council is responsible for creating the strategic city framework and for formulating city legislation.

Each municipality has its own municipal council, headed by a Mayor and an Executive Director. There are three municipal directors appointed by and accountable to the Minister of Regional Administration and Local Government. At the lower administrative levels, there are ward and subward (Mtaa) leaders and in some areas there are also villages (vijiji) and hamlets (vitongoji), all appointed by and accountable to the Municipal Director.

The major sources of finance include, but are not limited to, property taxes, city service levies, advertisement and billboard levies, market duties, grants, donations, government subsidies, and community contributions. The Public Finance Management Act and the Procurement Act provide guidance on the use and reporting of public funds. Financial accountability has previously been undermined, as different legislation has applied to different entities and has been narrowly focused on expenditure control.

URBAN PLANNING

To a large extent, rural-urban migration has caused Dar es Salaam's accelerated urbanisation. The city has been improving land development policies to encourage stakeholder participation and partnership in improving basic needs and services and access to tenure security. Over the past three decades, the dramatic rise in population has led to the increased demand for basic services, infrastructure, and improved governance. Strained resources and incoherent governance structures have tested the DCC's capacity to meet the needs of its residents. Planning and management interventions such as the Strategic Urban Development Planning Framework (SUDPF) have come about in an effort to reverse negative trends. Past planning approaches in Tanzania involved top-down management and stakeholder exclusion. The SUDPF approach embraces inclusive and holistic planning approaches. Adoption of the SUDPF approach in Dar es Salaam commenced with the Environmental Planning and Management (EPM) programme, introduced in 1992 through the Sustainable Cities Programme. It has assisted the city and its partners to improve planning and management capacity through consultation and inclusion.

In 2000, city council operations were decentralised into three municipalities: Kinondoni, Ilala, and Temeke. The municipalities were given full policy and legislative implementation authority. Planning and administration were done in a consultative manner.

Still, planning in Dar es Salaam has been taking place in a vacuum without following set plans and regulations. Such a situation causes spatial disorder in the city. There is lack of space for business activity, poor transportation infrastructure, inadequate water and sanitation facilities, and congestion. Adding to the problem, uncollected licence fees reduce municipal council revenues.



- Dar es Salaam City Council (animal by-law GN.16 of 1990)
- Dar es Salaam City Council (bus station) by-law GN.459 of 1991
- Dar es Salaam City Council (dipping fee) by-law GN.20 of 1990
- Dar es Salaam City Council (frontage maintenance) by-law GN.19 of 1990
- Dar es Salaam City Council (licensing and control of dogs) by-law GN.17 of 1990
- Dar es Salaam City Council (livestock) by-law GN.457 of 1991
- Dar es Salaam City Council (hawking and street trading) by-law GN.456 of 1991
- Dar es Salaam City Council (forest product fees) by-law GN.21 of 1994
- Dar es Salaam City Council (pickups and lorries plying city roads) by-law GN.457 of 1991
- Dar es Salaam City Council (public toilets) by-law GN.22 of 1994
- Dar es Salaam City Council (petrol products and road maintenance levy) by-law GN.513 of 1990
- Dar es Salaam City Council (regulation of planting, maintaining, and protecting trees) by-law GN.513 of 1990
- Dar es Salaam City Commission (development levy) by-law GN.114 of 1997
- Dar es Salaam City Commission (city service levy) by-law GN.115 of 1997
- Dar es Salaam City Commission (property rate) by-law GN 116 of 1997
- Dar es Salaam City Commission (street parking) by-law GN.60 of 1998
- Kinondoni Municipal Commission (fee and charges) by-law GN.353 of 2001
- Kinondoni Municipal Commission (waste management and collection of refuse fee) by-law GN.354 of 2001
- Kinondoni Municipal Commission (education fund) by-law GN.3 of 2001
- Kinondoni Municipal Council (radio, television, and telephone transmission tower charges) by-law of 2001
- Local Government (Urban Authorities Act No. 8 of 1982)
- Local Government (Service Act No. 10 of 1992)
- Local Government (Finance Act No. 9 of 1982)
- Urban Authorities (Rating Act of 1983)
- Local Authority Election Act of 1979
- Local Government Authorities (Decoration of Buildings Act of 1968)
- Regional Administration Act of 1997

GN: Government Notice

The above policies, by-laws, and regulations supplement the implementation of principle acts and ordinances, including the Town and Country Planning Act of 1956 (revised in 1961), the Land Act of 1999, the 2004 Environmental Law, and the Human Settlement Development Policy of 2000. Through the implementation of the EPM programme in the city, a number of development issues were identified: unplanned and unserved settlements, solid and liquid waste management, transportation, air pollution, the growing informal sector, urban agriculture, coastal resource management, urban expansion, and urban renewal. Inadequate administrative structures, poor capacity, limited information dissemination, urban crime, and corruption have constrained the further implementation of the EPM programme.

THE ECONOMIC SITUATION

Dar es Salaam is Tanzania's main engine of economic growth and serves as an administrative, industrial, fishing, and commercial centre (including mining-related trade). The city accommodates about 40 percent of the total industrial manufacturing units in the country and contributes about 45 percent of Tanzania's gross industrial manufacturing output. The city is endowed with a major harbour and is an epicentre for manufacturing. Dar es Salaam attracts commerce and transportation activities from both the formal and informal sectors. Service sector investment and civil service employment decreased after structural adjustment policies were adopted in 1985. Increasing rates of unemployment and underemployment played a role in the growth of the informal sector and informal settlements.

THE INFORMAL AND PRIVATE SECTORS

According to the 2005 Property and Business Formalisation Programme, popularly known as Mkurabita, it was revealed that about 98 percent of businesses are informal and operate outside of the legal system; in other words, the private sector is largely a part of the informal sector. Furthermore, it was reported that about 89 percent of all properties in Tanzania are owned outside the legal system. Additionally, they are not connected to the formal domestic and international markets. Excessive and bureaucratic regulations prevent small businesses operating in Tanzania from making the transition from informal to formal activity. The Government of Tanzania has undertaken reforms to encourage the informal sector to join the formal market, but these have been largely unsuccessful. Regulatory and administrative procedures need to be streamlined and decentralised to encourage informal sector participation in the formal market¹.

URBAN POVERTY

Dar es Salaam residents now make up over one-third of the total urban population in Tanzania. The rapid growth has affected economic conditions in the city. The majority of the youth cannot get a job and are left idling in the streets, and urban crime has gone up as a result. Unemployment and inequalities among urban residents must be addressed in order to reverse urban poverty. The government must ensure that national policies promote youth empowerment through the creation of employment opportunities. Policies that respond to the trends associated with rapid urbanisation should also be implemented to cater for the growing population.

