

**ADDIS ABABA UNIVERSITY**



**DEPARTEMENT OF URBAN DESIGN & DEVELOPMENT**

**ASSESSMENT OF URBAN PLAN AND DESIGN  
IMPLEMENTATION AND MANAGEMENT IN ETHIOPIAN  
SECONDARY TOWNS:**

**The Case of Dilla**

**By: Yohannes Dukale Jillo**

**Advisor: Fisseha Wogayehu (Ph. D)**

**A Thesis Submitted to the Urban Design and Development Department, Institute for Architecture, Building Construction and City Development, Addis Ababa University, in Partial Fulfillment of the Requirement for the Award of a Master of Science Degree in Urban Design and Development.**

**November 2012  
Addis Ababa  
Ethiopia**

**Declaration on Plagiarism**

I yohannes Dukale Jillo, registration number GSR/5980/03 do here by declare that this thesis is my original work, and it has not been submitted partially; or in full, by any other person for an award of a degree in any other University or institutions.

Yohannes Dukale Jillo

Sign.....Date.....

This Thesis has been submitted for examination with my approval as a university supervisor.

Feseha Wegayehu (Ph. D)

Sign..... Date.....

**Approval**

The undersigned certify that they have read and hereby recommend to the Addis Ababa University to accept the thesis submitted by Yohannes Dukale Jillo and entitled “an assessment of plan implementation and management in Ethiopian secondary town – the case of Dilla” in partial fulfillment of the requirement for the award of Master of Science Degree in Urban Design and Development.

Name of supervisor.....Signature ..... Date.....

Name of internal examiner.....Signature ..... Date.....

Name of external examiner .....Signature ..... Date.....

Name of Department head .....Signature ..... Date.....

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## ABSTRACT

Planned urban development is a phenomenon recently getting a wide acceptance throughout the country in general and in the study town in particular. Following this fact, Dilla town had been prepared plan for two distinct times (1967 by Italian consultant and 1998 by NUPI). However, when we examine its implementation and management rigorously in the real ground the situation is bounded with a number of problems. When superimposing this to Dilla's current situation in which the town stayed for a half decade by implementing dated out development plan (envisaged to serve only ten years 1998-2008); it could not be exaggeration to one to say urban developments are held without proper or fully consideration of plan. Furthermore, none of the time the implementation, performance and management of the stated plans has been evaluated and monitored.

The ultimate goal of urban plans and designs lies in its successful implementation. Urban development without pre-planned activities causes a mess of urban problems, and laissez-faire development having long term repercussions. This research is attempted to exploited the real problems pertained in Dilla town plan/design implementation and management, and then pin points the better means that can potentially foster the socio-economic development of the town.

The research work approached with explaining the identified gaps while planning periods. Then after brief descriptions both qualitatively as well as quantitatively employed to describe and provide magnitude of the problems. These are performed through direct on spots observation of the implementation trends, interviewing the direct beneficiaries those believed to have exposure to the issues under study. Spatial physical plan documents like land use, road network, local development plans, etc and reported documents like text summery while plans prepared, municipal reports related with plans and designs implementation and administration have been engaged as a main methodologies for the development of the entire study.

Even though, there exists fragmented efforts to guide the socio-economic development of Dilla town in various periods and persons it is found out that the overall performances of plan and design implementation and management is held with bundles of problems. The majors among many are:

Institutional capacity of implementing bodies mainly connected with poor documentation of the plan resources, shortage of plan/design making and implementing professionals, skill gaps of available human/personnel resource, shortage of equipments and facilities required for planning and implementation process, shortage of financial capacity and proper utilization of it.

Gaps during planning process, absence of means for facilitating implementation, absence of plan monitoring, evaluation and updating trends, absence or lack of stakeholder participation and interference, presence of areas where the boundary till not well delineated, presence of

rooms for illegal/informal settlements, are real and major upfront problems among many in the context of Dilla town.

Finally, all stake holders at various levels to be equipped with full information about these problems mention here above and had to give especial attention and the clients critically establish unique means and strategies to follow-up and ascertain:

- Use of up-to-date and recent map information and aerial photo for the acquisition of accurate topographic maps and existing realities;
- Conduct and properly forecasted socio-economic linkages study from all possible influential areas;
- Consistency of Graphic/spatial representations with implementation strategies, planning goals, objectives and text report;
- Ways how public participated and reverse/rectify the immediate mistakes of implementation;
- Production of all relevant documents of planning processes in hard copies and in soft copies during planning as well as implementation period.

Particularly, zonal administrators/city governors/Dilla municipality critically examines and ascertain periodically:

- Whether the city had had and under-go in accordance with development plan;
- Monitor professional, managerial, financial, technical, equipments, etc capacity and situation and then adapt oneself in accordance to expected output and potential of the city.

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## ACRONOMYS

BWUD = Bureau of Works and Urban Development

CSA = Central Statistic Agency

DA = Development Agent

Dev't = Development

EPRDF= Ethiopia People Revolutionary Democratic Front

F = Female

FDRE = Federal Democratic Republic of Ethiopia

FAR = floor area ratio

FUPI = Federal Urban Planning Institute

Ha = Hectare

LDP = local development plan

M = Male

MDGs = Millennium Development Goals

NGO = Non Government Organization

NOP = Notice of Preparation

NUPI = National Urban Planning Institute

N<sub>0</sub> = Number

P<sub>p</sub> = Page

Ser. N<sub>0</sub> = Serial Number

SMART = Specific Measurable Accurate Realistic and Time bound

SNNPR = South Nations Nationalities & Peoples Regional

SPSS = Statistical package for social science

SP = Structure Plan

T = Total

UDD = Urban Development Department

ULDPPF= Urban Local Development Project Fund

UN = United Nations

UNCHS = United Nations Center of Habitats study

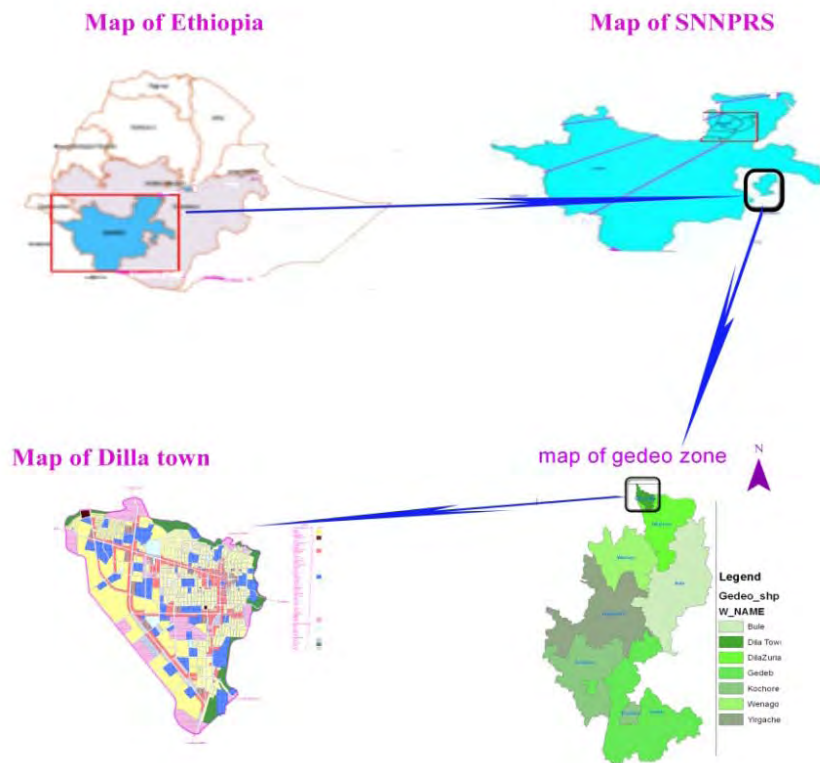
WUDD = Work and Urban Development Department

UDSS = Urban Development Support Service.

