

# **PROVISION OF CONSULTANCY SERVICES FOR PREPARATION OF DETAILED REDEVELOPMENT PLAN AND DESIGN SERVICES FOR THE LOWER MSIMBAZI RIVER BASIN**

## **TERMS OF REFERENCE**

### **1. ASSIGNMENT OVERVIEW**

1. The Government of Tanzania (GoT) is seeking to procure a qualified Consultant (or consortium of specialized consultants) to complete a Detailed Redevelopment Plan and Design for the city of Dar es Salaam's lower Msimbazi river basin (hereinafter – the “Detailed Redevelopment Plan and Design Services”). The Detailed Redevelopment Plan and Design will include a signature city park and new urban areas as part of the overall Msimbazi Basin Development Project, which aims to strengthen flood resilience and integrated urban development in the Msimbazi basin. The Detailed Redevelopment Plan and Design will be prepared in accordance with the GoT vision for the area and GoT land use planning regulations.

### **2. BACKGROUND**

#### **Context and challenges**

2. The Government of Tanzania is currently undertaking efforts to resolve persistent flooding issues in the Msimbazi River basin, a strategically important area of Dar es Salaam for infrastructure, mobility, commerce and ecosystem services. Riverine flooding, especially in the lower Msimbazi basin near the Dar es Salaam Central Business District, causes widespread negative impacts on flood-prone communities and the city as a whole. Low-income communities residing in the river valley are temporarily displaced during flood events, which affect their assets and livelihoods. Flooding in the valley impacts two of four of Dar es Salaam's main road connections to the city center, causing traffic paralysis, infrastructure damage and disruptions to the first phase of the city's Bus Rapid Transit (BRT) line.
3. The Msimbazi basin, with an area of 271 km<sup>2</sup>, covers nearly one fifth of the city's land area and is home to an estimated 1.6 million inhabitants (27% of the city's total population).<sup>1</sup> The basin stretches from the headwaters in the Pugu forest reserve, then continues eastward along an increasingly urbanized stretch as the river approaches its outlet to the ocean (Figure 1). The lower basin is a wide floodplain and wetland in the heart of Dar es Salaam near the city center, once a robust mangrove forest estuary which, while still intact, has died back in recent years. Communities at the lower reaches of the river, which tend to be low income and reside in unplanned settlements, largely depend on close access to Dar es Salaam's central business district for their livelihoods, and benefit from social services within walking distance.

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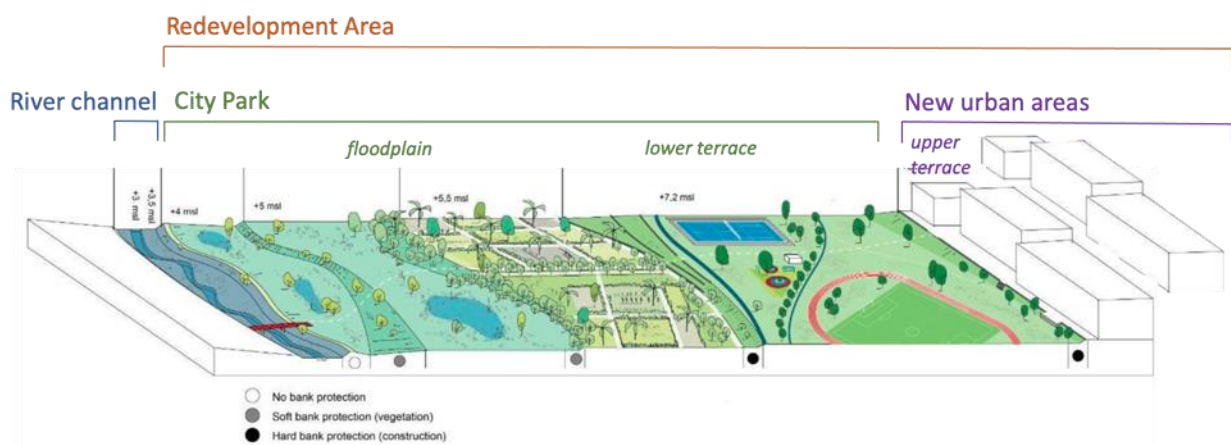
<sup>1</sup> The Msimbazi Opportunity : Transforming the Msimbazi Basin into a Beacon of Urban Resilience : Executive Summary (English). Washington, D.C.: World Bank Group. <http://documents.worldbank.org/curated/en/842751555397752385/Executive-Summary>

## Early visioning, basin-level planning, and stakeholder engagement (2011 – 2019)

- The government of Tanzania has attempted several solutions to resolve the flooding issues in the Msimbazi. Plans to transform the valley into a city park were conceived as early as 2011 by the Ministry of Lands, Housing and Human Settlements Development (MLHHSD).<sup>2</sup> Starting in 2018 the GoT and World Bank facilitated a stakeholder-led participatory planning process to develop a plan for flood mitigation in the Msimbazi basin using a “design charrette” methodology to reach consensus among wide-ranging actors. Various studies and activities were also carried out at this time, including development of the river profile of the valley, sediment and morphology studies, and modeling flood scenarios. This resulted in a collaborative Msimbazi Flood Mitigation Study and Msimbazi Opportunity Plan (MOP) which included an overall development vision for the basin, and conceptual plan for flood control, river revitalization, urban development, a city park, and recreation areas for the lower Msimbazi basin. At this time, the boundary of a “Msimbazi Special Planning Area” (MSPA) was formally gazetted by the GoT.

## Msimbazi Basin Development Project (2022 – Present)

- In 2022, the Government of Tanzania (GoT), through the President’s Office, Regional Administration and Local Government (PO-RALG) as implementing agency, launched the \$260 million Msimbazi Basin Development Project (MBDP)<sup>3</sup> with the World Bank providing \$200 million in the form of investment project financing.
- Central to the flood mitigation design for the lower Msimbazi is a “room for the river” approach that will excavate the flood plain and use a cut-and-fill method to improve conveyance in the main river channel and form multi-use levels of land that will accommodate floods of different return periods. The river will be contoured and channeled with soft edges to better accommodate flow and transport of sediment to the Indian ocean. The MBDP is supporting a planned and coordinated process for urban development and ecosystem restoration in the Msimbazi Basin and provides integrated solutions to the uncontrolled urbanization that has led to severe flood events over the years.



- The main activities under the project are:
  - Initial Infrastructure works:** The project is in the process of finalizing design and implementing activities that would result in the excavation, contouring and stabilization of the area that would become the urban park and new redevelopment area. These activities include: (i) the resettlement

<sup>2</sup> Urban Planning (Msimbazi River Valley)(Special Planning Area) Notice (2011)

<sup>3</sup> <https://projects.worldbank.org/en/projects-operations/project-detail/P169425>

of flood prone communities and infrastructure; (ii) the construction of a new BRT depot and demolition of the existing bus depot in the project area, (iii) excavation and embankment works to create the park area that would detain flood waters as well as the areas for urban redevelopment, and (iv) a new Jangwani bridge will be constructed to replace the existing bridge in order to accommodate more intense rainfall and stream flows.

- B. **Lower Msimbazi Redevelopment Area:** City Park and new urban areas to be constructed following the Initial Infrastructure Works, discussed in detail in next section.
- C. **Watershed Management Activities:** The project will also support activities to improve the management of the upstream areas of the MSPA which will begin implementation in calendar year 2024. These include: (i) construction of sand traps upstream to reduce sedimentation; (ii) solid waste management improvements to reduce the solid waste entering the river; (iii) reforestation of headwaters of the Msimbazi (Pugu hills); (iv) watershed management support through planning, instrumentation, and modelling support; and (v) establishment of infrastructure standards to reduce degradation of the watershed.
- D. **Management of Msimbazi Special Planning Area:** The project will support the planning, urban and park infrastructure, real estate transaction structuring and undertake the initial transaction for the lower Msimbazi redevelopment area including the park and new urban areas. It will also support the establishment of an institution to manage the Msimbazi Special Planning area.

### Lower Msimbazi Redevelopment Area

- 8. One of the key subcomponents of MBDP, and the main focus of this TOR, is the creation of a redevelopment area that includes a city park and new urban areas within the lower basin on new land created through the flood protection works.
- 9. Box 1 includes key terms that will be used throughout this TOR to differentiate key planning definitions and spatial extents referred to in the background information and scope of work.

#### *Box 1: Key terms*

##### Referenced spatial extents (see Maps 1 - 3)

**Msimbazi basin:** 271 km<sup>2</sup> urban river basin including the Msimbazi main branch and several tributaries. The basin originates in the Pugu forest reserve, continues eastward along an increasingly urbanized stretch, and empties into the Indian Ocean near the Dar es Salaam CBD (Map 1).

**Msimbazi Special Planning Area (MSPA):** Boundary along the length of the Msimbazi river formally gazetted as a special planning area by the Ministry of Lands, Housing and Human Settlements Development in 2020 (Map 2)

**Lower Msimbazi basin:** Area within the MSPA starting from the outlet to the Indian Ocean to Kawawa Road (Maps 1, 2, and 3).

**New urban areas:** 66-hectare land portfolio of non-contiguous urban parcels that will be created on the upper land terrace (the parcels marked in purple in Map 3). These are envisioned as mixed-income and mixed-used urban development.

**City Park:** lands immediately adjacent to the river, comprising just over 350 hectares, will serve for recreational and public use and provide new access to the river (areas marked in green in Map 3).

**Redevelopment Area:** Includes both urban park and new urban areas in the Lower Msimbazi (areas in green and purple in Map 3).

**Surrounding neighborhoods:** Existing built-up areas within the MSPA but not will remain and are not subject to resettlement or redevelopment under the project (orange areas in Map 3, though this may include a wider extent to be determined in this planning exercise). This includes 17 sub-wards within the Kinondoni Municipal Council and Dar es Salaam City Council (formerly Ilala Municipal Council).

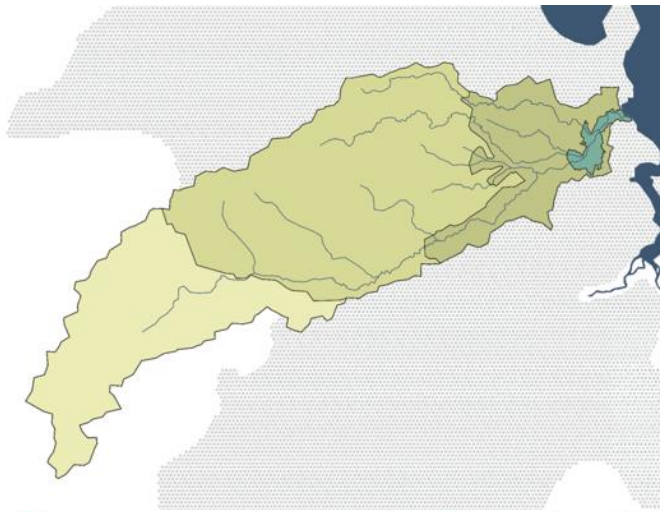
Planning definitions used in this TOR.

**Detailed Redevelopment Plan:** Includes all tasks in this current scope of work for planning and design of the city park, new urban areas, and connections to surrounding neighborhoods.

**Initial infrastructure works:** Activities under MBDP with prepared detailed designs (flood control works, resettlement, Jangwani Bridge, BRT bus depot) that will be carried out to enable the city park and new urban areas to be constructed.

