



UN HABITAT

Regional and Technical Cooperation Division



TANZANIA: MOROGORO PROFILE



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TANZANIA: MOROGORO PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
REGIONAL AND TECHNICAL COOPERATION DIVISION

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FOREWORD



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

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

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

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

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

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

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

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

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

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

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

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



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

EXECUTIVE SUMMARY

INTRODUCTION

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

BACKGROUND

With an annual urban population growth (1988–2002) of about 2.6 percent, Morogoro municipality is among the fastest growing urban centres in Tanzania. Located about 190 km west of Dar es Salaam, it is situated on the lower slopes of the Uluguru Mountains and covers an area of 260 km². Rich in diversity, culture,

and industry, Morogoro is emerging as a major hub for urban activity. The current population size is about 300,000 people, compared to about 100,000 in 1988 (URT, 1988 and 2002 census reports). Due to the rapid influx of new residents, Morogoro is facing major urban challenges in managing social and economic changes within the municipality. An issue of particular concern is growing urban poverty. Sixty-five percent of the city's population lives on unplanned land, receiving limited or no basic services.

GOVERNANCE

Lack of capacity constrains governance in Morogoro. Human resource and financial capacities are especially weak and the local government is unable to cope with recent social and economic changes within the municipality. Morogoro municipality was among the cities selected in Tanzania for an ongoing local government reform programme study. The adopted approach aims to improve service delivery and open up avenues for community involvement, in the same manner as the Decentralisation by Devolution (D-by-D) Programme in Dar es Salaam. The D-by-D programme works toward the devolution and decentralisation of roles, functions, responsibilities, powers, and resources from the central to the local government.



However, in Morogoro, the local government lacks the human resource capacities to adequately address the reforms required under D-by-D. Strong central control and inadequate financing weaken D-by-D programme implementation. An effective communication strategy on the essentials of D-by-D has not yet been created for residents and politicians in the municipality. Political interference and weak administrative capacities have also constrained effective service delivery on the part of the local government. In order to overcome governance problems, interventions aimed at strengthening institutional coordination mechanisms within the municipality are needed to improve the management of the D-by-D programme. Through improved communication and information exchange, the community can become a central part of the governance reform process.

SLUMS

Morogoro municipality has more than 50 unplanned and unserved settlements. These are high-density settlements with poor infrastructure. Residents of these informal settlements lack basic services such as water and sanitation, and have little or no access to secure tenure. These characteristics are indicative of the inadequate housing needs of the poor in a city where the majority of the population lives below the poverty line of US\$ 1 a day (URT-PRSP, 2004). Poor land development and control, inadequate policy enforcement, poor local level involvement, unaffordable and inadequate housing options for low-income families, and unregulated construction are some of the reasons for the proliferation of unplanned settlements in the municipality. Morogoro Municipal Council (MMC) is unable to meet the demands of the growing population. The council needs to improve its planning strategy by making it more inclusive of stakeholders and the local population. Participatory planning approaches must encourage community involvement in the upgrading and land regularisation process to enable residents' access to secure tenure and social and financial credit.

GENDER AND HIV/AIDS

Gender inequalities are commonplace in Morogoro. From an early age, girls are disadvantaged in the classroom and are not encouraged to take on leadership roles. There is a need to improve policies and legislation aimed at ensuring female school attendance. As a result of poor education, women suffer from human rights abuses in their homes and places of work because they are unaware of their basic rights under the law.

Violence and sexual harassment have exposed women to a number of diseases; females have higher rates of HIV infection than males. The Gender Department within the MMC needs to mainstream gender activities at the village and district levels. In order to raise awareness, reduce stigma, and institutionalise gender and HIV/AIDS in law enforcement, the MMC must promote human rights and the protection of women, children, and other vulnerable groups.

ENVIRONMENT

Morogoro's environment is facing severe challenges from the rapidly growing population, and limited resources exacerbate the situation. The municipality has been unable to exert control and monitor the use of resources. Polluted air and water sources, soil erosion, and poor solid waste management are some of the problems the MMC has not dealt with. The Environmental Management Act of 2004 has been highly ineffective in combating the environmental challenges rapid urbanisation in the region has caused. Enforcement of the Environmental Management Act meanwhile has been hampered by lack of coordination and cohesion among the prime actors, including wards, sub-wards, and departments in the municipality.

There is a great need for more collaboration among all the urban actors. Existing regulations such as the 2004 law need to be enforced. Options for the privatisation of solid and liquid waste management should also be explored to improve the overall management of the urban environment. Rapid growth and development have also affected the public transportation sector in Morogoro. Though the MMC is committed to improving transportation facilities and completing ongoing reforms such as the Rapid Bus Transit Project, inadequate funds, manpower, infrastructure, and accountability, along with increased bureaucracy, have weakened the implementation of reform projects and legislation.

BACKGROUND

INTRODUCTION

The Urban Profiling

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

METHODOLOGY

The Urban Profiling consists of three phases:

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

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

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

This report presents the outcomes of the Participatory Slum Upgrading Programme, Phase One, at the local level in Morogoro.

URBAN PROFILING IN MOROGORO

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

Morogoro Municipal Council (MMC) representatives participated in the national and city consultation processes together with the Ministry of Lands and Human Settlements Development, the Ministry of Local Government and Administration, and national and international non-governmental organizations (NGOs). The aim is to develop options for formal interagency collaboration so that a coordination body integrating a wide range of urban stakeholders in a single response mechanism can be established.

REPORT STRUCTURE

This report consists of:

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



ADMINISTRATION

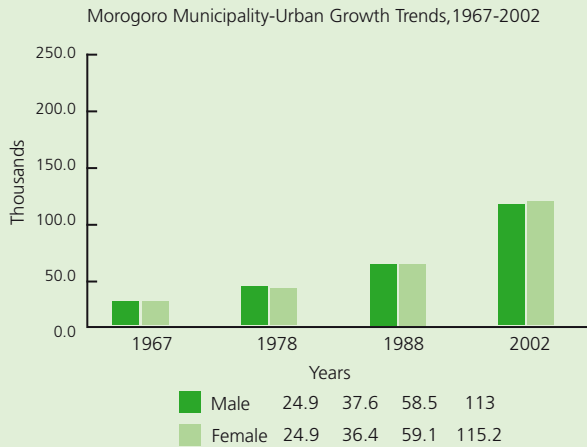
A mayor and a municipal director head Morogoro Municipal Council. It has a number of key departments: (1) Urban Planning, (2) Community Development, (3) Finance and Administration, (4) Health, and (5) Education, (6) Labour, and (7) Fire. Other supporting departments include the Legal, Economic Planning and Monitoring, and Auditing Departments. Ward leaders oversee activities at the grassroots level.

