

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF WORKS, TRANSPORT AND COMMUNICATIONS

**STUDY FOR REVITALISATION OF NATIONAL
CONSTRUCTION COUNCIL WITHIN THE
FUNCTIONAL CONTEXT OF TANZANIA'S
CONSTRUCTION INDUSTRY**

**STAKEHOLDERS WORKSHOP
REPORT**

**JULIUS NYERERE INTERNATIONAL CONVENTION CENTER
RUAHA HALL 22 SEPTEMBER 2017**

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Abbreviations

AAT	Architectural Association of Tanzania
AQRB	Architects and Quantity Surveyors Registration Board
CATA	Contractors Association of Tanzania
CRB	Contractors' Registration Board
ERB	Engineers' Registration Board
IET	Institution of Engineers Tanzania
MOWTC	Ministry of Works, Transport and Communication
NCC	National Construction Council
TACECA	Tanzania Civil Engineering Contractors Association
TIQS	Tanzania Institute of Quantity Surveyors
VETA	Vocational Education and Training Authority

1.0 BACKGROUND AND OVERVIEW OF THE WORKSHOP

on 22nd September 2017, the Ministry of Works, Transport and Communications (Works Sector) in Collaboration with the National Construction Council Organized a Stakeholders Workshop to discuss the report prepared by Consultants towards Revitalization of NCC within the functional Context of the Tanzanian Construction Industry. The Workshop which was officially opened by the Minister for Works, Transport and Communications brought together 85 key construction industry stakeholders with the objective of reviewing the recommendations made by the report titled "*Study for Revitalisation of National Construction Council within the Functional Context of Tanzania's Construction Industry*" prepared by Consultants (Dr. R. Mlinga, Mr. Joseph Haule, and Mr. Casmir Kyuki).

The Workshop was organized around the following objectives:

1. To present the Consultant's report to a wider audience of stakeholders with the view of identifying the challenges faced by the Construction Industry that would not be there had the National Construction Council been effective;
2. To review the findings of the report with the view of identifying gaps, lessons learnt, and steps made in the functional obligations of the National Construction Council;
3. To review the recommendations made in the report towards revitalising the National Construction Council with the view to identify suitability of the recommendations in terms of practicability and effectiveness; and
4. To discuss the way forward towards implementation of the recommendations made in the workshop towards revitalisation of NCC.

2.0 PRELIMINARIES AND OPENING SESSION

2.1 Preliminaries

The Workshop started by the Chief Executive Officer of the National Construction Council, Dr. Matiko Mturi introducing the workshop participants to Guest of honor. To which, he recognised the presence of Permanent Secretaries in the Ministry of Works, Transport and Communications, Eng. Joseph Nyamhanga (Works) and Eng. Dr. Leonard Chamuriho (Transport), recognized the presence of the NCC Board Chairman, Prof. Mayunga Mkunya, representatives from JICA, Representative from EU (Mr. Muroi), NCC Councilor Members, Chairpersons of Regulatory Boards, Registrars of Registration Boards in the Construction Industry, Chief Executive Officers, prominent individuals in the Tanzanian Construction Industry (Eng. Prof. Awadh Mawenya, Eng. Chavda, and Arch. Aloyce Mushi); Contractors, Consultants; representatives of all institutions under the Ministry of Works, Transport and Communications, representative from professional associations, material producers, suppliers, media fraternity, Consultant (Eng. Dr. R. Mlinga), and the secretariat.

The introduction was followed by the NCC Chief Executive Officer, Dr. Mturi, requesting the Permanent Secretary (Works) Eng. Joseph Nyamhanga to welcome the Guest of Honor to open the workshop.

2.2 Remarks by Eng. Joseph Nyamhanga, Permanent Secretary (Works)

The Permanent Secretary (Works) Eng. Joseph Nyamhanga thanked the Guest of Honour for accepting to officially open the Workshop despite of his busy schedule. Appreciated the presence of key stakeholders and recognized the presence of the Permanent Secretary (Transport Sector) Dr. Chamuriho, Chairperson of the NCC Council, Prof. Nkunya, Eng. Prof. Lema (Chairman of ERB), CRB Chairperson, Eng. Consolata Ngimbwa, Eng. Chavda, Arch. Mushi, Eng. Dr. Ramadhan Mlinga, and all invited stakeholders from the construction industry in Tanzania. He acknowledged the efforts of the NCC Council and Management firstly to enable the study to be made and secondly to organizing the workshop, he also recognized the good work of the Secretariat for organizing the Workshop.

