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Community Engagement and Resettlement Governance in Infrastructure-Induced Displacement: Evidence from Kurasini Port Expansion in Dar es Saam City, Tanzania

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ABSTRACT

Infrastructure development plays a major role in economic growth, urban improvement, and regional connectivity. However, large-scale projects often require land acquisition and displacement, creating social, economic, and livelihood challenges for affected communities. This study examined the policy implications of community engagement in development projects in Tanzania and assessed how community engagement facilitates social reintegration and livelihood restoration among displaced households in the Kurasini Port Expansion Project in Dar es Salaam. Guided by stakeholder theory, the study adopted a mixed-methods explanatory sequential design combining quantitative and qualitative approaches. Data were collected through household surveys involving 100 respondents, key informant interviews, focus group discussions, and document reviews. Quantitative data were analyzed using descriptive statistics, while qualitative data were analyzed thematically. The findings reveal that Tanzania's resettlement governance framework remains fragmented, with no comprehensive national resettlement policy to guide community engagement and livelihood restoration. Most respondents indicated the absence of clear policies supporting the Chamazi resettlement programme. Non-Government Organizations and Community-Based Organizations, particularly the Center for Community Initiative and the Tanaganyika Urban Poor Federation, played a central role in livelihood recovery through savings schemes, skills training, housing support, and collective mobilization. The study recommends a comprehensive national resettlement policy integrating community engagement, livelihood restoration, coordination, and monitoring for sustainable development outcomes.

Keywords: Resettlement governance; Community engagement; Infrastructure development; Livelihood restoration; Community displacement; Tanzania.

INTRODUCTION

Infrastructure development is widely recognized as a cornerstone for accommodating growing populations, enhancing urban services, and promoting economic transformation globally. It contributes significantly to economic growth, poverty reduction, and improved community well-being (Fagbemi et al., 2022). Infrastructure systems such as transport, energy, water supply, and waste management improve accessibility, mobility, and efficiency by linking people to employment opportunities and essential services, particularly through transport networks

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(Skorobogatova & Kuzmina-Merlino, 2017). It also fosters trade, attracts investment, and enhances quality of life, requiring coordinated efforts among governments, development partners, and other stakeholders (Myntti, 2024). However, despite these benefits, infrastructure development can generate adverse social and environmental impacts when poorly planned and managed (Zeng et al., 2015). Large-scale projects such as roads, railways, ports, dams, and urban expansion often involve land acquisition and population displacement, leading to livelihood loss, disruption of social networks, environmental degradation, and social conflict. In many cases, affected communities face inadequate compensation, limited participation in decision-making, and insufficient livelihood restoration support. These challenges have intensified global attention to resettlement governance as a key framework for ensuring fair, transparent, and sustainable relocation and rehabilitation processes (Bronen, 2021).

Resettlement governance refers to the policies, institutions, and processes that guide displacement, compensation, relocation, and livelihood restoration. Effective resettlement governance promotes transparent decision-making, stakeholder coordination, community participation, and access to essential services in resettlement areas, thereby protecting the rights and well-being of displaced households (Rowan, 2017; Jayakody et al., 2022). Closely linked to this is community engagement, which involves the active participation of affected individuals and groups in planning, implementation, monitoring, and evaluation of development interventions. Community engagement strengthens inclusiveness, accountability, ownership, and sustainability of development outcomes (Ahmad & Islam, 2024). Consequently, infrastructure development, resettlement governance, and community engagement are increasingly viewed as interconnected processes that shape livelihood restoration and social reintegration among displaced populations (Ngulube et al., 2026). Global development frameworks further reinforce the importance of inclusive and participatory development approaches. In particular, the Sustainable Development Goals (SDGs), especially Goal 11 on Sustainable Cities and Communities and Goal 17 on Partnerships for Sustainable Development, emphasize inclusive urbanization, stakeholder collaboration, and participatory governance. SDG 17 highlights the importance of multi-stakeholder partnerships in mobilizing resources, knowledge, and technologies to support sustainable development outcomes, particularly in developing countries (Mkasanga et al., 2025). Similarly, international development agencies such as the World Bank increasingly advocate for community participation in infrastructure planning and implementation to improve governance, strengthen local ownership, and ensure that projects respond to community needs (Mnguni, 2018).

In Tanzania, infrastructure development has become a key strategy for promoting economic growth, improving trade connectivity, and supporting urbanization (Kahyarara, 2022). Major projects such as roads, railways, ports, airports, and urban expansion initiatives have transformed the country's socio-economic landscape, as noted by Quium (2019). One notable example is the Kurasini Port Expansion Project in Dar es Salaam, which aims to improve port efficiency and strengthen regional and international trade. However, implementation of such projects has involved land acquisition and displacement of communities, creating challenges related to compensation, relocation, livelihood restoration, and social reintegration.

Although Tanzania has legal and policy frameworks governing land acquisition, compensation, and community participation, implementation remains weak and fragmented. Governance processes are often poorly coordinated and more procedural than participatory as noted by Massay & Kassile (2018). As a result, affected communities are frequently excluded from planning and decision-making processes, leading to dissatisfaction, mistrust, delayed compensation, weak livelihood recovery, and disruption of social networks (Aboda et al., 2019). Resettlement efforts also tend to prioritize physical relocation over long-term social and economic reintegration.