Morogoro municipality falls under the local government system. The municipality is comprised of a full council and several committees responsible for land development, management, and administrative matters. Decision making commences at the departmental level. Once land development issues are compiled, they are forwarded to the Council Management Team for discussion. The decisions reached by the team are forwarded to the full council for final decision making.

Uncoordinated administrative structures, inadequate capacity, lack of information, urban crime, burgeoning unplanned settlements, and poor record keeping contribute to weak land development control and data gathering. This makes taxation and revenue collection difficult. Conflicting priorities between the Urban Planning Committee and the Finance and Administration Department often constrain project implementation.

The major sources of revenue for Morogoro include, but are not limited to, property taxes, the city service levy, billboards, the signboard levy, market duties, grants, donations, government subsidies, and community contributions. The 2001 Public Finance Management Act and the 2004 Procurement Act help guide the use and reporting of public funds and public entities. Financial accountability has been undermined in the past, as different legislation has applied to different entities and legislation regulating financial management has been narrowly focused only on expenditure control.

FIGURE 1: POPULATION GROWTH



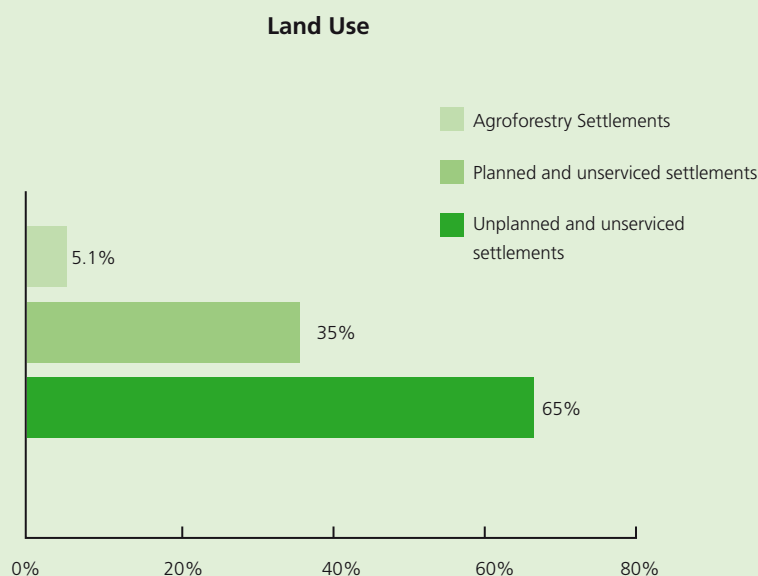
Source: URT, Population Census Report, 1967, 1978, 1988, and

At the peak of the influx in the 1980s, residential, commercial, and industrial land was in high demand and became scarce. As farmers searched for land for cultivation and livestock keeping, businessmen and petty traders looked for areas to conduct business and sell their commodities, resulting in a situation where there was increased resource use but a limited supply. The introduction of the Environmental Planning and Management process, after its success in Dar es Salaam city, influenced the growth of the city in terms of land management and settlement improvement. The Town and Country Planning Act of 1956 (revised in 1961), the Land Act of 1999, and the Environmental Management Act of 2004 also help manage land development within the municipality. The replication of the Sustainable Dar es Salaam Project in Morogoro in 1998 as the Sustainable Morogoro Project also promoted environmentally sustainable development.

URBAN PLANNING

National economic, social, and cultural policy changes in the 1970s influenced the growth of Morogoro. Together with ten other urban centres, it was identified as a national growth pole centre, where major industrial development was expected to take place. The 1974 Morogoro Master Plan, which aimed to control land development through zoning regulations and land demarcation strategies, also influenced this growth strategy. The result was a mass population influx to the municipality.

FIGURE 2: MOROGORO LAND USE



Source: URT, Population Census Report, 1988 and 2002

THE ECONOMIC SITUATION

The government enacted the growth pole policy in the 1970s to promote industrial dispersion away from the capital city to other towns in the country. Morogoro was one of the ten towns designated an industrial growth pole. It is estimated that 10 percent of the current population is made up of civil servants and those employed by institutions and industries. Over 50 percent of the population is employed in the agricultural sector, a major economic activity in the district and the region. The main agricultural cash crop grown in the municipality is sisal; others include maize, rice, vegetables, and fruits. The main income-generating activities include livestock keeping, fishing, mining, and charcoal making. The municipality's average per capita income is estimated to be 130,000 Tanzanian shillings.

THE INFORMAL AND PRIVATE SECTORS

According to the MMC annual report, the elderly are mostly engaged in agriculture and the youth are mostly engaged in informal sector activities such as petty trading. Approximately 15 percent of the population are petty traders.

Morogoro has a vibrant private sector that includes Morogoro Tanneries, Morogoro Canvas Mills, Morogoro Sisal Bags Company, T&G Shoes Company, Morogoro Ceramics, Morogoro Polyester Mills, Morogoro Leather Goods Company, Abood Soap Industries, Morogoro Seed Oil Mills, Tanzania Tobacco Processing Company, and Morogoro Plastics. While most are clustered in the Kihonda industrial area in the north-eastern part of the municipality, there are also medium-sized and small-scale industries located along Turian Road, Mazimbu Road, and Old DSM Road. Both the informal and private sectors need to be coordinated and regulated to benefit the communities in Morogoro.

URBAN POVERTY

Urban poverty is an issue of growing concern in Morogoro. Sixty-five percent of the city's population lives in unplanned settlements with limited basic services. Only 35 percent of the population lives in planned and serviced areas, and no more than 20 percent of the population has access to security of tenure (i.e. title deeds), which can provide financial and social prosperity and benefits.

