

Local Economic Development Strategy Preparation and Implementation modalities for Sustainable Urban Development in Sub-Saharan Africa Cities: Lessons from Kigoma, Tanzania

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Abstract

The paper documents prospects and pitfalls of Local Economic Development Strategy preparation, its implementation modalities and required capacity in rapidly urbanising cities of Sub-Saharan Africa. It considers Kigoma Ujiji Municipal Council in Tanzania as a case study. Lessons learnt during the preparation and implementation process provides a clear understanding on the process, issues and sectors of the local economy, potential resources for implementation and planning institutions and their roles for its implementation effectiveness. This is crucial towards creating habitable and liveable cities in Tanzania and other Sub-Saharan Africa Countries with the same context. The strategic aspects that were utilized in designing the LED Strategy including the kinds of implementation process and modalities and the required capacity building, which were needed in initiating and implementing the strategy are described.

Likely, system development towards institutionalising Local Economic Development Strategy in rapidly urbanising cities for community empowerment and public-private partnership creation in sustainable urban development contexts are described for learning.

Keywords: “Local Economic Development, Local Economic Development Strategy, Sustainable Urban Development, Sub-Saharan Africa, Cities”

INTRODUCTION

The development process and policies in Tanzania has given the District councils responsibilities for stimulating Local Economic Development. The major task in execution of the responsibilities is creation of broad based enabling environment through which both social and economic development can occur. Traditionally, the main focus of the District Councils has been on social aspects but increasingly is becoming clear to most of the councils that sustainability of social services can only be possible if there is rigorous economic development and thus the environment for income generating activities and the development of small scale enterprises is becoming more and more important. The challenge however, is the capacity to develop the process for enabling existence of the environment that needs to be comprehensive and inclusive through appropriate urban planning approach and processes. Although there is an increasing attention by the District Councils in Tanzania and other developing countries of the same context on the outsourcing services from civil society organizations and private sector, the coordination, partnership and the dialogue modalities between public and private sector is still weak. Closely linked to the challenge are the unavailability and/or weak service providers within the district councils, private sector and civil society that can clearly articulate the services required and the process for provision of the services in stimulating local economic development.

In supporting the argumentations, it should be clear that the purpose of Local Economic Development (LED) strategy in urban planning processes is to build up the economic capacity of residents, local authorities and institutions to improve their economic future and the quality of life for all. It is a planning process by which public, business and nongovernmental, sector partners work collectively to create better conditions for economic growth and employment generation in the current era of fighting against poverty in countries of the world. Following these aspirations and needs, Districts Councils in Tanzania and other developing Countries in Sub-Saharan Africa embarks on preparing Local Economic Development strategy in countries of emerging economies that eventually result into existence of enabling comprehensive and inclusive environment of participation and public-private partnership in urban development agenda. This planning approach provides space for participation of the vulnerable groups especially women, youth, farmer groups and other service sector to participate meaningful in economic activities and be able to manage their livelihoods in a sustainable manner, within the context of utilizing and reflecting on existing economic opportunities in both urban and rural settings (Friedmann, 1987; Halla, 2002b).

Urban Planning approaches: Lessons of the past and current reality

In creating sustainable urban settlements, which build hope and safety to her citizen, different planning approaches were used and applied. These approaches which ultimately form a basis for sustainable urban development includes land use planning, strategic planning, master planning, structural planning etc. These urban planning approaches seem to be inflexible, rigidity, non-inclusion of different actors and sectors of the economy (Armstrong, 1987, Faludi, 1987; Clarke, 1994, Kombe, 2002). In addition, Christensen (1993) shows that the institutional arrangements for urban planning approaches in most cases are fixed, and the challenge is to select a strategy for planning and communication, which will result change of local economy. These are important elements particularly when one wants to understand the local economic development strategic actions, institutional responses, constraints, market preferences, location influences and voices of different stakeholders in sustainable urban development, the idea which stimulate the need to understand city growth and development ideology (Magigi, 2013).

Lewis Mumford (1961) ideal of dense cities growth with mixed uses and stakeholders' inclusiveness brings her somewhat closer to the current reality of sustainable urban development in Sub-Saharan Africa cities. Johnson (1989) sees land use planning process as being in some respects a mass action, and in others as elite decision-making process and not individuals wish. It is a mass action when people collectively determine over a period of time, what areas of a city grow or decline through voting patterns. Equally, involves community organization, public opinion in the manner they live, work, buy and travel on a regular basis. The mass action in planning especially in decision-making is affected by the elite, where few of them such as politicians, government officials, business entrepreneurs, financiers or community leaders act on behalf of the many. These elite groups also set the boundaries within which citizens can exercise or influence policies of land development, taxation, subsidies and regulation and other business and investment activities, which affects urban development in total and the local economic development. Strategic planning emerged later to provide actions and build framework to guide sustainable urban development in cities as a flexible participatory urban planning approach, which falls short in its implementation modalities and capacity building in many local government in African countries (Halla, 1997)