In his introductory remarks to the Guest of Honour, the Permanent Secretary gave a brief account of the functions and success of NCC. To which he said NCC is a very important institution to the growth and for development of the construction industry in Tanzania. The current institutional arrangement of the construction industry are fruits of the NCC. It is NCC that spearheaded the establishment of CRB, ERB, AQRB, as well as professional associations such as TIQS, AAT, CATA, TACECA, IET, etc.

In explaining how the study to revitalise NCC came about, the Permanent Secretary indicated that NCC has been facing a lot of challenges in implementing its functions. Particularly because, there are a lot of developments that has taken place in the construction industry from 2008 when NCC act was revised. These challenges prompted NCC to request the Ministry (MoWTC) to consider a study that would be the basis upon which to review the NCC Act on aspects of its functions, institutional setup and financing. To this, the Ministry requested the team of three consultants i.e. Eng. Dr. Ramadhan Mlinga, Mr. Casmir Kyuki and Mr. Joseph Haule to carry out a study under the following terms of references:

- i) undertake comprehensive review of the NCC Act 2008 and propose appropriate amendments that will enable NCC to establish an appropriate organizational, operational and financing frameworks upon which the roles and responsibilities of institutions supporting the development and performance of the construction industry would be coherently aligned and activities in the construction industry in Tanzania are effectively supported, coordinated, and implemented in consonance with the CIP;
- ii) undertake situational analysis with respect to NCC's mandate as well as institutional, operational, legal and financing frameworks in comparison with what prevails in similar institutions in some countries Eastern and Southern of Africa, as well as beyond these two regions; and
- iii) make recommendation on:
 1. appropriate organizational framework of NCC to support effective implementation of its functions;
 2. sustainable financing mechanisms for NCC's activities; and
 3. inconsistencies and gaps in NCC Act 2008 to be addressed.

The Permanent Secretary briefed the Hon. Minister that, in carrying out the study, the team of three consultants studied similar institutions from Kenya, Zambia, Malawi, India, Malaysia, and Mauritius. The workshop therefore, is organized to discuss the study report, particularly the recommendations of the report.

After these brief remarks, the Permanent Secretary welcomed the Honorary Minister to officially open the Workshop.

2.3 Message from the Guest of Honour- Hon. Minister Prof. Makame Mbarawa

In his opening speech the Hon. Minister for Works, Transport and Communication, Hon. Prof. Makame Mnyaa Mbarawa had the following message.

Reminded the Workshop participants, that the construction industry is very important for the social economic development of any nation, and in Tanzania, the industry contributed 14% of the Total Gross Domestic Product for the year 2016. He said NCC needs legal power and adequate finances to adequately and effectively implement its functions of promoting the growth and development of the construction sector. He reminded the participants that currently there are no official unit costs that could be used in planning and budgeting construction projects, and more importantly used to ensuring value for money is realized in infrastructure projects. He challenged stakeholders present in the workshop to ensure that the professionals in the sector are providing guidance to the society on matters of better construction practices. He cited as an example, the issues of informing the public on the quality standards of different materials and components and their implication to the lifecycle cost of the built facilities. These are fundamental obligation of a well functioning NCC. The Minister observed that NCC should work in collaboration with TBS and other institutions to ensure that materials used in construction are of required standards, and where necessary NCC should prepare guidelines for these standards and other guidelines for sustainable development of the construction industry.

Hon. Minister commended NCC with regard to establishment of regulatory bodies, AQRB, CRB, and ERB and other professional associations within the sector. He acknowledges that NCC has been implementing its legal functions as contained in Act No. 20 of 1979 as revised through CAP162 of 2008. And that various changes and developments in the industry since 2008 resulted into challenges to implementation of NCC mandated functions. It was therefore an appropriate move by the Ministry to organize this stakeholders workshop to discuss the Study Report on Revitalization of the National Construction Council within the functional context of Tanzania's construction industry. He reminded the workshop participants that the Ministry cannot make any changes in the NCC Act of establishment without having consulted stakeholders for their views.