URBAN INFRASTRUCTURE AND BASIC SERVICES

Although Morogoro's population and industrial growth have stimulated economic opportunities for societal development, the rapidly growing population has led to an increased demand for basic services such as housing, water, sanitation, and roads, and the related infrastructure. Strained resources have challenged city authorities as they try to meet the needs of inhabitants.

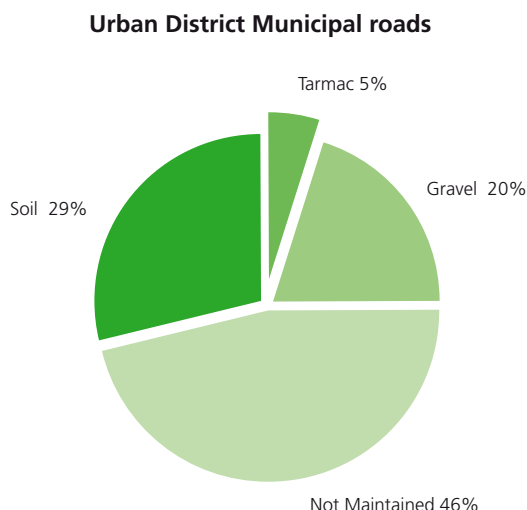
WATER, SANITATION, AND REFUSE COLLECTION

Municipality stakeholders have been engaged in the Environmental Planning and Management Programme since 1998. Rapid urbanisation has hinged upon the management of liquid and solid waste, natural resources (including water sources and river basins), urban farming, urban transportation, air pollution, and efficient urban expansion. This urban growth requires the regulation of unplanned and unserved neighbourhoods, the accommodation of informal sector activities, and the development of open spaces, including recreational areas and hazardous land. Only 49 percent of the region's rural residents and 69 percent of the region's urban residents have access to adequate potable water. Sanitation and sewerage is worst in the overcrowded urban areas of Morogoro, where environmental pollution is extreme and the spread of communicable diseases is a real problem. The Morogoro Municipal Council does not have the financial resources to upgrade or extend existing facilities to cover the growing urban population. It needs to find additional sources of revenue to finance the improved provision of all three services – water, sanitation, and sewerage.

PUBLIC TRANSPORT

Morogoro is a prominent intersection for both road and railway transportation systems for the entire country. The municipality is at the crossroads of two major highways that service the western, eastern, and southern parts of Tanzania, as well as the neighbouring countries of Malawi and Zambia. Rapid growth and development have affected the public transportation sector in Morogoro. The Rapid Bus Transit Project is now in place to boost the current urban transport services; it aims to deal with inefficiencies in management and operation.

FIGURE 3: TYPES OF ROADS IN MOROGORO



Source: Morogoro Urban District Council

SOURCES OF ENERGY

The Tanzania Electric Supply Company Limited (TANESCO) provides most of the electricity in the country. Tanzania has large reserves of energy resources, including natural gas, coal, and water. Currently, electricity in Tanzania is mostly hydro-based. One of the three main sources of hydroelectric power for the country is based in Morogoro – the Kidatu Hydroelectric Power Station. While 40 percent of urban residents are connected, only a few rural households in Morogoro actually receive electricity; most rural domestic energy comes from kerosene and firewood.

HEALTH AND EDUCATION

According to the 1998 National Poverty Reduction Strategy for Tanzania, the extent of poverty in Tanzania can be understood by looking at key statistics. The illiteracy level in Tanzania was estimated to be at 68 percent, down from 90 percent in 1980. About 38 percent of the population spends up to 15 minutes walking to reach a water source, 25 percent spends up to thirty minutes, and 37 percent spends more than 30 minutes. The ratio of people to health facility is 7,421 to one; about 30 percent of people live more than 5 km away from the nearest health centre. There is one hospital bed per 1,000 people and one physician per 23,188 people. About 30 percent of the youth are unemployed. Just over half of Tanzanians live on an income of less than US\$ 1 a day. Between 40 and 70 percent of urban dwellers live in poor housing. In Morogoro, as with other urban centres, street children have become a growing problem.

Two health centres, Konga and Mafiga, were rehabilitated during the 2004/2005 financial year. At the time, the municipality had 236 employees in the health sector. Child immunisation was as high as 98 percent and over 5,000 women practiced family planning methods. The municipality has nine HIV/AIDS counselling centres. The Faraja Trust Fund, an NGO working on HIV/AIDS counselling and care in Morogoro, provides screening tests and information to residents. Table 1 shows the basic indicators for the health sector in the municipality.

The municipality has 43 primary schools; 3 of them are privately owned. Seventy-one primary school classrooms have been constructed as a poverty reduction strategy. The Konga Secondary School was opened in 2003 when the rehabilitation of Bigwa Secondary School started.

TABLE 1: BASIC INDICATORS OF THE HEALTH SECTOR

Health Facility	No. of Facilities	Ratio to Population
Hospital	3	1:79,000
Hospital beds	360	0.492361111
Health centres	3	1:79,000
Dispensaries	4	1:58,426
Doctors	12	1:19,475

Source: Municipal Health Department, 2005



GOVERNANCE

Morogoro municipality was among the cities selected in Tanzania for an ongoing local government reform programme study. The approach adopted under the reform programme was Devolution by Decentralisation (D-by-D). Aimed at improving service delivery and participatory community planning, D-by-D focuses on the devolution of functions, roles, responsibilities, powers, and resources from the central government to the local government authorities and local communities.

THE INSTITUTIONAL SET-UP

- The city falls under the Coastal Zone, which has one coordinator for Dar es Salaam, Pwani, Morogoro, and Tanga. Strong central control and inadequate financing at the local level constrain and weaken the structure. Administratively, the municipality is divided into 19 wards and 275 sub-wards.
- Morogoro municipality has four members of parliament (one male and three females).
- Out of 19 councillors, 18 are males (1 is from the opposition party, CUF) and there are 7 special seats. As of December 2003, the council had 1,574 employees – 444 males and 1,130 females.
- Morogoro municipality has a total of 24 councillors. There are 19 elected councillors from each of the 19 wards (composed of members of parliament in the constituency), plus 5 women councillors nominated from the ruling party.
- The city authority has no information and communication strategy in place, and therefore there is a lack of planned outreach to politicians, leaders, and opinion-formers.
- The MMC does not have a regular orientation programme to ensure that all personnel are clear on the essentials of D-by-D and knowledgeable of national and international developments on emerging governance policies and initiatives. Staff are thus not in a position to act as advocates for governance reform programmes.
- Political interference and weak administrative capacity constrain the council's effective service delivery.
- Local council authorities have a poor understanding of private and informal sector potential, in terms of economic development and partnerships.
- The city's internal audit functions are absent and weak.