URBAN INFRASTRUCTURE AND BASIC SERVICES

Over the past three decades, there has been a steady increase in the population of Dar es Salaam. With a current estimated population of more than 2.5 million (Table 1), the annual growth rate is 4.3 percent (URT, 2002). The city is the main engine of economic growth and serves as a major administrative, commercial, and industrial centre in Tanzania. Although growth in Dar es Salaam has stimulated economic opportunities, the growing urban population has increased the demand for basic services and infrastructure – housing, water, sanitation, and roads, among other things. This in turn has strained the available resources and created new challenges for the city council.

TABLE 1: DAR ES SALAAM POPULATION GROWTH (1948–2002)*

S/N	Year	Population
1	1948	67,227
2	1957	128,742
3	1961	272,821
4	1978	843,090
5	1988	1,360,850
6	2002	2,497,940

Source: United Republic of Tanzania (URT), 2002 Population and Housing Census Report Summary

*Growth rate = 4.3 percent per annum (2002)

One of the main impacts of urbanisation can be seen in the increased demand for housing. Seventy-five percent of housing construction in the city is on unplanned and unserviced land and is accomplished through informal land acquisition. The government works in partnership with land development partners such as the National Housing Corporation, to provide low-income housing for the poor. As it stands, the construction programme financed by the government and the NHC is still too expensive for low-income residents, further encouraging the growth of informal settlements.

WATER, SANITATION, AND REFUSE COLLECTION

The Dar es Salaam Water and Sewerage Authority (DAWASA) formally manages city water and its distribution. Only 25 percent of the city's residents have access to this water; the remaining 75 percent live in unplanned and unserviced settlements. About 80 percent of residents living in these settlements use pit latrines, which are usually poorly constructed and badly maintained. The pit latrines, typically found in high-density areas, are subject to flooding during the rainy season because they lack drainage channels, especially in squatter zones. This increases the risk of serious health problems. The poor sewerage treatment and solid waste disposal is mainly due to uncoordinated council management.

The city's demand for water has risen with the growing population. Current water consumption per capita per day is 187 litres. Breakdowns in the water system, power interruptions, and worn out pipes are among the critical problems facing the water sector.

¹ Source: Government of Tanzania, "The Linkage Between Macroeconomic Performance and Poverty Situation: The Economic Survey 2005". <http://www.tanzania.go.tz/economicsurvey1/2005/part2/index.html>

PUBLIC TRANSPORT

The German and British colonial structures planned and built the road networks in the city. Before World War II, private cars and forms of non-motorised transport (NMT) such as walking and cycling dominated urban movement. As the population of Dar es Salaam grew, the demand for public transport increased, especially for people living far away from their places of work.

Before 1992, there had been insignificant investments in city infrastructure. Over a period of more than 15 years, city planning and management proved to be incapable of guiding urban development. This further contributed to the rapid deterioration of environmental conditions and consequently the health and welfare of the city's residents (especially the poor and disadvantaged). The following transportation-related problems contributed to traffic and congestion in the central business district: a poor road network, insufficient traffic signs and lights, a shortage of parking spaces, and inadequate public transport. Commuter services were traditionally offered along the city's arterial roads and served only a small percentage of the population. Outside the central business district, vast areas receive poor road and transport services.

In areas where services are offered, bus lay-bys are often inadequate. Security on private buses is also at risk. Passengers are often intimidated by the aggressive language and behaviour of the bus operators. Many citizens have complained that the bus drivers are reckless and ignore traffic regulations. The buses are often overloaded and do not operate according to accepted standards. Thirty-three percent of all movement in the city is done on foot, but unfortunately NMT has been ignored in the overall transport system and the necessary facilities to enable NMT are often unavailable. For example, walkways, bicycle paths, zebra crossings, footbridges, and pedestrian signs and markings are absent from city streets. As a result, those dependent upon NMT are sharing the same space with motorised transport and the situation is resulting in an increased number of accidents on city streets.

SOURCES OF ENERGY

The government-owned Tanzania Electric Supply Company (TANESCO), operated by the Ministry of Energy and Minerals, provides electricity throughout Tanzania. According to the government, petroleum, hydropower, and coal provide the majority of commercial power, while biomass energy (including fuel wood and charcoal from both natural forests and plantations) accounts for 93 percent of total energy consumption in the country. About 60 percent of Tanzania's electricity supplies are generated by hydroelectric schemes. As hydroelectric power is vulnerable to drought and the country's petroleum supply is imported, the government is seeking alternative sources of energy, such as natural

gas and thermal power. Efforts are currently underway to connect electricity lines to Ugandan and Zambian networks and purchase additional power from these countries. The government should continue researching alternative sources of energy and make greater investments in developing indigenous power sources, such as coal, wind, and solar energy².

HEALTH

Lugalo Hospital, Mwananyamala Government Hospital, Mnazi Mmoja Hospital, Amana Hospital, and Muhimbili Referral Hospital together serve the city of Dar es Salaam. Under the Health Sector Reform Programme (HSRP), public and private collaboration in health service provision was enhanced. To date, there are 24 privately owned and registered laboratories, 489 registered medical stores, 400 registered pharmacies, and more than 100 unregistered medical stores and laboratories serving the people of Dar es Salaam. Under the HSRP, the Tanzanian government, initiators of the Health Insurance Scheme, will contribute to health financing. The scheme is a cost-sharing arrangement, financed by the government, that will allow for the individual purchase of drugs, medical supplies, and equipment at all health units. The creation of a central unit for the procurement of such items is important for the public sector, as it allows the provision of essential drugs at a low cost.

EDUCATION

The number of primary schools in Dar es Salaam increased from 75 in 2002 to 121 in 2004. There are five universities in the city: the University of Dar es Salaam, the University College of Lands and Architectural Studies, the Open University of Tanzania, the International Medical and Technological University, and the Hubert Kairuki Memorial University in Mikocheni.

² Source: Tanzania Ministry of Energy and Minerals <http://www.tanzania.go.tz/energyf.html>

GOVERNANCE

Although the Government of Tanzania restructured the Dar es Salaam City Council in 2000 to improve local governance, the institution still remains weak and bureaucratic. The council lacks capacity and is poorly coordinated and underfinanced. The Ministry for Local Government and Regional Administration has implemented a set of governance reform programmes under the umbrella of the Decentralisation-by-Devolution (D-by-D) programme. The reforms represent a departure from traditional forms of governance, in which local authorities had little influence on planning and the delivery of services. The reforms aim to strengthen relationships between central and local government authorities through consultation and the implementation of national policies at the local council level.