## PART I

### 1. INTRODUCTION

The study town Dilla is located at the eastern edge of the rift valley, 365km from Addis Ababa and 96km from Hawasa - seat of SNNP Regional State. It possessed a long history becoming a center of political administration for various regimes and currently serving as a capital of Gedeo zone administration. It is situated at a center or midpoint from Addis Ababa to Moyale (Ethiopian border town with Kenya). This possession had yielded and strengthen an opportunity to become market center just distributor for the whole surrounding numerous towns, villages and rural areas. Dilla town is found at the north tip of Gedeo zone political administration map and bounded by Sidama zone from its north part, Oromiya regional state from west, Ciicu river and peasant association from south, and Gola peasant association from east. Currently Ciicu town [small urbanized neighborhood at the immediate boundary next to Ciicu River and the center of Dilla zuria woreda] is started to make part of Dilla town as a one sub-city under Dilla administration due to the merging of them through expansion of both towns. It is located at 1600 meters above sea level and practices whole year humid type temperature. There is no month without rain at Dilla.



Map 1.1 Location Map of Dilla Town

Historically, Dilla town flourished on a passage way of trade route that used to connect central part of the country- Shoa to the south, as a small settlement around the site of today's telecommunication office where a local governor “Qorro” named Dejazmach Bedecha Udo constructed his residence. Around Bedecha's residence some houses of his servants and tax collectors together with small market “Qocii” developed.

Then after a certain period of time a customs post established to tax the passing merchants by the order of Dejazmach Balicha, the then governor of Sidamo region – according to administrative structure of the time caused the foundation of Dilla town. It is the establishment of customs post fundamental cause for the birth of today’s Dilla town.

Around 1920's, Dilla's importance as a market center grew for its coffee market, resulting in an influx of merchants to the area. Two additional mandates check-point of slave trading and ammunitions movement were given the someplace – customs post, resulted in-migration of additional people and frequent visit of different officials.

Italian occupation period (1935-1941) is a vital considerable period for the transformation of Dilla to a viable town center, in which the high way from Addis Ababa to Kenya passes through Dilla were constructed.

Getting an opportunity becoming the seat of Darasa Awraja, one of the six Awraja under Sidamo region, resulted the establishment of various governmental offices and the incoming of many workers to the town. Dilla was get an opportunity to be selected together with 40 towns in national level in the year 1998 to have master plan preparation by National Urban Planning Institute (NUPI); thus, this shows the level of development of Dilla town as a significant urban center at a time.

Dilla the capital of Gedeo zone administration and largest town next to Hawasa (the regional capital) already known in its becoming a market town. The town assumed the role of market center early in its establishment. Trade flourished in the town in the period between 1950s and 1960s, which attracted different merchants as settlers in the town. In addition, this period also witnessed the opening of some factories (National Urban Planning Institute, 1998<sup>1</sup>). Currently Dillas' potential as a center of tourism and conference town getting increase across time.

However, the development of the town stayed to be stagnated till recent years. The construction industry is seldom developed. The condition of existing infrastructure is poor. The town lacks properly paved roads and even not opened according to plan proposals, and the town residents are suffering from the problem of mobility. Land management, administration and inventory system together with implementation of the already authorized land use and development plan is inefficient. Significant

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<sup>1</sup> The Federal Democratic Republic of Ethiopia, National Urban Planning Institute (1998), Text Report on the Development Plan of Dilla Town, Addis Ababa, Ethiopia.

amount of money to be collected by city government through land tax and other means of revenue collection methods are not collecting properly.

Thus, due attention to significance contribution of effective urban plan/design implementation and management in all dimension of development, it is considered as one of a major critical factor among others in promoting the overall development of Dilla. The eventual transformation of Dilla town is dependent on its ability to attract potential investors. This again is where in town infrastructures and different public services play a vital role. This in turn requires rigorous management and significant finance. While potential at hand is not properly utilized whose consequence is multidimensional both in the near and far future. Hence, requires study of major cause for such ineffectiveness, its extent and impact for effective implementation and management.

## **2. PROBLEM STATEMENTS**

Dilla town long aged, with better opportunity and potential of became an important market center as far back as 1950's and 1960's. Dilla as the second largest town next to Awasa, everyone could expects its level of economic activities and over all developments would be at higher momentum than what practically present there now.

The only leading town in the region, Awasa, too youngest in its establishment compared to Dilla, have better practicing its potential and opportunity; though, as a chance of matter it possessed further additional opportunity = becoming seat of regional government instantly and getting greater importance; hence known in its unique identity (tourist and administration centered town) and fast development trend than Dilla.

The problem of improper plans/design implementation and management had emanated various problems like improper land delivery, administration and control as well as financial optimization problems. These resulted poor infrastructure and services, viewed as critical drawbacks in the overall development of town and transformation of its gifted identity which is becoming market, conference and tourist centered town.

Nowadays, the trend of planned development is familiar than any other time in the history. The types of plans prepared have improved with time from Comprehensive Plan to a more detailing instrument - strategic urban planning which examines the relationship between local policy and development of strategies to coordinate urban planning decisions. Furthermore, these trends also getting support by more detailed and specific plans called Local Development Plan - Urban Design, that are believed to enhance and facilitate urban development.

Municipalities have to handle economic growth, urban competition, and concerns of attractiveness and quality of living, including environmental, social or cultural issues. Municipal governors have to find

alternatives to position their cities within the context of urban competition and the search for excellent living conditions (Antje Hannemann, 2008<sup>2</sup>).

Indeed, Dilla had got an opportunity to prepared and implement various types of such plans (master plan, development plan, local development plan, urban design, etc) in its history. While, its overall physical development remains organic; about estimated fifty percent of land within its administrative boundary is not properly administered and managed according to prepared plan and left for urban sprawl without any management. Infrastructures especially roads are not opened and developed too and residents are suffering with mobility problems. Many buildings even high raised buildings are developed without due consideration of building regulations, codes, Site layout requirements. Even developments within the public road sides of way are not insignificant. No squares and on square monuments in the town at all. No rigorously developed and managed green areas and public open spaces for various social services. Informal housings and illegal land holdings are familiar trend in the town. Proposals on the plans altered and violated deliberately and in good faith by various ways. Even identified and proposed market centers on the previous plan were not implemented yet, and the like.

The soul of urban plan lies in its proper implementation. The planning process is incomplete without plans being implemented in a pre-envisaged manner. Urban centers without proper plan implementation could base to people would trapped in a mess of urban problems and laissez fair development having long term repercussions. As a matter of fact, urban plans prepared for several towns of Ethiopia could not be fully implemented, or efforts that may employed to do so accompany with numerous challenges and problems due to infinite reasons. Thus, have difficulty to implement the proposals (NUPI, 2006<sup>3</sup>); and Dilla is no exception.

It is observed that these urban plans and designs are not easy to implement for they overlook important aspects of implementation. The planning community has shown a curious lack of interest in developing methods to evaluate how successfully plans are implemented. The methodological problems with implementation success are many, but they are not insurmountable. Among many these important issues the less/ignorance of local capacity (financial, professional ...) and absence of performance monitoring made its implementation difficult. The issue of appropriate compensation procedures is very much crucial. As little attention is paid to these mentioned and other related issues the plans and designs are facing the danger of remaining on the shelf. In general, urban physical plans are usually prepared and we usually do not see their implementation. The problem is severe in Dilla case. Plans not implemented are failure.

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<sup>2</sup> Antje Hannemann, 2008, Strategic Urban Planning & Municipal Governance, within an Anglo-American context, 66123 Saarbrucken, Germany.

<sup>3</sup> Ministry of works and urban development, NUPI 2006, archival material on evaluation of urban plans implementation of different towns/cities of Ethiopia, Addis Ababa, Ethiopia.

Therefore, an assessment of the major causes regarding this unsuccessful plan and design implementation and management at grassroots level is an important area to be researched and appropriate answer must be put forward.

