



The limit of community initiatives in addressing resettlement in Kurasini ward, Tanzania

TIM NDEZI

Tim Ndezi is a water engineer with wide experience of working in participatory development with poor communities on water and sanitation and housing and shelter schemes. He has substantial experience of developing partnerships between NGOs and governments at district, municipal and regional level.

At present he is Director of the Centre for Community Initiatives (CCI) Tanzania, a local NGO affiliated to Slum Dwellers International (SDI), which supports slum development programmes that address housing and shelter, water and sanitation, savings and credit and health in Tanzania.

Address: PO Box 35151, Dar-es-Salaam, Tanzania; tel: +255786 796 795; e-mail: ccitanzania@gmail.com or timnd2005@yahoo.co.uk

ABSTRACT This paper describes the process adopted for the redevelopment of Kurasini ward in Dar-es-Salaam to allow for the expansion of the port. The redevelopment includes the resettlement of more than 36,000 people who have been living in various informal settlements within the ward. However, the resettlement and compensation offer nothing to most residents who are tenants. It has also failed to identify alternative sites for the displaced people. The paper describes how the Tanzania Urban Poor Federation (TUPF) and the Centre for Community Initiatives (a local NGO) are collaborating with the municipal authorities and the Ministry of Lands, Housing and Human Settlements to develop alternative solutions for land and shelter for the displaced people. This includes the federation purchasing land and developing it, and also suggesting plot layouts that can cut unit costs. Drawing on this example, the author argues that in resettlement projects, national and local government agencies need to be flexible in addressing the needs of all the urban poor, including not only the owners of the structures in informal settlements but also the tenants.

KEYWORDS NGOs / owners / resettlement / structures / Tanzania Federation of the Urban Poor / urban poor / urbanization

I. THE CONTEXT

a. Urbanization in Tanzania and Dar-es-Salaam

Tanzania is a large country, with an area of approximately 940,100 square kilometres and a population of approximately 36 million. Of the total population, some 25 per cent live in urban areas, but the urban population is growing rapidly – at around 5 per cent a year – which is about twice the national rate. Despite government emphasis in the past on improving living conditions in the rural areas, rapid urbanization has continued. Investment in the public and private sectors has not kept pace with population growth in urban areas. Low levels of urban management capacity and inappropriate institutional arrangements have hampered the development of the urban sector.⁽¹⁾

Dar-es-Salaam is the commercial city of Tanzania. Due to a combination of high rates of natural increase and net in-migration, the city is growing at a rate of approximately 8 per cent per annum and suffers most of the endemic problems. With 70 per cent of the urban population accommodated in informal settlements, the ability of the city government

1. World Bank (2002), "Upgrading of low-income settlements – Tanzania country assessment report", The World Bank, AFTU 1 & 2, Dar-es-Salaam, Tanzania.

to cope with the timely delivery of infrastructure services is severely constrained. Informal settlements continue to expand and it has been estimated that 50 per cent of the informal settlements' populations live on an average income of about US\$ 1 per day, well below the poverty line.

b. Approaches to dealing with informal settlements in Tanzania

In the 1960s, the approach to dealing with the growth of informal settlements in Tanzania, and in particular Dar-es-Salaam, was the common approach of "slum" clearance. The objective was to rid the city of what those in power considered to be "eyesores" of squatter housing. To improve housing for the urban poor, the government developed high-standard buildings on the cleared sites. This policy, which was implemented through the National Housing Corporation, proved to be unsustainable due to high economic and social costs, which meant very few units were constructed relative to need. In the 1970s, the government adopted a softer approach to dealing with informal settlements. The World Bank continued to support slum upgrading projects until the late 1980s. Gradually, a national strategy for managing the growth of unplanned, informal settlements emerged through upgrading projects, but these aimed at providing basic infrastructure and services with no attention to housing.

Land tenure is governed by the Land Ordinance of 1923, under which all land in the country is publicly owned and is vested in the president. Access to land is by way of "right of occupancy" granted by the government. Urban land can be described as being planned or unplanned and access to land can be through formal or informal means. In the formal land delivery system, the allocation and transference of land is via procedures laid down by the government; such land is usually planned and the government recognizes its legal status. Until 1974, urban land could be obtained formally from government, either by direct allocation or by way of premium tendering. Today, land is administratively allocated: application is made to the district land officer, who submits all applications to an allocation committee that makes the final decision.

