URBAN DEVELOPMENT IN TANZANIA: AN UPDATED REVIEW

(May 2002)

By

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1.0. INTRODUCTION

This report provides an overview of the recent urban development initiatives taking place in Dar es Salaam. In many ways, the report is an updated version of the 1997 October study carried out by the same author titled “Employment intensive upgrading of urban unplanned settlements by communities. Practices and opportunities in Dar es Salaam, Tanzania”.

The purpose for carrying out the study is twofold:

- To provide ILO ASIST and SEED programmes with an updated situation of the urban initiatives taking place in Dar es Salaam and
- To identify opportunities for future urban activities.

As per the TOR (Annex 1), the study will focus on four broad areas:

1.1 Background information on urbanization,
1.2 Relevant government organization and policy,
1.3 NGO and CBO activities, and
1.4 Donor activities.

2.0 STUDY METHODOLOGY

In order to meet the requirements of the TOR, the author interviewed key persons in the City Council, Ministry of Works, the Community Infrastructure Programme, Ministry of Labour, Youth Development and Sports, the Tanzania Social Action Fund, Urban Rehabilitation Project and the United Nations Development Programme (UNDP). Besides the interviews, the author reviewed some of the available literature.

3.0 EXISTING SITUATION

3.1 Population growth and Urbanization

The population of Tanzania has grown from 15.90 million people in 1975 to 25.60 million in 1990. The population in the year 2000 was estimated to be 34.07 millions. UN HABITAT (2001:268-270) projects that the county will have a population of 63.12 million by 2030.

The increase in population will also be associated with high urbanization rates. For example, in 1975 only some 10 percent of the total population lived in urban areas. In 1990, 20.80 percent of the total population lived in urban areas. This figure rose to 28.20 percent in 2000. Estimates made by UN HABITAT show that by 2030, some 34.95 million people out of the projected population
of 63.12 or 55.40 percent of the total population will be urban. In other words, in the coming 28 years, more than half of the Tanzania population will be urban.

Experience has shown that high population and urbanization growth rates in Tanzania coupled with poor economic performance, weak institutional arrangements and inappropriate policies have, among other things, contributed to the existing situation whereby the majority of urban dwellers live in informal or unplanned settlements. For example, studies have shown that 70 per cent of the people in Dar es Salaam, Mbeya and Arusha live in informal settlements that lack most of the basic infrastructure and social services.

Besides the lack of basic infrastructure and services, people living in informal settlements are known to experience nearly all forms of urban poverty as manifested in terms of insufficient incomes, vulnerability, powerlessness and voicelessness.

Faced with these challenges, how is the government coping with the situation? To be more precise (1) which are the most recent policies that are in place today that address some of these challenges and (2) which are some of the ongoing and best practices that are found in Dar es Salaam?

3.2 Recent government policies

Since 1997 when the study on Employment intensive upgrading by communities was carried out, the government has adopted a number of policies that guide housing development as well as employment generation. Some of the most important policies include the:

- National Human Settlements Development Policy (NHSDP),
- 1999 New Land Act,
- New Employment Policy (under Revision), and
- NGO Policy.

National Human Settlements Development Policy

The policy was adopted in January 2000 and has two main objectives:

(i) To promote development of human settlements that are sustainable

(ii) To facilitate the provisions of adequate and affordable shelter to all income groups in Tanzania.
Some of specific policy statements related to poverty eradication, building in unplanned settlements, planning standards and regulations and urban economy are reproduced in Box 1.

**Box 1. Selected policy statements from the NHSDP**

<table>
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<tr>
<th><strong>Poverty eradication</strong></th>
<th>The government shall promote:</th>
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<td></td>
<td>(i) small scale building material industries;</td>
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<td>(ii) labour intensive projects e.g. during the provision of infrastructure in human settlements;</td>
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<td>(iii) earmarking of special areas within neighbourhoods for informal sector activities.</td>
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<tr>
<th><strong>Building in unplanned settlements</strong></th>
<th>Unplanned and unserviced settlements shall be upgraded by their inhabitants through CBOs and NGOs with the government playing a facilitating role.</th>
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<tr>
<td></td>
<td>The government through local government shall:</td>
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<td>(ii) Support the efforts of the inhabitants to form and run CBOs and NGOs for upgrading purposes.</td>
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<tr>
<th><strong>Planning and building standards</strong></th>
<th>Building and construction standards shall be revised so that they become functional and performance based rather than prescriptive. They shall be flexible and affordable.</th>
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<tr>
<th><strong>Building materials</strong></th>
<th>Private and popular or informal sectors shall be encouraged to engage in the production of building materials by giving them incentives;</th>
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<tr>
<td>(i)</td>
<td>Small-scale industries for building materials at the community level shall be promoted;</td>
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<th><strong>Urban economy</strong></th>
<th>The government shall:</th>
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<tr>
<td>(i)</td>
<td>Provide supportive environment for the development for the development of micro-economic enterprises/informal sector activities and urban framing;</td>
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*The New Land Act*

