

**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

**TANZANIA CITIES TRANSFORMING INFRASTRUCTURE AND
COMPETITIVENESS (TACTIC) PROJECT**

IDA CREDIT NO. 7151-TZ

TERMS OF REFERENCE

FOR

**THE PROVISION OF CONSULTANCY SERVICES FOR PREPARATION OF A
GENERAL PLANNING SCHEME FOR KAHAMA MUNICIPALITY UNDER THE
TACTIC PROJECT**

March 2024

List of Abbreviations

CBD- Central Business District
CERC – Contingent Emergence Response
DAS – District Administration Secretary
DMDP – Dar es Salaam Metropolitan Development Project
DPS-Detailed Planning Scheme
EIA – Environmental Impact Assessment
EMA – Environmental Management Act
GIS – Geographical Information Systems
GPS- General Planning Scheme
IDA - International Development Association
KASHWASA – Kahama Shinyanga Water Sanitation Authority
KMC – Kahama Municipal Council
KUWASA – Kahama Urban Water and Sewerage Authority
LGAs – Local Government Authorities
MC – Municipal Council
MLHSD – Ministry of Lands Housing Human Settlements Development
MP – Master Plan
NBS - National Bureau of Statistics
NHC – National Housing Cooperation
NGO’S- Non-Governmental Organizations
ODK – Open Data Kit
OMK – Open Map Kit
PAD – Project Appraisal Document
PDO – Project Development Objective
PIM – Project Implementation Manual
PIT – Project Implementation Team
PO-RALG – President’s Office Regional Administration and Local Government
RAS – Regional Administration Secretary
RUWASA – Rural and Urban Water and Sewerage Authority
SEA -Strategic Environmental Assessment
SWOT – Strengths Weaknesses Opportunities and Threats

TACTIC – Tanzania Cities Transforming Infrastructure and Competitiveness Project
TANESCO – Tanzania Electric Supply Company
TANROADS – Tanzania Roads Agency
TARURA – Tanzania Rural and Urban Roads Agency
TCRA- Tanzania Communications Regulatory Authority
TSCP – Tanzania Strategic Cities Project
TTCL- Tanzania Telecommunication Company Limited
ULGSP – Urban Local Government Strengthening Project
UPC – Urban Planning Committee
URT – The United Republic of Tanzania
WB – World Bank
WSF – World Settlements Footprint

1. SUMMARY OF THE ASSIGNMENT

- 1.1.1 The Government of the United Republic of Tanzania, through President’s Office of Regional Administration and Local Government (PO-RALG), it is seeking a consulting firm to prepare a General Planning Scheme for Kahama Municipal Council accompanied by a robust institutional strengthening program to establish tools and strengthen capacity for plan implementation.
- 1.1.2 Kahama Municipality General Planning Scheme preparation process will be pioneering an integrated planning approach which focuses on spatial aspects as well as identification and prioritization and guiding subsequent investment in climate-smart capital infrastructure, catalytic economic development projects, and socio-economic programming. This assignment will also be pioneering digitalization of key urban management activities associated with Plan monitoring and implementation, for example the equipping and capacitating of lower levels of local government to support community sensitization, monitoring, and reporting of development activity via digital applications. As pilot city for a General Planning Scheme preparation process that is integrally linked to the institutional strengthening and capacity building needs required to translate plans to development, Kahama will serve as a learning hub for other cities.
- 1.1.3 Given the nature and desired impact, this assignment will require a motivated, creative, innovative team that can quickly grasp the local context, build on past stakeholder engagement efforts, and develop a visionary yet practical Integrated Master Plan for Kahama Municipality, while also enhancing institutional strengthening, public awareness, and capacity building required for effective implementation.
- 1.1.4 To accomplish this goal, the Client is seeking a dynamic team composed of leaders in participatory urban planning and design, integrated urban development, and economic development. The team should demonstrate not only technical competency but also leadership in sustainable development principles and environmentally- and socially conscious planning. The firm or consortium should have proven experience utilizing community risk identification methods to map and mitigate hazard risks. The firm or consortium should be capable of high-level dialogue with decision-makers as well as engagement at the grassroots level within the targeted communities, and they should demonstrate their capacity to deliver institutional strengthening results that will enable plan implementation.
- 1.1.5 The assignment will adhere to Tanzania’s existing legal and institutional framework surrounding urban planning, development control, and environmental management, including the Urban Planning Act, Environmental Management Act, and Urban Authorities Act and regulations). As endorsed by MLHHS, the assignment will be piloting draft Urban Planning Guidelines of 2024; as such, alignment with 2007 Planning Guideline is not obligatory.

2. BACKGROUND

2.1 Context

- 2.1.1 Tanzania's urban transition is at a critical point. The average annual growth rate between 2012 and 2022 was 4.8% for urban areas (NBS 2012; NBS 2022), which means that if current trends continue, the urban population will double roughly every 15 years¹.
- 2.1.2 Planning and land administration systems have been unable to keep up with the high service demand caused by rapid population growth.
- 2.1.3 For decades, the majority of Tanzanian cities developed in the absence of master plans which resulted to unguided spatial development. Over the past few years, there have been several initiatives to prepare master plans including the World Bank (WB) financed projects through the Tanzania Strategic Cities Project (TSCP), Urban Local Government Strengthening Project (ULGSP) and the Dar es Salaam Metropolitan Development Project (DMPD); through the projects, 26 master plans and 8 Drainage and Sanitation Development plans were prepared and are in the implementation phase.
- 2.1.4 Nevertheless, recent research has evidenced that historic urban plans have been implemented only to a limited extent. While the reasons for this are many and complex, a few key issues include:
- a. Master plans and their associated land use maps lack the level of granularity needed to precisely guide the enforcement of land uses, while the coverage of Detailed Planning Schemes that would fill this gap is very low
 - b. Coordination between infrastructure delivery agents is poor and generally disconnected from approval processes of municipal planning offices
 - c. Existing situation analyses tends to be robust, but subsequent plan proposals are primarily spatial in nature and without clear proposals for tangible interventions for addressing challenges identified
 - d. Sporadic data collection, as opposed to consistent data production through digitalization of LGA and other information/processes, limits understanding of development trends that are critical to informing evidence based planning proposals
 - e. Development control is centralized at the municipal level, where staff and financial resources are limited
 - f. The economic planning which guides 3-5 years strategic plans and annual budgets generally do not draw on master plans, resulting in an under-allocation of financial resources needed to implement plan recommendations
 - g. Over-reliance on a centralized planning model that leaves little room for private sector engagement (acquisition, compensation, centrally led surveying, plot sales), yet which is very difficult to finance especially given the tight budgets facing the LGAs.

¹ <https://sensa.nbs.go.tz/publication/volume1a.pdf>

- 2.1.5 Thus, there is a need to develop appropriate digital tools and capacity building among planners and other LGA staff that will provide them with alternatives to conventional urban planning practice. Training is needed to support planners in taking on roles as coordinators, enablers of private investment, marketers, regulators and enforcers.
- 2.1.6 There is a need for a shift in prevailing practice away from the development of economic and spatial plans in isolation, toward a more integrated approach that links land use planning with capital infrastructure prioritization, identification of catalytic investments capable of spurring local economic development, local climate action planning.
- 2.1.7 There is need for a strong information base to inform planning, enabled by conversion of existing records to digital format and linking attributes with their geographic locations on the ground. Development of a geo-database is a priority action which supports revenue and urban management needs of the LGA well beyond the planning process.
- 2.1.8 Implementation of spatial plans requires local governments to take on roles of coordinators, enablers of private investment, marketers, regulators, and enforcers. Skill building and exposure to practical examples is required to support Local Authorities in this role.
- 2.1.9 On the plan enforcement side, although Local Authorities are technically responsible for regularizing and managing unplanned settlements, the tools and resources to achieve this are extremely limited. Strategies are needed for pragmatic interventions that will prevent development or growth of unplanned settlement.
- 2.1.10 Concerted effort is need to spearhead assembly and display of neighborhood level maps at the ward and mtaa level, and to prepare for physical demarcation of public lands, which gained consensus as an urgent need, as it empowers communities with key information even in a context where informal development is common; it also eases enforcement of laws identifying protected areas.
- 2.1.11 As Tanzania transitions toward integrated development planning that emphasizes economic fundamentals, climate risk, and development control, the task of plan preparation must go hand in hand with the task of digitalization and assembly of urban management geo-databases, as well as capacity building at all levels of local government to enhance ability to implement.

2.2 Tanzania Cities Transforming Infrastructure and Competitiveness (TACTIC) Project

- 2.2.1 The Project Development Objective (PDO) of TACTIC is to strengthen urban management performance and deliver improved basic infrastructure and services in participating urban LGAs. This would be achieved through the rehabilitation and expansion of urban infrastructure and institutional strengthening activities aimed at improving the fiscal and management capacities of the participating LGAs. The project targets 45 urban LGAs

spread geographically across all regions of Tanzania, ranging in population from 26,402 to 416,442 (based on 2012 Census).

- 2.2.2 The TACTIC Project comprises four major components; (i) *Strengthening Urban Management* (ii) *Productive, Inclusive, and Resilient Urban Infrastructure* (iii) *Project Management* (iv) *Contingent Emergency Response Component (CERC)*. The main component that deals with urban planning matters is Component 1. This component intends to strengthen the institutional capacity of all participating LGAs in core urban management functions and their capacity for sustainable delivery of urban infrastructure and services through focusing on five areas, namely: (i) urban finance, (ii) urban planning and enforcement, (iii) urban service delivery and operations and maintenance, (iv) urban resilience, and (v) economic competitiveness.
- 2.2.3 Within PO-RALG, a Project Coordination Team (PCT) has been established for overall coordination and some management functions (e.g., financial management of the credit, Government of Tanzania funds and for major city-wide studies), coordination, quality assurance and overall project monitoring, evaluation and reporting.
- 2.2.4 Each of the participating LGAs has established a Project Implementation Team (PIT) responsible for the implementation of project elements within their respective jurisdictions. In addition to this support, each LGA is engaging a separate consultancy to provide construction supervision, contract management, and other consultancy services. The PCT in PO-RALG will liaise closely with the PITs in each LGA and their consultants to ensure project aims, development objectives and fiduciary requirements are met, as well as for quality assurance.

2.3 Planning Area Context

- 2.3.1 The name Kahama emerged from the tree locally known as “muhamu” (*Hyphaene Coriacea – scientific name*) which is common in Kahama. The Town was once a missionary station and later in 1978 served as a District Headquarter to date. In the early 1990’s the town experienced rapid population growth due to violent conflicts in Rwanda and Burundi that spurred mass migration movement of refugees into western Tanzania. Significantly, the geographical location advantage of Kahama influenced the city to become a business and transportation centre, serving markets in neighboring countries including South Sudan, Uganda, Kenya, Burundi, Rwanda and Congo DRC.
- 2.3.2 Kahama Municipal Council was upgraded from a Town Council in August 2021 under Local Government (Urban Authorities) Act, (CAP. 288) by the Order Made under Section 5 (3) after being officially declared as a Municipal Council on Government Notice No. 630 of 13th August 2021.
- 2.3.3 Kahama Municipal Council is located in the North-Western plateau of Tanzania, lying approximately 3° 15” and 4° 30” South of the Equator and Longitudes 31° 30” and 33° 00” East of the Greenwich meridian. Kahama Municipal Council borders Nzega

District to the East, Msalala District Council to the North, Mbogwe to the West and Ushetu District Council to the South. It covers an area of 1363.2 square kilometers and is administratively divided into 20 wards comprising of most of Kahama Division. The proposed Kahama Municipality Master Plan will cover a total area of 1363.2 square kilometers as gazetted by Government Notice No. 630 of August 13, 2021.

- 2.3.4 According to the 2022 National Population and Household Census, Kahama Municipal Council had 453,654 people which are 20.2 % of the regional population of 2,241,299 people, with a female population of 234,297 (51.6%) and male population was 219,357 (48.4%). Population more than doubled over the 10 years between 2012 and 2022 Census, and the growth rate of Kahama MC is 8.7 per annum compared to the regional growth rate of 3.2. If current trends continue, it is estimated that the population of Kahama will exceed 1.5 million persons by 2045.
- 2.3.5 Kahama is experiencing its rapid economic growth spanning from Micro, Small and Medium Enterprises (MSME), agriculture enterprises and Mining. Kahama Municipal Council covers an area of 127,700 Ha of which 45,834.5 Ha are used for residential and 81,865.5 Ha used for diverse economic activities mainly farming, trade, industries, and mining activities. Notably 43.7% of the area is suitable and used for agriculture activities, with high rice production. The largest export contributors continue to be primary commodities, particularly gold, tobacco and cotton. The volume of manufactured exports has surged in recent years, with the lion's share of these exports going to markets within Tanzania and neighboring countries.
- 2.3.6 Kahama is strategically positioned in terms of facilities, transportation options and costs for the prospective manufacturing as well as warehousing facilities. The nearby Isaka Dry Port is used for transit goods on the central railway line destined for Burundi, Rwanda and Democratic Republic of Congo (DRC). The standard gauge railway, now under construction, will have a station at Isaka. Rusumo One Stop Border post at the gateway to Rwanda is also nearby, and on the Central Corridor highway which connects through Kahama to Dar es Salaam, with approximately 400 trucks transiting through Kahama daily. It is a major hub for inter-regional and international passenger buses, which use Kahama as an overnight stopping point enroute to further destinations. The Kahama Airport is undergoing upgrading to increase capacity of arriving/departing passengers to 240.
- 2.3.7 The 849.9ha Nyashimbi Special Enterprise Zone (SEZ) is located 4.5 kilometers from Kahama town center is expected to evolve into an international commercial/logistics hub which will be the inland Gateway SEZ for the Great Lakes Region, serving DRC, Rwanda, Uganda, and South Sudan. Buzwagi Gold Mine, a major feature of Kahama's geographic and economic landscape is closing and being converted to a Special Economic Zone; this longstanding mine is serviced by well-established infrastructure which will be repurposed to support MSME development. Chawpulwa, a large/heavy industries area of 729Ha is adjacent to Buzwagi. Zongomela is a 1,029 ha industrial area 7km from City Center,

featuring rapid MSME growth specializing in manufacturing of building materials, mining equipment, furniture, and a variety of other products.

The central city has an organized street grid, with primarily low-rise buildings of 1 or 2 stories but some higher vertical growth. The urban periphery is developing rapidly, and in the absence of neighborhood plans. Conversion from rice fields to residential uses is prevalent and accelerating with rapid population growth. Urban flood risk is a major issue, driven by Kahama's flat topography that sits relatively lower than surrounding districts, leading to pooling of water during rainy seasons.

