

The SCP Documentation Series, Volume 1

THE SUSTAINABLE CITIES PROGRAMME IN TANZANIA 1992-2003

**From a city demonstration
project to a national
programme for environmentally
sustainable urban development**



TANZANIA



SUMMARY

UN-HABITAT MISSION STATEMENT

The mission of UN-HABITAT is to promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all.

History and Background

Originally established in 1978 as an outcome of the United Nations Conference on Human Settlements held in Vancouver, Canada, in 1976, UN-HABITAT is charged with coordinating and harmonizing human settlement activities within the UN system. It facilitates the global exchange of information on shelter and sustainable human settlements development, and gives countries policy and technical advice. At the second UN conference on Human Settlements, in Istanbul, Turkey in June 1996, governments agreed on the Habitat Agenda and Istanbul Declaration, committing themselves to the goals of adequate shelter for all and sustainable human settlements development in an urbanizing world. Five years later, in June 2001, the Declaration on Cities and other Human Settlements in the New Millennium, endorsed by the General Assembly, entrusted the organisation, then called the United Nations Centre for Human Settlements (Habitat), with continued responsibility for supporting implementation of the Habitat Agenda. In 2002, the General Assembly transformed the organization into a fully-fledged programme of the United Nations and renamed it UN-HABITAT: United Nations Human Settlements Programme.

Strategy

UN-HABITAT bases its activities on four main strategic objectives:

- **Advocacy** – Drawing the world’s attention to crucial human settlements problems and spurring governments and other organisations into action. UN-HABITAT conducts its advocacy through the Global Campaign on Secure Tenure, the Global Campaign on Urban Governance and World Habitat Day
- **Research and Monitoring** – Coordinates global efforts that monitor human settlements conditions and progress in the implementation of the Habitat Agenda by identifying innovative solutions and practices. The results are disseminated through two flagship publications, the Global Report on Human Settlements, and the State of the World’s Cities Report, as well as other specialised technical publications
- **Training and Capacity-Building** – UN-HABITAT strengthens the capacity to plan, develop and manage human settlements, particularly at local government level. Important tools include training for local leaders as well as development, testing and dissemination of training materials
- **Technical Cooperation** – UN-HABITAT provides national and local governments advisory services and technical support, including assistance with mobilising financial and human resources to implement sustainable projects. UN-HABITAT is involved in hundreds of such projects in over 54 countries world-wide.

The SCP Documentation Series, Volume 1

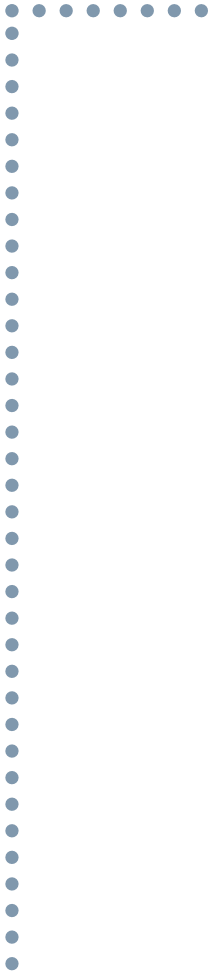
THE SUSTAINABLE CITIES PROGRAMME IN TANZANIA 1992-2003

From a city demonstration
project to a national programme
for environmentally sustainable
urban development

SUMMARY



October, 2004



Tanzania



Copyright: The United Nations Human Settlements Programme (UN-HABITAT) and the United Nations Environment Programme (UNEP), 2005

UN-HABITAT: P.O.Box 30030, 00100 Nairobi GPO, Kenya.

UNEP: P.O.Box 30552, 00100 Nairobi GPO, Kenya.

HS/754/05E

ISBN for this volume: 92-1-131743-6

ISBN for the series: 92-1-131744-4

The Sustainable Cities Programme in Tanzania 1993-2003

Published by UN-HABITAT with support of UNDP; prepared and written by Tumsifu Jonas Nnkya together with programme staff in collaboration with the Urban Authority Support Unit (UASU), President Office: Regional Administration and Local Government (PORALG) and Dar es Salaam City Council.

The opinions expressed in this document are those of the authors and not necessarily those of the United Nations.

Print and layout: UNON/Publishing Services Section/Nairobi/April 2005/81435/2000copies

TABLE OF CONTENT

Introduction	2
The SCP Process in the Tanzanian Municipalities	4
Environmental Profiles	4
City Consultation	6
Working Groups	7
Demonstration Projects	
Institutionalisation	12
Capacity Building	14
Lessons learned	15
Box 1: Gender Profile preparation in Moshi Municipality	5
Box 2: Agreement reached by participants in the Dar es Salaam City consultation in 1992	6
Box 3: The SDP issue specific working groups at the peak of the project in 1995/96	7
Box 4: Participatory community based and labour intensive infrastructure upgrading in Hanna Nassif informal settlement	11
Annexes	17
Panel Tanzania	18
Panel Tanzania	19
Panel Dar es Salaam	20
Panel Moshi	21

Tanzania



INTRODUCTION

The Sustainable Cities Programme (SCP) started in the Tanzanian capital, Dar es Salaam in 1992 under an initiative known as the Sustainable Dar es Salaam Project. Dar es Salaam was one of the first demonstration cities in Africa where environmental planning and management were revitalized under the SCP, a joint initiative of UN-HABITAT and UNEP to implement Agenda 21. Other cities were Ismailia in Egypt, Accra in Ghana, Dakar in Senegal, Ibadan in Nigeria, and Lusaka in Zambia.

This report draws on the environmental planning and management (EPM) process under the Sustainable Dar es Salaam Project from 1992. It examines subsequent replication in other urban centers in Tanzania under the National Sustainable Cities Programme from 1998. EPM has now taken roots in Tanzania, and is gradually replacing the entrenched techno-bureaucratic and prescriptive planning model of the past half century with a new collaborative and inclusive form of city planning and management.

With its emphasis on inclusion, transparency, decentralization, efficient service delivery and responsiveness to civil society, and sustainability, the EPM is considered a model for UN-HABITAT's Global Campaign on Urban Governance in the drive for urban poverty reduction.


The **SCP in Tanzania** traces back to a request of the Government of the United Republic of Tanzania to the United Nations Development Programme (UNDP) to help it review the master plan for Dar es Salaam from 1979. Under the Town and Country Planning Ordinance of 1956, such a plan should be reviewed every five years taking into account changed social and economic circumstances. At the time of the review, it was found that the environmental problems confronting Dar es Salaam City were such that a change of direction was needed. City planning and management was being conducted without proper coordination or consultation among departments, let alone the beneficiaries. This situation cried out for a more responsive and effective form of planning and management – one that would better take into account prevailing socio-economic conditions.

The documentation of the EPM process under the SCP provides a record of the processes involved in the initiative to reform the urban planning and management practices, achievements, challenges and take heed of the lessons learned for further replication. It forms a knowledge base that can be customised to suit local conditions, and also serve as an archive for future plans.

The need to document the EPM process was raised after evaluations of the Sustainable Dar es Salaam Project in 1995, and again in 1997. Both evaluations cited the need for a recorded planning history and a proper institutional memory. It is hoped that this history will be reflected in this report.



Tanzania



Although the documentation refers generally to all the SCP cities or municipalities in Tanzania, it draws mainly on the sustainable cities projects in Dar es Salaam, Mwanza, Iringa, and Moshi for the following reasons:

The **Sustainable Dar es Salaam Project** is the oldest SCP programme in Tanzania, and part of a global SCP demonstration process. It enables us to see every facet of the SCP Process– from preparatory and start-up, to negotiation of strategies and action planning, implementation of demonstration projects, and scaling up, to the replication of an environmental improvement strategy and institutionalization. It also shows how one can learn from the experience of aggregating and coordinating issue-based strategies into a Strategic Urban Development-Planning (SUDP) framework. Because of the wealth of information available on the Sustainable Dar es Salaam Project, it is given more attention in this report.

Mwanza Municipality received financial support in the tune of 1.9 million Danish Kroner from the Danish Government through DANIDA. This sum was meant to complement Council’s EPM implementation, utilizing financial resources available through an Environmental Development Fund (EDF). It was thus assumed that SMWP would progress rather fast, building on the SDP experience in putting the EPM process to work, and providing opportunity to learn from.

