

*Dar es Salaam Infrastructure Development
Programme*

**Dar es Salaam City Council
Ilala Municipal Council
Kinondoni Municipal Council
Temeke Municipal Council**

Foreword

Dar es Salaam is the engine of Tanzania's growth. It is home to around 4 million people and is expected to continue growing at a very rapid pace. Accelerated growth poses multiple challenges but which also offer opportunities for the city to improve and ensure the best possible service delivery to its current and future residents and at the same time to contribute effectively to the country's economy as a whole.

The Dar es Salaam City Council and the Municipal Councils of Ilala, Kinondoni and Temeke, who jointly have the responsibility of managing this dynamic city have worked together to develop the ***Dar es Salaam Infrastructure Development Programme (DIDP)***. With publication of this document we hope to launch a process which will allow the city to present its needs and requirements to Government and to invite participation in implementation from national and international development agencies, local and international business, non-governmental organizations and knowledge institutions.

May 3, 2010

Hon. Adam Kimbisa
Lord Mayor
DAR ES SALAAM

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Abbreviations and Acronyms

BRT	Bus Rapid Transit System
CBO	Community Based Organizations
CIUP	Community Infrastructure Upgrading Programme
DART	Dar es Salaam Rapid Transit Agency
DAWASA	Dar es Salaam Water and Sewerage Authority
DAWASCO	Dar es Salaam Water and Sewerage Corporation
DCC	Dar es Salaam City Council
DLAs	Dar es Salaam Local Authorities
DWSSP	Dar es Salaam Water Supply and Sanitation Project
IDA	International Development Association
IMC	Ilala Municipal Council
JICA	Japanese International Cooperation Agency
KMC	Kinondoni Municipal Council
LGSP	Local Government Support Project
MLHSD	Ministry of Lands Housing and Human Settlements Development
PMO – RALG	Prime Minister’s Office – Regional Administration and Local Government
SUMATRA	Surface and Marine Transport Regulatory Agency
TANESCO	Tanzania Electricity Supply Company Limited
TANROADS	Tanzania Roads Authority
TMC	Temeke Municipal Council

Executive Summary

Significance: Dar es Salaam is Tanzania's largest and most important industrial and commercial centre with an estimated population of about 4 million in 2010 which is approximately ten percent of the country's total population.¹ With a population growth of 4.3 percent per year, Dar es Salaam has become the third fastest growing city in Africa and among the ten fastest growing cities of the world. The land locked countries of Malawi, Zambia, Burundi, Rwanda and Uganda as well as large parts of Eastern Democratic Republic of Congo depend on the port of Dar es Salaam for their import and export requirements. This makes the city of strategic importance not just for Tanzania but for large parts of Sub-Saharan Africa as well.

Dar es Salaam, is an administrative Region of the country and is composed of a coordinating Dar es Salaam City Council (DCC) and three Municipal Councils, namely: Kinondoni (KMC) to the north, Ilala (IMC) in the center of the region, and Temeke (TMC) to the south. Together, they are commonly referred to as the Dar es Salaam Local Authorities (DLAs).

Challenges: The city has a large infrastructure backlog causing shortfalls in service delivery and does not have the capacity to effectively cope with its rapid growth. Most of the developed areas in Dar es Salaam are unplanned, with insecure tenure and poorly provided with basic infrastructure services. These areas (where more than 70 percent of the residents live) are irregularly developed with high densities, overcrowding and little or no land for roads, drains, schools, health centers, or open spaces. Access is a major problem, sprawling unplanned areas are exposed to frequent flooding, and waste is disposed off informally if at all. Access to safe drinking water is limited and sanitation is mostly through low quality pit latrines. Specific challenges for public service delivery include: (i) continued growth of dense unplanned settlements; (ii) increased traffic congestion; (iii) lack of a supportive road network; insufficient drainage systems; (iv) increased volumes of uncollected solid waste; (v) increasing informal sector activities as well as increasing urban poverty and inequality; and (vi) a strained capacity by the city to effectively manage rapid growth due to shortfalls in financial resources, skilled manpower, and equipment.

Dar es Salaam Infrastructure Development Programme (US\$375 million): The city has proposed a priority Infrastructure Development Programme as a framework for engaging the Government of Tanzania and other development partners in the city's continued development. The estimated cost is about US\$375 million. The main contents of the programme are as follows²:

- **Roads (US\$110 m):** new or upgraded local roads to link communities and improve intra-city mobility. The city has 2,170 km of roads, of which only 411 km (about 20 percent) are in good condition. The proposed programme would construct and/or rehabilitate 218 km of existing gravel roads to tarmac level; 167 km under the roads section and 51 km as part of community infrastructure upgrading.

¹ Total land area is about 1,500sq.kms. In 2002 population density was 1,786 persons per sq.km.

² Water supply, sewerage, larger roads and electricity services are provided through national government utility entities. Although the DLAs have important responsibilities within the sectors of public transport, health services, and the education system, these functions are not addressed through the described infrastructure investment programme.

- Storm and road drains/drainage systems (US\$69 m): aim is to decrease wide spread flooding and reduce related public health risks. The city has a total of 825 km of storm water drainage channels, of which only 422 km (about 50 percent) are in good condition. The priority plan is to rehabilitate/construct about 228 km storm drains.
- A city-wide solid waste management system (US\$42 m): including collection, transport and disposal systems. The city generates about 4,200 tons of solid waste per day of which only 37 percent is disposed off to a landfill. The investment plan is focused on creating transfer stations and better equipment to increase the collection rate to above 70 percent. Public Private Partnership (PPP) arrangements already in place require strengthening and increased level of partnerships with the private sector is envisaged. Landfill improvements with PPPs and to attract carbon fund investments are invited.
- Scaling up community infrastructure upgrading (US\$135 m): the city has gained valuable experience in participatory upgrading under the Community Infrastructure Improvement Programme (CIUP) which is funded through the World Bank. When the second phase of CIUP is completed in 2012, the city will have upgraded around 20 percent of its unplanned settlements. Working with the UN-HABITAT, a Citywide Action Plan for Upgrading Unplanned Settlements has been prepared to guide future work. The CIUP approach needs to be scaled up and rolled out. Under a scaled up CIUP, roads (and drains), street lights, water kiosks, public toilets, and solid waste collection points are planned, together with provision of long term tenure in the unplanned settlements.
- Strengthened urban management with enhanced revenue collection and improved financial management (US\$19 m): including the establishment of a tax payer's database, identification of new sustainable revenue sources, an improved tax/revenue management system and related capacity enhancements together with a tax payer sensitization program are proposed.

Furthermore, the DLAs aim to identify approaches to actively support local economic activity, enabling the city to become more attractive to business and industry. Implementation of the above described priority investment programme would be entirely under the responsibility of the DLAs with assistance from the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG) on matters related to international coordination and oversight.

Revenue Situation: The fiscal and financial situation of the DLAs has improved significantly in recent years. The councils have no major debt, reforms are taking place, own source revenues have increased, revenue collection has become more vigorous, and accountability is being enhanced. Nevertheless, further improvements are required and essential. Revenue collection from property taxes in particular is slated to increase substantially after a current exercise of identification and valuation of all properties is completed in late 2010.

Private Sector Participation: Private sector involvement in service provision feature distinctly on the agenda of the DLAs. Some arrangements are already in place (e.g. management of parking, solid waste collection, and markets). Scope exists for further private sector engagement.

In summary, Dar es Salaam is growing rapidly, has a large infrastructure backlog and has insufficient resources to cope. The city invites national and international partnerships for its continued development.

Overview of Dar es Salaam – Issues and Challenges

1. Overview of Dar es Salaam – Issues and Challenges

1.1 Significance of Dar es Salaam

Dar es Salaam is Tanzania's largest and most important industrial and commercial centre with an estimated population of about 4 million in 2010 which is approximately ten percent of the country's total population.³ It is almost eight times larger than Arusha which is the next largest city of the country. With a population growth of 4.3 percent per year, Dar es Salaam has become the third fastest growing city in Africa and among the tenth fastest growing cities of the world. The population of Dar es Salaam is expected to reach more than 5 million by 2020.

Dar es Salaam accounts for 83 percent of the national government domestic revenues in Tanzania (70 percent of all taxes), collects 33 percent of all own-source revenues by Local Government Authorities in the country⁴, and produces about 40 percent of the national GDP and is home to a growing and active informal sector. About half of the country's manufacturing employment is located in the city.

The land locked countries of Malawi, Zambia, Burundi, Rwanda and Uganda as well as large parts of Eastern Democratic Republic of Congo depend on the port of Dar es Salaam for their import and export requirements. This makes the city of strategic importance not just for Tanzania but for large parts of Sub-Saharan Africa as well.

1.2 Administration and Management of Dar es Salaam

In the year 2000, elected local government returned to Dar es Salaam, which is an administrative Region⁵ composed of a coordinating Dar es Salaam City Council (DCC) and three municipalities, namely: Kinondoni (KMC) to the north, Ilala (IMC) in the center of the region, and Temeke (TMC) to the south.

Dar es Salaam City Council (DCC) performs a coordinating role and attends to issues that cut across all the three municipalities.

The three Municipal Councils are responsible for the provision of basic social services that at present include: waste management and cleanliness; district roads; primary education and part of secondary education - especially where the community is involved; primary health care; monitoring trade and economic development activities (especially informal sector development and management, cooperatives, agriculture and livestock development, forestry, and fisheries); recreational parks; and urban planning.