Community engagement in infrastructure and resettlement processes in Tanzania, therefore, remains critical for improving governance outcomes and ensuring sustainable development (Tembo, 2024). Effective engagement enables affected communities to contribute local knowledge, express concerns, participate in decision-making, and strengthen ownership of development interventions Awoonor, 2025). Through participatory approaches, community engagement can support livelihood restoration by improving access to employment opportunities, markets, social services, and social support systems after relocation (Gyawali et al., 2020). Despite growing recognition of the importance of community engagement in infrastructure development and resettlement governance, empirical evidence on how these processes interact to support livelihood restoration and social reintegration in Tanzania remains limited. Existing studies largely focus on compensation practices, legal frameworks, or the socio-economic impacts of displacement, with less attention given to how community engagement is operationalized within resettlement governance processes. Moreover, limited empirical research has examined the extent to which participatory approaches contribute to sustainable livelihood recovery and social reintegration among displaced households in infrastructure-led development projects.

This gap creates a limited understanding of the practical role of community engagement in shaping resettlement outcomes, particularly in large-scale infrastructure projects such as the Kurasini Port Expansion Project in Dar es Salaam. Therefore, this study seeks to examine the policy implications of community engagement in development projects in Tanzania and assess how community engagement facilitates social reintegration and livelihood restoration among displaced households affected by the Kurasini Port Expansion Project. The study contributes to broader discussions on inclusive infrastructure development, participatory governance, and sustainable resettlement practices in developing countries. Therefore, this study is guided by the following research questions: *What policy and institutional frameworks govern community engagement in infrastructure-induced resettlement in Tanzania? How does community engagement facilitate the social reintegration and livelihood restoration of displaced households, particularly in the Kurasini Port Expansion Project in Dar es Salaam, Tanzania?*

Conceptual Framework

The conceptual framework for this study is based on the understanding that infrastructure development acts as the primary driver of land acquisition, displacement, and resettlement processes, while the outcomes experienced by affected communities are shaped by resettlement governance and community engagement, which function as mediating variables (Egze et al., 2023). The framework assumes that infrastructure projects such as ports, roads, railways,

airports, and urban expansion initiatives create the need for relocation of households and communities. However, the extent to which displaced populations achieve sustainable recovery depends on how resettlement processes are governed and the degree to which affected communities participate in decision-making and implementation processes (see Figure 1). The independent variable in this study is infrastructure development, which refers to large-scale physical development projects intended to improve economic growth, urban services, transportation, trade connectivity, and public welfare. In the context of this study, the Kurasini Port Expansion Project represents the infrastructure initiative that triggered displacement and resettlement. Although infrastructure development creates opportunities for national and urban development, it may also result in social disruption, livelihood loss, and displacement of communities.

The mediating variables are resettlement governance and community engagement. Resettlement governance stands for institutional, legal, administrative, and policy mechanisms that guide compensation, relocation, livelihood restoration, stakeholder coordination, and protection of displaced populations. It also includes transparency, accountability, access to information, grievance redress mechanisms, and the provision of social services in resettlement areas. Effective governance ensures that resettlement processes are fair, inclusive, and sustainable, while weak governance may lead to delays, inadequate compensation, social exclusion, mistrust, and poor livelihood recovery (Tadgell et al., 2018). Furthermore, community engagement means the active involvement of affected communities in planning, decision-making, implementation, monitoring, and evaluation of resettlement and development processes. It includes consultation, dialogue, information sharing, collaboration, and participation in identifying community priorities. Hence, meaningful community engagement promotes inclusiveness, transparency, ownership, and accountability while integrating local knowledge into development interventions (Ahmad & Islam, 2024). It also strengthens trust, reduces conflict, and improves acceptance of relocation processes.

Moreover, the dependent outcomes of the study are livelihood restoration and social reintegration. Livelihood restoration involves the recovery or improvement of income sources, employment opportunities, productive assets, and living conditions after relocation. Social reintegration stands for rebuilding social networks, social cohesion, community relationships, and adaptation to new environments among displaced households (Jayakody et al., 2022). The framework further recognizes the influence of contextual factors such as institutional capacity, legal and policy frameworks, economic conditions, urbanization pressures, stakeholder coordination, and resource availability, which may affect resettlement governance, community engagement, and overall resettlement outcomes in Tanzania.