The Minister reminded the Workshop participants that, there are a number of important aspects that NCC is mandated to do which are not done resulting into suboptimal performance of the industry. Lack of information on professionally established construction unit costs established from base costs (of materials, plants, equipment, labour, and services),

has, often, resulted into unrealistic tender and project estimates. Without indicative costs of infrastructure projects, planning becomes difficult and unrealistic. In other countries, there are established indicative costs for various type of construction.

The Hon. Minister assured the Workshop participants that the Ministry will work on the recommendations that will be made in the workshop. He will therefore eagerly wait for the recommendations that are going to be made in the workshop. He urged participants to comprehensively discuss the report and prepare recommendations that will enable the Ministry to take further actions towards revitalizing NCC. The Minister reiterated that he has no doubt that through this workshop appropriate recommendations will be made to enable NCC to be able to implement its functions efficiently and effectively for the betterment of the construction industry. The Minister observed that a properly and effectively functioning NCC is not only good for the construction sector, but for the social economic development of Tanzania, particularly now when the country has embarked in industrialization.

The Honorable Minister **OPENED** the Workshop at 09.40 a.m.

3.0 PRESENTATION OF THE REVITALIZATION STUDY REPORT

Before the Consultant presented the report, two preliminary presentations were made. Firstly, the CEO of NCC discussed the functions of NCC as stipulated in the Revised Edition of the NCC Act, 2008. Secondly, the Chairperson of the NCC Council, Prof. Mayunga Nkunya, presented the justification for Revitalization of NCC. These presentation are summarized

3.1 Current Functions of the National Construction Industry

Together with vision, mission and core values of the National Construction Council, the CEO of NCC presented the current functions of NCC as:

- (a) To promote and provide strategic leadership for the growth, development and expansion of the construction industry in Tanzania with emphasis on the development of the local capacity for socio-economic development and competitiveness in the changing global environment
- (b) To advise the government on all matters relating to the development of the construction industry and to formulate proposals and recommendations for their implementation
- (c) To provide advisory services and technical assistance to construction industry
- (d) To promote and co-ordinate quality training for persons engaged, or to be engaged in the construction industry
- (e) To promote, conduct and co-ordinate research on all matters related to the construction industry
- (f) To compile and maintain a list of projects and promote the documentation and dissemination of information related to the construction industry
- (g) To promote and monitor the development and implementation of standards, regulations and codes of practices on all matters related to the construction industry
- (h) To promote the use of innovative technologies and the application of best practices in the construction industry

- (i) To promote and establish forums for enhancing industry industry-wide co-ordination, collaboration and discussion on matters related to the construction industry
- (j) To benchmark, monitor and evaluate the performance of the construction industry
- (k) To solicit and manage the funds for training of personnel in the construction industry

- (l) To promote quality management including provision of technical auditing services in the construction industry
- (m) To promote environmentally sustainable construction practices including health and safety aspects
- (n) To promote the export of goods and services related to the construction industry
- (o) To facilitate efficient resolution of disputes in the construction industry

3.2 The Need to Revitalize NCC

The Chairperson of NCC Council presented the justification for Revitalizing NCC. In his presentation Prof. Nkunya discussed what is revitalization, why NCC need revitalization, what does revitalization seek to achieve, and who will benefit from a revitalized NCC . He rested his justification on a number of challenges that still exist in the industry which need a coordinated effort led by NCC. These challenges include:

- a) inadequate leadership in the promotion of the local construction industry;
- b) under sourced and undercapitalized local construction industry in combination with lack of supportive institutional mechanism for financial credit facility and equipment rental;
- c) uncoordinated approach and insufficient incentives towards promoting continuous professional skills development in local construction industry, particularly in targeting the youth labour;
- d) excessive competition in the market for small contracts;
- e) unfavourable bid eligibility criteria making it very difficult for local contractors to qualify for large (foreign funded) tenders;
- f) unbalanced packaging of works and unpredictable work load discourages contractors from making investments in their business;
- g) rapidly increasing cost of construction including local labour cost;
- h) climate change effects and environmental pollution caused during construction and unsustainable use of construction material;
- i) lack of reliable source of information for the construction industry;
- j) inadequate capacity of public institutions to produce realistic estimates of construction costs;
- k) lack of institutions to support adaptation of new technologies; and
- l) increased construction disputes.