Iringa received a similar amount from DANIDA. As Iringa’s municipality prepared for the DANIDA support, Moshi Municipality secured 180,000 Dollars from UN-HABITAT to introduce the new planning and management approach under the **Sustainable Moshi Programme**. This initiative started in 1996, long before commencement of the replication programme in 1997, indicating demand-driven initiative to engage in the EPM process. This programme is thus selected to learn from that demand driven experience with modest external support.

However, the selection of the four cases does not in any way disregard what could be learned from the other cases within the replication programme. Given the unique socio-cultural, economic and political make-up of each municipality, as well as in terms of the technical leadership in the EPM process, the experiences of each context would have provided valuable lessons.

The full report has five chapters

- **Chapter One** gives an overview of the SCP principles, the approach and the EPM process.
- **Chapter Two** describes how the EPM process worked in the Sustainable Dar es Salaam Project (SDP).
- **Chapter Three** looks at the coordination of issue-based strategies as part of a new urban development-planning framework for the city.
- Drawing on three specific cases, **Chapter Four** reports on how the EPM process was replicated in other municipalities.
- **Chapter Five** provides conclusions and emerging lessons for initiatives on more inclusive and democratic planning systems at the national and international level.

Tanzania



THE SCP PROCESS IN THE TANZANIAN MUNICIPALITIES

Technical support for the implementation of the Sustainable Dar es Salaam Project (SDP) was, until 1997 when national execution of the SCP commenced, provided by the UN-HABITAT. Under the national execution a central coordinating unit - **the Urban Authority Support Unit (UASU)**, which began operating in 1998 - assumed the responsibility of providing and coordinating technical support to SDP and the municipalities under the national replication programme.

In providing technical support, UASU was supposed to collaborate with the UN-HABITAT, which had by then stepped back from the 'driver's seat' of supporting the SCP so as to let the local capacity lead the programme.

To date, a relatively well-equipped **Environmental Management Information System (EMIS)** unit has been established in every municipality, where experts manning the units have been trained on Geographical



© Map/SDP

Information Systems (GIS). The objectives of establishing, equipping and staffing the units was to build capacity of the city/municipal councils to collect, analyze, store, retrieve and disseminate information on urban environmental conditions and trends. The ultimate goal is to have an up-to-date environmental data-base to facilitate informed decision making, effective planning and management. This goal has not been reached, though some municipalities are genuinely striving to use the available facilities and knowledge to facilitate informed decisions. The existing capacity in terms of skills and GIS equipment needs to be more effectively used.

Environmental Profiles

Unlike the EPM experience in Dar es Salaam and Mwanza where compilation of city Environmental Profile was primarily expert dominated, the process in the other municipalities was improved by bringing in other stakeholders through a 'mini-consultation' that was organized before the main consultation. This provided stakeholders the opportunity to contribute to the environmental profile, from which proposition papers were written and presented in the municipal consultation. The mini-consultation also provided opportunity to inform stakeholders about the SCP objectives and essence of the EPM process.

The report shows that in an effort to improve information and expertise, in addition to preparing a city and municipal environmental profile as it was done in Dar es Salaam, some of the replication programmes prepared gender profile and ward level environmental profile. The gender profile and ward level profile were prepared by local consultants in collaboration with council experts so as to build local capacity and improving expertise. Besides improving information and expertise, the participatory processes engaged in the preparation of the profiles provided opportunity to making stakeholders aware of the objectives and contents of the programmes and what the EPM process entailed. The profiles constitute a data-base which is needed by

stakeholders for environmental management and monitoring. In order to further improve its information base and link up to the on-going environmental improvement and poverty alleviation initiatives by stakeholders, certain municipalities additionally prepared an inventory of such initiatives and a poverty profile that shows the types and levels of poverty among its residents. Where an inventory of on-going initiatives was done, it facilitated identification of 'early win' or 'fast track' demonstration projects.

Box 1: Gender Profile preparation in Moshi Municipality

The Gender Profile of Moshi Municipality was prepared on the premise that development can only be effective and sustainable if there is a guaranteed equal participation of both men and women in planning, coordinating and management of the Municipality and its resources. It was thought that Moshi was a highly gender differentiated society where men and women have different responsibilities and unequal opportunities. According to the 1988 National Population Census, the Municipality had 44,725 women and 52,113 men. Incidentally women were not proportionally represented in decision-making organs; therefore, their interests were accorded low priority. It was thus thought reasonable to conduct the study as an attempt to bring the institutional aspects of gender equality to the fore at target group, organizational and project implementation levels. The study was intended to explore scientifically where the power lied, control of and access to resources as well as decision-making at household level.

Objectives

The objectives of the study were as follows:

- (i) To prepare a gender profile for the Municipality as a reliable basis for gender disaggregated data in order to bring gender equality in various activities and projects undertaken by SMP.
- (ii) To identify practical gender specific needs regarding capacity building for effective involvement of men and women in addressing environmental problems and poverty alleviation measures.

Methodology

A household survey using semi structured interviews was administered to a sample of 20 households per ward. A questionnaire was prepared to conduct the survey. In order to use the study for capacity building, three ward Executive Officers (WEOs), 11 Community Development Officers and the SMP Coordinator were involved in a one-day workshop on data collection techniques. Later on each officer, except the Coordinator, was assigned to administer 20 questionnaires in a specific ward.

Data collection was done as follows:

- (i) Samples were designed to involve randomly selected respondents of either sex.
- (ii) At least five respondents were interviewed from each of the 61 "Mitaa" of the Municipality.
- (iii) Political party institutions and local administration were surveyed using Rapid Appraisal Technique.
- (iv) Secondary information was availed from the Council.
- (v) The Statistical Package for Social Scientists (SPSS) Programme was used for data analysis. The analysis was, however, limited to calculation of percentages for the advantage of most stakeholders.

Main findings

The following are some of the main findings:

- (i) Males headed 71% of the households and the few female headed households were due to deliberate decision or social exclusion.
- (ii) Overall ownership of the 36 researched resources and facilities was 39% for men, 33% for women and 27% for both.
- (iii) 66% of casual labour was accessed by both while females accessed 26% and men only 8%. Most of the permanently employed women worked as bank clerks, nurses, hotel staff, secretaries and primary school teachers.

Tanzania



Box 1: Continued

- (iv) Out of the 20 variables, it was observed that women made 35% of the decision at household as compared to 46% joint decisions.
- (v) Participation of women in politics was less than 20% at ward level. They were also more involved in productive and reproductive household-based activities while men dominated in productive activities with high investments.
- (vi) As at July 31, 2000 there were 10,145 boys and 10,102 girls in the 24 primary schools within the municipality.

City Consultation

It is evident that the city consultation has remained a once and for all-event in Dar es Salaam and Mwanza since the first and last one that was held in 1992 and 1998 respectively. However, all the municipalities supported by DANIDA, have had municipal consultations as a routine annual event. Through this, stakeholders have had opportunity to get feed back on the progress made in addressing priority issues and accordingly reviewing the list of priorities, constraints and challenges encountered, bringing in new stakeholders, reconstituting composition of working groups, etc. In this regard, annual consultations have served as a mechanism not only for auditing progress made, but also ensuring continuous sensitization, systematic sharing of information and accountability to stakeholders and seeking continued support and commitment. It also serves as a forum for stakeholders to express their views and ideas about management of their city. This is an initiative towards good urban governance in line with the UN-HABITAT's Global Campaign for Urban Governance, which promotes transparency, accountability, inclusiveness, decentralization, and equity.

Box 2: Agreement reached by participants in the Dar es Salaam City consultation in 1992

- A new partnership approach to city management was required, which would broaden the range of actors involved so as to include private sector and community based organizations;
- Working groups be established to address the key environmental issues identified with an aim to overcome the poor coordination arrangements and to chart out concerted actions with sufficient operational details for implementation
- A focal point be established through the Sustainable Dar es Salaam Project where partners can feel comfortable to meet and deliberate upon issues and agree on alternative courses of action;
- The Sustainable Dar es Salaam Project should focus its resources on building up a core of dedicated interdisciplinary professionals from both levels of government, private sector and community based organizations who will together support the planning, coordination and management of the city's future growth and development;
- The broader policy issues be reserved for central government decision, especially in the field of urban land, allowing the city authority to be an active implementing agency of the policies in planning its expansion, etc;
- Integrated cross sectoral working groups be immediately established for the main priority environmental issue of solid waste management and servicing urban land, and that additional working groups should be established through a consultative process to cover all the relevant environmental issues identified.