1.3 Municipal Characteristics

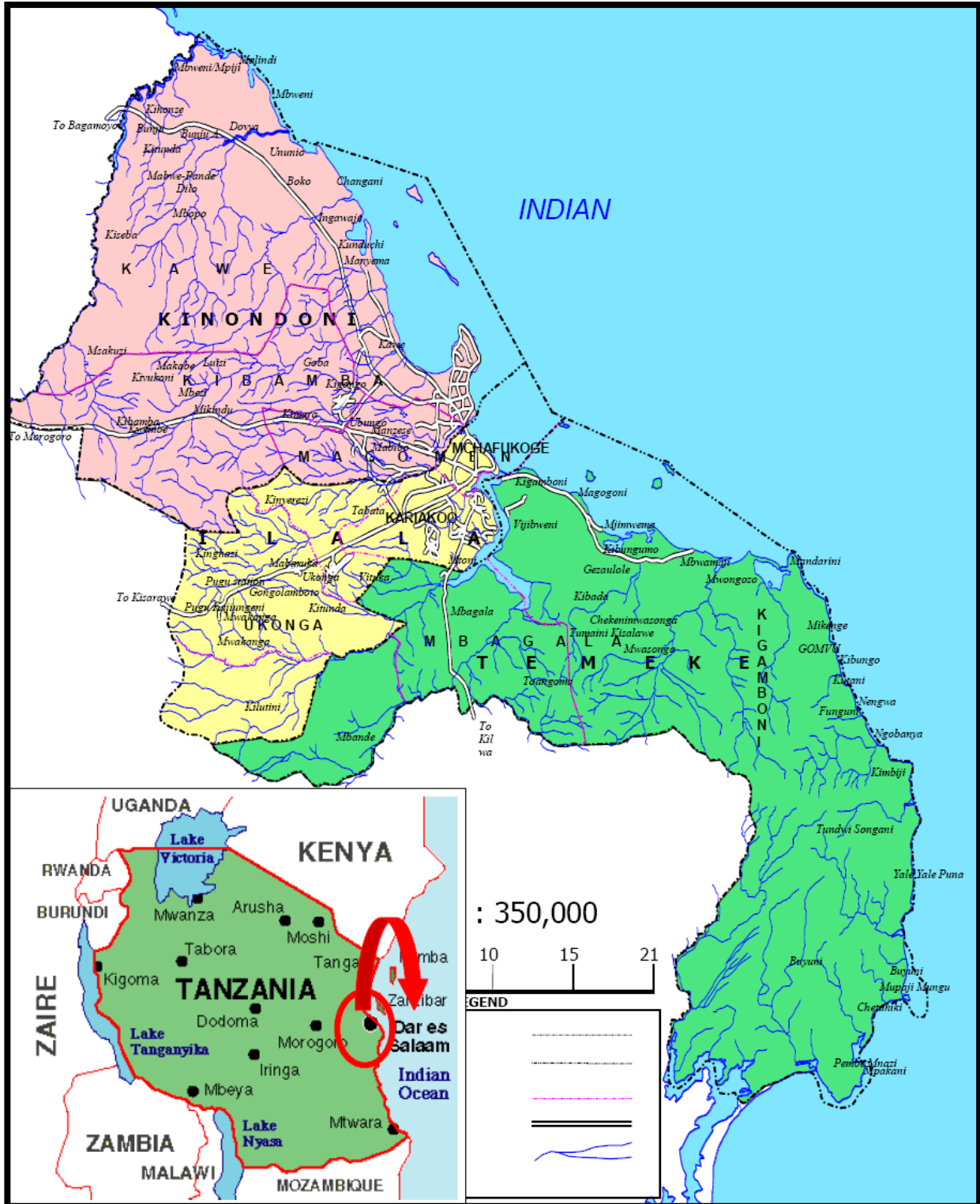
Ilala has the highest concentration of commercial activities since the area covers the core city and central business district and is commonly referred to as "downtown Dar es Salaam." Many of Tanzania's banks, commercial and administrative offices are located here.

³ Total land area is about 1,500sq.kms. In 2002 population density was 1,786 persons per sq.km.

⁴ LGA own source revenues are: development levy, property tax, agricultural ceases, city service levies, land rent, licenses and fees, charges, and other miscellaneous revenues.

⁵ The regional tier is a de-concentrated arm of the national government and is led by the Regional Commissioner.

Dar es Salaam



Kinondoni has the largest population among the three municipalities and this is where the majority of Dar es Salaam's higher and middle income population resides. This is reflected in higher traffic volumes, higher amount of solid waste generated and intensive socio-economic activities. Kinondoni also collects more revenues than the other DLAs.

Temeke includes the city harbor and the largest portion of open undeveloped land among the three municipalities with a very high potential for future development. While this municipality is adjacent to the other two, it is separated by the harbor inlet without a connecting bridge to the central business district. With connections having to use a ferry, this municipality has a remarkably low density of physical development and population.

Table 1: Basic Data by Municipality

Municipality	Land Area (sq.km)	% of the City Area (sq.km.)	Population in 2002 (million)	Average Household Size 2002	Population Density per sq.km. 2002
Ilala	286	20	0.6	4.3	2,220
Kinondoni	531	36	1.1	4.2	2,316
Temeke	639	44	0.8	4.1	1,203
Dar Region	1,456	100	2.5	4.2	1,786

1.4 Challenges Facing the City

The City of Dar es Salaam faces a number of challenges for the provision of public services, including:

- **Most of the city lacks basic services:** More than 70 percent of the city's population lives in unplanned and un-serviced settlements which lack access roads, pathways and street lights, have no drainage, and no solid waste collection systems. Such settlements occupy about 35 percent of the total developed land area of the city and are continuing to grow.
- **Traffic congestion has increased dramatically:** severe congestion is no longer confined to peak hours (7:00-9:00 am and 16:30-19:30) and is now a day long experience on most arterial roads.
- **Lack of connecting roads:** city road density is barely 0.84km/sq.km (which should be around 5km/sq.km.). A lack of roads and connections between existing roads coupled with an ever increasing number of vehicles adds to the deteriorating traffic congestion problems.
- **Flooding is common:** insufficient surface water drainage systems, lack of maintenance coupled with unplanned and ad hoc construction activities result in severe flooding which increases public health risks and poses a recurring danger to the existing already limited road and other network systems like underground communications cables and water supply pipes.
- **Solid waste management is an increasing problem:** increased volumes of solid waste generation and a lack of effective collection systems are creating environmental health stresses. Only about 40 percent of the solid waste generated is actually collected and transported to dump sites.

- **Rapid and continued growth of the informal sector⁶**: increasing informality forces an increasing number of youth to trade and sell along already highly congested roads and unsafe areas.
- **City management systems are unable to cope with city growth**: Human, institutional and financial capacity constraints for urban management urban development (financial resources, skilled manpower, and modern equipment needed).

1.5 Services and Functions Which Are Not the City's Responsibilities

The DCC and the three Municipal Councils are not responsible for the provision or management of the following critical services and functions:

- **Main / Arterial Roads**: The Tanzania Roads Authority (TANROADS) is responsible for the provision and maintenance of all major and arterial roads. The Dar es Salaam Rapid Transit (DART) Agency is responsible for the design and implementation of a new Bus Rapid Transit (BRT) System.
- **Traffic Management**: is the responsibility of the Traffic Police Department of the Tanzania National Police. The Surface and Marine Transport Regulatory Authority (SUMATRA) regulates (routes, stops, fares etc.) small commuter buses that are usually privately owned and operated.
- **Water Supply and Sewerage**: While the Dar es Salaam Water and Sewerage Authority is an asset holding agency (DAWASA) the Dar es Salaam Water and Sewerage Corporation (DAWASCO) is a public sector parastatal responsible for most water supply related functions. The DLAs play only a limited role in water supply, mainly in peri-urban areas, where they provide boreholes (wells), and in areas where community upgrading is taking place (e.g. water kiosks). The private sector also plays the role of water vendor, and provides septic tank services.
- **Electricity**: The Tanzania Electricity Supply Company Limited (TANESCO) a public sector parastatal is responsible for the supply of electricity across the city.
- **Land Use Planning, Land Surveying and Sub-division**: The Ministry of Lands, Housing and Human Settlements Development (MLHHS) is the primary Ministry responsible for preparation of all land use and development plans in the country. The MLHHS is also responsible for surveying and making plots for all development activities. This Ministry is also responsible for the provision of tenure related documents and rights. In 2009 it was estimated that around 22,000 surveyed plots were required but the Ministry had surveyed only around 9,000.

1.6 Major Ongoing Initiatives⁷

Community Infrastructure Upgrading Program (CIUP): CIUP is being implemented in all three municipalities, coordinated by DCC with around US\$ 30 million funding through the World Bank under an International Development Association (IDA) credit. CIUP is being implemented in two phases and is one sub-component of a larger Local Government Support Project (LGSP). The first phase of the CIUP will be completed in May 2010 and will provide community access roads and footpaths with road side drainage, select trunk road connections, street lights and solid waste collection points in 5 sub-wards of the three municipalities.