### **3. RESEARCH QUESTION**

The research is intended to deliver answers to the following questions with regard to effective plan and design implementation and management trends of Dilla town. Hence, the critical questions will be:

- ✚ What are the practical challenges during implementation of physical urban plans and designs in the context of Dilla town?
- ✚ Is there a gap between plan preparation and implementation? If yes, what are they and to what extent?
- ✚ What are the major causes for plan violation, improper implementation and staying unimplemented?
- ✚ What other options exist for successful urban plans and designs preparation and implementation?

### **4. OBJECTIVE OF THE STUDY**

#### **4.1 General objective**

The objective of the research is emanated from current problems existing in Dilla town and thus: to identify the major problems regarding plan and design implementation and management and to look for better ways of plan and design preparation and implementation that suits the socio-economic and physical environment of the town in particular and the country in general.

#### **4.2 Specific Objective**

Based on the above general objective, the study will seeks to achieve the following specific objectives:

- To identify the practical problems encountered during plan and design implementation.
- To investigate the gaps during different plans preparation in relation with the towns' potentials and opportunities that would affect proper implementation and the extent to which this gaps/mismatches have affected development of Dilla town.
- Finally, to propose corresponding solutions to the identified problems.

## **5. METHODOLOGIES**

In this section the methodology going to employ for the intended research work will be presented. These include the general approach of research design, types and sources of data, data collection methods, data analysis and presentation.

### **5.1 RESEARCH DESIGN**

The entire study is planned to perform through comprehensive approach. An explanatory method would be major approach of the study to be employed; to identify the causes and reasons why the situations being happened. These involve identifying causes and reasons for occurrence of situations through analysis and critical evaluation of information and data in relation with existing facts. Following this, descriptive method planned to employ to describe and provide magnitude and extent of the plans preparation and implementation trends as well as interrelated problems. This brought upfront "what is" on the real ground in what extent. It also provides detail understanding of the situations through observation studies and survey as well as its effect on over all development of the town. The above major research approach will be strengthening quantitatively concentrating on measuring or counting the observable issues to present numerically. Exploratory method will also be employ in a few extents to gain background information. This provides better understanding and clarity of the situation in sufficient manner significantly in sighting into it. This is intentionally designed to employ in the cases where there might be few/no necessary data/information available which is compulsory for entire work.

### **5.2 TYPES AND SOURCES OF DATA**

Data will be collected from both primary and secondary sources. Field observation enabled the investigation of the pattern and general conditions under study. Generally, the followings would be sources of data for intended study.

Physical plan and design Documents like master plan, development plans, land use plans, road network plan, local development plans, urban designs. Examinations of these documents in relation to facts on the ground enable to identify actual performance and challenges that exist during plan preparation and implementation.

Text documents related to plan and design preparation, implementation, policies, laws, standards, regulations, codes, as well as official performance reports related with plans, designs, land administration, finance, etc to be assessed in similar manner.

Officials at various level of authority such as mayor, managers, process owners, experts and administrators, department heads, planning and monitoring bodies (regional, zonal and municipal) will be sources of data and information. This is employed to exploit their intuitions, efforts they employed, major challenges and options in the context of the town.

Interview and discussion with individuals such as plan violators, informal/illegal holders, investors/developers, local elders/historians also to be used as sources of data and information.

### **5.3 DATA COLLECTION METHODS**

The following methods are planned to be engaged during data collection period. These are random sampling method, field Observation having prepared check list, questionnaire both closed ended and open ended, face to face interviewing having structured questionnaires, and capturing photographs.

### **5.4 DATA ANALYSIS AND PRESENTATION**

Data will have to be analyzed and presented mainly in descriptive and quantitative approach. Qualitative approach is also employed in extent. Tables, maps, graphs and charts should used for presentation of data. Photo graphs and figures would incorporate to the research work to support and ascertain the actual situation on the real ground. Relevant computer software, like photo shop, illustrator, SPSS, excels, etc with sufficient verbal description will be part of presentation techniques.

## **6. SCOPE AND LIMITATION OF THE STUDY**

### **6.1 SCOPE OF THE STUDY**

The thematic scope of this research mainly focuses on the assessment of current urban plan and design implementation and management trend of Dilla town in relation to goals and objectives set in the proposals.

The spatial or geographic scope of the study covers all areas of Dilla town currently authorized as political administrative boundary. In doing so, some geographic areas which had not incorporated in the existing urban plan but administered by the town municipality and city administration is included in this study.

### **6.2 LIMITATION OF THE STUDY**

The following limitations in their descending sequence of difficulties they impose encountered while various stages of research activities developed.

The very critical and premier was problem of acquiring relevant documents due to its unavailability. Following this, lack of willingness by few officers to provide relevant data was major limitation. Mismatch of similar data from various sources (lack of accuracy in existing data) had contributed a lot in limiting the entire study. Finally, limitation of available literature which is directly connected

with the study theme could be pointed out as they impose a significant impact in achieving the study goal. In general, the experience of documentation is inadequate and discouraging.

## **7. SIGNIFICANCE OF THE STUDY**

The findings of this research would be benefited by helping all stakeholders in yielding and providing clear and comprehensive understanding of what is going on within what situation and extent regarding the implementation of plan and design in relation with expecting goals, outputs and outcomes. The research also helps the Dilla town municipalities and Gedeo zone urban development department (as direct responsible and accountable entity) to identify gaps, weakness and areas of inefficiency so as to improve the implementation. Furthermore, this research helps concerned (responsible) bodies offering relevant role in facilitating and providing important resources and clues to the possible intervention areas to take the pro-active actions in the current and future plan and design implementation processes of the study town in particular and other similar cases in general. Moreover, the final findings and output of this paper can also be used as standpoint and spring for further research work in the related sectors and subject matter for one with interest.

Generally, identified factors, observed planning and implementation gaps and problems helps to engage pro-active measures in the future planning preparation, formulation of means and strategies for implementation, and plan implementation process of the study town.

## **8. ORGANIZATION OF THE PAPER**

The research work had designed to have structure of three bodies: the preface, main body, and appendixes/annexes.

Under the first (preface) body important components of research activities like declaration on plagiarism, approval, acknowledgement, list of maps, list of tables, list of figures, and acronym are presented.

The second which is the main body of research work is consists of four main parts/sections. It is arranged in a logical order: introduction under part I, then literature review part II, field findings, data analysis and presentation under part III, and finally conclusion and recommendation are part IV.

On the part I (introduction part) of this main body there are general introduction which is about background of the study and study area, problem statement, research questions and objective of the study, scope, limitations and significance of the study as well as organization of the paper. Research methodologies like research design, types and sources of data, methods of data collection, analysis and presentation are also covered in this chapter.

Part II is about review of related literature. The major and central themes addressed under this part among many are: concepts and kinds of urban plan, types and approaches of planning, urban design, problems in planning activities, urban plan and design preparation, implementation, monitoring and evaluation in Ethiopia.

Under part III data analysis, presentation and field findings are presented. The over view of Dilla's plan and design implementation and management trend, Dilla town plan and design implementation problems, urban design practice in Dilla, and summary of major causes for plan and design implementation problems were target issues among others in this part.

In the last part IV of the research conclusion and recommendations believed to rehearse and promote the identified gaps, weakness and areas of inefficiency so as to improve the implementation and management of Dilla town plan are forwarded.

Finally, other research activities engaged in the development of the whole study like bibliography, maps, and questionnaires have been attached at the end of the paper as third body and annexes; thus provided the full structure of the study.

## **PART II**

### **LITERATURE REVIEW**

#### **1. INTRODUCTION**

Urban planning is one of the most important tools of urban management. It guides the socio economic and spatial/physical development of a given urban center. Hence, urban development effort without the guidance of urban planning is like walking blindfolded (NUPI, 2006).

In Ethiopia, as of all developing countries, urban plan implementation is more challenging than its preparation; while the case not as such a major agenda for developed countries. Plans have been prepared at a large numbers in Ethiopia as well, since 1980s because of institutionalization of urban planning, but with quiet overlooking of its implementation dimensions. The situation has been witnessed by NUPI as follows:

“Planning urban areas as a tool of development has been practiced in Ethiopia for the last fifty years with different emphasis given to it by different governments. However, a number of plans have been prepared without considering how they are to be implemented” (NUPI, 2002, P.101).