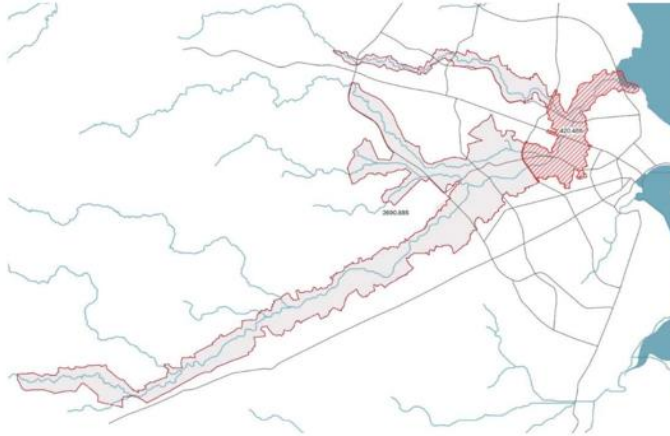
**Lower Msimbazi Development Concept:** Plans and designs for the city park and new urban areas that were prepared in 2022-2023 as part of preparation of the MBDP. This includes a conceptual-level integrated spatial framework, draft design principles, design guidelines, and cost estimates.

**Redevelopment Scheme:** Refers to the Tanzania statutory requirements for detailed planning under the Urban Planning Act (2007), Schedule 2. See Annex 5.



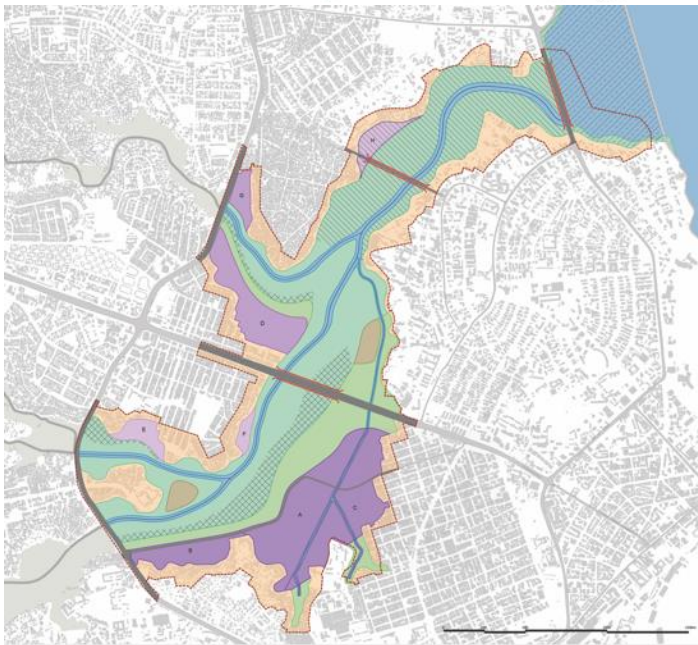
Map 1: Msimbazi basin

- Upper basin
- Upper middle basin
- Lower middle basin
- Lower basin
- Indian Ocean
- Dar es Salaam city region



Map 2: Msimbazi Special Planning Area

- Msimbazi Special Planning Area
- Lower basin
- Indian Ocean
- Trunk roads
- Rivers



Map 3: Redevelopment area of Lower Basin

- City park: floodplain
- Mangrove
- City park: lower terrace
- New urban areas
- Surrounding neighborhoods
- Indian Ocean
- Lower Basin MSPA boundary

10. The Detailed Redevelopment Plan will include the infrastructure that relates to the redevelopment area and city park which will be built after the completion of the “Initial Infrastructure Works” described above. In the design the Detailed Redevelopment Plan will consider the works highlighted above under the “Initial Infrastructure Works” section but will not undertake any design review or otherwise modify these activities which are already at advanced design and bidding. Previous studies<sup>4</sup> developed an integrated spatial plan and conceptual design for the park and new urban areas. The Detailed Redevelopment Plan will provide a final design, ensuring it fits into the development vision of the area, that is integrated into the Development Concept agreed for the area, is linked to the surrounding area development and that the redevelopment area is sufficiently resourced for vertical development with appropriate utilities and services.
11. Though this flood prevention, the city will be able to reclaim the currently unusable land for the creation of public space, private commercial and residential development, and new infrastructure district, and improved transportation support for both the area and the greater urban area. Through the investments of the GoT and the World Bank into environmental sustainment, the project will create the conditions to subsequently attract private sector investment into underutilized plots adjacent to the project area for mixed-use development, thereby generating broader economic impact including income opportunities for nearby low-income communities. The World Bank is providing financing for the transformation of the river basin as a catalytic investment in infrastructure and planning to lay the groundwork for follow-on public-private development in the surrounding areas.

The MBDP includes three distinct, but integrated activities related to the redevelopment area:

- A. **City Park and supporting infrastructure:** The flood protection measures in the Initial Infrastructure Works under MBDP will enable the creation of a 400-hectare signature urban park (hereinafter – “City Park”), including greening and mangrove revitalization, a functional wetlands, pathways, sports and recreation facilities, etc. The urban park is intended to serve both as an urban amenity and flood protection infrastructure for the projected mixed-income and mixed-used development in the new urban areas. Annex 1 outlines the preliminary infrastructure designs undertaken thus far and expectations for the park design. This assignment would also prepare the detailed design and bidding documents for these works.

The social, economic, and environmental value of well-designed and well-maintained urban parks that are responsive to diverse community needs and can catalyze subsequent public-private development in the surrounding areas, is well documented<sup>5</sup>. Numerous examples across the world show how public spaces improve city livability and competitiveness by improving public safety, citizen inclusion, and health outcomes while also attracting entrepreneurs and a talented workforce who value well-designed, managed, and vibrant public spaces. Public spaces can also enhance urban resilience by reducing the negative effects and costs resulting from disasters such as flooding; in Colombo, Sri Lanka, an economic analysis conducted for the *Beddagana Wetland Park* revealed that the total wetland benefits including flood protection are annually worth up to US\$66 million to the Colombo Metropolitan Region.

- B. **Real estate development in new urban areas:** After excavation and recontouring the area as executed under the “Initial Infrastructure Works,” upper terraces that are safe from a 100-year flood return period would be created. On this area, a 66 ha portfolio of non-contiguous urban parcels would be available for buildup as real estate. These new urban areas aim to provide Dar es Salaam with a new economic, transportation, and recreational hub for the city and will include roads, street lighting, drainage, wastewater management infrastructure, supported by the project, as well as

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<sup>4</sup> *City Park Design Specifications* (Nov 2022), *Urban Development Guidelines* (Nov 2022), (CDR International, DASUDA, Deltares, Norplan Tanzania, Ltd).

<sup>5</sup> Kaw, Jon Kher; Lee, Hyunji; Wahba, Sameh. 2020. *The Hidden Wealth of Cities : Creating, Financing, and Managing Public Spaces*. Washington, DC: World Bank. © World Bank.

support to create the conditions to subsequently attract private sector investment into underutilized plots adjacent to the project area for mixed-use development, thereby generating broader economic impact including income opportunities for nearby low-income communities.

A Lower Msimbazi Development Concept was developed in 2022-2023 for these areas,<sup>6</sup> and further conceptual options for the new urban areas will be proposed and evaluated under this assignment. The Detailed Redevelopment Plan will include the final selected option. Based on the Detailed Redevelopment Plan, and separate from this assignment, detailed site plans for the real estate development will be elaborated. Site plans will be prepared at the time of real estate development transactions which will be structured, designed and executed by the Government (proposed to be through the Msimbazi Special Planning Authority- see below), also separate from this assignment.

- C. **Msimbazi Special Planning Area Institutional Agency:** The MBDP will establish future institutional arrangements for overall management of the MSPA, with technical assistance to support institutional reforms and strengthening. This institution will have key roles in the management of the MSPA including land-use planning, undertaking real estate transactions, institutional coordination, and management of the flood protection infrastructure and city park. The proposal is to create an Agency under PO-RALG and this proposal is being considered for approval by the Government of Tanzania. Under the project, technical assistance will be provided to support the new agency's roll-out, including medium-term and annual plans, budgeting, and staffing. In the transition, the Project Coordinating Unit in PO-RALG and a Project Implementation Unit in the Dar es Salaam City Council (DCC) will be undertaking activities related to development of the the Detailed Redevelopment Plan; and executing the construction of the park and trunk infrastructure for the redevelopment area. The remaining activities under the Detailed Redevelopment Plan (as well as other aspects related to watershed management plan) are anticipated to be executed by this new agency. The Detailed Redevelopment Plan should take these institutional arrangements and their status in context.

### **Planning parameters for the Detailed Redevelopment Plan**

12. The preparation of the Detailed Redevelopment Plan under this TOR should consider and build on the ongoing visioning, planning, and design processes that have been undertaken by the GoT, as well as statutory requirements for urban planning. These include:
13. *Development Vision (near completion):* The Government of Tanzania is finalizing a time bound Msimbazi basin development program action plan for the Msimbazi Special Planning Area which would provide the vision for the area and action plan for implementation. A draft vision and action plan has been developed and is scheduled for completion in 2023 (Annex 3). This vision would form a starting point for the Detailed Redevelopment Plan. As per the draft vision, the Msimbazi Basin is envisioned to be:
- *A resilient urban area* that significantly reduces flood impacts on settlements, transport and other public infrastructure and the economy.
  - *An attractive and inspiring place* where people come together, and that meets the needs for the local communities and is a national landmark and international destination driving growth and attracting investment.
  - *An inclusive and liveable urban environment*, that provides a safe, well-serviced and inclusive residential area, accessible and affordable for the widest segment of the population.

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<sup>6</sup> *Feasibility studies, preparation of preliminary and detailed engineering designs, cost estimates, bidding documents and environmental and social due diligence* (CDR International, DASUDA, Deltares, Norplan Tanzania, Ltd, 2022-2023).

- *A restored and reclaimed river basin* that controls pollution and supports the natural water cycle and manages water flow to: reduce erosion and sedimentation and prevent damaging floods; and enhance the long-term sustainability of the natural ecosystem and health of the population.
14. *Lower Msimbazi Development Concept (completed)*: These studies propose an urban development concept for the city park, real estate and enabling infrastructure in the Lower Msimbazi area, and were undertaken during preparation of the MBDP. The development concept – which is viewed by GoT as one of many possible concepts – included preliminary designs, design guidelines, drawings, and cost estimates. As part of this consultancy additional work on the enabling infrastructure planning for the redevelopment area has been identified to complement these studies and ensure that the upper terraces slated for higher intensity urban land uses are sufficiently resourced for vertical development, and that appropriate utilities and services are planned. Annex 1 outlines the expectations of the consultancy and outlines some of the key issues to be addressed and provides additional available references.
  15. *The Detailed Redevelopment Plan (included in scope of this TOR)* would further explore the option for the redevelopment area proposed in the conceptual plan, assess additional options, and prepare the final plan including and adjustments and gaps in the designs for infrastructure, facilities and landscaping, and prepare a roll-out plan for real estate development. It would ensure it follows the Development Vision of the GoT, uses a consultative process, and conforms with the legal process of the Ministry of Lands, Housing and Human Settlements Development (MLHSD) (See below). The steps will include: (i) elaboration and application of the agreed vision to the city park and new urban areas, (ii) evaluation of options and agreement on a final concept development plan; (iii) development of a the Detailed Redevelopment Plan.
  16. *Redevelopment Scheme (included in scope of this TOR)*: The Msimbazi Special Planning Area has been gazetted and, based on the Urban Planning Act (2007), it is expected the next steps will be a detailed planning scheme(s). It is expected that as part of the Detailed Redevelopment Plan the process of preparing a “Redevelopment Scheme” will be undertaken, with consultation and confirmation of MLHSD, the Kinondoni Municipal Council, and Dar es Salaam City Council. The process of preparing the Redevelopment Scheme involves the selection/formulation of thematic areas and sub thematic areas which can include, recreation and the park, wetland and mangrove area, real estate and housing areas and how these will be synchronized with the neighborhood plans of Kariakoo, Central, Upanga, Magomeni and Transit Oriented Development (TOD) for the first phase of the BRT which was prepared under the Dar es Salaam Metropolitan Development Project (see additional information on “Redevelopment Schemes” in Annex 5)