PERFORMANCE AND ACCOUNTABILITY

- Efforts have been made to improve administration, particularly in areas related to planning and project implementation, with emphasis placed on the division of labour between executives and politicians, as well as within these two groups. Training has been offered to stakeholders at sub-ward level and district level.
- Reforms are underway in the health and education sectors. In the health sector, a community fund has been established, for which contributions from families are collected for medical services; a health insurance provision is also available. In the education sector, the Primary Education Development Programme project, the Development Plan for Primary Schools or Mpango wa Maendeleo ya Msingi (MEM) project, and the Education Plan for the Needy or Mpango Wa Elimu Kwa Waliokosa (MEMKWA) project have been implemented. MEM aims to increase the access to and quality of primary school education through the implementation of programmes such as alternative education. MEMKWA aims to provide access to education for vulnerable children, including street children.
- The government has provided benchmark indicators to measure effective local governance progress. The benchmarking scores do not provide clear results regarding the impact of the Local Government Reform Programme activities on actual governance¹.

RESOURCE MOBILISATION

- Taxation systems are weak.
- Revenue collection is limited.

AGREED PRIORITIES

- Improve local governance benchmarking by creating suitable indicators.
- Harmonise local and national government activities.
- Implement the D-by-D programme.
- Establish a system for revenue collection and taxation.
- Develop mechanisms for local government ownership reforms at all levels.
- Launch a citizens' awareness campaign on the duties and responsibilities of government.

GOVERNANCE N°1

Project proposal

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Citywide local government reform.

GOVERNANCE N°2

Project proposal

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Local Development Programme.

GOVERNANCE N°3

Project proposal

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Urban Crime Prevention Programme.

¹ Governance benchmarks are based on the following indicators: democracy, community participation, rule of law, integrity of leaders and workers, transparency and accountability, executive/administrative efficiency, gender mainstreaming, planning procedures, available planning skills/resources, and planning interventions.

SLUMS

Morogoro municipality has more than 50 unplanned and unserviced settlements. A mixture of high-, medium-, and low-income earners inhabits these settlements, which have poor service delivery, tenure insecurity, and unsanitary conditions. These characteristics reflect the MMC's inability to meet the housing demands of the growing community. Poor land development coordination and control, inadequate policy enforcement, poor local level involvement, and unregulated construction all contribute to the proliferation of unplanned settlements. Resource depression, overcrowding, increased corruption, and crime contribute to the degradation of the city and create an environment that is not conducive to investment. The increasing demands for water, serviced land, and sanitary management of solid and liquid waste have remained largely unmet by the local council staff. The economy is suffering from a lack of inter-agency coordination and the situation seriously hinders prospects for private investment.

In response, the Government of Tanzania is working to change land development policies and planning approaches to reflect the existing situation. Streamlining planning and land development policies at both the local and national level will strengthen the local council's capacity to deal with slums and informal settlements. Settlement upgrading will encourage additional investment in the city. Comprehensive local reform and community-upgrading programmes will also help reverse the current urban poverty trends and reduce the proliferation of unplanned settlements.

THE INSTITUTIONAL SET-UP

- The ministry in charge of housing and human settlements is the Ministry of Lands and Human Settlements Development. Local authorities are under the supervision of this ministry and the Ministry for Local Government and Administration. At the local level, the municipal council is responsible. Through the Urban Planning Committee, the municipal council is in charge of municipal development and land management issues.
- The Urban Planning Department works in collaboration with the Surveying, Engineering, and Land Valuation Departments and in partnership with different stakeholders and interested development partners within the municipality and outside it.

REGULATORY FRAMEWORK

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

AGREED PRIORITIES

- Improve urban management through MMC capacity building and training.
- Develop community infrastructure upgrading and regularisation processes.
- Establish an environmental management system.
- Improve access to water, sanitation, and shelter.
- Improve service delivery.
- Establish informal commercial service centres to accommodate the informal sector.

	Project proposal	Page 24
SLUMS N°1	Community upgrading and land regularisation.	

	Project proposal	Page 24
SLUMS N°2	Environmental Management Information System.	

	Project proposal	Page 25
SLUMS N°3	Local Planning Programme.	



GENDER AND HIV/AIDS

Although Morogoro municipality is an attractive centre for business, education, and employment, women are often unable to benefit from these opportunities due to their unequal access to such things as land and credit. Employment gender patterns have changed with time; as more women become the sole income earners at home, they are switching to more market-oriented activities. Labour roles for men and women have long been stereotyped in Tanzania. Although there are now legal and statutory provisions allowing women into the workforce, attitudes are nevertheless hard to change. Women are still given low-paying, unskilled work in both the formal and informal sectors. The social relations between men and women dictate the opportunities available in all arenas. Within the rule of law, legal and human rights have not been enforced due to legal illiteracy. Women have not received adequate protection from violence, sexual harassment, and other human rights abuses.

It is estimated that there is a 30 percent HIV prevalence rate in Morogoro. According to the Government of Tanzania, studies conducted in Morogoro show that AIDS-related illness is the leading cause of adult mortality, especially among women. With limited access to information and education, women are more vulnerable to the pandemic. The impact of HIV/AIDS is also severely undermining productivity in the city.

THE POLICY AND INSTITUTIONAL SET-UP

- The MMC works through a community development department, in collaboration with other gender-affiliated departments, to ensure the integration of gender issues into all sectors.
- At the district level, women head about 40 percent of the district departments.
- HIV/AIDS prevention committees are in place in every village and a HIV/AIDS prevention committee exists at the district level.
- NGOs, community-based organizations (CBOs), and other associations are undertaking activities linked to reducing the prevalence of HIV/AIDS.
- The government has passed several laws in favour of women, i.e. the Sexual Offences Special Provisions Act of 1998, the Land Law Act of 1999, and the Village Land Act of 1999. The Sexual Offences Law aims to protect women, girls, and children from sexual harassment and abuse. The Land Act and the Village Land Act repeal and replace previous legislation on land matters, to enable women to enjoy equal rights with men in access, ownership, and control of land.
- The National Policy on HIV/AIDS helps to provide a framework for care, information, treatment, and other interventions that tackle the pandemic. It allows for a multi-sectoral and collaborative response to effective prevention.

