

**The Investor Roadmap of Tanzania
Phase II: Final Report on Process
Improvement Workshop in Mwanza**

Final Report

U.S. Agency for International Development

Prepared for USAID/Tanzania

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LIST OF ABBREVIATIONS

USAID -	United State Agency for International Development
ESRF -	Economic and Social Research Foundation
TSG -	The Services Group
CBD -	Central Business District
PMO -	Prime Minister's Office
UPC -	Urban Planning Committee
ToR -	Terms of Reference

1 0 BACKGROUND AND CONTEXT

1 1 An Overview

The purpose of this report is to summarize the recommendations generated by the Phase II Workshop held with regard to the Building Permit Process in Mwanza. This workshop was designed as a Process Improvement and Capacity Building Workshop. The report will discuss the methodology of the workshop and the observations and lessons from the delivery of the workshop. The report will also present the recommendations, the steps to follow in the implementation of the recommendations, the action plans as well as the future activities — including the workshops to be held in other cities and towns.

1 2 Background

At the invitation of the Investment Promotion Centre and the Government of Tanzania, USAID conducted Phase I of the Investor's Roadmap, resulting in a study in 1996 that reviewed the major administrative barriers to investment in Tanzania. This report laid out in the detailed fashion, all the steps required to legally establish a business in Tanzania. A draft report was completed and submitted to the Government of Tanzania in December 1996. The Roadmap Model is comprised of 13 core processes that cover the start-up and functioning phases of investment. These processes cover areas dealing with employment, locating a business, reporting to the Government and operating a business.

On the 8-9 January 1997 a workshop was convened to discuss the constraints identified by the Roadmap Study and to explore options for the clarification and simplification of the business environment. The event generated a great deal of interest from the press and the private and public sectors on the bureaucratic constraints faced by businesses in Tanzania.

In order to maintain the momentum that had been generated by the initial study and the 1997 workshop, USAID has undertaken Phase II of the Investor's Roadmap. Phase II focuses on analyzing in detail the troublesome processes identified in Phase I.

Tanzanian processes that were deemed to be cumbersome were those related to

- Import clearance
- Business/trade license issuance
- Expatriate permits
- Investor immigration permits
- Land acquisition
- Building permits and planning consent approvals

Several Phase II workshops were previously held in the fall of 1997. They dealt with the Import Clearance Process and the Expatriate Immigration Issuance Process and Investor Permit Issuance Process.

The process improvement question covered by this Report is the Building Permit Approval and

Planning Consent Process in Mwanza This process was one of those covered in the Phase I Investor Roadmap Report This process was also covered in a Benchmarking Study conducted by the Economic and Social Research Foundation (ESRF)

In 1998, ESRF conducted a benchmarking study under the Investor Roadmap project This study looked at various Investor processes occurring in five cities and towns of Tanzania Among the processes (and cities) covered was the Building Permit Process (Mwanza) The ESRF study set out data regarding the processing time in regard to these various investor processes along with comparisons across the different cities and towns

Because of the previous work done in Mwanza by both The Services Group (TSG) and ESRF covering the Building Permit process, it was decided to conduct a Phase II Workshop in Mwanza covering this process As will be outlined later in this report, two among the towns covered in the Benchmarking study will be used to conduct the next two workshops

The focus of the workshop was to identify areas for process improvement in the Building Permit and Planning Consent process and to develop the capacity among people involved in the process in order to continue making improvements in the future

2 0 APPROACH AND METHODOLOGY

This section outlines the approach and methodology used in running the workshop and in developing its outputs

The methodology developed for this workshop hinges substantially on a participatory, interactive and collaborative approach toward developing implementable and sound recommendations

The participatory aspect of the approach emphasizes individuals' participation in reaching the outcomes. This approach ensures that every participant gets an equal opportunity to contribute to the outcome and the processes involved in reaching them