Standing on this fact, this sub-part of the research employed an attempt to explore and provide the basic concepts and understanding of planning, its implementation and management, planning and design theories and principles, factors for effective urban plan and design implementation, problems in planning and design activities, legal framework and policy issues like standards for planning and implementation of the country treated. Finally, lessons that could be learnt from such various experiences review from the view of effectiveness of urban plan and design implementation and management will draw.

#### **2. CONCEPTS AND KINDS OF URBAN PHYSICAL PLAN**

The pertaining various key terms, concepts, kinds and approaches which have direct relation with research theme would be discussed under this sub topic for the sake of easy understanding of any persons in stake.

##### **2.1 URBAN PLANNING**

Urban planning is (or should be) a tool for urban development that helps to answer the question of what? Where? When? by whom? and how? urban development should be (Davidson, 1996).

According to Joseph 2004, urban planning (physical planning) has a spatial component, and then clearly it only makes sense if it ends up in a spatial representation. In other words, urban planning is a spatial case of general planning. In practice, it is impossible to think urban development plan without

spatial representation or map. Therefore, urban planning is still essentially spatial, whatever the scale and the sequence is, it is concerned with the spatial impact of many different kinds of problems and with spatial coordination of many different policies or it is the process of preparing proclams to guide the development of towns and cities.

Berke (2006) tries to conceptualize planning as a general activity in the making of an orderly sequence of action that will lead to the achievement of stated goals. Its main techniques will be written statements, supplemented as appropriate by statistical projection, mathematical representation, quantified evaluation, and diagrams illustrating relationships between different parts of the plan. In physical planning this includes exact physical blue print of objects (Klosterman, 1990; Tylor1998).

G. K. Hiraskar (1997), further defined, town planning created as an art of shaping and guiding the physical growth of the town formulating buildings and planned environments to meet the various needs of the urban population in terms of social, cultural, economic and recreational perspectives and to provide healthy conditions, for both rich and poor to live, to work and to play or relax, thus bringing about the social and economic well-being for the majority of mankind.

Therefore, urban planning is a future oriented activity for spatial arrangement of economic, social and environmental resources towards pre-determined goals in a compatible manner coordinated with accompanying policies and regulations to guide urban development, so as to attain well being of the whole town's residents.

## **2.2 TYPES AND APPROACHES OF URBAN PLANNING**

**2.2.1 MASTER PLANNING** is the first approach, which also called statutory plan a planning approach which gives heavy emphasis on urban land use with accompanying maps for long term time duration mainly 20 years and is comprehensive in nature.

**2.2.2 STRUCTURAL PLANNING** is also known as “guide plan”, “system plan”, “frame work plan” and “growth indicative plan” which is defined as a type to plan with broad growth directions for urban centers. Structure Plan (SP) is a tool for implementing development policies, strategies, programs and laws of federal and regional governments, which are mostly reflections of global agendas, and development issues at an urban level. It is a binding technical, institutional and policy framework for guiding development of urban centers. It is a long-term socio-economic, spatial, legal, and urban development and management tool. Structure Plan is also a framework for LDPs and short term IDP (NUPI 2002).

**2.2.3 DEVELOPMENT PLANNING** is a print of various proposals that are intended to improve the existing condition and to control the future growth in a coordinated manner. It is more detail than the master plan and more suitable for implementation. But there seems to be a blurred difference between master plan and development plan except their time horizon which is conventionally 10 years at a scale of 1:5000 and 1: 2000 or 1: 2500 (Yigzaw, 2000). The shortening of the time is due to intention to address the problems of uncertainty in the long term planning.

**2.2.4 ACTION PLANNING** the action plan is a plan that is mostly prepared for immediate action oriented small scale intervention to solve very persistent problems requiring fast response of planning. It is referred as short term implementation oriented participatory planning approach that is made for specific area based on capacity (resource and manpower). It can be molded in to two, micro action plan and strategic action plan.

The micro action plan (detailed local plan) is prepared for a comprehensive treatment of an area selected for intensive change in a short period of time (3 or less years). While, strategic action planning is also known as “integrated action plan” or “investment plan”, is broader in scope than micro action plan and is oriented to the management of the city/town as the whole. It provides framework for realistic investment choices in many substantive areas of sub components of the city housing, land development, environmental protection, infrastructure, financial resource generation, and community developments with attempts of integrated combinations. Hence, it incorporates the key technical resources and institutional implication of the implementation (Desta, 2011).

**2.2.5 LOCAL PLANNING** is a general term for any statutory or non-statutory plan adopted by a local government conveying a part of an urban area. It is the main tool for presenting preferred land development options through area specific policies such as upgrading, re-development, new land development, conservation areas and action areas. It also provides a statutory basis for development control and is a tool for brining detailed planning issues before the public (Desta, 2011).

**2.2.6 LOCAL DEVELOPMENT PLANNING (LDP)** (NUPI, 2006, by Mathewos consult), described LDP as a lower level urban plan, which is prepared within the framework of a structure plan. It is detailed and focuses on specific locality of an urban center for immediate implementation. It is, therefore, an important tool for implementation of structure plan proposals.

In the Ethiopian Urban Planning System, LDP may be conceived as a detailed urban development plan of a locality or neighborhood or part of an urban center. It is a major tool through which SP is implemented and may have a life span not exceeding that of the SP. LDPs have two major objectives:

1. To guide a long term development of a locality by providing tools such as building permit procedures; design guidelines and brief;
2. To facilitate efficient and effective implementation of projects such as city center business development, UURP, real estate projects, etc by providing detailed land use and urban design proposals.

## 2.3 URBAN DESIGN

According to John M. Levy (2009), urban design falls between the professions of planning and architecture. It deals with the large-scale organization and design of the city, with the massing and organization of buildings and the space between them, but not with the design of the individual buildings. It also deals with a large number of variables, such as transportation, neighborhood identity, pedestrian orientation, and climate. Most commonly, the modern urban designer deals with a part of the city. Very often, the site on which the urban designer works has been allocated as part of a large process. It is after that allocation is made that the urban designer examines the site in terms of massing and special organization.

NUPI (2006), in its manual for urban planning and implementation book described urban design as follows. An *urban design plan* consists of schemes for the integration of social, economic and spatial aspects in urban development. *Urban design plan* is usually prepared for a distinct urban block; however, urban areas should be planned in an integrated way so that the whole and the parts form a unified architecture: the architecture of the city. Urban design aims to plan the city without designing individual buildings. Each block and each neighborhood should have an urban design plan prior to plan approval for the development of projects. The most common aspects to be guided by an urban design plan include:

- ❖ Functional mixes in a project,
- ❖ Townscape requirements (scale, mass, texture, materials and styles),
- ❖ Network of accesses and
- ❖ Modes of transport such as the mix of pedestrian, bicycle, animal-drawn carts, tram and vehicular lanes.

## 2.4 GOOD URBAN DESIGN AND PLAN

John M. Levy's book (2009) supported by some case examples described good urban design as follow; in its most sense, urban designers intend to improve the quality of peoples' lives through design. They accomplish this through the elimination of barriers as well as the creation of opportunities for people to move about a city in a free, safe, and pleasant way. For example, one should be able to walk through a high reasonable portion of an urban area in inclement weather without major difficulty. Minneapolis, with its long, cold, snowy winters, has accomplished this goal with a system that links the second stories of downtown buildings with climate-controlled skyways. The skyways plus the connecting corridors in commercial and public buildings form a five mile system. People may travel several blocks from parking structures or apartments to offices or stores without having to go down to street level. Some residents can use the “sky-walk” for exercise and recreation.

Another way to evaluate the success of urban space is the way in which it assists in orienting the user. For example, can users find their way from one place to the other without confusion or fear? Are the signs easily understood? Are major pedestrian areas well lighted in the evening so that users can make their ways easily and safely?

Other functional criteria such as safety are also important: separation of pedestrian and vehicular traffic reduces accidents. Yet the spaces and circulation areas must be organized so that they can be readily accessible to emergency and delivery vehicles.