The Act was passed in 1999. Unlike the old Act, the new Act recognizes that land has value. In addition, the Act provides mechanisms for regularizing informal settlements. However, the Act has been criticized because it places excessive land regulatory powers on the President, the Minister of Lands and the Commissioner of Lands. Besides this, some critics argue that the Act has failed to recognize and adopt/adapt
some of the popular land management processes that are taking place in informal settlements, such as informal land subdivisions.

New Employment Policy (Revision)
The Ministry of Labour, Youth Development and Sports is now revising the New Employment Policy, which was approved in 1997. The policy is being revised because the supply of labour far exceeds its demand resulting in high rates of unemployment and underemployment. For example, studies carried out in the country show that the informal sector has a capacity to employ 62.5 percent of the annual increase of the labour force in urban areas compared to the capacity of the formal sector, which can absorb only 8.5 percent of the labour force. In view of this, the new policy is expected to have a strong component of the informal sector.

The main objective of the new policy is to stimulate employment growth in order to reduce unemployment and underemployment with the ultimate goal of attaining full employment and improving the standards of living of the people. In specific terms the policy aims at identifying sectors and areas that have high employment potentials based on the prevailing socio-economic conditions as well as proposing strategies for increasing employment opportunities in those sectors.

So far, the policy has identified some 26 area issues and strategies. The issues that have a bearing on the current study are:

- Youth employment,
- Child labour,
- Gender dimension in labour force participation and employment and the targeting at special groups,
- Promoting employment through vocational education and training
- Promoting self employment,
- Improved legal and regulatory framework for accelerating growth of the informal sector,
- Promoting physical infrastructure and other incentives for employment creation in small scale enterprises, and
- Promoting micro-and small-scale enterprises, credit and financing.
NGO Policy

Studies conducted show that in 2001, Tanzania had some 3000 national and international NGOs. Due to the magnitude of the NGOs, the government has in 2001, passed the NGO policy. Some of the major objectives of the policy are:

(i) To provide an operational definition of NGOs,
(ii) To provide a broad framework for legal and institutional arrangements to facilitate the operations of NGOs in Tanzania,
(iii) To put in place registration procedures, which are transparent, decentralized and which will facilitate better coordination of NGOs while safeguarding the freedom of association.

From the policy, the operational definition of NGOs is:

"A voluntary grouping of individuals or organizations which is autonomous and not-for-profit sharing; organized locally at the grassroots level, nationally or internationally for the purpose of enhancing the legitimate economic, social and/or cultural development or lobbying or advocating on issues of public interest or interest of a group of individuals or organizations".

In terms of the institutional framework, the Vice President’s Office is responsible for coordinating NGO activities. In order to implement this activity, the office will establish the office of the Registrar, which will, among other things, be responsible for registering NGOs. An NGO Coordination Board that will consist of members representing NGOs and the Government will be formed. And for the purpose of enhancing coordination and networking among NGOs, the NGOs will form a National Body of their own.

On the legal framework, a new law will be enacted that will provide guidance on the deficiencies that NGOs are currently facing in their registration/deregistration, appeals and termination.

It is important to note that the NGO policy is completely silent on Community Based Organizations (CBOs). They are not mentioned at all in the whole document. This can be interpreted as good news because most often NGOs and CBOs are mixed together and their differences are not acknowledged. Although in practice the two
organizations work hand in hand, each one has its own roles, responsibilities and constraints. For example, experience in working with CBOs in Tanzania has revealed that they often face unnecessary delays in getting registered. Besides the delays, the registration process that is in place is not clear and straightforward because, among other things, several Ministries are involved in the registration process. These include the Ministry of Home Affairs, Ministry of Justice and sometimes the Ministry of Labour, Youth Development and Sports. Now that there is a policy that is specific for NGOs, it means that there is a need to formulate a different policy for CBOs.

