

# ICORCE 2022

**MITIGATING CHALLENGES IN THE IMPLEMENTATION OF THE ONE STOP SHOP  
MODEL FOR APPROVAL OF CONSTRUCTION PROJECTS IN KENYA**  
*(A Case of Nairobi City County)*

**P.M. PAUL WAMBUA MUOKI**



# INTRODUCTION

- The OSS approach entails combination or integration of related government services in order to make them appear all-in-one to service seekers (Onyango, 2017).
- The One Stop Shop approach entails the delivery of a wide range of services in a centralized manner under one roof or website ensuring that the need to visit multiple service points is eliminated.
- This makes it easier to access all the services from a single point of access (Saravanan & Shreedhar, 2011).
- As of 2016, 90 countries (or roughly 47 percent) of the 193 members of the United Nations had implemented One Stop Shops, including more than 50 developing countries (United Nations, 2016).



# OBJECTIVES

- The main objective of this study was to mitigate the challenges in the implementation of the OSS model in the building approval process in Kenya.
- The specific objectives include:
  - i. To investigate the challenges in the implementation of the OSS model in the approval of construction projects,
  - ii. To investigate the challenges facing the e-Development Permit System in approval of construction projects in Nairobi County
  - iii. To formulate the possible strategies to mitigate the challenges in the implementation of the OSS model in the approval of construction projects in Kenya.
- The findings of this study will bring to the fore the challenges in the implementation of the OSS model and give recommendations on how best it can be implemented to ensure the building approval process is effective. This will, hopefully, lead to greater ease and convenience of doing business by the developers and hence a high supply of building stock of which housing is a significant component in the industry



# THEORY

## One stop shop requirements

- Single-window access
- Multiple access channels
- Meaningful service bundles

**Table 4: Challenges in implementation of OSSs**

CATEGORY	BARRIERS
Technical challenges	-Poor ICT infrastructure -Unprotected individual Privacy -Poor security systems, threats and breaches
Organizational Challenges	Lack of Top management support Resistance to change in adoption of electronic ways Lack of collaboration between government agencies Lack of Qualified personnel to manage the OSS
Social Challenges	Digital divide – Lack of internet access Culture negatively affecting the implementation of OSS
Financial Challenges	High cost in the implementation and maintenance of OSS.



# RESEARCH METHODS

- The target population for this study were the **Architects, structural engineers and physical planners** in Kenya who are the users of the e-Development Permit System.
- The study population also included the **State Department of Housing and Urban Development, Architectural Association of Kenya and Nairobi metropolitan Service** which are the key agencies actively involved in the building approval process

*Table 1 Registered Architects, Structural Engineers and Physical planners in Kenya*

Category	Number
Registered Architects	781
Registered Structural Engineers	1216
Registered Physical Planners	294
<b>Total</b>	<b>2291</b>

Source, GOK, 2021



- The researcher adopted the Nachmias and Nachmias formula, (2014) in determining the sample size from the population of 2,291, while assuming 95% confidence level;

$$n = \frac{(1.96*1.96) (0.95*0.05) (2291)}{(0.05*0.05) (2290) + (1.96*1.96) (0.95*0.05)} = \frac{418.053}{5.91} = 70 \text{ respondents}$$

- To correct this error the sample size was multiplied by 130% (Israel, 2012), to make the sample size 91

***Table 2 Disproportionate stratified random samples of respondents***

Stratum	Population size (frequency)	Sample size	Percentage
Architects	781	31	34.1%
Structural engineers	1216	48	52.7%
Physical planners	294	12	13.2%
<b>TOTAL</b>	<b>2846</b>	<b>91</b>	<b>100%</b>



**Table 3 Matrix of data needs, sources and analysis technique**

Investigative Questions	Data needs	Data Sources	Analysis and Presentation
1. What are the challenges in the implementation of the OSS model in the approval of construction projects?	challenges in the implementation of the OSS model	Secondary data	Analysis: MS Excel, SPSS computer software
2. What are the challenges facing the e-Development Permit System used in approval of construction projects in Nairobi County?	challenges facing the e-Development Permit System	Primary data  Interviews with stakeholders	Presentation: charts, percentages and frequencies.
3. What are the possible strategies to mitigate the challenges in the implementation of the OSS model in the approval of construction projects in Kenya?	Suggested interventions from Literature  Challenges Reviews	Secondary data  Interviews with stakeholders	