3.3 Report Presentation and Discussion Session

The Study report for Revitalization of the National Construction Council Within the Functional Context of Tanzania's Construction Industry was presented in detail by Eng. Dr. Mlinga. After which the discussion session, chaired by the Permanent Secretary, Eng. Joseph Nyamhanga followed.

The report on the recommendation and decisions made during the workshop is discussed along the following main themes:

- i) general comments on the study, and the report;
- ii) comments on the findings of the study;
- iii) comments on the recommendations of the study; and
- iv) the way forward.

3.3.1 General Comments on the Study, and the Report

There was consensus that the Consultants have done a thorough study as required by the Terms of Reference of the Assignment, and that the report is comprehensive and supported with adequate facts. The Consultants were congratulated for the good report. However, there was recommendations that the root cause of the challenges currently facing the local enterprises are not adequately underscored. It was suggested that, the current requirement of contractor to act as the project banker is a big challenge to the local contractors, and it is exacerbated by delayed payments resulting into lack of growth and sometimes bankruptcy.

3.3.2 Comments on the Findings of the Study

The generally all observations made by the report were accepted by the workshop. Having reviewed the current situation of the CI in Tanzania, the requirements of the CIP, the Revised NCC Act of 2008 and experience from other countries, the Study Team observed that there is a need to:

- a) Build capacity of all major players in the CI including: consultants, contractors, and clients both in the private and public sectors.
- b) Create more opportunities for Tanzania services providers to participate in construction projects in order to take advantage of the investments made in the construction sector.
- c) Make improvements in the quality and productivity in the construction projects.
- d) Bridge the gap existing in the regulatory setup in construction projects undertaken by the private sector.
- e) Establish a robust cost information centre which would provide players in the CI with key information required for managing costs of constructed facilities.
- f) Develop and ensure compliance with technical standards and codes of good practice for all constructed facilities.
- g) Build stronger institutional and legal frameworks for coordination and policy implementation.

3.3.3 Comments on the Recommendations of the Study

The Workshop deliberated comments on Five [5] main areas of the recommendations made by the Study Team. These are:

- i) objectives, functions and powers to be incorporated in the NCC Act;
- ii) institutional set up of NCC;
- iii) institutional set up of the industry;
- iv) staffing of NCC; and
- v) funding of NCC

3.3.4 Objectives, Functions and Powers to be Incorporated in the NCC Act.

The Study Team proposed review of the NCC Act.

"legal structure of NCC should be amended to enable it adequately promote and provide strategic leadership for the growth, development and expansion of the Construction Industry in Tanzania with emphasis on the development of the local capacity for supporting socio-economic development and competitiveness in the changing national, regional and global environment"

The Team proposes the reviewed Act to stipulate the followings objectives, functions and powers:

Objective: The Objective of the NCC shall be to provide quality leadership to the construction industry in Mainland Tanzania with a view to enabling the construction industry to perform efficiently and effectively in the national socio-economic development and be competitive within the regional and global environment with emphasis on the promotion and enhancement of the development of local capacity

Functions: To meet its objectives, the functions of the National Construction Council shall be to

- a) Advise the Government on all matters relating to the development of the Construction Industry;
- b) Set national benchmarks for the construction industry;
- c) Provide advisory services and technical assistance to stakeholders in the CI;
- d) Benchmark, monitor and evaluate performance of the CI;
- e) Conduct, evaluate and coordinate quality training for persons engaged or intending to engage in the CI;
- f) Provide and promote documentation and dissemination of CI related information
- g) Promote and monitor the development and implementation of standards, regulations and code of conduct for the CI.
- h) Carry out applied research and promote the use of modern technology

- and the application of best practice in the CI
- i) Carry out technical auditing of the projects with a view ensuring compliance to technical standards and specifications.
 - j) Vet reports for approval of building permits to ensure that they comply with set standards and codes
 - k) Establish and promote forum for enhancing industry wide coordination and collaboration.
 - l) Establish and maintain a database of construction materials, equipment and plant
 - m) Establish and publish data on unit costs of the construction projects
 - n) Promote environmentally sustainable construction practices including health and safety
 - o) Establish and maintain a register of construction projects for the purpose of monitoring performance of the Construction Industry
 - p) Facilitate efficient disputes resolution in the CI.
 - q) Certification of construction industry laboratories and practitioners
 - r) Register all projects for the purpose of enabling it to have a data bank of all projects being undertaken in the country