THE INSTITUTIONAL SET-UP

- The Ministry of Local Government and Regional Administration supervises, supports, and manages the city's resources.
- The city falls under the coastal zone, which has one coordinator for Dar es Salaam, Pwani, Morogoro, and Tanga.
- The DCC lacks human resource capacity.

- There is strong central control and inadequate financing at all levels of local government.
- Communication between the DCC and the national government is poor.
- The DCC does not have a staff orientation programme in place to ensure that all personnel clearly understand national reforms.
- There is political interference in the distribution of financial resources.
- The private and public sectors are uncoordinated.

PERFORMANCE AND ACCOUNTABILITY

- A governance survey conducted in Dar es Salaam revealed that many citizens are unaware of how government finances are spent. Many felt that they had not received information regarding governance reform. However, citizens did report that HIV/AIDS information was widely available.
- Village councils lack political accountability.
- City and municipal staff should receive training to enhance their institutional coordination ability, in order to improve the flow of information, decision-making strategies, and implementation procedures.





AGREED PRIORITIES

- Develop a communication strategy and awareness programme on local government reforms for the government and the community.
- Increase revenue collection.
- Improve accountability and transparency.
- Enhance the institutional capacity of the DCC by training council staff.

GOVERNANCE
N°1

Project proposal

Page 24

Citywide local government reform programme.

SLUMS

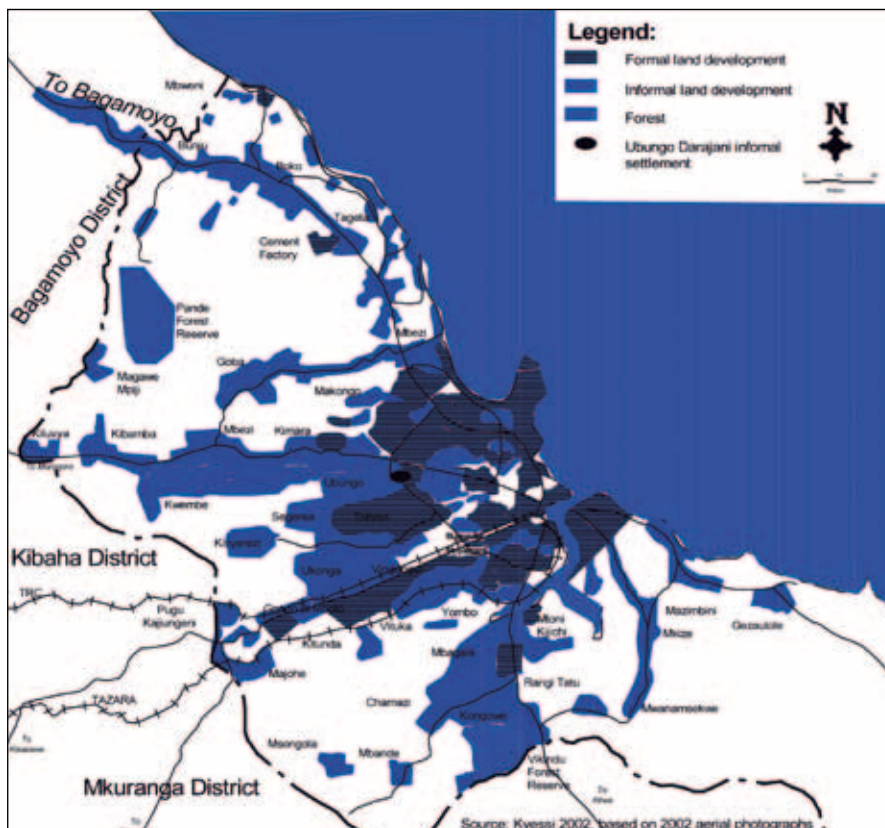
A great majority of Dar es Salaam's population lives on unplanned and informal land and lacks access to appropriate housing and services. Furthermore, there is hardly any coordination among local actors and land developers. Weak policy enforcement influences the poor land development coordination and control. However, the city government has made an effort to implement land policies and legislation that support participatory planning, reform, and the formalisation of informal property rights, in order to reverse urban poverty trends and reduce the number of unplanned settlements.

The local authority in Dar es Salaam lacks the capacity to supply planned and serviced land in urban areas, and a large number of low-income dwellers have been forced into unplanned and unauthorised settlements. Institutional planning and urban land policy have to be reformed to respond to the challenges of rapid urbanisation. Specifically, the provision of affordable low-cost housing and secure tenure for the community should be an objective for future planning and administration in Dar es Salaam. However, changes in land policies and urban governance must be participatory and include the national and local government, as well as the community.

THE INSTITUTIONAL SET-UP

- The city has three municipal councils: Ilala, Temeke, and Kinondoni. Each municipality is composed of councillors and department experts. Councillors and department experts form a Municipal Planning Committee, a City Planning Committee (composed of city technical experts), and an Urban Planning Committee. Through the Urban Planning Committee, each municipal council is in charge of municipal development and land management issues. The Urban Planning Department works in collaboration with the Surveying, Engineering, and Land Valuation Departments and in partnership with different stakeholders and interested development partners within and outside the municipality.
- The ministry in charge of housing and human settlements is the Ministry of Lands and Human Settlements Development. Local authorities are under the supervision of this ministry and the Ministry of Regional Administration and Local Government. At the local level, the municipal council is responsible.

MAP 2: FORMAL AND INFORMAL LAND DEVELOPMENT IN DAR ES SALAAM



REGULATORY FRAMEWORK

- The Town and Country Planning Act of 1956 (revised in 1961), the Physical Planning Act of 2003, and the Land Act of 1999 (No. 4 and No. 5) each empower the local government's ability to plan, guide, implement, and monitor land management activities in the city.
- The National Land Policy of 1995, the Human Settlement Development Policy of 2000, the Housing Programme of 2000, and other government orders strengthen the above acts, ensuring effective land management, poverty reduction, and sustainable development toward the Millennium Development Goals.

RESOURCE MOBILISATION

- The government and donors such as the World Bank are increasing and funding for slum-upgrading programmes in Dar es Salaam.
- Under the Cities Alliance initiative, Dar es Salaam has carried out considerable work through the Sustainable Dar es Salaam Programme, aimed at addressing the issue of squatters and informal settlements. Through the programme, the city will develop a long-term financing strategy for slum upgrading.

CAPACITY

- The limited capacity of the Ministry of Lands and Human Settlements Development has led to inadequate shelter delivery for the urban population. Squatter and unplanned settlements have mushroomed throughout the city; in 1982 the city had 25 unplanned settlements and by 1992 the number had soared to more than 40.
- This capacity continues to be stretched: the 2002 Tanzania World Bank Country Strategy Paper observed that more than 105 unplanned settlements will have formed by that year. The unplanned settlements (Map 2) in the city occupy 65–70 percent of the housing stock and accommodate more than half of the city's population of 2.8 million (URT Census Report, 2002).