# RESEARCH FINDINGS

- Survey response rate = **77%**
- Majority of the firms, **54.3%** had 1 to 5 years of experience. – Indicates growing number of new firms
- Majority, **72.9 %** had 1-5 projects
- **45.7%** had an expenditure less than 10 million Kenya shillings.
- Majority, **94.3%** obtained the necessary construction approvals while **5.7%** didn't obtain the approvals.- experience with the approval system
- Most, **44.3%** took 3 – 4 Months to acquire the necessary approvals
- Most, **47.1%** incurred over ksh.60, 000 in acquiring the necessary construction approval.
- **47.1%** noted that the e-Development Permit system is poor





## CHALLENGES EXPERIENCED IN THE E-DEVELOPMENT PERMIT SYSTEM

- Physical stamping that negates the effectiveness of the system
- Change in administration from NCC to NMS
- Regular system downtimes and shutdowns
- Lack of adequate and qualified human resource
- No timely feedback
- Lack of clear communication channel
- Lack of information/ clear guidelines on the requirements for an approval
- Online submission challenges
- Redundancy
- Multiplicity of laws, agencies etc
- It is expensive
- Bureaucracy
- Culture of kickbacks for fast tracking of approval.

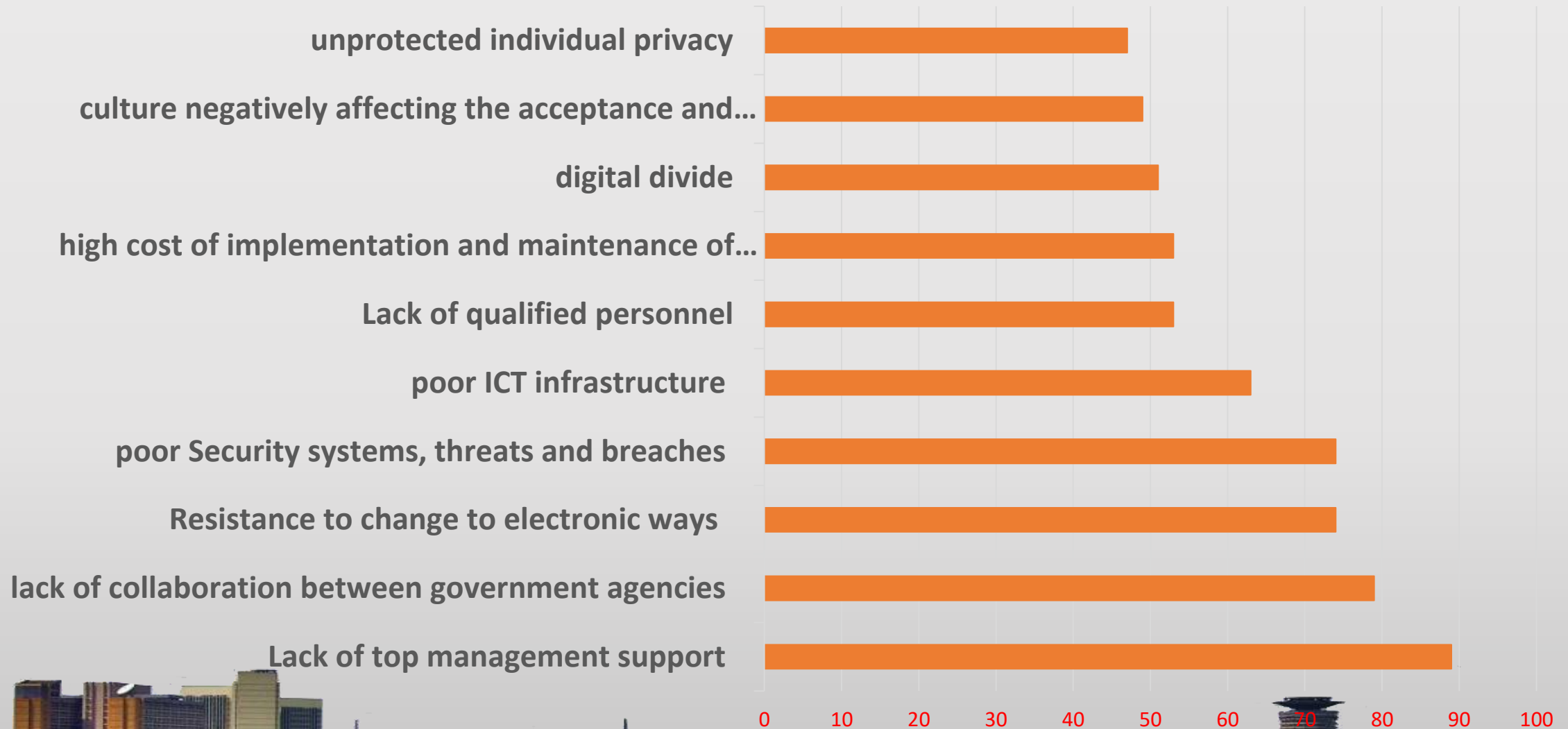


## MEASURES TO ADDRESS THE CHALLENGES IN THE E-DEVELOPMENT PERMIT SYSTEM

- Introduction of a QR code system
- The introduction of centralized **One Stop Shop**
- Increasing the human resource and training
- Regular consultative meeting with various stakeholders.
- Implement affordable approval charges
- Integration of systems with lands and counties approval system
- Implement Privileged Account Management (PAM) and Network Access Control (NAC) in to enhance the security of the system
- Good will & integrity from political and governance leadership
- Provision of a dedicated team- handle issues in real time
- Establish a proper communication platform
- Improved system real-time checks.
- Improved customer service and timely feedback
- Regular maintenance and upgrading of the website
- Harmonization of laws.
- Research and Development



# CHALLENGES IN THE IMPLEMENTATION OF OSS MODEL OF APPROVAL



# STRATEGIES TO MITIGATE THE CHALLENGES IN THE IMPLEMENTATION OF OSS MODEL

- Enhancing collaborations between governments agencies