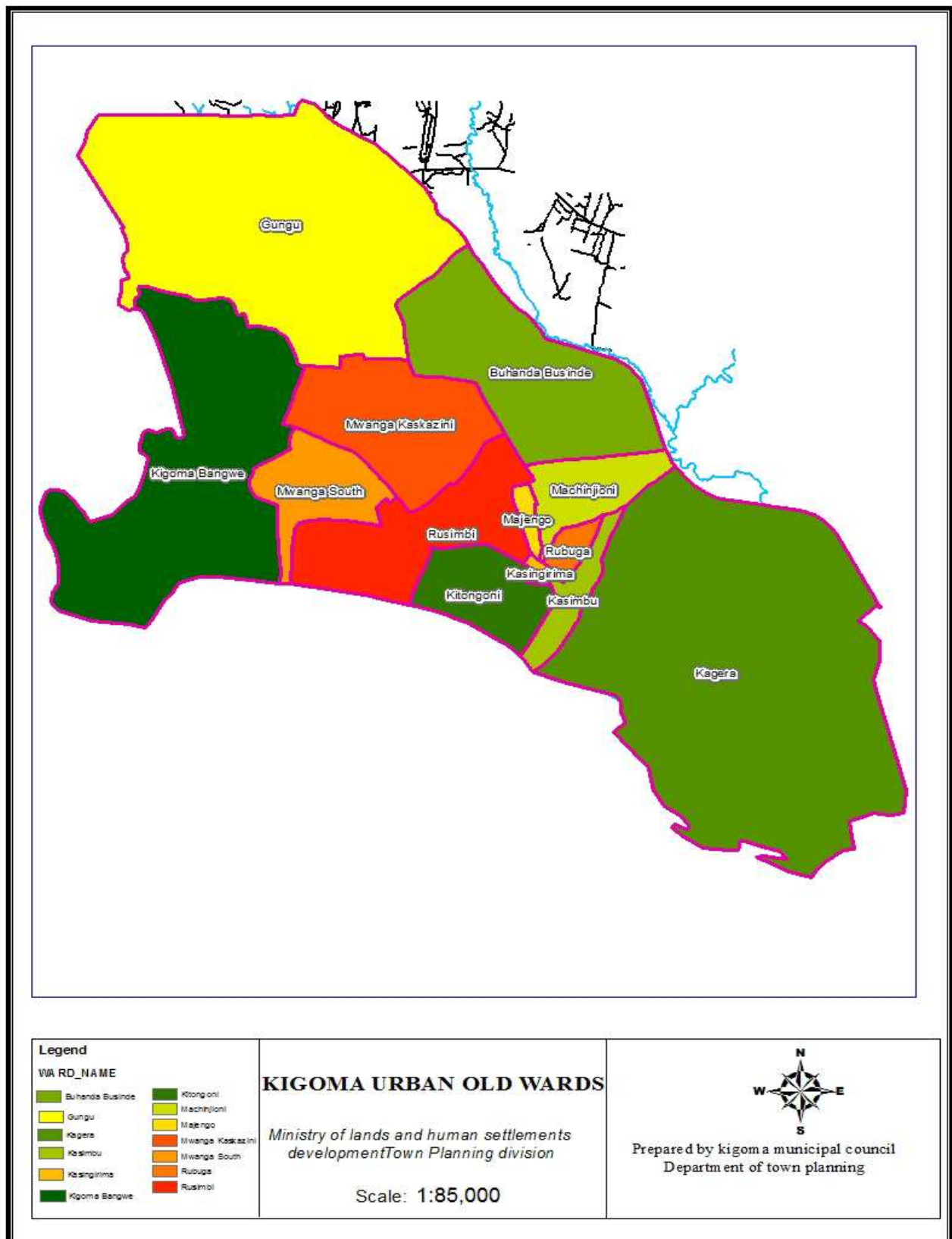
The Local Economic Development strategy among others is centred and emphasizing public-private partnership in its preparation and implementation modalities. Likely, its scale of initiation, planning, preparation and implementation is at lower level with clear integration of key sectors of the economy, service providers and government planning institutions at District, Regional and national levels. Her actions require integration of local resources as well as actions which fits into overall District Development plans. Moreover, the strategy preparation and implementation modalities centred on local economy productivity, capacity building as well as creating conducive business and economic development ventures to ensure community growth and empowerment in various sectors of the economy in the city. The process takes place through exploration of the local potentials in addressing pertinent development issues such as resource use including but not limited to land, water and forest for enhanced city productivity with actions or suggested options for implementations.

The strategy for future business and economic development in urban settlements is not intended to only inform future activities relating to economic development, but aims to provide direction and guidance to all development stakeholders in business and economic development in the city. The stakeholders referred in this context involves public, which include the municipal council, the various government departments and institutions. Others include the private sector, the non-governmental sector, civic institutions, communities and individuals. The strategy developed in this context was not limited to business and economic development, but considers the relationship between economic development and other sectors, i.e. it is integrated with farmers' group, service providers, community and public (URT, 2006,). Thus, local economic development strategy prepared in Kigoma acknowledges the important impact of other developmental activities on future residents and city economic development as a whole in urban planning processes.