AGREED PRIORITIES

- Improve urban management by adopting strategies outlined in the Environmental Planning and Management programme and through strategic planning and demand-oriented response mechanisms.
- Sensitise the local community on the Community Infrastructure Upgrading Project.
- Launch a land legalisation programme using a participatory approach.
- Improve the national Property and Business Formalisation Programme by conducting further research on how the poor will benefit.

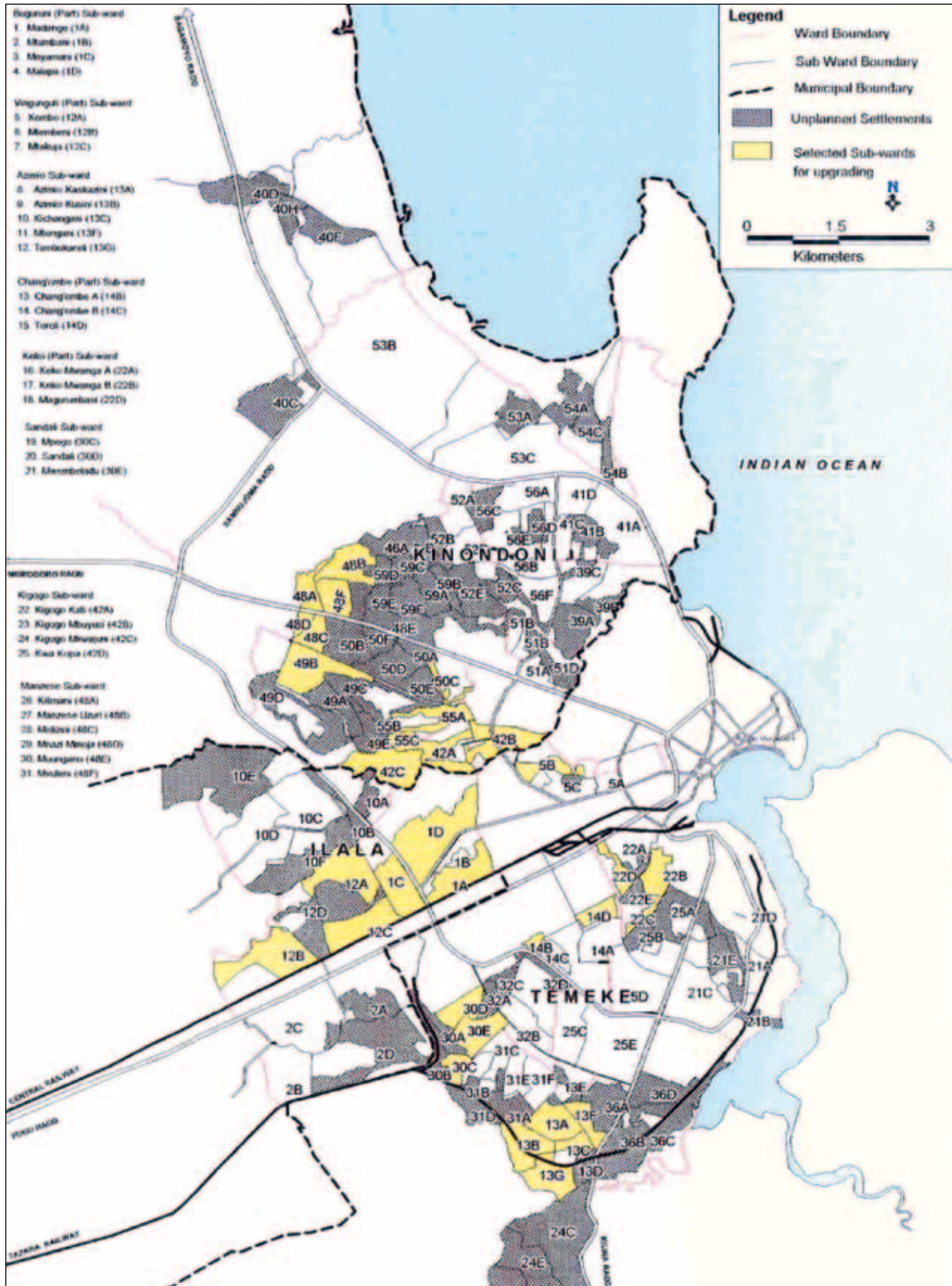
SLUMS N°1

Project proposal

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Reduce the number of people living in informal settlements by the year 2015 through community upgrading, property and business formalisation, and urban renewal and development.

MAP 3: SELECTED NEIGHBOURHOODS FOR INFRASTRUCTURE UPGRADING AFTER THE HANNA NASSIF UPGRADING PROJECT





GENDER AND HIV/AIDS

Cultural stereotypes and patriarchal practices contribute to gender inequalities in Dar es Salaam. Women and girls are often marginalised in both employment and education. Before the 1995 Beijing Conference on women, women in Tanzania lacked specific legal statutes against violence and sexual abuse. The Beijing Declaration motivated the DCC to collaborate with the national government to empower women and institutionalise gender equality in all sectors of the society. In an effort to mitigate gender stereotypes in Dar es Salaam and throughout the country, the DCC and the national government are working to improve the following: (1) women's legal capacity; (2) economic empowerment; (3) political and decision-making empowerment; and (4) access to education, training, and employment.

In addition to recognising the need for political and economic empowerment, the government also acknowledges the impact of the HIV/AIDS pandemic on women. In general, HIV prevalence rates are slightly higher among women than men in all areas of the country. Urban residents have considerably higher rates of infection than rural residents; HIV/AIDS rates in Dar es Salaam are higher than those in the rest of the country.

Traditional and cultural beliefs and practices contribute to the rapid spread of the pandemic. Not only do they promote harmful initiation practices that increase the chances of infection, they also stigmatise those people already infected. Efforts are needed to protect the most vulnerable groups affected, particularly women and children. Awareness on transmission and treatment must be provided to the

communities. NGOs operating in Dar es Salaam need to combine their efforts and form partnerships to collectively address issues related to gender and HIV/AIDS. Further support to gender and HIV/AIDS research is also needed.