## **Key Studies and Plans**

17. Several packages completed and ongoing technical work will be central to preparing the Detailed Redevelopment Plan. These are:

### Initial Infrastructure Works

*Feasibility studies, preparation of preliminary and detailed engineering designs, cost estimates, bidding documents and environmental and social due diligence* (CDR International, DASUDA, Deltares, Norplan Tanzania, Ltd, 2022-2023)

- Feasibility study
- Geotechnical assessments
- Hydraulic and morphodynamic modeling report



- Strategic Environmental and Social Assessment
- Resettlement Action Plan
- Environmental and Social Impact Assessment and Environmental Management Plan.
- Detailed engineering designs, drawings, bidding documents and cost estimates for earthworks and bank protection of the lower Msimbazi
- Operation and Maintenance Plan

*Geotechnical design review for flood control works (ongoing, 2023)*

*Jangwani Bridge*

- Detailed engineering designs
- Environmental and Social Impact Assessment
- Detailed engineering design review (ongoing)

Redevelopment Area

*Feasibility studies, preparation of preliminary and detailed engineering designs, cost estimates, bidding documents and environmental and social due diligence (CDR International, DASUDA, Deltares, Norplan Tanzania, Ltd, 2022-2023) – reports form the “Lower Msimbazi Redevelopment Concept”*

- Preliminary landscape design and cost estimates for city park
- Design guidelines, spatial framework, and infrastructure cost estimates for new urban areas

*Advisory services for planning infrastructure and urban redevelopment in the Msimbazi Special Planning Area (ARS Progetti, 2022).*

- Assessment of policy and regulatory framework related to urban planning, housing, infrastructure, public private partnerships (PPP), investment climate, urban development trends, land management
- Stakeholder assessment
- Site analysis of the redevelopment area, including existing land uses, ownership, environmental assessment, infrastructure, and ongoing projects,
- Real estate market overview, including residential, office, retail and hospitality
- Proposals for real estate programming of the new urban areas, infrastructure provision, and governance and management options for the MSPA

18. Additional complementary studies related to planning, technical and institutional aspects of the project include:

- *The Msimbazi Opportunity - Transforming Msimbazi River Basin into a Beacon of Urban Resilience (2019)*. World Bank (prepared by Ecorys, CDR International, DASUDA, and WEMA). Study was output from participatory charrette process that established the initial vision and concept for the basin as well as a detailed plan for the lower Msimbazi.
- *Supporting the Msimbazi Opportunity (2020)*. PwC and Jones Lang LaSalle. Study included preliminary structuring of the investment opportunities in the new urban areas in the lower Msimbazi.
- *Analysis of the institutional option for the management of the Msimbazi Special Planning Area (2022)*. Servulo & Associates. Carried out legal review, options, and viability assessment for MSPA institutional structure.

19. A comprehensive list of additional plans, studies and available data resources that will be provided to consultants can be found in Annex 4.

### **3. OBJECTIVES AND OVERVIEW SCOPE OF WORK**

20. The overall objective of this assignment is to prepare a Detailed Redevelopment Plan and Designs for the Lower Msimbazi area, including a signature City Park and new urban areas on the upper terraces. This will include:
  - Reviewing the Lower Msimbazi Development Concept to identify and address gaps in planning and design of the enabling infrastructure for the city park and new urban areas (See Annex 1)
  - Work with stakeholders to consider detailed options for development of the area coordinating and working with stakeholders to receive feedback and agree on a final concept.
  - Prepare Redevelopment Schemes and prepare documentation for the land use plan for the area in accordance with the relevant laws of the Government of Tanzania.
  - Prepare detailed landscape, architectural and engineering designs, bidding documents, and Environmental and Social Management Plan for the infrastructure and landscaping of the city park and new urban areas.
21. The Assignment will commence with a review of the spatial framework for the city park and new urban areas in the Lower Msimbazi Development Concept. Subsequently, the Services Provider shall propose other urban development concepts that shall be evaluated alongside the initial Development Concept. This will culminate in the development of a Master Plan for redevelopment of Lower Msimbazi and subsequent detailed engineering, landscape, and architectural designs.
22. The Plan should include a comprehensive approach to all aspects of urban planning, including infrastructure provision for development of the new urban areas, transportation planning for road and public transit networks both within the site as well as connectivity for vehicles and non-motorized transport to the surrounding neighborhoods and greater Dar es Salaam area, recommendations for parcel development that promote private sector investment (e.g. retail, office, and residential components), recommendations about real estate programming, activation, and other functional components for the creation of the city park.
23. Given the economic and social significance of the lower Msimbazi area and riverfront, the redevelopment area will likely affect the economic and social dynamics of its surrounding neighborhoods, as well as Dar es Salaam broadly. The improvement of planning and architectural principles, therefore, should:
  - Align with the broader objectives and vision of the area, and Government of Tanzania planning, development initiatives and general growth for Dar es Salaam and the surrounding area.
  - consider the current and potential market demand when considering future land use.
  - Contribute to the ecological improvement of the basin and promote greater long-term stability of land use and economic development
  - Be developed in a multi-iterative process considering different density and land use scenarios.

#### 4. SCOPE OF SERVICE

24. The Government of Tanzania seeks a multi-disciplinary team, led by a highly qualified urban development design and architecture and engineering firm (A&E) that has the creative vision, demonstrated experience with comparable redevelopment and park development projects, and the organizational and financial capability to plan a high quality, well designed urban planning concept for this area of Dar es Salaam, Tanzania. The successful firm will have the technical expertise to provide services relating to urban design, infrastructure planning, land use management, transportation planning, landscape design, urban infrastructure design and environmental planning to meet the goal of both creating a new public green space and stabilizing riverfront lands.
25. To achieve the above-mentioned objectives, the Detailed Redevelopment Plan and Design Consultant will be required to carry out the activities listed in Table 1 and described in detail below.

*Table 1: Outline Scope of Services*

<b>Phase I</b>	<b>Detailed Redevelopment Plan (10 months)</b>
Task 1	Inception Report, Workplan Development, and Stakeholder Engagement Strategy
Task 2	Initial Site Assessment, Existing Conditions, Gender-focused Safety Audits
Task 3	Design Vision and Design Principles
Task 4	Design Options for Lower Msimbazi Basin Redevelopment Area
Task 5	Final Urban Design Concept and Detailed Redevelopment Plan
Task 6	Redevelopment Scheme
<b>Phase II</b>	<b>Detailed Design and Bidding Documents (8 months)</b>
Task 7	Phase 2 updated workplan and packaging of works
Task 8	Detailed engineering, landscape, and architectural designs
Task 9	BoQ and bidding documents
Task 10	Implementation schedule

## PHASE I: DETAILED REDEVELOPMENT PLAN

### Task 1: Inception Report, Workplan Development, and Stakeholder Engagement Strategy

26. **Review overall consultancy objectives, strategies, and relevant research and background documentation**, including the list of documents listed in Annex 4 of this TOR among other documents that may be identified by the Client, including cartography, site plans, urban framework plans, and technical literature available. The Consultant shall gain an understanding of the site's physical conditions, neighborhood and city context, as well as the factors which will impact the desired transformation of the lower Msimbazi area from its current condition to its development as a point of attraction within the wider urban dynamics of Dar es Salaam.
27. **Identify any surveys, maps, data, and survey activities** that are required and create a plan for obtaining any missing critical information.
28. **Determine appropriate statutory planning instruments**. While the MSPA has been gazetted as a Special Planning Area under the Urban Planning Act, a Redevelopment Scheme will need to be prepared as a Detailed Planning Scheme. During Task 1, the Consultants should prepare a Memorandum of Understanding between PO-RALG, DCC, Kinondoni Municipal Council, and the Ministry of Lands, Housing, and Human Settlements Development on the applicable statutory planning process, steps, milestones, and approval processes to ensure that all actors are sensitized and in agreement on the process.
29. **Create a workplan** for how the consulting team will meet the objectives of the Detailed Redevelopment Plan and Design Services. The consulting team will create a list of tasks, along with a project schedule, that will guide the progress of the team as well as to serve as a road map for the Client and the Government stakeholders to track progress. The work plan should cover both phases of the assignment, though the tasks and schedule under Phase 2 will be estimated and updated at the onset of Phase 2 based on any new information or developments from Phase 1.
30. **The Consultants should review the Urban Planning Act (2007) and Guidelines For The Preparation Of General Planning Schemes and Detailed Schemes for New Areas, Urban Renewal and Regularization (2007)** to map out the steps in the government process for preparing a Redevelopment Scheme (Urban Planning Act Schedule 2) to ensure that the planning process is well aligned with the statutory requirements.
31. **Create geospatial platform for the Detailed Redevelopment Plan**, by updating existing base plan (utilizing GIS with up-to-date base map and layers of critical geospatial data), locating the redevelopment area within the broader city context and other urban redevelopment priorities and plans. Where possible, the base plan shall capture key existing information for the planning such as, but not limited to, land use, zoning and development controls; public areas such as parks, open spaces and access to the riverfront; key corridors for pedestrians and vehicles; commercial activity, residential and retail in the area; and any other characteristics that would help in shaping the design concept. The Consultant shall also identify opportunities and challenges for the proposed project.
32. **Define stakeholder engagement and coordination strategy**. Review existing documentation on stakeholder engagement and coordination for the Msimbazi river basin and define a stakeholder engagement strategy for the design and activation of the redevelopment area with the Client. This should cover both general stakeholder meetings and coordination meetings with government agencies and other actors in the area. PO-RALG will assist with stakeholder coordination, and it is expected that the Consultants will undertake stakeholder engagement and coordination as a consultant to the

government, present in forums and meetings and prepare necessary communication material, information and other input as required for the Government's community engagement to be successful. The Consultants will be responsible for coordinating and facilitating events, as well as bearing all costs of workshops and other stakeholder engagement events. The Consultants should employ multiple stakeholder engagement tools, including focus groups, transect walks, participatory design, etc.

33. It is anticipated that **at least 3** general stakeholder meetings which will require significant organization and content as well as in-person participation from the team. Identification of potential beneficiaries should include vulnerable groups such as the current residents of communities in the vicinity of the project, as well as investors, builders, potential tenants or residents, and government agencies that oversee the environmental, transportation, and urban development programs. Additionally, the firm is expected through introductions by PO-RALG to regularly coordinate and meet with government agencies, organizations and other key stakeholders in the area to facilitate execution of the assignment.