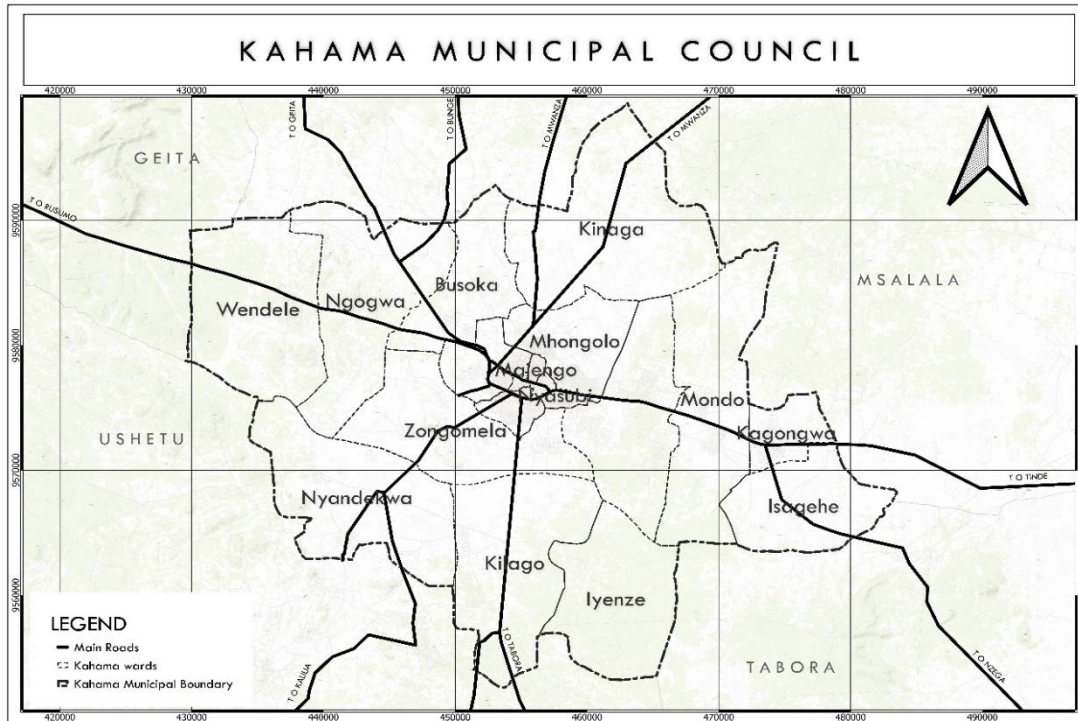
2.4 Justification for Kahama Municipality Master Plan Preparation

The urbanization and uncontrolled expansion of built areas, coupled with the lack of updated planning documents and limited institutional capacity and coordination presents Kahama MC with several challenges that hold back its economic potential and livability, including:

- a. Sprawling unplanned urban development and housing expansion, resulting in inefficient land use and making it difficult to reap the potential advantages of urbanization as well as high cost of providing utilities;
- b. Poor urban service delivery and infrastructure networks resulting to poor municipal cleanliness and sanitation, as well as traffic congestion due to limited amount of road space, lack of pedestrian and cycling paths, and expansion of unplanned settlements.
- c. Pressure on the natural environment, including encroachment of water catchments, and increased vulnerability to climate change and flooding.
- d. Under exploitation and inefficient utilization of natural resources
- e. Lack of plan for urban-rural linkages in economic development
- f. Absence of Public open spaces, recreational areas and areas for green infrastructure.
- g. Environmental degradation, pollution, and inadequate waste management practices can have long-term consequences on the health and sustainability of the community.

The development of a context-appropriate General Planning Scheme in the form of an Integrated Master Plan is a high priority for Kahama Municipal Council, the Shinyanga Regional Administration Secretariat, PO-RALG, the Ministry of Land, Housing and Human Settlement (MLHHSD) and other relevant key stakeholders. The General Planning Scheme (GPS) will sustainably guide and control development and manage the municipal's spatial growth to enhance sustainable socio-economic development by considering Kahama as a center of East and Central African countries like Uganda, Rwanda, Burundi, Democratic Republic of Congo (DRC), South Sudan and Kenya.

Map 1: Kahama Municipal Council Administrative Boundaries



3. OBJECTIVES OF THE ASSIGNMENT

3.1 General Objective

The overall objective of this assignment is to prepare a General Planning Scheme (GPS) for Kahama Municipality which will guide and enhance sustainable growth and development for twenty years (2025 – 2045). The GPS shall take the form of an integrated master plan which covers infrastructure, economic development, social development, environmental management, and centers on climate-smart growth. Plan preparation will go hand-in-hand with implementation-oriented institutional strengthening activities which emphasize digitalization and visible demarcation of boundaries in order to facilitate coordination and compliance upon plan adoption.

The ultimate goal of this assignment is to enable projection of capital investments needed to accommodate and generate economic growth, to catalyze inner city transformation into a high density, serviced district, protect periurban areas from urban sprawl, to conserve ecologically sensitive areas and protect the functioning of ecosystem services, and to facilitate development control at all levels.

3.2 Specific Objectives

1. Prepare General Planning Scheme for Kahama Municipal Council which articulates broad and long-term vision and goals for promoting economic, socioeconomic, cultural and environmental sustainability, together with with focused operational short-term and medium-term strategies for promoting sustainable urban development through specific measures, plans and implementing tools. The GPS will:
 - a. Guide spatial distribution of current and desired land uses, grounded in sustainable development principles and Environmental Management Act impact assessment and stakeholder engagement requirements
 - b. Align spatial development goals, strategies, policies and principles from the national, regional and city levels
 - c. Identify and guide public and private investment areas and enterprise development
 - d. Designate infrastructure spaces and corridors
 - e. Provide a framework for repurposing urban spaces and facilities towards efficient resource utilization
 - f. Establish clear boundaries of protected lands to enable enforcement
 - g. Establish urban development indicators and align planning and M&E with measurable outcomes
2. Establish the tools and capacity for GPS coordination, monitoring, and enforcement
 - a. Enhance coordination by visualizing plan and associated M&E indicators on a digital dashboard accessible to utilities and all relevant user departments
 - b. Enable effective development control by establishing protocol and toolkit for digitally enabled development control monitoring and enforcement
 - c. Enable integration of land use planning and land development and enhance own source revenue by mainstreaming GIS-based data to support information based decision making

3. Enhance public awareness and LGA capacity building for implementation
 - a. Promote public understanding of risks, negative externalities, and consequences of undertaking informal development on protected lands, and clarity on allowable uses and processes
 - b. Promote landholder proactivity on redevelopment and land readjustment of the real estate potential in prime areas and inclusive redevelopment modalities proven in similar contexts
 - c. Equip local government with implementation tools and training to enable realization of plan proposals basing on redevelopment models that offer alternatives to mass compensation and resettlement

4. SCOPE OF WORK

- 4.1.1 The Consultant shall lead Kahama Municipal Council through all stages of General Planning Scheme preparation.
- 4.1.2 In tandem, the Consultant shall provide embedded technical assistance and hands on support to digitalization of urban management processes and mainstreaming of Geographic Information Systems to enable digital monitoring and coordination for plan implementation.
- 4.1.3 The capacity building role of the Consultant will be oriented around the development and delivery of public awareness and training program to enable effective coordination, monitoring, and enforcement at the local level, with emphasis on development control strengthening through mobilization of lower levels of local government as active monitors of development activity. Kahama Municipality will be the first LGA to pilot an integrated development approach for a General Planning Scheme, paired with digitalization and capacity building for implementation, and will thus serve as a learning hub for other LGAs which will be soon embarking on review or development of General Planning Schemes.
- 4.1.4 The Assignment is characterized by three phases:

Phase I – Inception Phase;

Phase II – Implementation Phase, organized into three pillars:

- i. *Preparation of General Planning Scheme*
- ii. *Digitalization of Key Urban Management Datasets and Processes*
- iii. *Public Awareness and Capacity Building for Plan Implementation*

Phase III - Learning Exchange and Public Exhibition

Phase I: Inception Phase			
<ol style="list-style-type: none"> 1. Preliminary Stakeholder Engagement Meetings 2. Inception Report and Presentation 			
Phase II: Planning and Institutional Strengthening Activities	<i><u>Pillar I</u></i> <i>Preparation of Integrated Master Plan</i>	<i><u>Pillar II</u></i> <i>Digitalization of Key Urban Management Datasets and Processes</i>	<i><u>Pillar III</u></i> <i>Public Awareness and Capacity Building for Plan Implementation</i>
	<ol style="list-style-type: none"> 1. Commencement of Plan Preparation 2. Existing Situation Analysis 3. Future Scenario Analysis 4. Visioning 5. Plan Conceptualization 6. Plan Development 7. Detailed Land Use Planning/Zoning 8. Strategic Environmental Assessment and Implementation Tools Development 9. Plan Finalization 	<ol style="list-style-type: none"> 1. Urban Management Digitalization Strategy 2. Assembly of Digital Toolkit for Master Plan Preparation, Coordination, and Implementation Monitoring 3. Urban Management Digitalization Preparation 4. Operationalization of digital platform and departmental dashboards 	<ol style="list-style-type: none"> 1. Design 2. Materials Development 3. Implementation 4. Evaluating and Communicating Results
Phase III: Exhibition and Learning Exchange			
<ol style="list-style-type: none"> 1. Learning Exchange Event: 2. Public Exhibition Event 			

4.1.5 The Client for this Assignment will be Kahama Municipal Council, with PO-RALG as financier, and World Bank as lending institution providing technical assistance. The Consultant will be guided by an Integrated Planning Committee which will review all deliverables and serve as a key information source for the Consultant. The Integrated Planning Committee will include 10-20 representatives of heads of selected divisions in the council, private and economic sector, civil societies and landowners, transport and utility agencies, political leaders, professional bodies and regulatory authorities, and any actors with special interest as specific conditions of the urban area dictate. The Integrated Planning Committee, as advised by the Consultant, can establish will technical sub-committees as needed.

5. DETAILED TASKS OF THE ASSIGNMENT

The specific scope and detailed tasks of the assignment shall include the following key activities and review processes:

PHASE I - PROJECT INCEPTION

Summary of Associated Outputs, Approvals, and Major Events Associated with Phase I

<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Draft Inception Report (Deliverable A)	Submission of draft to Client to clear for proceeding to Inception Presentation
Inception Presentation	Presentation of draft Inception Report to Client and Integrated Steering Committee members
Final Inception Report (Deliverable A)	Submission of final Inception Report for Client Approval

5.0.1 *Document Review*: Conduct desk review, to include:

- a. Existing plans include National Development Vision 2025/2050
- b. Current Five-Year Development Plan (prepared every 5 years),
- c. National Climate Action Plan,
- d. Environmental Management Master Plan,
- e. National Land Use Plan.
- f. Existing land use plans for Kahama Town (detailed planning schemes),
- g. 2015-2020 Kahama Strategic Development Plan,
- h. Shinyanga Region Investment Guide
- i. Kahama Municipal Council Investment Information
- j. Regional and district level infrastructure plans
- k. Sectoral plans and studies
- l. Improving Urban Planning and Institutionalizing Development Control Decision Makers Guide
- m. Guidelines for Strategic Environmental Assessment²
- n. Urban Planning Guideline (2024 draft)
- o. Development Control Guideline (2024 draft)

5.0.2 *Mobilization*: Undertake all mobilization and startup activities including office setup, vehicles, relevant work permissions for international staff (if any), and setting up project management systems.

5.0.3 *Kickoff meeting*: participation in a kickoff meeting convened by Client, PO-RALG, and World Bank team to review expectations for the assignment, coordination protocols, plan for the formal project launch, etc.

² <https://www.vpo.go.tz/uploads/publications/en-1592644741-NATIONAL-GUIDELINES-FOR-STRATEGIC-ENVIRONMENTAL-ASSESSMENT.pdf>

- 5.0.4 *Preliminary consultations:* conduct initial stakeholder identification and analysis to inform methodological approach to assignment
- 5.0.5 *Inception report:* The consultant shall submit an inception report, and make a presentation to the Client and stakeholders, that will outline their approach to the assignment, any basic assumptions, methodologies, design principles, questions, roles, a comprehensive work plan, staff mobilization, and others, not limited to;
- a. Key observations from the review of background information,
 - b. Initial findings/observations regarding planning area’s growth trajectory and ongoing/pipeline development projects expected to impact local development context
 - c. Methodological approach to assignment – overall and phase-wise, including methods for socioeconomic data collection and analysis and design/delivery approach for digitalization, public awareness, and technical assistance/capacity building activities³
 - d. Stakeholder analysis and preliminary proposals for Stakeholder Engagement Strategy, accounting for alignment with TACTIC Stakeholder Engagement Plan⁴
 - e. A detailed work plan with activities for each major task plotted against project duration and the individual tasks integrated into an overall work plan with all important linkages and inter-dependencies shown
 - f. A data assembly plan outlining the methodology to assemble required data and fill critical data gaps.
 - g. Assessment of equipment needs, including specifications and quantity (based on preliminary identification of Digitalization Strategy and anticipation of Use Cases needs)⁵
 - h. Proposed outline and methodology for Strategic Environmental Assessment (SEA)
 - i. Staff mobilization plan,
 - j. Working protocols between the Client and Consultant, including expectations and agreed review/comment periods.

³ Inception report should project required time inputs by trainees as well as time inputs of appointed and elected government officials needed to support community level engagements or sensitization (travel or extra work costs associated with special tasks are to be covered by Client). Arrangements for facilities should be factored into Consultant technical and financial proposal)

⁴ <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099205104112224087/p1711890a623730208c9703cd9ab82a13e>

⁵ Equipment will be procured by Client/PO-RALG via TACTIC

PHASE II - PLANNING AND INSTITUTIONAL STRENGTHENING ACTIVITIES

<p>• <i>PILLAR I PREPARATION OF INTEGRATED MASTER PLAN</i> •</p>
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5.1 Commencement of Plan Preparation [Stage 1]

- 5.1.1 *Identification of Upcoming Development Impacts:* The Consultant shall develop a geographic map locating ongoing and pipeline development projects/subprojects which would impact the development trajectory of Kahama. Accompanying summary shall describe activities scope, scale, and timeline of each project, and analyze the anticipated impact on the local development context
- 5.1.2 *Stakeholder Engagement Strategy:* Conduct stakeholder analysis (influence, interests, engagement approach) and grouping of stakeholders based on issues. Elaborate proposed method for seeking inputs and validation throughout the planning process, including how and at what stages meetings, workshops, focus group discussions, and interviews will be conducted. Provide terms of reference for Integrated Planning Committee and technical committees.

Stakeholder Engagement Strategy must ensure compliance with Strategic Environmental Assessment requirements and identify proactive measures to ensure inclusion of women and vulnerable groups in consultations and participatory processes to gain their views to identify contributing factors and potential solutions to closing the gender gap and address the needs of other vulnerable people in the Kahama MC master plan.

Stakeholder Engagement Strategy implementation reporting will be a required attachment of all Pillar I deliverables. Template provided in Annex 1 including signed attendance sheet shall be provided as record of meeting. Formal minutes and photo documentation of public meetings and required formal notices shall be included in the submission of the next due deliverable.

A preliminary list of stakeholders is provided in Annex 2

- 5.1.3 *Committee Mobilization:* Onboard Integrated Planning Committee (and technical committees, as relevant), introducing committee members to their roles and responsibilities, and providing training on urban planning and development control fundamentals as well as General Planning Scheme preparation procedure and implementation mechanisms
- 5.1.4 *Public meeting #1:* Hold initial public meeting to publicly initiate GPS Preparation. Sensitize the public on plan preparation process, stakeholder engagement opportunities, and timeframe. Invite stakeholder inputs on key issues and priorities, and initiate preliminary visioning.

Summary of Outputs, Major Events and Approvals for Phase II, Pillar I, Stage 1

Stage 1: Commencement of Plan Preparation	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
	Draft Commencement Package (Deliverable B - Pillar I) containing <ul style="list-style-type: none"> • Identification of Upcoming Development Impacts • Stakeholder Engagement Strategy • Committee Onboarding Materials • Public Meeting #1 Materials 	Client to clear for proceeding to presentation to Integrated Planning Committee
	Presentation to Integrated Steering Committee	Integrated Steering Committee to endorse Commencement Package
	Final Commencement Package (Deliverable B - Pillar I)	Client to accept Final Commencement Package and clear proceeding to Public Meeting
	Master Plan Commencement Event (Public Meeting #1)	

5.2 Existing Situation Analysis [Stage 2]

5.2.1 *Urban Development Indicators Matrix - Baseline:* Develop a simplified Urban Development Indicators Matrix, as appropriate for Kahama’s development context and priorities (sample provided in Annex 3). Key topics and issues should be identified, indicators based on available or proxy data developed, and baseline provided for each. Source/indicator calculation methodology for indicator data must be described.

The Urban Development Indicators Matrix will provide the analytical backbone which will be analyzed in narrative form in the Existing Situation Summary. It will be incorporated into the Master Plan Preparation, Coordination, and Implementation Monitoring Platform to be established for Pillar 2 of the assignment. It will serve as tool for GPS review in line with release of new National Five Year Development Plans & Council Strategic Plan preparation.

This matrix which will be a required framework for subsequent stages to maintain a clear link existing situation analysis to goal, objective, target setting, and identification of required planning interventions (land use, capital investment needs, and programmatic interventions).