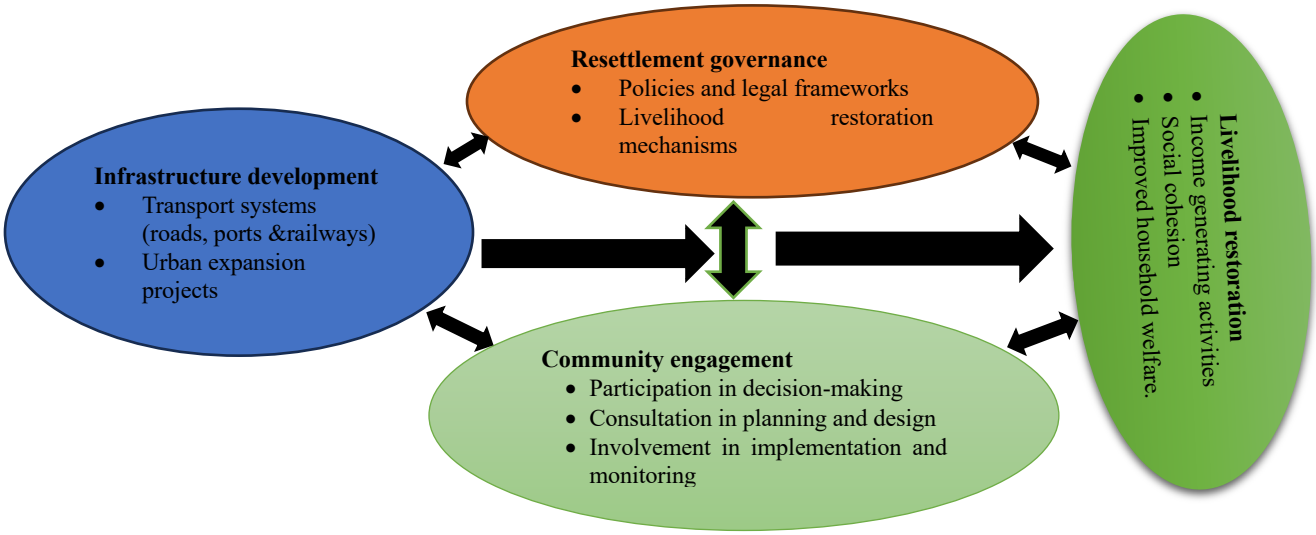


Figure 1: Conceptual framework

Theoretical Framework

Stakeholder theory, developed by R. Edward Freeman, provides an important framework for understanding how organizations and development projects should manage relationships with diverse actors. The theory is grounded in several key assumptions: first, that organizations operate within a network of interdependent relationships rather than in isolation; second, that multiple stakeholders including communities, governments, NGOs, and private investors, possess legitimate interests in project outcomes; and third, that long-term project success depends on balancing these interests rather than prioritizing shareholders or implementers alone (Reynolds et al., 2006). In infrastructure development and resettlement governance, the theory is highly relevant because large-scale projects inevitably affect multiple groups, particularly displaced communities. It emphasizes inclusive participation, consultation, transparency, and accountability in processes such as land acquisition, compensation, relocation planning, and livelihood restoration (Mandiriza & Fourie, 2023). This makes it particularly useful for explaining community engagement mechanisms in development-induced displacement contexts.

However, stakeholder theory has limitations. It can be difficult to identify and prioritize all stakeholders in complex projects, and power imbalances often mean that some groups, especially affected communities, remain marginalized despite formal participation processes. It also provides limited guidance on resolving conflicts when stakeholder interests strongly diverge (Friedman & Miles, 2002). Therefore, the theory guides this study by framing community engagement as a central mechanism linking infrastructure development to resettlement outcomes. It is used to assess how stakeholders are identified, involved, and managed in decision-making processes, and how this influences resettlement governance effectiveness and community reintegration outcomes.

MATERIALS AND METHODS

Description of The Study Area

Kurasini in Dar es Salaam, Tanzania, represents the displacement source area within the modernization of the Port of Dar

es Salaam under the Tanzania Ports Authority (TPA). The expansion project aimed to increase cargo handling capacity, improve operational efficiency, and strengthen regional trade competitiveness. However, it also required extensive land acquisition in Kurasini, resulting in the displacement of surrounding residential and commercial communities. The area is characterized by a mix of formal and informal settlements, where many households depend on port-related economic activities for their livelihoods (Ogara et al., 2025). Consequently, the expansion created significant social and economic disruptions, including loss of shelter, income sources, and established community networks, making Kurasini a critical site for examining the social costs of urban infrastructure development and resettlement governance.

In contrast, Chamazi functions as the relocation destination area, where affected populations were resettled following displacement from Kurasini. The relocation process, supported by the Center for Community Initiatives (CCI) and the Tanganyika Urban Poor Federation (TUPF), enabled affected communities to collectively acquire approximately 30 acres of land in 2008. It is located about 17 kilometers south of Dar es Salaam city Centre, Chamazi has developed into a densely populated settlement with an estimated 10,000 residents, largely comprising former informal settlers (Mhekela & Kombo, 2015). While it represents a community-driven resettlement initiative, Chamazi also reflects ongoing challenges related to infrastructure provision, livelihood restoration, and integration into urban systems. Therefore, Kurasini and Chamazi illustrate the full displacement resettlement continuum in urban infrastructure development, highlighting the complexities of compensation, relocation planning, and post-resettlement livelihood adaptation