### **Deliverables under Task 1:**

***D1.1 Inception Report*** detailing the items provided in the list above, with a particular focus on the engagement and coordination strategy for stakeholders and beneficiaries. The Inception Report should include:

- **Memorandum of Understanding** with agreement between PO-RALG, DCC and MLHSD on the applicable planning mechanism(s) and process for land use plans in the redevelopment area
- **Work plan** outlining the strategy to deliver on the assignment i.e. key milestones, timelines and responsibilities (can be included in Inception Report)

***D1.2 Geospatial platform and updated Base Plans*** with a clear indication of Redevelopment Area boundaries, and key information for shaping the urban design concept

### **Task 2: Initial Site Assessment, Existing Conditions, Gender-focused Safety Audits**

34. ***Conduct field visit, meetings and a fact-finding*** to project sites, engaging in discussions with key stakeholders. This would include the preparation and presentation of samples of previous relevant work and site visits.
35. ***Gather information on current and/or planned infrastructure and transportation networks.*** As the consultant will be expected to provide planning for infrastructure and transportation to support the development of the site, the consultant team should be apprised of current infrastructure of the site as well as any government initiatives that will affect the site plan as development advances. The team should also assess current conditions of transportation planning to be able to incorporate a transportation plan into the vision for the site.
36. ***Conduct baseline studies and investigations.*** To enable formulation of the development vision and urban design concept, the consultant shall review available baseline studies and investigations that were developed under the Lower Msimbazi Development Concept, including but not limited to the following. Where information is not available, the Consultant shall conduct the appropriate studies:
  - Topographic survey with utilities and property lines.
  - Preliminary assessment and mapping (where appropriate) of existing conditions of infrastructure, its use and related services in the surrounding neighborhoods of the redevelopment area, including:
  - Infrastructures and utilities (i.e., water supply, sewage, drainage electricity, solid waste collection, data, telecommunications, street lighting, etc),

- Land use including formal and informal commercial, institutional, residential and other activities,
  - Transport infrastructure (roads, bridges, informal and formal paths for pedestrians-bicycles, public transport infrastructure),
  - Traffic Flow patterns and volume including motorized and non-motorized transport,
  - Flood-risk in the area from storm surge and stormwater runoff, and potential coastal protection and/or drainage solutions,
  - Conditions of roads (structural safety, erosion, etc),
  - Environmental quality measures (water quality, solid waste litter and dumping, air quality, other).
  - Security and safety,
  - Geotechnical characteristics and slope stability of the area.
- The consultant should be able to assess, map and deliver conclusions on the applicable construction, environmental and other development regulations.
37. **Data validation with institutional and organization stakeholders:** The consultant should, subsequent to the review of plans and field surveys, hold meetings with government utilities, local government authorities, organizations and institutions involved in development of the area to confirm the information gathered and supplement it as needed.
38. **Transport analysis and circulation patterns:** Assessment of access points to the park, non-motorized and motorized traffic circulation patterns in the new urban areas and city park, and connectivity issues (including parking, public transit, and pedestrian/cycling infrastructure). Assess the relationship and connectivity of the project area as it relates to the rest of the city and define its respective functional vocation and role to achieve the city’s general development vision. This should include travel demand disaggregated by user group, purpose, modes, and origin-destinations routes; travel times, frequency, and transport costs to access employment and market centers; quantity of jobs accessed and economic value of goods transported through the new urban areas and surrounding neighborhoods; and parking, loading/un-loading, and mode transfer systems etc.;
39. **Gender Responsive Urban design safety audits:** The Consultant will carry out a participatory and gender-sensitive safety audit in the adjacent neighborhoods to the Redevelopment Area to inform the gender-responsive design of the City Park, infrastructure, and the new urban areas. The audit will provide a detailed, participatory and gender sensitive diagnostic of the safety context in the neighborhoods adjacent to the project area, and offer specific recommendations for action to address the main identified gaps and promote sustainable use of the spaces by women, girls and other vulnerable groups. See Annex 2 for details.
40. **Real estate market analysis** that explores several (not less than 3) possible development scenarios on the new urban areas with different densities and intensity of land uses. The real estate market analysis will support longer-term programming and activation of the redevelopment parcels. While the Government and World Bank task team have some existing real estate research,<sup>7</sup> the Consultant should be prepared to conduct independent market research to build out their own build up scenarios. The GoT expects that multiple uses should be considered, including residential product that targets tenants of various income levels, supporting commercial uses, and destination retail uses that help to draw in a larger population from the urban areas to create a new economic node for Dar es Salaam.

## **Deliverables under Task 2:**

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<sup>7</sup> See Progetti (2022) and PwC (2020), listed in Annex 4.

- D2.1** *Report on the current overall conditions of the project site* considering the above-mentioned points, including all infrastructure, transport and circulation analysis, environmental and social elements, and gender-responsive design safety audits.
- D2.2** *Real Estate Market validation for the various asset classes* that might be incorporated into the future development of the site (commercial, residential, hospitality, retail), as well as the relevant economic supply and demand factors that would support these assets.

### Task 3. Design Vision and Design Principles

41. The Consultant shall work with the Government to define the design vision for the redevelopment area, which should be aligned with the overall Development Vision for the MSPA (see Annex 3). Building on the overall project goals, the consultant shall propose themes and design principles that would provide an underlying framework for the project site development.
42. *The design vision and principles* should consider environmental, social, cultural, civic, and economic dimensions and how the city park and new urban areas will contribute to meeting the city's needs and facilitating the resilience building and urban development objectives in the Lower Msimbazi area. Design and planning principles should be developed that align with the vision and include, for example, themes related to climate change resilience, economic development, civic pride and amenities, transportation and mobility, recreation, culture and arts, gender responsiveness, environmental conservation, and education.
43. *Conduct stakeholder engagement* using the established stakeholder engagement plan, in order to build a site plan that incorporates inputs from current users, potential tenants, owners and investors, relevant government agencies and authorities, and community engagement groups. Use the findings of these engagements to harmonize the site plan with the market-based data to begin to develop a land use plan for the overall area. In addition, use the stakeholder engagement process to develop a design vision for the site that reflects the aspirations of city officials, residents, and surrounding communities so that public use and common amenities are incorporated into the site planning.
44. *Workshops, Surveys and Consultations.* Starting from the Government endorsed Development Vision (see draft in Annex 3), the consultant team will apply a sound mix of strategies to concretize the vision for the area in the form of urban design and planning principles to be used moving forward. These will involve relevant stakeholders as identified by the Government, and others as recommended and agreed. Engagement strategies may include public consultations, surveys, focus groups etc. The Consultant will prepare supporting material and guidelines to enable a better understanding and visualizing of concepts for the project area.

#### **Deliverables under Task 3:**

- D3.1** *Preliminary development vision and urban design principles*, which should be brief and highly visual.
- D3.2** *Stakeholder engagement materials*, including presentations, drawings, guides, posters, and interactive sessions. to facilitate and enable the design development process

### Task 4: Design Options for Lower Msimbazi Basin Redevelopment Area

45. Based on the assessments developed under the previous tasks, and in line with the development vision and design principles agreed upon with relevant stakeholders (Task 3), the Consultant should review the urban design concept and prepare and propose at least **2 (two) alternative integrated urban design**

**concepts** for the Redevelopment Area. The concepts should incorporate all aspects of the city park, infrastructure and transportation provisions. Each urban design concept should include:

- a. **City Park model**, including its key design guidelines, infrastructure and recreational elements, traffic management aspects, amenity programming with activation strategies; revenue generation and operations and maintenance strategies, and gender sensitive design approaches. The Consultants should start to explore the following, which will be further elaborated in Task 5:
    - Operation and maintenance costs and funding sources
    - Design strategies for cost-effective operation and maintenance
    - Revenue generation potential from park facilities, programming, and other sources
    - Revenue sources for park maintenance through land value capture, development charges, and/or other land- or development-based finance linked with the real estate development of the new urban areas;
    - Staffing requirements and potential contractual arrangements for certain park management functions
  - b. **New Urban Areas**, including street and plot layout and connectivity to surrounding areas; infrastructure and services including roads, drainage, water, energy supply, sanitation, as well as green spaces and parking, and social infrastructure facilities;
  - c. **Concept and programming for vertical commercial and residential development** on the new urban areas (or other revenue-generating elements as appropriate), indicating ground level building footprints, public spaces (with illustrative approaches to public open space design, streetscaping and landscaping, three-dimensional massing diagrams color coded by use (with explications as to how the proposed build-up is integrated with the surrounding communities), sustainability, resiliency building strategies (brief narrative/diagram), and any relevant precedents to augment the concepts, transport, mobility and connectivity aspect (including hierarchy of transport modes, managing congestion and connections with the rest of the existing transportation routes and corridors). The 3 concepts (including the one proposed by in the 2023 Lower Msimbazi Development Concept) will be analyzed to understand their viability, potential, and constraints to realizing the vision of the project.
46. The Consultant shall share and discuss indicative urban design concepts with stakeholders through the consultative process outlined in Task 1, including a Stakeholder Workshop, and provide criteria to guide the selection of a preferred option.

#### **Deliverables under Task 4:**

- D4.1 Presentation of three (3) preliminary integrated urban design concepts.** Deliverables for each option include City Park model with detailed landscaping and design guidelines, and visualized urban development programming for the new urban area parcels on the upper terraces. The options serve as high-level frameworks for sites' organization and do not have to address architectural treatment at this stage.
- D4.2 Stakeholders' Workshop.** The consultant team will present the options to GoT-identified key stakeholders, including potential public consultations, who will review these options and recommend a preferred option or a hybrid option to proceed to Task 5. The preliminary design concepts will be presented with the proposed scope of the private sector-driven activities in the development area, and the extent of required public sector interventions. The Consultant will



prepare supporting material that help to better understand and visualize the proposed urban design concepts.

### **Task 5: Final Urban Design Concept and Detailed Redevelopment Plan**

47. The Consultant will develop the prioritized design concept while assimilating further refinements and client feedback into the Detailed Redevelopment Plan.
48. In presentation of the prioritized urban design concept the spatial organization of the physical and functional relations among the different elements of the development in the city park and new urban areas (including soft prioritization and phasing of various elements) should comprise maps at 1:10,000, 1:2,000 and 1:500 scale.
49. Further, based on the prioritized urban design concept the Detailed Redevelopment Plan will be developed to include, *inter alia*, the following minimum elements and visual materials:
  - Terrain and cross-sections
  - Functional zoning
  - Detailed city park programming and visuals
  - Detailed real estate development programming: quantity, morphology, density
  - 3D Printed Massing Model: (approximately 1:1000)
  - Architectural treatment
  - Development Renderings (total of three, one aerial, two ground level)
  - Utility infrastructure specifications and charting
  - Road access & network
  - Pedestrian networks
  - Landscaping and open spaces in the new urban areas, outside of the City Park
  - Service infrastructure.
50. The elaboration of above planning elements will be supported by a series of sectoral studies, guidelines and strategies, including:
  - Architecture design guidelines for different uses
  - Utility infrastructure studies (load calculation, capacity, technical solutions)
  - Transport and mobility strategy
  - Detailed narrative on a prioritized model for the city park including but not limited to the aspects of the city park model detailed in Task 4 and considerations under the city park in Annex 1.
51. In addition to the above referenced graphic material and supplementary studies and guidelines, the Detailed Redevelopment Plan should include the following, which may be presented as standalone volumes or appendices as appropriate:
  - Formal Cost Plan for the proposed development program, including City Park and the development program on the terraces, explicating the high-level cost projections developed at the concept design stage. This should include a detailed management model for Park revenues and costs.
  - Phasing and prioritization of execution of the key infrastructure elements
  - A real estate roll-out plan that includes phasing of vertical development program on the terraces based on relevant real estate and market and economic analysis
  - Guidelines for the long-term sustainable planning, operating and governance approaches to include possible business models and governance-related recommendations for managing operations and ensuring proper maintenance of the public space, all in line with international

- best practices for similar public amenities with major flood, storm, waste mitigation functionalities and local experience with the maintenance of open, public spaces in Tanzania
  - Identification of risks and mitigation strategies
  - Propose an implementation timeline
  - Propose a realistic subdivision plan for the redevelopment parcels based on the development programming, design principles and market capacity considerations.
52. The Urban Design Concept must meet land use, environmental, planning, zoning and other regulatory requirements including those to be elaborated further in task 6. The Government counterparts will be actively involved in the Conceptual Plan Development for the project site to guide and ensure conformity with existing regulations and congruence with government plans and vision.