Good design achieves its intentions and often more. For example, the developers' intention in constructing a mixed-use project may simply be to achieve a profitable combination of commercial and residential structures. Yet if the project is well situated and aesthetically attractive, its benefits will spill over onto adjacent areas. The project might increase pedestrian traffic and hence enhance the value of adjacent neighborhood by making the area more interesting and varied. A list of a number of the more important criteria for judging urban design follows:

- Unity and coherence
- Minimum conflict between pedestrians and vehicles
- Protection from rain, noise, wind, and so on
- Easy orientation for users
- Compatibility of land-uses
- Availability of places for rest, observe, and meet
- Creation of a sense of security and pleasantness.

According to R. Berke (2006)<sup>4</sup>, “one of the major benefits of a good plan is that it communicates a vision of the future in a way that unites and inspires the community to implement it. What keeps a plan from being something that sits on a shelf and gathers dust is that it provides people with a clear picture”.

Berke suggested that, for plan quality and evaluation the two key conceptual dimensions of plan quality should be included. 1) Internal plan quality involves the content and format of key component of the plan; and 2) external plan quality deals with the relevance of the scope and coverage of the plan in fitting the local context.

**2.4.1 Internal Plan Quality** Include four basic components of a plan: issues and vision statement; fact base; goal and policy framework; and plan proposals. Among other, the plan proposal component presents and explains a sustainable future form for the region, community, or specific area within a community; outlines a program of development-management devices and actions to bring about such a form; and describes a program for monitoring and evaluating implementation efforts and ambient community conditions in order to update and adjust plans and implementation. *That is, plan proposals consist of special designs, development-management programs, and monitoring programs.*

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<sup>4</sup> Philip R. Berke, David R. Gods Chalk, & Edward J. Kaiser, with Daniel A. Rodriguez (2006) *Urban Land Use Planning*, 5<sup>th</sup> Edition, University of Illinois Urbana and Chicago.

**2.4.2 External Plan Quality** These include encourage opportunities to use plans; create clear views and understandings of plans; accounts for interdependent actions in plan scope; and reveal the participation of actors. Among others, account for interdependent actions in plan scope is about, successful implementation and ultimate influence of plans requires that plans embrace a sufficient scope of interdependent actions taken by various organizations. For example, a decision by a local sewer service authority must coordinated with zoning decision by local government; drainage basins proposed sewer lines should be zoned high-density residential than low-density residential; transport roadway investments and park acquisition also be responsible for actions that are interdependent with sewer line extension; large open space parks should not be purchased in areas to be serviced by sewers.

According to Philip R. Berke (2006, 428), small-area plans contain the components of any good land-use plan: a direction setting component that identifies issues and states a vision along with goals and objectives; a physical design for the area; a solid fact base; and an implementation program that includes monitoring of both implementation and outcomes. It utilizes both text and diagrams to delineate spatial and physical dimensions of the situation and solution. It covers zonings; standards and criteria to guide development and conserve natural resources; and program of regulations, capital investments, policies, incentives and disincentives, and other actions to implement the plan. It should explain its relationship to the communitywide plans and any relevant fractional plans; more attention than communitywide plans to participatory measures for planning and implementation, more extensively involve non-profit organizations and other local groups, often as lead agencies.

### **3. PROBLEMS OF PLANNING ACTIVITIES**

All over the world, urban areas are always operating under a pressure of continuous changes. As economic and social fabrics of urban areas constantly change over time, importance and spatial organization of urban functions are also undergoing similar changes. Along the course of this constant change, City Governments make various efforts to influence, guide and lead the development of urban centers along a sustainable path. To this end, different urban plans are used widely as tools of urban management and become part and parcel of their day-to-day management routings.

According to Antje Hannemann (2008), a planning process is not always crowned with success. There are often unforeseen happenings, which cannot be solved adequately. Furthermore other negative factors can lead to failures as well. A failure can be defined as “a state or condition of not meeting desirable or intended objectives” and it is the opposite of success. Failure often roots in problems, which were unpredictable or neglected before. These problems can be limited resources and attention, lack of civic participation, absence of information, action or community support. The roles of human factors in implementing actions to achieve development as well as the fact of multiple interests are often underestimated. Furthermore, as processes of urban planning often refer to a lot of work and high expenses, this can lead to problems in connection with a capacity overload the public service, deficits and budget problems.

Due to the fact that there is not one individual ideal solution for urban planning process, failures such as lacking vision or identity often occur. Moreover, it is important to incorporate the local market and economy in to the process, as one of the long term targets is the improvement of regional attractiveness to businesses. Other failures root in lacking facility of inspection of the various projects, lacking information and communication, in inconsequent project management and governance or in insufficient controlling by quantifiable and qualitative measures. Absence of orientation towards the achievement of objectives and results is a further reason for a failure.

It is important to state that the process should foresee an evaluation and control to discover the problems at an early stage to be able to anticipate worth consequences. The ideal case envisions problems to be solved effectively and immediately. In the following, some important and easily identifiable problems are presented to point out their significance to success.

**3.1 Lack of civic Participation:** civic participation and motivation are crucial to success, because they can contribute lots of ideas. On the other hand their support is of significant importance as they are the end users of the results. However, it is difficult to maintain their engagement and interests as the process is developing over several years. Additionally, results are not immediately visible, and can be measured difficulty such as it can take up to five or even more years to see the first changes of initiatives. Although, bottom-up processes require more time and resources, and are complex, civic participation is preferable to up-down processes as they do not use the civic ideas and motivations.

**3.2 Deficiency of Political Intentions and Support:** urban development is a long-run process, which is often associated with municipal political conflicts. Due to the fact that most municipal governments only elected for a certain time period, but the planning process takes a longer time to be implemented, documents or treaties are important factors for success. Although this represents a known fact; most municipalities do not employ it. The political commitment should be guaranteed for the long range, and do not depend on short-term achievements such as positive outputs before election periods. A written commitment can ensure the implementation, and the priorities determined. Urgent versus necessary actions should be distinguished.

**3.3 Lacking Resources and Know-how:** it is beneficial to success if know-how about project management and the other tools are available either within the responsible group or by supporting experts. Next to the knowledge, the implementation and application of these tools holds some risks of failure. Furthermore, mistaken and underestimated resource needs can also impact the implementation process negatively; therefore it is important to spend the time efficiently for preparing a plan and its process.

#### 4. URBAN PLAN AND DESIGN IMPLEMENTATION

Neck (2002), recommends that the program of urban planning implementation should include:

- A time frame for identified actions.
- An allocation of responsibilities for actions among governmental agencies and other organizations.
- A schedule of proposed capital improvement.
- Benchmarks, such as buildable land to improve land, the percentage of new development that is on reused land, etc.
- A description of land development regulations or incentives to be adopted.

To be useful for land use planning, a land information system must contain an inventory of existing land use as well as an inventory of land available for the future development or redevelopment, a system for monitoring changes in these inventories, and an analysis of land supply relative to anticipated demand for development during planning period.

During implementation, the strategy for actual financing and construction is devised. Detailed phasing studies and tools such as zoning ordinances are called in to play to realize the project.

Once an urban design plan is developed, the principal tools through which it is implemented are land-use controls and capital expenditures. The land-use controls available to the urban designer include not only the traditional or Euclidean zoning ordinance, but also a variety of modern techniques supplemented with negotiation, and more adaptable to the planning of large developments to make it more flexible.

Capital expenditures shape the pattern of land development, by altering land values through the provision of access and utilities. When there is public participation in a project, capital expenditures combined with the power of eminent domain may be used to assemble the land for the project.

The same author, Neck (2002, 7-84 to 7-90) further, supporting studies for the local land use plan should include:

- An inventory in narrative and tabular form of the amount, type, intensity, and/or net density of existing land uses.
- An identification in map form of land areas served by public water and sewer lines.
- An analysis of existing land use pattern and supply – and – demand trends and events.
- An analysis of the ability of infrastructure capacity to accommodate projected 20 years development.
- Evaluation of the need for re-development, including blighted-area renewal. and
- Projections of future land use.