5.2.2 *Base Map and Key Thematic Existing Situation Maps:* aligned with Pillar II activities, prepare thematic maps and associated geospatial data, at minimum:

- a. Base Map (with required elements as specified in Annex 4)
- b. Hazard Risk
 - Flood risk contours
 - Other natural hazards, as relevant to the local context (landslides, earthquakes, cyclones)
 - Public health risk hotspots
- c. Land Use

- Existing land uses (those covered in Annex 4)
- Indicative sketch of parcel boundaries to illustrate the extent of parcellation, public lands, and major private land ownership
- Overlay of building footprint change over time
- Overlay of approved survey plans
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- d. Existing Infrastructure
 - Road and drainage condition
 - Public transport and travel times
 - Water network (piped and point distribution)
 - Electricity Network
- e. Environmentally Sensitive Areas and Natural Resources (NBS opportunities)
 - Rivers
 - Streams
 - Wetlands
 - Forests
 - Steep slopes
 - Water sources

5.2.3 *Existing Situation Summary*: Provide a descriptive analysis of existing situation, incorporating and elaborating on findings of Urban Development Indicator Matrix Baseline and thematic maps. Identify strengths, challenges, risks, and opportunities which the subsequent planning interventions should address. Analyze:

- a. Positioning within a regional and national context
- b. Population and demographic trends
- c. Economic character and trends, relationship with the hinterland, areas of competitive advantage (agriculture, mining, other)
- d. Government revenue, business licenses, employment analysis
- e. Topography, existing features and structures of the natural and built environment, etc)
- f. Environment and natural resources including freshwater resources, vegetation, biodiversity, natural drainage and wetlands
- g. Environmental character and trends (condition of natural drainage and wetlands/forests), relationship with hinterland (e.g. reliance on natural resource/ecosystem services)
- h. Hazard risk patterns and trends
- i. Climate trends, forecasts and risks/implications
- j. Existing land use distribution and historical change
- k. Real estate patterns and trends (formal and informal; plot sizes, mixed-use development)
- l. Environmentally stressed and sensitive areas and causes (deforestation, land degradation, erosion and pollution)
- m. Basic services and amenities: water supply and distribution, sewerage, stormwater drainage, energy supply and roads
- n. Management of solid and liquid waste
- o. Health, education, social welfare
- p. Access to public open spaces and trends
- q. Overall quality of life
- r. Transportation mode split, mobility, trends, and needs
- s. Housing quality and affordability
- t. Cultural heritage and assets

- u. Review and assessment of implementation of earlier plans, including detailed planning schemes, and outcomes, together with discussion of challenges that may have inhibited implementation of earlier plans
- v. Strengths, Weaknesses, Opportunities, Threats summary covering natural, social, and cultural resources and climate change risks
- w. Other themes determined through research and stakeholder engagement to be relevant

Analyze spatial development patterns and trends. Evaluate gaps between standards and prevailing practice in both planned and unplanned areas, drawing conclusions on adaptations or mechanisms required to align standards with practice. Analyze patterns in clusters of informal economic activity and geographic location (e.g. accessibility, value of land, size of land parcel individual can purchase, affordability of the land price etc).

Review existing institutional coordination and local bylaws as they impact on physical development or growth of the Kahama MC and surrounding areas, and provide recommendations for operationalizing development control, enhancing coordination for implementation, and enabling redevelopment.

Required Analysis and Stakeholder Engagement to Inform Existing Situation Analysis:

- a. Based on Yamane’s (1967) method of drawing a sample from a given population, the sample size will be 625 respondents out of the total Kahama Municipal Council population of 453,654 at 4% (0.04) level of precision. This is equivalent to 31 respondents in each ward. The sample should include equal representation of genders, and include a range of ages and socioeconomic groups. Survey results should be georeferenced
- b. Transport analysis informed by traffic studies travel demand disaggregated by user group, purpose, modes, and origin-destinations routes; travel times, frequency, and transport costs to access employment and market centers; and parking supply and demand, etc.
- c. Provide sources for data as well as basis and assumptions for projections of future population

5.2.4 *Strategic Environmental Assessment Report Inputs:* Develop annotated outline and working draft of SEA Report, incorporating description of baseline environmental conditions and relevant legislative framework and related policy, plan and programme documents

5.2.5 *Benchmarking of infrastructure and service delivery costs:* Establish average per unit service demand (e.g. water/electricity requirements per household and industry) as well as costs at various carrying capacities (e.g. high/moderate/low density) and service levels for roads and streetlighting, electricity, water, sanitation, drainage, refuse collection, etc as input to subsequent costing and prioritization of capital investment proposals

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar 1, Stage 2

	Output/Event	Associated Approval/Endorsement Requirements
Stage 2: Existing Situation Analysis	Draft Existing Situation Analysis (Deliverable C – Pillar I): <ul style="list-style-type: none"> • Urban Development Indicators Matrix containing complete baseline • Existing Situation Base Map and Thematic Maps • Existing Situation Summary • Infrastructure and Service Delivery Cost benchmarks • Stakeholder Engagement Implementation Report documenting Public Meeting #1 	Client to clear for proceeding to presentation to Integrated Planning Committee
	Consultant to present to relevant technical committees, then Integrated Planning Committee	Integrated Planning Committee to endorse accuracy Deliverable C contents
	Final Existing Situation Analysis (Deliverable C – Pillar I)	Client to accept and submit to MLHHSO for endorsement of completeness and adherence to stakeholder engagement plan
	Submission (by Client) to MLHHSO	MLHHSO to endorse or provide detailed comments on required content revisions or procedural concerns to be resolved prior to Final Plan Approval

5.3 Future Scenario Analysis [Stage 3]

- 5.3.1 *Projected Population and Spatial Extent:* Using understanding of population and spatial growth patterns informed by existing situation analysis and patterns in existing urban footprint expansion, map expected urban extent in 5, 10, 15, and 20 years for basing on current trends. Mapping/analysis should take into account building footprint expansion, apparent real estate / environmental / economic / development trends, population trends accounting for age distribution of population pyramid. Provide basis and assumptions for all projections
- 5.3.2 *Future Service Demand Projections:* Using understanding of existing demand and accounting for anticipated dynamic demand responses to economic factors, project 5, 10, 15 and 20-year demand for public utilities, transportation, future land use (industry / agriculture production / warehousing / open space / human settlement), housing, social facilities (schools, health facilities). Provide basis and assumptions for all projections.
- 5.3.3 *Land Suitability Analysis:* Using multi-factor GIS analysis informed by environmental, social, economic factors including current and projected future land value dynamics, develop planning area-level map categorizing lands according to their suitability for future uses, particularly urban development categorized by appropriate intensity/density, agricultural or natural areas. Factors should consider probable exposure to flood and other

hazard risks (taking into account climate change projections for rainfall), agricultural productivity, soil stability, groundwater recharge needs, proximity to infrastructure, and infrastructure delivery costs.

Aerial drone imagery from October 2022 covering Kahama Mjini, Majengo and parts of the Malunga, Nyahanga, Nyihogo, Nyasubi and Mhongolo wards, together with Digital Terrain Model (DTM) is available as an input to flood risk analysis; and open source modeling [AoI provided in Annex 5]. The DTM built upon Merit Hydro data which is publicly available as an open data source for the entire urban extent.

- 5.3.4 *Strategic Environmental Assessment Inputs – Impact Analysis:* Conduct an analysis of environmental impacts of future scenario (implications vis a vis pressure on available water resources and other natural resources and anticipated land conversion); the output of this analysis will be an input to alternatives analysis in subsequent stage.
- 5.3.5 *Public Meeting #2:* Present existing situation analysis and future scenario analysis. Kick off subsequent Visioning Stage by engaging stakeholders in preliminary aspirations and desired outcomes identification

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar 1, Stage 3

	Output/Event	Associated Approval/Endorsement Requirements
Stage 3: Future Scenario Analysis	Draft Future Scenario Analysis (Deliverable D - I) <ul style="list-style-type: none"> • Projected Population & Spatial Extent • Future Service Demand Projections • Land Suitability Analysis • SEA Inputs – Impact Analysis • Stakeholder Engagement Strategy Implementation Reporting 	Client to clear for proceeding to presentation to Integrated Planning Committee
	Consultant to present to relevant technical committees, then Integrated Planning Committee	Integrated Planning Committee to endorse Deliverable D and clear for proceeding to Public Meeting #2
	Public Meeting #2: Consultant to present Existing & Future Scenario Analysis	
	Final Future Scenario Analysis (Deliverable D - I)	Client to accept and submit to MLHHS D for endorsement of completeness and adherence to stakeholder engagement plan
	Submission (by Client) to MLHHS D	MLHHS D to endorse or provide detailed comments on required content revisions or procedural concerns to be resolved prior to Final Plan Approval

5.4 Visioning [Stage 4]

- 5.4.1 *Establish Desired Outcomes:* Guided by the general framework of the Urban Development Indicators Matrix developed in Stage 1, and sustainable development principles, engage in working sessions with various stakeholder groups to establish their desired intermediate and ultimate outcomes as well as priority needs.
- 5.4.2 *Determine Targets Aligned to Desired Outcomes:* Interpret desired outcomes and priorities as determined by stakeholders into tangible targets which will serve as basis for Monitoring and Evaluation of Plan Implementation following plan approval and at minimum during 5-year plan review
- 5.4.3 *Collective Visioning Meeting:* Hold Public Meeting #3 for stakeholder validation of desired outcomes and targets and statement of overall Vision for Kahama 2045
- 5.4.4 *Vision Documentation:* Summarize Vision as interim report for deliverable submission and later incorporation into final Plan, and develop corresponding communications materials for public awareness campaign

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar I, Stage 4

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Stage 4: Visioning	Consultant to submit presentation materials for Collective Visioning Meeting (summarizing outcomes and targets proposed during stakeholder engagement)	Client to clear for proceeding Public Meeting #3
	Public Meeting #3: Collective Visioning	
	Draft Vision Document (Deliverable E – Pillar I) + Stakeholder Engagement Strategy Implementation Reporting documenting Public Meetings 2 & 3	Client to clear for presentation to Integrated Planning Committee
	Consultant to Present Draft Vision Document to Integrated Planning Committee	Integrated Planning Committee to endorse for Client acceptance
	Final Vision Document (Deliverable E – Pillar I)	Client to accept and share with MLHHSD as progress update

5.5 Plan Conceptualization [Stage 5]

- 5.5.1 *Roadmap to Achieving Outcomes and Targets:* Determine i) spatial development implications/land use targets (articulate how the issue translates to spatial/physical development requirements and describe how it could be incorporated into various land use planning concepts); ii) infrastructure/capital investment needs; and iii) required strategies,

programs, and partnerships required to achieve outcomes/targets, and define the approach to the realization of each

5.5.2 *Spatial Development Concepts*: Conceptualize three spatial development scenarios for the plan, drawing on future scenario analysis and service demand. Present in figures and maps containing following critical layers:

- Centres/sub-centres hierarchy
- Production & warehousing
- Natural areas, open space, and green/blue infrastructure
- Special areas
- Connectivity and trunk infrastructure
- Density/height profile indicating allowable intensity of development on land

5.5.3 *Strategic Environmental Assessment Draft Report*: In adherence to SEA regulations and guideline, and pursuant to stakeholder engagement strategy direction on consultation process, draft SEA report. The report should analyze each of the three spatial development concepts and predict and evaluate impacts, including cumulative effects of each scenario. Impacts should be considered and compared against baseline on environmental indicators analyzed in Stage 3. Provide alternatives/adaptations that would mitigate potential environmental impact of each scenario. The report should be in English accompanied with a non-technical executive summary in both Swahili and English.

5.5.4 *Stakeholder Selection of Plan Concept – Public Meeting #4*: Present and invite stakeholders to select preferred alternative, and propose refinement. Refinement should be interactive, in design charrette format, in which breakout groups are invited to draw and revise concepts. SEA draft report should be presented and environmental impact mitigation alternatives should be weighed and integrated. Final validation of selected and refined concept should be determined by stakeholder vote.

5.5.5 *Plan Concept*: The Plan Concept should be documented in a report and associated maps presenting three alternative spatial development concepts and ultimately selected concept, complete with refinements made during Stakeholder Meeting 4. It should incorporate environmental impact mitigation measures identified in SEA draft report.

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar 1, Stage 5

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Stage 5: Plan Conceptualization	Consultant to submit inputs to Public Meeting #4 to Client: <ul style="list-style-type: none"> • <i>Roadmap to Achieving Outcomes and Targets</i> • <i>Spatial Development Concepts</i> • <i>Strategic Environmental Assessment Draft Report</i> 	Client to clear presentation to relevant Integrated Planning Committee and circulate SEA draft report for comment in accordance with approved stakeholder engagement strategy
	Consultant to present to Integrated Planning Committee	Endorsement by Integrated Steering Committee to proceed to Public Meeting #4

Public Meeting #4: Plan Conceptualization and SEA consideration	
Draft Plan Concept (Deliverable F – Pillar I) <ul style="list-style-type: none"> • Plan Concept Report • Revised SEA draft report • Stakeholder Engagement Strategy Implementation Reporting documenting Public Meeting #4 	Client to clear Consultant for presentation to Integrated Planning Committee
Consultant to Present Plan Concept to Integrated Planning Committee	Integrated Planning Committee to endorse for Client approval
Final Plan Concept (Deliverable F - Pillar I)	Client to accept and share with MLHHS D as progress update; the Consultant shall incorporate any comments from MLHHS D into Stage 6 outputs Client to submit SEA to Director of Environment for review; the Consultant shall incorporate any comments prior to Stage 8

5.6 Plan Development [Stage 6]

- 5.6.1 *Spatial Development Plan*: In continued consultation with technical committees, detail stakeholder preferred scenario into detailed map form that establishes location of major hubs, high density corridors and subcenters, categories of target density and height profiles (taking into account service delivery costs), urban edge, natural areas, public open space, other major land uses including institutional, production warehousing, etc. The maps shall also present trunk infrastructure networks, illustrating sequencing of major capital investments. Maps shall be accompanied with justification describing the logic that drove spatial planning decisions, and a summary of proportion and distribution of land uses and allowable densities/intensity of use.
- 5.6.2 *Catalytic Investment Priorities*: Realization of proposed spatial structure and achievement of local economic development goals can be catalyzed by strategic area-based investments that foster existing competitive advantages. Informed by research into successful catalytic investments in urban areas with similar nature and opportunities, and drawing on prior identified interventions to support Outcomes/Indicators, propose 3-5 proposed catalytic investments and provide justification for each, drawing on market analysis, location and assessment of expected quantifiable impact (e.g. on jobs, skills and other key factors)
- 5.6.3 *Climate Action Priorities*: Identify 3-5 climate action priorities, and include assessment of expected impact, e.g. GhG emissions, surface temperature + risk factors (hazard, vulnerability, exposure). Examples might include targeted tree planting programs, rehabilitation of wetlands to enhance groundwater recharge, construction of reservoirs to improve storage, etc.