### **Deliverables under Task 5:**

- D5** *Final Urban Design Concept and Detailed Redevelopment Plan*, comprised of a package of graphic material explanatory notes, supplementary studies and guidelines. Among other aspects this should include standalone volumes on (i) a real-estate roll-out plan, and (ii) detailed city park management model.

Of note, the Vision Statement and related Urban Design Concept should be in the form of a written report with relevant maps, sketches and/or illustrations and should encompass all the relevant social, cultural, political, mobility, administrative, managerial, financial, physical, gender, and environmental dimensions. To justify and support the selected Urban Design Concept, the report will also include a description of the visioning process and possible alternative concept designs that were not considered. The report shall discuss the potential environmental and social risks and impacts and outline the scope of the further environmental and social study requirements at the detailed design. The report shall also include recording and reflections on the discussion and results of the visioning process, consultations, and rationale for selection (*vis a vis* other options that were considered, but not selected) of the prioritized Urban Design Concept.

### **Task 6: Redevelopment Scheme**

53. In parallel with preparation of the Detailed Redevelopment Plan, the Consultants will ensure that procedural requirements under the Urban Planning Act (2007), Section 16(4) and Schedule 2 are met, in regards to Redevelopment Schemes. It is expected that most if not all of the required information and processes to satisfy the statutory requirements will be carried out under the previous tasks, and may only need to be packaged and submitted according to the Act. As such, Task 6 activities will be done in parallel with other tasks, so as not to delay the planning and approval process.
54. PO-RALG, DCC, Kinondoni Municipal Council (KMC), and MLHSD in the Memorandum of Understanding in Task 1, the Consultants will carry out the necessary processes and facilitate approvals together with PO-RALG, DCC, and KMC.
55. Additional information on preparation of Redevelopment Schemes are included in Annex 5. In general, this will include:
- Procedural steps carried out by the KMC and DCC, including notices, stakeholder identification and consultations, and approvals per the Urban Planning Act;
  - Details on land use with development conditions, control implementation strategies with a life span of 20 years;
  - Preparation of Town Planning Drawings in relation to the Redevelopment Scheme per GoT requirements.

### **Deliverables under Task 6:**

**D6** *Approved Redevelopment Scheme* for the new urban areas and city park, including development conditions, and confirmation of approval by GoT authorities.

### **PHASE II: DETAILED DESIGNS AND BIDDING DOCUMENTS**

### **Task 7: Phase II updated workplan and packaging of works**

56. The workplan prepared during the inception phase will be updated to take into consideration the Detailed Redevelopment Plan outputs, and will include the proposed packaging of construction, landscaping and architectural works to be procured under the Plan.

57. It is expected that all technical surveys and investigations required for the detailed design work will be carried out as part of the Phase 1 activities; however any additional survey requirements should be factored into the Phase 2 workplan.

### **Deliverable under Task 7:**

**D7** *Phase II updated workplan*, including packaging of works and contract modalities

### **Task 8: Detailed engineering, landscape, and architectural designs**

58. **Detailed engineering, landscape, and architectural designs:** The Consultant shall prepare detailed engineering, cost estimates and bidding documents based on the best possible options selected during Phase 1. This will include detailed drawings, relevant cost estimates, technical specifications and Bill of Quantities prepared separately for all work items of civil works packages, in accordance with the current regulations of GoT and World Bank guidelines and the Environmental Management Plan for the works. Packaging of works will depend on potential integration of works packages, as well as preferred contract modalities identified in the Phase 2 workplan.

### **Deliverables under Task 8:**

**D8** *Detailed engineering, landscape and architectural designs*, including updated ESMP

### **Task 9: Bills of Quantities and bidding documents**

59. **Packaging:** The packaging of the various works for all sub-components to be discussed and agreed with the Client and will consider the needs for efficiency in both initial procurement and subsequent construction activity. Bidding documents will be based on the current appropriate version of the World Bank Standard Bidding Documents (SBD).

60. **Bills of Quantities:** Prepare detailed bills of quantities with final confidential cost estimates/engineer's estimate (to an accuracy within 10%) for recommended bid packages, with price contingencies shown separately; verify or modify total sub-project investment costs in line with available financing. In order to make a fair and reasonable estimate of the cost of project, the Consultant shall prepare a unit price analysis of each item using basic cost elements (labor, materials, equipment, tools, overheads, on-site costs, profit, etc.), and showing separately the cost of all taxes (direct or indirect, duties, levies and

fees). The calculated quantities for the items of construction shall be based on the final design drawings. The quantities of Works shall be derived from calculations based on the field cross-sections and dimensions of structural members with acceptable standard methods of measurements that shall be agreed with the Client. The cost estimates shall also include the costs for implementation of ESMPs. Prepare conditions of contract, and conditions of bid/tender and all necessary bid/tender documentation to a standard appropriate for International competitive bidding using International bidding documents acceptable to the World Bank.

61. **Design Standards:** Design standards will be prepared in accordance with appropriate standards for each type of subproject.
62. **Measures to reduce erosion and sedimentation during construction and design:** The specifications of roads, drainage and other related works should include measures to reduce erosion and sedimentation in the basin both during construction and as part of the design.
63. **Volumes:** Five volumes will be required for each bid/tender package comprising the Invitation for Bids, Specifications, Drawings, Environmental and Social Management, and Bills of Quantities.
64. **Presentation:** For the recommended bid packaging arrangements for the sub-projects, present the draft bidding documents to PO-RALG for review/feedback and agreement including the implementation phases that will depend on available additional financing resources/budgets.

**Deliverables under Task 9:**

**D9** *BoQs and bidding documents* for each works package

**Task 10: Implementation schedule**

65. Prepare overall time-bound schedule for the phased implementation of the park construction and new urban areas (including plans for bidding processes and works supervision), complete with anticipated cash flow requirements and indicative percentages for physical and price contingencies shown separately. The implementation schedule(s) shall be prepared overall and/or separately for each of the proposed sub-projects and their respective civil work packages with all relevant activities assessed and important elements that are likely obstruct the progress of construction of works indicated.

**Deliverables under Task 10:**

**D10** *Implementation schedule*

**5. SCHEDULE OF ACTIVITIES AND DELIVERABLES**

66. The Consultant is expected to provide the deliverables presented in Table 2.

*Table 2: Schedule of deliverables*

Item	Deliverable	Task	Indicative delivery schedule (months from start of assignment)	
			Draft	Final

<b>Phase I: Detailed Redevelopment Plan (10 months)</b>				
D1.1	Inception report, (including work plan, MoU, stakeholder engagement strategy)	Task 1	1	1.5
D1.2	Geospatial platform and updated Base Plans	Task 1	1.5	2
D2.1	Report on the current overall conditions of the project site	Task 2	2.5	3.5
D2.2	Market validation for the various real estate asset classes	Task 2	2.5	3.5
D3.1	Preliminary development vision and urban design principles	Task 3	4.5	5.5
D3.2	Stakeholder engagement material	Task 3	4.5	5.5
D4.1	Presentation of three (3) preliminary integrated urban design concepts	Task 4	5.5	6.5
D4.2	Stakeholders' Workshop	Task 4	NA	6.5
D5	Final Urban Design Concept, Detailed Redevelopment Plan	Task 5	8	9
D6	Approved Redevelopment Scheme	Task 6	8	10
<b>Phase II: Detailed Design and Bidding Documents (8 months)</b>				
D7	Phase II updated work plan	Task 7	10	10.5
D8	Detailed engineering, landscape, and architectural designs	Task 8	13	15
D9	BoQs and Bidding Documents	Task 9	16	18
D10	Implementation Schedule	Task 10	17	18

## 6. EVALUATION CRITERIA FOR THE TECHNICAL PROPOSAL

67. The following guidance is supplemental to the proposal requirements and terms outlined in the “Section 2: Instructions to Consultants and Data Sheet” and “Section 3: Technical Proposal – Standard Forms.”
68. The **Consultants or Joint Venture’s experience** must include:
- Prior experience with designing and implementation of urban infrastructure and waterfront revitalization projects of comparable scale and complexity.
  - The Consultant team must provide a minimum of four (4) project summaries detailing its most relevant projects that demonstrate success in planning and design of large-scale, urban, public space anchored developments including the following characteristics:
    - Utilization of nature-based solutions
    - Public-private partnerships
    - Community outreach and stakeholder engagement
    - Considerations of resilience, and elements of climate mitigation and adaptation
69. The **Technical Approach and Methodology** should illustrate:
- The Consultant’s understanding of the urban challenges in Dar es Salaam to achieving a complex, integrated urban redevelopment and open space planning and design process.
  - The elements of the Consultant’s overarching approach to the assignment are unique and differentiate the bidder from other bidders.
  - The Consultant’s methodology for carrying out the tasks including a brief snapshot or overview of the content and presentation format of primary deliverables and workshop materials.
70. The Consultant’s **Work Plan**
71. The **Organization and Staffing** should include

- Roles, responsibilities, and time allocation of key and non-key personnel
  - Performance management plan
  - Client reporting and public communications
  - Facilities plan
72. The composition of the personnel, the roles and responsibilities among team members, and the time allocations of each team member should be proposed by the Consultant Team. The Consultant should 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. At the minimum, the Consultant Team is expected to involve 5 key staff members, including the Team Leader.
73. The following non-key experts are required for this contract and must possess a post graduate degree with at least eight (8) years of practical experience in their respective fields with demonstrable experience working on urban development projects.
- i. Financial Analyst
  - ii. Sociologist / Gender Specialist
  - iii. Urban Development Specialist
  - iv. Geotechnical Engineer
  - v. Climate or Environmental Scientist
  - vi. Environmental Specialist
  - vii. Quantity Surveyor
  - viii. Transport Specialist
  - ix. Botanist
74. The Consulting Firm will be evaluated based its overall team and human resourcing approach to delivering the skills required to carry out the scope of work. The Consultant team should include a multi-disciplinary group of experts with relevant, demonstrable expertise in:
- i. **Urban planning and design**, including landscape architecture, landscape design, architecture, land use planning, urban redevelopment, green construction practices and resilient infrastructure, experience with Tanzanian urban planning requirements and processes, and local economic development strategies, and design, finance and management models for large-scale signature urban parks.
  - ii. **Real estate development**, including real estate market analysis, structuring public-private agreements, knowledge of the Dar es Salaam property market
  - iii. **Engineering design**, including structural, water supply, hydrology, roads, drainage, and electrical
  - iv. **Analytics** including Physical and non-physical geospatial modeling; Transportation and mobility analysis, including nonmotorized transport, socio-economics and real estate market data analysis - and the compilation and use of data to generate quality inferential and statistical analyses in sub-optimal data environments;
  - v. **Stakeholder interaction and consultation**, where the consultant will be required to demonstrate ability to meaningfully engage a large and diverse group of stakeholders;
  - vi. **Technical report writing, graphics, and presentation skills** in English<sup>8</sup> that can connect with the interests of multiple audiences, such as: public employees; residents and business owners in the project area; or prospective investors, developers, and builders.
75. The **Curriculum Vitae's of Key Personnel** will need to at least include the following and with the minimum specified qualifications:

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<sup>8</sup> Understanding and communication in Swahili will be an added advantage, but is not required.