Case study description, her business and economic potentials

Kigoma Ujiji Municipal Council is among the seven councils in Kigoma Region which has been established under the Local Government Authority Act. 8 of 1982 in Tanzania. Other Councils in the Region are Kibondo, Kasulu, Uvinza, Kakonko, Buhigwe and Kigoma Rural District. The Municipal covers an area of 128 square kms among these kms, 127.85 kms cover the land area and 0.15 kms² cover the Lake Tanganyika area. The Municipal has two divisions which are Kigoma North and Kigoma South and subdivided further into 19 wards (Map 1). The Municipal has a total population of 215,458 people among them 104,185 are Males and 111,273 are Females and average size of the household is 5.0 (five) persons (URT, 2012). The Municipal Council is located on the Rift Valley fringes of Lake Tanganyika. A large part of the Council lies on terrain consisting of hills over 1000m above sea level. However the average altitude is 773m to 960m above sea level. The climate is tropical modified by the existence of Lake Tanganyika. The temperature ranges at an average of 20°C. Average rainfall is 980 – 1200mm per annum.

Map 1: Kigoma Ujiji Municipal Council physical setting



Kigoma-Ujiji Municipal is one of the least developed areas in the country although it has higher and attractive opportunities for fast development. The per capital income is estimated to be 360,000/=. This is due to lack of

essential cash crop, industries, technical and entrepreneurship capacity. The dominant economic activities are fishing, trading, micro and small scale industries and agriculture. Fifty percent of population is involved in agricultural activities which include rice, cassava and palm oil trees.

Fishing as one of the main economic activity contributes significantly to household incomes. Lake Tanganyika has different varieties of fish species which are mostly consumed in Kigoma Region and outside the country such as DRC – Congo, Burundi, Rwanda and Zambia. Kigoma-Ujiji Municipality, due to its location in relation to transport routes and its distance from major centres, is relatively isolated from the national economy. Further to this, access to basic factors of production such as raw materials, skilled labour and infrastructure is limited. Raw materials available in the area relate to coal mining and agricultural activities including maize, beef, timber and sugar production, which if properly utilized can enhance the local economy of the region. In addition, establishment of internationally competitive industries focusing on mineral water and charcoal production, the establishment of agri-processing initiatives, and the transformation of the local government sector provides a strong basis for the economic development of the region. Government initiatives related to the provision of infrastructure, the construction of key roads and the development of key tourist attractions further strengthens the foundation for local economy. Existence of big forests and unutilized fertile land provide potentials for exploration in the regions for sustainable development.

LOCAL ECONOMIC DEVELOPMENT STRATEGY: METHODOLOGICAL APPROACH

Local Economic Development Strategy preparation is the brainchild of Income Generation Activities (IGA) project operating in Kigoma and Coast regions. The project execution started in 2009 under partnership modalities between the governments of Tanzania and Belgium under Belgian Technical Cooperation (BTC). The latter provides technical and financial support while District Councils in the selected regions are the project implementers. The District Councils implementing the Project were selected due to high incidences of poverty among the communities in Kigoma and Coast regions. These include Kibondo, Kigoma Ujiji and Kigoma District in Kigoma region. For Coastal region the selected district includes Rufiji, Mafia and Mkuranga. The author provides lessons learned in Kigoma Ujiji Municipal Council for experience and knowledge sharing.

LED strategy preparation and facilitation use wide participatory processes that took on board different development stakeholders. The processes follows the detailed analysis of the business, social, environmental and economic status quo of the Municipality which are paramount aspects to guide future planning, economic development and implementation of different investment activities in Urban settlement, Kigoma Municipality inclusive. In fact the process involved series of stakeholder consultative workshops that were organized by the district councils in collaboration with the Consultants and IGA Project coordinators. The workshops that had logical linkages for which each workshop outputs became inputs to the subsequent workshops included the capacity building workshop for the LED Facilitating Team (LED FTs) and LED Project Coordinators (LED DPCs), sectoral kick-off workshops and multi-stakeholder workshops. The other workshops were the regional stakeholder workshops and coordination and monitoring workshops that targeted the selected LED Coordination and Monitoring Teams. Other includes key local development stakeholders within and outside the Kigoma Ujiji Municipal Council.

The capacity building workshop for the LED Facilitating Team, involved sharing the process for enabling preparation of LED Strategy and the responsibilities for each stakeholder particularly to, LED-FTs and LED-DPCs. The process took duration of one week. The aim of the workshop was to train the LED-FTs to understand the process, the output required as well as to visionalise the future facilitation during the stakeholder's workshops. This stage also helped to ensure the project ownership and create understudying on the process towards realization of local economic development in Municipal Council officials. The workshop was also potential towards reshaping the output required and become a planning phase towards implementing the other workshops. The participants of the workshop were drawn from Districts Departments particularly from economic, trade, planning, environment, agriculture, Health and Infrastructure. A total of 18 participants attended the workshop.