RESOURCE MOBILISATION

- In 2005, a total of 204.2 million Tanzanian shillings were contributed towards the Youth and Women Development Fund. Community contributions amounted to 12.2 million shillings while the government contributed 192 million shillings.

AWARENESS, EMPOWERMENT, AND ACCOUNTABILITY

- In collaboration with NGOs, the government has been working to remove discriminatory stereotypes and practices. They have implemented literacy and awareness campaigns to inform the public about women's human rights. The government has also put in place a sector-wide approach aimed at developing the education sector.
- The Primary Education Development Programme (2001–2006) abolished school fees in primary education.
- Enforcement of enrolment and retention legislation has created an environment in which girls are more likely to complete school.
- Complementary Basic Education in Tanzania, introduced in 1999, aims to give dropout schoolchildren an opportunity to finish their studies.
- The government established the Public Labour Exchange Centre in 2004 to promote women's rights.

AGREED PRIORITIES

- Empower women to have financial resources and legal rights.
- Eliminate patriarchal systems of governance.
- Conduct studies on how to institutionalise gender and HIV/AIDS in law enforcement, in order to raise awareness, reduce stigma, and promote human rights.
- Launch a media campaign on legal awareness and support services, aimed at vulnerable groups.

	Project proposal	Page 26
GENDER AND HIV/AIDS N°1	Gender mainstreaming in council activities and adoption of the National HIV/AIDS Policy and other gender policies at the local level.	

	Project proposal	Page 26
GENDER AND HIV/AIDS N°1	Collection of gender-disaggregated data.	



THE ENVIRONMENT

Morogoro municipality, one of the fastest growing cities in Tanzania, is dealing with increasing environmental pressures from rapid urbanisation and the overuse of limited resources. The municipality is unable to exert much control and regulation and cannot monitor the use of resources. Pollution from untreated wastewater, pit latrines, and septic tanks is contributing to overall water and marine pollution. Motor vehicle and industrial emissions are spoiling the air quality. Forest degradation (due to logging for construction- and charcoal-related activities) is increasing soil erosion. To cope with the negative environmental consequences of rapid urbanisation, the Government of Tanzania has enforced the 2004 Environmental Management Act. However, lack of coordination and cohesion among the primary actors involved (central government, local government, the private sector, the business sector, NGOs, CBOs, individuals, and the donor community) has made the regulation quite ineffective. There is a need for greater collaboration among urban actors so that existing regulations such as the 2004 law can be enforced. There also needs to be better urban land management planning through the privatisation of solid and liquid waste management systems. In addition, Morogoro must improve its transport facilities by integrating non-motorised transport and road expansion strategies.

THE INSTITUTIONAL SET-UP

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

REGULATORY FRAMEWORK

- The Environmental Management Act of 2004 in Tanzania is a comprehensive umbrella act for environmental aspects for the country; it provides the framework for institutional responsibilities.

- The 2004 Environmental Management Act provides both a legal and institutional framework for the sustainable management of the environment, prevention and control of pollution, waste management, environmental quality standards, public participation, environmental compliance, and enforcement. It gives NEMC the mandate to undertake enforcement and compliance; review and monitor environmental impact assessments; conduct research; facilitate public participation in environmental decision making; raise environmental awareness; and collect and disseminate environmental information².

AWARENESS AND ACCOUNTABILITY

- Environmental degradation results from, among other things, small-scale quarry operators, brick making, and deforestation. Fourteen cases related to environmental degradation were reported in 2003 and 8 offenders were convicted and fined.
- Village environmental management committees have been established in each village; they are responsible for tree planting, sanitation, environmental conservation, and protection of water resources.
- District environmental management committees are in place, tasked with managing forests in a more sustainable manner. In Morogoro, the environmental management committee has secured funds for participatory forest management. The committee is also responsible for using revenue from harvested forest resources to improve or construct residential houses, schools, markets, hospitals, etc.
- Illegal logging and charcoal making are depleting forests.
- There is a lack of environmental awareness; in some cases, farmers and livestock keepers have encroached on forest reserves and water catchment areas.
- Unregulated activity is causing spatial disorder in the municipality and is reducing municipal council revenue collection (e.g. license fees are not collected).
- There are inadequate levels of financing available to businesspeople to enable the expansion of operations. Informal methods of raising finance – such as the “community revolving fund” mechanism or other community-based saving groups – are needed to rectify this situation. Urban planners should also be cognisant of the need to make space for informal trade.

AGREED PRIORITIES

- Improve environmental planning and management capacity toward effective environmental management.
- Increase coordination with law enforcers such as the council police.
- Support efforts to integrate environmental education into school curricula.
- Adopt urban agriculture programmes.
- Improve petty trade supervision.
- Improve solid waste management.
- Improve transport facilities.
- Develop a demonstration project for sustainable tourism.
- Establish a local environmental action plan to implement existing environmental legislation.

ENVIRONMENT
N°1

Project proposal | **Page 27**

Upgraded transportation system.

ENVIRONMENT
N°2

Project proposal | **Page 27**

Sustainable urban tourism.

² Source: NEMC, <http://www.nemctan.org/>

SWOT ANALYSIS FOR NATIONAL CAPITAL INVESTMENT PROJECTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
INSTITUTIONAL COORDINATION, TRANSPARENCY, AND COMMUNICATION; RESOURCE AND FINANCIAL CAPACITY			
There are local institutions for urban land use planning, land management, and development.	Limited accountability and transparency.	MMC is committed to participating in land regularisation and Cities Alliance strategies.	Limited commitment to fiscal decentralisation.
	Local government is unable to raise funds and collect revenue.		
	Reduction of tax collection sources by central government.		
	Inadequate finances to invest in informal sector economy.		
Community willingness to participate.	Poor institutional coordination and land management.	Adoption of D-by-D and other ongoing local government reform programmes.	Political interests in local development, causing biased land development.
Ongoing local economic development reforms taking place. Capacity building and local governance training facilitated by International Labour Organization (ILO).	Increased levels of bureaucracy hamper swift response to the needs of the community.	Commitment of the MMC to participate in urban renewal.	Poor leader sensitisation on governance policies and programmes at the national level.
Urban crime department present and effective.	Inadequate communication strategy at the local level.		Lack of comprehensive planning.
			Poor financing and erratic implementation of development activities.
SLUM DEVELOPMENT AND INFRASTRUCTURE UPGRADING			
Strong commitment from the community to participate.	Poor land zoning enforcement.	Municipal council is committed to land regularisation.	Limited commitment to fiscal decentralisation and weak financial management.
Informal sector is contributing to the municipal economy.	Informal sector is not included in the city's master plan.	Land management strategies are centralised.	Lack of institutional coordination among urban stakeholders.
	Increasing poverty within the municipality.		