The collaborative aspect of the approach emphasizes the need for all the stakeholders to develop partnerships and sponsorships in the process of reaching and owning the outcomes. In this regard, the consultants (ESRF and TSG) collaborated with the target organization in developing and implementing the process and hence owning the outcomes. The philosophy behind this approach is building capacity for process improvement in more sustainable ways

In furthering participation and collaboration, a focus group approach was used to identify the requirements of customers. The workshop included customers, suppliers (professionals) in the building industry e.g. contractors, architects and engineers and the Municipal Officers involved in the provision of building permits and planning consents

In developing common ground and consensus, two approaches were used: small working groups working in parallel to one another and a plenary discussion session following the small group discussions

The small, parallel group work discussions involved dividing the participants into groups composed of a maximum-mix of the different categories of participants. Facilitator, recorder (secretary) and reporter (who reports the outcomes in the plenary session) roles were rotated within the groups

After the small, parallel group work, the participants convened in a larger group to present and deliberate on the issues or outcomes made in the small groups. The plenary session resulted in a consensus (in most cases)

3 0 SPECIFIC ACTIVITIES AND OUTCOMES OF THE WORKSHOP

3 1 Preparatory Activities

- **Getting started**

A representative group was convened from the Building Permit Process to identify outcomes, the purpose of the workshop, its stakeholders and potential participants

The Purpose as developed was

“What should really be the goal of the Building Permit Process and what can we (customers, suppliers, the Municipality) do and how should we organize ourselves to attain it?”

- **Designing the workshop**

Collaborative design sessions were held with several members of the Building Permits organization to arrive at a design that would achieve the purpose and the Investor Roadmap objectives

- **Delivering the workshop**

The workshop was held on 9-10 July 1998 at the Bank of Tanzania Training Centre in Mwanza. Approximately fifteen people attended both days of the workshop. Among these participants were the immediate customers of the process, i.e. private architects and engineers, and ultimate customers of the process, i.e. the investors and members of the business community. The workshop was also attended by representatives from the major sections dealing with Building Permits and Consent Planning.

3 2 Workshop Outputs and Outcome

This section describes the activities that took place during the workshop and sets out the results from the workshop.

3 2 1 Welcoming remarks by the Mwanza Regional Manager

The Acting Municipal Director for Mwanza officiated at the workshop. He emphasized the need for all stakeholders to work hard in the promotion of the private sector/investment in Tanzania in order to improve the investment climate in Tanzania. He expressed his recognition of the Investor Roadmap of Tanzania (Phase I) and its importance in the endeavour to rationalize government procedures and institutions for increased private investment in Tanzania. On the specific case of the building permit and planning consent process, he noted that it was among the critical problems that developers and investors face in Tanzania and argued that process-improvement workshops like this one would be helpful in that direction.

3 2 2 *An overview of the building permit and consent planning processes by the Chief Engineer and the Urban Planning Officer for Mwanza Municipality*

During this overview, the role of the law and regulations in the Building Permit and Planning Consent Process were discussed. It was pointed out that the purpose of the Regulations do not allow really fast speed. For example, they require verifications that take time. The question was raised how it could be ensured that the people carrying out the process do not undermine the intentions of the Regulations and also be the cause for unnecessary delays for investors.

The role of bureaucracy was also discussed. Comments were made that bureaucracy is an obstacle to fast action, however, it is the only way to make verifications, checks, and counterchecks. It was pointed out that bureaucracy guarantees quality, safety, fairness and ensures the balancing of rights and different interests among developers.

Some of the benefits of the Building Permit and Consent Planning Process were also covered. It was mentioned that an Occupation Certificate and safety inspections enable you to get insurance and to collect under insurance, if there is a problem.

3 2 3 *Identification of customer requirements*

Identifying customer requirements was a major part of this workshop. The underlying philosophy of these workshops is that in order for investors to be better served by the government, it is necessary that the government be aware of the specific needs of investors with regard to the process through which the latter group has to pass in making an investment. Making improvements in the work process that will make a difference requires that these improvements are driven by the requirements of investors or customers that the process is intended to serve. It was, therefore, decided to invite customers seeking Building Permits and Planning Consents to the workshop.