3.3. On going activities

Taking into consideration of the importance of the City of Dar es Salaam in national development, this section on the on going activities will first look at the recent administrative changes that have taken place. This will be followed by a brief outline of the most significant donor or donor related activities in infrastructure provision and solid waste management that are taking place or are in the design stage. The donors include the World Bank, the Tanzania Social Action Fund (TASAF), UNDP, DANIDA, CARE, SIDA, ILO and UNIDO. The last part of the section will look at some of the best CBO practices as well as some of their training opportunities.

3.3.1 The City of Dar es Salaam

The administrative structure of the City of Dar es Salaam was restructured in December 1999. In the restructuring process, three separate municipalities of Ilala, Temeke and Kinondoni and the Dar es Salaam City Council were formed. The roles and functions of the three municipalities are similar to all the other municipalities in the country. The Dar es Salaam City Council has, however, been allocated the following functions:

(a) To co-ordinate the powers and functions of the urban authorities regarding infrastructure and land use planning;

(b) To prepare a coherent city-wide framework for the purpose of enhancing sustainable development;

(c) To promote co-operation between the City Council and, or amongst local government authorities within the city areas;
(d) To deal with all matters in which there is an inter dependency among the urban authorities;

(e) To support and facilitate the overall functioning and performance of the urban authorities;

(f) To provide peace and security and emergency services such as fire prevention and control, ambulance and police;

(g) To perform such other functions as may be agreed upon between the City Council and other urban authorities; and

(h) To perform major functions relating to protocol and ceremonies.

3.3.2 Donor activities

World Bank

From 1996, the World Bank and Irish Aid have been implementing the Community Infrastructure Project (CIP) in Tabata and Kijitonyama. The project was involved with the construction of spine roads (tarmac), neighbourhood roads (gravel), storm water drainage channels and piped water. Following the successful completion of these projects in the two settlements, the President’s Office Regional Administration and Local Government (PORALG), requested the World Bank to finance additional projects in the three municipalities of Ilala, Temeké and Kinondoni. Currently, the three municipalities are in the preliminary project preparation stages of the Community Infrastructure Upgrading Programme (CIUP), which is one component of a large programme known as Local Government Support Programme (LGSP). The other three components of the programme are Capital Grant, Fiscal Stabilisation and Restructuring Grant and Capacity Building. The whole programme is expected to start in 2004. The main objective of CIUP is to improve productivity and well being of poorer residents in Dar es Salaam by upgrading infrastructure and services in low income unplanned areas.

Before the Bank approves the Programme, the CIUP proposal has to undergo a rigorous process, which, among other things, involves:

- Identification and ranking of the priority communities that will be involved in the project. To achieve this objective, reference will be made to the
Strategic Urban Development Planning Framework (SUDP) that has, among other things, identified issues and strategies related to the upgrading of informal settlements. It will be recalled that the Framework is a dynamic urban development and planning tool that was developed through a participatory process involving all the key stakeholders in Dar es Salaam. Besides being dynamic, it is strategic in the sense that the Framework focuses on (1) few critical issues and (2) that resources for solving these issues are available or can be mobilized.

On the magnitude of the informal settlements, studies have revealed that the City has more than 50 unplanned settlements. In view of this, besides making reference to SUDP during the selection process, there will be a need to develop and agree on a poverty assessment criteria that will be used to rank the settlements. Through the criteria, 20 priority settlements will be identified and the three municipal authorities in collaboration with the PO-RALG and the World Bank will select the final list of settlements that will be incorporated in the project.

- Procurement of Consultancy services for the project preparation. UCLAS and ILO-ASIST have jointly shown interest in providing consultancy services. A letter of intent has been forwarded to the World Bank.
- Preparation of technical analysis and design.

To achieve the above tasks, the World Bank had prepared draft TOR (Annex 2) that was circulated to PO-RALG and the three Municipalities for their final comments.