**Key Expert 1 - Team Leader/ Project Manager**

- i. Registered Professional (Architect/Engineer/Project Manager)
- ii. At least twelve (12) years demonstrable experience designing and / or managing projects
- iii. Demonstrable experience in the design and/or management of similar project i.e., public urban spaces, evidenced by at least four (4) such projects

**Key Expert 2 – Architect / Urban Designer**

- i. Registered Professional
- ii. At least twelve (12) years demonstrable experience designing urban spaces to include waterfronts and parks
- iii. Demonstrable experience in the design of similar project i.e., public urban spaces, evidenced by at least four (4) such projects

**Key Expert 3 - Civil Engineer**

- i. Registered Professional
- ii. At least twelve (12) years demonstrable experience in green infrastructure and/or marine structural engineer.
- iii. At least ten (10) years demonstrable experience working with large-scale infrastructure projects
- iv. Demonstrable experience in the design of similar project i.e., multi-sector municipal infrastructure, public urban spaces, evidenced by at least four (4) such projects

**Key Expert 4 – Urban Planner**

- i. Post Graduate Degree in Urban Planning
- ii. At least twelve (12) years demonstrable experience in planning urban spaces
- iii. Demonstrable experience in the design of similar project i.e., public urban spaces, evidenced by at least four (4) such projects

**Key Expert 5 - Real Estate Market Specialist**

- i. A minimum of 10 years demonstrable experience in design and/or management of similar projects i.e. multi-sector, mixed-use urban redevelopment projects
- ii. Demonstrable experience in the design of similar projects (i.e. real estate market assessment, investor outreach and engagement, structuring mixed-use real estate transactions, design of sustainable business models for real estate investment and operations, advisory on the use and benefits of traditional and alternative value capture mechanisms) evidenced by at least four (4) such projects
- iii. A minimum of a Master’s level degree in Urban Planning, Finance or related Degree or equivalent professional discipline

- 76. The technical and financial proposal should provide the full list of key team members proposed, together with detailed CVs for each team member, and the specific time allocation for each team member, including the time required for fieldwork, to ensure the successful execution of the assignment.
- 77. Estimated total time-input of key experts is 88 person-months (staff-months) and 50 person-months for non-key staff. However, this total time-input is only indicative; Consultants must make their own judgment on the level of time- input necessary to meet these TOR.
- 78. Prior to contract signing, any changes to the list and/or to the proposed role and/or time allocations will need to be submitted to and approved by PO-RALG and with No Objection by the World Bank. PO-RALG reserves the right to not award the contract if any such proposed amendments are not found to

be acceptable. Similarly, any changes to the team composition, including roles and time allocations, during contract execution must also be submitted to and approved by PO-RALG and with No Objection by the World Bank.

79. The financial proposal of the Consultant Team shall include and specify all cost items. Any cost item not specified in the consultant’s offer shall be deemed to be included in other cost items for which a price has been quoted. The consultant will be paid based on successful completion and acceptance of deliverables and submission of requests for payment and corresponding outputs.

## 8. OTHER CONSULTING FIRM REQUIREMENTS

80. The team of consultants may not have pending litigations or expired contracts in the previous five years. The Consultant firm or consortium must select and hire other experts as required according to the profiles identified in the Organization & Methodology and/or these Terms of Reference. All experts must be independent and free from conflicts of interest in the responsibilities they take on.
81. The Consultants shall actively participate and guide the stakeholder meetings and workshops as outlined further above in Task 1, in consultation with the Government of Tanzania. Specific communications protocols will be agreed upon at the kick-off meeting. The Consultants will prepare agenda documents for meetings and circulate them 3 days prior. The Consultants will record minutes from meetings and workshops and document processes and outcomes in the final report. The Consultants will ensure all actions agreed upon at meetings are tracked and followed up as appropriate.
82. As appropriate, the Consultant will provide support facilities (back-stopping) during the implementation of the Assignment.
83. All designs and reports shall be submitted in Draft and Final Versions. Comments on a Draft report will be provided within two to three weeks depending on the deliverable. The Final Version shall incorporate all changes and additions requested by the Government of Tanzania.
84. The reports must be written in English.

## 7. PAYMENT SCHEDULE

85. The proposed payment structure is shown in Table 3, subject to acceptance of the deliverables by the Client.

*Table 3: Schedule of payments*

Item	Deliverable	Payment percentage
<b>Phase I</b>		
NA	After contract signing upon submission of acceptable bank guarantee	10
D1.1	Inception report, (including work plan, MoU, stakeholder engagement strategy)	10
D2.1	Report on the current overall conditions of the project site	20
D2.2	Market validation for the various real estate asset classes	
D4.1	Presentation of three (3) preliminary integrated urban design concepts	10
D5	Final Urban Design Concept, Detailed Redevelopment Plan	



Phase II		
D8	Final Detailed engineering, landscape, and architectural designs	30
D9	Final BoQs and Bidding Documents	20
D10	Implementation Schedule	

## 8. CLIENT’S INPUT AND COUNTERPART PERSONNEL

86. PO-RALG, the Client, will be the main counterpart to the consultant to facilitate access to data, information and interlocutors and to guide the work.
87. The Client will provide the following items and services to the Consultant Team:
- All relevant documents and data related to the project (as listed in Annex 4);
  - Facilitate access to the project areas and sites and support the work of the consultant (e.g. through facilitating access to local authorities and other stakeholders). However, the consultant shall arrange transport and logistics for their own team during fieldwork.
  - Assist the Consultants to identify key stakeholders comprising of ministry, municipal, private, and community representatives.
  - Specific and timely feedback on deliverables submitted. Notwithstanding the arrangements described above, the Client will be responsible for final review and acceptance of deliverables.
88. All travel, travel-related, venue, and event-related expenses of the consultant team associated with the assignment shall be included within the cost proposal.

## Annex 1: Infrastructure and Services in the Redevelopment Area

Drainage and hydrology	<p><b>Expectations of consultancy:</b> Stormwater plan for the new urban areas, park and surrounding neighborhoods including the consideration of conventional and sustainable urban drainage systems and the overall urban and flood plan for the area.</p> <p>Detailed designs and BOQ for stormwater management for the redevelopment area and any linkages to adjoining infrastructure in surrounding neighborhoods on which their functionality depend.</p>
	<p><b>Key issues:</b> Some key issues to address are consideration of options for re-routing or design the canal found in the Kariakoo area to allow for better urban connectivity and space and consideration of the functionality of the proposed swales in the areas joining the current urban area and the redevelopment area.</p>
	<p><b>Key references:</b></p> <p>2018 - 2035 Drainage and Sanitation Development Plan (DSDP) for Dar es Salaam city</p>
Landscaping of urban area	Detailed landscape designs, drawings planting plan, and corresponding BOQ to match the final (selected) urban design concept
Road Infrastructure	<p><b>Expectations of consultancy:</b></p> <p>Traffic circulation and mobility plan for the park, redevelopment area and adjoining neighborhoods considering current and project traffic volume, planned infrastructure and activities and options for non-motorized transport in the park, new urban areas and connectivity to surrounding neighborhoods.</p> <p>Detailed designs and BOQ for roads and pathways in the park, new urban areas and surrounding neighborhoods. This will not include the Jangwani bridge, BRT stations or other infrastructure designed or under construction.</p>
	<p><b>Key issues:</b></p> <p>Should review and update designs for the road access network (including pedestrian networks and non-motorized transport) within and around the new urban areas and conducting associated studies.</p> <p>Consideration should be made for a perimeter road (or a service road) around the park and new urban areas to aid with service delivery, and street lighting.</p> <p>Should consider road infrastructure connections and transitions (including earthworks and bank protection measures) to nearby major roads, river crossings and tributaries, and integration with the BRT Phase 2 works.</p> <p>Should provide stormwater drainage flow pattern layout for all roads, on each road and their proposed locations in accordance with the plan outlined for drainage.</p> <p>Should review and update of street and pedestrian connectivity of the new urban areas with nearby services (markets, hospitals, public transport and major roads, schools, fire stations, police posts, places of worship, etc.).</p> <p>Provide for greening and landscaping to support drainage, cooling and to match the overall aesthetics of the area.</p>

	<p><b>Key References:</b></p> <p>Feasibility Study and Designs for Lower Msimbazi Basin Development Project, PO-RALG. Tanzania Ministry of Works roads design manual Greening Handbook, PORALG Urban Plans for Kariakoo or other adjoining neighborhoods. Design of Jangwani Bridge. BRT Designs. BRT Corridor Development Strategy</p>
Utilities (general)	<p>Analysis of proposed locations of utilities; and provision of drawings showing locations, sizing and capacity of all utilities that will service the park and new urban areas</p>
Power supply	<p><b>Expectations of consultancy:</b></p> <p>Plan for provision of power to the park and new urban areas based on intended use for the area and current and anticipated transmission lines located in the redevelopment area, taking into consideration the vision for the area, the Detailed Redevelopment Plan, and the overall power plan for the area and the city.</p> <p>Detailed design and BOQ for new infrastructure needed for the construction of the park and redevelopment area, to support the Detailed Redevelopment Plan including the provision of power to these sites.</p>
	<p><b>Key issues:</b></p> <p>Consultation and agreement with TANESCO and in accordance with their regulations and guidelines</p> <p>Should consider requirements for adjustment of the 132 kV transmission lines between Ubungo Power Plant and Ilala substation whose wayleave is proposed to remain unchanged.</p> <p>Make appropriate design provisions for substations within the redevelopment areas with due consideration of any development plans by TANESCO to set up substations within the vicinity of the redevelopment area</p> <p>Should consider the load forecast of nearby substations vs. the estimated power demand of the redevelopment area</p> <p>Establish location and layout of the proposed 1 km 33 kV line route option from Ilala substation to LMUP substation</p> <p>Consider an underground relocation plan for the high voltage powerlines between Ilala substation and Upanga. Among other components, the plan should align with safety regulations for design, construction, operation, and maintenance of underground power transmission lines surrounded by river crossings.</p>
	<p><b>Key references:</b></p> <p>Feasibility Study and Designs for Lower Msimbazi Basin Development Project, PORALG.</p>

Water and sanitation	<p><b>Expectations of consultancy:</b></p> <p>Plan for provision of a reliable water supply and sewage system for the park, new urban areas and surrounding neighborhoods, considering the vision for the area, the Detailed Redevelopment Plan, and the location, condition and capacity of DAWASA's current and [near] future water supply and sewage lines and pumping stations.</p> <p>Provide detailed design and BOQs for investments necessary to serve the park and new urban areas.</p> <p><b>Key issues:</b></p> <p>Need to Consult with DAWASA.</p> <p>Should investigate whether the plant at Buguruni has the capacity to handle the projected waste-water from the redevelopment area and as necessary the implementation practicality of offsite sanitation handling at the proposed treatment plant in Buguruni.</p> <p>Should consider any primary infrastructure that will be needed to provide service to the area in both the plan and designs.</p> <p><b>Key References:</b></p> <p>Feasibility Study and Designs for Lower Msimbazi Basin Development Project, PORALG. 2018 - 2035 Drainage and Sanitation Development Plan (DSDP) for Dar es Salaam city</p>
Telecommunications	<p>Plan for provision of telecommunications for the Msimbazi redevelopment area. Should include Consultation with Tanzania Communications Regulatory Authority (TCRA) to provide for appropriate telecommunications connection in line with any planned fibre-optic installations for high-speed internet and phone in the area</p>
Solid waste management	<p><b>Expectations of consultancy:</b></p> <p>Plan for provision of the proposed solid waste management system outlined for the park and new urban areas and to improve solid waste management services in the surrounding neighborhoods in the design of the park, new urban areas, its infrastructure and real estate development conditions.</p> <p>Detailed design and BOQ for any solid waste facilities (MRF, composting, underground containers), equipment, specifications for related road designs as needed and development criteria for real estate. to support the Detailed Redevelopment Plan including the provision of power to these sites.</p> <p><b>Key issues:</b></p> <p>Consider in the road design to ensure accessibility to waste collection in the park, new urban areas and to enhance accessibility to adjoining neighborhoods outside of redevelopment area (through the service road for example).</p> <p>Consider in the real estate development adequate specifications for on-site waste storage facilities for commercial and residential buildings.</p>