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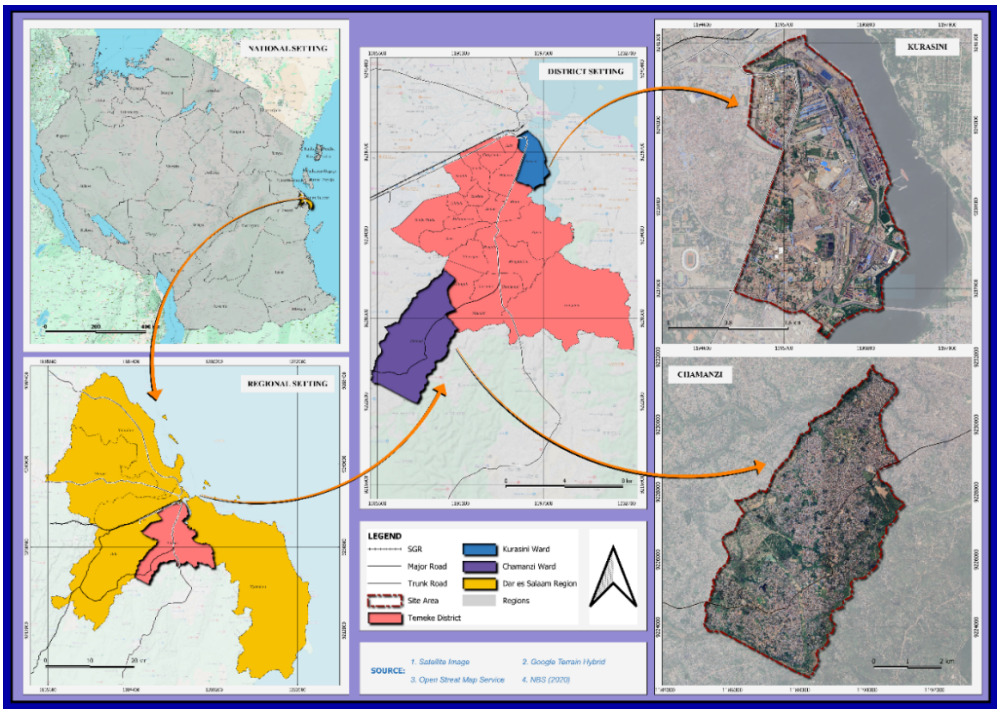


Plate 1: Chamazi area in Dar Es Salaam region, Source: *Google Terrain Hybrid: https://www.technicalgis.com › 2022/08/13 ›*

Research design

A research design is a structured plan that guides data collection and analysis to address research questions (Asenahabi et al., 2019). This study adopted an explanatory sequential mixed-methods design, where quantitative and qualitative data were collected and analyzed in two connected phases. In the first phase, quantitative data were gathered through surveys to identify general patterns and measurable trends in community engagement, resettlement processes, and infrastructure development impacts. In the second phase, qualitative methods, including interviews, Focus Group Discussions, and document reviews, were used to explain and contextualize the quantitative results. The qualitative phase was directly informed by the quantitative findings, ensuring logical sequencing and continuity. Integration occurred at the interpretation stage through triangulation, where statistical results provided general patterns while qualitative data explained the underlying reasons, particularly the policy practice gap and lived experiences of affected communities. Participants for the qualitative phase were also selected based on survey outcomes to strengthen coherence between phases. Therefore, the design combined breadth from quantitative data and depth from qualitative insights, enhancing validity, reducing bias, and providing a comprehensive understanding of resettlement governance and community engagement in infrastructure development contexts.

Sampling and Sample Size Determination

The study employed both probability and non-probability sampling techniques. Specifically, simple random sampling was used to select household respondents, ensuring that each respondent had an equal chance of participation, while purposive sampling was applied to identify key stakeholders with relevant knowledge, expertise, and experience related to the study. In mixed-method research, sample sizes commonly range from 30 to 500 participants depending on the study objectives, scope, and analytical requirements (Abowitz & Toole, 2010). From an analytical perspective, a relatively small sample size is appropriate when the study emphasizes depth rather than breadth, particularly in qualitative and case study research (Ahmed, 2025). In such studies, the focus is on understanding meanings, experiences, and processes rather than achieving statistical generalization. Where thematic, narrative, or grounded theory analysis is applied, data adequacy is determined by data saturation rather than large sample numbers (Braun & Clarke, 2021). Furthermore, a small sample size is suitable when the target population is limited, specialized, or difficult to access, such as displaced households, key informants, and institutional stakeholders (Eckman & Himelein, 2022). In these contexts, purposive or expert sampling is often preferred because only participants with relevant experience and knowledge are included, making larger samples unnecessary and impractical. Therefore, a sample of 100 survey participants, four key informants, and two focus group discussions was considered appropriate for the study, as the participants were drawn from households that experienced relocation to Chamazi (500 tenants) from Kurasini and from relevant experts involved in the resettlement process.

Data Collection Methods

Quantitative data were collected through household questionnaires to generate numerical insights into community engagement experiences. Qualitative data were gathered through semi-structured interviews guided by a protocol that included an introduction, study purpose, ethical

considerations, key and probing questions, and procedures for recording responses. This ensured consistency across interviews, improved reliability, and kept discussions aligned with the study objectives. Interviews involved key resettlement stakeholders, including government officials, community leaders, NGOs, and CBOs, while document review was used to examine relevant policies, regulations, and guidelines related to participation and livelihood restoration. The documents reviewed included the National Transport Policy, Tanzania's land acquisition framework, the local government framework, the Tanzania Ports Authority framework, and community engagement guidelines. By integrating surveys, interviews, and document analysis, the study adopted a mixed-methods approach that enabled a comprehensive understanding of lived experiences and institutional practices. This triangulation enhanced data quality, validity, and credibility, consistent with Moon (2019), who emphasizes combining multiple methods to strengthen the depth and reliability of social research.