THE INSTITUTIONAL AND POLICY SET-UP

- The DCC works through a community development department in collaboration with other gender-affiliated departments to ensure the integration of gender issues into all sectors of society. NGOs, community-based organizations (CBOs), and other associations are undertaking activities linked to preventing HIV transmission.
- The government has passed several laws in favour of women, i.e. the Sexual Offences Special Provisions Act of 1998, the Land Law Act of 1999, and the Village Land Act of 1999. The Sexual Offences Law aims to protect women, girls, and children from sexual harassment and abuse. The Land Act and the Village Land Act repeal and replace previous legislation on land matters to enable women to enjoy equal rights with men in access to and ownership of land.
- The National Policy on HIV/AIDS helps to provide a framework for care, information, treatment, and other interventions that respond to the pandemic. It allows for a multi-sectoral and collaborative response to effective prevention.

RESOURCE MOBILISATION

- Gender budgeting is carried out in all municipalities within the city using established national guidelines, in order to ensure that gender concerns are incorporated into city programmes.
- Women's development funds have been established at the local level to complement local councils. These funds include budgets to assist gender programmes in all municipalities in the city.

EMPOWERMENT AND ACCOUNTABILITY

- Women constitute 51 percent of the total population in the city (URT, 2002).
- Women have less access to legal services than men.
- Only a few of the gender violence cases recorded by the Tanzania Media Women's Association (TAMWA) are resolved.
- Although national gender and HIV/AIDS policy is in place, the legal framework to implement such policy is weak and ineffective. Violence against women and children is rampant and more sensitisation is needed to understand the human rights of women and children.
- HIV prevalence rates increased to 9.9 percent in 2000 from 5.5 percent in 1992.
- Special seats for women in parliament increased from 15 percent in 1995 to 20 percent in 2000; in the local councils, they went up to 33 percent.
- Women are under-represented in educational institutions.
- Programmes such as the Primary Education Development Programme (2001–2006), which abolished primary school fees, and Complementary Basic Education in Tanzania (1999), which allows for school dropouts to re-enter the school system, led to an increase in the number of children attending school, especially girls.
- The government established the Public Labour Exchange Centre in 2004 to promote employment in the public sector.

AGREED PRIORITIES

- Identify and develop tracer studies on how to institutionalise gender and HIV/AIDS in the law enforcement sector.
- Support local partnerships and organizations developing and implementing gender and HIV/AIDS programmes.
- Increase awareness and coverage of gender and HIV/AIDS through TAMWA and other media outlets.
- Initiate the collection of national gender disaggregated data on monitoring and evaluation activities at all levels.
- Promote women's access to assets and property.

GENDER AND HIV/AIDS
N°1

Project proposal

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Initiate the collection of gender-disaggregated data.



ENVIRONMENT

Over the past decade, urban centres in Tanzania have experienced rapid development and massive population growth. As human activity has increased in urban areas, the quality of the environment has become adversely affected, especially in the city of Dar es Salaam, where the growth rate has been over 4 percent. Institutional planning and management of the environment is weak and the relevant actors are unable to cope with the environmental conditions. Constrained by an extreme lack of awareness and an inability to enforce regulations, the DCC and the community largely ignore the environment. As a result of the rapid population growth, unplanned settlements are developing throughout the city.

Redressing environmental problems requires the support of different urban stakeholders and institutions. Adoption of the EPM strategy in Dar es Salaam and 12 other cities in Tanzania revealed the importance of political backing and technical support in addressing the following key environmental issues: solid waste, liquid waste, and urban transportation. However, linking environmental problems with urban governance and public awareness campaigns is critical. Thus, the priority is to strengthen institutional capacity for managing the urban environment at local, regional, and national levels.

THE INSTITUTIONAL SET-UP

- The National Environmental Management Council (NEMC) of Tanzania is an institution under the Vice-President's Office that provides advice on all matters pertaining to environmental conservation and management. It is the leading advisory, coordinating, and regulatory agency responsible for the protection of the environment and the sustainable use of natural resources in Tanzania.
- NEMC works in consultation, collaboration, and partnership with other entities concerned with environmental matters.

REGULATORY FRAMEWORK

- The 2004 Environmental Management Act is a comprehensive umbrella act for all environmental issues in Tanzania; it provides the framework for institutional responsibilities.
- The 2004 Environmental Management Act provides both a legal and institutional framework for the sustainable management of the environment, prevention and control of pollution, waste management, environmental quality standards, public participation, environmental compliance, and enforcement. It gives NEMC the mandate to undertake enforcement and compliance; review and monitor environmental impact assessments; conduct research; facilitate public participation in environmental decision making; raise environmental awareness; and collect and disseminate environmental information³.

³ Source: NEMC, <http://www.nemctan.org/>

AWARENESS AND ACCOUNTABILITY

- Seventy percent of surveyed residents reported knowing some individuals who were either fully employed or working as part-time labourers in waste collection companies, NGOs, and CBOs.
- About 62 percent of the respondents claimed that waste collectors were doing a good job, while the remaining 38 percent indicated they had not noticed any changes.
- Twenty-five percent of respondents believe that the waste collection charges are acceptable. Sixty percent reported the charges as being too high, and the remaining respondents indicated the service should be available for free.
- Seventy-six percent of the respondents reported that CBOs and NGOs should continue with solid waste management, while 14 percent reported that the DCC should be responsible for collecting waste in the city. The remaining 10 percent preferred each municipality to be responsible for managing waste in their respective area.
- Eighty-four percent of respondents reported the city to be clean, 13 percent reported no difference, and 3 percent did not have an opinion.
- Forests are being depleted through illegal logging for both timber and charcoal.
- Farmers and livestock keepers have encroached upon forest reserves and water catchments areas.
- Local authorities in the DCC have been lax in enforcing environmental regulations.

AGREED PRIORITIES

- Conduct research and train council staff on the objectives of environmental planning and management.
- Establish local action plans for the environment.
- Support efforts aimed at the integration of environmental education into school curricula.
- Improve water and sanitation facilities in poor and peri-urban neighbourhoods.
- Improve transport facilities throughout the city.
- Increase solid and liquid waste services in each municipality.
- Develop a pilot project for sustainable tourism.

ENVIRONMENT N°1	Project proposal	Page 27
	Preparation of a city urban development plan.	

ENVIRONMENT N°2	Project proposal	Page 27
	National programme for managing transportation infrastructure.	