Another author, Berke (2006), described Land use planners need accurate information about the supply of buildable or developable land within their jurisdiction to prepare land use plans and policies that effectively match land supply with future demand for developed urban space. Without this information, they may over constrict land supply, inflating land and housing prices and forcing desired development in to other, less restrictive market areas. Or, at other hand extreme, they may not constrain land supplies sufficiently to avoid sprawl and guide growth in to desirable patterns. The effective future land use plan should specify both land available and land not available for urban development and redevelopment during the planning period.

Similarly, NUPIs by Mathewos consult (2006) further strengthen the issue as; Local governments should prepare the required institutional set up for plan implementation. For implementing bodies, establishment of proper technical information communication, and setting up of a suitable channel for following implementation activities to planning bodies and other stakeholders at different level is essential so as to have a clear vision of implementation tools and phasing guidelines. Plans should have supportive implementation tools and phasing guidelines. Plan implementation should be undertaken in accordance with relevant regulations, binding laws and bylaws. Plans should be appropriately approved and have legal backing for implementation.

Fostering public participation and creating public awareness in plan implementation is also of paramount importance. Appropriate mechanism should be prepared for evaluation and monitoring in plan implementation. The required institutional system should be set up for proper implementation and then the continuum of plan preparation.

#### **4.1 LAND-USE CONTROLS**

Although land-use controls are not quite so powerful a shaper of land-use as is public capital investment, they are still extremely important. Their development and implementation constitute a major share of the work effort of most planning agencies.

**4.1.1 *Subdivision Regulations*:** Is an old form of land-use control going back to 19<sup>th</sup> century and before. Their enforcement is an exercise by the municipality of the police power within the framework of the power granted it by the state. Generally;

- It controls the manner in which blocks of land over a certain size may be converted in to building lots.
- Before building lots can be sold or the owner can make the improvements, the municipality must approve a plat (map) of the property.
- The ordinance will require at a minimum that the map show streets, plot lines, and easements (rights of way) for utilities.
- It also will stipulate what improvements must be made before building lots can be sold or before building permits may be granted. Thus the community able to compel the property owner to

construct internal streets that can be link up in a satisfactory manner to the municipality's' street system and meet its standards for width, safety, and quality of construction.

- Similarly, it can compel the developer of the property to provide sewer, water, and drainage facilities that meet the community's standards.
- It also stipulates that certain land dedications (or payments in lieu of such dedications) be made to the community by the developer for school, recreation, or community facilities.
- The design of subdivision has to be compatible with municipality master plan and zoning ordinance, thus reinforcing the implementation of these documents.
- Generally applied to residential development, but in some communities they also govern some commercial and industrial subdivisions.
- Give communities substantial power to insure that new residential development meets community standards and fits in with community development plans.
- Like zoning laws, they are subject to litigation and various forms of political pressure.

**4.1.2 Zoning ordinances:** is the best known form of land-use control. The document acquire its legal force when the community's legislative body passes a measure adopting it. There are two parts in zoning ordinance. The first part is a map that divides the community into a number of zones. The map is sufficiently detailed so that it is possible to tell in which zone(s) any given parcel of land lies. Most commonly, all community is zoned. However, there are some cases, particularly nonurban counties, in which part of a community is zoned and part is not. The second part is the text, which specifies in considerable detail what may be constructed in each zone and to what uses structures may be put. Among the items generally specified by the ordinance are the following:

**4.1.2.1 Site Layout Requirements:** Include among other things; minimum lot area, frontage and depth, minimum setbacks (distance from structure to front, sides, or plot lines), maximum percentage of site that may be covered by structure, placement of driveways or curb cuts, parking requirements, screening requirements, and limits on the size or placement of signs.

**4.1.2.2 Requirements for Structure Characteristics:** Mainly includes maximum height of structure, maximum number of stories, and maximum floor area of structure = floor area ratio (FAR), which indicates a maximum permissible ratio of floor area to site area.

*Uses to Which Structures May Be Put.* In a residential zone the ordinance might specify that dwellings may be occupied only by single families and then proceed to define what constitutes a family. It also enumerates certain nonresidential uses permitted in the zone such as churches, funeral homes, and professional offices. In commercial zones the ordinance will generally specify which uses are permitted and which are not. For example, in a manufacturing zone the ordinance might specify that sheet metal fabrication operations are permitted but rendering operations are forbidden.

**4.1.2.3 Procedural Matters:** The ordinance will specify how it is to be determined whether building plans are in conformity to the zoning ordinance. It also specifies appeals procedures by which an applicant can apply for relief. In many countries the initial appeal authority is vested in a special body (generally referred Zoning Board of Appeals); if not Planning Board or to the Municipal Legislative Body.

**4.1.2.4 Property taxes and zoning:** Zoning cannot be fully understood without some understanding of property taxes. Property tax collection by local governments and school districts now exceeds \$200 billion and account for approximately three-fourths of all local tax collections. The municipality maintains a ledger (either on paper or electronically), referred to as the property tax roll. Each property in the municipality appears on this roll. The roll will have one column for “land” and another column for the “improvements=meaning structures”. In each column is recorded the assessed value of the land and structure. The value determined by the municipality’s assessor, presents his/her estimate of what the property would bring if sold in an “arms' length“ transaction in market value. Some municipalities have “full value assessment” others use “fractional assessment”. The municipality and other taxing jurisdictions each have a property tax rate that is applied to the assessed value of the property to determine how much tax is owed (John M. Levy 2009).

## **5. IMPLEMENTING A LOCAL SUSTAINABLE DEVELOPMENT PROGRAM**

John M. Levy (2009), in his book on Contemporary Urban Planning described as, a city's or a town's municipality through its planning process that planned for sustainability may impose:

- Seriously might adjust its land-use controls and possibly also its property tax policies to favor in fill development and thus achieve more compact development.
- Adjust its zoning ordinance and map to provide areas where it is was possible to build relatively lower-cost housing units such as garden apartments or small houses on small lots.
- Attempt to encourage redevelopment on Brownfield rather than development on green fields.
- Strict requirements on building insulation so as to reduce amount of energy required for space heating.
- Include provisions for solar access for its zoning ordinance so as to encourage a switch from fossil fuel to solar heating.
- Include provisions that require builders of large developments to see aside some units for low-and moderate-income purchasers or renters.
- Devote a small part of municipal budget to subsidizing low- and moderate-income housing.

- Tune the program to produce only development that is consistent with its environmental and equity goals, though it is much easier said than done.

According to R. Berke (2006), the vision of livable communities constitutes an important arena of planning for sustainable development. Livability encompasses two-dimensional features of the built environment emphasized by the three Es (economy, ecology, and equity) of sustainable development. Thus, livability focuses on everyday place making, which involves the design of public spaces (streets, sidewalks, parks) to encourage civic engagement; a mix of building types to enhance accessibility and accommodate diversity of activities; and the preservation of historic structures to promote sense of place (Barnett 2003; Bohl 2002).

The map of land policy districts that emerges out of the plan process must be supported by packages of implementation policies. That is, each type of district is supported by its own set of implementation policies. The following policy examples, applied to the urban-transition district, illustrate the idea:

- The community shall prohibit the use of septic tanks by new development in the urban-transition district.
- The community shall develop a capital improvements program for extending public infrastructure and community facilities in the urban-transition area in a timely manner.
- Land-use controls shall require that adequate public facilities be available at the time of occupancy of new development, possibly through an adequate facilities ordinance or other form of “concurrency requirement.”
- Zoning shall permit, encourage, or perhaps even require development at minimum urban densities.

## **6. DEVELOPMENT MANAGEMENT**

Development management is both a technical and a political process. Technically, it involves identifying future development trends; defining desirable forms of development; and selecting policies, programs, incentives, and regulations aimed at achieving the desired future community goal form. Politically, “it seeks to adopt the strategy and policy framework to guide the many political decisions that otherwise would be made incrementally, without coordination” (Porter 1996). Development management is dynamic and proactive, mediating among and balancing the competing local and regional interests in the land use game as it guides the community toward sustainability.