With respect to the institutional arrangements for implementing LGSP, it is proposed that PO-RALG will be responsible for the whole programme while the Dar es Salaam City Council and the three Municipalities of Ilala, Temek and Kinondoni will be responsible for the preparation and implementation of CIUP. After the project has been approved (tentative date is May 2004), it is anticipated that project funds will be channelled to the Government through the Urban Sector Rehabilitation Project, which is a project within the President’s Office Regional Administration, and Local Government. The same arrangement was used during the implementation of the Community Infrastructure Project in Tabata and Kijitonyama.
Tanzania Social Action Fund (TASAF)

TASAF is a new government initiative that aims at reducing poverty in the country. It was established in 2000 and some of its specific objectives are:

- To upgrade community infrastructure by rehabilitating old structures and constructing new ones in the education, health, water, transport and communication sectors;
- To improve the delivery of and access to social and economic services;
- To foster grassroots initiatives (social action) intended to enhance the technical and managerial capabilities and attitudes to self-managed development; and
- To reorient and build the capacity of sectors in community development including communities themselves, to equip them with skills in participatory methods for planning and alleviation interventions.

In its first phase of operations, the Fund has two major components: (1) Community Development Initiatives, which covers rural areas, and (2) Public Works Programme, which covers both urban and rural areas. The latter programme supports a safety net scheme in poor areas, which face food shortages. In its implementation strategies, it uses labour intensive methods in the construction, rehabilitation and maintenance of roads and small-scale irrigation schemes. In urban areas, the programme supports the construction of access roads and sewerage systems. According to interviews held with the Project Director, Temeke is the only urban area in the current phase where activities can take place.

United Nations Development Programme (UNDP)

UNDP has a Small Grant programme, which supports community based micro projects in the fields of environment, poverty reduction, good governance, gender and HIV AIDS. Within the programme, there are five components namely, Africa 2000 Network, GEF Small Grants Program, Community Based Activities, COMPACT and LIFE. Except the LIFE component, all the remaining programmes are rural based.

UN-HABITAT

Through the Cities Alliance, the Dar es Salaam City Council has recently submitted a proposal for upgrading informal settlements in Dar es Salaam (Annex 3).
The project components in the three Municipalities include:

- Provision and improvement of basic infrastructures,
- Removal and mitigation of environmental hazards,
- Regularization of security of tenure,
- Improving access to community facilities,
- Facilitating community management and maintenance,
- Enhancing income-earning opportunities through targeted capacity building and building social capital and institutional framework for sustaining the improvements.

The estimated project budget is USD 612,000.

Within the framework of Cities without Slums, UN-HABITAT in collaboration with the respective Member States of the Eastern and Southern Africa Sub-Region are in the process of formulating another initiative in urban upgrading. The major objective of this new initiative is to improve the living and working conditions in selected informal settlements. Information about this initiative is scant but it is likely that the City of Mwanza and the towns of Bukoba and Musoma will benefit from this project.

DANIDA

Within the framework of the Sustainable Cities Programme, DANIDA is currently supporting infrastructure projects in the City of Mwanza and other municipalities. Because of time constraints the author of this report was not able to collect detailed information regarding the activities being carried out. However, due to the magnitude of the projects being carried out, it is recommended that DANIDA officials involved in the various projects be contacted.

CARE (TANZANIA)

In 1999, CARE and Dar es Salaam City Council established the HUJAKWAMA project, which covers six wards in Dar es Salaam. The wards are:

- Kimbiji and Bunju (rural wards)
- Mtoni and Ukonga (peri-urban wards)
- Jangwani and Tandale (urban wards).

The main objective of the project is to enhance livelihood security related to water supply, sanitation, health, education, income promotion opportunities and roads among women from low-income households.
Project activities include:

- Strengthening institutional structures at ward and mtaa level to be able to manage a participatory community development process through building the capacities of the mtaa and ward development communities in the targeted wards,

- Facilitating construction or rehabilitation of service outlets: roads, clinic, schools, water systems etc.,

- Improving the quality of service through skills building of service providers,

- Training of women in entrepreneurship skills, the importance of good hygiene, benefits of education, negative effects of poor sanitation etc.,

- Capacity building of project staff.

By 2004 when the Hujakwama project is expected to come to an end more than 38,000 poor women and 20,000 unemployed youth will have benefited from the project activities.

SIDA

SIDA has shown interest in upgrading urban projects. This can be seen by the fact that the organization has carried out a study of urban CBOs in Dar es Salaam. Through interviews with UNDP Small Grants programme it was mentioned that SIDA was willing to fund a well-designed urban project. Furthermore, the willingness of SIDA in working in urban upgrading was demonstrated by its readiness to forge partnerships with Tujenge Pamoja Project (See section on CBO training).