The stakeholder's kick-off workshop was the second facilitation process towards preparing the strategy. The workshops took place for six working days. It was divided into two. The first workshop comprised of Service providers (Banks, Civil Organizations and government) and entrepreneurs (represented by farmers and economic groups). The second workshop comprised of Councilors and Heads of Departments. The outputs from the first Kick-off workshops acted as inputs for the second workshops. Each workshop was held for two days. The LED-FTs attended both workshops and also assisted in the facilitation of the workshops. The workshops aimed at producing four basic outputs namely: (i) key sectors and their competitive economic advantages (ii) key players (the community, district councils, private sector and community based organizations) and their execution capacities including institutional arrangements in each sector and (iii) challenges inhibiting growth in the sectors, and (iv) selected priority sectors and indicative plans in each sector based on locally available resources and

capacities of the key players that can produce quick results and thus create motivation and confidence for not only initiating LED but also sustaining the process. The four outputs are the strategic aspects that were utilized in designing the LED Strategy including the kinds of implementation process and modalities and the required capacity building that would be needed in initiating and implementing the Strategy. A total of 64 participants' participated in the Districts during the kick-off workshop.

The multi stakeholder's workshop was the third workshop in the process of facilitating the preparation of LED strategy in the Municipal Council. The workshop was attended by representatives from each sector invited during the kick-off workshops. The output obtained from the each sector kick-off workshops were used in development of the vision, sector goals and objectives. Also the workshop carried out SWOC analysis for the sectors selected by the kick-off workshops and identified and prepared the sector strategies and indicative projects. The workshop also involves selection of LED Coordination and Monitoring Team that comprised of six members. The members were drawn from civil organization with high reputation in project implementation within the district, Trade and Planning Officials in the District Council and one appointee by the District Commissioner. The District Executive Director was appointed to be the Chairperson of the Committee but later it was agreed that the Municipal Mayor/Chairman of the council be the chairperson because has political influence in decision making. The committee also will be trained to understand their roles and thinking the way forwards towards implementing the strategy. A total of 144 participants' participated in the three multi stakeholder workshops in the districts.

The Regional workshop is the fourth workshop phase in facilitating the preparation of the strategy. The workshop aims to share the process and the outputs as well as thinking and brainstorming the implementation process at different levels. In this workshop after the presentations done by the facilitators, panel discussions were done. Members were able to improve the LED Strategy documents for the Three District in the region. A total of 44 participants participated in the workshop.

The Coordination, Monitoring and Evaluation workshop was the fifth step in the facilitation process. The workshop comprises the LED-FTs, LED-DPCs and LED-CCs. The workshop aims at building capacity of District LED DPCs, FTs and Coordinating Committee members on the mechanisms for implementation of LED-Strategy, Internalise LED-Strategy process and its outputs and discussing the implementation modalities and the contribution of different stakeholders towards effective implementation of LED Strategy. Likely, involves develop roles and functions of different stakeholder for LED-Strategy implementation as well as discuss and share monitoring, evaluation tools as well feedback mechanism for effective LED Strategy implementation and coordination. Series of questions were imposed to participants after a series of presentation by the facilitators including Members to state their expectations for the workshop and internalization of the LED Strategy documents and improvement. Likely, identify the LED-Strategy committee Functions, organization structure, roles of different stakeholders, tools for monitoring and evaluation as well as the way forwards in each District after the workshop. A total of 69 participants attended. In fact the whole process cost a total of Euro 24,000 for its preparation and logistical arrangements during executions.

Components of the LED Strategy

The preparation of the Local Economic Development Strategy comprised analysis of the Municipal Council current reality, business potentials of the economy; the vision with regard to local economic development; the key issues, goals, objectives, strategies, programmes and indicative projects or actions for intervention. Likely, the basic principles to be adhered to in the planning and implementation of local economic development and required capacity; roles and responsibilities of the various stakeholders and evaluation and monitoring mechanisms documented in this paper for learning.

District vision and issues identified for intervention

Vision: By 2025 Kigoma-Ujiji Municipal will have sustainable local economic development resulting from multi-sectoral business growth and increased community per capita income

This vision has a number of components which spin on empowering local communities and therefore reduce poverty and ensure urban development. The Municipal Council wishes to improve the situation of the rural poor and destitute through sustainable economic development. This, cannot be achieved through a narrow focus on community based projects only or actions for intervention proposed. In improving the situation of the urban poor the economy of the area as a whole needs to be regenerated and developed. This requires intervention and support in all direction including residents themselves, government, private sector and other interested stakeholders and development partners in the economy. Ultimately this improvement in the economy of the area eventually contributes to the financial sustainability of the Municipal Council, which in turn benefits the urban poor and the destitute

Issues identified by different stakeholders

During the facilitation workshop, different issues were identified and discussed especially after conducting a SWOT analysis of the Municipal Council. Key issues identified by different stakeholders include: Poor urban agriculture husbandry practices that limit high productivity; Inadequate fishing gears (vessels) coupled by destructive fishing practices; Unsustainable natural resource use especially forestry resources; Poor bee keeping techniques couple by lack of facilities for modern bee keeping and Unavailability of good packaging material for value added products. Others include inadequate financial services that limit availability of capital for investment in SMEs; Inadequate vocational skills in various trades that limit self employment in small scale industries and construction sectors; Difficult conditions and ignorance that limit wider community participation in tourism business; Unrealiable electricity that limit small scale industries specifically agro-processing; Land use conflicts that limit planned settlement and other investments; Weak NGOs/CSOs/Corporate sectors that limit strong public-private partnerships for service delivery and community capacity buiding as well as Small and Medium Entreprises start up and formalization. In addition to these issues key sectors of the economy identified for intervention are decrived here (Table 1):