⁶ The rapid population growth in the city causes mushrooming of informal activities, conducted in unauthorized areas, leading to environmental degradation and congestion.

⁷ Local Government Reform Program (LGRF) Phase I (2000-2008) aimed at decentralization and devolution of functions and finances was concluded mid 2008. Implementation of Phase II was planned to commence mid 2009.

Under the second phase of CIUP a further five sub-wards will receive similar inputs. Once both phases are completed in 2012, CIUP will have upgraded around 20 percent of the city's total unplanned settlements. With support from the Cities Alliance and working through the United Nations Human Settlements Programme (UN-HABITAT), the city has finalized a citywide action plan in a consultative manner for the regularization and upgrading of unplanned and non-serviced settlements.

Review of the Dar es Salaam Master Plan and Development Strategy: The Ministry of Lands, Housing and Human Settlements Development (MLHHSD) will engage a consultancy consortium to review the prevailing Dar es Salaam's Master Plan (from 1979) and Strategic Urban Development Plan (from 2005).

Dar es Salaam Bus Rapid Transit System (DART): Under a US \$ 150 million World Bank/IDA credit, a bus rapid transit system is being developed. The system, when completed in 2012 will have 20 kilometers of dedicated bus lanes, 2 bus depots, 5 terminals and 29 bus stations and is planned to carry around 410,000 passengers per day.

Dar es Salaam Transport Master Plan and the Capacity Building Project for the Improvement of Dar es Salaam Transport: Japan International Cooperation Agency conducted Dar es Salaam Transport Master Plan Study from 2007 to 2008, formulated a Master Plan with the target year of 2030 for the city of Dar es Salaam, and prepared Preliminary Feasibility Study (Pre-FS) for selected priority projects in Gerezani Area and Tazara Intersection. On the basis of the Master Plan Study, JICA will implement a project for establishment and strengthening of a coordination mechanism on transport projects in Dar es Salaam⁸. Through this project, it is expected that transport related policies of concerned organizations/agencies are well coordinated and harmonized. Besides the Capacity Building Project, JICA will implement the Project for New Bagamoyo Road Widening, and will conduct design study for Gerezani Area Transportation and feasibility study for Tazara Intersection and Ubungu Intersection.

Dar es Salaam Water Supply and Sanitation Project (DWSSP): This project is funded by the World Bank/IDA, African Development Bank (AfDB), and European Investment Bank (EIB) and supports the rehabilitation and expansion of water supply services; upgrading of commercial, financial and technical aspects of the services through dedicated institutional arrangements that allow for separation of asset management and development from day-to-day operations through a dedicated operator; and ensures attention to the pricing of the services for long term sustainability of operations and the investments. By the time the project closes in June 2010, water production is expected to increase by an additional 40,000m³/day, 50,000 consumer accounts will be connected to DAWASA's network, and new kiosks will be built to serve up to half a million people in the low income communities.

The MLHHSD working with the DLAs has implemented a **20,000 Plots Project** which has added more than 39,000 planned plots for new development. In addition, the MLHHSD has planned the development of a new city at **Kigamboni**, the redevelopment of **Kurasini**, in Temeke as well as **Development of satellite towns** at the periphery of the three municipalities.

⁸ Capacity Building Project for the Improvement of Dar es Salaam Transport

Dar es Salaam Infrastructure Development Programme

2. Dar es Salaam Infrastructure Development Programme

The Dar es Salaam City Council (DCC) and the three Municipal Councils of Ilala, Kinondoni, and Temeke propose an infrastructure development programme as a framework for engaging development partners in the city's continued development. This programme focuses on five main areas:

1. Roads (which are under the DLA's responsibilities);
2. Surface water drainage;
3. Solid waste management (collection, transportation and disposal) system;
4. Community infrastructure upgrading; and
5. Improved urban and financial management.

A total of US\$ 375 million is estimated to be required for this programme⁹. The estimated costs are divided among the four DLAs as indicated in Table 2 below. Among the four DLAs there will be some differences in the type of activities and the final budget will depend on the detailed scope of the programme activities. These costs do not include resettlement and property compensations which are to be covered completely by the respective local authority. The DCC allocation is less than the other three DLAs since DCC has limited operational and service delivery responsibilities which are focused on services with cross-cutting implications such as solid waste landfill, the main bus terminal, and the main market area.

Implementation of the programme is proposed to be the joint responsibility of the DLAs with assistance from the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG) on matters related to international coordination and oversight. Of the total estimated programme cost of US\$ 375 million, the four DLAs are expected to contribute around 5 percent of the total cost from their own resources.

Table 2: Estimated Costs of Infrastructure Development Programme

Dar es Salaam Local Authority (DLA)	ESTIMATED COST (US\$ million)					
	ROADS	DRAINAGE	SOLID WASTE	COMMUNITY UPGRADING	ENHANCED FINANCES	TOTAL
DCC	0	2	12	10	4	28
ILALA	35	20	11	35	5	106
KINONDONI	40	25	12	45	5	127
TEMEKE	35	22	7	45	5	114
TOTAL	110	69	42	135	19	375

⁹ These are estimates of the total requirement which will have to be implemented in appropriately designed phases.

2.1. Roads

The city road network is divided in four categories: national highways, arterial roads, distributor roads, and local roads. The Municipal Councils are responsible for maintaining urban distributor roads and local roads. The Ministry of Infrastructure through TANROADS is responsible for maintaining the major roads. There are about 466 km of paved and unpaved roads in Dar es Salaam which are under the responsibility of TANROADS. The city has responsibility for a total of about 2,170 km of roads of which only 411 km (or about 20 percent) are in good condition. For a city with more than 350,000 vehicles, traffic congestion and damage to tarmac roads is common.

As mentioned earlier, an urban transport Master Plan was developed for Dar es Salaam with the support of JICA with a target year of 2030. This plan recommends that the city formulates action plans to alleviate the current traffic congestions, prepare related pre-feasibility studies for priority projects, and develops a capacity development plan in order to assure effective implementation. Beyond the ongoing important Dar Rapid Transit (DART) project in Dar es Salaam which is being implemented by a special project agency under the Ministry of Infrastructure, implementation of road pavement plans is also expected to contribute significantly to the economic development and prosperity of Dar es Salaam.

Challenges with Urban Roads: The road network in the city is in poor condition. The following are examples of challenges associated with the current roads situation and proposed actions:

- **Addressing insufficient road coverage:** Driving in the city is becoming increasingly difficult as there are very few alternative routes available to the growing volume of traffic. Since there is a serious lack of secondary and distributor roads, all vehicular traffic is forced to use the already limited main road network. The proposal is to develop and upgrade connecting roads between existing main roads. The aim is to improve road density and enable a better distribution of traffic which could relieve traffic stress on the currently choked arterial and other main roads.
- **Connecting emerging settlements:** As the municipality expands, new settlements continue to develop in the peri-urban areas without adequate road infrastructure. The proposal is to construct select new roads connecting such emerging settlements with the existing roads nearby.
- **Rehabilitating and maintaining road network:** Many existing roads are in need of immediate rehabilitation as they have not been maintained in many years, and furthermore, many of the roads are now beyond their designed life. The proposal is to scale up rehabilitation and improve roads maintenance systems.
- **Integrating flood control and protection:** As the new roads will include drainage channels on their shoulders, they will also be used as flood control and protection system. Protection will also be provided for landslides.

As shown in Table 3, the three municipalities have a total of 2,170 km of road network, of which only 411 km are in good condition. The rest are either seasonal or gravel roads. The municipalities propose to construct and/or rehabilitate existing gravel roads to tarmac level to a total of 218 km, out of which 51 km will be implemented under the community infrastructure component of the programme, and 167 km under the roads section.

Street Lights: The lack of functional street lights in the city creates potential problems of crime and insecurity and increases the risk of traffic accidents.

Table 3: Current Condition of the Existing Road Network in Dar es Salaam

Ilala Municipality Council					
TYPE OF ROAD	Road Condition				
	Good (km)	Fair (km)	Poor (km)	Total	% of total
Paved	5.5	50	77.4	132.9	31
Gravel	0	22	58	80	18.6
Earth	0	15	201	216	50.4
Total	5.5	87	336.4	428.9	100

Kinondoni Municipality Council					
TYPE OF ROAD	Road Condition				
	Good (km)	Fair (km)	Poor (km)	Total	% of total
Paved	69	10	36	115	17
Gravel	37	21	258	316	45
Earth	-	-	263	263	38
Total	106	31	557	694	100

Temeke Municipality Council					
TYPE OF ROAD	Road Condition				
	Good (km)	Fair (km)	Poor (km)	Total	% of total
Paved	114	4	52	170	16
Gravel	186	68	172	426	41
Earth	0	182	269	451	43
Total	300	254	493	1,047	100
Dar City Totals	411.5	372	1,386.4	2,169.9	

Priority Road Development: The proposed road works is summarized in Tables 4 and 5. A total of US\$ 110 million will be required to construct and/or rehabilitate around 167 km of road network as listed. Final length of the roads to be constructed will depend on the availability of financing and detailed engineering design.