Powers : the National Construction Council shall have powers to:

- a) Require in writing any person or body of persons engaged in CI or engaged in activity affecting or relating to construction related activities in Mainland Tanzania to furnish to it such information relating to construction works or activity as it may specify
- b) Call upon or demand any document from a person undertaking construction works for satisfying compliance to this Act;
- c) Issue compliance order in relation to performance of its functions or the exercise of its powers
- d) Pronounce administrative sanctions in relation to the promotion of environmentally, friendly, healthy and safe construction activities
- e) Access any facility with respect to which or place or site where construction works are undertaken; or
- f) Delete or cancel any construction project from the register.
- g) Delete or cancel any supplier of construction materials from the register.

3.3.4.1 *Comments given with regards to the **objective** recommendation*

There was no comment on the recommended objective, implying the workshop has agreed with the proposed objective of the National Construction Council (NCC).

3.3.4.2 *Comments given with regards to the recommended Functions*

The Workshop made the following comments with regards to recommended NCC Functions.

- a) NCC should concentrate on a few functions, particularly of strategic importance to the industry, example producing guidelines and manuals for effective and efficient implementation of construction projects and, prevention and resolution of disputes in the construction projects;
- b) Should concentrate on policy matters, development of guidelines and industry standards, as well as monitoring the implementation of the guidelines and standards;
- c) NCC should conduct Research and spearhead Development of technologies for the construction industry. It was emphasized that for NCC to effectively discharge the anticipated advisory and industry leadership role, it has to conduct research and publish widely about the construction industry strengths, opportunities, and challenges;
- d) NCC should continue to promote local firms and personnel in the construction industry and ensure that they are participating at every stage of the project cycle in all infrastructure projects implemented in the country. This may be provided in collaboration with professional bodies/regulatory bodies in a form of capacity building trainings, incubations, and mentoring. to start with, NCC could consider Local Capacity Assessment and Utilization Profiling;
- e) NCC should establish and manage the Construction Industry Information and Knowledge Centre, including indicative unit costs and construction base rates, as well as construction Cost Indices;
- f) NCC could Register project to streamline the project registration exercise rather than the current setting where one project has to be registered by three Boards;
- g) NCC should champion the finalization of the Building Regulation;
- h) NCC should consider registering, regulate and develop Artisans and other skilled trade personnel not regulated by ERB and AQRB (example, Masons, Welders, etc.);
- i) Register, coordinate and improve the services of Vendors and Suppliers of materials, equipment and plants for the industry;
- j) Set guidelines, in collaboration with other institutions on the remunerations of persons in the construction industry;
- k) NCC should not register Material Laboratories as this is already done by ERB;
- l) NCC should not be involved in vetting of building permits nor should it be granting permits of infrastructure projects, instead it should provide guidelines for granting permits and oversee the implementation of the same; and
- m) organize industry forums at least twice annually.

It is clear from the comments given above by the Workshop participants, that all proposed functions were accepted with the exception of two functions:

- a) vetting reports for approval of building permits to ensure that they comply with set standards and codes; and
- b) Certification of construction industry laboratories and practitioners.

3.3.4.3 Comments given on recommended powers of NCC

The Workshop accepted five among the seven NCC powers recommended by the Study Report. The Workshop indicated the following powers are not appropriate:

- a) Delete or cancel any construction project from the register; and

- b) Delete or cancel any supplier of construction materials from the register.

3.3.5 Institutional Set Up of NCC

With regard to Institutional Set Up of the National Construction Council, the Workshop made only one comment. The Workshop suggested that there should be members of the governing council appointed from the Regulatory Boards (i.e. ERB, AQRB, and CRB). Impliedly, the Workshop accepted the recommendations made by the Study Report to only have 8 members of the Governing Council instead of the current 15 members.