- 5.6.4 *Capital Investment Priorities*: Prepare map identifying capital investment needs and priorities, with brief providing justification for each priority. Focus should be on specific infrastructure network segments (road, water, sanitary sewer, high voltage electricity, etc), and specific facility requirements (solid waste sorting/processing/disposal centres, multi-modal transport hubs, major markets/schools/health facilities, recreation, etc). An impact assessment should be provided for each priority (analyzing impact on commute times, service provision outcomes, jobs, etc).
- 5.6.5 *Programmatic Intervention Priorities*: Roadmap to Achieving Outcomes and Targets, identify 3-5 priority programmatic interventions, describing their scope and approach to achievement. Examples might include labor intensive public works, financial management and market access skill building training for MSMEs, solid waste management/recycling/composting initiatives, etc.
- 5.6.6 *Public Meeting #5*: Hold public meeting to validate spatial development plan and proposed priority investments

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar I, Stage 6

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Stage 6: Plan Development	Draft Integrated Plan Package (Deliverable G – Pillar I) <ul style="list-style-type: none"> • Spatial development plan • Catalytic Investment, Climate Action, Capital Investment, and Programmatic Intervention Priorities 	Client to clear for presentation to Integrated Planning Committee
	Consultant to present to Integrated Planning Committee	Integrated Planning Committee to endorse proceeding to Public Meeting #5
	Public Meeting #5	
	Final Integrated Plan Package (Deliverable G – Pillar I) <ul style="list-style-type: none"> • Spatial development plan • Catalytic Investment, Climate Action, Capital Investment, and Programmatic Intervention Priorities • Stakeholder Engagement Strategy Implementation Reporting documenting Public Meeting #5 	<i>[Presentation and endorsement by Integrated Planning Steering Committee required only if major changes are called for by public meeting]</i> Client to approve and submit to MLHHS as progress update

5.7 Detailed Land Use Planning/Zoning Maps and Localization of Capital Investment and Climate Action Plan Priorities

- 5.7.1 *Participatory Refinement of Land Use Plan*: Via consultations with major land owners and participatory planning sessions at ward level engaging relevant mtaa officials and with

participation by Client, localize spatial develop plan proposals for land uses, aligning proposed land uses/density zones with physical features, e.g. local road networks, and geological features. Determine precise boundaries of legally protected lands, (e.g. protected buffers of rivers/streams based on high water marks, informed by the results of the participatory hazard risk mapping undertaken in Stage 2; roads wayleaves, etc). Dedicate special attention to the CBD area to produce a more detailed land use plan specifying height profile/floor area ratio ranges, accounting for carrying capacity of existing infrastructure and incorporating development conditions that incentivize compact urban form.

As part of ward level consultations, identify appropriate approach for aligning existing/future development with trunk infrastructure and density called for by detailed land use plan (e.g. block level planning supported by land pooling/readjustment, redevelopment, or regularization); consolidate in map to be incorporated into Urban Form Alignment Strategy (to be produced in Stage 8)

5.7.2 *Localize Capital Investment, Climate Action Priorities, and appropriate Detailed Planning/Land Assembly Interventions:* Via consultations with Ward Development Committees, identify Capital Investment and Climate Actions complementary to detailed land use plan (to be incorporated into final Integrated Master Plan).

5.7.3 *Develop Zoning Plan and Development Conditions:* Specify target floor area ratios, land uses that are excluded or exception-based, and applicable development conditions for each zone.

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar 1, Stage 7

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Stage 7: Detailed Planning/Zoning	Detailed land use planning/zoning and capital investment/climate action prioritization consultations	Endorsements by Ward Development Committees
	Detailed Planning Package (Deliverable H – Pillar I) <ul style="list-style-type: none"> • Detailed Land Use Plan • Zoning Plan and Development Conditions • Updated Climate Action and Capital Investment Priorities 	Client to clear for presentation to Integrated Planning Committee or designated technical committee
	Consultant to present to Integrated Planning Committee or designated technical committee	Integrated Planning Committee or designated technical committee to endorse for Client approval

	<p>Detailed Planning Package Package (Deliverable H – Pillar I) + Stakeholder Engagement Strategy Implementation Reporting documenting participatory planning at ward level</p>	<p>Client to approve and submit to MLHSD, any comments to be incorporated in Stage 9 deliverables</p>
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5.8 Strategic Environmental Assessment Finalization and Implementation Tools Development [Stage 8]

- 5.8.1 *Strategic Environmental Assessment:* Finalize Strategic Environmental Assessment (SEA) providing a systematic examination of environmental risks and impacts, and issues associated with implementation of the plan including proposals for priority investments. The examination of environmental risks and impacts will include consideration of the full range of environmental risks and impacts incorporating relevant World Bank Environmental Standards and the Environment Management Act (EMA) of 2004. Final SEA will adhere to pursuant guideline requirements for contents and format of SEA⁶. The report should be in English accompanied with a non-technical executive summary in both Swahili and English.
- 5.8.2 *Development Control Strategy:* Map priority areas and issues for development control including places where encroachment into river buffers or wetlands or on steep slopes is particularly acute or probable; public health crisis hotspots (e.g. areas prone to cholera, extreme air pollution); sub-wards with high growth rate; areas where major infrastructure (e.g. ring road, SGR, ICD, port, etc.) is expected to influence development patterns. The strategy shall identify specific sensitization needs/intensification of generic public awareness activities. Establish duties and reporting requirements of ward and mtaa officers in development control activities including regular inspection and reporting to Planning Authority.
- 5.8.3 *Urban Form Alignment Strategy:* Consolidate findings from participatory engagement during detailed land use planning, and determine sequencing of activities, based on analysis of urgency (e.g. due to pace of growth or anticipated investment, severity of existing challenges, real estate potential). Sequencing should follow Five Year Development Plan Periods.
- 5.8.4 *Costs and Phasing, and Financing Strategy for priority investments:* In close collaboration with relevant technical committees including infrastructure providers, determine costs, phasing and financing strategy for identified Capital Investment, Climate Action Plan, and Programmatic Activity. Clear prioritization should be established, and business cases for Catalytic Projects developed. Phasing should follow Five Year Development Plan Periods.

⁶ <https://www.vpo.go.tz/uploads/publications/en-1592644741-NATIONAL-GUIDELINES-FOR-STRATEGIC-ENVIRONMENTAL-ASSESSMENT.pdf>

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar I, Stage 8

	Output/Event	Associated Approval/Endorsement Requirements
Stage 8: Final SEA and Implementation Tools	Final SEA & Implementation Package (Draft Deliverable I – Pillar I) <ul style="list-style-type: none"> • <i>Strategic Environmental Assessment</i> • <i>Development Control Strategy</i> • <i>Urban Form Alignment Strategy</i> • <i>Costs and Phasing, and Financing Strategy for priority investments</i> 	Client to clear for presentation to Integrated Planning Committee or designated technical committees
	Consultant to present to Integrated Planning Committee or designated technical committee	Integrated Planning Committee or designated technical committee to endorse for Client approval
	Final SEA & Implementation Package (Deliverable I – Pillar I)	Client to approve and submit SEA to Director of Environment for review to MLHSD, any comments to be incorporated in Stage 9 deliverables

5.9 Integrated Master Plan Finalization [Stage 9]

5.9.1 *Compilation of Final Plan:* Outputs of Stages 1-8, addressing any pending comments from MLHSD received for prior stages. Finalized SEA report, addressing any pending comments from Director of Environment.

All documents and data packages collected or produced for the assignment are property of Kahama MC. The document and data package should include, *inter alia*:

- a. Library of background reports and sources
- b. All deliverables in editable Word/Excel/AutoCAD/Shapefiles and PDF format
- c. A geodatabase with GIS shapefiles, raster data, and AutoCAD dwg. files, including metadata and accompanying geodatabase reports.
- d. All tabular data (population, socioeconomic, etc.) in Excel spreadsheets (PDFs will not be accepted)

The final package, to be submitted with the final design reports, should include:

- a. Full documentation of all data, including provenance, licensing, metadata, and cataloged on external hard drives and via a web portal;
- b. Full documentation of all data and files to enable reviews and to enable the current or any other consultant to provide follow-up studies and the possible other use of the data for other analyses;

- c. GIS metadata schema shall follow ISO 19115 Geographic Information — Metadata standard.

5.9.2 *Support preparation of final submission:* Provide any Technical Assistance to Planning Authority for preparation of submission to Regional Administrative Secretariat for endorsement and submission to MLHHS D for plan approval and Minister of Environment for SEA approval.

5.9.3 *Physical 3-D model and renderings:* Develop visual materials illustrating the major structural elements, catalytic investments, and height profile of the plan. Physical 3-D model should be developed using cost-effective and locally available materials, with size and style to be elaborated by Consultant in technical proposal.

Summary of Outputs, Approvals, and Major Events Associated with Phase II, Pillar I, Stage 9

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Stage 9: Integrated Master Plan Finalization	Integrated Master Plan Package (Draft Deliverable J – Pillar I) <ul style="list-style-type: none"> • Compilation of Final Integrated Development Master Plan 	Client to clear for presentation to Integrated Planning Committee or designated technical committees
	Consultant to presents to Integrated Planning Committees, District Coordination Committee, and Regional Coordination Committees	Integrated Planning Committee
	Make the Final Draft of the Master Plan available for a period of ninety days for public hearing and consultation	(comments to be assembled and addressed) [any major comments and changes will require re-presentation to Integrated Planning Committee]
	Consultant to support Client in presentation to Council	Council adoption
	Integrated Master Plan Package (Deliverable J – Pillar I) <ul style="list-style-type: none"> • Final Integrated Master Plan • Map printouts • Final Data Package • Public comments received • CBD rendering video • Physical 3-D model 	Client to accept and submit Plan to RAS and MLHHS D and SEA to Minister of Environment for approval

• *PILLAR II: DIGITALIZATION OF KEY URBAN MANAGEMENT DATASETS AND PROCESSES* •

Pillar II covers not only assembly in digital format of spatial inputs to the integrated master plan, but also, process to establish or enhance local skills required to utilize and maintain the spatial data that is a byproduct of the urban planning process. It also emphasizes the prototyping of a platform for plan coordination and monitoring, which will enable use cases that utilize applications linking to the platform. The platform and associated applications are intended to pilot innovations and identify/refine user requirements which could subsequently be incorporated into national systems (e.g. Integrated Monitoring and Evaluation System or Integrated Land Management Information System). Anticipated tasks and expected deliverables are described below:

5.10 Urban Management Digitalization Strategy (Activity 1)

5.10.1 *Conceptualization of Master Plan Preparation, Coordination, and Implementation Monitoring Platform Preliminary Prototype:* Through participatory user needs assessment with various departments, sectoral agencies, and authorized ICT officers, prepare visual mock-up of a map-enabled dashboard with following minimum functionalities:

1. User Access Privileges
2. GIS map with
 - a. Satellite imagery/open street map background
 - b. Ability to display and toggle on/off various base and thematic map layers
 - c. Ability to add new layers or update existing layers
3. Overall Monitoring Dashboard incorporating Urban Development Indicators Matrix
4. Development monitoring dashboard (change tracking of World Settlement Footprint at ward and mtaa level and within critical areas, e.g. environmentally sensitive areas or road reserves)
5. Geo-spatial display of building permit, planning consent, change of use applications
6. Upload, overlay of proposed and approved plans of sectoral infrastructure agencies/town planning schemes and survey plans
7. Economic plans (Strategic Development Plan), spatially referenced

5.10.2 *Action Plan for Master Plan Preparation, Coordination, and Implementation Monitoring Platform Prototype:* Detail user needs requirements and prepare workplan for developing preliminary prototype of platform, inclusive of stakeholder engagement requirements, and hosting requirements⁷. Programming should utilize open source tools, free of license requirements.

⁷ Server space for hosting the tool and data will be sorted by Client/PO-RALG separate from assignment

5.10.3 *Digitalization Training and Technical Assistance Plan:* Develop technical assistance plan for capacitating LGA staff and other key stakeholders (utility and other sectoral agencies) to enable operationalization and continuous maintenance of the Master Plan Preparation, Coordination, and Implementation Monitoring Platform following assignment closure.

It is expected that as a training and technical assistance outcome, each of the platform functions will have trained users from relevant departments who demonstrate capability of using the platform to update and maintain data and perform daily tasks. Training targets and approach should be determined by the Consultant based on needs assessment; indicatively, a minimum of 8 participants should be trained to the level of full platform users, 20 participants trained on digitalization and standardizing data entry formats, 20 participants sensitized on how to access and view the platform. Trainees are anticipated to come primarily from relevant LGA departments, as well as utility, and road agencies.

A heavy emphasis on skill building for sustainability is expected, and as such, the Training and Technical Assistance Plan should integrate a training-by-doing approach to establish layers and corresponding attribute tables for critical data which is existing and available in Council departments, but not yet digital or spatially-referenced. Training-by-doing should involve working with staff to identify locations and establish a standard format which will be incorporated into data recording and updating procedures.

Training-by-doing of local digitizers is also the preferred approach to support participatory mapping and World Settlement Footprint validation tasks. Digital public works has been piloted in Kenya and South Africa and proven to be an effective model to obtain simple, digital outputs; a similar model could be considered by Consultant for incorporation into Digitalization Training and Technical Assistance Plan. Indicatively, a minimum of 20 participants, who may be council volunteers or local youth, are anticipated to be equipped to conduct participatory mapping and World Settlement Footprint validation tasks.

Sensitization presentations should be made at decision maker levels, particularly CMT (where advised by Client) to keep them informed and build interest as end users of resulting information; sensitization presentations during regular Council meetings may also be made, as advised by Client.

Periodic learning exchange on Digitalization activities should be provided (virtually) to expose staff from a minimum of the 11 TACTIC Tier 1 LGAs outside of Kahama, PO-RALG, and MLHSD to functionalities and utility for enhancing development control effectiveness and plan implementation coordination as platform operationalization progresses, and associated co-benefits e.g. revenue enhancement. M&E of training/technical assistance outcomes shall be incorporated into Digitalization Training and Technical Assistance Plan.

Specific Use cases will be developed as a subsequent task, and the Digitalization Training and Technical Assistance Plan updated to integrate expanded activities.

Summary of Outputs and Approvals Associated with Phase II, Pillar II, Activity 1

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Activity 1: Urban Management Digitalization Strategy	<u>Draft Digitalization Strategy (Deliverable B, Pillar 2)</u> <ul style="list-style-type: none"> • Platform Mockup • Prototype Action Plan • Preliminary Training and Technical Assistance Plan 	Present to Client/Digitalization Task Team (follow up session at final deliverable submission to be required if substantial improvements are requested by Digitalization Task Team)
	<u>Final Digitalization Strategy (Deliverable B, Pillar 2)</u>	Client to accept

5.11 Assemble Digital Toolkit for Master Plan Preparation, Coordination, and Implementation Monitoring [Activity 2]

5.11.1 *Assemble/Digitalize Inputs to Master Plan Preparation:* Study scheme of service, and map information needs/flow, and daily tasks with minimum coverage of departments with duties on land management, revenue collection, and economic planning/budgeting. Develop data model and standards to guide subsequent digitalization activities (i.e. required attributes and data format)

Minimum data sets are expected to include change of use requests, building permits, business licenses, land values, municipal-owned land, cess collections, and other locationally-tied revenue sources. Location-based aspects of strategic plans and MTEF (e.g. facility improvement, capital works, etc) shall also be georeferenced and digitalized.

The exercise will also digitalize road, drainage, electric, water, sanitation, communication networks and plans (as required, convert paper-based or AutoCAD maps to GIS shapefile). Assemble land use and survey plans (available in digital format from Ministry of Lands). Assemble administrative boundaries and index with socioeconomic datasets (e.g. available from census or council data)

5.11.2 *Participatory Mapping of Community Level Land Uses and Risk:* Develop mtaa-level existing situation maps to guide subsequent plan proposals, especially identification of precise boundaries of land uses critical for preservation and development control enforcement (e.g. infrastructure wayleaves and ecologically sensitive lands protected under national Acts). Participatory mapping approach should be informed by Resilience Academy/Ramani Huria experience in Dar es Salaam, Mwanza, and Zanzibar, and the Tanga Yetu Urban Observatory experience in Tanga.

Community level engagement should also be used to determine updating needs of approved town planning schemes and survey plans requiring review, e.g. identifying those which are not aligned with actual urban form. Major land holders should also be identified, for incorporation into Stakeholder Engagement Plan.