At the workshop, customers and public servants worked in groups to identify the various requirements that different customers have of the processes. These requirements were first listed and then prioritized. Prioritization is important, because in the real world, all requirements cannot be simultaneously met by the provider and customers place different emphasis on different requirements. At the workshop, discussions were held as to whether the customers were satisfied or not with the services they were receiving were held.

The Customer Requirements as developed and prioritized at the workshop are

- 1 **Save time** by completing the process as soon as possible within five weeks (Time can be saved by eliminating council meetings)
- 2 **Make the process fair** and fast by approving applications on a merit basis and on technical know-how grounds
- 3 **Provide freedom and flexibility to make extensions and additions on the same plot** by eliminating the second consent

- 4 **Provide education and knowledge of the entire process** by telling which officers, steps, and requirements are involved
- 5 **Eliminate all obstacles in the process** by reducing the number of people involved and enhance accountability to one person
- 6 **Minimize costs** by having simple and flexible regulations and by authorities facilitating inspections on their own costs
- 7 **Make the process transparent** by providing feedback on the outcomes of applications and reasons for disapproval and by enhancing communication
- 8 **Provide for of legal rights of customers to proceed with construction if authorities fail to deliver on schedule**

3 2 4 Process analysis and flow for the building permit and planning consent process

Prior to the Workshop, the Consultants met with representatives of the Building Permit and Planning Consent processes to lay out the actual steps and activities in these processes. This was set out in the work process flow chart (See the Annex)

At the workshop, that work process flow chart was set out and the Chief Engineer walked the participants through the flow chart. Since it is recognized that people in a work process each have their own perspectives on what is actually done, the input of the participants was sought for any additions or modifications to the flow chart. These comments were obtained through group discussions and were set out on the work flow chart.

The workflow

Inputs into the process from outside

- Request for building permit and planning consent
- Plot (land without building, extension or alteration)
- Unapproved drawings (architectural, structural) and other relevant documents

The process

Two kinds of processes were identified through group discussions. These are the Central Business District (CBD) and Non-CBD processes. The CBD process involves customers who wish to develop special areas identified for control and by the management of the Municipal Council. The Non-CBD area involves the customers who wish to develop plots which are outside the control and management of the Municipality (i.e., outside the CBD area). The main difference between the two processes is the fact that the CBD applications and sketches are subjected to the approval by the Urban Planning Office or its committee before proceeding to the Engineering Department for subsequent (normal) procedures. The Non-CBD applicants are excused from this requirement and they start with the Engineering Department right away.

A THE CBD PROCESS

(This feeds back into the overall process)

- 1 Submission of preliminary sketches to the planner
- 2 Payment of fees
- 3 Professional committee scrutinizes the sketches
- 4 Sketches are sent back to the customer for the preparation of working drawings
- 5 Drawings are re-submitted for the normal procedures at the Engineering Department

B NON-CBD AND OVERALL PROCESS

The following are the actual procedures and steps involved in the process

- 1 0 CHECK THE DOCUMENTS SUBMITTED (Engineering Department)
- 2 0 CALCULATE FEE BASED ON CRITERIA (Engineering Department)
 - Enter into the counter book
 - Issue a registration number
 - Calculate the fees
 - Attach sheet for comments
- 3 0 COMPLETE THE REGISTRATION (Engineering Department)
- 4 0 MOVE DRAWINGS AND FILE TO THE LAND OFFICE

Engineering Department controls movement of the file (hereon after)

- 5 0 VERIFY OWNERSHIP AND VALIDITY Whether yes or no
 - Check the land and plot legality
 - Check land rent payment
 - Comments by Land Officer

If no

- Engineering Department informs client
- Conversation with client to confirm the validity of questions
- Advise client to see the relevant department
- File is closed