Table 1: main sectors of the economy identified

S/N	Main sector	Sub-sectors for intervention
1	Agricultural production	Improved husbandry practices, production and processing and marketing of cash and food crops
2	Horticulture (vegetables and fruits)	Improved husbandry practices, production and processing and marketing of Vegetables-onions, okra, Carrots, Tomatoes, Cucumber and Fruits-papaws
3.	SMEs Sector (Trading and Business);	Strengthening business skills, business start up and acces sto capital for; Trading on general merchandise (household, fisheries and farming), Bars and groceries, Trading on service sector, Whole sale and retail shops, Cooked Food outlets (mama lishe), Forest and wood based products, Stationeries/photography, Bee keeping products, Fish and fish products, Guest houses, Minerals, Commission Agencies in various businesses (Including Mobile phones)
4	Small-Scale Industries	Investment capital and expertise for setting up small industries for processing of milk, cassava, maize and rice, sugar making, oil extracting from oil palms, toiling, carpentry and wood-based industries
5	Crafts and Vocational Skills	Skill training on Plumbing, Construction and assorted artisanal skills to improve quality and marketing
6	Livestock production	Improve husbandry practices and produce poultry for meat and egg production, cattle keeping for beef and milk production and sheep/goats
7	Tourism	Engagement and community participation in tourism business
8	Natural resources	Improve sustainable use of natural resources Gaming/hunting, Tourism, Pottery, Timber/Forestry products, Charcoal making, Traditional medicines
9	Land	Improve land use through land surveying and preparing village land use plans and granting of traditional land ownership deeds
10	NGO and CSOs sectors	Capacity building in public health education, Microfinance services and life skills for self employment

S/N	Main sector	Sub-sectors for intervention
11	Financial Services	Facilitating access to credit
12	Social services	Improving social services including education, health, water, electricity supply for enhanced District Productivity

Major sectors and programmes for intervention

Major sectors identified during the workshops include Agriculture and livestock, Natural resources, Trade and Commerce, Tourism, Microfinance, Community and Social Services. The main programmes for implementation established includes Agriculture Development Programme, Poultry Production program, Livestock Development programme, Forest management and Conservation Programme, Land Management Programme, Water Resource management programme, Tourism improvement Programme, Sustainable Beekeeping programme, Health service improvement Programme, Sustainable Beekeeping Programme, Municipal Business environment improvement programme, Microfinance Service Provision Programme and Infrastructure improvement program. Towards implementing these actions partnership is needed and ensures stakeholders participation. Kigoma Ujiji Municipal Council has great potentials which are not exploited in which if well utilised may help to outcrop residents from poverty. These include existence of fertile land, forest reserve areas, labour, qualified staff and financial institutions which may create good business environment for local development among others.

Basic features of the projects earmarked by the strategies

During the preparation with implementation focus perspectives some Basic criteria proposed and used for strategic actions formulation of projects include:

- Should enable the wider community to establish sustainable, diversified and profitable enterprises that are based on utilization of available resources;
- Should be comprehensive instrument for enabling communities to access opportunities for own sustainable development;
- Should have inbuilt and logical comprehensive facilitation processes that are demand driven and logically interlinked to community empowerment;
- Services provision should be inputs to the community owned enterprise development process.
- Should have inbuilt institutional arrangements for partnership service provision centred on enabling the community to establish and sustain the enterprises.
- Should have inbuilt service provision assessments based on contribution and the progress made by the communities in establishment and sustaining their enterprises.
- Funding/budget should be tied up to the outputs (output based budgeting).

Thus the indicators would be the guiding pointers for supporting the districts to establish the required environment and service delivery systems in each sector. The process of implementation would require the districts to utilize the projects as opportunity for learning and improving the enabling environment, competencies, team work and partnerships in delivering services to communities. The projects would be tools for empowerments of the communities and at the same time enabling establishment of the required LED environment and result oriented service provision systems in the districts.

Led Strategy Implementation Modalities and required Capacities

Implementation of the strategy was a challenging in the Municipal Council. The question was who will lead the implementation process? Where the LED Strategy falls within the Local government institutional structure and setting? Where does LED strategy fits within the context of National setting as well as local authority? Which lead Ministries should be taken on board and her roles. Other questions include what roles of LED coordinating and monitoring committee and how will be financed? These questions forms a basing for understanding the implementation pitfalls and need for future interventions for learning as what happened in Kigoma Ujiji Municipal Council.