However, considering limitations of including every stakeholder at a city or municipal level consultation, the objectives of a city consultation to include information sharing could have been widened and deepened by holding complementary consultation at ward level, where working groups would be established as necessary. Some of the replication programmes are already moving in that direction by establishing project committees or working groups at ward level. The danger so far is that project committees are being used as a means for facilitating project implementation rather than a forum for participatory planning and management.

Working Groups

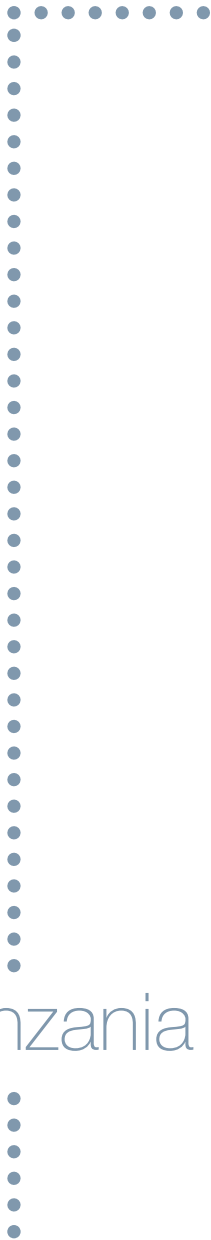
With regard to improving strategies and action planning, most of the replication programmes have had improved gender balance in the composition of working groups, by increasing representation of women. Bringing in more representatives of the popular and private sectors has checked dominance of the public sector in the working groups. In achieving this balance, working groups composition have been adjusted by the project management team, thus taking form of a task force formed by authorities, rather than a voluntary group of stakeholders driven by their stake to participate in addressing the issue at hand. Stakeholder analysis and gender profiling provided information that facilitated reaching out hitherto excluded stakeholders. However, adequate and effective participation of the private sector, the industry in particular, remained unsatisfactory.

Box 3: The SDP issue specific working groups at the peak of the project in 1995/96

Environmental issue	Working group
1. Solid Waste Management	<ol style="list-style-type: none"> 1. Strengthening privatization of solid waste collection 2. Recycling of solid waste and composting 3. Managing disposal site 4. Community solid waste management
2. Upgrading Un-serviced Settlements	<ol style="list-style-type: none"> 1. Hanna Nassif 2. Mbezi "C" 3. Kijitonyama 4. Tabata
3. City Expansion	<ol style="list-style-type: none"> 1. City Expansion 2. Land Information System
4. Managing Surface Water and Liquid Wastes	<ol style="list-style-type: none"> 1. Managing sewer upgrading and extension 2. Managing pit latrines, septic tanks and sullage 3. Managing industrial effluents
5. Air Quality and Urban Transportation	<ol style="list-style-type: none"> 1. Managing City Centre traffic congestion 2. Managing City Centre parking 3. Improving road network and storm water drainage 4. Promoting public transport 5. Promoting non-motorized transport 6. Improving air quality

Tanzania





Tanzania

Box 3: Continued	
Environmental issue	Working group
6. Petty Trading and City Economy	<ol style="list-style-type: none"> 1. Core Group 2. Ilala Group + Task Force 3. Temeke Group 4. Kinondoni Group
7. Managing Open Spaces, Recreation Areas, Hazard Lands and Urban Agriculture	<ol style="list-style-type: none"> 1. Managing Community open spaces 2. Rehabilitation of Oysterbay Beach 3. Managing Urban Agriculture and Green Belts 4. Managing Hazards Lands/Sand Extraction
8. Managing Coastal Resources	<ol style="list-style-type: none"> 1. Protection of mangrove 2. Coordinate Urban Expansion (tourism) 3. Manage lime extraction 4. Manage salt production 5. Promote Deep sea fisheries
9. Coordinating City Centre Renewal	<ol style="list-style-type: none"> 1. Plan Review 2. Strengthen Private Business & Community Participation 3. Infrastructure Provision and Costing 4. Review Land Titles, Standards, & Development Control 5. Planning and Monitoring 6. Financing and Implementation

Through the working groups all cities/municipalities have clarified issues, which were prioritized in the consultation, they have negotiated strategies and formulated action plans for addressing the issues. Some of the action plans have been further worked out into demonstration projects and some implemented using resources generated locally or externally. The process of clarifying the prioritized issues, negotiating strategies and formulating action plans in Dar es Salaam included holding a ‘mini-consultation’ around each of the prioritized issues so as to allow stakeholders opportunity to participate in the process of negotiating strategies and action planning. This was not the process followed in the municipalities. As soon as the working groups were put in place after the consultation, they went on to clarify the prioritized issues, negotiate strategies and eventually formulate action plans and demonstration projects, which were implemented using the Environmental Development Fund (EDF). This suggests that the opportunity for wider stakeholder participation in negotiating strategies and action planning was missed.



© Bernd Decker/UN-Habitat



Demonstration Projects

The documentation shows that availability of EDF motivated DANIDA supported programmes to implement action plans and demonstration projects, thus overcoming possible frustrations whose main interest was the implementation of their action plans and projects for environmental improvement. Where such projects had been successfully implemented, they have contributed to restoring confidence of communities in their local authority.

The EDF is limited in size and duration, hence insufficient for the many problems facing the cities or municipalities benefiting from the fund. Moreover, the bureaucratic procedures involved in accessing the EDF limited utilization of the allocated budgets, while pressure to quickly spend the available funds and deliver physical outputs within the specified project implementation schedule has led to temptation to by-pass the participatory EPM process. The pressure to deliver physical outputs within unrealistically limited time undermined the objective of capacity building for inclusive planning and management.

An evaluation of the SCP in six African countries including Dar es Salaam suggested that such a capacity building programme "which seeks to bring quite new ideas and new ways of doing things [require adequate time, and]...can not be designed to quickly spend money and it cannot easily be fitted into a rigid framework of arbitrary quantitative success criteria and tight time schedules". Paradoxically, this lesson, which had been documented in 1999 was not taken into account neither in the design of the SCP projects nor in the subsequent evaluation or appraisal of such projects. As a consequence those entrusted to oversee implementation of such projects found themselves at cross roads of either sticking to the project implementation plan at the expense of processes that ensured capacity building, or letting the processes take the time they required, resulting in delayed physical outputs in relation to the project implementation plan.

While it is generally appreciated that a capacity building programme require time because of what it entails, and calls for emphasis on processes; deliberate efforts must be made to ensure that such a programme is appropriately designed. Its success criteria should focus on the means or processes, rather than the physical outputs alone. There is no doubt that designing and evaluating such a programme is challenging and time consuming. It is normally this time-resource, which is unavailable to project designers and evaluators who spend the limited time available to fit the well-intentioned project objectives in a 'straight jacket' of project design framework or evaluation format.

By the end of 2003, apart from the Sustainable Dar es Salaam Programme, no city or municipality had moved beyond the stage of a demonstration project to scale-up a tested out strategy at city or municipal level. Likewise, apart from Dar es Salaam City, no any other urban centre had moved from issue-based strategy to a coordinated city-wide strategy, or aggregated issue-specific strategies into a city/municipal-wide strategic urban development-planning (SUDP) framework.

The Sustainable Dar es Salaam Project (SDP) successfully scaled-up two strategies to city level in three phases - **privatization of solid waste collection** and participatory community-based servicing of unplanned settlements. In phase one (1994)

Tanzania





© Map from SUDP/SDP

privatization of solid waste collection was piloted in 10 wards in the city center with a private contractor – Multinet Africa Company Limited. Two years later in 1999, based on the experience gained and capacity built to work in partnership with the private sector, the City Council scaled-up this strategy to an additional 13 wards, with four private contractors collecting solid waste. The third phase of implementing this strategy commenced in 1999, covering 18 wards. During this phase, besides private companies, NGOs and CBOs were contracted to collect solid wastes. Systematic implementation of this strategy over a period of ten years has led to a cleaner environment.