	<p>Provide adequate space and access for waste management facilities (composting, recycling center, storage areas) in the park and redevelopment area.</p> <p><b>Key References:</b></p> <p>Presentations on plan for Msimbazi Basin Development Project Solid waste interventions.</p>
City Park	<p><b>Expectations of consultancy:</b></p> <p>Overall design of design of City Park as part of the Detailed Redevelopment Plan including land use, recreational facilities, event spaces, concession areas, rest rooms, landscaping, public furniture, utility buildings and facilities, roads, pedestrian and cycle pathways, lighting, bridges, drainage, waste and landscape management facilities, water supply and sewage.</p> <p>Detailed design for infrastructure and landscaping including BOQs for investments necessary to serve the park and redevelopment area.</p> <p><b>Key issues</b></p> <p>Non-motorized transport: The area provides important opportunities for connectivity in the city from different sides of the park to another and this should be adequately accounted for.</p> <p>Park access and security: Accessibility to the park from different areas should be assessed to ensure easy access and also considering approach to security and safety for the area. The urban design approach to security should including safety audits by women.</p> <p>Recreational facilities: The design should consider a variety of recreational facilities based on stakeholder input, noting that the area historically was a football ground with major football team still located in the area but at the same expanding to accommodate other sports.</p> <p>Event spaces: What has been proposed is an amphitheater. Based on stakeholder input this should be considered and designed to accommodate a variety of events, noting the area has a long history of political rallies and event spaces could be a good revenue source for the park.</p> <p>Solid waste: See notes above under solid waste</p> <p>Resilience: The designs of infrastructure and park should consider resilience to regular flooding, taking into account related maintenance needed post flood events.</p> <p>Costs and revenues: The park should be designed to minimize maintenance costs while providing opportunities for revenue.</p> <p><b>Key References</b></p> <p>Msimbazi Opportunity Plan  Business case for Msimbazi City Park operation and management (ARS Progetti)  City Park Design Specifications (CDR, Norplan, DASUDA, Deltares)</p>

## Annex 2: Gender-Responsive Safety Audits

The Consultant will carry out a participatory and gender-sensitive safety audit in the surrounding neighborhoods to the Redevelopment Area to inform the gender-responsive design of the City park, infrastructure, and the new urban areas. The audit will specifically:

- Provide a detailed, participatory and gender sensitive diagnostic of the safety context in the neighborhoods surrounding the project area, and
- Offer specific recommendations for action to address the main identified gaps and promote sustainable use of the spaces by women, girls and other vulnerable groups.

The Consultant must directly work with Local women experts (*women are experts in their own sense of safety and of knowledge in the spaces that they use*) from the respective neighborhoods and give them a leading role in data collection. Diverse groups of women from different demographics and socioeconomic backgrounds and other marginalized groups should be invited to participate in the audit, including street vendors, the disabled, women activists and girls from age 12. The Consultant will use both quantitative and qualitative methods to conduct the analysis including:

- Mapping key safety issues which include collection of administrative data on crime and violence indicators from institutions such as the Police, health, education, social welfare, transport and any civil society organizations that may have data on the areas;
- a survey on perceptions of safety with girls and women, aiming at identifying priorities for interventions that could improve safety and at understanding how the built environment influences community dynamics and social behavior.
- safety walks, whereby girls, women and other vulnerable groups who are regular users of identified spaces, together with researchers and local governments officials, will walk around local areas identified as unsafe for women and other groups with a checklist to identify key aspects of the urban environment that make them feel unsafe (e.g. inadequate or absent lighting, degraded areas, abandoned public spaced, negative or graffiti messages, etc.);
- focused groups discussions with girls, women and other groups in the neighborhoods including men and boys;
- in-depth interviews with key stakeholders, including community leaders, community activists, government institutions that operate in the target areas and others.

All of the above methods will follow a strong gender-sensitive and inclusive approach. Based on these findings and the existing evidence of good practices of crime and violence prevention, including those focused specifically on gender-based violence (GBV) and following methodologies such as crime prevention through environmental design (CPTED), the analysis will provide recommendations to be incorporated or added to the design and implementation of project investments. The consultant must ensure that the girl's and women's recommendations on improving safety are incorporated into the design of the investments by engaging women in the design decision-making process.

Useful references:

- The World Bank. Gender Assessment of Tanzania Mainland and Zanzibar (2021).
- The World Bank. Handbook for Gender-Inclusive Urban Planning Design (2020)
- Mtani, Anna. The Women's Perspective: the Case of Manzese

### **Annex 3: Draft Development Vision and Action Plan of the Msimbazi Basin**

As a cornerstone to the development of the area, the Government of Tanzania's has committed to a vision for this development which will guide the project and future development in the Msimbazi Basin. The vision includes an overall vision, and the key pillars for implementation.

#### **Overall Vision:**

- *A resilient urban area* that significantly reduces flood impacts on settlements, transport and other public infrastructure and the economy.
- *An attractive and inspiring place* where people come together, and that meets the needs for the local communities and is a national landmark and international destination driving growth and attracting investment.
- *An inclusive and liveable urban environment*, that provides a safe, well-serviced and inclusive residential area, accessible and affordable for the widest segment of the population.
- *A restored and reclaimed river basin* that controls pollution and supports the natural water cycle and manages water flow to: reduce erosion and sedimentation and prevent damaging floods; and enhance the long-term sustainability of the natural ecosystem and health of the population.

#### **Key Pillars Guiding the Implementation of that Vision**

##### Government Actions required to give effect to the Vision for the Msimbazi River Valley Basin

In addition to the physical interventions, the realization of the vision necessitates institutional, planning and management actions. The Government of Tanzania is therefore committed to undertaking a range of policy actions as listed below.

#### **1. Establishment of an institutional management structure for the Msimbazi Special Planning Area**

A two-phased process for improving the institutional management structure is envisaged. In the first phase, an **interim governance structure** will be used to initiate and oversee the land preparation in the first year of project implementation and create the institutional capacity to oversee the initial flood protection works. The second phase involves the creation of a more **permanent institutional structure**. The process will necessitate:

- Interim Institutional Arrangement:* The establishment of the Project Coordination Unit for the project that, in addition to their responsibilities for providing, through the project, the works and infrastructure planned for flood and erosion control, and park and redevelopment area, would be the Planning Authority for the MSPA in accordance with the Urban Planning Act (2007). In addition, a Steering Committee, Chaired by the Permanent Secretary of PO-RALG will be established that includes at a minimum representatives from the Vice President's Office; Prime Minister's Office; Ministry of Land, Housing and Human Settlements Development; Ministry of Works, Transportation and Communications; Ministry of Water Resources and Irrigation; Ministry of Finance; Dar es Salaam City Council; Kinondoni Municipal Council; Ubungu Municipal Council; and Kisaware District.
- Long Term Institutional Arrangement:* The establishment of an Executing Agency under PO-RALG under the Executive Agencies Act as the Planning Authority for the MSPA that would be the owner of land not allocated or sold in the area including the park, will operate on a commercial basis and be

capable of entering into contracts, suing and being sued, borrow money, acquire, hold and dispose moveable property and ensure development follows the General and Detailed Planning Schemes. Through these powers will be in charge of redeveloping the available land in accordance with the General Planning Scheme and the Vision for the area. This would be established through a Gazette or similarly viable legal instrument; a framework document would be developed outlining its functions, role, objective, authority, performance standards and it would be staffed accordingly in including the appointment of Chief Executive. A Steering committee would be maintained to advise on the area, its management and development.

## **2. Development of a General Planning Scheme.**

In accordance with the Urban Planning Act (2007), A General Planning Scheme will be developed for the MSPA. It will be designed to reflect the specific needs of the population, public sector and private sector development plans, ensuring commercially viable real estate development for appropriate areas, cost-effective public expenditures and more broadly achievement the goals set out in the vision for the area. The development of the General Planning Scheme will include: (i) the establishment by the Project Coordinating Unit of a joint planning committee including at a minimum PORALG, DCC, and the involved DLAs; (ii) consultation and validation with the general public, and public private sector developers; (iii) detailed analysis covering key areas such as financial, social, environment, tourism, transport, real estate conducted with adequate involvement of government officials with support from other qualified professionals; and, (iv) the plan will be approved and published in a Gazette.

## **3. Development of the newly created areas adjacent to park.**

The terracing of the park will create an opportunity to develop new residential, commercial, and retail spaces and public amenities on an estimated 73ha. The area will be redeveloped, consistent with the vision of the area, into compact neighborhoods that provide inclusive and affordable housing options, are mixed-use with adequate infrastructure and services and connectivity to the local area and city. The redevelopment should accordingly allocate: (i) 15%-25% of the land area for streets and other public infrastructure for service provision, and small parks and open spaces; (ii) 10% -20% of the land area for land reserves; (ii) 40% to 60% land area for residential units of medium (120 dwelling units (DU) per ha) to high density (300 DU/ha) that include a mix of affordable and market rate housing units with at least 20% of the units as affordable housing; (iii) 5% to 10% for retail and hospitality; (iv) 2% to 5% of the land area for office space; and (iv) 3% to 7% of the land area for community services.

To enable this, the Government will:

- (i) Led by the Project Coordinating Unit and the Project Implementing Unit, the Dar es Salaam Local Authorities (DLAs) will acquire the land the Project Implementation Unit (PIU) will undertake the enabling activities including resettlement of flood prone communities and construction of the terraces.
- (ii) The Project Coordinating Unit will convene the Joint Planning Committee will complete the General Planning Scheme as outlined above.
- (iii) The Executing Agency under PO-RALG, duly established, will complete the detailed planning scheme, sub-dividing the land in parcels for the different land uses and surveying and demarcating the land.
- (iv) Ensure the parcels are provided with infrastructure to enable the sites are prepared with infrastructure and connections for services and the works for public spaces are completed.
- (v) Ensure a cadastral survey, Deed plan (Survey plan) and Land Title Certificate are completed for individual plots.
- (vi) Provide plots to public developers for direct delivery or market the plots to potential private investors through either leasing, land sale or joint venture arrangements in accordance with the applicable Tanzania law and World Bank policies.



#### **4. Development in existing settlements adjacent to the park.**

In order to ensure the goal of inclusive area that allows a wide range of income levels to live in the area, the existing settlements that are not in flood prone areas will be maintained with development planning and investment undertaken to ensure adequate infrastructure and services in the area, upgrade housing and ensure integration and connectivity with the surrounding urban area and access to transport, and amenities including the park.

#### **5. Park management and financing.**

The MSPA planning and implementation processes would have to adhere to these principles and would include capital and operational planning of the City Park referenced above. The 350-hectare public City Park, located close to the Redevelopment Areas in the Lower Msimbazi, will be the core urban regeneration and flood management initiative in MSPA. The Government of Tanzania will ensure the long-term management of the area including adequate financing, and management to service, maintain, manage and invest in the area.