In the informal land delivery system, the allocation and transfer of land is outside the ambit of government procedure. Such land will usually be "privately" owned, by which we mean that the land in question is in the control of people by virtue of earlier occupation, acquisition or customary tenure. The informal land delivery system includes access to planned land other than through procedures laid down by the government, for example where government officials sell, or sanction the sale of, planned land in private dealings.² Land can be obtained informally by way of occupation without permit, allocation by local leaders or landowners, inheritance and purchase. In some cases, particularly in the case of village-owned peripheral land, the local leaders can allocate land to a newcomer for a token fee. Inheritance is also a major way of obtaining land, especially in the older areas, either planned or unplanned. More often, land is obtained by way of purchase from recognized owners in unplanned areas, who sub-divide and sell it either as building plots or as agricultural land. The majority of landowners in unplanned areas obtain land in this way.

In 1995, the government introduced a new national land policy that set out a number of changes to the land administration and servicing

2. Kironde, J M L (1994), "The evolution of the land use structure of Dar-es-Salaam 1890-1990", Mimeo, Ardhi Institute, Dar-es-Salaam, Tanzania; also Kombe, W J (1995), "Formal and informal land management in Tanzania - the case of Dar-es-Salaam city", SPRING Research Series No 13, Dortmund, Germany.

norms, with the aim of addressing the problems of the urban poor living in unplanned and poorly serviced settlements. These changes included:

- the ability to obtain the right of occupancy for a term not exceeding 99 years;
- entitling women to the right to acquire land;
- recognizing that land has value in contrast to the historical notion in the region that it does not;
- ensuring that residents of unplanned settlements would have their rights recorded and maintained by the relevant land-allocating authority; and
- revising planning standards, including standards for the provision of infrastructure, to ensure improved land use and more compact development.

The policy document on unplanned urban settlements acknowledges that more than 50 per cent of urban residents in Tanzania live in poor conditions in unplanned settlements. It states that these areas will not be cleared but, rather, will be upgraded and provided with facilities for adequate sanitation and other basic services. The upgrading will be prepared and implemented by local authorities with the participation of residents and their local community organizations.

A project that involves involuntary resettlements represents a significant challenge to governments. Without proper planning and management, resettlement may result in long-term hardship for affected people and environmental damage to the locations in which they are resettled. Such potentially negative consequences may diminish the development impact of the project and thereby tarnish the reputation of the long-term project.⁽³⁾ Patel et al.⁽⁴⁾ argue that it is hard to avoid some population displacement in any city where the government seeks to improve the provision of infrastructure and services for their population. Within an increasingly competitive global economy, a successful city needs to attract new enterprises and thus also requires redevelopment and changes in land use. However, a number of key processes are essential for achieving successful resettlement:

- The involvement of all stakeholders in the process, including communities and civil society organizations, is critical for achieving successful resettlement. The World Bank guideline on resettlement recommends the importance of involving all stakeholders in resettlement schemes.⁽⁵⁾ In India, the state government appointed an alliance of SPARC (an NGO), the National Slum Dwellers Federation (a grassroots people's movement) and Mahila Milan ("Women Together," a grassroots federation of women's savings groups) to support a community-driven process in resettlement programmes. These were involved in the choice of the relocation site, as well as in the design of the permanent housing and the infrastructure, the layout, and provision of community facilities, road networks, open space and building design.⁽⁶⁾
- A detailed socioeconomic survey of the existing and resettlement areas to gain an understanding of the livelihoods and environments. The collected information helps to determine the magnitude of displacement, prospective losses, better targeting of vulnerable groups and to ascertain actual costs of resettlement. The key aspects of surveys include total number of population and households, in

3. IFC (2002), *Handbook for Preparing a Resettlement Action Plan*, International Finance Cooperation, Washington DC, USA.

4. Patel, S, C D'Cruz and S Burra (2002), "Beyond eviction in a global city: people-managed resettlement in Mumbai", *Environment and Urbanization* Vol 14, No 1, April, pages 159–172.

5. World Bank (2007), accessible at <http://wbi018worldbank.org/institutional/manuals/opmanual.nsf/tocc2/19036F316CAFA52685256B19008197FB?/opendocument>.