- Improving ICT infrastructure
- Harmonization of laws in the built environment
- Enhancing government support including funding
- Developing and embracing technology by Developers
- Improving training programs for members of staff for the various institutions
- Adopting comprehensive privacy and security policies
- Benchmarking from countries which have successfully implemented the OSS model
- Involvement of all stakeholders in the industry in formulation and execution of the OSS system
- Integration of National systems on lands with county systems
- Establishment of a water tight data bank for all information pertaining to development in the built environment.



# RESEARCH CONCLUSION

- E- Development permit system in Nairobi has faced many challenges and One of the solutions is the implementation of the OSS
- The main challenge to implementing OSS is Lack of top management support
- The government is a key player to ensure the strategies in the implementation of the OSS are implemented.



**CONCLUSION**

# RECOMMENDATIONS

- The Kenyan government through the SDHUD should be keen to allocate adequate resources and prioritize the implementation of the OSS model in their development agenda.
- Harmonization of all construction laws and policies and its institutionalization under one government agency which will ease the implementation of OSS in all Kenyan Counties.
- The government should be keen to engage all the agencies, stakeholders as well as the professionals in the built environment to ensure that they get support to ease the financial burden in the implementation of the OSS.
- The government should also benchmark with other countries such as Singapore, Malaysia, UK, Canada and Rwanda amongst others which have successfully implemented the One Stop shop.



# Areas of further research

- There is a need to explore the technological advancements that can be implemented alongside the OSS model to enhance its effectiveness, for example the **BIM technology**
- A study should be done to investigate the performance and adequacy of the One Stop Shop at Mavoko, Machakos County, this is because they exclusively identify themselves as a One Stop Shop.

**THANK YOU !**