Data Analysis

Given the mixed-methods approach, both quantitative and qualitative analytical techniques were used to ensure a comprehensive understanding of the findings. Quantitative data were analyzed using descriptive statistics, mainly frequencies and percentages, to summarize patterns related to resettlement governance and livelihood restoration in relevant policies, guidelines, and frameworks. Qualitative data were analyzed thematically and descriptively to interpret information from interviews and document reviews, allowing key themes, stakeholder perceptions, and contextual insights within Tanzania's resettlement setting to emerge. SPSS and Microsoft Excel were used to process, organize, and present data in tables and figures, enhancing clarity and interpretation. Overall, this integrated approach enabled systematic analysis of both numerical and narrative data, providing a balanced and evidence-based understanding of the study findings.

RESULTS AND DISCUSSIONS

Policy implications on community engagement in development projects in Tanzania

Policies provide legal and institutional frameworks guiding displacement, compensation, and relocation processes, ensuring fairness, transparency, and accountability. They protect affected populations through consultation, participation, and grievance mechanisms while promoting stakeholder coordination and orderly resettlement implementation aligned with national development and social protection goals (Cantor, 2023; Koenig, 2018; Rowan, 2017). The findings (see Table 1) indicate that there were no clear and streamlined policies or guidelines governing the Chamazi resettlement programme. This was evidenced by 95% of respondents who denied the existence of policies supporting the relocation process, while only 5% acknowledged their presence. The small proportion recognizing such policies may reflect limited awareness and poor communication among stakeholders involved in relocation. Although some policies or guidelines may exist, their effectiveness appears weak because most affected individuals were unaware of them or experienced poor implementation. The absence of clear guidelines increases the likelihood of unfair relocation, disputes, and livelihood losses, as observed by Vanclay (2017). Furthermore, a lack of established procedures can result in mismanagement and prolonged hardships for displaced persons. These findings reveal significant policy and

implementation gaps that contribute to social, economic, and psychological distress, highlighting the need for stronger frameworks, effective implementation, and increased awareness to safeguard affected communities.

Table 1: Application of policies and guidelines at Chamazi resettlement programme

Response	Frequency	Percentage
NO	95	95
YES	5	5
Total	**100**	**100**

Source: *Survey data from Chamazi, 2024*

The findings indicate a significant gap in livelihood mechanisms within existing policies and guidelines to ensure participation, restoration, and representation of affected households in resettlement decision-making. This is evidenced by 51% of respondents rejecting and 42% reporting uncertainty about the existence of such mechanisms. The results suggest that affected households have limited opportunities to express concerns or influence decisions affecting their relocation and livelihoods, consistent with observations by Ngulube et al. (2024). Then, lack of clarity and awareness regarding existing mechanisms made many affected people unaware of relevant policies, reflecting weak communication, limited policy dissemination, and low transparency in decision-making processes. Furthermore, only 7% of respondents acknowledged the availability of mechanisms ensuring participation and representation of affected households in resettlement decisions (see Figure 2). This suggests that existing policies and livelihood mechanisms are either poorly implemented, insufficiently communicated, or ineffective in ensuring meaningful participation in practice. The analysis highlights a need for stronger policies or improved implementation of existing mechanisms to ensure meaningful participation and livelihood restoration of the affected households in resettlement processes, as noted by Gyawali et al. (2020). Efforts should focus on increasing awareness, transparency, and inclusivity in decision-making.

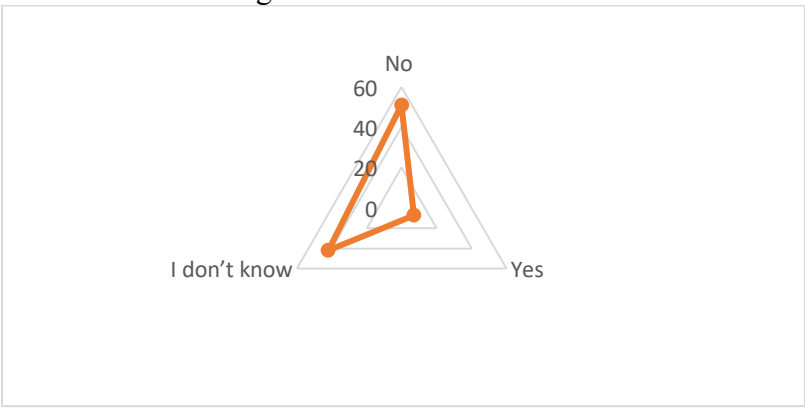


Figure 2: Mechanisms in place within existing policies/guidelines to ensure active participation, Source: *Survey data from Chamazi, 2024*

Several selected key informants also proved this situation from the Chamazi resettlement, where the Kurasini resettlers relocated, as narrated below. The director of a local NGO called Center for Community Initiative (CCI), when asked about the policies in Tanzania that helped them to implement the Chamazi project, started laughing and said the following:

> *"Ha ha ahaa, Tanzania does not have a dedicated resettlement policy and instead relies on engagement guidelines and project-based Resettlement Action Plans (RAPs), which are often weakly implemented in practice. Although these frameworks promote inclusive relocation processes, government support is frequently limited, especially for vulnerable groups such as tenants who are excluded from compensation. In the Kurasini port eviction case, I observed this when efforts to involve government institutions produced little response. As a result, we had to seek support from external partners, including Slum Dwellers International (SDI) and UN-Habitat, which provided funding and learning opportunities. Affected households were taken to countries such as Malawi and South Africa to gain practical skills for adapting after relocation, including low-cost construction techniques, solar installation, and small-scale entrepreneurship. Despite these efforts, national guidelines remain largely silent on structured livelihood restoration."* KII taken in 2024.