6. See reference 4; also ACHR (2004), "Negotiating the right to stay in the city. Relocation of urban poor communities in Phnom Penh", *Environment and Urbanization* Vol 16, No 1, April, pages 9–26.

order to establish a list of legitimate beneficiary and socioeconomic data related to livelihoods.

- The provision for alternative land is critical for achieving successful resettlement. Wherever possible, resettlement sites should be identified close to where those who are to be resettled currently live and work and where they send their children to school.⁽⁷⁾ For instance, in some relocations in Phnom Penh, the relocated sites were deliberately located close to the urban centre in order to help displaced residents with employment opportunities.⁽⁸⁾
- A clear legal framework. The key aspects of the legal framework include: the scope of the power of eminent domain and the nature of compensation associated with it; both the procedure for assessing values and a schedule for making compensation payments; and the legal and administrative procedure, including the appeal process.
- Wherever possible, the project should avoid or minimize the displacement of people by exploring alternatives.

Tanzania's policy and legal framework makes provision for fair and prompt compensation, including resettlement actions that would fully satisfy the relocated persons. Section 3 of the Land Acquisition Act of 1967 gives the president of Tanzania the powers to acquire any land or estate where such item is required for public purpose. The Act requires the government to pay compensation to the affected properties. It also specifies the procedure for settling disputes related to: the amount of compensation; the right to acquire land; the identification of persons entitled to compensation; any right, privilege or liability conferred or imposed; and settling time of disputes. However, the entitlement to compensation is based on the right of ownership.

This framework is different from the World Bank operational policy, which states that affected persons are entitled to some form of compensation whether or not they have title of occupancy to the land.⁽⁹⁾

II. THE FEDERATION

The resettlement of port residents in Dar-es-Salaam has been challenged by the efforts of a community initiative to create new development options for the residents of informal settlements. The Tanzania Federation of the Urban Poor (TUFPP) has been active for four years, since savings schemes were first started in Dar-es-Salaam in 2004. The initiative is part of Slum Dwellers International (SDI), an international network of federations of the urban poor who share ideas and experiences and support one another in gaining access to adequate land, infrastructure and housing. Community exchanges in 2003 enabled groups from South Africa to share their experiences with savings with low-income residents in Dar-es-Salaam, and resulted in the formation of savings schemes the following year.

The Tanzanian federation has grown and now includes 50 savings schemes in various places in Dar-es-Salaam and in the cities of Dodoma and Arusha. Members have saved TSh 47 million, which is available for small loans, and an additional TSh 5 million for housing/infrastructure. There are between 1,700 and 2,000 active members. The groups practice daily savings, with weekly meetings to discuss the development of their savings schemes and their challenges. Regional meetings take place each month and total savings are TSh 52 million. To date, the federation has

7. See reference 3.

8. See reference 6, ACHR (2004).

9. See reference 5.

provided TSh 17.6 million in loans to 1,500 members and TSh 9 million has been repaid. The federation launched its own development fund called Jenga in 2005. Federation members each contribute TSh 500 a month to the fund.

Since 2004, the TFUP, with support from an NGO, the Centre for Community Initiatives, has been working in Kurasini ward in Dar-es-Salaam, mobilizing communities particularly in the areas of Zamcargu, Mabwawani and Rungwe. The federation has led efforts to establish savings and loans schemes. As part of their regular activities, they have also conducted enumerations that can provide the information base for improving shelter and infrastructure development. As a result of the pressure for redevelopment in Kurasini ward, the federation member organizations have reflected on their need to support the affected communities and have expanded their operation to cover all informal settlements in Kurasini ward. There are now three municipalities within Dar-es-Salaam that undertake the substantive activities of local authorities, under the coordination of a Dar-es-Salaam council, and Kurasini falls within Temeke municipality. The Centre for Community Initiatives sought to ensure that municipal staff and politicians understood the issues of informal settlements through participation in federation activities, including exchange visits to Kampala and Nairobi.

The following section outlines the government redevelopment plan and associated activities, before returning to the work of the federation in Kurasini.