Tanzania

It is instructive to caution that the process of privatization of waste collection was not as smooth as it may sound. There were problems related to collection of refuse collection charges from those served, and inability of the Dar es Salaam City Council (DCC) to supervise and facilitate the private contractor to collect waste and refuse collection charges. The experience provided a learning opportunity to the collaborating partners with respect to dealing with each other and sharing of roles in the specific undertaking. It was on the basis of this experience that the waste collection strategy was scaled-up, covering additional wards and involving more contractors.

It is the success story of waste management in Dar es Salaam City that has attracted other urban centers in Tanzania to embrace the EPM process. Already, Mwanza City Council and Iringa Municipal Council have privatized waste collection in the central business district, with the view to learning from the pilot phase before scaling-up the strategy to other neighbourhoods. The municipalities of Arusha, Moshi and Morogoro are also preparing for privatization of solid waste collection.

Participatory community-based servicing of unplanned settlements is another strategy that has been scaled-up though not exactly in the same way as solid waste collection. The strategy, conceived and implemented under the Sustainable Cities Programme in the late 1990s, was implemented in Hanna Nassif. The successful application in Hanna Nassif informal settlement led to the design of the World Bank supported Community Infrastructure Programme (CIP). Based on this experience, the community-based participatory infrastructure upgrading was incorporated in the National Human Settlement Development Policy 2000, whose policy statement in this regard states that: "unplanned settlements shall be upgraded by their inhabitants through CBOs and NGOs with the government playing a facilitating role".

The Community Infrastructure Programmes in Tabata and Kijitonyama in Dar es Salaam were a scale-up of community-based infrastructure upgrading. Likewise, the Community Infrastructure Upgrading Programme (CIUP) for 31 informal settlements in Dar es Salaam builds on the experience of Hanna Nassif community-based upgrading project and the CIP. Several local urban authorities outside Dar es Salaam have visited the infrastructure upgrading projects in Dar es Salaam to learn from the experience and replicate it in their respective local areas. It is no accident therefore that the "project" approach that is being adopted in some of the DANIDA supported programmes focuses on infrastructure upgrading in a selected informal settlement.

Box 4: Participatory community based and labour intensive infrastructure upgrading in Hanna Nassif informal settlement

Hanna Nassif is one of the informal settlements that prior to 1992 suffered from lack of basic community services including storm water drains, subsequently, the housing area was experiencing frequent floods. Following a request from the local community, the Government in collaboration with donor agencies and with participation of the residents initiated Hanna Nassif Community Based Upgrading. The project took an innovative approach in both its institutional set-up and the use of labour-based community contracting and community management in an urban setting.

The approach

The overall project concept and approach was well conceived to meet the needs of the local population particularly in terms of addressing the basic infrastructure (environmental) problems and not least alleviating poverty. The project was built on the conception that for the improvement of community infrastructure to be sustainable, improvement initiatives should hinge on building local capacity both in socio-economic and technical (imparting skills) terms. The approach deployed in this project directly contributes to the government policy on poverty reduction. The policy requires public, popular and private sectors to among other things, put concerted efforts in deploying labour intensive approaches in infrastructure improvement programmes as well as supporting micro-enterprise economic initiatives.

The specific features of the project approach are:

- Community participation through a Community Development Association (CDA) and wider involvement of residents in steps of the project from planning to implementation, maintenance and operation as well as in the evaluation of the project.
- Design of infrastructure in collaboration and negotiation with community so as to adapt to the existing built environment i.e. without demolition of existing houses which provides affordable shelter and space for micro-enterprises.
- The use of construction techniques that maximize the benefits to the local community such as labour-based methods and community contracting in the execution of civil works.
- Implementation of the project through partnership between local institutions (community, non-governmental organisations, local government, research and training institutions, and international development partners. The approach therefore, recognizes the varying roles and capabilities of the collaborating partners and appreciates the need for building synergies through linkages.

The University College of Lands and Architectural Studies (UCLAS) in collaboration with ILO and NIGP provided the required technical support while the Dar es Salaam City Council played the role of a facilitator and promoter. The National Income Generating Programme (NIGP) provided overall management of the project funds for infrastructure improvement that was obtained from the United Nations Development Programme (UNDP) and the Hanna Nassif community contributions.

Parallel with the infrastructure improvement programme, a micro credit scheme support was established to improve household income and generate employment opportunities. The Ford Foundation provided seed capital of US\$ 50,000.

Tanzania



Box 4: Continued

The impacts from the community-based approach and labour intensive technology include the following:

- More than 23,000 people who live in Hanna Nassif do not experience floods any more.
- Improved accessibility and the overall physical environment.
- Water borne diseases were reduced drastically from 4,137 cases before 1996 to less than 2000 in year 2000.
- Women and children no longer have to queue for water nor do households pay dearly for tap water. The six water kiosks installed in the area provide drinking water at a reasonable price. Water price has decreased from 0.06 US\$ per 20 litres before 1998 to about US\$ 0.025 per 20 litre bucket in year 2000.
- In total over 60,000 worker days were generated between 1997 and 2000. Out of which over 50 percent were women worker days.
- A number of skills including community-based projects management, accounting and artisan training were imparted to various residents. The trained artisans have secured jobs within and outside the settlement.
- Apart from increased operations among 296 micro-enterprises, which existed in 1994, the number of micro-enterprises income generating activities was raised to over 350 in 2000. The overall social-economic environment has therefore changed remarkably.
- Unlike most other informal settlements in the city, by the end of 2000 over 70 percent of the property owners were paying property tax, as compared to less than 30 percent before 1996.
- The number of community based organizations increased from one in 1996 to 4 in year 2000. This is besides the skills imparted to the various CBOs in the city. The morale and initiatives of the civic society particularly participation of residents in matters that concern their living environment has increased remarkably.

Tanzania


The programmes, particularly the donor funded ones, are perceived as 'projects', separated from the host local authorities. The presence of a Technical Advisor in the donor funded projects, who controls the project instead of the same being controlled by the relevant local authority has enhanced this perception which has had adverse consequences on efforts to integrate the programmes into the local government system.

INSTITUTIONALISATION

Unfortunately, like SDP that neither established a system of regular monitoring and documentation of its activities nor prepared base-line data against which project progress could be measured, none of the replication programme is monitoring and documenting its EPM activities. Similarly, the environmental profile of Dar es Salaam that was prepared in 1992 has not been updated, and neither have those of the replication programmes, which were compiled at least five years ago. This is the situation despite the existence of well-equipped EMIS units and GIS trained staff in all the SCP municipalities.

Making the EPM process approach the way of doing business in local authorities is the ultimate objective of the SCP as a capacity building programme. This requires change of attitude and behaviour, in the way of thinking and understanding the relationship between environment, development and environment, health and poverty, and in the way of planning and managing changes in collaboration, co-operation, negotiation and consensus building with others. It also requires the organizational and structural change of operational procedures, mandate and inter-organizational relations.

Institutionalization of the SCP approach has occurred in different ways at local and national levels. At the national level, inspired by the promising efficacy of the new



approach in addressing key environmental issues in Dar es Salaam City, in 2000, the Ministry of Lands and Human Settlements Development incorporated the approach in the National Human Settlements Development Policy. The Ministry has since produced guidelines for the preparation of strategic urban development plans. The policy provides a framework for the review of the principal planning legislation, the Town and Country Planning Ordinance of 1956. The Ordinance is currently under review to incorporate elements of the inclusive and strategic planning approach.

Drawing on the practical knowledge and skills gained by being involved in the EPM process since its introduction in Dar es Salaam in 1992, and taking cognizance of the changed political and economic context for planning and managing human settlements in Tanzania, the Department of Urban and Regional Planning at the University College of Lands and Architectural Studies (UCLAS), the sole educators of professional urban and regional planners in Tanzania, has reviewed its planning education curriculum commensurate with the new planning and management approach.

The ultimate goal of institutionalising the EPM approach is to ensure that professional planners and urban managers, in collaboration with stakeholders, are well equipped with the relevant knowledge and skills required to participate, advise and facilitate strategic planning and management of human settlements. The review of policy and legislation has put in place an enabling policy and legislative environment for the same. The initiative represents a strategic step towards implementation of the Habitat Agenda whose overall goals are adequate shelter for all, and sustainable human settlements. Moreover, specific tailor-made short courses are being conducted to re-orient some of the already practising urban planners and managers to re-equip them with the necessary knowledge and skills for inclusive planning and management.