Process for Implementation of the LED Strategy

The approach adopted in the preparation of the LED Strategy provides basis for formulation of process and implementation modalities for the planned investment activities or project and programmes. The identified indicative projects in each sector previously stated are the means for creation of employment that will benefit the community and service providers in the public, the existing private sector and the community based organizations. The outcomes of implementing of the projects enable the communities to establish enterprises

targeting sustainable utilization of the existing local resource. Central to the success for enabling the communities to establish and sustain the enterprises is the need to improve the current environment by making it responsive LED requirements and setting up service provision arrangements for each sector which is dynamic and comprehensive in provision of the services and thus enabling the communities to establish and sustain the enterprises.

Implementation Challenges and prospects of LED Strategy

The implementation process in fact has to be guided by the indicated basic project features. The analysis of the districts LED facilitation capacities conducted in the stakeholder workshops as well as the experiences from the IGA Project largely shows minimal existence of enabling environment for initiating and sustaining LED. The challenges for setting up the enabling environment centred on:

- Minimal understanding of development and entrepreneurship oriented leadership at all levels
- Inexistence of effective institutional arrangements for partnership in service delivery to the communities.
- Minimal competencies (both by the service providers and consequently the community) on the processes for establishment and utilizing projects as facilities and opportunities for establishing enterprises that can create employment while managing production resources in a sustainable manner.
- Service provisions to communities that mostly are supply driven, uncoordinated with minimal team work (even within the district council extension system), and stand alone, competitive and parallel between the public and civil society organizations/private sector.
- Facilitation process mostly equaled to listing and execution of series of instructional trainings with minimal logical sequencing and actions (minimal learning by doing and without context).

Overcoming the challenges requires the leadership, public and the private service providers to be facilitated and learn to work differently compare to what they are used. Result oriented service provision and team work based on partnership arrangements are needed at all levels during the preparation and execution of the identified projects. Equally important, is the need to understand that working differently is not a matter of convenience but rather that the projects primarily exists for the communities to access opportunities that can enable them to learn and work differently in utilization of their resources. The overriding needs for learning and working differently on the part of the communities would be difficult to attain without embarking on process for creation of enabling environment, improving team work, partnership and result oriented service provision while focusing on organizational and institutional development processes that are directly linked to the community enterprises and sustaining the locally available resources.

Mapping existing competencies and the best means for utilization of the existing skills, competence gaps and how best to improve, trust, partnership and responsibilities sharing among the service providers are guiding factors in setting up partnerships in service delivery systems. The competence development arrangements that would be required has to enable the service providers to learn to be open minded rather than rigidity, closing out ideas, accepting weaknesses and be ready to overcome them. Those aspects should not be done as a matter of convenience but LED is a **process of change** guided by the prepared strategies in urban settlements development which are demanding comprehensive, integrated and dynamic environment and service delivery system.

Institutional arrangement and responsibilities

LED-Coordinating Committee

The agreed role of the LED Strategy coordination and Monitoring Steering Committee established include coordinate implementation of LED Strategy at District Level; financial outsourcing for actions implementation; Streamline LED Strategy into District development Plan. Others include advice Finance, administration and planning committee on implementation of suggested projects, conduct meetings and identify existing and emerging opportunities towards effective implementation of LED Strategy activities. These functions are unwritten norms established to guide the mode of conduct and operationalisation of the strategy in the Municipal council

District Authorities

The detailed institutional arrangements, responsibilities, periodic deliverables and competencies development for both the community and service providers for the projects in each programme including the required conditions for creating enabling environment and service delivery is part of the inbuilt processes for preparations and during the execution. At initial stages the key actors for initiating the process for identification of the stakeholders that had been involved in designing the projects is the LED coordination and monitoring teams and the LED facilitation teams. That task would have to be prepared and executed through guidance from competence development facilitator. The District Executive Officer in collaboration with the District chairperson agreed to partner as champion to enable the implementation process as they have influence in decision making processes.

Regional Authorities

Regional Authority found to be centres for provision and accessing advice and guidance particularly on technical aspects by the Municipal Council. The role is performed by the Regional Secretariat under the leadership of Regional Administrative Secretariat. That arrangement is necessary for decentralization and making the district councils responsible organs for facilitating development. Currently however, the relationships are more administrative and instructional to the districts rather than facilitative. Under LED arrangements the regions, a strategic need arises for revisiting the roles of the regions, the linkages with districts and the national organs and work out institutional arrangements and responsibilities that would contribute towards attainment of the aspirations for having LED in the districts.

National level organs

At national level the efforts for economic empowerment are coordinated by the National Economic Empowerment Unit in the Ministry of Investment and Empowerment in Tanzania. The Ministry is within The Prime Ministers' Office. The main role of the Unit is to coordinate multi- sector execution of economic empowerment efforts by public and private stakeholders from national level and down to the districts. The coordination structure provides for having focal persons at the Regional Secretariats and the DED Offices in the district councils. However, the roles at regional and district levels are not yet clearly articulated and implemented. In the same Prime Ministers Office is where the Ministry responsible for administration of regional and districts councils is situated.

Essentially, the prepared LED Strategies for the District council is a tool for economic empowerment that translates into local economic development at community levels and thus exploring the utilization of the government economic empowerment structure is appropriate. The use of the structure enables the process to be part of the recognised and official technical and administrative government system and enable to set up the required mechanism that include the coordination, the administrative and technical support at national, regional and district levels.