3.3.6 Institutional Set Up of the Industry

The Workshop made the following comments with regard to the recommendations given by the Study Report on institutional set up of the industry:

- a) NCC should be an apex body responsible for coordinating and streamlining the efforts of all other industry players for development, growth and expansion of the industry. There was corroboration that the current industry fragmentation is unhealthy for the industry development, the industry needs a champion that will unify the efforts of all players in a synergic way. This should mature to be a one stop centre for all industry matters. In the effort to comprehend this, the Workshop commented that NCC should be an Apex body with the capacity to deal with key issues across the sectors, in the examples of CAG, AG, Chief Chemist, etc.;
- b) The Workshop seconded the institutional set up for the industry as suggested in Figure 7.2 of the Study Report. There was however, some comments that the Engineers Registration Board registers and regulates conduct of Engineers beyond the Construction Sector, and therefore should not made to be reporting to an entity responsible only for the construction industry;
- c) The Workshop recommended that in order to NCC to realize the apex status, the name and status should be changed into National Construction Industry Development **Authority**; and
- d) Another small group contended that the current industry set up is good and has been functioning without much of the problem, suggesting that if it is necessary to improve NCC, then a better move would be to make NCC a department or unit at the Ministry.

in the view of the above, the institutional set up as indicated in the Figure 7.2 of the Study Report as reproduced here as Appendix 1 was accepted to be the basic set up of the industry.

3.3.7 Staffing of NCC

The deliberation of the Workshop on the recommendation of the Study Report with regard to staffing the revitalized NCC could be summarized in one comment. In order to attract very good people, NCC should have a very good remunerations package and attractive retention

scheme, otherwise staff turnover will continue.

3.3.8 Funding of NCC

The following are comments given during the Workshop with regards to funding arrangements for NCC :

- a) A nominal fee on key construction materials will increase taxes and consequently costs to builders and projects cost in general, this is also contrary to what is currently advocated by the government with regard to streamlining taxes, duties and other levies;
- b) Government should continue to fund NCC operations until it is capable of adequately generating its own funds;
- c) A nominal fee charged upon Registration of Projects or each project should make a nominal contribution in terms of the percentage of the contract sum towards financing efforts for development of the industry; and
- d) urged NCC to improve performance and capability on its consultancy, technical audit and advisory services to earn adequate funds to finance its affairs.

4.0 MESSAGE FROM CLOSING REMARKS BY ENG. JOSEPH NYAMHANGA

In his Closing Remarks, Eng. Joseph NYAMHANGA, Permanent Secretary (Works) Ministry of Works, Transport and Communications, registered his appreciation for all participants for firstly attending the Workshop, and secondary for providing very good and constructive comments on the Study Report. He reminded the Workshop participants that the government has embarked in various infrastructure development projects that will require qualified professionals and firms to provide services in these projects.

Eng. Nyamhanga re-iterated key workshop take outs that he promised to start working on as soon as the workshop report is submitted to the Ministry, these includes:

- a) NCC should assume a leadership role in the efforts to develop the capacity and competitiveness of the Tanzanian construction industry, and therefore should be an Apex body;

- b) The proposal to transform NCC into a National Construction Industry Authority. This is a good idea but may need more time and therefore should be a long term plan, however, the Ministry will start looking at it;
- c) NCC should establish and manage a reliable construction industry data/information centre. To this, efforts need to be done to enable NCC obtain the data and information from the private sector;
- d) The issue of establishment of the Office of Engineer- In- Chief brought up by some participants is good one but may require another forum for discussion;
- e) Emphasised that institutions in the industry should acknowledge the lead institution and refrain from competition, to this he iterated the need for synergy between the institutions;
- f) With regard to financing NCC, the Permanent Secretary assured the Workshop participants that the Government will continue to provide NCC with subvention until it is able to finance itself from its own sources. He agreed with the propose to introduce a nominal charge on key building materials like cement and reinforcement citing the example given of Egypt. He insisted that in order for this to be supported, further details on how it is done in Egypt should be sought, likewise, NCC must substantiate how the revenue raised from this source will be used; and
- g) Alluded that NCC is better placed to collect, process and disseminate the data and information critically needed by industry stakeholders including the government.