Development-management, sometimes called growth management, is a planned government program designed to influence the amount, type, location, design, rate and/or cost of private and public development in order to achieve public interest goals (Godschalk 2000). The purpose of development management is to actively guide growth in accordance with the community vision and planning goals. It then sets out implementation strategies to achieve the principles and tasks to execute the strategies.

Best development-management practices seek to guide the future development of the jurisdiction toward long-term sustainability through the application of Smart Growth Principles and Livability criteria. Conceptually this relationship could be seen as a hierarchy, with long-range sustainability as a foundation of the development-management planning goals, which are framed in necessary general terms. These sustainability goals are pursued through more specific, mid-range objectives based on Smart Growth Principles and Livability criteria, which can be stated in action-oriented, measurable terms and built in to local ordinances (Tracy 2003). These objectives, in turn, serve as the targets for current management policies and an action program to guide development on a day-to-day basis.

A good development-management plan and program should clearly demonstrate how it's proposed strategy and tools carryout sustainable development goals and Smart Growth and Livability objectives. Thus, a plan might seek to ensure harmony with nature and protect the natural environment by designating future land-use areas where the growth will be supported and encouraged through provision of infrastructure and regulatory standards, and other areas where natural systems protection will take precedence, public open space will be acquired, and transfer of development rights will be permitted. For example, Montgomery County, Maryland, designates Priority Funding Areas where public expenditures supporting development will be focused and rural areas where natural systems are maintained (Godschalk 2000).

The main features of development-management strategies typically are described in community plans, but the content and details their implementing tools are also found in regulations, policy statements, capital improvement programs, and other locations (Kelly and Becker 2000).

Land-supply monitoring tools include: computer files on projects in the pipeline, approved subdivisions, building permits, parcels, and transfer of development rights (Godschalk 2000).

To be effective, a development-management plan must influence both the behaviors of actors in the development arena and their proposed development projects. In terms of behavior, this means encouraging private developers to acquire land and propose development in locations and of a nature consistent with the land use plan. It also means encouraging public sector actors to follow the plan's policies during their decision making on infrastructure and other public investments. In terms of development projects, the plan seeks to manage both the macro-level characteristics of development (amount, type, location, rate/timing) and the micro-level characteristics of development (urban design, public space, access, centers, streets and paths) through the use of management tools (plans, regulations, incentives, and public expenditures). In popular parlance, these management tools rely on both "carrots" to encourage voluntary compliance and "sticks" to require mandatory compliance (Godschalk 2000).

## 7. SPRAWL REDUCTION

As the book *Urban Land Use Planning* by Berke, Godschalk, and Kaiser, with Rodriguez (2006, 461), presented, reducing the negative impacts of sprawl is an often stated goal of development management plans.

Sprawl, however, is a controversial topic, with its defenders and its opponents. Defenders view sprawl as simply a low-density land-use pattern that results from the operation of free market. They regard sprawl as a positive outcome of market dynamics that provides larger lots, lower housing prices, and greater consumer choice, aligned with less governmental intervention (Gordon and Richardson 1997). Opponents view sprawl as a negative outcome of the un-regulated development market. They argue that sprawl results in higher infrastructure costs, greater land consumption, and higher vehicle miles travelled (Ewing 1997), as well as contributing to unhealthy communities (Frumkin, Frank, and Jackson 2004).

Buchell et al. (1998, 113-32) review the literature and conclude that, while there are many positive impacts of sprawl, the public can no longer afford to pay for the infrastructure necessary to support sprawl. Thus a jurisdiction concerned about infrastructure costs might adopt a strategy to reduce future sprawl and might select development management tools to carry out this strategy. Taking an analytical approach that unpacks the attributes of sprawl, Buchell et al. (1998, 124) assert that sprawl is a form of urban development that contains most of the following elements:

- Low residential density,
- Unlimited outward expansion of new development,
- Spatial segregation of different types of land-use through zoning regulations,
- Leapfrog development,
- No centralized ownership of land or planning of development,
- Transportation dominated by privately owned motor vehicles,
- Governance authority over land-use fragmented among many local governments,
- Variance in fiscal capacity of governments (might out of their boundary),
- Widespread commercial strip development along major roadways,
- Reliance upon filtering or “trickle-down” process to provide housing for low-income households.

## **8. PLAN PREPARATION, IMPLEMENTATION, MONITORING AND EVALUATION IN ETHIOPIA**

**8.1 Plan Preparation and Implementation** according to (NUPI 2003), urban planning and implementation experience in Ethiopia has a short history. Review of urban planning practice in the country indicated that less than a quarter of the recognized urban centers have no plans to guide their spatial development. Even those that have plans have difficulty to implement the proposals. Apart from the pervasive issue of underdevelopment and poverty, the main factors that have had impact on the preparation and implementation of urban plans have been

- the lack of qualified personnel to prepare and implement urban plans,
- lack of standards for planning, and
- lack of proper legal frameworks for implementation,

In the past the effort of the central government was limited to providing support for the preparation of urban plans for a selected few urban centers. Though all urban centers need plans to guide their developments, due to lack of capacity only few plans were prepared; even then there was no clear method to set priorities. Moreover, the effort was more on plan-making than on creating the environment for proper implementation of plans. The result of such an approach has been, regardless of the presence or absence of urban plans, the development of urban centers that are haphazard and devoid of basic services. Among other factors the main ones that challenging the preparation of an urban planning and implementation are:

1. Lack of conformity between plan formulation and public investment plans which in the past has resulted in the preparation of over ambitious plans that are not backed by implementation capacity,
2. Inconsistent methods of data collection and data need has resulted in the collection of superfluous data in some cases and lack of data in some critical cases;
3. Mismatches between graphic presentations and explanatory texts due to lack of appropriate methods that ensure a coordinated production of documents;
4. Lack of standards for level of services to be provided for the different hierarchies of urban centers has resulted in either over-allocation or down-sizing of requirements;
5. Lack of clarity of responsibilities between different institutions engaged in plan preparation and implementation has resulted in the delay of development;
6. Absence of legal framework and clear procedures for urban plan preparation, approval, implementation, and revision.

NUPI had planned and under taken the monitoring process only one among eight towns with minimal staff composition. This process was not further carried out due to shortage of man power. It has, however, to be reactivated for it related directly to successes of plan making, and implementation. Therefore, due to this, attention should be given to monitoring process (NUPI, 2003).

**8.2 Plan Monitoring and Evaluation:** Monitoring is the procedure by which checking on those factors likely to influence the implementation of a regulation or plan is more to see to what extent it is being implemented and what are its implications (in order to see whether the direction should be changed). Monitoring of external environment constitutes the basis for the start of the next run of the planning cycle. But continual feedback from the local government is necessary hence comparing results with previously held intentions can easily be assessed. Plan evaluation is a method of assessing the financial, social and environmental implication of plans and the level of achievement of the goals established at the outset of the preparation.

Monitoring and evaluation of plan have not yet been considered and incorporated as one step in the plan preparation practice. Development plans prepared by NUPI have not been monitored by a special team or unit within the institute or any other institution responsible but the preparation of the plans is well executed. Also there has been limited monitoring activity at regional level, though the existing system permits to carry out the activity. There are major problems to realize monitoring and evaluation. Some of these problems include lack of strategies for managing preparation and implementation of the development plans, low level of awareness in which importance of monitoring and evaluation is not thoroughly spread at all levels in preparing and implementation of development plans, and inadequate capacity of both plan making and implementing bodies (Desta, 2011).

In general, in the planning process of NUPI the implementation and monitoring responsibility are left for regional urban development bureau and local municipalities, however there was no any attempt or a very few attempts in this activity; and none of the time had been evaluated and monitoring especially in the case of Dilla town.