Reflections to Policy and Practise

Based on policy and institutional framework, a variety of mechanisms must be established for citywide actions to happen and to be promoted at different levels. At operational level, solutions must be holistic and not ad-hoc for effective LED strategy implementation. Solutions may focus on participatory planning tools with true decentralisation and empowerment. For this to succeed, there must be political and administrative will, including cooperation and partnership between planning and development institutions. At conflict management and decision making levels, solutions must be holistic and should accommodate community needs in order to ensure implementation and sustainability of proposed investment actions within the context of LED strategy.

Implementation is the most difficult part in urban planning practice as it is also influenced by the political situation in the country and is a major priority for the Town, Municipality and Government budget and country economic situation. The priorities of local authorities are subjective to revenue collection, grants from development partners and political vested interests. This also may limit implementation of the LED strategy, particularly when they do not fall under Local and Central Government priorities in poverty reduction efforts and improving food security in the country.

Lack of financial and human resources keeps in the city as a whole may limit implementation. Inadequate human resource mobilization, training and means for outsourcing funds by the local authority add to the problem. Mechanism for mobilizing resources for local communities and other development partners are essential. This helps to tap local social capital and make the implementation of the strategy successful. Otherwise, many proposed actions may fail to be implemented.

Private-Public sector partnership is important as different development partners may be required to provide funds, and to organise groups who show interest in business related development programmes. This also requires experts who can write fundable project proposals to help Municipal council to attract funds. Most of the farmers and service groups within the Municipal Council have limited skills on business and entrepreneurship and thus micro-credit education is essential to provide opportunity for improving their skills and their social well-being.

The approach adopted in the preparation of local economic development strategy was very participative, where various stakeholders who benefits and affected by the strategy were included. Similarly, the strategies established through stakeholders workshops provides an eventual implementation modalities of the strategies for short, medium and long term perspectives to ensure Growth processes and development, which are also integrated in the District Council strategic and sectoral plans. Towards ensuring effective implementation Establishing LED facilitating committee, Changing attitudes, Resource mobilization, Public-Private-partnership and Institutional collaborations are key criteria needed for effective implementation of the strategy to enhance local economic development learnt.

The existing business organizations within the Municipal Councils found providing potential platform and be as an integral part of the business infrastructure. Likely, presence of Civic institutions such as churches, civic

associations, ratepayers groups and others found potential to fulfill a greater role in local economic development. Civic institutions fulfill a number of roles in promoting local economic development once are integrated in District Development plans. It appeared that the District council is not accepting fully the contribution of the Civil society/private sector and hardly integrate and report their activities success and failure stories the situation which limits partnership in local economic development actions for community betterments. This is important area of building partnership for local economic development strategy implementation.

Generally, the implementation strategies fall under the question of planning, budgeting and investment planning and responsibility. This indicates that human, financial and information resources are a concern in implementation of the strategy. It requires commitment, transparency and assigning roles and responsibility. The government cannot do it alone. A partnership is needed to promote proposed actions by building implementation modalities. This as adopted includes four stages as explained in this context:

Stage one: Participatory preparation of the projects identified that will be based on the analysis of:

- Enterprises production practices and products/services.
- Entrepreneurial capacities.
- Organizational systems and capacities.
- Service provision competencies by private sector, civil society organizations and district councils (BDS, MFS, output and inputs markets).
- Micro and small scale enterprises promotion instruments (district to national level)
- Existing partnership arrangements for service provision to development of community enterprises
- Instruments and methodology for assessing progress- that will involve LED (coordination and monitoring by

Stage two: Preparation of result enterprises execution and oriented service provision processes and arrangements

- Responsibilities for communities in execution of the project and the expected results.
- Identification of service providers for provision of the required services to the communities during the enterprise establishment and implementation.
- Organizational and institutional arrangements for accessibility and utilization of the services by the communities (PP and Community Organization Partnership).
- Competence development required to improve delivery capacity of the service providers.
- Organizational and institutional arrangements for provision of the required competency development to the identified service providers.

Stage three: Provide service delivery competency to the identified service providers

- Competencies for providing BDS, financial services and marketing
- Setting up partnership arrangements in provision of the services
- Preparation of service delivery plans

Stage four: Facilitate processes for enabling communities to establish enterprises:

- Enterprises selection, establishment and management practices to the communities
- Sustainable production and productivity improvement practices to the communities
- Formation of strategic alliances among the enterprise owners for accessibility and utilization of services (BDS, financial services, inputs and outputs markets)
- Progress assessments.

LESSONS AND TAKE-HOME MESSAGES

Local Economic Development Strategy (LED-Strategy) preparation has established a number of actions to take place in Kigoma Ujiji Municipality. These action in term of indicative projects and programmes as per are of intervention require proper coordination and monitoring to achieve the local economic empowerment of residents in the project area. However, inadequate financial resource base as well as inadequate qualified staff to facilitate the implementation may be a challenge to achieve results. In this it was leant as a take home message that;

- ❖ In order to achieve the intended results of building local economy, BTC in collaboration with other development partners should continue supporting the strategy implementation and provide both technical and financial support rather than withdrawal from the implementation. The BTC should consider strategically to champion the process, where the systems of Local Economic Development Strategy to be inbuilt in the ongoing and future project. In addition it may opt to support some of the indicative project which are already in the LED Strategy alone or with other partners.
- ❖ The Government through its Ministry and other responsible organ may opt to work with BTC to call for National Multistakeholders workshop to share success stories and scaling up the results into other Districts in the Country.