III. REDEVELOPMENT AND RESETTLEMENT OF KURASINI WARD

The government conceived the redevelopment of Kurasini ward after it became apparent that there was a large increase in goods handled by Dar-es-Salaam port. The port handles not only Tanzania's international trade but also that of the neighbouring states of the Republic of Uganda, Zambia, Malawi, Burundi, Rwanda, Congo and Zimbabwe. The lack of adequate storage space for transit goods caused delays and became a handicap to normal port operations. The pressure for land to accommodate port-related activities has necessitated the government, through the Ministry of Lands and the Tanzania Harbours Authority, to redevelop the whole of Kurasini ward to cater for the expected increase in transit goods, expanding this area into the informal settlements where people now reside.⁽¹⁰⁾

Kurasini ward covers about 670 hectares and has a population of 36,000. It has five streets (settlements), which include Minazini, Kurasini, Shimo la Udongo, Kiungani and Mivinjeni. Within the ward there are different land uses, including residential (30 per cent of the total area), port areas (17 per cent), port-related facilities (16 per cent) and institutional and open spaces. The residential areas include planned and unplanned areas. Planned residential areas include those occupied by the Tanzania Harbours Authority, the Tanzania Railways Corporation, government quarters, the Tanzania Electrical Company housing estates and scattered areas that are occupied by individual developers and that cover 127.2 hectares, or 19.3 per cent of the total land. Unplanned areas are in various neighbourhoods, including Zamcargu, Mabwawani, Mivinjeni, Shimo la Udongo and Sadani and cover about 65.8 hectares, or 10 per cent of the total land.

10. MOL (2006), "Action plan for implementation of Kurasini redevelopment project", Ministry of Lands, Dar-es-Salaam, Tanzania.

The redevelopment process in Kurasini is being undertaken in two phases. Phase one aims at effective utilization of the available land for port-related activities; also about 160 houses in unplanned areas are to be cleared to provide additional land for port-related facilities and oil storage. Currently, only 115 houses have been demolished, with compensation. Phase two involves the redevelopment of all the land, including the demolition of the unplanned settlements of Shimo la Udongo, Kurasini and Mivinjeni. About 7,351 existing houses, with a total population of 36,000, will be involved, and compensation and resettlement will be required. The Ministry of Lands, as the responsible authority, has stipulated that only the owners of the structures will be compensated. The package will include compensation for house structures, land values, out-buildings, vegetation such as plants, flowers etc., a disturbance allowance, a rental allowance for three years to allow them to construct their new houses, transportation costs and, for those with business activities, compensation for loss of profits. There are also opportunities for land. People can choose to acquire identified plots or to settle in any informal settlement. Currently, the government is allocating plots in the Kibada and Vijibweni areas. However, tenants, who form the majority of residents, have not been considered for any compensation on the basis that their contractual arrangements lie between themselves and the owners of the structures who are responsible for settling their claims. But most structure owners have not initiated any plans to assist the tenants.

Considering the extent of the existing developments and the land available for port-related facilities in Kurasini, it was envisaged that compensation for properties in unplanned settlements could reach TSh 70 billion (around US\$ 60 million). However, due to financial constraints, the Ministry of Lands was able to access only TSh 1 billion, which they used for conducting surveys, evaluations and initial compensation. Because of the financial limitations, it was agreed that compensation to unplanned settlements would be conducted in phases, using cost recovery mechanisms. Pieces of land to be redeveloped were identified, surveyed and sold to the market for port-related activities. The funds collected from selling the plots are used to compensate others living in unplanned settlements. By the summer of 2007, about 115 households had been compensated and the land area sold to the market for about TSh 2.4 billion. With this capital, the Ministry of Lands intends to compensate about 300 more people.

The institutional framework for Kurasini resettlement has a steering committee, a technical committee and a task force. The steering committee is headed by the Permanent Secretary of the Ministry of Lands and comprises seven further members from the Ministry of Lands, the city council and Temeke municipality. The major functions of the steering committee are to coordinate all activities of the project and obtain regular reports. The technical committee is headed by the Director of Human Settlements of the Ministry of Lands and has eight other members, also from the Ministry of Lands and Temeke municipality. The major functions of the technical committee are to provide a supervisory role to the task force and to collaborate with it in the implementation of project activities. Finally, the task force, which is headed by the project manager and which has 10 members, also drawn from the Ministry of Lands and Temeke municipality. The major functions of the task force are to coordinate all activities of the development plan for Kurasini; to prepare actions plans for the project activities; to prepare reports on various stages of the project; and finally,