Layers to be developed through participatory process (e.g. working session of informed stakeholders deeply familiar with nature and land ownership)

- Historic flood extent
- Rivers and streams (polygons)
- Wetland/areas prone to standing water
- Indicative land uses (clusters of commercial activity, production, market areas, schools, public open space, health facilities, military/institutional land)
- Real or indicative parcelization (mitaa officers/wajumbe can be enlisted to collaboratively sketch land parcels)
- Identification of major land owners previously unidentified (for incorporation into Stakeholder Engagement Strategy)

Client focal persons will participate in engagement with ward and mtaa officials to support community mapping exercises. Maps of each mtaa should be reviewed and endorsed by Ward Development Committees. Once Existing Situation Analysis is approved by Client, existing situation maps (excluding indicative parcels/land tenure information) should be printed and displayed to mtaa offices in existing or other agreed visible location)

5.11.3 *Validation/refinement of AI-generated Building Footprint:* A World Settlement Footprint produced shapefile of earth observation imagery is available from ESA and will be provided to consultant upon contract signing. It is updated every 6 months. This shapefile should be validated and corrected to match base imagery (e.g. cleaning and deletion of building features that are not actually present in image, and addition of buildings that should be present but are not. Output should be uploaded to Open Street Maps to avail for public use.

5.11.4 *Development/Customization and User Testing of Preliminary Platform Prototype:* Develop/Customize and user test Master Plan Preparation, Coordination, and Implementation Monitoring Platform, having integrated all geospatial data produced for Activity 2

Summary of Outputs and Approvals Associated with Phase II, Pillar II, Activity 2

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Activity 2: Assemble Digital Toolkit	<u>Presentation of Land Use and Risk Maps to Mtaa and Ward Level</u>	Endorsement by Ward Development Committees for Client acceptance
	Presentation to Client and Digitalization Task Team and invitation for user testing feedback on Platform: <u>Initial Digital Toolkit and Maps (draft Deliverable C – Pillar II)</u> <ul style="list-style-type: none"> • Soft copy community maps and report summarizing results of TP/survey plan review 	Digitalization Task Team to user test and provide feedback (follow up session at final deliverable submission to be required if substantial improvements are requested by Digitalization Task Team)

	<ul style="list-style-type: none"> • Geo-database containing contents described in Pillar II, Activity 2 activities 	
	<p><u>Initial Digital Toolkit and Maps</u></p> <ul style="list-style-type: none"> • Report summarizing and evidencing digital submissions • Printed community maps for Client dissemination to Mtaa and associated report • Geo-database containing contents described in Pillar II, Activity 2 activities • Link and source code for Preliminary Platform Prototype 	<p>Client to accept and disseminate printed community maps to mtaa level for public display</p>

5.12 Urban Management Digitalization Preparation [Activity 3]

5.12.1 *Scoping of Digitalization Use Cases:* Identify and develop detailed implementation scope a minimum of five use cases that utilize digitalized, georeferenced data to facilitate service delivered by various municipal departments. In line with the intention to build local digital skills which will be critical for ongoing utilization and maintenance of geo-spatial data, Anticipated use cases are indicated below, but open to adjustment based on needs established in during Pillar I Stage 1 activities:

1. Formalization of digitally enabled development control monitoring and reporting by lower levels of local government to municipal level
2. Coordination of infrastructure/land use planning (e.g. review mechanism for detailed planning schemes and local infrastructure extensions)
3. GIS-based review and recording of applications for building permits, planning consent, change of use
4. Preparation of Own Source Revenue Collection Base Map, including continual editing of new release of World Settlement Footprint and georeferencing of LGRCIS records
5. One other use case should be determined based on user need and interest as communicated by CMT.

5.12.2 *Update Digitalization Training and Technical Assistance Plan* to incorporate Digitalization Use Case Scopes with consideration of needs for piloting and subsequent scaling (e.g. planning authority-wide coverage). Account for all relevant trainees (mtaa and ward officials, sectoral agencies, district and regional coordination committees and staff) and produce pertinent training materials. *Indicatively, anticipated number of trainees is projected to be not less than 80 (all 32 mtaa executive officers, a minimum of 16 officers from each of Kahama's 8 wards – totalling 2 from each ward, and at least 8 LGA level officers are anticipated to be intensively trained for the development control use case; target trainees for other use cases will be determined by Consultant based on needs.*

5.12.3 *Update Action Plan for Master Plan Preparation, Coordination, and Implementation Monitoring Platform Prototype:* Interpret Use Cases into user requirements for applications/extensions linked to Master Plan Preparation, Coordination, and Implementation Monitoring Platform

Summary of Outputs and Approvals Associated with Phase II, Pillar II, Activity 3

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Activity 3: Urban Management Digitalization Preparation	<u>Digitalization Roadmap</u> <ul style="list-style-type: none"> • Updated Action Plan for Enhancements to Master Plan Preparation, Coordination, and Implementation Monitoring Platform • Updated Training and Technical Assistance Plan, incorporating Use Case Customization 	Present to Client/Digitalization Task Team (follow up session at final deliverable submission to be required if substantial improvements are requested by Digitalization Task Team)
	<u>Final Digitalization Roadmap (Deliverable D – Pillar II)</u>	Client to accept and disseminate printed community maps to mtaa level for public display

5.13 Operationalization of Enhanced Master Plan Preparation, Coordination, and Implementation Monitoring Platform [Activity 4]

5.13.1 *Roll Out of Enhanced Master Plan Preparation, Coordination, and Implementation Monitoring Platform:* Presentation of updated Platform incorporating dashboards and Use Case extensions accordance with Updated Action Plan. Integrate all Stage 3 digital outputs into platform and avail for user testing and sensitization to user departments/CMT

5.13.2 *Use Cases Implementation Pilot:* Pilot use case implementation as per Digitalization Training and Technical Assistance Plan.

5.13.3 *Pilot reflection presentation to stakeholders:* Presenting Monitoring, Evaluation and Learnings of Use Case Pilots to Digitalization Team and stakeholders as prior identified in Training and Technical Assistance Plan

5.13.4 *Use Cases Implementation Scale Up:* Provide continued technical assistance and learning-by-doing as per agreed Digitalization Roadmap to scale the Use Cases to council-wide coverage (e.g. all mitaa to be trained and equipped in development control monitoring and reporting with ongoing technical assistance to Council level)

Summary of Outputs and Approvals Associated with Phase II, Pillar II, Activity 4

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Activity 4:	Technical Presentation of Enhanced Master Plan Preparation, Coordination, and Implementation Monitoring Platform	Client/Digitalization Task Team to user test and provide feedback

User Acceptance Test Report and Incorporation of Feedback into Platform	Client/Digitalization Task Team to endorse presentations to wider stakeholders
Sensitization Presentation of Enhanced Master Plan Preparation, Coordination, and Implementation Monitoring Platform	
Reflection Presentation on Use Case Pilots	Client/Digitalization Task Team, as advised by CMT to endorse proceeding to Use Case scale up
Submission of Periodic Digitalization Roadmap Implementation Reports (as per Deliverable Schedule in Section 6) Consultant to present to Client/Digitalization Task Team upon submission of each report	Client to accept Deliverables and clear Consultant for presentation to wider stakeholders, as per Digitalization Technical Assistance and Training Plan
<i>Final presentation of Pillar II outcomes to be integrated with presentation on Pillar III</i>	

• *PILLAR III: PUBLIC AWARENESS & TECHNICAL ASSISTANCE/CAPACITY BUILDING FOR PLAN IMPLEMENTATION* •

5.14 Public Awareness and Technical Assistance and Capacity Building Program Design (Activity 1)

5.14.1 *Public Awareness and Sensitization Strategy:* The Strategy should build on framework provided in inception report, elaborating the activities and delivery modalities for all aspects of Public Awareness and Sensitization activities. Focus areas shall include:

Master Plan Preparation messaging and specific public awareness campaign activities to increase understanding among the general public of the intention of preparing the Integrated Master Plan for Kahama MC and its role in guiding urban growth and public investment. This shall be inclusive of key messaging and activities/engagement approach to increase political appetite and willingness to support the preparation to the implementation process. It should clearly describe the Consultant’s methodology for providing continuous updates regarding master plan preparation progress.

Thematic Topics re: Sustainable Urban Development: The strategy should also lay out the messaging and modality for increasing public awareness on key topics relating to *content* of the upcoming plan. Key themes may include: economic, environmental and social benefits of compact urban development; environmental assets, degradation consequences, and protection measures; climate and hazard risk and mitigation measures; sustainable urban development principles: walkability and urban mobility, maintaining room for nature, integration of jobs and housing, etc

Implementation oriented messaging: Approach to sensitizing communities regarding boundaries of special use zones such as protected areas, rights to pre-existing uses, obligations regarding obtaining planning consent and building permits; development control priority areas and the logic for this (e.g. protecting people from hazards, maintaining natural drainage, minimizing erosion, avoidance of expensive resettlement costs and disturbance). Approach to building awareness and appetite of private sector to engage in redevelopment activities aligned with plan proposals: sensitization of land holders in prime redevelopment areas on the economic potential and process of initiating redevelopment and land readjustment; awareness raising on mechanisms by which inclusive redevelopment is occurring in other areas, e.g Kariakoo market example from Dar es Salaam.

A mixed media approach to public awareness and sensitization is expected, which takes into account how people in Kahama access information and utilizes cost effective opportunities for widening audience reach. An especially heavy emphasis is expected to be needed to align with the Development Control Strengthening Use Case of Pillar 1; this would involve dissemination of neighborhood levels maps to be produced as Pillar I output and community meetings or direct outreach. Public Awareness and Sensitization Program design should be aligned with TACTIC project Environmental and Social Commitment Plan and Management Framework⁸.

⁸ <https://projects.worldbank.org/en/projects-operations/document-detail/P171189?type=projects>

Program shall include a clear timeline for all key activities which will provide framework for implementation reporting

5.14.2 *Plan Implementation Technical Assistance and Capacity Building Program Design:* Based on assessment of priority needs and skill building requirements to enable plan implementation, prepare a detailed technical assistance and capacity building program, including annotated outline of training modules and case studies, delivery modality, target trainees, and time requirements.

Program outcomes and training/TA are expected to include, but may not be limited to:

Desired Outcome	Anticipated Training/Technical Assistance Needs
<p>Capacity (e.g. within LGA Planning/Land department) to apply plan implementation and financing tools, with particular emphasis on mechanisms for achieving alignment with structuring elements such as roads and availing land for public purposes (e.g. schools, health facilities) without necessitating mass compensation and resettlement, e.g. application of transfer of development rights, development charges, and betterment charges</p> <p>Familiarity by minimum 11 other TACTIC LGAs outside of Kahama, PO-RALG, MLHHS, and academic institutions on principles and practice of development rights, transfers, and betterment charges</p>	<p>Training on principles and applications in other countries and intensive practical application exercises</p> <p>Analysis of context appropriate pricing of development rights for additional Floor Area Ratio</p> <p>Drafting of bylaws to enable Transfer of Development Rights and betterment charges</p> <p>Sensitization to CMT and Council to support adoption of needed bylaws</p> <p>Procedural support and training by doing as staff incorporates new tools into review processes for development applications</p> <p>Sensitization via virtual learning sessions to planning staff in other LGAs and ministries</p>
<p>Capacity to monitor and enforce development control at mtaa level</p>	<p>Complementary training as required to Digitalization Use Case on Development Control</p>
<p>Capacity (e.g. among environmental officers at municipal and ward levels, planners, and building officers) to enforce urban greening and storm water management conditions</p>	<p>Drafting of bylaws specifying water permeability and greening conditions and charges for non-compliance</p> <p>Training on required considerations during plan approvals, evaluation of opportunities for field-based monitoring</p> <p>Technical assistance (e.g. co-review of applications, accompanying field-based monitoring activities)</p>

Preparedness (e.g. among planning, community development, and environmental sections/departments) for an LGA-wide activity to demarcate boundaries of protected land and activate compatible uses; e.g. through an urban greening/community public works campaign	<p>Training on design of similar programs proven successful in other countries, e.g.</p> <p>Participatory conceptualization of a program for demarcating boundaries of protected land</p> <p>Development of Terms of Reference for Non-Consulting Services to implement and supervise demarcation activities</p>
Preparedness to implement investment priorities identified in GPS	<p>Technical assistance to prepare Terms of Reference and RFBs for designs of priority capital infrastructure works</p> <p>Technical assistance to scope activities and produce TORs for implementation of priority programmatic activities and climate actions defined in GPS</p>
Preparedness (e.g. among planning, community development, and infrastructure departments) to pilot land readjustment	<p>Training in principles and process of land readjustment as practiced in relevant contexts</p> <p>Concept development grounded in local context and laws</p> <p>Technical assistance to LGA staff as they engage with potential pilot community to refine concept and develop scope of work, approach, and timeline for desired activities</p>

Note that the above table is intended to be indicative, but program should be carefully tailored by Consultant in close consultation with Client to increase robustness and ensure responsiveness to local needs.

It is expected that the technical assistance phase of the assignment would coincide with GPS preparation activities and would carry on for 9 months following conclusion of plan preparation.

The Program shall provide for a Monitoring, Evaluation, and Learning framework which will provide the basis for periodic Implementation Reporting.

Summary of Outputs and Approvals Associated with Phase II, Pillar III, Activity 1

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Activity 1: Public Awareness	Submission and presentation of draft Public Awareness Program	Client/Public Awareness Task Team to review and provide feedback to review and provide feedback

	Submission and presentation of draft Plan Implementation Technical Assistance and Capacity Building Program	Client/Implementation TA and Capacity Building Task Team to review and provide feedback
	Public Awareness and Technical Assistance/Capacity Building Program Design (Deliverable B – Pillar III)	Client approval

5.15 Public Awareness and Capacity Building Materials Development

5.15.1 *Public Awareness Program Materials:* Consultant shall produce Public Awareness materials in line with approved Public Awareness and Sensitization Strategy, with review of materials by Client sequenced as needed to enable rapid dissemination of GPS-preparation oriented content. (New materials produced subsequent to Deliverable C are to be signed off on my Client prior to release to public, as can be managed on as-needed basis.)

5.15.2 *Plan Implementation Technical Assistance and Capacity Building Materials:* Consultant shall produce Training and Technical Assistance materials in line with approved Program Design; these will be submitted to Client as part of Deliverable C.

Summary of Outputs and Approvals Associated with Phase II, Pillar III, Activity 2

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Activity 2: Materials Development	Submission and presentation of draft Public Awareness Materials	Client/Public Awareness Task Team to review and provide feedback to review and provide feedback
	Submission and presentation of draft Plan Implementation Technical Assistance and Capacity Building Materials	Client/Implementation TA and Capacity Building Task Team to review and provide feedback
	Public Awareness and Technical Assistance/Capacity Building Materials Package (Deliverable C – Pillar III)	Client approval

5.16 Public Awareness and Technical Assistance/Capacity Building Program Implementation

5.16.1 *Regular reporting on program activities* will draw on MEL framework developed in program design of the respective Public Awareness and Sensitization and Technical Assistance Programs; and results will be done in line with Deliverable Schedule outlined in Section 6. Upon submission, implementation reports will be presented to Client and relevant Task Team for feedback prior to review/approval.

5.17 Wrap Up of Public Awareness and Technical Assistance/Capacity Building Activities

5.17.1 *Synthesis presentation*: Upon submission of final implementation reports, present to Client and relevant Task Teams on outcomes and proposed way forward for Pillar II and III activities. Final implementation report shall include compiled materials for each respective program, in editable digital format for future adaptation and use.

5.17.2 *Present to CMT*: Emphasizing tangible outcomes and recommendations for way forward, conduct final reflection presentation on Pillars II and III; an abbreviated version of the same may be presented at a regular meeting of the Council, as advised by CMT

PHASE III – EXHIBITION AND LEARNING EXCHANGE

5.17.3 *Learning Exchange Event*: The GPS preparation process and coinciding digitalization, public awareness, and technical assistance activities of this assignment represent the first time a Master Plan has been developed using this integrated and multi-faceted approach and integrating Strategic Environmental Assessment into plan preparation. To facilitate learning with other LGAs and within PO-RALG and MLHHS, Kahama MC and Consultant shall arrange a Learning Exchange event. Particular areas of focus and format for this event shall be proposed by consultant in close consultation with Client. Areas of special interest include: community-based flood risk mapping approach, land suitability analysis approach and outcomes, experience and reflections on scale up opportunities for Master Plan Preparation, Coordination, and Implementation Monitoring and digital Use Cases/applications, approach and outcomes for development control strengthening, and experience applying transfer of development rights/betterment charges/other finance mechanisms to achieve target development intensities.