To this end, the government will:

- (i) Develop an institutional plan for management of the park that allocates responsibilities among DCC, DLAs, the MSPA Executing Agency under PORALG, Tanzania Forestry Association and others as agreed and appropriate. The plan will include a human resources, equipment and capacity building requirements.
- (ii) Develop a financing plan for asset management and service delivery for the park ensuring access to revenues and budget and the costs for maintenance, investment and services are covered in the short, medium and long term.
- (iii) Approve the institutional changes and financing plan in accordance with Tanzania Law.
- (iv) Develop and adoption of a management plan for the park that would operationalize the organization and governance, staffing, rules, protocols and provide a business plan.

#### **6. Infrastructure Planning, Design and Construction**

The dynamic nature of the Msimbazi River Basin, the rapid increase in erosion in sedimentation, and increasing flood risk to settlements and infrastructure, will necessarily need to be considered in infrastructure planning, design and construction in the river basin. These include the development and transport infrastructure (roads, bridge), infrastructure solutions that reduce flooding, erosion sedimentation in the area, settlements as well as related infrastructure. Several policy and legislative standards apply to the infrastructure to be installed in the Msimbazi River Basin. The development of infrastructure is guided by standards and guidelines for infrastructure including those developed in compliance with the Road Act (2007) and Environmental Management Act (2004).

The Government is committed to undertaking planning, modifying design standards, manuals, environmental assessment guidelines for infrastructure and ensuring infrastructure development reflect the following:

- (i) Ensure information on the hydrology and hydraulic behavior of the Msimbazi and its tributaries are undertaken and considered in the planning and design of infrastructure such as bridges that are potentially affected or influenced by the river and designing them to with the goal of reducing erosion and sedimentation and managing flood waters to avoid impacts on infrastructure and settlements.
- (ii) Include detailed standards and requirements for erosion control as part of design, during construction and maintenance of infrastructure.

- (iii) Undertake planning to assess the opportunities to reduce erosion and sedimentation and reduce peak flood flow through interventions including greening, and sustainable urban drainage systems (tree pits, rain gardens, bioretention systems, vegetated filter strips, permeable pavements, soak-aways, green roofs, swales, filter drains, rills, infiltration basins, detention basins, retention ponds and wetlands)
- (iv) Establish guidelines for greening on roadsides, waterways, boundary demarcation and public spaces to reduce erosion and increase groundwater infiltration.
- (v) Establish guidelines for sustainable urban drainage solutions in infrastructure design.

## **7. Enforcement of water quality regulations in the basin including industrial discharges (EMA)**

The river is chronically and severely polluted wastewater and is no longer suitable for domestic consumption and puts communities who interact with the water (for irrigation, livestock, crossing) at risk. Wards around the river report high levels of water borne disease and cholera outbreaks. The pollution will also make the river unsuitable form part of recreational area in the center of Dar es Salaam and due to health risks of the contamination may prevent some of the areas to be used as intended. This pollution has occurred because of industrial discharge, sewage from homes, solid waste and agricultural activities that occur along the river.

To ameliorate these negative impacts and improve the water quality in line with the requirements of the Water Resource Management Act (2009) and the Environmental Management Act of 2004, the Government will:

- (i) Enforce the regulations that the required permits for discharge and use of the river are implemented (through the National Environment Management Council and Ministry of Natural Resources and Tourism (MNRT))
- (ii) Confirm through monitoring and audits, the industries in the area comply with the regulations, installing the necessary treatment systems.
- (iii) Work with DAWASA to improve treatment of sewage in the area including servicing settlements and improving performance of treatment lagoons in the area.
- (iv) Maintain an inventory of pollution sources in the river and undertake regular monitoring and enforcement.

## **8. Watershed Management Plan**

The issues faced in the lower Msimbazi are intrinsically linked to the overall Msimbazi Basin and its development and management. The Government of Tanzania is committed to strengthening its management through the following:

- (i) The creation of a Watershed Management Plan that will help manage development and conserve the watershed, *inter alia*, ecosystem services, controlling erosion and sedimentation, flooding, water supply, water quality, urban development as well as raising awareness of the criticality of the Msimbazi River Basin.
- (ii) Mandating an appropriate authority to oversee the implementation and oversight of this Watershed Management Plan.

## Annex 4: Plans, Studies and Data Resources

The assignment shall be considered within the framework of the following strategic plans, relevant studies guidelines, and data, amongst others.

The following existing information and data sets will be provided to the awarded Consultant team. Additional data sets can be provided upon request by the consultants, if they are available.

The Consultants should establish a data collection plan to validate these sources or to develop new sources as required to support the planning process. The Consultants should also recommend the appropriate level of detail for the data collection activities, considering the cost-benefit trade-offs of their collection and utilization for decision-making.

### A. Msimbazi-Specific Designs and Studies

#	Item	Author	Year
1	Feasibility Study and Designs for Lower Msimbazi Basin Development Project <ul style="list-style-type: none"> <li>• Feasibility study (flood control works, new urban areas, city park)</li> <li>• Geotechnical assessments</li> <li>• Hydraulic and morphodynamic modeling report</li> <li>• Detailed Engineering Designs – earth works and bank protection for the lower basin</li> <li>• Urban development guidelines (new urban areas)</li> <li>• City Park Design Specifications</li> <li>• Draft drawings for park and new urban areas</li> <li>• Cost estimates and BoQs</li> <li>• Mangrove management plan</li> <li>• Strategic Environmental and Social Assessment</li> <li>• Environmental Impact Assessment</li> <li>• Resettlement Action Plan</li> <li>• Operation and Maintenance Plan</li> </ul>	PO-RALG <i>CDR International,</i> <i>DASUDA, Deltares,</i> <i>Norplan</i>	2023
2	Geotechnical design review for flood control works (ongoing)	PO-RALG	2023
3	Jangwani Flood Protection Project <ul style="list-style-type: none"> <li>• Detailed Design report for Jangwani Bridge</li> <li>• Environmental and Social Impact Assessment</li> </ul>	TANROADS <i>CDR International,</i> <i>WEMA, Deltares</i>	2022
4	Presentations on plan for Msimbazi Basin Development Project Solid waste interventions		2023
5	Advisory services for planning infrastructure and redevelopment in the Msimbazi Special Planning Area. <ul style="list-style-type: none"> <li>• Context and site analysis</li> <li>• Market overview</li> <li>• Best practices report: case studies of urban parks</li> <li>• Business case for Msimbazi city park operation and management</li> <li>• Findings and proposals</li> <li>• MSPA Pro-forma financial model</li> </ul>	World Bank <i>ARS Progetti S.P.A.</i>	2021
6	Supporting the Msimbazi Opportunity (2020) <ul style="list-style-type: none"> <li>• Preliminary structuring of the investment opportunities in the new urban areas in the lower Msimbazi</li> <li>• MSPA Pro-forma financial model</li> </ul>	World Bank <i>PwC and Jones Lang LaSalle</i>	2020
7	Analysis of the institutional option for the management of the Msimbazi Special Planning Area	World Bank <i>Servulo &amp; Associados</i>	2022

	<ul style="list-style-type: none"> <li>Legal review, options, and viability assessment for MSPA institutional structure.</li> </ul>		
8	<a href="#">The Msimbazi Opportunity : Transforming the Msimbazi Basin into a Beacon of Urban Resilience</a> <ul style="list-style-type: none"> <li>Executive Summary</li> <li>Basin-level strategy and management framework</li> <li>Detailed plan for lower basin</li> <li>Appendices</li> </ul>	World Bank <i>Ecorys, CDR International, DASUDA, WEMA</i>	2019

## B. Other Plans, Technical Reports, and Guidance

#	Item	Author	Scale	Year
<b>Plans</b>				
9	Drainage and Sanitation Development Plan (DSDP) for Dar es Salaam city (2018 – 2035)	PO-RALG <i>Sering Ingegneria</i>	Metropolitan	2019
10	BRT Corridor Development Strategy	PO-RALG	BRT Phase 1	2018
11	BRT Designs	DART	BRT Phase 1, 2, 3	Various
12	Dar es Salaam Transport Policy and System Development Master Plan	TANROADS/JICA	Metropolitan	2008
13	Dar es Salaam Master Plan (2016 – 2036) <ul style="list-style-type: none"> <li>Technical supplements vol. III: Restructuring of the City Centre (see development conditions for Kariakoo and Upanga)</li> </ul>	Ministry of Lands, Housing and Human Settlements Development	Metropolitan	2020
14	Upanga Area Redevelopment Scheme	MLHHDS, Ilala Municipal Council	Ward	2006
15	Central Area Redevelopment Scheme	MLHHDS, Ilala Municipal Council	Ward	2002
16	Kariakoo Area Redevelopment Scheme	MLHHDS, Ilala Municipal Council	Ward	2002
<b>Technical guidance and manuals</b>				
17	Tanzania Ministry of Works roads design manual	Ministry of Works	National	2012
18	Greening Handbook <ul style="list-style-type: none"> <li>Sustainable Urban Drainage Systems guidelines</li> <li>Construction Erosion Management Guidelines</li> </ul>	PO-RALG	National	2022
19	The Hidden Wealth of Cities: Creating, Financing, and Managing Public Spaces	World Bank	Global	2020
20	Gender Assessment of Tanzania Mainland and Zanzibar	World Bank	National	2021
21	Handbook for Gender-Inclusive Urban Planning Design	World Bank	Global	2020
22	The Women’s Perspective: The Case of Manzese	Mtani, Anna	Ward	
23	Guidelines for the Preparation of General Planning Schemes and Detailed Schemes For New Areas, Urban Renewal and Regularization	Ministry of Lands, Housing and Human Settlements Development	National	2007

### **C. Laws and Regulations**

Urban Planning Act	2007
Urban Planning and Space Standard Regulations	2011
Land Act	1999
Land Acquisition (Compensation Claims) Regulations	2001
National Land Use Planning Commission Act	2007
National Human Settlement Development Policy	2000
Local Government (Urban Authorities) Act	1982
Environmental Management Act	2004
Executive Agencies Act Cap. 245	1997
Unit Title Act (Condominium Law)	2008
Capital Markets and Securities Rules (Collective Investments or Real Estate Investment Trusts)	2011
Public Private Partnership Act	2010
Value Added Tax Act	2014
Value Added Tax Regulations	2015
Income Tax Act	2006
Finance Act	2015
Investment Act	1997

### **D. Data**

## **Annex 5: Preparation of Redevelopment Schemes**

Urban Planning Act (2007)  
Second Schedule, made under Section 16(4)

### **Renewal or Redevelopment**

#### **1. The Purpose of Renewal or Redevelopment Plans shall:**

- a. providing a broad land use framework illustrating a coordinated policy of renewal and guiding both public and private redevelopment activities;
- b. providing a road pattern and traffic networks designed to improve vehicular access and parking space and also facilitate segregation of vehicles and pedestrians;
- c. providing a basis for determining development applications on extensions of rights of occupancy or leases, extension of users and change of users.

#### **2. Content of Redevelopment Schemes**

- a. Land use pattern analysis: The analysis must deal with policy statements and land use proposals to facilitate
  - i. conservation of areas whose historic, architectural, or commercial values are relatively high;
  - ii. improvement or general up-grading of areas whose existing conditions are desirable; and
  - iii. comprehensive cumulative redevelopment of areas whose conditions are undesirable.
- b. Shelter: This analysis should comprise strategies for
  - i. encouraging individual home ownership;
  - ii. empowering the private sector to effectively contribute toward housing provision.
- a. Traffic systems: This analysis should comprise policy statement and land use proposals for -
  - i. safe pedestrian movement;
  - ii. easy access to buildings by members of the public including women, children and the disabled;
  - iii. efficient circulation of traffic with business;
  - iv. convenient and ample public car parks; and
  - v. efficient road links, among other things.