If yes

- 6 0 MOVE DRAWINGS AND FILE TO ARCHITECT
Engineering Department controls movement of the file (hereon after)

7 0 CHECK IF ARCHITECTURAL REQUIREMENTS ARE MET (Architect in Engineering Department) Whether yes or no

- Check plot coverage

If no

- Write a letter to the client
- Conversation with designers
- Corrected drawings are brought back
- Engineering Department communicates with the client

If yes

8 0 MOVE DRAWINGS AND FILE TO ENGINEERING DEPARTMENT

9 0 CHECK IF STRUCTURAL REQUIREMENTS ARE MET (The Engineer in Engineering Department) Whether yes or no

- Do check if multi-storey or industrial
- Check registered engineer's stamp
- Structural calculations
- No check needed, if building is/ not a multi-story and does not need a structural design

If no

- Send file to Engineering Department

If yes

10 0 MOVE DRAWINGS AND FILE TO FIRE OFFICER

- Check fire escape
- Check building materials used
- Check for compliance with fire protection regulations (Fire Officer in Engineering Department) Whether yes or no

11 0 MOVE DRAWINGS AND FILE TO HEALTH DEPARTMENT

Check if in compliance with sanitary requirements (Municipal Health officer) Whether yes or no

- Check drainage system
- Check air and ventilation
- Check septic tank standard

If no

Engineering Department communicates with client

If yes

12 0 MOVE DRAWINGS AND FILE TO URBAN PLANNER

Check land use and plot use for compliance with standards and appropriate use (the Urban Planning Department) Whether yes or no

- Check environmental issues
- Check land use and
- Check building status (industrial/commercial/residential etc)

If yes

13 0 ARRANGE FOR URBAN PLANNING COMMITTEE MEETING
(UPC meets every three months)

- Client can ask for a special council meeting if s/he is able to finance it (One UPC meeting can cost a couple of hundred thousand shillings)
- Municipal clerk writes invitation to counsellors

14 0 FILE GOES BACK TO ENGINEERING DEPARTMENT FOR REGISTRATION IN A SPECIAL BOOK

15 0 URBAN PLANNING COMMITTEE CONSIDERS APPROVAL/DISAPPROVAL (Urban Planning Committee) Approval, Disapproval

- Town Planner discusses issues
- Cross check the whole procedure
- Blessing from UPC for building permit
- Was the fee paid?

If no

- Client can appeal within three months to the Minister for Lands

If yes

16 0 URBAN PLANNING COMMITTEE ISSUES PLANNING CONSENT WHICH APPROVES PLANS (Urban Planning Committee)

17 0 ENGINEER ISSUES BUILDING PERMIT (Engineer)

Outputs from the process

- Planning Consent
- Building Permit

Feedback Loop

- Are applications piling up?
- Number of building permits submitted to the urban planning committee
- The ratio of the number of permits given/Number of applications submitted

3 2 5 Identification of the main breakdowns and non-value adding activities in the Building Permit and Planning Consent Process

Each group identified these breakdowns (variances) and non-value adding activities in the process and reported this to the entire group. The group then identified those which, in the group's view, had the greatest impact. These were identified as key, critical breakdowns or non-value adding activities. Those breakdowns or non-value activities were selected as key and critical where they

- had a significant impact on the quality and delivery of services
- had a significant impact on customer requirements,
- occurred frequently, or resulted in significant delays

Key breakdowns and the non-value adding activities identified are

- Lack of communication between the departments. Staff members are not involved in working on the file. Having only one person working on the file means that the customer can not be dealt with or the file attended to when that staff person is away
- Delays due to the fact that the Urban Planning Committee only meets once every three months
- The double allocation of plots causes delays and unnecessary conflicts
- Lack of communication between officials who are dealing with scrutiny and the customers
- Inspection fees are non-value adding according to the customers

- Lack of competence by customers and/or officers in drawing and/or scrutinizing the plans causes the drawings to get stuck/rejected