This is anticipated to be a 3-day event organized as a mini-conference including field visits to relevant sites and a mix of relevant speakers from various stakeholder groups. Anticipated number of attendees is 50, with a mix of attendees from LGAs, Regional Administrations, PO-RALG, MLHHS and Town Planning Registration Board. Venue and food costs shall be included in Consultant financial proposal, with travel expenses for attendees covered by Client/PO-RALG. The event should be documented, e.g. via

engaging video documentary and digital presentations/materials package, for sharing with stakeholders unable to attend in person.

5.17.4 *Public Exhibition Event*: the assignment shall conclude with a public facing event oriented toward private sector investors. Expected content would focus on plan proposals and aligned investment opportunities. Anticipated attendance is 80 guests, with associated venue and food costs factored into Consultant’s proposal. Design of the event should be informed by approaches, such as investor forums, which have demonstrated success in other comparable cities. The substance of the exhibition should be documented, e.g. via engaging video communication materials for Kahama MC to disseminate to prospective investors.

5.17.5 *Assignment Conclusion Reporting*: Submission of summary report containing materials and documentation of Learning Exchange and Public Exhibition event. Submission shall contain Learning Exchange and Exhibition event video documentary/communication materials.

Summary of Outputs and Approvals Associated with Phase III

	<i>Output/Event</i>	<i>Associated Approval/Endorsement Requirements</i>
Learning Exchange and Exhibition Events	[at least 2 months prior to events] Preliminary submission of Events Preparation Package containing: <ul style="list-style-type: none"> • Agendas, • List of attendees • Detailed description of presentation/exhibit content • Draft invitations 	Client (together with organizing committee) to review and confirm date for event
	[at least 1 month prior to events] Events Preparation Package [Deliverable M] Presentation and Exhibition Material	Client (together with organizing committee) to approve for printing
	Learning Exchange Event	
	Exhibition Event	
	Submission of Assignment Conclusion Package [Deliverable N] <ul style="list-style-type: none"> • Materials, video and documentation of attendance for Learning Exchange Event • Materials, Communications Materials, and documentation of attendance for Exhibition Event 	Client review/approval of Deliverable N

6. DELIVERABLES, TIMELINE AND REVIEW PROCESS

The assignment is expected to take approximately 24 calendar months (104 weeks) from contract signing date to the submission of the final deliverable. Deliverables and the timeline are presented in Table 2:

Table 2: Deliverables Submission and Review Timeline

Phase I	Deliverable A <i>draft by Week 3, final by Week 5</i>	<u>Inception Report</u>		
		Pillar I Outputs	Pillar II Outputs	Pillar III Outputs
Phase II	Deliverable B <i>draft by Week 6, final by Wk 8</i>	<u>Planning Commencement Package:</u> <ol style="list-style-type: none"> 1. Summary of ongoing/pipeline development projects 2. Stakeholder Engagement Strategy 3. Committee Onboarding Materials 	<u>Digitalization Strategy</u> <ol style="list-style-type: none"> 1. Platform Mockup 2. Prototype Action Plan 3. Preliminary Training and Technical Assistance Plan 	<u>Public Awareness and Technical Assistance/Capacity Building Program Design</u> <ol style="list-style-type: none"> 1. Summary of Public Awareness and Sensitization Program Design 2. Summary of Technical Assistance/Capacity Building Program Design
	Deliverable C <i>draft by Week 18, final by Week 20</i>	<u>Existing Situation Package:</u> <ul style="list-style-type: none"> • Urban Development Indicators Matrix containing complete baseline • Existing Situation Base and Thematic Maps • Existing Situation Summary • Infrastructure and Service Delivery Cost benchmarks • Additional Required Attachments: <ol style="list-style-type: none"> a. Minutes of Public Meeting #1 	<u>Initial Digital Toolkit and Maps</u> <ol style="list-style-type: none"> 1. Report summarizing and evidencing digital submissions 2. Printed community maps for Client dissemination to Mtaa 3. Geo-database containing contents described in Pillar II, Activity 2 activities 4. Link and source code for Preliminary Platform Prototype 	<u>Public Awareness Materials Package</u> <ol style="list-style-type: none"> 1. Public Awareness Program Materials including press releases, posters, social media materials, videos, etc. <u>Technical Assistance/Capacity Building Program Materials</u> <ol style="list-style-type: none"> 1. Preliminary training materials package

<p style="text-align: center;">Deliverable D <i>Draft by Week 24, final by Week 26</i></p>	<p><u>Future Scenario Analysis Package:</u></p> <ul style="list-style-type: none"> • Projected Spatial Extent Mapping • Future Service Demand Projections • Land Suitability Analysis • SEA Inputs – Impact Analysis • Required Annex: <ul style="list-style-type: none"> a. Stakeholder Engagement Strategy Implementation Reporting 	<p><u>Digitalization Roadmap</u></p> <ol style="list-style-type: none"> 1. Updated Action Plan for Enhancements to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 2. Updated Training and Technical Assistance Plan, incorporating Use Case Customization 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #1</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting
<p style="text-align: center;">Deliverable E <i>Draft by Week 30, final by Week 32</i></p>	<p><u>Vision Document:</u></p> <ol style="list-style-type: none"> 1. Vision Framework 2. Required Annex: <ul style="list-style-type: none"> a. Stakeholder Engagement Strategy Implementation Reporting b. Minutes of Public Meetings 2&3 	<p><u>Digitalization Roadmap Implementation Report #1</u></p> <ol style="list-style-type: none"> 1. Progress report on activities summarizing Use Case operationalization activities 2. Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #2</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting
<p style="text-align: center;">Deliverable F <i>Draft by Week 34, final by Week 36</i></p>	<p><u>Plan Concept:</u></p> <ol style="list-style-type: none"> 1. Plan Concept Report containing: <ul style="list-style-type: none"> a. Development Indicators/Roadmap 2. Revised SEA draft report 3. Required Annex: <ul style="list-style-type: none"> a. Stakeholder Engagement Strategy Implementation Reporting b. Minutes of Public Meeting #4 	<p><u>Digitalization Roadmap Implementation Report #2</u></p> <ol style="list-style-type: none"> 1. Enhanced Master Plan Preparation Coordination, and Implementation Monitoring Platform 2. Progress report on activities summarizing Use Case operationalization activities 3. Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #3</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting

<p style="text-align: center;">Deliverable G <i>Draft by Week 42, final by Week 44</i></p>	<p>Final Integrated Plan Package:</p> <ul style="list-style-type: none"> • Spatial development plan • Catalytic Investment Priorities • Climate Action Priorities • Capital Investment Priorities • Programmatic Intervention Priorities • Required Annex: <ul style="list-style-type: none"> a. Stakeholder Engagement Strategy Implementation Reporting [1.1.3]: b. Minutes of Public Meeting #5 	<p><u>Digitalization Roadmap Implementation Report #3</u></p> <ol style="list-style-type: none"> 1. Progress report on activities summarizing Use Case operationalization activities 2. Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #4</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting
<p style="text-align: center;">Deliverable H <i>Draft by Week 48, final by Week 50</i></p>	<p>Detailed Planning Package</p> <ul style="list-style-type: none"> • Detailed Land Use Plan • Zoning Plan and Development Conditions • Updated Climate Action and Capital Investment Priorities <p>+ Stakeholder Engagement Strategy Implementation Reporting documenting participatory planning at ward level</p>	<p><u>Digitalization Roadmap Implementation Report #4</u></p> <ol style="list-style-type: none"> 1. Progress report on activities summarizing Use Case operationalization activities <p>Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform</p>	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #5</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting <p>Technical Assistance/Capacity Building Program Implementation Reporting</p>
<p style="text-align: center;">Deliverable I <i>Draft by Week 54, final by Week 56</i></p>	<p><u>Final Strategic Environmental Assessment:</u></p> <ol style="list-style-type: none"> 1. Main Report 2. Required Annex: <ul style="list-style-type: none"> a. Documentation of stakeholder engagement <p><u>Implementation Tools Package</u></p> <ol style="list-style-type: none"> 1. Development Control Strategy 2. Urban Form Alignment Strategy 3. Costs and Phasing, and Financing Strategy for priority investments 	<p><u>Digitalization Roadmap Implementation Report #5</u></p> <ol style="list-style-type: none"> 1. Progress report on activities summarizing Use Case operationalization activities 2. Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #6</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting

<p style="text-align: center;">Deliverable J <i>Draft by Week 62, final by Week 64</i></p>	<p>Final Plan and Visualization</p> <ol style="list-style-type: none"> 1. Compilation of Final plan 2. CBD rendering video 3. Physical 3-D model 	<p><u>Digitalization Roadmap Implementation Report #6</u></p> <ol style="list-style-type: none"> 1. Progress report on activities summarizing Use Case operationalization activities 2. Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #7</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting
<p style="text-align: center;">Deliverable K <i>Draft by Week 80, final by Week 82</i></p>		<p><u>Digitalization Roadmap Implementation Report #7</u></p> <ol style="list-style-type: none"> 1. Progress report on activities summarizing Use Case operationalization activities 2. Documentation of digital data uploaded to Master Plan Preparation, Coordination, and Implementation Monitoring Platform 	<p><u>Public Awareness and Technical Assistance/Capacity Building Program Implementation Report #8</u></p> <ol style="list-style-type: none"> 1. Public Awareness Program Implementation Reporting 2. Technical Assistance/Capacity Building Program Implementation Reporting 3. Technical Assistance Outputs: <ol style="list-style-type: none"> a. Proposed bylaws b. Program design note for land readjustment pilot c. TOR-boundary demarcation d. TOR-priority investment design
<p style="text-align: center;">Deliverable L <i>Draft by Week 98, final by Week 100</i></p>		<p><u>Final Digitalization Roadmap Implementation Report</u></p> <ol style="list-style-type: none"> 1. Summary report on digitalization activities 2. M&E of outcomes 3. Consolidated data 	<p><u>Final Public Awareness and Technical Assistance/Capacity Building Program Implementation Report</u></p> <ol style="list-style-type: none"> 1. Summary report on Public Awareness Implementation + M&E of outcomes 2. Summary report on Technical Assistance/Capacity Building Program Implementation including M&E of outcomes 3. Consolidated Capacity Building Materials Package

Phase III	Deliverable M <i>Draft by Week 96 final by Week 98</i>	<u>Exhibition and Learning Exchange Package</u> <ol style="list-style-type: none"> 1. Learning Exchange Program and Materials 2. Public Exhibition Event Program and Materials
	Deliverable N <i>Draft by Week 103 final by Week 104</i>	<u>Assignment Conclusion Package</u> <ol style="list-style-type: none"> 1. Learning Exchange Documentation 2. Public Exhibition Event Documentation

- 6.1.1 **Report structure:** The structure of the reports should closely follow the requirements of the Terms of Reference. The Consultant shall focus the presentation of results in tabular and graphic format, limiting the length of narrative sections. Where appropriate detailed information will be presented in annexes to the main reports.
- 6.1.2 **Language:** All reports shall be in English. Non-technical executive summaries shall be prepared in Swahili Language for: Strategic Environmental Assessment (draft and final report) and final GPS report.
- 6.1.3 **Submission, presentation and review process for deliverable:** All deliverables should be submitted in writing electronically (in both editable and non-editable versions) by email, flash disks (or other secure file transfer system) and in hard copies to the Client. The Client is responsible for the submission of the reports to the TC for review and ISC for approval (presentations for each deliverable are provided for in Section 4 of this TOR). Following presentations/desk review of draft deliverables by Client, the Consultant will prepare final versions incorporating changes addressing the comments made. The Consultant will prepare and submit a matrix of oral and written comments received on draft documents and responses explaining how comments were addressed when resubmitting revised final deliverables.
- 6.1.4 **Feedback on deliverables:** Approval of deliverables submitted by the Consultant will be in writing within three weeks from the date of submission. The Client will compile any written comments received by stakeholders and submit in writing to the Consultant.
- 6.1.5 **Deliverables Format:** Assignment deliverables are at minimal expected to meet the following specifications:
- a. Reports shall be provided in soft and hard copy in the numbers noted below.
 - b. Soft copies of reports shall be delivered as PDFs and Word format
 - c. All plans and maps shall be provided in color soft and hard copies and should be on GIS and AutoCAD format. The plans should be of an appropriate scale to reflect sufficient depth of analysis and proposals. All plans should be delivered on A3, with the most critical maps (as agreed in Inception Report) also being delivered on A1.
 - d. The consultant shall provide all relevant GIS shapefiles and other raw data sets; these should have clean and complete attribute tables, and should be organized and inventoried.
 - e. Databases shall be provided in Excel format (or relevant GIS-friendly format in the case of geographical data)
 - f. At least 15 copies of the final Master Plan Report (including technical supplements and annexes) shall be provided as bound A3 size documents, the remaining copies can be printed on a smaller paper size.
- 6.1.6 **Coordination meetings:** To ensure the assignment is kept on track and to resolve issues, the Consultant will be expected to coordinate monthly meetings with the Client where they

will deliver a brief presentation on progress to agreed milestones and submit minutes within five working days of the meeting. In addition to coordination meetings, the Consultant shall be available to present project progress status during PORALG, World Bank field missions as well as Implementation Support Mission (ISM) workshops. In case of an urgent matter that may require any technical discussion and decision, the client is eligible to call for a meeting with the consultant to take the specified issue into account or otherwise.

Table 3: Arrangement of Reports Submission

	#	Deliverable	File Format	# Hard Copies	# Soft Copies
Phase I	A	Inception Report	.doc/.pdf	20	1
		Inception Presentation	.ppt	1	1
Phase II	B	Pillar 1: Planning Commencement Package	.doc/.pdf/.ppt	20	1
		Pillar 2: Digitalization Strategy	doc/.pdf	5	1
		Pillar 3: Public Awareness and Technical Assistance/Capacity Building Program	doc/.pdf	5	1
		Deliverable B presentation	.ppt	1	1
	C	Pillar 1: Existing Situation Package	.doc/.pdf	20	1
		Pillar 1: Existing Situation Key Maps	A3 map	5	1
		Pillar 1: Existing Situation Key Maps	A1 map	2	1
		Pillar 2: Initial Digital Toolkit	*Summary report with link to platform and digital data	*	1
		Pillar 2: Initial Digital Toolkit Mtaa level	A1 map	1 per mtaa	1
		Pillar 2: Initial Digital Toolkit Mtaa level	A3 map	2 per mtaa	1
		Pillar 3: Public Awareness Materials Package	PPTs, design files, PDF, .doc, editable videos	20	1
		Deliverable C presentation	.ppt	1	1
	D	Pillar 1: Future Scenario Analysis Package	.doc/.pdf	20	1
		Pillar 1: Future Scenario Analysis Key Maps	A3 map	5	1
		Pillar 1: Existing Situation Key Maps	A1	2	1
		Pillar 2: Digitalization Roadmap	.doc/.pdf	5	1
		Pillar 3 Implementation Report #1	.doc/.pdf	5	1
		Deliverable D presentation	.ppt	1	1
	E	Pillar 1: Vision Document	.doc/.pdf	20	1
		Pillar 2 & 3 Program Implementation Reports	.doc/.pdf	5	1
		Deliverable E presentation	.ppt	1	1
	F	Pillar 1: Plan Concept	.doc/.pdf	20	1
		Pillar 1: Plan Concept Key Maps	A3 map	20	1
		Pillar 1: Plan Concept Key Maps	A1 map	2	1
		Pillar 2 & 3 Program Implementation Reports	.doc/.pdf	5	1
		Deliverable F presentation	.ppt	1	1
	G	Pillar 1: Final Integrated Development Plan Package	.doc/.pdf	20	1
		Pillar 1: Final Integrated Development Plan Key Maps	A3 map	20	1