11. See reference 10.

to develop financial frameworks for cost recovery for the project. Other important actors, such as civil society organizations and community representatives, have not been incorporated into the process, this despite recognition that their involvement is critical to the success of the resettlement project.⁽¹¹⁾

a. Challenges to the resettlement of Kurasini ward

One major challenge that has affected the smooth implementation of the relocation and resettlement of Kurasini is the lack of finance to compensate the affected people. This has greatly slowed the pace of resettlement. The delay in effecting compensation has brought disappointment to the affected people who, according to the law, had expected to be compensated within six months of the assessment of their entitlement. A second challenge is the failure of the project to include tenants in the resettlement package. The majority of people living in Kurasini ward are tenants, but no consideration was given to assisting them. As a result, some tenants are considering shifting to peripheral urban areas where rents are lower. According to Hawa Ramadhani, a tenant, “...the resettlement of Kurasini has indeed affected our future plans. Myself, I am a widow with five children and have always depended on small business close to the harbour for my livelihood. With this eviction, I don’t know how I will survive with my children. The government needs to help as well.”

The resettlement process in Kurasini has lacked the involvement of wider stakeholders, including communities and civil society organizations. This failure to involve them has created a vacuum in the flow of information among the participants. The final challenge is the lack of comprehensive data collection for Kurasini settlements and the new resettlement areas. It was noticed that the available data held by the Ministry of Lands does not include detailed socioeconomic information for the population. For instance, the project document used population figures collected in 2001, when the project was at the design stage, whereas by the time of implementation, the actual situation had changed significantly. Moreover, the resettlement plan has not included a detailed household survey for the whole population.

IV. THE ROLE OF COMMUNITY INITIATIVES IN ADDRESSING RESETTLEMENT IN KURASINI

Due to the difficult situation facing federation members living in the informal settlements in Kurasini, and the potential to engage with Temeke municipality over its interests and responsibilities, the federation decided that it should have a major focus on Kurasini and the shelter options of displaced families. This would help to address the needs of their members and increase the profile of the federation within Dar-es-Salaam. Based on their regular programme of community activities, the federation completed the following processes.

a. Socioeconomic information and advocacy

The community collected socioeconomic data through an enumeration process of 2,848 households, showing that when empowered and

supported, community organizations are able to collect all relevant information. The data collected raise various development issues, many of which can be used for advocacy purposes. For instance, during enumerations and the measuring of houses, it was evident that people living in informal settlements in Kurasini ward had plots ranging from 60 square metres to under 200 square metres. This information is currently being used by the federation to convince Temeke municipality to reduce the standard high-density plot size recommended by government, which is 400 square metres.

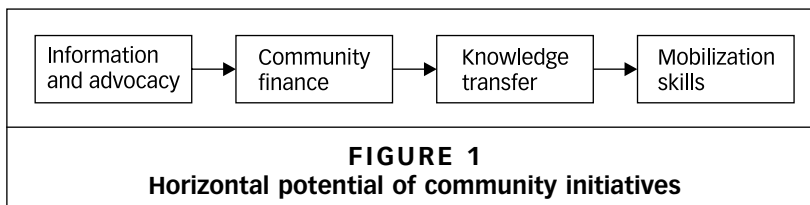
b. Mobilization skills and community finance

Mobilization of communities to join savings and loans schemes has enhanced their financial capacity to improve livelihoods and has resulted in many people joining savings schemes. Findings from interviews with members of the TFUP indicate that initially, people living in informal settlements had few opportunities to use savings and loans. However, with the establishment of savings and loans schemes many people have started to benefit by initiating small businesses. Moreover, the savings have the potential to mobilize communities in various development activities such as water and sanitation, and housing and shelter programmes.

c. Knowledge transfer through exchange visits

One of the key mechanisms used by the federation to enhance members' skills and capacities is exchange visits between communities. These are horizontal community-driven strategies that empower community in various development processes. For example, an exchange visit of federation members to Sri Lanka and India enabled the community to acquire skills in enumerations, in negotiations between community and government on land issues, and in the financial and institutional frameworks of the slum upgrading facility, a UN-HABITAT programme present in both Sri Lanka and Tanzania.