3 2 6 Developing the recommendations and action plans

The participants working in different groups identified the likely causes of these breakdowns. They then developed recommendations to remedy these breakdowns and action plans to implement the recommendations. Both groups worked on the same three sets of variances to identify their causes, to develop recommendations for eliminating/curbing them and to draft action plans for implementing such recommendations. The groups then reported out to each other and discussed, shared ideas and attempted to integrate the recommendations where possible. It should be noted at this juncture that there are two levels of recommendations: the first group of recommendations are those that have implications on the broader national institutional framework (e.g. changing the laws or statutes) and hence are outside the control of the Municipality. The second group of recommendations deal with issues that are within the control of a particular municipality and for which it has the ability to make changes on. While the former would involve changes in the entire national institutional set up, the latter would require action by the Municipal or Regional authorities and less of national administrative powers. In this regard, the discussion was limited to the latter category.

The causes, recommendations and action plans for each variance follow

Breakdown I Delays caused by the meeting schedule of the Urban Planning Committee

Causes

- ◆ Sitting intervals are too big
- ◆ There are politically motivated decisions
- ◆ There is non-adherence to the law

Recommendations

Recommendation 1

A small committee should be formed from out of the UPC. This should be comprised of five members: three councilors, the Municipal Engineer and the Town Planner. This committee should meet twice a month. It should have full powers to approve drawings. Professionals should present drawings to this committee of five (this may mean professionals from within the Building Permit Process). The committee reports its decisions and past actions to the entire UPC.

Action Steps under this recommendation

Send an advice to the Prime Minister's Office for acceptance. The advice to the PMO is "why not return to the old practice of having such a committee since this was successful? The UPC should form a subcommittee"

Recommendation 2

The UPC should delegate the approval of Building Plans to the Finance Committee. The Finance Committee should be educated as to the functions of the UPC. That is, *the Finance Committee should assume approval vote from the UPC*. The justification for this recommendation stems from the fact that the Finance Committee meets more regularly and is composed of even more knowledgeable members compared to the UPC which meets once in three months (subject to the availability of money)

Action Steps under this recommendation

- Draft recommendations to the Municipal authority (Municipal Director) to seek for the Finance Committee to have the power of the UPC in the approval of applications
- Have short term training programmes for UPC members on their roles, functions, responsibilities

Breakdown 2 Lack of communication

Causes

- ◆ Where only one person is responsible for a file, questions by customers will go unanswered when that one person is not available
- ◆ Currently, there are no departmental meetings. As a result, departmental staff do not know about the sensitive issues that the Head of the Department is dealing with. Because of this, the staff cannot respond adequately to customer needs and questions. At the same time, the Head of Department does not know about issues that the staff members are dealing with at any one period. This results in the Head of Department also not being able to adequately respond to customer questions or questions by the Town Manager
- ◆ The movement of files does not follow the normal system
- ◆ There is the lack of close follow-up of files
- ◆ There are poor and inadequate communication facilities, e.g. telephones and vehicles
- ◆ The communication system between the client and the authority is poor

Recommendations

Recommendation 1

It was recommended that departmental meetings be held. At departmental meetings, each person would present the issues they were dealing with. People would use the meetings to resolve problems (e.g. delay problems). Meetings would be held once a week. There would be reports on what applications were received, who was handling them, what stage they were at. People would show what had been done on files that they had acted upon. People would highlight the sensitive issues, how these had been handled and the results.