The EPM approach has facilitated building of collaborative bridges between different stakeholders in the public, private and popular sectors, as well as within institutions and communities. The collaboration has in turn facilitated sharing of knowledge between and among the involved stakeholders. Communities have benefited not only from the improvements in their living environment, but also through enhanced capacity to organise for other activities. They have had opportunity to participate in the planning and implementation of self-improvement projects and in the process have become aware of their right to participate in the planning and management of their local urban areas.

Where labour-based technology has been applied in the improvement of infrastructure, benefits to the residents have included employment, income and development of skills -the result of which have contributed to poverty alleviation. These social benefits have led to social transformations in terms of empowerment of the communities, building of social trust among the collaborating partners or actors and between them and the local authorities, which are gradually beginning to appear more credible. Improved credibility may in turn enhance legitimacy of local authorities to govern and hence facilitate effective urban governance.

Stakeholders' attitudes towards the environment and working together has been influenced by their participation in the EPM process through consultations, working group activities and implementation of various demonstration projects. There is

Tanzania





© Bernd Decker/UN-Habitat

increased recognition and appreciation of the need for collaboration in tackling environmental issues and changing the ways of using natural or environmental resources for development so that such resources and development can be sustained.

Stakeholders in the public sector, including city/municipal officials have increasingly realised and appreciated the advantages of collaborating with other stakeholders in the private and popular sectors in environmental planning and management. These other stakeholders have important roles to play in development by contributing knowledge, skills, labour and financial resources without which the public sector cannot cope. With this changed attitude towards the other stakeholders, the public sector is gradually showing respect and listening to the private and popular sectors, a move that might lead to genuine collaboration and partnership in development as advocated by the Habitat Agenda.


There is also readiness to consult communities in matters that affect their lives. It is now not unusual to see public sector actors in the local authorities or central government departments reaching out to other stakeholders in the process of formulating policies or solutions to prevailing problems. However, this changed practice is also a result of the overall government policy towards more democracy in decision-making process.

Capacity Building

Technical support for implementation of the Sustainable Dar es Salaam Project (SDP) was, until 1997 when national execution of the SCP commenced, provided by the UN-HABITAT. National execution of the SCP has been centrally co-ordinated by the Urban Authorities Support Unit (UASU). UASU was established in 1998 to provide technical support to the SDP and the municipalities which were included in the national replication programme, namely Mwanza, Tabora, Dodoma, Iringa, Mbeya, Tanga, Moshi and Arusha. Initially, UASU had very limited in-house EPM capacity, in form of one EPM advisor, whose knowledge and skills on EPM was based on his professional background as a planner cum engineer and hands-on experience as a co-ordinator of one of the SDP working groups since 1993. The rest of the UASU key staff, the national programme co-ordinator, EMIS advisor, and monitoring and documentation officer were new to the programme, and hence had no experience in the EPM process. However, UASU gradually built capacity for EPM to about 50 resource persons from both the government and private sector. These resource persons were used as consultants by UASU to provide technical support to the various municipalities. UASU's role was to organize and co-ordinate technical support to Dar es Salaam and

Tanzania





the nine municipalities. In doing this, the idea was to closely collaborate with UN-HABITAT, which had by then withdrawn from steering the project to allow the EPM local capacity, that had been built over the previous five years, provide technical leadership of the programme.

A number of training courses were organized and delivered to the replication programme participants - working groups and co-ordinators in particular - but some of these were not adequately synchronised with the programme activities on which the knowledge and skills were to be applied. However, the approach in capacity building took the form of classroom teaching rather than learning by doing and study visits which would have been the most efficient and appropriate approach, considering that the practitioners needed reorientation and guidance rather than basic knowledge and skills. Regrettably, this is one positive lesson that was not learnt from the SDP where technical support was provided to the co-ordinators while they were actually engaging in the EPM process.

The Urban Authorities Support Unit (UASU) probably adopted the classroom training approach because it had thin capacity relative to the demand for training and capacity building from the municipalities. To deliver training and capacity building as was done in Dar es Salaam, UASU needed to do more systematic reaching out, identifying, collaborating, co-ordinating and drawing resources from various relevant local institutions. This would not only have ensured the needed technical support, but would also have provided opportunity to the collaborating institutions to learn from the process with the view to enhancing local capacity for EPM.

LESSONS LEARNED

Compared with the situation ten years back, this documentation shows that a culture of collaboration and partnership has been built and it is being enhanced by the overall government policy towards more democracy in decision-making. The partnership and collaboration established through EPM represents bridges that facilitated various actions that could be used for future actions.

It is shown that by engaging in the EPM process urban governance has been improved in line with the UN-HABITAT Global Campaign for urban governance, while through the way decisions have been done inclusively and implementation of environmental improvement projects, poverty has been directly and indirectly alleviated. Ten years after the EPM was introduced in the country, professionals and others who have been engaged and continue to engage in the EPM process have accumulated the necessary knowledge and skills. This group constitutes change agents for the inclusive and collaborative form of urban planning and management being promoted by the SCP, which is also in line with the contemporary thinking in planning and management.

The following lessons can be drawn from the ten years experience:

- Given that the EPM process entails a new way of thinking and doing planning and management, which is supposed to replace the entrenched traditional thinking and way of planning and management, there is a need for a central technical coordinating unit, to be led by technically informed professionals. For sustainability purposes, such unit should be anchored in the relevant office of the central government, with mandate and budget for providing the needed technical support to local authorities.



Tanzania





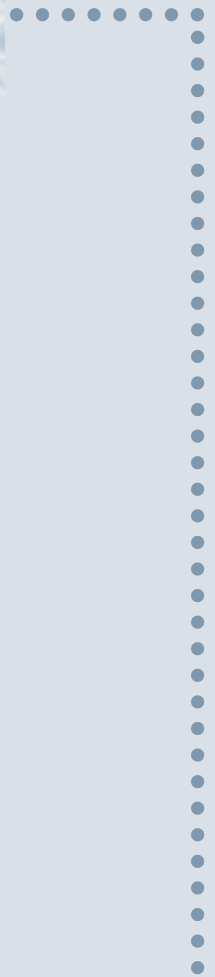
- Given the capacity building and participatory nature of the EPM process, and the fact that traditions take time to change, there is need to let the processes take the time they require rather than rushing to physical results as it has been the case in some of the programmes.
- Sensitization and mobilization of stakeholders should be continuous.
- A committed, motivated and technically informed leadership is instrumental for EPM. This is primarily because the EPM process involves sensitization, mobilization and participation of stakeholders which necessarily takes more time than the traditional technocratic and bureaucratic planning and management processes. Without commitment and motivation it is too easy for those leading and managing the processes to take short cuts.
- Monitoring and documentation of the EPM process should commence on day one, lest the rich experiences are lost with the consequences of, inter alia, repeating mistakes.
- Capacity building should emphasize learning by doing, rather than classroom type of training.
- Over reliance on donor funding for implementing the action plans may undermine local initiatives in environmental improvement and social capital in some communities.
- Involvement of relevant training institutions in the programmes right from the beginning will ensure capacity building and sustainable technical support for EPM.
- Regular consultations at municipal and ward levels provides stakeholders opportunity to share information, monitor progress made in the programme, review priorities and rectify the course of action.
- Environmental profiling and consultation at ward level widens stakeholders participation

Tanzania





ANNEXES



Tanzania





Environmental Planning and Management in Tanzania through the Sustainable Cities Programme

The Sustainable Cities Programme in Tanzania was launched in 1992 as the Sustainable Dar es Salaam Project and came into full operation as a demonstration project in 1993 under the coordination of the Dar es Salaam City Commission. One of its main objectives was to strengthen the capacity of the City Council to better plan, coordinate and manage the sustainable growth and development of the city, and replication to other municipalities. This was implemented through participatory processes, in partnership with the public, private and popular sector, using the Environmental Planning and Management (EPM) approach.

Today, the Sustainable Cities Programme in Tanzania operates under the programme title Promoting Environmentally Sustainable Urban Development in Tanzania*, coordinated by the President's office, Regional Administration and Local Government (PORALG).

The programme originated in the National Programme Framework for Human Settlements, which focuses on capacity building in Public Sector Institutions, Urban Land Management and Urban Shelter.