ILO

With more than 3.0 million inhabitants, Dar es Salaam generates about 2000 tons of solid waste daily. Before 1994, the City Council was the sole collector of solid waste. Although the City had 39 refuse collectors in the 1987-1991 period, by 1992 only 7 trucks were operational. This led to a situation where much of the solid waste was not collected. Studies carried out during this period show that nearly 1300 tons of solid waste was left uncollected each day. Infact during the City Consultation in 1992, solid waste management was identified as a major problem.
In view of the poor performance of the City in solid waste management, the ILO and the City authorities developed in 1997 a project proposal-Project ILO/URT 97/022. The main objectives of the project were to:

- Improve the cleanliness of the City through increased collection and disposal of waste,
- Create sustainable income generating activities for community based organizations and small scale enterprises involved in waste collection and recycling, and
- Reduce the amount of waste by encouraging recycling.

From the project proposal, ILO had to:

1. Organize workshops and working groups in order to develop an integrated waste management system,
2. Develop the capacities of the private sector and CBOs through business training,
3. Assist CBOs, NGOs and micro enterprises engaged in solid waste management to have a better institutional set up,
4. Provide business support to CBOs and small scale enterprises involved in waste recycling,
5. Undertake publicity campaigns in order to promote recycling and composting,
6. Assist in the formation of an organization to cater for the needs of waste pickers, and
7. Assist the City in organizing study tours.

When the project was evaluated in March 2001, most of the activities were successfully accomplished:

*The involvement of the private sector is clearly a success, since the city is considerably cleaner than it was previously, around two thousand jobs have been created (about half of them filled by women), and the quantities of waste that are being recycled are increasing rapidly. This initiative represents a significant step forward and provides a model that is attracting strong interest from other cities in the region* (Final Evaluation Report).

The Evaluation Report goes on to highlight some of the problems that need to be solved. The first is the unwillingness of many households and businesses to
pay waste collection charges. The second problem, which is related to the first, is the difference in the level of charges between planned and unplanned areas. Although the unplanned areas present problems of accessibility, waste collection charges are only 25 percent of the charges established for planned areas. The third problem regards the status of CBOs. They are not yet need formalized.

UNIDO

One of the objectives of Project ILO/URT 97/022 is to reduce the amount of waste by encouraging recycling. As part of its efforts to achieve this objective, UNIDO has established the Dar es Salaam Recycling Processing Centre Project. The Centre is meant to be an intermediate processing point for paper and plastic so that these materials can enter industrial markets in large volumes. The Centre was established after studies have revealed that the market for recycled paper in Dar es Salaam is not functioning well. Some of the contributing factors include the smallness of the recyclers, lack of spacious working premises and high transportation costs. For the case of plastics, studies have revealed that the market is readily available but there are no systems that prevent its contamination with other substances. And dirty plastic is not suitable for industrial use.

The Centre performs the following functions:

- Sorts, cleans and grades the recyclables,
- Makes the materials denser so that they can be easily transported, and
- Stores in bulky.

The Centre began operations in October 2001 and is expected to come to an end in July 2002.

3.3.4 CBO Activities

Studies carried out in Dar es Salaam have revealed that there are many CBOs involved infrastructure provision but only the public knows a few. Some of the well-known and established CBOs include the Hanna Nassif Community Development Association (HNCDA), Kijitonyama Development Committee and Tabata Development Fund. These CBOs have significant experiences in infrastructure provision and solid waste management. For example, the
HNCDA has been recently subcontracted by the Kinondoni Municipal Council to manage solid waste in Hanna Nassif as well as to clean the storm water drains. Besides solid waste management the CBO operates a successful micro credit scheme. Another recent activity taking place in Hanna Nassif is water vending.

The micro credit scheme, solid waste management and water vending are the CBOs major means of generating income. The income generated is used to, among other things, maintain the storm water drains. The Tabata Development Fund has also started a micro credit scheme and water vending. While these activities address some of the questions regarding the sustainability of the projects, the author feels that there is a need to keep track of the daily or monthly incomes that are obtained from the various sources as well as the expenditures made. There is also a need to regularly discuss the findings of this exercise with all the members of the community. It is hoped that this activity will equip the communities with better financial management practices.