Action steps under this recommendation

The Municipal Director was to be advised to establish weekly departmental meetings
The Municipal Director was to be advised to strengthen departmental meetings and help them to work
Contact departments that are holding departmental meetings to find out what they are doing and what works/what does not

Recommendation 2

Let there be delegation of power The head of the Engineering Department should delegate to an assistant or senior official

Action to take

The Municipal Director is to advise the Head of Department to delegate powers

Recommendation 3

Meetings should be held with representatives from all the departments Engineering, Planning, Health to discuss chronic issues in the building permits process and how to tackle them Meetings should be held with the Heads of Department and selected people

Recommendation 4

All files should follow the normal procedure for file movement There should be an officer responsible for checking up the procedure of the file system and action should be taken to establish effective contacts with clients

Action steps to be taken under this recommendation

Establish a file movement system immediately
There should be a registry assistant to make follow-up of all file movements and establish contact and physical address by the Municipal Engineer

Recommendation 5

An effective communication system should be established and improved, including the installation of telephones, and the purchase of adequate vehicles and computers

Breakdown 3 Incompetence

Causes

- ◆ The in-experience of the designers and engineers
- ◆ Lack of knowledge on the part of the designers

- ◆ The adoption of a laissez-faire attitude on the part of the designers and the Authority

Recommendations

Recommendation 1

Competent architects and engineers to register their names with the Authority. They should bring documents and credentials. Criteria of competence should be developed and qualifications set out. All of this registration should be done at the municipal level. Only drawings from the registered architects and engineers should be accepted by the authority. Alternatively, modalities should be worked out to enable competent architects and engineers to register their names with the Authority. For example, the Authority should obtain the names of registered engineers and architects from the professional bodies concerned.

Action steps to take under this recommendation

- ◆ Advertise for people to come and register
- ◆ Set criteria on how to select competent architects and engineers. This should be done at the municipal level by the Municipal Engineer, Planning Officer and Health Officer
- ◆ The Municipal Engineer should draft recommendations to the National Boards to ease registration procedures. National Boards should decentralize registration -- make it possible to register with the local authorities in order to allow more engineers and architectures to register

Recommendation 2

There should be regular exposure of the officers, architects and engineers to some on-going construction and design projects/programmes. There should be initiatives by the Municipal Engineer to conduct regular educational programmes for architects and engineers. In addition, registration (acceptance of drawings) should be made to be accepted where a registered architect approves it.

Action steps to be taken under this recommendation

- ◆ The Authority is to prepare site visit programmes for architects and engineers
- ◆ The Municipal Engineer should start enforcing the recommendations forthwith
- ◆ The Municipal Engineer should prepare educational and training programmes

4 0 OBSERVATIONS, LESSONS AND RECOMMENDATIONS BASED ON THE CONSULTANTS' ANALYSIS

There are several innovative aspects of this workshop that appeared to be of value to the participants. However, in the view of the Consultants, to generate and sustain more benefits out of such workshops, there are also a couple of points that offered useful lessons for improving similar workshops in future.

One innovative aspect was that customers of the Building Permits and Planning Consent Processes were invited to the workshop and were given a hearing at the Workshop and participated in process analysis and improvement sessions. The workshop produced a detailed and prioritized set of customer requirements which it is assumed will provide a useful point of focus for the staff dealing with the Building Permits and Planning Consent processes. Another result of the workshop was the dialogue that developed between the customers and municipal employees. For example, in the course of developing the recommendations, customers were able to influence the results in ways that met their needs as business people.

Another innovative aspect of the workshop was its participatory and collaborative nature which made use of the expertise and perspectives of each of the participants. As a result of the workshop, participants gained experience in working in groups and using collaborative skills.

The process analysis part of the workshop benefited from the work process flow chart that was developed as a result of working in a collaborative manner with several Municipal Officers involved in the Building Permits and Planning Consent processes prior to the workshop. This enabled the better visualization of the process by the participants.

The workshop was among the first of its kind in terms of integrating process improvement with capacity building. The process improvement aspect of the workshop resulted in specific recommendations for process improvement. In the view of the Consultants, the goals of process improvement could be enhanced by placing more emphasis on the correct development of causes of breakdowns (during the workshop). Identifying the specific causes clearly makes the work of recommendation development easier, (i.e., enables deeper and more innovative discussions and the making of more concrete recommendations). Though it requires painstaking work on the part of the participants, it improves the quality of the output.