Table 4: Priority Municipal Road Development

Municipality	Project length (km)	Project cost (Billion Tshs)	Project cost (US\$ million)
Ilala	53	47.8	35
Kinondoni	61	54.6	40
Temeke	53	47.8	35
TOTAL	167	150.2	110

Benefits: In addition to addressing the road issues mentioned above, the rehabilitation of these roads will: (i) encourage more investors to invest in Dar es Salaam; (ii) reduce traffic jams by serving as feeder roads; (iii) open the accessibility of market areas, creating

opportunity for improved family income; and (iv) pave the way for improved municipal own source revenues through increased economic activity.

Cost Estimates: The total estimated cost is about US\$110 million, for the scope of works mentioned above. The allocation of funds among the municipalities is shown in the table below.

Table 5: Cost Estimates (million US\$)

Item	Item Description	Ihala	Kinondoni	Temeke	Total
1	Consultant services for feasibility studies & preparation of preliminary designs with cost estimates	1	1	1	3
2	Preparation of Terms of Reference and employment of Consultants to undertake detailed designs, bidding processes, and works supervision	5	6	5	16
3	Prepare tender documents, conduct bidding processes, and actual implementation of road construction contracts.	27	31	27	85
4	Supervise civil works under contracts –by DLAs (Assisted by Engineering Consultant)	2	2	2	6
TOTAL		35	40	35	110

Institutional and Management Framework: At the local government level the municipalities and their Councils deal with construction, maintenance and operation of the basic road networks within their jurisdictions, i.e. secondary and tertiary roads up to community roads. Roads are managed by the Departments of Works (storm water drainage works are also under the supervision of the roads engineers). At the central government level larger roads (trunk roads) are addressed by TANROADS under the Ministry of Infrastructure Development.¹⁰

Road Maintenance: The Municipal Councils undertake routine and recurrent maintenance, periodic maintenance, spot improvement, rehabilitation and reconstruction of roads. The maintenance management system used by the Councils gives priority to roads in good condition. These roads get full maintenance throughout the year to ensure sustainability and durability. Roads in fair conditions are planned for rehabilitation and periodic maintenance and are at the same time given routine maintenance to slow down deterioration. Roads in poor condition are given spot improvement to make them passable while awaiting reconstruction. Almost all road maintenance in the municipalities is carried out by contractors. The current funding for this type of maintenance is from own sources of the Municipal Councils, central government and donors.

¹⁰ **Marine Transport:** The Dar es Salaam sea port is located in Temeke Municipality. It is a hub of Tanzania's export-import system and is also used by the neighboring land-locked countries. Railways and international highways are connected to the port. Both public and private institutions provide marine transport services. The government provides ferry services between Magogoni and Kigamboni which is an important connection for residents to the south. Private boats, including fishing boats, provide other related marine-based services.

Table 6: Road Construction Equipment

Item No	Item Description	Ilala		Kinondoni		Temeke		Total	
		Available	Needed	Available	Needed	Available	Needed	Available	Needed
1	Excavators	-	1	1	1	0	1	1	3
2	Motor graders	1	2	0	2	1	1	2	5
3	Wheel Loaders	1	1	0	1	0	1	1	3
4	Dump trucks	1	5	0	4	0	4	1	13
5	Wheel roller	-	1	0	1	0	1	0	3
Total		3	10	1	9	1	8	5	27

2.2. Storm Water Drainage

Lack of properly built roads and associated drainage systems in the community neighborhoods increases the prevalence of flooding. Most of the existing roads were constructed as small scale projects, thus they have no or poor drainage systems. Related poor sanitation aggravates the problem of malaria, diarrhea and related diseases. Intensive urban development in unplanned areas across Dar es Salaam has greatly increased the amount of run-off and reduced the surface area which can absorb the run-off through seepage. This problem is compounded by the fact that the city's current constructed surface drainage network is over 50 years old and is limited to the city centre and old areas. This compounds the problems and creates problems of maintenance and results in severe flooding of these areas which are very critical for the country's economy. Alleviation of minor flooding problems is within the city's capacity but frequent major flooding creates serious problems and are beyond the current management capacity of the city. As shown in Table 7, the municipalities have a total of 825 km of storm water drainage network, of which only 422 km (about 50 percent) is in good condition.

Table 7: Condition of Current Storm Water Drains

Ilala Municipal Council				
TYPE OF STORM WATER DRAINAGE	Condition			
	Good (km)	Fair (km)	Poor (km)	Total (km)
LINED	40	8	12	60
UNLINED	-	-	42	42
UNDERGROUND	5	12	38	55
Total	45	20	92	157

Kinondoni Municipal Council				
TYPE OF STORM WATER DRAINAGE	Condition			
	Good (km)	Fair (km)	Poor (km)	Total (km)
Kinondoni				
LINED	258	-	15	273
UNLINED	-	-	145	145
UNDERGROUND	15	-	10	25
Total	273		170	443

Temeke Municipal Council				
TYPE OF STORM WATER DRAINAGE	Condition			
	Good (km)	Fair (km)	Poor (km)	Total (km)
LINED	104	-	24	128
UNLINED	-	-	87	87
UNDERGROUND	-	-	10	10
Total	104	-	121	225
TOTAL DAR ES SALAAM CITY	422	20	383	825

The priority plan is to rehabilitate/construct a total of about 228 km of storm water drains (and construct one bridge in Temeke). Implementation of the drainage system at Mtoni road is a DCC priority. Final length of the storm water drainage to be constructed will depend on financing and detailed engineering design. Table 8 shows the proposed scope of the storm drainage construction.

Table 8: Storm Water Drainage Development

Municipality	Length of Drains (km)	Estimated cost (Million Tshs)	Estimated cost (Million US\$)
Ilala	68	27,300	20
Kinondoni	85	34,125	25
Temeke	75	30,030	22
TOTAL	228	91,455	67

Cost Estimate: A total of US\$ 67 million will be required to construct and/or rehabilitate the 228 km of storm water drainage network. The cost allocation among the municipalities is shown in the table below (in addition, DCC will contribute US\$ 2 million).

Table 9: Cost Estimates (Million US\$)

No	Item Description	Ilala	Kinondoni	Temeke
1	Consultant services for feasibility studies and preparation of preliminary design reports including cost estimates.	1	1	1
2	Preparation of Terms of Reference for and employment of consultants to undertake detailed designs, bidding processes and works supervision.	2	3	2
3	Prepare tender documents, conduct bidding processes, and actual implementation of drainage construction contracts.	14.5	18	16.5
4	Supervision of the contracted civil works	1	1.5	1
5	Purchase of equipment to ensure project sustainability	1.5	1.5	1.5
TOTAL		22	20	25

Table 10: Equipment Required for Drainage System Sustainability

Item	Equipment name	Ilala		Kinondoni		Temeke	
		QTY	COST US\$ (Mill)	QTY	COST US\$ (Mill)	QTY	COST US\$ (Mill)
1	Jetty Machines	2	0.2	2	0.2	2	0.2
2	Horizontal Drilling Machine	2	0.1	2	0.1	2	0.1
3	Trench Excavator	1	0.5	1	0.5	1	0.5
4	Water Bowsers	1	0.2	1	0.2	1	0.2
5	Sludge Water Pump + Others		0.5		0.5		0.5
	Total		1.5		1.5		1.5

2.3. Solid Waste Management

Local authorities in Tanzania are vested with the responsibility of removing waste from public areas as well as from households. The solid waste collection and disposal system in Dar es Salaam is in poor condition. This has led to piles of uncollected garbage scattered in the streets. In some poor neighborhoods the condition is particularly critical.

Waste generation has been steadily increasing in Dar es Salaam from less than 2,000 tons per day in 1998 to the more than 4,000 tons per day in 2009. As shown in Table 11, the city now generates about 4,200 tons of solid waste per day of which only 37 percent is disposed off in dumpsite / landfill. This is due to budget constraints - although 10-12 percent of the respective Council budget is allocated to waste management – and poor infrastructure (landfill, logistics, technology etc.), and the high urbanization rate. Challenges relate to waste

minimization, storage, collection and transportation, treatment and material recovery, transfer to landfill, and the disposal management.¹¹ Main issues are:

- Absence of environmentally reliable disposal sites
- Long distance to the current disposal site causing high operational costs and reduced collection capacity
- Lack of adequate solid waste transportation vehicles, trucks, equipment and tools¹²
- Insufficient organized intermediate treatment and recycling activities
- Insufficient community and informal sector involvement (poor community awareness) and public participation

Table 11: Solid Waste Volumes Generated and Collected (tons/day)

Municipality	Generated Volume	Collected Volume	Collected
Ilala	1100	430	39%
Temeke	1,035	280	27%
Kinondoni	2,026	823	41%
Total	4,161	1,533	37%

Waste Composition: The generation of solid wastes is from households (domestic waste), industrial areas, and commercial establishments like markets, hotels, restaurants and informal areas. Information on the composition of the solid waste is important in evaluating equipment needs, collection system, disposal methods, and management plans. The composition of solid waste in the city of Dar es Salaam is to a great extent food waste, garden waste, grass and wood.

Table 12: Solid Waste Management Indicators

No.	Waste Management	Ilala		Kinondoni		Temeke	
		Average (tons/day)	% of total volume	Average (tons/day)	% of total volume	Average (tons/day)	% of total volume
1.	Amount of solid waste transported and disposed to the <i>Pugu Kinyamwezi</i> landfill	430	39 %	458	23 %	280	27 %
2.	Amount Recycled or Reused	176	16 %	365	18 %	5	0.5 %
3.	Amount controlled with on-site disposal	250	23 %	507	25 %	10	1.0 %
4.	Amount remaining without control	244	22 %	696	34 %	737	71.5 %
TOTAL		1,100	100 %	2,026	100 %	1,035	100 %

¹¹ Regarding collection, curb side collection by tipper trucks is mostly applied in high income wards. Point collection by standby refuse trailers, with primary collection by handcarts, is usually done in middle and low income wards.