The sub-programme strives to achieve the following objectives:

- to build the capacity of the main urban local authorities to plan, coordinate and manage urban development through training, communication and awareness;
- to establish an Environmental Management Information System (EMIS);
- to create gender awareness in EPM and to address poverty eradication; and
- to assist the city municipalities to mobilise resources in order to ensure project implementation and sustainability.

The methodology/approach used to achieve these objectives is based on the concept of the Sustainable Cities Programme in general and the EPM process in particular.

Institutionalising broad-based participatory approaches to decision-making

Experience has shown that to move successfully through the various tasks of issue-identification, strategy formulation, action-planning and implementation, the municipalities/cities need to not only identify and mobilise their "stakeholders" but also to empower them through legislation and with the knowledge, understanding and capability to operate in an effective and sustainable way.



Tanzania

Tanzania lies on the East coast of Africa, and borders Kenya, Uganda, Malawi, Mozambique, Rwanda, Burundi and the Democratic Republic of Congo. It covers an area of 945,087 square kilometres and has a population of 34,569,232 people growing at an average rate of 2.9% per annum. 30% of the population are urban dwellers. The capital city is Dodoma and the major commercial city is Dar-es-Salaam.

Key economic activities

Industry: Industry accounts for 8% of GDP. The major industries in Tanzania are manufacturing, for example, food, beverages, soap and textiles.
Energy and Minerals: The mining sector accounts for about 2.5% of GDP. Major minerals are gold, diamond and gemstones.
Services: Tanzania's tourism industry has grown in the past few years and the service and the informal sectors continue to make an important contribution to the economy. Today the industry contributes 6.7% to GDP.

Agriculture: Agriculture sector employs about 90% of the labour force and contributes approximately 48% to GDP. Major cash crops are coffee, cotton, sisal, cashew, tobacco, sugar and pyrethrum. Floriculture is also becoming a major agricultural activity.

Urbanization issues

Despite the Government's previous emphasis on improving living conditions in the rural areas, urbanisation takes place at an average rate of 4.1% per annum. Investment in the public and private sector has not kept pace with this growth and low levels of urban management capacity and inappropriate institutional arrangements have hampered the development of the urban sector. Consequently, the urban areas are characterised by poverty, environmental decline, inadequate and deteriorating urban services, and limited access to serviced land and shelter.

Contacts: Mr. Riccardo Marzulli, Director, Sustainable Urban Regions
 at: HABITAT Local Programme (HABITAT)
 One, Riverside Drive
 Dar es Salaam City Hall, Msimbazi Road, Dar es Salaam, Tanzania
 P.O. Box 20070, Dar es Salaam, Tanzania
 Tel: +255 (0)21 710713-14/211 0000/210701/210702
 Fax: +255 (0)21 7110714
 E-mail: marzulli@habitat.org; rmarzulli@unep.org
 Website: <http://www.unep-habitat.org>

Municipal consultations & priority issues identified

Dar-es-Salaam, August 1992 Improving solid waste management, upgrading unserviced settlements, city centre renewal, managing surface waters and liquid waste, urban transport, managing open spaces, recreation areas, hazard lands, green belts and urban agriculture potential, managing and integrating petty trading, managing coastal resources.

Mwanza, July 1998 Unplanned settlements, liquid & solid waste management, transportation, urban agriculture and recreation, informal sector and petty trading, air pollution, quarrying and mining, fishing resources.

Iringa, November 1998 Destruction of natural liquid & solid waste management, resource revaluation, supply of clean and safe water, poor road network conditions, lack of environmental education, soil erosion and degradation, urban burning.

Dodoma, December 1998 Inadequate liquid & solid waste disposal, sufficient water supply, air pollution, unauthorized trading, deterioration, undeveloped areas, soil erosion, operation of businesses in unauthorized premises.

Moshi, January 1999 Unplanned urban growth, public health and environmental sanitation, institutional deficiencies in urban management.

Tanga, May 1999 Construction of bus terminal, street lights, non-motorised transport, declining economic growth, education and low awareness of environmental issues, environmental cleanliness, upgrading of unplanned settlements, liquid waste management, managing city growth.

Mbeya, July 1999 Inadequate water supply and poor management of water resources, urban safety, inadequate municipal revenues, managing unplanned settlements, AIDS epidemic and poor health services, poor solid waste management, urban agriculture, poor transportation, poor law enforcement, growth of informal sector.

Morogoro, August 1999 Unplanned settlements, liquid & solid waste management, transportation, urban agriculture and livestock keeping, inadequate educational facilities, clean and safe water, open spaces, recreation and greenway management, urban safety, investment, revenue and finance, petty trading, institutional conflicts between technocrats and politicians, environmental pollution.

Tabara, September 1999 Unplanned settlements, inadequate basic urban services, unhygienic markets, poor residential access, poor public health conditions.

Arusha, January 2000 Land shortage & unplanned settlements, liquid & solid waste management, transportation, urban agriculture, inadequate educational facilities and school children, clean and safe water, urban safety, inadequate resources and informal sector, poverty, HIV/AIDS, tourism promotion.

Ilela, August 2001 Transportation and air pollution, liquid & solid waste management, informal sector, open spaces, unplanned settlements and beach management.

Kinondoni, October 2001 Spontaneous growth, urban agriculture, solid & liquid waste management, poor transportation and infrastructure, water supply, natural resource management, informal sector, poor health facilities and inadequate educational facilities.

Temeke, November 2001 Natural resource management, urban agriculture, unplanned settlements, informal sector, inadequate educational facilities, water supply, liquid & solid waste management, poor transportation and inadequate health facilities.

Tanzania



The Sustainable Cities Programme in Tanzania is executed by the government, and operates under the title 'Promoting Environmentally Sustainable Urban Development in Tanzania'. It is presently coordinated by a Support Unit under the President's office: Regional Administration and Local Government (PCRALG).

Local linkages

Government Ministries and Organizations: President's Office, Regional Administration and Local Government, Ministry of Lands and Human Settlements Development, National Environment Management Council (NEMC), Directorate of Environment in the Vice President's Office, University of Dar-es-Salaam, University College of Lands and Architectural Studies (UCLAS) and other local NGOs and CBOs dealing with Environmental Issues and Information Management (e.g. Info-Bridge).

Bilateral and multilateral partners

UNDP - funding support
 DANIDA - funding and technical support
 ILO - technical support
 UN-HABITAT - technical support



Dar es Salaam is the industrial and commercial centre of Tanzania, serving the nation (and several neighbouring land-locked countries) through its natural harbour and communication linkages. Its population is approximately 2.3 million, with an estimated growth rate of 8%, one of the highest in Sub-Saharan Africa. Rapid growth has provided the urban population with many economic opportunities, but has also led to the rapid deterioration of environmental conditions. This has limited national and city economic development, and has adversely affected the health and welfare of the city's residents. 70% of the city's population live in unplanned settlements. These are characterised by lack of basic urban infrastructure services including water supply system, proper sanitation facilities, access roads, drainage and proper waste management system. As an SCP Demonstration City, Dar-es-Salaam's entry objective was to apply the EPM process in preparing the city's Strategic Urban Development Plan (SUDP) that would "replace" the city's outdated Master Plan.