The process improvement aspect of the workshop as well as the entire workshop would have benefited more from a greater participant turnout. The 60-70% turnout indicates (to the Consultants) that a multi-faceted approach to securing the participation of participants would have helped. Letters, phone calls, personal invitations are all necessary. (The distance from Dar es Salaam to Mwanza made it difficult to make constant and intensive follow-up on the part of the consultants). The more active involvement of the Chief Municipal Officer would also have helped.

A workshop of this nature requires significant efforts to ensure customer participation. Securing customer participation requires educating the target organization as to the value of having customers as a part of this process. However, it also requires educating the customers on the

benefits of being part of such a process. This is especially significant because customers are giving up income-earning opportunities when they take several days from their business to attend such a workshop. Customers need to be educated as to the longer term benefits of being part of such a workshop. This calls for more deliberate efforts at a sufficient point in time prior to the workshop. Perhaps, "customer education" needs to be seen as a specific activity as part of the up-front planning for the workshop.

The capacity building aspect of the workshop requires an assessment of the participants' capacity level especially when it comes to using collaborative methods. The capacity building aspect will likely require that time be taken at different points during the workshop in order to provide short training interventions covering the use of particular tools so that participants can use them with some degree of comfort.

A useful enhancement of workshops of this nature would be an increased use of goals as a driving force both during and after the workshop. This is a bit problematic because of the time it would take during the workshop in order to establish both in a way that enables them to be well-thought out. However, a single goal around the length of time taken in the process (if possible to generate), would be useful in providing some direction during the workshop's process analysis and recommendation sessions. That would help to provide a motivating context for the identification of non-value adding activities. It would also provide a context for evaluation during the workshop as to whether the recommendations were moving the process sufficiently in the desired direction. This would add to the empowerment of the workshop participants, particularly the officers involved in delivering the process. Utilizing this approach during the workshop would enable the participants to appreciate the value of such a framework. It would also make the adoption and use of such an approach (after the workshop), more likely. It would work best if it was developed following the generation of a vision. It could also be done as a mandate by the chief executive prior to the workshop. This would be a bit less empowering, but probably equally motivating.

A workshop of this nature, however successful, is not a stand-alone endeavour. As noted in this report, it is the result of collaborative efforts within the target organization. It also requires follow-up and continued use of the approaches learnt at the workshop which are covered in the next section.

5 0 FOLLOW-UP ACTIVITIES AND FUTURE WORKSHOPS

Following the completion of the Mwanza workshop, future activities can be divided into three categories or phases, activities in Mwanza Municipality, activities in two other workshops, and activities outside the current Terms of Reference (ToR)

5 1 Follow-up Activities/The Next Steps

After the Workshop in Mwanza, the first step after report writing is delivering it to the Municipal Authority for discussion. The implementation of the recommendations and the specific lines of action (action plans) will be discussed and developed further with an implementation timetable and with the concerned authorities (particularly the Municipal Engineer and the Urban Planning Officer). Periodic evaluation and performance monitoring can be planned jointly with these authorities.

5 2 Activities for the Next Workshops

According to the ToR the Consultant (hereinafter referred to as ESRF) is required to conduct two more workshops in two other towns included in the Customer Benchmark study. These towns are Arusha and Mbeya/Iringa. Preparations and implementation of these workshop will follow soon and they are expected to be by the end of September 1998. Preparations are expected to be done in two visits per town/ prior to holding the workshop.

The first visit will necessarily aim at developing and orienting the parties to the purpose and rationale for the workshop, building the team, identifying the outcomes, and kick-starting ownership of the entire process. The second visit will aim at identifying the participants and beneficiaries of the workshops, designing the workshop and agreeing on the design, expected outcome, drawing up the detailed process flow (for presentation at the workshops), and agreeing on the specific assignments and generally ensuring collaboration over the different responsibilities.

5 3 Other Activities

Future activities involved here are at two levels. First, is broadening the application of the roadmap model/process analysis model to other processes, for example, access to business licenses and utilities or improving governance.