Furthermore, a deputy secretary of the CBO, called Muungano Housing Cooperative Society, previously called Tanganyika Urban Poor Federation (TUPF), also said the following:

> *"For sure, there was no policy, the CBO's guidelines and regulations. For example, as our CBO collaborated with an NGO called CCI, they locally supported me to visit several slums within Africa, including South Africa and Malawi, to observe and learn some strategies that make them live safely after relocation. Then, when I came back, I used the skills I had grasped from these countries to train my fellow affected people. I shared skills, including cheap house constructions using overlock blocks". KII taken in 2024.*

Moreover, the director of the local CBO, Tanganyika Urban Poor Federation (TUPF), now called Muungano Housing Cooperative Society, also said:

> *"There is no formal policy guiding the relocation of slum dwellers, so as a community-based organization (CBO), we rely on locally developed guidelines to support community relocation processes. For instance, when residents of Kurasini were required to move for port expansion, we began by mobilizing and sensitizing affected households to understand the situation and collectively plan for life after relocation. We worked closely with an NGO, CCI, which provided training on safe sanitation and introduced a simple savings approach under the slogan "shilingi shilingi hadi Chamazi." This helped households save small amounts, build financial discipline, and access loans using*

savings as collateral. The approach enabled some families to construct housing and adapt more safely in the new settlement. However, because most affected households are low-income earners, their limited contributions slowed implementation, leaving some plots undeveloped and others only at the foundation level" (see Plate 2). KII taken in 2024.



Plate 2: A) Finished and arranged houses for resettlers at Chamazi; B) Vacant land for the affected people who managed to get plots waiting for the NGOs and CBO to have their homes; C) Building foundations of the affected people who are in the process of building their homes, **Source:** *Survey data from Chamazi, 2024*

It is further supported by findings from the reviewed policy documents, which highlight provisions related to community engagement support, resettlement governance, and livelihood restoration mechanisms for affected populations. Tanzania's infrastructure policy landscape is characterized by sector-specific frameworks, including transport, energy, water, and waste management, which aim to promote coordinated and sustainable development. The National Transport Policy of 2003 seeks to establish an efficient and integrated transport system that is economically, socially, and environmentally sustainable. However, despite these ambitions, the distribution of benefits among stakeholders remains uneven, and the policy provides limited guidance on inclusive implementation and multi-stakeholder coordination. Weak institutional arrangements, fragmented planning, and inadequate legal and procedural coherence further constrain effective collaboration among key actors, including communities, government agencies, and development partners. This fragmentation is also evident in the land acquisition framework, anchored in the Land Act No. 4 of 1999, Village Land Act No. 5 of 1999, the Land Acquisition Act of 1967, and the National Land Policy. While the framework formally emphasizes participation, consultation, transparency, fair compensation, and protection of customary

land rights, its practical application remains largely procedural. Village Councils and Assemblies are involved in decision-making, and mechanisms for dispute resolution and inclusion of vulnerable groups are provided; however, implementation is inconsistent and context-dependent.

A critical limitation is the absence of explicit and enforceable provisions for livelihood restoration after relocation, creating a major gap in addressing long-term socio-economic impacts of displacement. Consequently, outcomes depend heavily on institutional capacity and project-level interpretation rather than standardized safeguards. This reflects partial stakeholder recognition without full integration. Although stakeholders such as communities, government institutions, and development actors are formally acknowledged, weak coordination and limited participatory depth produce uneven power relations and fragmented decision-making, undermining the core Stakeholder Theory principle of balanced interests and inclusive, sustainable development outcomes. Furthermore, Tanzania's local government framework provides a strong foundation for community engagement and participatory governance in development planning and implementation. The Local Government (District Authorities) Act No. 7 of 1982, the Local Government (Urban Authorities) Act No. 8 of 1982, and the Decentralization by Devolution (D-by-D) policy emphasize community involvement in decision-making processes. Through Village Assemblies, Village Councils, Ward Development Committees, and Mtaa Committees, the framework institutionalizes grassroots participation and enables citizens to identify local priorities, thereby promoting accountability, democratic governance, and local ownership of development projects. The framework also supports inclusive governance by emphasizing consultation, transparency, and participation of women, youth, and vulnerable groups. Participatory tools such as Opportunities and Obstacles to Development (O&OD) align interventions with community needs. In resettlement contexts, local governments are expected to facilitate access to housing, water, education, health services, and livelihood opportunities, recognizing that displacement management involves socio-economic recovery beyond relocation.