¹² In Kinondoni, for example, there are currently ten solid waste collection trucks, of which only two are in good condition; the remaining eight trucks are very old, requiring regular costly maintenance.

Private Sector Involvement: The DLAs have in recent years implemented various strategies for improved solid waste management. There has been an increase in the rates of solid waste collected and transported to the disposal site since 2000, when the Councils opted to work in partnerships with the private sector as contractors for solid waste collection and transportation. Currently 23 private companies are engaged in serving 44 out of 73 (or 60 percent) wards in the city. These services are starting to reach unplanned areas where most of the city's most needy residents live. However, the operators have been lacking finance for required trucks and other equipment, and collection of user charges remain another issue. The main financial sources for these services are from municipal general funds but, the private companies have been allowed to charge user fees directly from the communities they serve. Currently, capacity exists to remove about 1,533 tons per day to the Pugu Kinyamwezi landfill (managed by DCC), located about 30 km from the city center. About 60 percent of the solid waste in the city is however still unmanaged.

Significant opportunities exist for further private sector involvement in the solid waste sector due to, for example:

- Organic waste constitutes a high percentage of the waste, which can be used for composting, thus reducing the volume of wastes to be disposed of. Recycling and composting are viable options to some extent based on the city's waste composition. This represents business opportunities for the private sector and job creation for residents.
- An area has already been earmarked for a new sanitary landfill (at Gezaulole) in the Kigamboni area, i.e. an additional location to the present Pugu Kinyamwezi landfill.
- Community Based Organizations (CBOs) exist that engage in house to house collection.
- Adequate By-laws exist for health and solid waste, as does qualified health workers.

There is currently no formal system in the city for recycling of solid waste. The private sector and community groups practice recycling, mainly by people collecting recyclable items and selling them directly or through middlemen to companies for industrial recycling.

Municipal investment plan and cost estimate: The solid waste investment plan is focused on creating transfer stations with related access roads and facilities, and procurement of equipment. The solid waste management investments are estimated to require US\$ 30 million to meet a target of collecting 3,000 tons per day (about 70 percent of the total produced waste), plus US\$ 12 million for landfill improvements by DCC. The allocation of funds is shown below. The project will establish a comprehensive awareness program, clarifying responsibilities of various stake-holders, introduce waste recovery (recycling & reuse), and promote waste segregation at the source of generation.

Table 13: Solid Waste Investments Required

Item	Item Description	DCC	Ilala	Kinondoni	Temeke	TOTAL
		Estimated Cost in Mil US\$	Estimated Cost in Mil US\$	Estimated Cost in Mil US\$	Estimated Cost in Mil US\$	
1	Procurement of solid waste transportation and logistical equipment		5	6	4	15
2	Establishing solid waste management system (studies on waste composition, collection charges, database and billing systems, monitoring tools, etc.)		2	1.5	1	4.5
3	Establishing transfer stations (to support small volume trucks) and construction of landfill area	12	3	3	1.5	19.5
4	Community sensitization (educational and awareness programmes, multipurpose educational vans, etc.)		1	1.5	0.5	3
TOTAL		12	11	12	7	42

Benefits: The investments will increase the capacity to manage solid waste which will result in improved health status and keep the city in a cleaner and healthier condition. Benefits include: (i) decrease in generated greenhouse gases (mostly methane gas); (ii) Improved environmental and health conditions (particularly around the disposal site); (iii) Improved public health and cleanliness of the city; (iv) Employment creation at the transfer station(s). The investments will also contribute to the reduction of poverty by generating income for members of the community, as self employed collection resources in Community Based Organizations (CBOs).

Institutional and Management Framework: The municipal solid waste management is under the Departments of Health and Solid Waste Management, divided into Sections of solid waste, environmental health, prevention, and administration. The municipalities are mainly responsible for primary and secondary collection, DCC is responsible for the landfill management, and DAWASA at the central government level is responsible for management of liquid waste.

Landfill Development: The DCC disposes solid wastes in open dumps with adverse impacts on public health and the environment. Final disposal activities are currently being conducted at Pugu Kinyamwezi 30km from the city centre.¹³ The purpose of the new landfill development at the same site is to attain a high quality livelihood through sustainable development and appropriate management of solid waste (including proper operational standards).

The objectives of the Municipal Investment Plan are (i) improve disposal site management that mitigates environmental and health impacts; (ii) improve efficiency in waste collection and transportation, contributing to energy savings and decrease of environmental burdens; and (iii) prevent pollution of groundwater (used for drinking water).

¹³ DCC's Waste Management Department is staffed with 22 competent staff members at HQ and divided into Management and Operations of Disposal Facilities, Public Education, Public Private Partnership, and Enforcement Sections.

Required activities, facilities and equipment:

- Safe and environmentally proven closure of the Kigogo dump site
- Construction of transfer station(s) and provision of trucks, wheel loader, etc.
- Construction of a sanitary landfill at the existing Pugu Kinyamwezi site
- Composting activities
- Provision of 20 trucks for transportation of solid waste between the transfer station(s) and the Pugu Kinyamwezi landfill site
- Provision of portable analyzers for water and air pollution monitoring
- Provision of a bulldozer, an excavator and a wheel loader at the landfill site
- Capacity building

Table 14: Landfill Implementation Plan and Estimated Costs (under DCC)

Item	Sub-Project Description	Period		Estimated Costs (US\$ million)
		From	To	
1.	Capacity building	2011	2013	0.10
2.	Safe Closure of Kigogo Dump Site	2011	2013	0.50
3.	Construction of Transfer Station at Vingunguti:	1011	2015	1.00
4.	20 ton trucks to carry waste from Transfer Station to Final Disposal site at Pugu Kinyamwezi	2011	2012	2.00
	Sub-Total			3.60
	<i>Construction of a sanitary landfill at the Pugu Kinyamwezi site</i>			
1.	Sealing of the landfill	2011	2015	0.24
2.	Development of disposal cell(s)			1.50
3.	Staff offices			0.20
4.	Access roads			0.22
5.	Fencing			0.22
6.	Leachate treatment facilities			0.50
7.	Gas removal facilities			0.20
8.	Gas analyzer equipment			0.01
	Sub-Total			2.90
	<i>Composting Facility</i>			
9.	Plant and equipment (Composting plant)	2011	2014	4.00
10.	Material recovery and sorting plant			1.50
	Sub-Total			5.50
	Total project (capital) cost			12.00

2.4. Community Infrastructure Upgrading Programme

The infrastructure being provided and maintained by the respective municipalities at present includes roads, solid waste collection and disposal, sludge treatment ponds, storm water drainage systems, health and education facilities, and recreational facilities such as open spaces, playgrounds, and beaches.¹⁴ In addition, the city provides economic infrastructures such as market places, light industrial areas, fishing areas, harbors, warehouses, and places for industries (e.g. for carpentry works and industries such as cement, textile, construction, and building materials industries). The city also provides markets for agricultural products.

¹⁴ Water, sewerage and electricity services are provided through national government utility corporations. DAWASA and DAWASCO are national-level agencies responsible for the water supply in the city, and TANESCO provides electricity service. TANROADS has responsibility for specified larger roads within the city area while smaller roads are a municipal responsibility.

However, most of the settlement areas in Dar es Salaam are unplanned and poorly provided with basic infrastructure services and with the high influx of people to the city the capacity to supply adequate community infrastructure is insufficient. These areas (where well over 70 percent of the residents live) are irregularly developed with high densities (overcrowding), with little or no land for roads, drains, schools, health centers, or open spaces. Access to safe drinking water is limited and sanitation is mostly through low quality pit latrines. Access is a major problem, the areas are exposed to frequent flooding due to lack of drains, and waste is disposed of informally. These areas continue to increase in population density, but some of the more accessible ones are undergoing gentrification, i.e. pockets of planned areas do exist in the predominantly unplanned areas.

Table 15: Land Use Coverage (km²)

Municipality	Planned	Unplanned	Un-built	Water Bodies	Total	% of total
Ilala	91	125	103	0	319	21
Kinondoni	118	226	162	2	508	34
Temeke	66	87	521	11	685	45
Total	275	438	786	13	1,512	100
% of total	18	29	52.0	1.0	100	

The vast majority of the residents in Dar es Salaam are living either in a per-urban area, a new settlement, or in an unplanned settlement, characterized by the mentioned inadequate socio-economic facilities. The Councils have plans to upgrade these areas through provision of roads (with related storm water drainage systems), street lights, water supply through water kiosks, public toilets, and supply and installation of solid waste containers and collection points. The city has significant experience from CIUP with regard to community participation in planning and prioritization, particularly in unplanned areas where most people live. The proposed new initiatives will be a continuation of the ongoing CIUP in all three municipalities.

Cost Estimate. About US\$ 125 million is required for immediate improvements. The type of investments and cost allocation among the municipalities is shown in the table below (in addition, DCC aims to invest US\$ 10 million through this priority programme).