These achievements are categorized as horizontal potential, as illustrated in Figure 1.



d. Land acquisition and development

As their members were beginning to be moved off the land they were squatting, the federation discussed how to obtain alternative land. In the absence of choices, members of the federation savings schemes in Kurasini decided to buy alternative land (Chamazi or "place of water"), after the local municipality, Temeke, had told them that it had none available.

A 30-acre plot was identified and purchased for TSh 24 million once the municipality had confirmed that the land was suitable for residential development, and a preliminary survey was undertaken, along with the municipal council. Each member was asked to pay TSh 80,000 as a special contribution if they wanted to move onto this land – the priority was for Kurasini people but others could also join. In April 2007, the federation paid TSh 10 million, and by the end of May 2007 they had paid a second tranche of TSh 14 million. The TSh 80,000 cost to each member was what was required if they were to settle on the minimum approved plot size of 350 square metres (or approximately 10 families per acre). However, the federation hopes that the final development will accommodate more federation families. There has been a lot of bureaucracy involved in getting a permit for the final survey, but the federation has now been successful. It has been agreed that the savings schemes will form a housing society to manage the development and all the associated issues. The intention is to purchase further land to provide options for those members who have been evicted.

V. THE LIMITS TO COMMUNITY INITIATIVES IN ADDRESSING RESETTLEMENT AND RELOCATION IN KURASINI

The local savings schemes also face recognized limitations that reduce their capacity to address the needs of their members in Kurasini. An interview with federation members indicated that they did not believe they were sufficiently knowledgeable about the various policy and institutional frameworks that govern housing and shelter. As a result, communities are not proactive in demanding their rights and have little confidence in their interaction with government officials. This lack of knowledge is compounded by the failure of government authorities to disseminate various policies to the public.

The reluctance of government to involve residents and their organizations as active players in their resettlement plans has created a situation where top-down decision-making dominates. There is a need for the government and the municipality to create mechanisms through which other stakeholders, including the federation and NGOs, can participate in the implementation of resettlement projects. Collaborative efforts and partnership arrangements are essential in this respect.

VI. PARTNERSHIP INITIATIVE FOR ADDRESSING RESETTLEMENT

Following recommendations from the World Summit on Sustainable Development in 2002,⁽¹²⁾ the United Nations Development Programme has been supporting the development of innovative partnerships in cities around the world.⁽¹³⁾ Governments, businesses, NGOs and other institutions have been encouraged to promote a sustainable partnerships model in urban areas to address infrastructure and environmental problems. This mode of service delivery is based on ideas of broad participation, a shared responsibility and local ownership among the interested partners.⁽¹⁴⁾

Although the key actors who were initially involved in the redevelopment of Kurasini are the Ministry of Lands, Temeke municipality and the Tanzania Harbours Authority, there is now recognition that community representatives and NGOs can add value to the process. Through the support

12. WSSD (2002), "Report of world summit on sustainable development", United Nations, New York, USA.

13. UNDP (2004), *Public-Private Partnerships for the Urban Environment*, United Nations Development Programme, New York, USA.

14. Plaskaleva-Shapira, K (2001), "Innovative partnerships for sustainable urban tourism: framework approach and European experience. Creating and managing growth in travel and tourism", TRA European Conference, April, Stockholm, Sweden.

and advocacy role played by the Centre for Community Initiatives, a collaborative task force with members from Temeke municipality, NGOs and the federation has been initiated. The purpose of the task force is to strengthen local capacity at the community level to work with the municipality, and for the municipality to work with communities. The objectives are to deliver a strategic, integrated approach to tenure security and people-driven housing, and to implement 1,000 innovative pilot housing units that demonstrate the effectiveness of such a partnership and that lead to these innovations being systematized and replicated at scale. The task force is chaired by the municipality and meets monthly.

Temeke municipality is responsible for assisting communities to secure land and access to subsidies. It is also tasked with providing information and assistance with respect to land ownership and allocation, including guidance on the necessary modification of planning and building standards. Finally, the municipality is responsible for providing assistance and staff support to work in partnership with community leadership in preparing projects, organizing information gathering and undertaking upgrading and relocations. Federation members have a role in ensuring that data collected by the communities are utilized to their full potential, in providing information through enumeration processes and in participating effectively in all project activities. They are also responsible for providing exposure training for government officials to ensure their familiarity with, and support for, community processes.