3.3.5 CBO Training

In order to meet the training needs for CBOs the Ford Foundation has provided a grant to the Tujenge Pamoja Project (TPP) at UCLAS. Through the grant TTP has carried out studies on CBOs in Dar es Salaam, Morogoro and Mwanza. In Dar es Salaam, TPP has conducted in-depth studies on five CBOs- Hanna Nassif, Buguruni, Mburahati Mianzini, Nyantira and Mbezi. From these studies, Tujenge has published a book titled “Trekking the Path of Urban CBOs in Tanzania. Besides this activity the project has conducted capacity building seminars in all the three towns.

Recently, UCLAS has established a Masters Degree Course and two of the modules being taught are Participation and Community empowerment and Labour –Based Technology. It can be argued that the direct involvement of UCLAS in the design and implementation of the second phase of the Hanna Nassif project and the activities conducted by TPP have, to a large extent, contributed to this development.
4.0 POSSIBLE AREAS WITH POTENTIALS FOR COLLABORATION

- TASAF jointly with SIDA in an upgrading urban project in Temeke Municipal Council.
- Community Infrastructure Upgrading Programme. While the Aide Memoire of the Preparation Mission acknowledges that the CIUP proposal is in line with the 2000 National Human Settlements Development Policy, issues related to labour intensive methods do not seem to surface.
- Forge partnerships with DANIDA in the upgrading of informal settlements in Arusha and Mwanza.

5.0 LABOUR-BASED TECHNOLOGY POLICY

So far the country has no policy on Labour-based technology. Although this is the case, several donors including DANIDA, Irish Aid, Swiss Development Cooperation, UNCTDF, FINIDA, etc. are carrying out rural road construction and maintenance projects in many districts in the country. All these projects use LBT. According to interviews with officials from the Ministry of Works (MoW), the above-mentioned projects work in isolation and are not effectively coordinated. According to the interviews, there is a weak link between the districts where action is taking place and PO-RALG and the MoW, which is responsible for policy formulation on LBT. The link could be strengthened by say, creating a proper office in the PO-RALG that will be responsible for all matters related to LBT in both urban and rural areas. It is hoped that through this link LBT will be popularised, taken to scale and a policy formulated.
References

Interviewed persons

Dr. T. Nnkya  Director, Institute for Human Settlement Studies,  
UCLAS, P.O. Box 35176, Dar es Salaam. Tel.2775004.

Mr. J. Maira  Environmental Planning and Management (EPM), Dar es Salaam City Council, P.O. Box 9084 Dar es Salaam. Tel.2123551/6.

Mrs. V. Kimei  National Coordinator, Community Infrastructure Programme, Dar es Salaam City Council, P.O. Box 9084 Dar es Salaam. Tel.2110513.

Mr. M. Kitilla  National Environmental Planning and Management Expert, P.O. Box 9084 Dar es Salaam. Tel.2110513.

Mr. L. M. Kyombo  Senior Engineer, Ministry of Works, P.O. Box 9423,  
Dar es Salaam. Tel.2111553.

Mr. L. Salema  Project Director, TASAF Public Works, P.O. Box 9381,  
Dar es Salaam. Tel.2123583/4.

Mr. C. P. Takule  Project Manager, President’s Office, Regional Administration and Local Government, Urban Sector Rehabilitation Project, P.O. Box 31798, Dar es Salaam. Tel.2700769/70.

Mr. N. Murusuri  Task Manager, UNDP Small Grants Programme, P.O. Box 9182, Dar es Salaam. Tel.2112799.

Ms Alodia Ishengoma  ILO Area Office, Dar es Salaam, P.O. Box 9212, Dar es Salaam. Tel.2126824/6.
Annex 1: Terms of Reference for consultancy

ILO ASIST and SEED programmes will be carrying out a joint mission to Dar es Salaam from 6-10 May. The objectives of the mission are:

- To follow up on urban initiatives to date
- To identify opportunities for future urban work

In preparation for the mission, ILO/ASIST and SEED would like a review of the current urban development situation in Tanzania in relation to infrastructure upgrading and micro enterprise involvement in service delivery for the urban poor (such as waste management and drinking water). The review would build on the consultancy *Employment-intensive upgrading of urban unplanned settlements by communities - practices and opportunities in Dar es Salaam, Tanzania* by Shaaban Sheuya, October 1997, and provide an update on:

- Background information on urbanization
- Relevant government organization and policy both national and local
- NGO and CBO activities
- Donor activities

Relevant document should be collected and contact names and contact details noted.

The result of the consultancy should be presented to the ILO mission team on their arrival in Dar es Salaam.