Table 16: Community Infrastructure Upgrading Investments

Investment Description	Estimated Cost (US\$)	Estimated Cost (US\$)	Estimated Cost (US\$)	% Allocated
	Ilala	Kinondoni	Temeke	
Roads including roadside drainage	9,450,000	12,150,000	12,150,000	27
Bridges / Box culverts	1,400,000	1,800,000	1,800,000	4
Storm water collector drains	1,750,000	2,250,000	2,250,000	5
Bus stands and bus stops	4,200,000	5,400,000	5,400,000	12
Street lights (after certain road length)	1,750,000	2,250,000	2,250,000	5
Footpaths	3,500,000	4,500,000	4,500,000	10
Traffic lights	700,000	900,000	900,000	2
Solid waste (skip) containers	1,750,000	2,250,000	2,250,000	5
Survey of new plots, and survey and regularization of informal settlements	2,800,000	3,600,000	3,600,000	8
Community water kiosks	700,000	900,000	900,000	2
Skip loaders	1,750,000	2,250,000	2,250,000	5
Community market place	3,500,000	4,500,000	4,500,000	10
Community parks	1,750,000	2,250,000	2,250,000	5
TOTAL (US\$ 125 million)	35,000,000	45,000,000	45,000,000	100

2.5. Strengthened Urban Management and Revenue Enhancement

The fiscal and financial situation of the DLAs has improved significantly in recent years. The councils have no major debt, reforms are taking place, own source local revenue has increased, revenue collection has become more vigorous, and accountability is being enhanced. However, significant further improvements are needed. Revenue collection of property taxes in particular is still hampered by lack of valuation data.

In the 2009/10 DLA budgets, projections are that about 25 percent of the total revenues would be raised locally (own source revenues of Tshs 42 bn or US\$ 31 m), while 75 percent would be received: (i) as grants/transfers (Tshs 118.5 bn or US\$ 87 m); (ii) from development partners (Tshs 7.6 bn or US\$ 5.6 m); and (iii) as community contributions (Tshs 0.8 bn or US\$ 0.6 m). While national grants/transfers remain the major source of revenue, the DLAs' income from own sources have increased substantially in recent years as reflected in Table

17.¹⁵ Annex B provides further information about the local government finances in Dar es Salaam.

Table 17: Own Source Revenues and Transfers

YEAR	Annual Inflation	Own Revenues (Tshs bn)	Percentage Growth	Govt. Grants/ Transfers (Tshs bn)	Percentage Growth	TOTAL (Tshs bn)
2004/05	4.3 %	18.80		34.30		53.10
2005 /06	3.4 %	22.00	17 %	40.20	17 %	62.20
2006/07	6.3 %	29.80	36 %	81.30	102 %	111.10
2007/08	6.9 %	33.80	13 %	98.00	21 %	131.80
2008/09	12.5 %	36.70	9 %	112.40	15 %	149.10

Revenue Enhancement Measures: The DLAs have ample opportunities to continue increasing its own source revenues and strategies for this have been designed. The necessary investments are indicated below. With effective implementation of these measures, the three municipalities are expected to double the current collections by 2015/2016.

With respect to DCC, the Ubungo bus terminal (UBT) and the national parking systems (NPS) are the main sources of its own source revenues at present. DCC intends to broaden its revenue base and minimize operational costs further. DCC's investment priorities are to: (i) modernise the collection points in UBT; (ii) review and improve the parking systems (consultancy work); and (iii) arrange for related capacity building (human resources and equipments).

Table 18: Strengthened Urban Management and Revenue Enhancement Measures (Million US\$)

Item	Activity	Temeke	Kinondoni	Ilala	DCC	TOTAL
		Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost	
1	Conduct survey and establish tax payers database	2.00	2.00	2.00	1.00	7.00
2	Conduct a study to identify and propose new revenue sources	0.75	0.75	0.75	0.75	3.00
3	Create a computerized tax/revenue management system (software)	1.00	1.00	1.00	1.00	4.00
4	Train staff on revenue data base management etc.	1.00	1.00	1.00	1.00	4.00
6	Conduct tax payer sensitization program	0.25	0.25	0.25	0.25	1.00
	TOTAL	5.00	5.00	5.00	4.00	19.00

¹⁵ The portion of own source revenue is significantly higher in the local governments in Dar es Salaam than nationally.

Summary of Programmed Activities

3. Summary of Programmed Activities and Improvement Ratios

Table 19: Summary of Programme Activities and Related Improvement Ratios (Targets)

MAIN ACTIVITIES				
ROADS	DRAINAGE	SOLID WASTE	Community Infrastructure	Municipal Finance Enhancement
<ul style="list-style-type: none"> . Construct and/or rehabilitate roads to tarmac surface . Repair and/or construct small connecting bridges . Expand existing roads . Provide footpaths, side drains, and street lights at newly constructed roads 	<ul style="list-style-type: none"> . Construct storm water drains . Construct road drains on to the existing roads . Construct road retaining walls to prevent erosion/landslides . Construct collector drains . Rehabilitate existing drains 	<ul style="list-style-type: none"> . Procure solid waste transportation equipment . Construct connecting roads to landfill/dumpsites . Construct sanitary landfill and/ or new dumpsite . Establish solid waste management system . Establish transfer stations . Community sensitization 	<ul style="list-style-type: none"> . Supply / install solid waste containers . Construct street roads and drainage . Establish recreational parks and bus stands . Construct daladala bus stops . Land tenure issuance program . Street lights and public toilets 	<ul style="list-style-type: none"> . Establish taxpayer data base . Study to identify new revenue sources . Establish computerized tax management system (consultancy) . Training . Provide computer hardware and revenue management software

Area	ROADS IN KM						DRAINAGE IN KM						DAILY SOLID WASTE COLLECTED IN TONS				MUNICIPAL FINANCE REVENUE IN MILLION TSH		
	Present			Projected Investment (Including CIUP)			Present			Projected Investment			Present		Project	% (+/-)	% of total produced	Present own source revenues	At the end of the project
	Paved	Unpaved	TOTAL	Paved (km)	% Investment of paved roads	% Investment of total roads	Lined (km)	Unlined (km)	TOTAL	Length (km)	% of lined	% of total drains	Produced	Collected					
Ihala	133	296	429	67	50%	16%	115	80	195	68	59%	35%	1,100	424	800	189	73%	9,590.5	19,180.9
Kinondoni	115	579	694	79	69%	11%	298	145	443	85	29%	19%	2,026	823	1,600	194	79%	9,661.4	19,322.8
Temeke	170	877	1047	71	42%	7%	138	87	225	121	88%	55%	1,035	280	600	214	58%	8,014.5	16,028.9
DCC																		3,224.4	6,448.9
TOTAL	418	1752	2170	217	52%	10%	551	312	863	274	50%	32%	4,161	1,527	3,000	196	72%	30,490.8	60,981.5

Annexes

Annex A. Dar es Salaam Administrative Structure

Dar es Salaam has a unique form of local government in Tanzania in that it has three municipalities and a city council which co-ordinates the activities of the three municipalities and deals with cross-cutting issues. Figure A1 shows the relationship between the Dar es Salaam Local Government Authorities and PMO-RALG. The municipalities do not report to the DCC but rather directly to the Minister of State responsible for local government within PMO-RALG.

Figure A1: Structure of local government authorities in Dar es Salaam

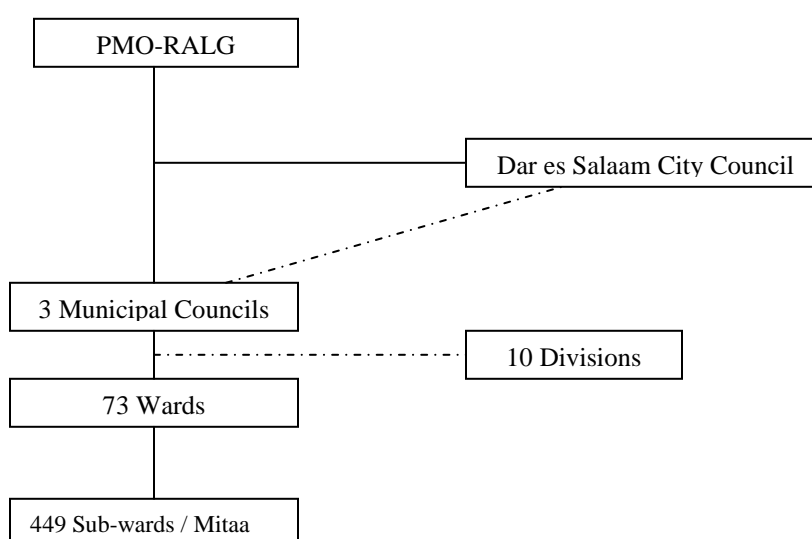


Table A2 shows the administrative structures and representation in the City of Dar es Salaam.

Table A1: Administrative Structure and representation in Dar es Salaam

Municipality	Divisions	Wards	Mitaa	Councilors	MPs
Ilala	3	22	103	33	2
Kinondoni	4	27	171	41	3
Temeke	3	24	175	34	2
Total	10	73	449	108	7

There are 73 elected councilors. Each municipality has its own mayor who is elected for 5 years and a deputy mayor who is elected annually. The Dar es Salaam City Council has 22 councilors who come from the three municipalities. They elect a mayor (with 5-year term) and a deputy mayor (with 1 year term).