SWOT ANALYSIS FOR NATIONAL CAPITAL INVESTMENT PROJECTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
GENDER AND HIV/AIDS AWARENESS AND ACCOUNTABILITY			
Gender and HIV/AIDS data and maps are available.	Limited accountability and transparency.	Municipal council committed to land regularisation.	Weak political support.
Community willingness to participate.	Inadequate manpower and capacity.	Participatory settlement upgrading is encouraged.	Stereotypical attitudes about gender roles exist.
	Poor institutional knowledge and coordination on data collection and storage.	National HIV/AIDS Policy in place.	
	Lack of sensitisation and awareness regarding national policies.		
ENVIRONMENTAL PLANNING AND MANAGEMENT			
Community willingness to participate.	Poor environmental policy enforcement.	Presence of Rapid Bus Transit Project in the city.	Limited commitment to fiscal decentralisation.
Active private sector involvement in the sector.	Inadequate communication strategies at the local level.	Commitment of the Ministry of Natural Resources to welcoming different stakeholders and promoting tourism.	Political influence in local development.
	Inadequate human resources.	Tourism policy supports community involvement.	

GOVERNANCE

	Project proposal
GOVERNANCE N°1	Citywide local government reform programme

LOCATION: Morogoro

DURATION: 24 months

BENEFICIARIES: Urban communities.

IMPLEMENTING PARTNERS: Morogoro Municipal Council, President's Office for

Regional Administration and Local Government, Ministry of Lands and Human Settlements Development, Prime Minister's Office, Ministry of Labour, Youth, and Sports Development, Ministry of Community Development, Women, and Children,

University of Dar es Salaam College of Lands and Architectural Studies, UN-HABITAT, UNDP, UNEP, and the World Bank.

ESTIMATED COST: USD 200,000

BACKGROUND: Local government reform is viewed as a means for strengthening institutional coordination. The technocratic, procedure-based approach to D-by-D has been successful in increasing the capacity of local government authorities.

OBJECTIVES: To improve institutional coordination and governance procedures through decentralisation.

ACTIVITIES: (1) Develop interventions for strengthening institutional coordination mechanisms between national and local government and among local structures through improved communication, information exchange, decision-making feedback mechanisms, and partnerships with stakeholders in the city management process. (2) Develop local governance benchmarking in a participatory manner with the community. (3) Finalise the participatory consolidation of the Council Reform Programme. (4) Establish a programme on communication, creating an information strategy for the D-by-D programme. (5) Expand the municipal revenue base through the identification of additional revenue sources, improved collection from existing sources, and mechanisms for sharing revenue.

OUTPUTS: Improved management and collaboration between national and local government.

STAFF REQUIRED: Experts in communication and local government reform and economists.

	Project proposal
GOVERNANCE N°2	Local development programme

LOCATION: Morogoro\

DURATION: Two years

BENEFICIARIES: Urban communities, the informal sector, the business community, and Morogoro Municipal Council.

IMPLEMENTING PARTNERS: Morogoro Municipal Council, UN-HABITAT, ILO Swedish International Development Agency, UNDP, World Bank, and Danish International Development Agency.

ESTIMATED COST: USD 800,000

BACKGROUND: Morogoro is one of the oldest cities in Tanzania. The sisal production industry attracted people to the city and increased housing construction in the city centre. Redevelopment of the city centre took place to accommodate the rise in informal sector activities and contributed to an increase in city productivity and overall economic growth.

OBJECTIVES: To improve housing through an urban renewal programme, and to make the city more productive and competitive in order to attract investment.

ACTIVITIES: (1) Identify potential sites to be renovated and estimate the cost. (2) Establish objectives and priorities for city expansion. (3) Prepare urban renewal and environment action plans. (4) Build a bus terminal to accommodate the city's informal sector.

OUTPUTS: Improved management and renewal of the city centre.

STAFF REQUIRED: Urban planners, construction workers, engineers, and local development coordinators.

GOVERNANCE
Nº3

Project proposal

Urban crime prevention

LOCATION: Morogoro

DURATION: Ten months

BENEFICIARIES: Urban communities, the informal sector, the business community, and Morogoro Municipal Council.

IMPLEMENTING PARTNERS: Morogoro Municipal Council, UN-HABITAT, ILO, Swedish International Development Agency, UNDP, World Bank, and Danish International Development Agency.

ESTIMATED COST: USD 150,000

BACKGROUND: Urban crime is on the rise in Morogoro.

OBJECTIVE: A safer city to encourage investment and development.

ACTIVITIES: (1) Assess the potential factors and areas influencing urban crime. (2) Gather urban crime statistics. (3) Procure advanced computer technology to track urban crime and manage the resultant data. (4) Monitor and evaluate procedures for city development.

OUTPUT: Enhancing the prevention of urban crime in the municipality.

STAFF REQUIRED: Crime prevention specialists, information technology experts, and statisticians.



SLUMS

	Project proposal
SLUMS N°1	Community upgrading and land regularisation

LOCATION: Morogoro

DURATION: 24 months

BENEFICIARIES: Urban communities, Ministry of Lands, Housing, and Human Settlements Development, Ministry of Regional Administration and Local Government, Ministry of Natural Resources, and Morogoro Municipal Council.

IMPLEMENTING PARTNERS: Ministry of Lands, Housing, and Human Settlements Development, the local community, the community planning team, UN-HABITAT, UNDP, and Morogoro Municipal Council.