Priority issues

- Solid Waste Management
- Upgrading Unserviced Settlements
- City Expansion and Urban Renewal
- Air Quality Management and Urban Transport
- Surface Water and Liquid Wastes management
- Management of Open Spaces, Recreational Areas, Hazard Lands, and Urban Agriculture
- Managing Coastal Resources

Other priority issues

- Coordinating city centre renewal
- Management of environmental hazards
- Management of recreational resources and tourism attractions
- Managing the economy and integrating petty trading



Dar es Salaam



Main dates

- 1991 Dar es Salaam becomes the first Sustainable Cities Programme (SCP) Demonstration City
- mid-1992 City Environmental Profile finalized. City's environmental resource base analysed, institutional arrangements described
- August 1992 First City Environmental Issues Consultation. Key environmental issues prioritized for project attention. Dar es Salaam Declaration agreed.
- 1993 Series of issue-specific Mini-Consultations
- 1995 Implementation of Working Group action plans
- June 1996 Project participates in Best Practices Exhibition for Habitat II in Istanbul
- June 1996 City Consultation on Coordinating City Development and Management
- August 1996 Consultation for the National Sustainable Human Settlement Development Plan
- January 1997 Consultation for the Strategic Urban Development Plan
- 1998 Consultation on decentralized city management, forming municipalities
- August 2001 Consultative meeting of key stakeholders to discuss and approve SUDP
- 1999 Preparing replication in Ilala, Kinondoni, and Temeke municipalities
- 2001 Municipal consultations in Ilala, Kinondoni, and Temeke
- 2002-03 Municipality strategy and action plans on priority environmental issues

The project is implemented by Dar es Salaam City Council together with its 3 municipalities, and local partners such as: Ministry of Lands and Human Settlements, the President's Office Local Government and Regional Administration, Ministry of Tourism, Natural Resources and Environment, Ministry of Water, Energy and Minerals, Ministry of Finance, Ministry of Health, Ministry of Works, Communication and Transport, Principal Secretaries, and Ministry Desk Officers; National Planning Commission, National Land Use Planning Council; Mtaa (city sub-ward) Chairmen, Ward Executive Officers; the Merchants Chamber; University College of Land and Architectural Studies (UCLAS); University of Dar es Salaam; Community Based Organizations in Mbezi C, Kijitonyama, Tabata, Kinondoni Shamba, Hanna Nassif Community Development Committee; Coopfarms Development Association, TANIGO, Environcare, TACOSODE, MUVITA.

Multilateral and bilateral partners

Belgium; Canada (IDRC); Germany; Ireland; Japan (JICA); Sweden; Ford Foundation, the European Union, ILO, UNDP, UNW, SIDO/GTZ, UN-HABITAT, UNDP, World Bank



Contact Address

City Director: Dr. Hlwan Mwakima
 Dar es Salaam: City Council (DCC)
 Sustainable Dar es Salaam Project (SDSP)
 City Hall, Junction of Mungano Road
 Sakooze Drive
 P.O. Box 8884, Dar es Salaam, Tanzania
 Telephone: +255-22-2754552/3300427/35566
 E-mail: cpd@ccsr.dar.esalaam.tz



Moshi is located on the southern slopes of Mt. Kilimanjaro - the rooftop of Africa that is snowcapped throughout the year - and is the commercial and administrative centre of Kilimanjaro region in North Eastern Tanzania. Lying close to the mountain, it is thus a potential gateway for tourists who want to explore the world famous animals and birds in their natural undisturbed ecosystems in the Northern Tourist Circuit. This stretches from the relaxed coastal town of Tanga in the east across the Usambara and Pare mountains to Serengeti National Park in the west. According to the 2002 National Population and Housing Census, Moshi has a population of 144,336, and it is estimated that 50 to 60% of the residents are actively involved in manufacturing and commercial services. However it is estimated that Moshi also serves about 60,000 day residents who work in town but spend nights in the surrounding hinterland of the neighbouring local authorities. Following the 2002 Stakeholders' Annual Mini Consultation, some of the main environmental issues facing Moshi have been identified as threat of mushrooming unplanned settlements, degradation of water sources, poor liquid and solid waste management.

Moshi

The Sustainable Moshi Programme is implemented by the Moshi Municipal Council in collaboration with the President's Office Regional Administration and Local Government (PORALG) under the National SCP Replication Programme, the Moshi Urban Water and Sewerage Authority (MUWSA), local institutions, the private sector, the popular sector and local resource persons



Mpango was Uboreshaji Mazingira Moshi unatekelezwa na Halmashauri ya Manispaa Moshi kwa kushirikiana na Ofisi ya Rais Tawala za Mikoa na Serikali za Mitaa chini ya Mpango wa Kitaita wa Muji Endelevu, Mamlaka ya Maji Safi na Maji Taka Mjini Moshi, taasisi mbalimbali zilizopo, sekta ya binafisi, sekta ya kijamii na wadau mbali mbali binafisi

Contact Address: Mr. Lenock M. Mwanambao, Municipal Planning/SMART Coordinator, Moshi Municipal Council, P.O. Box 218, Moshi, Tanzania. Tel: +255-027-2722558
 Fax: +255-027-2722559. Email: mpango@moshi.tz
 Anamti: Zhe. Lenock M. Mwanambao, Ofisi Mpango Mji wa Mwanambao Moshi wa Mpango Halmashauri ya Manispaa, S.P.O. Box 218, Moshi, Tanzania. Shw: +255-027-2722558
 Fax: +255-027-2722559. Email: mpango@moshi.tz

Mji wa Moshi uko karibu miteremko ya Kusini ya Mlima Kilimanjaro ambao ni mwele kuu yote barani Afrika na una theluji mwaka mzima. Mji huu ni kitovu muhimu cha biashara na utawala kwa Mkoa wa Kilimanjaro usoko Kaskazini Moshauri mwa Tanzania. Kwa kuwa uko karibu sana na Mlima Kilimanjaro, Mji huu ni kitovu kwa wataji kuanzia safari zao wanapokuja kuelekzama wanyama na ndege wako-katika mazingira ya asili katika Ukarida wa Kaskazini wa Ujali unaozota Mji wa Pwani wa Tanga kwa upande wa Mashariki kupitia safu za Milima ya Usambara na Upore hadi Hifadhi ya Taifa ya Serengeti kwa upande wa Magharibi. Kwa mujibu wa Sena ya Watu na Makazi ya mwaka 2002, Mji unao wakazi 144,336 ambao hukadiriwa kuwa 50 - 60% mtengoni mwao hujitughulisha na uzalishaji vianzani na biashara. Aidha niopo pia wakazi 60,000 wa mchahni ambao hufanyia shughuli zao mjini na kutudi katika vijiji vya jirani jirani. Kwa kuzingatia matokeo ya Warsha ya Ndogo ya Waduu ya mwaka 2002, mtengoni mwa matatizo makuu ya kimazingira yanayokabili Mji wa Moshi ni pamoja na ukwaj wa maweneo yaliyoitengwa kirokoti, uharibifu wa vyanzo vya maji na usimamizi duri wa taka ngumu na taka msimka.

Main dates

- March 1996 Municipal Stakeholder Workshop
- July 1997 Tanzania adopts Habitat II National Plan of Action for replication of the EPM process in the nine municipalities
- December 1997 An outline Project Document between UN-HABITAT and Moshi Municipal Council is signed
- April 1998-April 1999 Environmental Profile of Moshi completed; The Moshi Municipal Consultation on Environmental Issues; programme offices inaugurated
- November 2001 The First Stakeholders' Annual Mini Consultation held and eight priority environmental issues identified
- December 2001 Phase I of a five year Donors support to the programme starts officially
- November 2002-July 2003 The Second Stakeholders' Annual Mini Consultation held and seven priority environmental issues identified; Project Committees formed; Programme Steering Committee approves initial projects for funding

Tarehe za Matukio Muhimu

- Machi 1996 Warsha ya Walingwa wa Manispaa
- Julai 1997 Tanzania yondha Mpango wa Pili wa Makazi wa Kitaita wa Makazi ili kusambaza uzoelel wa uahikishwaji walingwa katika uendelezaji wa Manispaa kwa
- Desemba 1997 Warsha wenyewe-Muhitani wa Mkuubiano kati ya Shirika la Umoja wa Mataifa la Makazi la Makazi na Halmashauri ya Manispaa Moshi wotekwa safu
- April 1998 - April 1999 Kutazano Mkuu wa Ushauriano kuhusu Masuala ya Kimazingira walifanyika kwa siku nne na ofisi za Mpango zaundulwa; Taarifa ya Hali ya Mazingira ya Manispaa yekamilika
- Novemba 2001 Warsha Ndogo ya Kwanza ya Waduu yofanyika na masuala nane ya kimazingira yapewa kipaumbele
- Desemba 2001 Uhitami wa Danida wa DKK 19.4 milioni kwa awamu ya kwanza waanza nam: Kati ya uhisani huo, DKK 7.4 milioni kutumika kwa ajili ya Mkuo wa Uendelevu Mazingira
- Novemba 2002 - Julai 2003 Warsha Ndogo ya Pili ya Waduu yafanyika na masuala saba ya kimazingira yopewa kipaumbele, Kamati ya Kuongeza Mpango yaidhinisha miali ya kwanza kutafika



Local linkages connects with other nearby initiatives such as the Local Government Reform Programme and the Urban Social Rehabilitation Project.