In terms of the development of the purchased land, municipal staff said that they were willing to abandon the regulations and let the federation experiment with their own plot sizes, layouts and designs. They were able to take the development as a special case and undertake a study of new ways of addressing the problems of low-income households. In Chamazi, the community has a collective title deed and the municipal officials are waiting to see what the community can do with the land. The council can help provide skilled staff in a number of areas, including design works, legal aspects, title deeds, technical advice and survey costs. It appears that the council is also thinking of supporting the development in a number of areas, but the availability of finance is not clear. The municipality does not have responsibility for water or electricity, although they are thinking of investing in shallow wells in the area because the nearest water main is some distance from the land and it will be too expensive to connect to the city system. A senior staff member has confirmed that the regulations about minimum plot sizes can be suspended in this development. The municipality is willing to hear what the federation wants – maybe with plot sizes measuring 240 square metres. The collective title to the land helps with a flexible attitude with respect to regulations.

The Centre for Community Initiatives is expected to provide community-based technical assistance and training support in enumeration, settlement profiling and detailed baseline survey implementation. It also has a role in furnishing Temeke municipality with relevant data obtained from the communities. The centre assists low-income communities to establish savings and loans schemes, with a view to promoting increasing levels of self-sufficiency and civic responsibility, as well as improving access to credit. It supports training in a range of skills, such as tendering and procurement, construction and management.

One of the critical roles of collaboration through the task force is the opportunity for federation members to share their ideas and demonstrate

their potential contribution. In these forums, communities have been able to share enumeration information and knowledge from exchange visits. Through these interactions, they are slowly changing the attitudes of government officials and encouraging them to appreciate the community-driven approach to urban development. The federation has also benefited from the collaboration as they have deepened their understanding of policy and procedures. Moreover, the opportunity has increased their confidence to relate with government and municipality officials without fear. According to Ms Hadija Kingi, the chair of the TFUP: *“The collaboration meeting has greatly enhanced our understanding on various issues regarding urban, housing and shelter. We feel to be more confident to relate and work with government officials as a result of this collaboration.”* Collaboration and partnerships involving all stakeholders are powerful tools, opening up vertical opportunities for community organizations.

Despite some successes, achieving true collaboration is not easy. It requires commitment from all actors to work together and develop trust. This is difficult if there is a high turnover of staff within organizations. There may be a need for NGOs to support the interaction of communities with government officials. Moreover, finance needs to be available to enable the realization of planned activities.

VII. CONCLUSION

This paper describes the efforts of the Tanzanian Federation of the Urban Poor to improve options for the redevelopment of Kurasini ward in Dar-es-Salaam, Tanzania. It has described the role of community initiatives and partnerships between low-income residents and the municipality.

The literature on resettlement has indicated the following factors, which are essential for a successful resettlement:

- the involvement of all key stakeholders in the planning and the implementation of activities;
- the need to conduct detailed socioeconomic surveys of the existing and resettlement areas;
- the need to provide alternative well-located land for displaced people; and
- the availability of a legal framework and the provision of support assistance to affected people.

However, resettlement of Kurasini ward faces a number of challenges, including a lack of finance to effect prompt compensation to the people, the failure of the project to include the tenants in the compensation package, and a lack of comprehensive data to ensure the smooth implementation of resettlement.

The paper highlights the role of community organizations in addressing resettlement in Kurasini, which includes their ability to collect information and draw on local knowledge, and their capacity to mobilize residents. These form the horizontal potential of community initiatives. However, the potential of these functions is not fully utilized because of a number of limitations, including the lack of knowledge by residents and community organizations concerning various policy and institutional frameworks and a reluctance by some government officials to involve communities as active players in the resettlement process.

It is important for partnership initiatives to incorporate all key actors, including community representatives (the federation) and civil society, in the resettlement plans and their implementation. Through the facilitation support of the Centre for Community Initiatives, initiatives have already started in Temeke, with the creation of a task force where all actors are involved. Through the partnership arrangement, community groups are beginning to be empowered through interaction with government officials and other players. Indeed, there is a need for all actors to develop mechanisms through which all potential actors could collaborate in the resettlement projects and other development initiatives.

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