ESTIMATED COST: USD 2 million

BACKGROUND: The rate at which Morogoro has been growing has prevented the MMC from providing adequate services to the entire community. Participatory planning approaches have encouraged community involvement in upgrading and land regularisation. Upgrading and land regularisation policies can enable residents to access secure tenure and social and financial credit. Section 56 of the Land Act of 1999 encourages community involvement in both land regularisation and environmental planning and management implementation. The Mwembesongo Upgrading project in Morogoro, for example, has seen great achievements from participatory environmental management by the community. Under the project, not only has there been more control over the management of the land, the sanitation conditions have also improved. Thus, there is an apparent need for further participatory interventions to improve settlement conditions and enhance security of tenure for residents living in settlements.

OBJECTIVE: Improve the management of unplanned and unserviced settlements through land regularisation.

ACTIVITIES: (1) Survey the land available in the municipality. (2) Develop an infrastructure plan for improvement. (3) Register the land available for development.

OUTPUTS: Environment upgraded, partnerships formed, and a land plan, a land registry system, and an infrastructure plan created.

STAFF REQUIRED: Urban planners, surveyors, and environmental scientists.

	Project proposal
SLUMS N°2	Environmental Management Information System (EMIS)

LOCATION: Morogoro

DURATION: Two years

BENEFICIARIES: Urban communities, Ministry of Lands, Housing, and Human Settlements Development, Ministry of Communication, the Office of the President (Planning and Privatisation sections), Morogoro Municipal Council, and development partners.

IMPLEMENTING PARTNERS: Ministry of Lands, Housing, and Human Settlements Development, the local community, the community planning team, UN-HABITAT, UNDP, and Morogoro Municipal Council.

ESTIMATED COST: USD 2 million

BACKGROUND: Since the inception of the Morogoro Sustainable Project in 1998, the city has been creating a databank for all spatial and non-spatial data on infrastructure. In the past, there have been difficulties with tax collection, rent collection, and investment generation from land. The establishment of the databank will help bridge the information gap while also assisting the municipality to meet the MDGs related to poverty reduction.

OBJECTIVES: To establish the EMIS and increase the potential for revenue and tax collection, enhance access to data, and promote investment in land.

ACTIVITIES: (1) Procure the EMIS. (2) Train MMC staff on managing the EMIS. (3) Sensitise council staff and the local community on the system.

OUTPUT: A central environmental management system created.

STAFF REQUIRED: Information technology specialists, urban planners, and EMIS-trained staff.

SLUMS N°3	Project proposal
	Local Planning Programme

LOCATION: Morogoro

DURATION: 18 months

BENEFICIARIES: Urban communities, the informal sector, the business community, and the Morogoro Municipal Council.

IMPLEMENTING PARTNERS: Morogoro Municipal Council, UN-HABITAT,

Swedish International Development Agency, UNDP, World Bank, and

Danish International Development Agency.

ESTIMATED COST: USD 400,000

BACKGROUND: Morogoro adopted the Environmental Planning and Management system under the auspices of the Sustainable Cities Programme, which was implemented in Dar es Salaam in 1992. Nine environmental issues were identified as key problems needing agency intervention for city development. These included unplanned and unserviced settlements; solid and liquid waste management; transport and air pollution; coastal zone management; open spaces and urban agriculture; city expansion; and urban renewal and redevelopment.

OBJECTIVE: To develop a strategic urban development plan for urban guidance and coordination.

ACTIVITIES: (1) Assess local economic development needs, priorities, issues, and training requirements. (2) Implement an Environmental Planning and Management training and institutionalisation programme. (3) Establish objective- and priority-based strategies for city expansion. (4) Prepare and implement environmental profiles. (5) Prepare an environmental action plan. (6) Monitor and evaluate procedures for city development.

OUTPUTS: Capacities of the MMC built to improve revenue collection, monitoring, reporting, financial management, and governance.

STAFF REQUIRED: Urban planners, economists, and a governance and institutional development expert.



GENDER AND HIV/AIDS

GENDER HIV/AIDS N°1	Project proposal
	Gender mainstreaming in council activities and adoption of the National HIV/AIDS Policy and gender-related policies at the local level

LOCATION: Morogoro

DURATION: 12 months

BENEFICIARIES: Urban communities, Ministry of Health, Ministry of Community Development, Women, and Children, and the Tanzania Commission for AIDS (TACAIDS).

IMPLEMENTING PARTNERS: Ministry of Lands, Housing, and Human Settlements Development, urban communities, the community planning team, development partners, UN-HABITAT, UNDP, and Morogoro Municipal Council.

ESTIMATED COST: USD 480,000

BACKGROUND: Since the first AIDS case was reported in Tanzania in 1985, the prevalence of HIV infection rates has risen dramatically. Infection rates are highest among the young – those aged between 10 and 45 years. Tanzania's labour force is youthful and the spread of the pandemic thus has serious consequences for the development of the country. There need to be more training interventions and HIV/AIDS awareness campaigns to reduce the rates of infection.

OBJECTIVES: To reduce the rate of HIV infections. To provide HIV/AIDS education to primary and secondary school children. To establish behaviour and life skills programmes in all teachers' colleges and educational institutions.

ACTIVITIES: (1) Provide gender and HIV/AIDS awareness in the workplace through voluntary counselling and testing (VCT), condom provision, behaviour change communication, and antiretroviral drug availability. (2) Establish legal awareness programmes and service support to vulnerable groups, including the elderly, women, and children. (3) Promote creative, skill-based learning that incorporates HIV/AIDS education in primary and secondary schools.

OUTPUTS: Increased HIV/AIDS awareness in the workplace and the classroom.

STAFF REQUIRED: Urban planners, health professionals, and education and communication specialists.

GENDER HIV/AIDS N°2	Project proposal
	Collection of gender-disaggregated data

LOCATION: Morogoro

DURATION: Eight months

BENEFICIARIES: Urban communities.

IMPLEMENTING PARTNERS: Ministry of Health, Ministry of Community Development, the community planning team, development partners, UN-HABITAT, and UNDP.

ESTIMATED COST: USD 50,000

BACKGROUND: Data acquisition devices are useful in capturing gender information for growth and economic development. Unfortunately, broadly accepted standards for handling data and establishing such a databank are still missing in Morogoro.

OBJECTIVES: To provide an economic baseline for national and local growth and development, studying male-female ratios in the workplace and other relevant areas in order to create a national gender information database.