Local linkages

Mpango Endelevu wa Maji, maji, mikonzo wa sukuti, mipango, mwanambao sika, Mpango wa Uboreshaji wa Shirika za Wiba na Mji wa Kilimanjaro-Habari Mjini.

Bilateral and multilateral partners

Currently the Sustainable Moshi Programme is supported by the Moshi Municipal Council, the President's Office Regional Administration and Local Government (PORALG), Danida, the United Nations Human Settlements Programme (UN-HABITAT) and the United Nations Environment Programme (UNEP).

Washirika

Kwa sasa Mpango Endelevu wa Moshi unasaidiwa na Halmashauri ya Manispaa Moshi, Ofisi ya Rais Tawala za Mikoa na Serikali za Mitaa, Danida, Shirika la Umoja wa Mataifa la Makazi na Shirika la Umoja wa Waduu wa Mazingira.

Publications List

Urban Dialogues: visions, projects,
co-productions. Localising Agenda 21
ISBN: 92-1-131709-6
HS/727/04E, 2004

A Panorama: The Sustainable Cities Programme
and the Localising Agenda 21 Programme. Current
Perspective (2003)
UN-HABITAT 2004

Sustainable Cities Programme 1990-2000
A Decade of United Nations Support to Broad-based
Participatory Management of Urban Development
ISBN: 92-1-131632-4
HS/646/01E, 2002

Programme Approach and Implementation
ISBN: 92-1-131388-0
HS/531/98, 1998

The SCP Process Activities:
A Snapshot of what they are and how they
are implemented
ISBN: 92-1-131408-9
HS/548/98E, 1998

Preparing the SCP Environmental Profile
The SCP Source Book Series (Vol.1)
ISBN: 92-10131409-7
HS/549/98E, 1999

Organising, Conducting and
Reporting an SCP City Consultation
The SCP Source Book Series (Vol. 2)
ISBN: 92-1-131410-0
HS/550/98E, 1999

Establishing and Supporting a
Working Group Process
The SCP Source Book Series (Vol. 3)
ISBN: 92-1-131410
HS/551/98E, 1999

Formulating Issue Specific Strategies and Action Plans
The SCP Source Book Series (Vol. 4)
ISBN: 92-1-131439
HS/580/99E, 2000

Institutionalising the Environmental Planning and
Management Process
The SCP Source Book Series (Vol. 5)
ISBN: 92-1-131413-5
HS/553/98E, 1999

Urban Air Quality Management
Handbook (Parts A and B) and
Toolkit (Part C) (Vol. 6)
The SCP Source Book Series
ISBN: 92-1-131480-1
HS/623/01E, 2001

Building an Environmental
Management Information System (EMIS)
The SCP Source Book Series (Vol. 7)
ISBN: 92-1-131463-1
HS/605/00E, 2001

Measuring Progress in Environmental Planning
and Management
The SCP Source Book Series (Vol. 9)
ISBN: 92-1-131631-6
HS/645/01E, 2002

Introductory Training Materials on
the Urban Environmental Planning
and Management (EPM) Process
incl. Trainer's Guide
SCP/EPM Training Materials
ISBN: 92-1-131618-9
HS/630/01E, 2001

Implementing the Urban Environment Agenda
EPM Series (Vol. 1) - English
ISBN: 92-131326-0
HS/446/97, 1997

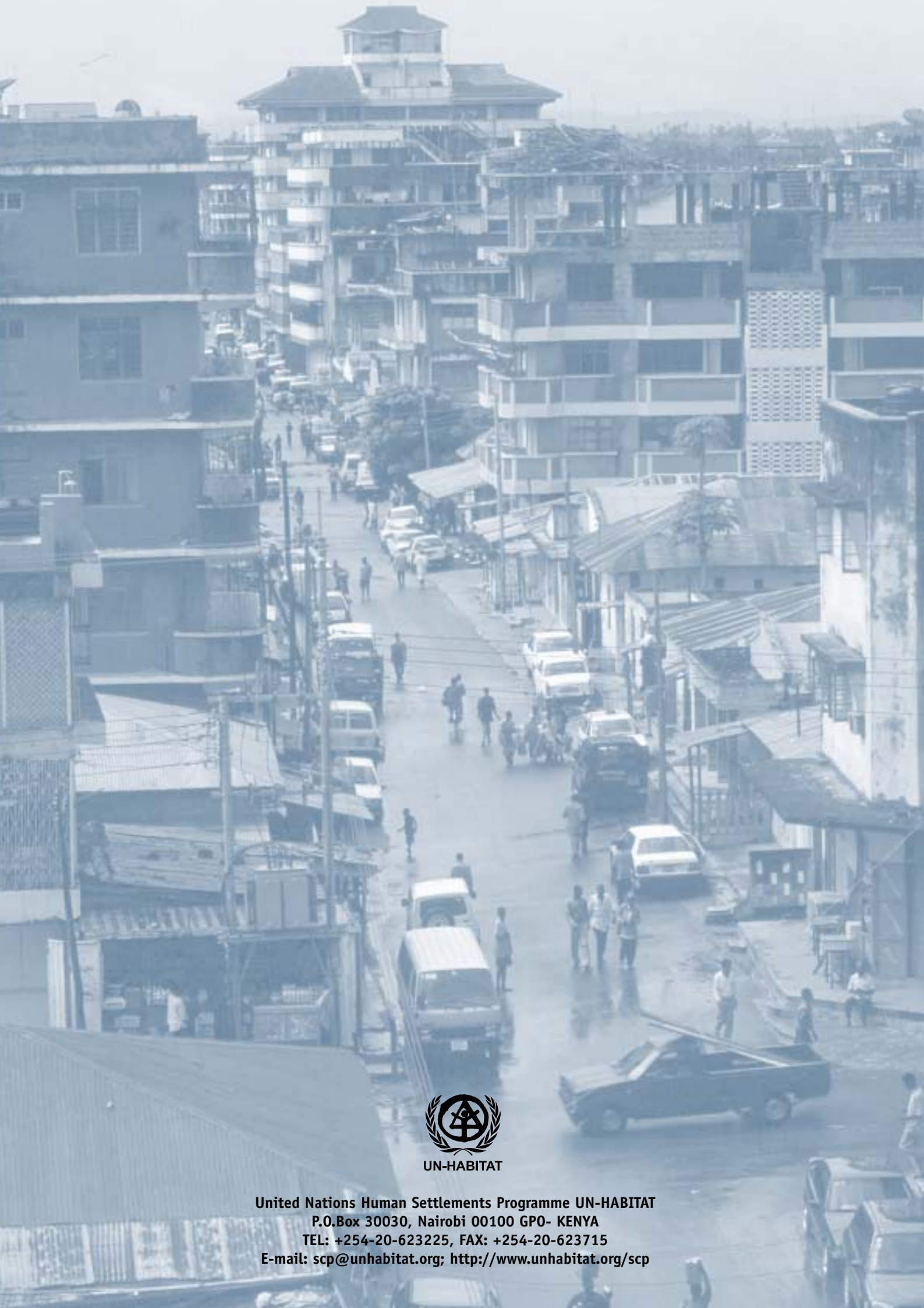
City Experiences and International Support
EPM Series (Vol. 2) - English
ISBN: 92-1-131327-9
HS/447/97, 1997

Implementando la Agenda urbano Ambiental
EPM Series (Vol. 1) - Spanish
ISBN: 92-1-331044-7
HS/446/97S, 1998

Experiencias en Ciudades y Apoyo Internacional
EPM Series (Vol. 2) - Spanish
ISBN: 92-1-331045-5
HS/447/97S, 2000

Integrating Gender Responsiveness in Environmental
Planning and Management
EPM Series (Vol. 4) - English
ISBN: 92-1-131455-0
HS/595/00, 2000

To order please contact:
UN-HABITAT, Information Services Section
P.O.Box 30030
00100 Nairobi - Kenya
Website: www.unhabitat.org/publications
Email: publications@unhabitat.org



UN-HABITAT

United Nations Human Settlements Programme UN-HABITAT
P.O.Box 30030, Nairobi 00100 GPO- KENYA
TEL: +254-20-623225, FAX: +254-20-623715
E-mail: scp@unhabitat.org; <http://www.unhabitat.org/scp>