The Director (the Chief Executive Officer of a local government authority) together with Heads of Department and key professionals (engineers, land officers, planners, etc.) are appointed, and

can be transferred any time, by the central government. Each Council has a number of Departments. The Departments for Dar es Salaam LGAs are as shown in Table A3.

Table A2: Functional Departments within the DLAs

Dar City Council	Ilala Council	Kinondoni Council	Temeke Council
Administration and Finance	Administration and Personnel	Administration and Personnel	Administration and Personnel
	Finance	Finance	Finance
Planning and Coordination	Planning and Co-ordination	Urban Development, Natural Resources and Environment	Urban Planning
Health Services	Health	Health and Waste Management	Health and Waste Management
Waste Management	Waste Management		
Urban Planning and Transportation	Rural Management	Community Development, Social Welfare and Cooperatives	
Works and Fire Services	Works	Works	Works
	Trade and Infrastructure	Trade and Industry	Industries and Trade
	Education and Culture	Education and Culture	Education and Culture

The performance of officials is overseen by councilors through the Full Council which meets once every 3 months and is open to the public, and also through standing committees. The law requires every municipal authority to establish three to six standing committees. Ilala, Kinondoni, and Temeke each have standing committees for: Finance and Administration; Economic Affairs, Health and Education; and Urban Planning and Environment. Recently, all local authorities have been required by the government to institute a separate standing committee for HIV/AIDS. There is also a subcommittee for Ethics and Land Allocation, a Tender Board, and a Liquor Licensing Board. The standing committees of the DCC are: Finance, Transport, Works and Fire Rescue, and Health and Solid Waste.

Key officials within the LGAs report to more than one superior. They are appointed and paid by the central government and they may also be answerable to some sector ministries. For example the Commissioner for Lands appoints Authorised Land Officers who work within the councils but report, in a number of respects, to the Commissioner.

Annex B. Summary of Local Government Finances in Dar es Salaam

This Annex provides basic information about the local government finances in Dar es Salaam. Detailed financial data on all LGAs in Tanzania is available on the government web-site www.logintanzania.net

Annual Financial Statements: The municipalities produce annual financial statements within 3 months of the fiscal year-end¹⁶, at which time they are made available at City Hall for scrutiny, and the public is informed of this by advertisement in the press.

Table B1: Balance Sheet Data for the DLAs (DCC+IMC+KMC+TMC) 2004-2009

Item	(Tshs bn)					(US\$ m)				
	2004/5	2005/6	2006/7	2007/8	2008/9	2004/5	2005/6	2006/7	2007/8	2008/9
Fixed Assets	97.2	98.1	110.2	118.5	185.2	71.2	71.9	80.7	86.8	135.7
New Investments	3.1	2.8	2.9	2.4	5.1	2.3	2.1	2.1	1.8	3.8
Current Assets (cash, debtors, stock)	8.5	14.8	10.2	145	14.2	6.3	10.8	7.5	10.6	10.4
Current Liabilities (creditors)	5.6	2.9	2.8	5.1	34.6	4.1	2.1	2.1	3.7	25.4
Reserves – Accumulated Surplus / Deficit Account	56.0	64.4	75.6	87.7	81.9	41.0	47.2	55.4	64.3	60.1
<i>Inflation during the respective year</i>	<i>4.3</i>	<i>3.4</i>	<i>6.3</i>	<i>6.9</i>	<i>12.5</i>	<i>4.3</i>	<i>3.4</i>	<i>6.3</i>	<i>6.9</i>	<i>12.5</i>

Indebtedness: Local governments are only able to borrow with permission from the Ministry of Local Government, and even if they do obtain this permission, they are unlikely to qualify for financing from private banks at present. As a result, except for financing from multi-national banks, capital investments tend to be funded by grants (from domestic and international sources) and transfers from the national government to a great extent, plus by some own source revenues.

At the end of 2008/09 the liabilities (mostly IDA credits) of the four local authorities were in total Tshs 34 bn (US\$ 25 m), compared to total cash bank balances of Tshs 5 bn (US\$ 3.7 m). The accounts receivables and payables (debtors and creditors) are relatively limited, considering the overall size of the budgets.

Budgets: The 2008/9 budget for the four local governments together amounted to Tshs 147 bn (US\$108m), compared to Tshs 169 bn (\$124 m) for 2009/10. The 2009/10 budget for the respective local authority is shown in Table B2. Of the total 2009/10 budget for the four local

¹⁶ Fiscal year end for the government is June 30.

governments, about Tshs 125 bn (US\$ 91.5m), or 74percent, is for recurrent expenditures and about Tshs 44 bn (US\$ 32 m), or 26 percent, for development expenditures.

Table B2: Overview of Budgets 2009/10 of Dar es Salaam Local Authorities (Tshs billion)

LGA NAME	FROM OWN SOURCE REVENUES			FROM GRANTS / TRANSFERS			DEV. CONTRIBUTIONS		TOTAL
	DEVELOPM.	SALARIES	OTHER COSTS	DEVELOPM.	SALARIES	OTHER COSTS	DEV. PARTNERS	COMM. CONTR	
DCC	0.7	0.7	3.5	0.01	1.1	0.6			6.6
Ilala	13.0				37.1		0.2		50.3
Kinondoni	5.1	0.9	6.8	5.2	30.4	10.1	2.2	0.8	61.5
Temeke	5.0	0.4	5.8	7.0	21.9	5.2	5.2	-	50.6
TOTAL	23.8	2.0	16.1	12.1	90.5	15.9	7.6	0.8	169.0

TOTAL From Own Source: 41.9 From Grants / Transfers: 118.5 From other sources: 8.4

Capital Investments: The main physical investments by the city in recent years have been: (i) community infrastructure; (ii) roads; and (iii) water supply infrastructure. Prioritization of projects in the respective local authority is initially handled by the respective Standing Committees, then coordinated by the Finance and Administration Committee, and ultimately approved by Council. The prioritization process is informed by needs identified through ward interactions and technical inputs from staff. A high level of dependence on intergovernmental transfers exists for the capital investment programmes. Of the actual expenditures by the four local authorities in 2008/09, about 30 percent went towards capital investments.

Expenditure: For the four local authorities together, actual expenditures for the past three years have increased. In real terms (after inflation) the expenditures decreased slightly in 2007/08 and increased about 5percent in 2008/09. Table B3 provides an indication of differences between the three municipalities regarding their recurrent expenditures in 2008/09. It reflects Ilala's generally larger budget, in part made possible by its stronger own revenue base by serving the area around the city centre. Funding for functions like education, welfare and health comes from national grants, and the corresponding allocations are made based on presumed expenditure requirements.

Table B3: Main Recurrent Expenditures in the Municipalities (2008/09)

Function	Ilala (Tshs m)	Kinondoni (Tshs m)	Temeke (Tshs m)	TOTAL (Tshs m)	TOTAL (US\$ m)
Finance & Administration	11,322.38	6,644.33	6,168.32	24,135.04	17.68
Health & Welfare Services	7,659.11	4,341.45	7,036.41	19,036.97	13.95
Education & Culture	16,509.05	15,670.79	10,004.56	42,184.40	30.90
Economics & Trade	64.12	5.07	1,900.36	1,969.56	1.44
Works & Water	4,639.21	152.14	2,238.53	7,029.88	5.15
Urban Planning & Nat Res	2,777.80	1,238.83	195.76	4,212.38	3.09
Cleaning & Environment	1,665.77	1,500.00	1,461.03	4,626.80	3.39
TOTAL	44,637.45	29,552.61	29,004.97	103,195.03	75.60

Revenues: In 2008/09, own source revenues of Tshs 26.2 billion (US\$ 19.2 m) represented 23 percent of the total revenues of the Dar es Salaam's four local authorities, while inter-governmental grants (transfers) were 77 percent or Tshs 85.4 billion (US\$ 62.6 m). One of the fiscal challenges of Dar es Salaam is to access local revenue sources more effectively. The major taxes include property tax, general service and development levies, trade licenses and fees for a variety of facilities. Property values should be used to determine the level of property taxes, but currently most properties are taxed through a flat rate, as their values have not been assessed.

Table B4: Own Source Revenues 2008/09 by Revenue Source (Total Dar es Salaam)

REVENUE SOURCE	TSH (BILLION)	US\$ (MILLION)	% of total revenue
Service Levy	12.5	9.2	51 %
Billboards	3.2	2.3	13 %
Property tax	2.5	1.8	10 %
Other	6.5	4.8	26 %
TOTAL	24.7	18.1	100 %

A General Service Levy is charged as a percentage of the annual turnover of a business. The Development Levy is a levy collected from businesses as a percent of salaries, and a surcharge on business licenses. Trade license fees are by type of business. Fees for facilities like billboards are charged on the basis of cost units (e.g. sq. ft.). There has been no tariff increases in recent years. The revenue growth has been the result mainly of improved collection. The system is currently hampered by a number of shortcomings, including: (i) the quality of information about taxpayers; (ii) inadequate collection systems; (iii) low tax rates; and (iv) complex tax systems. In addition, the local revenue sources of development levy and business licenses were recently abolished by the central government, and property tax management in Dar es Salaam was transferred to the Tanzania Revenue Authority.