5.0 CLOSING OF THE WORKSHOP

The Workshop was **CLOSED** at 3:48 p.m of 22nd September, 2017

Signed for issue:

NCC Secretariat

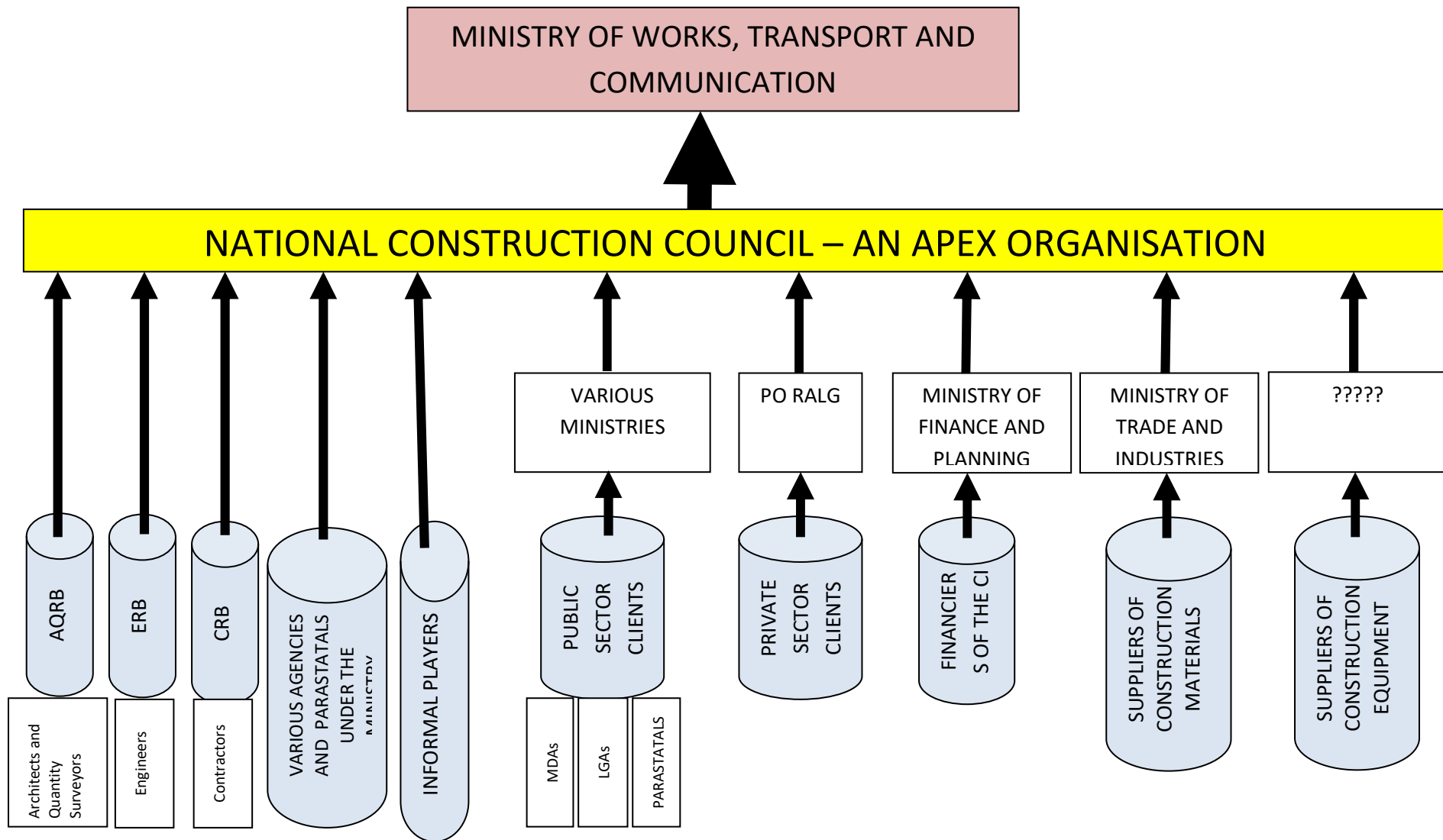
Date

Approved as a true record of the meeting:

Dr. Matiko Mturi -CEO

Date

APPENDIX NO.1: DESIRED STRUCTURE OF THE INDUSTRY



APPENDIX NO.2: WORKSHOP PARTICIPANT REGISTRATION

Title: STAKEHOLDERS WORKSHOP ON REVITALISATION OF NATIONAL CONSTRUCTION COUNCIL WITHIN THE FUNCTIONAL CONTEXT OF TANZANIA’S CONSTRUCTION INDUSTRY

Venue: Julius Nyerere International Convention Centre, Ruaha Hall

Organizers: Ministry of Works Communications and Transport

Secretariat: National Construction Council (NCC)

Date: 22nd September 2017

Time: 8.a.m to 17.00 p.m.

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15.	Mr. Ramadhani Matenga	-	NCC