Second is making a follow-up on the implementation of recommendations which fall outside the capacities of the Municipalities (National level) and ensuring the outcome/output of these workshops fits well or feeds into the institutional reforms at the national level for putting into place a more conducive environment for private investment.

Annex A Summary Agenda/Programme

Purpose What should really be the goal of the building Permit and Planning Consent Process and what can we (customers, suppliers and the Municipality) do and how can we organise ourselves to attain it?

TIME	AGENDA
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Day 1

8 30	Opening and Introductions, Purpose, Agenda and Logistics Welcome An Overview of the Building Permit Process The Customers' View of the Building Permit Process Developing a Vision of a Preferred Building Permit Process
4 30	Evaluation

Day 2

8 30	Feedback on Themes of Evaluations, Agenda Review of Vision Analysing the Current Business Permit Process and Identifying Areas for Improvement Developing a Vision of a Preferred Building Permit Process
4 30	Evaluation

Day 3

8 30	Feedback on themes of Evaluations, Agenda Developing Specific Recommendations for Improvements Action Planning for Implementing the Recommendations Back-Home Planning
4 30	Evaluation

Annex B Evaluation by Participants

DAY 1

Question 1 *How did today go for you?*

High Points

- I was in a position to know the actual needs of the customers of Mwanza Municipal Council in the whole process of acquiring a Building Permit and Planning Consent
- The Workshop was very active
- As a customer, I learned a lot about the Building Permits process
- I learnt that there is a law that (protects me) if my building permit is not issued within 70 days, I have the right to continue with my construction
- Very interesting
- Trainers/Facilitators are competent
- Participants are cooperative and participate fully
- The venue is very good
- I was able to make a comparison of my personal views and experience on the difficulties of obtaining a Planning Consent and Building Permit

Low Points

Customers were too few that they could not represent the requirements of the rest of the customers of Mwanza

Question 2 *What were the main things that you learned from today's session?*

- Customers are not happy with the services being offered by the Municipal Council in the process of acquiring Building Permits
- Participants were very active
- I learned the procedures involved in the Building (Permit) process as a whole
- The way the discussions were held and how they ended up with what customers want and what the customers do not want was very interesting
- The legal items concerning the Land Law
- How customers get frustrated when they get consent/permits too late
- Group work discussions is a simple method of learning and understanding many issues
- Cooperation was high between the participants and their instructors

DAY 3

Question 1 What do you see as the most significant outcomes from these two days?

- We have come up with strong recommendations to improve the Building Permit Process which will make the existing process improve
- The meeting/seminar is very important as a way of easing the issuing building permits and consent permits
- The process of obtaining Building Permit was explained and where problems arose/got held up was analyzed The views of various members of the team architects, planners, building contractors, health engineers were analyzed It is hoped that some changes will be made in the future for a better working environment
- Strong recommendations should be made and action to be taken which reflects the success of the workshop
- I have actually understood what is going on (i.e., the whole process) when plans are submitted to the Municipal Council

Question 2 What level of confidence do you have that we will follow through on the commitments we made on a scale of 1 (not a chance) to 10 (definitely) And, why?

- | | |
|---|--|
| 6 | I did not attend all two days and I have no idea of what transpired |
| 7 | The issues being raised are within the jurisdiction of the people who are responsible with their departments |
| 8 | Since time has been taken to organize the Workshop and hold the Workshop, some changes are definitely expected |
| 8 | I am confident that it will be successful |
| 8 | Some of the recommendations need to be decided by higher authorities |
| 9 | What was written is something which can be solved immediately |

Question 3 Any other comments or ideas?

- With time, regular reviews and discussion should be made on issues related to building permits and the planning consent
- Workshops of this kind could be conducted several times and participants should come from different organizations, e.g. not (only) from the Municipality where few views are collected
- Conferences like this need to be conducted frequently so as to educate the majority on what is going on with the Municipal Council or Authority