		Pillar 2 & 3 Program Implementation Reports	.doc/.pdf	5	1	
		Deliverable G presentation	.ppt	1	1	
	H		Pillar 1: Detailed Planning Package	.doc/.pdf	20	1
			Pillar 1: Detailed Planning Package Key Maps	A3 map	5	1
			Pillar 1: Detailed Planning Package Key Maps	A1 map	2	1
			Pillar 2 & 3 Program Implementation Reports	.doc/.pdf	5	1
			Deliverable H presentation	.ppt	1	1
	I		Pillar 1: Final SEA Report	.doc/.pdf	20	1
			Final SEA Non-technical Executive Summary (English + Swahili)	.doc/.pdf	20	1
			Implementation Tools Package	.doc/.ppt	20	1
			Pillar 2 & 3 Program Implementation Reports	.doc	5	1
			Deliverable I presentation	.ppt	1	1
	J		Pillar 1: Final GPS Report and annexes	.pdf/.doc or editable design file	50	1
			Pillar 1: Final GPS report on A3 paper size	.pdf/.doc or editable design file	20	1
			Pillar 1: Final GPS maps/drawings on A3 paper size	jpeg/pdf	50	1
			Pillar 1: Final GPS maps/drawings on A1 paper size	Jpeg/pdf	35	1
			Pillar 1: Mtaa level maps	A1 maps	3 per mtaa	1
			Pillar 1: GPS data package	geodatabase with GIS shapefiles, raster data, and AutoCAD dwg. files, including metadata and accompanying geodatabase reports*	*1	1
			Pillar 1: Final GPS Non-technical Executive Summary (English + Swahili)	.pdf/.doc or editable design file	20	1
			Pillar 2 & 3 Program Implementation Reports	.doc	5	1
			Pillar 2 & 3 Program Implementation Associated data	.doc	5	1
			. Deliverable J presentation	.ppt	1	1
	K		Pillar 2 & 3 Program Implementation Reports	.doc	5	1
			Associated data	Spreadsheet & shapefile	1	1
	L		Pillar 2 & 3 Program Implementation Reports	.doc	5	1
			Pillar 2 & 3 Program Implementation Associated data	Spreadsheet & shapefile	n/a	1
	Phase III	M	Exhibition and Learning Exchange Package	PPTs, design files, PDF, .doc	5	5
N			Assignment Conclusion Package	.doc report Editable video files	5	1
			Assignment Conclusion presentation	.ppt	1	1

7. Duties and Responsibilities of the Client

- 7.1.1 The client shall appoint an overall Assignment Coordinator, who will be Urban / Town Planner to be the focal person for the GPS preparation process , and provide cross support across all three assignment pillars. This person will serve as a liaison who can assist in the facilitation of meetings with stakeholders and can as needed accompany the consulting team during field work, interviews and focus groups. The Client will also assist with providing contacts and introductions to or coordination with key government officials, local authorities and other stakeholders as needed.
- 7.1.2 The Client shall appoint a focal person specializing in GIS/digitalization to support Pillar II and a focal point specializing in community development to support Pillar III. For Phase III Learning Exchange and Exhibition Events, the Client will appoint an organizing committee to support preparation and invitation logistics.
- 7.1.3 Integrated Planning Committee; The Client will appoint a team of 10-20 experts from different institutions including heads of the entities associated with urban infrastructure and services such as roads, water, energy, communications, mining and others. The Integrated Planning Committee will establish technical subcommittees as relevant. The role of the IPC and technical subcommittees will be to provide feedback during presentations of draft deliverables, review draft deliverables works submitted to offer input that will improve its quality or context appropriateness, and to endorse acceptability of deliverables to Client who is responsible for approvals. The payment and allowances of the technical review team shall be borne by the client.
- 7.1.4 Counterpart Staff; The client shall appoint counterpart staff to coordinate, facilitate access to data and information, provide inputs, review drafts, and overall act as interlocutors and work with the Consultant for the duration of the assignment. The composition at minimal shall include Urban/Town Planner (overall coordinator for the GPS preparation process), Surveyor (GIS expert), Finance, Economic Planner, Economist, Engineer, Community Development Officer, Environmental Officer, Human Resource Officer, Legal Officer.
- 7.1.5 Source of Information; At the outset of the assignment, the Client shall provide to the Consultant all plans, reports, and data referenced in this TOR. The Client will also liase with National Bureau of Statistics (NBS) to seek disaggregated data from Census 2022.
- 7.1.6 Office space; The Client shall provide a working space for the consultant for the duration of the contract.
- 7.1.7 Submissions for ministerial level approvals of SEA and GPS

8. Duties and Responsibilities of the Consultant

- 8.1.1 Professional Registration: The consulting firm must have full registration with the Tanzania Town Planners Professional Board (TPRB)
- 8.1.2 Carry out all tasks required to accomplish the Objectives and Scope of Work outlined above;
- 8.1.3 Timely submission and/or conduct of all reports, map shapefiles and workshops outlined in relevant Sections and sub-sections.
- 8.1.4 Furnishing a full working office provided by the client of which shall remain to the Client after the contract period.
- 8.1.5 Be responsible for all logistical arrangements and expenses for carrying out the consultancy work and required stakeholder workshops (e.g., transportation, stationery, facility and food arrangements as needed etc.);
- 8.1.6 Recruiting, training and supervising a suitable team of local field workers, including enumerators and field supervisors in sufficient numbers to accomplish the required mapping and digitalization activities.
- 8.1.7 Development of appropriate databases for entry of survey results and mapping;
- 8.1.8 Quality control over fieldwork/data collection;
- 8.1.9 Technical assistance to Municipal Council staff throughout the planning process, including submission for review and approval process at the Municipal Council, Regional Land Office, and MLHSD levels;
- 8.1.10 Revisions to draft documents as required following stakeholder meetings and reviews by various approval bodies;
- 8.1.11 Assignment progress presentations at regular Council meetings, as required by Client
- 8.1.12 Adherence to environmental and social safeguard framework of the Bank, and adherence to TACTIC Stakeholder Engagement Plan and Environmental and Social Management Framework

9. CONSULTANT'S EXPERIENCE AND QUALIFICATIONS

9.1 Consultant's Experience

- 9.1.1 The Client is seeking a firm or consortium with a proven track record of facilitating multi-sector, participatory urban and regional planning processes in challenging environments; engagement of community members in participatory flood mapping activities; and achievement of capacity building results in local governments in countries with similar development context to Tanzania.

- 9.1.2 The lead firm should be registered with a recognized professional board in Urban/Town Planning (for international firms such registration should be in their country of origin and if engaged, they should be prepared to register or partner with a firm registered in Tanzania Town Planning Registration Board).
- 9.1.3 Lead firm must demonstrate an experience of at least ten (10) years in execution of urban and regional planning assignments of similar nature. It should have experience in the preparation of Master Plans, with at least two similar assignments (by size and complexity) conducted successfully in the last 8 years, with at least 1 of the projects having been produced in developing countries.

9.2 Team Composition:

- 9.2.1 The Client understands that the consultant team will require a broad range of specialist expertise and be multidisciplinary to undertake this assignment. As such the Consultant can propose a mix of individuals that include sufficient expertise, each with strong analytical and communication skills. English fluency is a minimum requirement for all staff, and Swahili proficiency is required for at least half of the team members. All team members belonging to a field with a professional registration board shall be registered with the relevant professional body. The Consultant's team shall at a minimum have the following key personnel, with the specialization and experience indicated below.

9.3 Key staff

- i. Team Leader/Urban Planning Expert
- ii. Deputy Team Leader/Urban Infrastructure Expert
- iii. Senior Civil Engineer/Transport Expert
- iv. Senior Environmental Expert
- v. Digitalization and Geographical Information System (GIS) Specialist
- vi. Local Government Capacity Building Specialist
- vii. Information, Communication, Education Specialist

9.3.1 Team Leader

The Team Leader shall have a minimum of a Master's Degree in Spatial Planning, Urban/Town Planning, Development Management, or a related subject with at least ten (10) years of working experience in a relevant field. The Team Leader must have;

- Project management experience and coordinating a diverse group of professionals

- Successful execution of urban planning assignments of similar nature and scope, at least two (2) projects in the last ten (10) years for cities of similar size and development context.
- Analytical and plan development experience in the fields of land use, local economic development, integration of nature based solutions, strategic planning, land suitability analysis, socio-economic analysis and prediction in urban planning and economics.
- Prior experience managing capacity building programs, demonstrated by at least two (2) relevant assignments in the last fifteen (15) years

9.3.2 Deputy Team Leader

The deputy team leader should be a Senior Urban Planner or Engineer possessing a minimum of Bachelor Degree in Civil Engineering, Urban Planning, Urban Management, or related field with at least ten (10) years of working experience

- Strong infrastructure planning skillset, demonstrated by senior role on minimum of two (2) integrated development planning assignments in urban areas with similar development context and prevalence of unplanned development in the last ten (10) years
- Experience in managing assignments of similar nature and scope, at least one (1) Project in the last five (5) years
- Experience in urban infrastructure planning for cities with high flood vulnerability, at least two (2) relevant projects in last ten (10) years
- Cross-sectoral infrastructure planning experience, including road and utility and drainage network planning

9.3.3 Senior Civil Engineer/Transport Expert

The Civil Engineer/Transport Expert must possess a minimum of a Bachelor Degree in Civil/Transport/Infrastructure Engineering

- Minimum five (5) years of working experience in urban transportation network planning
 - Experience with transportation planning in cities with high prevalence of unplanned development and informal public transport systems, demonstrated by senior role on at least two (2) projects of comparable scale in similar development contexts
- Strong knowledge and understanding of urban mobility and Transit Oriented Development, demonstrated by experience on two (2) relevant projects in urban areas in last ten (10) years

9.3.4 Senior Environmental Expert

A Senior Environmental Expert must have at least a Bachelor's Degree in environmental science, management, or engineering, or related field in the natural and physical sciences

- Minimum of eight (8) years of professional experience within the mentioned fields
- Demonstrated experience as Team Leader for at least two (2) successfully completed Strategic Environmental Assessments or environmental impact assessments of similar size and scope in urban context in last ten (10) years

- Demonstrated experience with land use planning, evidenced by senior role on a minimum of two (2) similar assignments in last ten (10) years

9.3.5 Digitalization and Geographical Information System (GIS) Specialist

The GIS Expert shall have a minimum of a Bachelor's Degree in Geo-informatics/GIS or any other related subject with at least five (5) years of working experience utilizing GIS for Urban Planning or Urban Management purposes.

- Minimum of two (2) years experience with base map preparation, and the development and management of geo-databases for local governments
- Minimum of two (2) years of experience capacity building with public institutions on geo-database development.
- Proficiency with Open-Source platforms, including QGIS and familiarity with data collection and visualization tools such as Kobo Toolbox
- Must have excellent communication skills, including fluency in reading, writing, speaking and understanding English, Swahili language skills will be an added advantage

9.3.6 Local Government Capacity Building Specialist

The Local Government Capacity Building Expert may be an urban planner, economic development planner, economist, urban management, public administration expert, possessing a minimum of a Bachelor's Degree in Urban Planning, Development Planning, Economics, or related subject

- Deep familiarity with context of local government institutions in Tanzania, demonstrated by minimum of three (3) years practical work experience in or closely with local government
- Proven ability on program design and delivery of capacity building results, evidenced by minimum of two (2) successful assignments of similar nature
- Practical knowledge of capacity building themes of urban planning, development regulation, local economic development, as evidenced by minimum three (3) years of relevant work experience in this area.
- Excellent written and spoken English. Swahili language skills would be an added advantage

9.3.7 Information, Communication, and Education Specialist

The Information, Communication, and Education specialist shall have a minimum of Bachelor's Degree in Communications, Community Development, Public Relations, or similar field.

- Minimum of five (5) years experience designing and delivering public awareness campaigns of similar nature
- Familiarity with urban development issues, as demonstrated by senior role on a minimum of two (2) relevant assignments
- Capacity to prepare mixed-media materials, as demonstrated by relevant experience on a minimum of three (3) relevant assignments in last 10 years

- Excellent written and spoken English; fluency in Swahili language would be an added advantage

9.3.8 Non-Key Experts

The Consultant can add other experts and staff who are deemed necessary for the successful completion of the assignment. Anticipated non-key experts include: Urban Economist/Valuer, Water Supply and Sanitation Engineer, Drainage Engineer, Solid Waste Management Expert, Programmer (specialized in customization of open source tools), GIS/data scientists (as embedded expert to support digitalization work), Community Development/Social Safeguards Expert

NOTE: Curriculum vitae of all team members should be attached together with proof of registration to their relevant professional boards.

9.4 Input for Key Staff

The Consultant's time input for key staff and non-key staff is estimated to be approximately 100 staff-months for the whole duration of the assignment. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same. Moreover, the Consultant shall submit the actual composition of personnel, the roles among team members and propose time allocation of each team member. The Consultant shall clearly demonstrate the expertise and capacity to undertake the work within the time periods stipulated and a track record of having successfully undertaken similar or relevant assignments previously.

Indicative Staff Month

Staff Input	Staff Months	Minimum Presence in Kahama
Key Staff		
1. Project Manager/Team Leader	18	50%
2. Deputy Team Leader	8	50%
3. Civil/Transport/Infrastructure Engineer	6	Not stipulated
4. Senior Environmental Expert	4	Not stipulated
5. Digitalization and Geographical Information System (GIS) Specialist	18	75%

Staff Input	Staff Months	Minimum Presence in Kahama
6. Local Government Capacity Building Specialist	8	75%
7. Information, Communication, and Education Specialist	6	Not stipulated
Estimated Total Staff Input (Staff-Months)	100	

10.1 Duration of Engagement

The duration of the assignment is expected to be 24 months including the mobilization of resources with effect from the contract commencement date to the submission of the final draft of the Master Plan to MLHSD as well as providing any necessary technical support during the process up to its final approval. The GPS and SEA are expected to be completed by Week 64 of the assignment, with Digitalization, Public Awareness, and Technical Assistance/Capacity Building Activities continuing through Week 104.

10.2 Payment Schedule

Payments to the Consultant will be made at the closure of each project stage, following review and approval of the work product by the Client. Payments will be made according to the following schedule:

	#	Deliverable	Associated Payment
Phase I	A	· Inception Package	15% Upon Client Acceptance
Phase II	B	· Pillar 1: Planning Commencement Package · Pillar 2: Digitalization Strategy · Pillar 3: Public Awareness and Technical Assistance/Capacity Building Program	15% Upon Client Acceptance of Deliverable C
	C	· Pillar 1: Existing Situation Package · Pillar 2: Initial Digital Toolkit and Maps · Pillar 3: Public Awareness Materials Package	
	D	· Pillar 1: Future Scenario Analysis Package · Pillar 2: Digitalization Roadmap · Pillar 3 Implementation Report #1	15% Upon Client Acceptance of Deliverable F
	E	· Pillar 1: Vision Document · Pillar 2 & 3 Program Implementation Reports	
	F	· Pillar 1: Plan Concept · Pillar 2 & 3 Program Implementation Reports	
	G	· Pillar 1: Final Integrated Development Plan Package · Pillar 2 & 3 Program Implementation Reports	30% Upon Client Acceptance of Deliverable I
	H	· Pillar 1: Detailed Planning Package · Pillar 2 & 3 Program Implementation Reports	
	I	· Pillar 1: Final SEA Report + Implementation Tools Package · Pillar 2 & 3 Program Implementation Reports	
	J	· Pillar 1: Final Plan and Visualization · Pillar 2 & 3 Program Implementation Reports	
	K	· Pillar 2 & 3 Program Implementation Reports	
	L	· Pillar 2 & 3 Program Implementation Reports	10% Upon Client Acceptance of Deliverable J
Phase III	M	Exhibition and Learning Exchange Package	15% Upon Client Acceptance of Deliverable K
	N	Assignment Conclusion Package	

ANNEXES

ANNEX 1: DOCUMENTATION OF STAKEHOLDER MEETINGS

PURPOSE PROJECT.....

LOCATION OF MEETING.....

DATE OF MEETING.....