SWOT ANALYSIS FOR NATIONAL CAPITAL INVESTMENT PROJECTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
URBANISATION			
ACCOUNTABILITY, TRANSPARENCY, AND REVENUE COLLECTION			
Processes to fight corruption and bureaucracy are addressed in the recently decentralised government structure.	Poor revenue collection by DCC.	DCC is committed to implementing the SUDPF to encourage participatory planning.	Limited commitment to fiscal decentralisation on the part of the DCC.
Community willingness to participate.	Poor institutional coordination.	Ongoing local government reforms.	There is political interference in governance.
	Limited accountability and transparency.	Adoption of D-by-D and governance reform policies.	Leaders are not sensitised about ongoing governance reforms.
	Local government is constrained by layers of bureaucracy and is unable to respond to the needs of the community.		
	With the absence of adequate financing, there is a lack of investment in the informal sector.		
There is limited revenue transferred to the local government due to uncollected tax by the central government.			
SLUMS			
SLUM UPGRADING			
Local institutions exist for urban land use planning, land management, and development.	The information on land is limited. There is no central data system.	Increasing government commitment to formalise informal property and incorporate the informal sector into the formal economy.	Political interference affects decisions made on informal settlements.
Community willingness to participate.	There is poor coordination between land developers and local authorities in the management and development of land.	Provision of low-cost, affordable housing.	Poor water and sanitation conditions threaten the health and livelihoods of slum dwellers.
Local government reforms and city development strategies and programmes are in place.	Local authorities do not adequately enforce land policies and legislation.		Planning decisions are centralised; local authorities lack the institutional capacity to respond to the challenges of rapid urbanisation.

SWOT ANALYSIS FOR NATIONAL CAPITAL INVESTMENT PROJECTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
GENDER AND HIV/AIDS			
AWARENESS AND ADVOCACY			
Strong NGO, CBO, and government commitment to create awareness about gender and HIV/AIDS issues.	Generally, the budget for gender activities is inadequate.	Commitment of the DCC to reduce rates of infection in the community.	Resistance to behaviour and attitude change.
Community willingness to participate.	Women and girls have less access to information than men.	The National HIV/AIDS Policy is in place.	Males dominate the political leadership.
	Inadequate financial strategy, which does not encourage implementation.		Harmful cultural practices and beliefs contribute to the spread of HIV/AIDS.
	Poor institutional coordination among various NGOs working in the HIV/AIDS field.		
URBAN ENVIRONMENT			
ENVIRONMENTAL PLANNING AND MANAGEMENT			
Community willingness to participate.	Inadequate funds for local authorities to implement the SUDPF.	NEMC works in collaboration with public and private entities concerned with environmental matters.	Unchecked environmental degradation can lead to new problems for the city.
	Poor institutional capacity in enforcing environmental regulations.	The 2004 Environmental Management Act allows for greater public participation in environmental decision making and promotes increased environmental awareness.	Lack of environmental awareness can lead to negative environmental practices by the community.
	Limited accountability and transparency.		
URBAN TRANSPORTATION			
Transport services are available throughout the city.		The Rapid Bus Transit Project has improved transportation facilities in the city.	Weak financial management of the urban transportation system.

GOVERNANCE

GOVERNANCE N°1	Project proposal
	Citywide local government reform programme

LOCATION: Dar es Salaam

DURATION: 18 months

BENEFICIARIES: Urban community and local authorities.

IMPLEMENTING PARTNERS: Dar es Salaam City Council, President's Office for Regional Administration and Local Government, Ministry of Lands and Human Settlements Development, Prime Minister's Office, Ministry of Labour, Youth, and Sports, Ministry of Community Development, Women, and Children, University of Dar es Salaam, University College of Lands and Architectural Studies, UN-HABITAT, UNDP, UNEP, and the World Bank.

ESTIMATED COST: US\$ 400,000

BACKGROUND: The Tanzania local government reform programme is viewed as a means for strengthening institutional coordination. The D-by-D approach increases local government capacity and ensures an equitable transfer of funds from the central to the local government. The essential reforms required to achieve autonomy for local government authorities within the law are ineffective without clear support from urban stakeholders. Thus, institutional coordination is essential for the D-by-D programme to be effective.

OBJECTIVE: Improve institutional coordination mechanisms throughout the city.

ACTIVITIES: (1) Develop interventions for strengthening coordination mechanisms. (2) Expand the council revenue base by identifying additional sources of revenue. (3) Explore modalities for sharing revenue between the city council and other municipalities. (4) Establish modalities to encourage competition among municipalities and wards in the city. (5) Improve urban safety through urban crime prevention. (6) Improve law enforcement within the city.

OUTPUTS: Increased institutional coordination throughout the city to improve decision-making and feedback mechanisms.

STAFF REQUIRED: Experts in urban governance.

SLUMS

SLUMS N°1	Project proposal
	Programme to reduce the number of people living in informal settlements.

LOCATION: Selected informal settlements in Dar es Salaam

DURATION: Two years

BENEFICIARIES: Urban communities and local authorities.

IMPLEMENTING PARTNERS: Dar es Salaam City Council, President's Office for Regional Administration and Local Government, Ministry of Lands and Human Settlements Development, Prime Minister's Office, Ministry of Labour, Youth, and Sports, Ministry of Community Development, Women, and Children, University College of Lands and Architectural Studies, UN-HABITAT, UNDP, and the international donor community.

ESTIMATED COST: US\$ 2 million

BACKGROUND: Rapid urbanisation has contributed to a rise in informal settlement development throughout Dar es Salaam. High population growth has adversely affected basic infrastructure and service delivery. The government has adopted different approaches to respond to the urbanisation challenges, including slum clearance and eviction, but these have not been adequate, participatory, or fair to slum dwellers. Other attempts included infrastructure-upgrading projects aimed at improving facilities and services. Any approach aimed at upgrading the living and working conditions for slum dwellers must use a participatory and holistic approach. Options such as land formalisation and regularisation should also be explored and integrated into the management of informal land.

OBJECTIVES: Improve squatter settlements through participatory upgrading and land regularisation policies.

ACTIVITIES: (1) Assess the local economic development potential within the informal sector economy. (2) Provide improved community facility and utility infrastructure for settlement growth. (3) Replicate environmental planning and management through the Cities Alliance programme. (4) Establish viable strategies for institutional and financial coordination toward the creation of a shared vision for city development.

OUTPUTS: Upgraded slum settlements to enhance city productivity and competitiveness.

STAFF REQUIRED: Economists and experts in urban planning.

GENDER AND HIV/AIDS

GENDER HIV/AIDS N°1	Project proposal
	Initiate the collection of gender-disaggregated data

LOCATION: Dar es Salaam

DURATION: 12 months

BENEFICIARIES: Urban communities and local authorities.

IMPLEMENTING PARTNERS: Ministry of Health, Ministry of Community Development, Women, and Children, local communities, community planning team, UN-HABITAT, and UNDP.

ESTIMATED COST: US\$ 800,000

BACKGROUND: An economic baseline on gender data is currently missing. Data acquisition devices are needed to capture the gender information together with digital and spatial information, in order to account for national growth and economic development. There are currently no accepted standards for handling this type of data.