However, the framework has major limitations regarding livelihood restoration after displacement. Policies emphasize participation more than enforceable restoration mechanisms, financing, monitoring, and accountability systems. Institutional weaknesses, limited resources, technical constraints, and poor coordination among stakeholders often reduce participation to a procedural exercise. This reflects Stakeholder Theory, which stresses that effective development outcomes depend on meaningful collaboration, balanced power relations, and coordinated engagement among all stakeholders. Moreover, the Tanzania Ports Authority (TPA) governance framework, established under the Tanzania Ports Authority Act (Cap. 166), provides a formal basis for stakeholder engagement in port development and management. As a state-owned entity, TPA operates in line with national development priorities, environmental regulations, and public interest obligations. Stakeholder engagement is mainly conducted through consultation processes within Environmental and Social Impact Assessments (ESIA) under the Environmental Management Act (2004), especially during port expansion projects. The framework reflects a compliance-oriented rather than deeply participatory governance approach. Although consultations with affected communities, local authorities, and other stakeholders

identify impacts such as displacement and livelihood disruption, they often occur within predefined project boundaries. Instruments such as grievance redress mechanisms, compensation, and resettlement action plans are provided, but their effectiveness depends on enforcement capacity, coordination, and implementation quality.

Though, stakeholder engagement is therefore largely procedural, with limited community influence over key decisions. CSR initiatives exist but remain supplementary to livelihood restoration. Coordination challenges among TPA, central, and local authorities further weaken accountability. From the theory perspective, the framework shows partial alignment by recognizing multiple stakeholders and formal consultation processes, but it falls short of ensuring balanced interests, meaningful participation, and sustained livelihood restoration. Tanzania's reliance on the World Bank's Resettlement Policy Framework rather than a comprehensive national resettlement policy presents a fragmented approach to managing development-induced displacement. While the framework guides the preparation of project-specific Resettlement Action Plans (RAPs), its application across different projects remains inconsistent, resulting in variations in consultation processes, compensation standards, and livelihood restoration measures. This project-based orientation limits coherence across institutions and weakens the integration of resettlement into national development planning. The absence of a unified national framework creates institutional and regulatory gaps that reduce enforcement capacity, monitoring effectiveness, and long-term accountability. Dependence on external guidelines may also dilute national ownership and weaken domestic institutional responsibility for safeguarding displaced populations. Consequently, affected communities experience uneven levels of protection depending on the implementing agency and project context. This fragmentation undermines the balanced consideration of stakeholder interests, as it leads to unequal treatment of affected groups and inconsistent engagement practices. Without a standardized national system, the ability to coordinate stakeholders, government institutions, development partners, and communities is weakened, resulting in limited inclusivity and weak alignment between stakeholder needs and sustainable development outcomes.

Similarly, Tanzania's reliance on community development guidelines rather than a formal, binding community engagement policy reflects a fragmented and largely non-institutionalized approach to participatory development. The Community Engagement Guidelines of 2019 provide a procedural framework for integrating public and private actors in development programmes; however, their non-binding nature limits consistent enforcement across sectors and projects. Although the guidelines promote inclusivity, capacity building, and public–private collaboration, implementation remains uneven, and their effectiveness in improving livelihoods in infrastructure-affected communities is limited in practice. This gap between policy intent and implementation weakens the overall effectiveness of community engagement in development processes. Despite efforts to empower low-income communities and enhance post-project livelihood outcomes, engagement often remains consultative rather than transformative. The absence of a formal policy framework also creates coordination challenges among government institutions, private actors, and communities, resulting in inconsistent practices and weak accountability in development interventions. Therefore, this reflects a partial and

fragmented recognition of stakeholders' interests. While multiple actors are acknowledged, including communities, government, and the private sector, the lack of institutionalized mechanisms limits meaningful participation and balanced power relations. Consequently, stakeholder interaction remains largely procedural rather than collaborative, undermining equitable stakeholder involvement and sustainable development outcomes.

Therefore, this reflects a clear policy gap in Tanzania's resettlement governance framework, marked by the absence of a comprehensive, harmonized, and legally binding national resettlement policy that explicitly integrates community engagement and livelihood restoration across all sectors, as noted by Street et al. (2010) and Chilonga et al. (2026). Instead, existing provisions are dispersed across land laws, local government arrangements, and donor-driven safeguards, resulting in fragmented and inconsistent guidance. This gap leads to weak standardization of livelihood restoration mechanisms, limited enforcement of participation principles, and poor coordination among implementing institutions. Moreover, policies and guidelines are often inadequately communicated to affected populations, reducing awareness of rights, procedures, and entitlements during resettlement, as noted by Tadgell et al. (2018). Consequently, the absence of a unified policy instrument undermines accountability, continuity, and long-term monitoring of livelihood recovery, making community engagement largely procedural rather than a policy-driven tool for sustainable development outcomes (Ololube, 2025).