Annex C. Detailed Financial Data FY2008/09 in Tshs and US\$.

Tables below provide detailed financial data (Budget & Actuals) from fiscal year 2008/09, in billion Tanzanian shillings, and then converted to million US dollars for easy reference. Source: PMO-RALG; this data is soon to be posted on www.logintanzania.net in million Tanzanian shilling.

Reporting Period: FY2008/09 (in billion Tanzanian shillings)**COMPARISON OF LGA BUDGET SUMMARIES:****Budgeted Amounts (ANNUAL BUDGET)****Comparison Set: Dar es Salaam Region**

VOTE CODE	Council	Own Source Revenue	Intergov. Transfers	Local Borrowings	Total Revenues	Recurent Expendit.	Develop. Expendit.	Total Expendit	Surplus / (Deficit)
882019	ILALA MC	12.0	24.0	-	36.0	25.8	8.7	34.4	1.6
882020	KINONDONI MC	9.5	39.0	-	48.4	27.5	9.2	36.7	11.7
882021	TEMEKE MC	8.3	30.0	-	38.3	19.9	1.6	21.5	16.8
882022	DSM CC	1.5	12.7	10.0	24.3	5.3	22.2	27.5	(3.2)
889999	DSM REGION	31.3	105.7	10.0	147.0	78.5	41.7	120.1	26.9

Cumulative Budget Outcome (ANNUAL ACTUALS)**Comparison Set: Dar es Salaam Region**

VOTE CODE	Council	Own Source Revenue	Intergov. Transfers	Local Borrowings	Total Revenues	Recurent Expendit.	Develop. Expendit.	Total Expendit	Surplus / (Deficit)
882019	ILALA MC	9.4	25.7	-	35.1	32.2	6.9	39.1	(4.0)
882020	KINONDONI MC	8.5	25.3	-	33.8	26.9	5.8	32.6	1.2
882021	TEMEKE MC	7.3	25.0	-	32.4	20.1	3.0	23.2	9.2
882022	DSM CC	1.0	2.1	-	3.0	4.8	0.8	5.5	(2.5)
889999	DSM REGION	26.2	78.1	-	104.3	84.0	16.5	100.4	3.9

Reporting Period: FY2008/09 (in billion Tanzanian shillings)

**LGA EXPENDITURES:
Cumulative Budget Outcome (ACTUALS)**

VOTE CODE	Council	Education	Health	Other Recurrent Exp	Recurrent Expendit.	Of Which PE	Of which OC	Development Expenditures	Total Expendit.
882019	ILALA MC	15.6	6.3	10.3	32.2	21.7	10.4	6.9	39.1
882020	KINONDO NI MC	15.7	4.4	6.8	26.9	20.4	6.5	5.8	32.6
882021	TEMEKE MC	9.6	5.0	5.5	20.1	13.4	6.8	3.0	23.2
882022	DSM CC	0.002	0.3	4.5	4.8	1.7	3.1	0.8	5.5
889999	DSM REGION	40.9	16.0	27.1	84.0	57.2	26.8	16.5	100.4

**LGA OWN REVENUES:
Cumulative Budget Outcome (ACTUALS)**

VOTE CODE	Council	Prop. Tax	Land Rent	Prod. Cess	Service Levy	Hotel Levy	Licenses	Fees and Charges	Other Revenues	Total Own Revenues
882019	ILALA MC	0.8	0.07	-	4.5	0.16	1.8	1.6	0.46	9.4
882020	KINONDO NI MC	0.7	0.02	-	4.1	0.31	1.7	1.6	0.11	8.5
882021	TEMEKE MC	0.4	0.04	0.02	4.7	0.13	0.2	0.9	0.96	7.3
882022	DSM CC	-	-	-	0.4	-	-	0.06	0.48	1.0
889999	DSM REGION	1.9	0.13	0.02	13.7	0.60	3.7	4.2	2.01	26.2

**INTERGOVERNMENTAL TRANSFERS
Cumulative Budget Outcome (ACTUALS)**

VOTE CODE	Council	Educat. Grant	Health Grant	Other Sectors Grants	GPG	Total Recurrent Grants	Subvent. and Baskets	Recurrent Transfers	Devel. Grant	Total Transfers
882019	ILALA MC	12.7	4.6	4.2	1.7	21.5	1.7	23.2	2.5	25.7
88202020	KINONDO NI MC	15.7	4.3	6.8	-	26.9	-	26.9	5.8	32.6
882021	TEMEKE MC	9.6	5.0	2.0	1.3	17.9	1.2	19.1	7.2	25.1
882022	DSM CC	0.002	0.3	1.8	(0)	2.0	-	2.0	0.007	2.0
889999	DSM REGION	38.0	14.2	14.8	3.0	68.3	2.9	71.2	15.5	85.4

Reporting Period: FY2008/09 (in million US dollars at \$1 = Tshs 1,365)

COMPARISON OF LGA BUDGET SUMMARIES:

Budgeted Amounts (ANNUAL BUDGET)

Comparison Set: Dar es Salaam Region

VOTE CODE	Council	Own Source Revenue	Intergov. Transfers	Local Borrowings	Total Revenues	Recurent Expendit.	Develop. Expendit.	Total Expendit	Surplus / (Deficit)
882019	ILALA MC	8.8	17.6	-	26.4	18.9	6.3	25.2	1.1
882020	KINONDONI MC	6.9	28.5	-	35.4	20.2	6.7	26.9	8.6
882021	TEMEKE MC	6.1	22.0		28.1	14.5	1.2	15.7	12.4
882022	DSM CC	1.1	19.3	7.3	17.8	3.9	16.3	20.2	(2.4)
889999	DSM REGION	22.9	77.4	7.3	107.7	57.5	30.5	88.0	19.7

Cumulative Budget Outcome (ANNUAL ACTUALS)

Comparison Set: Dar es Salaam Region

VOTE CODE	Council	Own Source Revenue	Intergov. Transfers	Local Borrowings	Total Revenues	Recurent Expendit.	Develop Expendit.	Total Expendit	Surplus / (Deficit)
882019	ILALA MC	6.9	18.8	-	25.7	23.6	5.1	28.7	(2.9)
882020	KINONDONI MC	6.2	18.6	-	24.8	19.7	4.2	23.9	0.8
882021	TEMEKE MC	5.4	18.4	-	23.7	14.7	2.2	17.0	6.8
882022	DSM CC	0.7	1.5	-	2.2	3.5	0.6	4.0	(1.8)
889999	DSM REGION	19.2	57.3	-	76.4	61.5	12.1	73.6	2.9

Reporting Period: FY2008/09 (in million US dollars at \$1 = Tshs 1,365)

**LGA EXPENDITURES:
Cumulative Budget Outcome (ACTUALS)**

VOTE CODE	Council	Education	Health	Other Recurrent Exp	Recurrent Expendit.	Of Which PE	Of which OC	Development Expenditures	Total Expendit.
882019	ILALA MC	11.4	4.6	7.5	23.5	15.9	7.7	5.1	28.7
882020	KINONDO NI MC	11.5	3.2	5.0	19.7	15.0	4.7	4.2	23.9
882021	TEMEKE MC	7.0	3.7	4.1	14.8	9.8	4.9	2.2	17.0
882022	DSM CC	0.001	0.2	3.3	3.5	1.2	2.3	0.6	4.0
889999	DSM REGION	29.9	11.7	19.9	61.5	41.9	19.6	12.1	73.6

**LGA OWN REVENUES:
Cumulative Budget Outcome (ACTUALS)**

VOTE CODE	Council	Prop. Tax	Land Rent	Prod. Cess	Service Levy	Hotel Levy	Licenses	Fees and Charges	Other Revenues	Total Own Revenues
882019	ILALA MC	0.6	0.05	-	3.3	0.11	1.3	1.15	0.34	6.9
882020	KINONDO NI MC	0.5	0.02	-	2.9	0.23	1.3	1.18	0.08	6.2
882021	TEMEKE MC	0.3	0.03	0.02	3.5	0.10	0.1	0.66	0.70	5.4
882022	DSM CC	-	-	-	0.3	-	-	0.04	0.35	0.7
889999	DSM REGION	1.4	0.10	0.02	10.0	0.44	2.7	3.03	1.47	19.2

**INTERGOVERNMENTAL TRANSFERS
Cumulative Budget Outcome (ACTUALS)**

VOTE CODE	Council	Educat. Grant	Health Grant	Other Sectors Grants	GPG	Total Recurrent Grants	Subvent. and Baskets	Recurrent Transfers	Devel. Grant	Total Transfers
882019	ILALA MC	9.3	3.3	3.1	1.24	15.8	1.24	17.0	1.8	18.8
88202020	KINONDO NI MC	11.6	3.2	4.9	-	19.7	-	19.7	4.2	23.9
882021	TEMEKE MC	7.0	3.7	1.5	0.91	13.0	0.91	14.0	5.3	18.4
882022	DSM CC	0.001	0.2	1.3	(0)	1.5	-	1.5	0.005	1.5
889999	DSM REGION	27.9	10.4	10.8	2.15	50.0	2.15	52.2	11.3	62.6

Annex D. List of Contacts

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Web-sites: www.logintanzania.net Local government finance information (Tanzania Mainland)
www.tic.co.tz Tanzania Investment Centre www.tzonline.org Information on development issues in Tanzania