OBJECTIVE: Develop a database that captures easily accessible information on gender issues and trends in Dar es Salaam.

ACTIVITIES: (1) Disseminate a questionnaire on gender to institutions working on gender issues. (2) Sensitise stakeholders dealing with gender-based spatial data, either as producers or users, on the need to establish a national database. (3) Assess which institutions and stakeholders have access to spatial data in the city.

OUTPUT: Collection of gender-disaggregated data.

STAFF REQUIRED: Urban planners, experts in gender, and a full-time research coordinator.

URBAN ENVIRONMENT

ENVIRONMENT N°1	Project proposal
	Preparation of a city development plan

LOCATION: Dar es Salaam

DURATION: Eight months

BENEFICIARIES: Urban communities, the informal sector, the business community, and the Dar es Salaam City Council.

IMPLEMENTING PARTNERS: Dar es Salaam City Council, the local authorities of Kinondoni, Temeke, and Ilala, UN-HABITAT, International Labour Organization, Swedish International Development Agency, UNDP, World Bank, and Danish International Development Agency.

ESTIMATED COST: US\$ 500,000

BACKGROUND: The city of Dar es Salaam adopted the implementation of the Environmental Planning and Management strategy under the auspices of the Dar es Salaam Sustainable Cities Programme (SCP) in 1992. Nine key environmental issues were identified as concerns needing immediate attention. These included unplanned and unserved settlements, solid and liquid waste management, transportation congestion, air pollution, and coastal zone management. The SCP was able to make great strides in improving the environmental conditions of Dar es Salaam, but the initiatives have been unsustainable due to weak institutional coordination and implementation. There is a need to integrate the institutions managing the environment within Dar es Salaam to increase collaboration. The preparation of a city urban development plan will help address the gaps faced in environmental management.

OBJECTIVES: Integrate stakeholders and institutions responsible for managing the urban environment. Promote environmental planning and management “best practices” learned from the SCP process.

ACTIVITIES: (1) Assess local economic development needs, priorities, and issues, as well as training requirements. (2) Provide training to local authorities. (3) Establish objective- and priority-based results for the EPM strategy. (4) Prepare and implement environmental profiles. (5) Prepare environmental action plans.

OUTPUT: Adoption of the EPM strategy in Dar es Salaam.

STAFF REQUIRED: Economists and urban planners.

**ENVIRONMENT
N°2****Project proposal**

National programme for managing transport and transportation infrastructure

LOCATION: Dar es Salaam

DURATION: 18 months

BENEFICIARIES: Ministry of Lands and Human Settlements Development, Ministry of Regional Administration and Local Government, Ministry of Natural Resources, and the President's Office (Environment and Poverty Reduction sections).

IMPLEMENTING PARTNERS:

Ministry of Lands and Human Settlements Development, local communities, the community planning team, and UNDP.

ESTIMATED COST: US\$ 2.5 million

BACKGROUND: Inadequate financing and coordination have resulted in poor transportation facilities in Dar es Salaam. Although the city has made efforts in renovating the central business area transport system, poor financing and a lack of community involvement have hindered the process.

OBJECTIVE: Improve transport and transportation infrastructure in Dar es Salaam.

ACTIVITIES:*(1) Managing Transport Congestion*

- Repair and install traffic lights
- Introduce more one-way street systems
- Enact by-laws restricting heavy-duty vehicles in the central business district
- Provide non-motorised transport facilities such as flyover bridges and underpasses
- Designate sites for informal business and trade

(2) Managing City Parking

- Privatise parking systems and introduce parking fees
- Relocate bus terminals upcountry, far from the central business district
- Construct multi-level parking garages throughout the city
- Construct off-street central car park facilities

(3) Promoting Public Transport

- Rehabilitate bus stop/terminal facilities
- Improve and introduce proper bus routing systems
- Introduce other modes of public transport
- Standardise safety procedures for bus fleets

(4) Promoting Non-motorised Transport

- Provide road signs and markings, including zebra crossings
- Raise public awareness about non-motorised transport
- Provide overpasses and/or underpass tunnels on busy city roads
- Establish a tree seedling nursery to continuously supply the required seedlings for planting along city roads

(5) Managing the Road Network and Storm Water Drainage

- Privatise systems for cleaning roads and drainage systems
- Prepare citywide storm/surface water drainage and flood control master plans
- Design appropriate drainage channels to avert flooding in the city

OUTPUTS: Improved transport and transportation infrastructure.

STAFF REQUIRED: Project coordinator, community facilitator, transport engineers, and urban planners.

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ACRONYMS:

AIDS:	Acquired Immunodeficiency Syndrome
CBO:	Community-based organization
DAWASA:	Dar es Salaam Water and Sewerage Authority
D-by-D:	Decentralisation by Devolution
DCC:	Dar es Salaam City Council
EPM:	Environmental Planning and Management
GDP:	Gross domestic product
HIV:	Human Immunodeficiency Virus
HSRP:	Health Sector Reform Programme
MDG:	Millennium Development Goal
NACP:	National AIDS Control Programme
NEMC:	National Environmental Management Council
NGO:	Non-governmental organization
NHC:	National Housing Commission
NMT:	Non-motorised transport
RUSPS:	Rapid Urban Sector Profiling for Sustainability
SCP:	Sustainable Cities Programme
SUDPF:	Strategic Urban Development Planning Framework
SWOT:	Strengths, weaknesses, opportunities, and threats
TACAIDS:	Tanzania Commission for AIDS
TAMWA:	Tanzania Media Women's Association
TANESCO:	Tanzania Electric Supply Company
UCLAS:	University College of Lands and Architectural Studies
UNDP:	United Nations Development Programme
UNEP:	United Nations Environmental Programme
UN-HABITAT:	United Nations Human Settlements Programme
URT:	United Republic of Tanzania