- ❖ The regional secretariat may opt to coordinate the LED Strategy and report to the responsible Ministry and organs. It can be introduced as part of its sections within the Regional operational structure to avoid other ambiguity. At the moment LED-Strategy intervention seems had no place to be coordinated within the District Regional and National level. The proposed institutional structure can help to integrate the strategy into District and National Development plan. This may bring a new working relationship and results oriented development.
- ❖ Lesson from facilitating the preparation of the LED Strategy shows that the higher level authority including Regional and National level demands outputs from the District and below but there is a minimal support particularly on technical and methodological issues for resulting what demanded
- ❖ Public-Private partnership approach should be emphasized in the use of local economic resource and potentials for effective implementation of the strategy
- ❖ A wide gap between the Regional secretariat and Local authority such as District, observed which may deter the implementation of the led Strategy. There is a need to integrate the LED Strategy into Regional Secretariat economic and planning section to have a wide regional coordination.
- ❖ LED Structure is a new approach of system approach, capacity building of coordination and monitoring committee members and local and regional authority staff should be supported in terms of training for effective LED Strategy implementation
- ❖ More thinking on the implementation of the LED Strategy should also centred at ward and Village leaders, where these should be capacitated in the implementation of the Local development strategy at local level.
- ❖ Experience in facilitating the LED Strategy preparation shows that all private sectors and civil society organization working within the Three District Councils are very weak, and hence at the moment getting through implementation through public-private partnership, capacity building is potentials. There is a need to integrate the efforts of the private sector into District Development plans.
- ❖ There is a need for exploring the possibilities on how this initiative for local economic development should be linked with the department responsible for economic department at National level
- ❖ During the process of facilitating the preparation of LED Strategy process, the methodology or lesson of the IGA project design and modalities showed a great potential for its adoptability, which may be taken on board in future projects
- ❖ Although IGA project interventions are limited due to time and financial resources but the emerging results could be taken on board when it comes to designing and implementation of the indicative projects containing in the strategies in each Districts.
- ❖ Some members have a view that the LED Strategy has been too broad and are not specific in its intervention. In this context, one should understand that the strategy prepared forms a basis for explaining District available potentials and showing diverse areas for intervention. For any interested partner should pick one area and be specific in terms of its implementation and this need to be understood. The LED Strategy document should not be looked as context specific but comprehensive strategy which entails various strategies for local economic development actions.

In daily reality, decision making actions in local government authorities are a chaotic, with poor institutional linkages in decision-making, under-representation and political vested interest. This limits possible actions in addressing problems of Local community empowerment. Similarly, voices of the various stakeholders neither are taken into account nor balanced to meet required planning frameworks and local economic potential needs. Balancing the voices and commitment in decision making in local economic development is essential. This ensures “The rule of law”, through which the rights and entitlements of the urban poor may be protected and empowered.

Partnerships appear to be important if they can be established to deliver effective land services to smallholder farmers involved in urban farming. The partnerships with the communities can help to also develop action plans and ensure evaluation and monitoring agreements are made during planning processes. Likewise, partnerships can help organise sectors of the economy with stakeholders interest in the city to come together and voices the need for improving their livelihoods and safeguard the urban environment. Collective action of smallholder farmers and formulating their organization is essential. This can help to guide their needs and meet developers for help with different capabilities including financial, human, scientific and technological within an agreed institutional framework. In addition, merging the voices of different stakeholders to utilise the available potentials needs to be considered in the partnership forum where each one can freely speak and his/her fears can be resolved and therefore consultative modality can be achieved

Concluding Remarks

The approach adopted in the preparation of this local economic development strategy document for Kigoma Ujiji District Council provides basis for awareness creation on how the process can be adopted and implementation

modalities for the planned investment activities. This document is the pillar for enabling the districts to embark on broad based and inclusive development process. The identified indicative projects in each sector are the means for creation of employment that will benefit the community and service providers in the public, the existing private sector and the community based organizations. The outcomes of implementing of the projects may enable the communities to establish enterprises targeting sustainable utilization of the existing local resource. Central to the success for enabling the communities to establish the enterprises is the need to set up service provision arrangements for each sector which is dynamic and comprehensive in provision of the services that are demand driven and thus enabling the communities to establish and sustain the enterprises toward enhancing livelihoods strategies of residents.

ACKNOWLEDGEMENT

The author would like to thank Belgium Technical Cooperation for financial support during the project execution. Likely, more thanks to Kigoma Ujiji Municipal Councils administration and other stakeholders who supported in one way another for the project implementation. The National Technical Advisors and Project Coordinators from the Ministry of Finance and BTC for their support. I thank you all for your support

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