The Role of Community Engagement in Facilitating Social Reintegration and Livelihood Restoration of Displaced Households

Community engagement in development programmes involves the active participation of stakeholders in planning, decision-making, implementation, and monitoring of development activities (Rijal, 2023). It ensures consultation, information sharing, and incorporation of community needs, promoting transparency, accountability, inclusion, and ownership of outcomes (Ahmad & Islam, 2024). Key stakeholders include PAPs, communities, governments, NGOs, CBOs, CSOs, and development partners. In the Kurasini Port Expansion Project, some affected households, particularly house owners, received compensation, while others, especially tenants, were left without adequate resettlement support. In response, community engagement played an important role through local organizations such as NGOs and CBOs, including the Center for Community Initiative (CCI-NGO) and the Tanganyika Urban Poor Federation (TUPF). These organizations supported affected households in organizing for alternative living arrangements. With assistance from development partners such as Slum Dwellers International, CCI, and TUPF, financial support, skills training, and guidance on resettlement, enabling households to understand their situation and improve livelihoods. They promoted collective action through the slogan "shilingi *shilingi hadi Chamazi*," encouraging group-based savings. This saving scheme allowed affected people to access funds for housing construction and plot acquisition at Chamazi. Additionally, entrepreneurial and construction skills were provided to enhance self-reliance and long-term livelihood recovery, as noted by Adzande (2025). This was confirmed by

Focus Group Discussion members at Chamazi.
The first respondent stated that:

> *"We are grateful that during the challenges of relocation, TUPF and CCI leaders engaged with us and encouraged us to organize into small local groups. This made it easier for us to communicate, share our experiences, and support one another in line with our slogan, "shilingi shilingi hadi Chamazi." We agreed to contribute small weekly savings, which helped us stay united and focused. The leaders regularly followed up on our progress, motivating us to keep going and strengthen our efforts to sustain our livelihoods after relocation."* FDG was conducted in 2024.

The other respondent also narrated the following:

> "*The TUPF and CCI organized several meetings with us on how to secure plots for relocation. They advised us to elect leaders from our small groups to coordinate with the broader leadership in identifying and acquiring land for affected households. Through this collective effort and our savings initiative, we were able to pool contributions and purchase a large piece of land, which gave us plots we can now call our own. CCI, in collaboration with SDI, also trained us in low-cost construction techniques and block-making skills. These skills have enabled us to build our own houses and develop small income-generating activities to support our daily needs, as reflected in our current situation."* FDG was conducted in 2024.

Therefore, the Kurasini Port Expansion case shows that effective community engagement extends beyond consultation and compensation to include collective action, social organization, and livelihood recovery among affected households (Ndezi, 2009). Through NGOs and CBOs such as CCI and TUPF, supported by development partners, displaced communities were organized into savings groups, trained, and empowered to secure land and rebuild housing in Chamazi (Al-Mahdi, 2023). This demonstrates that meaningful engagement enhances social reintegration and livelihood restoration when communities are actively supported beyond formal arrangements, leading to sustainable post-displacement outcomes (Mkasanga et al., 2025).

CONCLUSION AND RECOMMENDATION

Conclusion

The study reveals that Tanzania's policy and institutional frameworks for community engagement in development and resettlement are fragmented, weakly coordinated, and inconsistently implemented, with limited clarity on livelihood restoration and poor communication to affected populations. Although formal provisions for participation, consultation, and compensation exist, implementation is largely procedural. In the Chamazi resettlement under the Kurasini Port Expansion, meaningful livelihood restoration and social reintegration were driven more by NGOs, CBOs, and development partners than by state mechanisms. These actors supported savings groups, skills training, and community-led recovery strategies, highlighting reliance on informal support systems. Overall, while resettlement governance includes compensation and

institutional safeguards, practical outcomes remain limited in enabling sustainable livelihood restoration.

The findings suggest the need for a more coherent, integrated, and well-communicated national framework for community engagement and resettlement governance. Strengthening coordination across land, local government, and sectoral policies is essential to move beyond procedural compliance toward meaningful participation. Government systems should institutionalize livelihood restoration as a core component of resettlement, improve transparency, and enhance communication with affected communities. Additionally, formal mechanisms should better integrate and support NGOs and CBOs, whose roles have proven critical in bridging implementation gaps. The study contributes to resettlement governance literature by demonstrating that, in practice, community engagement outcomes in Tanzania are shaped more by informal and external actors than by formal institutional arrangements. It extends stakeholder theory by showing that while multi-actor participation is intended in policy, unequal engagement depth limits effectiveness. The study also adds empirical evidence from the Kurasini–Chamazi case, illustrating the gap between policy design and implementation, and emphasizing the importance of integrating formal governance structures with community-driven mechanisms for sustainable resettlement outcomes.

Recommendation

The study recommends the development of a comprehensive and legally binding national resettlement policy that consistently integrates community engagement and livelihood restoration across all sectors. Such a policy should clearly define standards, procedures, and entitlements to ensure uniformity, fairness, and accountability in resettlement processes nationwide. There is a need to strengthen coordination mechanisms among government agencies, local authorities, and project implementers to enhance planning, monitoring, and accountability. Improved inter-agency collaboration would reduce fragmentation and ensure more coherent implementation of resettlement programmes, including the formal integration of NGOs and CBOs into institutional arrangements. Livelihood restoration should be systematically institutionalized beyond monetary compensation. This includes structured frameworks for skills development, income recovery, and long-term socio-economic support for displaced households. Additionally, effective communication strategies should be improved so that affected populations are fully informed of their rights, entitlements, and resettlement procedures. Future studies should focus on comparative analyses of resettlement governance across different infrastructure projects and regions to identify best practices and context-specific challenges. Further research is also needed to assess the long-term sustainability of livelihood restoration outcomes and the effectiveness of post-resettlement monitoring systems.

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