ACTIVITIES: (1) Sensitise stakeholders on the need to establish a national database on gender-related information. (2) Sensitise MMC staff on the role of gender in decision making.

OUTPUT: Improved gender-disaggregated data collection for city development.

STAFF REQUIRED: Gender experts and researchers.

URBAN ENVIRONMENT

ENVIRONMENT N°1	Project proposal
	Upgraded transportation system

LOCATION: Morogoro

DURATION: 12 months

BENEFICIARIES: The urban poor, the private sector, Ministry of Tourism, and Ministry of Natural Resources.

IMPLEMENTING PARTNERS: Ministry of Lands, Housing, and Human Settlements Development, the local community, the community planning team, UN-HABITAT, and UNDP.

ESTIMATED COST: US\$ 900,000

BACKGROUND: Population growth in the city of Morogoro has increased the demand for transport facilities and utilities, resulting in increased congestion and poor air quality.

OBJECTIVES: To improve transport and transportation infrastructure through the promotion of non-motorised means of mobility; this will require such things as flyover bridges, underpasses, pedestrian paths, and sidewalks. To increase street lighting to ensure safety, and to improve public transport systems to reduce congestion and pollution.

ACTIVITIES: (1) Repair and install traffic lights throughout the municipality. (2) Introduce one-way street systems in the centre of town. (3) Enact by-laws that restrict heavy-duty vehicles from entering the central business district. (4) Construct non-motorised transport (NMT) facilities such as flyover bridges, underpasses, etc. to avoid traffic conflicts. (5) Designate special areas for petty traders. (6) Implement vehicle inspection programmes to minimise vehicle breakdown on the streets. (7) Privatised parking and charge user fees for the service. (8) Relocate bus terminals in the central business district further upcountry. (9) Construct multi-level parking garages in designated sites in the city. (10) Construct off-street central car parks at appropriate locations. (11) Construct a lorry park at the former garbage dump at Tabata to prevent restricted vehicles from entering the central business district. (12) Promote non-motorised transport through basic, simple NMT facilities; increased road signs and markings, including zebra crossings; public awareness on NMT transport and the proper use of roads and related facilities; and the provision of overpasses and/or underpass tunnels across busy city streets. (13) Privatised the system of cleaning the roads, pavements, and drains.

OUTPUTS: Improved transport and transportation infrastructure; decreased pollution; improvement of city mobility, infrastructure, and overall security through the construction of bus stop/terminal facilities; and improved bus routing systems.

STAFF REQUIRED: Project coordinator, community facilitator, engineers, urban planners, land surveyors, and economists.

ENVIRONMENT N°2	Project proposal
	Sustainable urban tourism

LOCATION: Morogoro

DURATION: Two years

BENEFICIARIES: Urban communities, the informal sector, business communities, and Morogoro City Council.

IMPLEMENTING PARTNERS: Morogoro Municipal Council, UN-HABITAT, ILO, Swedish International Development Agency, UNDP, World Bank, and Danish International Development Agency.

ESTIMATED COST: US\$ 800,000

BACKGROUND: Morogoro has a wealth of potential tourist attractions, including the Indian Ocean, numerous coastal beaches, and mangrove and swamp areas. The tourism sector needs to be mainstreamed as a poverty reduction strategy that develops the city through increased income generation and employment.

OBJECTIVES: To improve the local authorities' and local stakeholders' ability to promote local economic development, which will make the city attractive, competitive, and productive, benefiting both formal and informal activities in the urban economy.

ACTIVITIES: (1) Establish a programme to preserve historical and heritage sites. (2) Construct tented camps and improve infrastructure and facilities to more effectively attract tourists. (3) Increase community involvement in tourism. (4) Establish programmes to promote safety in the tourism sector.

OUTPUTS: Rehabilitate historical and cultural sites throughout the city to promote conservation and increase tourism.

STAFF REQUIRED: Urban planners, economists, and tourism experts.

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ACRONYMS:

AIDS:	Acquired Immunodeficiency Syndrome
CBO:	Community-based organization
D-by-D:	Decentralisation by Devolution
EMIS:	Environmental Management Information System
HIV:	Human Immunodeficiency Virus
ILO:	International Labour Organization
MDG:	Millennium Development Goal
MEM:	Mpango wa Maendeleo ya Msingi
MEMKWA:	Mpango wa Elimu kwa Waliokosa
MMC:	Morogoro Municipal Council
NEMC:	National Environmental Management Council
NGO:	Non-governmental organization
NMT:	Non-motorised transport
PRSP:	Poverty Reduction Strategy Paper
RUSPS:	Rapid Urban Sector Profiling for Sustainability
SWOT:	Strengths, weaknesses, opportunities, and threats
TACAIDS:	Tanzania Commission for AIDS
TANESCO:	Tanzania Electric Supply Company
UCLAS:	University of Dar es Salaam College of Lands and Architectural Studies
UNDP:	United Nations Development Programme
UNEP:	United Nations Environmental Programme
UN-HABITAT:	United Nations Human Settlement Programme
URT:	United Republic of Tanzania
VCT:	Voluntary Counselling and Testing

MOROGORO CITY CONSULTANTION IN 2007

ATTENDANCE LIST

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F. E. Kayenzi	Municipal Mayor Morogoro Municipality
M. Y. Lukwele	Assistant Mayor Morogoro Municipality
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H. Massaka	Head, Municipal Urban Planning Morogoro Municipality
L. Chuma	Coordinator – Sustainable Morogoro Programme (SUMO) Morogoro Municipality
H. Lyioba	Municipal Land Valuation Officer Morogoro Municipality
K. M. Kiwera	Municipal Land Officer Morogoro Municipality
N. E. Mng'ongo	Municipal Land Officer Morogoro Municipality
M. Kunambi	Councillor Morogoro Municipality
B. Makaranzi	Councillor Morogoro Municipality
E. T. Nzunda	Assistant Municipal Secretary Morogoro Municipality
S. C. Mlengi	Municipal Ward Official Morogoro Municipality
L. K. Msuya	Municipal Town Planner Morogoro Municipality
S. S. Kamnge	Municipal Town Planner Morogoro Municipality
W. M. Kombo	Municipal Human Resource Officer Morogoro Municipality
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