DAR ES SALAAM CITY CONSULTANTION IN 2007

ATTENDANCE LIST

NAME AND ORGANIZATION	
Mr. B. Seleki	Acting Director, Human Settlement Development, Ministry of Lands and Human Settlements Development - Dar es Salaam
Ms. E. S. Kayega	Assistant Director, Ministry of Lands and Human Settlements Development - Dar es Salaam
Mrs. N. Olomi	Assistant Land Commissioner, Ministry of Lands and Human Settlements Development Dar es Salaam
Mr. L. Shayo	Policy and Legislation Officer, Ministry of Lands and Human Settlements Development - Dar es Salaam
Mrs. H. Mtutwa	Policy and Legislation Officer, Ministry of Lands and Human Settlements Development - Dar es Salaam
Mr. R. Msingi	Ministry of Local Government Official, Ministry of Regional Administration and Local Government - Dar es Salaam
Mr. B. Claudio	Director, Ministry of Regional Administration and Local Government - Dar es Salaam
Mrs. Lema	Director of Growth Strategy, President's Office (Planning and Privatisation section)
Mr. Korongo	Assistant Director of Growth Strategy, President's Office (Planning and Privatisation section)
Mr. H. E. Mrango	Director of External Sector, President's Office (Planning and Privatisation section)
Mr. L. Mbiro	Economist, President's Office (Planning and Privatisation section)
Mr. Pamba	Director of Tourism, Ministry of Natural Resources and Tourism
Mr. G. Mango	Acting Director General, National Land Use Commission of Tanzania
Mr. Kleist Sykes	Mayor, Dar es Salaam City Council, Dar es Salaam City Council
Mr. M. Kitilla	EPM Expert and Eng. DCC
Mr. J. Maira	EPM Expert, DCC
Mr. E. Chinamo	Head, Solid Waste Management, DCC
Mr. E. Mlambo	Rapid Bus Transit Project, DCC
Mrs. E. Mgomba	Town Planner, DCC
Mr. R. M. Nasoro	Town Planner, DCC
Ms. E. Mgomba	Town Planner, DCC
Mr. W. Mkama	Dar es Salaam City Director, DCC
Edgar Berege	Kinondoni Municipal Director, DCC
Mr. J. Lubuva	Ilala Municipal Director, Ilala Municipal Council
Mr. I. Nyundo	Temeke Municipal Director, Temeke Municipal Council
Mr. S. Londa Shaban	Kinondoni Municipal Mayor, Kinondoni Municipal Council
Mr. J. Nyitambe	ICT Coordinator, Kinondoni Municipal Council
Mrs. B. Byarugaba	Medical Officer, Kinondoni Municipal Council
Mr. R. G. Rutakyamirwa	Water Engineer, Kinondoni Municipal Council
Mr. F. E. Kikove	Statistic and Logistics Officer, Kinondoni Municipal Council
Mrs. L. Kimoi	Kinondoni Town Planning Officer, Kinondoni Municipal Council
Mrs. I. Mbaga	Kinondoni Town Planning Officer, Kinondoni Municipal Council
Mr. Madelewee	National Housing Commission Officer, NHC
Prof. Methew Luhanga	Vice Chancellor, University of Dar es Salaam
Prof. Idris Kikula	Principal of UCLAS, UCLAS
Prof. Minoris Victor Meshack	Deputy Principal of Administration, UCLAS
Dr. Msemakweli	Dean of Faculty, Land Valuation, Survey, and Environmental Engineering, UCLAS

DAR ES SALAAM CITY CONSULTATION IN 2007

ATTENDANCE LIST

NAME AND ORGANIZATION

Mrs. Manyanya	Engineer and Town Planning Officer, Mikocheni Zone, TANESCO
Major General Lupogo	Executive Director, TACAIDS
Mr. K. Lukumbuzya	Royal Danish Embassy
Dr. Dau	Director General, National Social Security Fund
Mr. A. L. R. Kabagire	Programme Manager, President's Office for Regional Administration and Local Government
Mr. K. Sevelin	Local Government Reform Officer, Coastal Zone, Local Government Reform Office, Ilala, Dar es Salaam
Iddi Nyundo	Municipal Director, Temeke Municipal Council
M. A. Lupala	Step Coordinator/Town Planner, Temeke Municipal Council
Edgar Berege	Municipal Director, Kinondoni Municipal Council
A. M. Tesha	SCP Coordinator/Town Planner, Kinondoni Municipal Council
Wilson Mukama	City Director, DCC
Dyness S. Mwasyoge	Town Planner, Ilala Municipal Council
Samwel E. Lyimo	Safer Cities DSM, DCC
R. S. Ndunguru	City Planner, DCC
Mr. Phillemon Mutashubirwa	UNDP
Mr. P. Tegwa	Country Representative, World Bank
Ms. Merete V. Pedersen	Counsellor, Environment, Royal Danish Embassy
Prof. F. Halla	Dean, Faculty of Architecture and Planning, University of Dar es Salaam
Mr. Celestine Kimaro	Research and Development Officer, Association of Local Authorities of Tanzania
Mr. Samuel S. Msangi	Principal Environmental Officer, NEMC
Prof. B. B. K. Majani	Deputy Principal (Planning), UCLAS
Mr. Adam Zuku	Executive Officer, Tanzania Chamber of Industries, Commerce, and Agriculture
Ms. Jennifer Matafu	Programme Officer, Urban Development, Swedish International Development Agency

DAR ES SALAAM CITY CONSULTATION IN 2007

ATTENDANCE LIST

NAME AND ORGANIZATION

Dr. Kumbwaeli W. Salewi	Regional Programme Manager, Eastern Africa, Employment Creation, International Labour Organization
Mr. Ernest Mwamwaja	Ag AD/Rural Food Security Policy and Development Group, Ministry of Natural Resources and Tourism
Mr. Malima M. C. Nkijiwando	Economist, Ministry of Water and Livestock Development
D. M. Kalenzi	Land-use Planner, Land Use Planning Commission
Gertrude Lyatuu	Task Manager, Environment, UNDP
Cosmas Takule	Project Manager, Local Government Support Project
Dr. Alphonse Kessy	Head, Urban and Regional Planning Department, UCLAS
Prof. Semboja	Research and Poverty Association
Mr. A. Mtalemwa	Director General, DAWASA
Mr. G. Mbowe	Director General, TTCL
Dr. Z. Yona	Manager Data Networks, Tanzania Telecommunications Company Ltd.
Mr. P. Luoga	Deputy Commission General, Tanzania Revenue Authority
Mrs. Gema Akilimali	Tanzania Gender Networking Programme
Dr. Phenera Mkangara	Gender Development Programme Committee Coordinator, University of Dar es Salaam
Mr. Kasimu Nusuhela	Director General, Mbutu Agricultural Society, ECOSOC - UN
Mr. Kamoga Mgurusi	Vice President's Office, Environment

CONTACTS:

Alioune Badiane, Director, Regional Office for Africa and the Arab States,
e-mail: alioune.badiane@unhabitat.org

Alain Grimard, Senior Human Settlement Officer, Programme Manager,
email: alain.grimard@unhabitat.org

David Kithakye, Senior Human Settlements Officer, Focal Point for Tanzania,
e-mail: david.kithakye@unhabitat.org

e-mail: PSUP@unhabitat.org

TANZANIA FOCAL POINT:

Phillemon Mutashubirwa, phillemon.mutashubirwa@undp.org