NUMBER OF PARTICIPANTS: MALE..... FEMALE..... TOTAL.....

TYPE OF STAKEHOLDERS ENGAGED (Example Local Communities, Farmers, Transporters)
Depending on type of sub-projects- The SEP provides example of Stakeholders per type of project

METHOD OF STAKEHOLDERS ENGAGEMENT: (Example Public Meetings, Interview etc.)
COVID 19 precautions should be taken

1. Information shared during the engagement e.g.:

- Define the Project
 - Explain the various challenges in the LGA
 - Explain the proposed location
 - Explain criteria used to select project
 - Design
 - Why is the Project important?
2. What are the Stakeholders views and concerns (Please ensure each group of Stakeholders, their views and concerns are recorded by name/group)?
 3. Recommendations
 4. General Stakeholders ranking of the project (Acceptance of the project by Stakeholders- High, low, moderate)

Example of Table for recording Stakeholders Views and Concern

No	Name of Stakeholder/Institution	Issue Discussed by LGA	Stakeholders Views/Concern	Recommendation /Way Forward
	e.g. Bus owners	e.g. the proposed site	e.g. <ul style="list-style-type: none"> • The site is very far and will be expensive • It is a good site etc 	e.g. -The site will be changed to XX

Example of Form for registration of stakeholders

No	Name of Stakeholder/Institution	Position	Contacts	Signature
	Juma Ally	Owner Bus Company	07XXX	
	Mary John	Local Mwananchi/Resident	06XX	

Annex 2: Preliminary Identification of Stakeholders

- a. Municipal staff (Planners, Engineers, Economists, Agriculture Officers, Environmental Officers, Education Officers, Forestry Officers, Tourism Officers, etc.);
- b. Utility agencies (e.g. TANESCO, KUWASA, TTCL, RUWASA, KASHWASA, etc.);
- c. Major developers (NHC, pension funds, private developers);
- d. Business representatives and industry leaders (the Kahama Development Initiative Society),
- e. Industry and Agriculture (e.g. TCCIA),
- f. Representatives of informal businesses/*machinga*,
- g. representatives of large industries and agricultural boards, etc.);
- h. Financial service sector representatives; academic institutions of all levels;
- i. Civil society (e.g. NGOs concerning environmental preservation, rights for people with disabilities, children, elderly, religious organizations, etc.);
- j. Local government officials (both elected and appointed representatives from council, ward and *mtaa* levels of government);
- k. Representatives from Ministry of Minerals;

Annex 3: Sample Urban Development Indicators Matrix³ (elaborate model to be simplified according to local context)

The Urban Development Indicators Matrix was developed as part of a desired outcomes visioning activity that informed development of draft Urban Planning Guideline 2024 which is being piloted for Kahama GPS. Desired ultimate/intermediate outcomes are intended to be suggestive, though some may not be urgent or practical to assemble as part of GPS preparation. Matrix should be jointly reviewed by Consultant, Kahama GPS focal person, and indicators/outcomes that are jointly deemed irrelevant or impractical to measure may be dropped to adapt to local context and need. Format/organization should be maintained to enable cross comparisons between cities which will also adopt this framework as GPS are reviewed.

Inclusivity		
<i>Desired Outcome</i>	<i>Intermediate Outcomes</i>	<i>Baseline Indicators/Proxy Data</i>
Universal access to basic services	All households and public facilities have reliable access to clean drinking water	
	All households and public facilities have access to improved sanitation services on site	
	All households and public facilities have reliable and affordable access to electricity	
	Quality health services are accessible to the whole population	
	Education and continued learning opportunities are available to the whole population	
	Vulnerable people are supported by robust welfare systems	
	Energy is affordable and reliable	
Universal access to basic goods	Housing is decent, readily available, and affordable	
	Healthy food is consistently available and affordable	
	Households have access to improved cooking energy	
Equal opportunities for all residents, regardless of gender, disability status, or age	Public facilities are accessible for all groups of people	
	Public transport is safe and accessible for all groups of people	
	Safety and inclusivity are ensured in the design and operations of open spaces	
	Equality in land and property ownership and financial empowerment are affirmatively furthered	
	Equality in access to elected office and employment	
Safety and security are proactively preserved	People perceive that they are safe	
	The prevalence of crime and violence is low	
A unique local identity linked to the surrounding region is proactively fostered and preserved	Development and land use planning are participatory in nature	
	The city portrays a unique character that is reflective of its history and natural assets	

Resilience		
Ultimate Outcome	Intermediate Outcomes	<i>Baseline Indicators/Proxy Data</i>
Ecosystems are consistently performing their basic functions	Natural drainage systems are able to handle peak rainfall without flooding	
	Stormwater runoff is minimized through on-site rain capture	
	Trees are balancing urban heat effects	
	Soil is protected from erosion	
	Natural vegetation strips around coasts, rivers/streams, water sources are buffering ecosystems	
	Water bodies support marine life	
Natural resources are sustainably used	Forests are conserved and regenerated	
	Fresh surface water is of consistently adequate quantity and quality	
	Groundwater reserves are recharged and of adequate quality for human use	
	Air remains clean and breathable	
	Land is being planned and utilized according highest and best use	
	Natural habitats provide for biodiversity	
Cities are proactively mitigating climate change	Emissions-reducing technology is applied across sectors	
	Building construction and maintenance emphasizes environmental sustainability	
	Greenhouse gas emissions are offset by proactive protection or expansion of nature based services	
Cities are proactively adapting to climate change	Protective infrastructure (green or gray) is being used to reduce risk where appropriate	
	Climate warning and information system is functional	
	Disaster damaged infrastructures are built back better	
	Communities are engaged in local adaptation planning and implementation	
Disaster risk is minimized and managed	LGAs and communities are well prepared to manage potential disasters	
	Disaster response and recovery is effective, coordinated, and adequately financed	
	Exposure to hazards is proactively minimized through land use planning and building code enforcement	
	Impact of disasters is minimized through robust preparedness, response and recovery capacity	
Waste is reduced, recycled, and what remains is effectively managed	Waste collection services are city-wide, reliable, regular, and affordable	
	Minimization of waste generated	
	Waste management value chain is optimized	

Competitiveness		
Ultimate Outcomes	Intermediate Outcome	Indicators/Proxy Data
	Businesses are thriving, innovating, and specializing	

Economy is realizing sustained growth that increases jobs, income, and tradable goods	Economic opportunities to workforce are improving	
	Goods and services are increasingly locally sourced	
	Land and property are increasing in value	
	Total investment is increasing over time	
Skills of the labor force are well matched with locally available economic opportunities and areas of growth potential	People have access to economic opportunities aligned with skills	
	Businesses and institutions have access to labor force that is aligned with their operating needs and growth potential	
	People are advancing their skills through training and continuing education opportunities	
Land and buildings for productive uses is available, affordable, and secure	Well located commercial and industrial land is in adequate supply	
	Well located land is affordable to prospective buyers	
	Commercial and industrial land is accessible	
	Commercial and industrial land is secure	
	Urban land/real estate markets are dynamic, readily adapting to economic context	
Inputs for production are affordable and reliable	Average number of initial network connection or site-based solution costs for energy, water, sanitation	
	Basic infrastructure coverage, quality and capacity	
	Energy, water, solid waste, sanitary waste, connectivity is affordable as compared to competitor cities	
	Energy, water, solid waste, sanitary waste, connectivity is reliable	
	Labor is affordable	
	Workforce is healthy	
Businesses and public have access to affordable financial services, capital and technology	Cash is easy and affordable to move to and from bank accounts	
	Credit to businesses and individuals is readily available	
	Technology is being used to improve business productivity	
Local governments have a high degree of financial autonomy, lessening dependence on central government	Tax base is robust and buoyant	
	Tax base is diverse (not overly concentrated in one sector)	
	Local governments have enough flexibility over financial resources to align budgets with local determined priorities	
	Local governments are using own source revenue to deliver and expand public services	
	Local governments are maximizing collection of own source revenue	
Private sector is actively involved in all major sectors of the economy and partaking in opportunities to improve quality and efficiency of service delivery	Partnerships are utilized to reduce costs and increase efficiency of service delivery	
	Diverse economic opportunities are available and open to private sector actors	
Local governments are accountable and credit worthy	LGAs are trusted borrowers	
	LGAs are fairly audited and responsive to audits	

	LGAs have borrowing capacity and are not overborrowing	
Regulations, financial obligations to government, and procedures governing business registration and operation are time and cost competitive with similar cities	Tax obligations to private sector are on par with competitor cities	
	Reasonable time and cost associated with registering business	
	Reasonable time and cost associated with developing land	
	Prompt and fair litigation and enforcement of court rules	

Integratedness		
<i>Desired Outcome</i>	<i>Intermediate outcomes</i>	<i>Outcome Indicator/Proxy</i>
All basic needs can be fulfilled within walking distance of home	Residents can reach a market with fresh produce within a 15 minute walk	
	Residents can reach a health facility with first aid capabilities within a 15 minute walk	
	Residents can reach a primary school within a 15 minute walk	
	Residents can reach a secondary school within a 15 minute walk	
	Residents can reach a public open space within a 15 minute walk	
Commuting within the city is easy and affordable	Jobs are near to where people live	
	Students are not required to commute long distances to access good schools	
	Public transportation network extent	
	Public transport service is efficient and reliable	
	Public transport fares are affordable	
	Walking and cycling are viable and preferred options for reaching destinations	
Transport to and from the rural hinterland and other urban areas is reliable and affordable	Road and rail connections are all-weather, passable in all seasons	
	Transport speeds on are on par with international standards	
	Crop waste is minimized	
	Staple foods are primarily sourced from surrounding region	
	City is well connected to other urban centers	
Infrastructure networks are cost effective, serving many people at reasonable cost	Infrastructure providers are able to serve many households with each network segment	
	Infrastructure routes follow the most efficient path	
	Development is densest along trunk infrastructure corridors	
Urban centers and neighborhoods provide a vibrant mix of uses and a hierarchy of densities that emphasize ease of access	Neighborhoods offer a mix of uses, providing employment as well as social/recreational opportunities	
	CBD is balanced with well-distributed network of sub-centers characterized by diversity of activities but also specialization	
	A mix of housing types and neighborhood densities is available, lessening the demand for land	
Urban development is not placing more pressure than necessary on surrounding landscapes	Prime agricultural land is preserved for agricultural activities	
	Key natural assets such as forests and water catchments are being protected from conversion to urban development	
	Established major animal migration routes remain intact	
Noxious activities and hazardous land uses do not interfere with people's health, comfort or safety	Noise (e.g. from industry, hospitality, transport) is managed or contained within designated areas having compatible uses	
	Environmental exposure of general population to industrial pollutants is minimized	
	Accidents involving biochemical hazards are minimized	

Smart		
<i>Desired Outcome</i>	<i>Intermediate Outcomes</i>	<i>Outcome Indicator/Proxy data</i>

Performance of public institutions is continually monitored and evaluated	Information dashboards powered by real-time data and analytics presents a consolidated picture to decision makers in public institutions at local, regional and national level	
	Local government authority performance on various responsibilities in service charter is systematically tracked via frequent reporting across a range of indicators	
	Public utilities service statistics and results are systematically tracked	
	Health facility service statistics and results are systematically tracked	
	School and training center results are systematically tracked	
Technology is effectively utilized to share critical information and to reduce time and cost to citizens in need of public services	LGA services that can be delivered digitally are	
	Systems are improving efficiency of human resources	
	Digitalization of services is improving accountability	
	Timely alerts minimize injury and death caused by disasters and other emergencies	
Spatial data is actively used to facilitate service delivery, revenue collection, planning, and to ensure strong coordination and information sharing between public institutions, and to facilitate service delivery	Relevant public institutions have joint access to a shared map with foundational base layers that are routinely updated according to Spatial Data Infrastructure protocols	
	Existing land and building uses are continually updated	
	The location of all geographically-fixed revenue sources is known and up to date	
	The location and operations/maintenance needs of all public assets is known and tracked	
	Plot-level service connections are known and continually updated	
	People can plan transit routes and timing using real-time situational updates	
Current and future demand for services are accurately estimated and used to inform infrastructure and service planning	Current population and trends in population increase or decrease is known at a small enough geographic unit to project service demand	
	Trends in type and intensity of land uses are tracked and utilized by all infrastructure and service providers	
	Trends in intensity of demand on water, electricity, transport and telecoms are well understood and service delivery is responsive to uneven demand	
Efficiency of service delivery is well understood and timely interventions are taken to produce continual improvements	The location of water use and leakages, and the associated quantity of lost water, is known and proactively resolved	
	The location and quantity of lost electricity is known and inefficiencies are proactively managed	
	Collection status for solid waste collection points is known and used to improve timeliness and reliability of services	

Critical datasets are complete and publicly-and privately-disclosable information is easily accessible in digital format, enabling people, civil society, and private sector to make information based decisions	Land tenure is known and registered	
	Existing land uses are known	
	Hazards, risks, and natural assets are known	
	Private sector is able to accurately project customer base for products/services	
	Academic and health records are privately accessible to individuals in digital format	
High speed internet is widely accessible	Public offices are sufficiently equipped with internet-capable devices and connected to reliable internet access	
	Schools are universally equipped with devices and internet that is accessible to staff and students	
	Select public spaces offer free wifi for public use	
	The general public has frequent access to online information and electronic services	
Digitalization and technology are embraced tools for improving citizen services, providing education, and growing the economy	Urban mobility is improved through real time information usage	
	Public has affordable access and find value in pursuing e-learning opportunities	
	Promotion of technology fuels innovation and economic growth	
Cyber security is high	Sensitive data is safe from breeches	
	Systems are safe from hacking	
	People are protected from cyber crime	

Coordinatedness		
Ultimate Outcome	Intermediate Outcomes	Outcome Indicator
Urban development is aligned with democratically established development priorities	Development planning and decision making are shaped by a high degree of civic participation	
	Expenditure advances national development goals	
	Local development priorities are being democratically identified and fulfilled	
	Coordination of various sectors and actors is effective and positively contributing to development outcomes	
	Lower levels of local government are empowered and accountable in financing local development projects	
Land use planning is leading (happening before) plot development	Comprehensive coverage and transparency of high quality land use plans	
	Land in priority areas is being proactively assembled, planned, and serviced	
	District or metropolitan-level land use planning is driving future land use (rather than adopting existing situation where existing situation does not reflect highest and best use of land)	
Redevelopment planning and financing are proactively supporting conversion of land to higher and better uses	Incentives are encouraging timely development and full use of prime land and buildings	
	Redevelopment planning and capital investments are supporting private sector led redevelopment	
Local government is fulfilling its mandate and core functions	Government services are available at the neighborhood level	
	Local government has adequate resources to perform core functions	
	Elected officials are fulfilling statutory duties	
	Bylaws are current and comprehensive	
	Grievances and disputes are being effectively managed at local level and referral systems are functioning properly	
	Registration, licensing and titling processes are streamlined, minimizing time and cost to public	

Annex 4: Base Map Requirements

Develop basemap (GIS file format)

Physical features of the base map should include, but not be limited to:

- a. Topography
- b. Land use
- c. Geology and soil characteristics
- d. Infrastructure networks
- e. Transport and mobility networks
- f. Hydrology, basin and catchment areas
- g. Aquifers
- h. Parks and public green spaces
- i. Surface water resources
- j. Protected areas
- k. Settlement patterns, including informal settlements and planned areas
- l. Cultural heritage assets and sensitive zones

Economic features should include, but not be limited to:

- a. Mineral exploration and exploitation areas
- a. Agriculture
- b. Tourism zones
- c. Industrial zones
- d. Markets

Institutional features should include, but not be limited to:

- l. Key community services and amenities
- b. Health institutions
- c. Education institutions
- d. Public administration
- a. Environmental management institutions
- b. Military and security zones

Administrative features should include:

- c. Municipal and district boundaries
- d. Population density
- e. Demographic data
- f. Socioeconomic statistics

Annex 5: AoI for October 2022 aerial drone imagery and Digital Terrain Model