NUPI themselves on their document for plan preparation and implementation manual 2006 ascertained the issues as follows; One of the major problems in the plan preparation process in Ethiopia is the lack of plan evaluation before being adopted and implemented. Therefore, there is a need to adopt uniform evaluation system for plans before they are accepted and approved for implementation. Thus, the following main points that needs to be considered in monitoring and evaluation.

These are time schedule, task accomplishment, indicators, resource utilization and management, and achievement of objectives.

A close look at plans prepared by either NUPI or local bodies shows that the plan preparation has been given a greater attention than how it can be implemented. In the meantime the study of implementation challenges conducted by NUPI summarized the following three general problems in all the urban centers of the country. It has been suggested that in Ethiopia, there are many plans prepared for urban centers of which none of the have been fully implemented. These are problems in base map

preparation, problems related to technical and managerial staffs and the absence of detail operational plans (NUPI (2002)).

**8.3 Plan Implementation and Related Problems on Land Administration:** The poor urban development plan implementation poses several burdens on town community benefit and development of the town as a whole (Rattcliff, 2002). Frequent reports and close observation on towns and cities show that there are sporadic and unfair land distribution, abused open spaces, informalities, incompatible uses, unsecured land tenure and speculations etc. have been the pressing problems in developing countries in general and in Ethiopia in particular. The settlements on undeveloped land and complication in urban land management which are supposed to emanate from the poor implementation of urban development plan are becoming common issues in urban management. In a nutshell, managing urban land in town is almost becoming a burning issue. The mushrooming of informal settlements abreast of demolishing and eviction are becoming a common problem in the town and it signalizes us there might have been some mistakes in land administration and real estate management because of poor plan implementation. Land use control system, such as zoning ordinance and sub division regulations are absent in most town of the country (BWUD, 2008).

## 9. CONCLUSION

As most research efforts revealed, urban plan preparation and implementation encompasses many problems. Such problems among others are plan quality, institutional capacity; legal backings have frequently been reported. Thus plans most often end with implementation difficulty in both local and national experiences. Structured and established method of evaluation is absent. So plans are not evaluated at particular towns' level. This is the reason why the study relied on and interested to this main theme in which none of the time the situation in the study town is assessed, monitored and evaluated. As a result of this the town is running the overall activities in the state where there is no plan that guides its overall development. The current plan on the implementation process is dated more than five solid years after completed its intended service time.

## **PART III**

### **FIELD FINDINGS, DATA ANALYSIS AND PRESENTATION**

#### **1. INTRODUCTION**

The central theme of this study which is an assessment of urban plan and design implementation and management is broad and complex. It comprises comprehensive spatial and socio-economic situations throughout the whole town under study. It also involves rigorously insight to plan preparation process to explore the implementation problems (if any) that might directly or indirectly interconnected with its preparation. An attempt is employed to provide and explore the existing reality on the ground mainly through rigorous assessment of produced documents during preparation period (both spatial presentation/maps and text documents), direct and on spot observation of identified issues through supporting interview, discussion and questionnaires from various concerning bodies.

The chapter begins with description of response rate and some important information about background of the respondents. Followed by, overview of Dilla town previous planning and design implementation and management situation/trends. The third sub-topic is then focused on the gaps/problems observed during plans and design implementation period in the context of Dilla. Next to this urban design practice in the Dilla town is assessed and presented. Finally, Summary of major causes for plan and design implementation problems have exhaustively been dealt with and winded up; and the constructive suggestions have been recommended thereof.

#### **2. RESPONDENTS AND RESPONSE RATE**

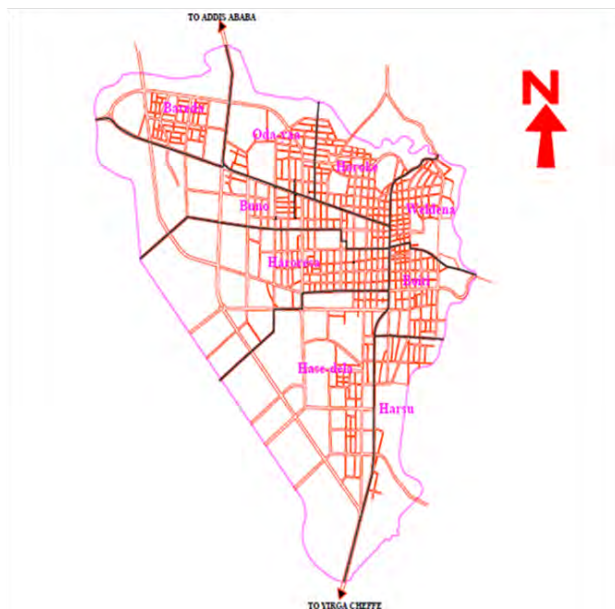
Intentionally it had designed to capture especial and selected people that could involve in the provision of required data and information. This is done to contact respondents believed and expected to have remarkable role, contribution, and exposure to the issue under study. To do so residents with minimal/slight knowhow and exposure to the issues rigorously selected from various institutions and social groups/occupations. Here below the following table 3.1 presented, to indicate the institutions and community's social groups in which respondents especially for the purpose of questionnaire are planned and disseminated.

Ser. No	Institutions/Community Group	Demand	Available
1	Dilla Town Municipality (including 3 sub cities)	172	97
2	Zone Urban Development Department	58	33
3	Zone Design & Construction Supervision	9	4
4	Zone Investment Promotion Process	6	4
5	Dilla Town Housing Development Project Office	117	83
6	Regular Residents -Developers/Investors	-	60
	-Political Rulers/delegates	-	50
	-Local construction men & contractors <sup>5</sup>	-	93
	-Other Intellectuals	-	30
<b>Total</b>			<b>454</b>

Table 3.1 showing institutions and social community group where respondents selected from.

First of all the total 454 regular residents rigorously identified and selected among the whole Dilla town (all nine kebeles) from above indicated institutions and social community group. These residents are believed and expected to provide sufficient information and slight knowhow about study matter. Then the total 90 questionnaires distributed to these regular residents indicated in the above table 3.1, in all nine kebeles under three sub-towns (kifle-keitema) within the current structure of Dilla town; ten respondents from each nine kebele had randomly selected and invited. Among these, only two respondents have been over passed without responding the total three specific questions. Besides these, all the questions included in the questionnaire were successfully responded.

## DILLA TOWN KEBELE CLASSIFICATION MAP



### **Bedecha Sub city**

- Harsu kebele
- Boeti kebele
- Weldena kebele

### **Haro-wolabu Sub city**

- Hasedela kebele
- Haroressa kebele
- Buno kebele

### **Sesa Sub city**

- Haroke kebele
- Odayaa kebele
- Bareda kebele

<sup>5</sup> Residents under the category of construction work include: legally registered all kinds of contractors (building, road, water work, general contractors; formal contractors under micro & small enterprise like plumbers, painters, electric work, wall work, glazing, etc); informally (unlicensed) locally engaged in the construction work like: carpenters, mason, plumbers, brokers, painters, local wall mud makers/appliers, and all others on the related work.

### 3. BACKGROUND OF THE RESPONDENTS

Respondent's demographic indicators like age, sex, educational status, professional background, occupation, marital status, and number of years stayed in the Dilla town are believed as important and could impose significant impact<sup>6</sup> on study subject matter and thus assessed for the purpose of this study. Accordingly, its result is presented briefly hereunder as follows in the table 3.2.

#### 3.1 AGE AND SEX COMPOSITION OF THE RESPONDENTS

Respondents	Age classification of the respondents by year				Total
	≤ 25	26-34	35-44	≥45	
Number	2	40	44	4	90
Percentage	2.2	44.4	49	4.4	100

Table 3.2 Age Composition of respondents

Source: Field Survey

As it is clearly presented in the above table 3.2, the result of survey undertaken is analysis and summarized in to four main categories of age group, which were given specific year of each respondent during data collection period. Accordingly, the respondents aged from 35 to 44 years are the most frequent (49 percent), followed by age 26 to 34 which is 44.4 percent, 45 year and above aged respondents are fortunately few 4.4 percent, and only 2.2 percent of the respondents are aged 25 and below. Among the total the majority of the respondents are lie in between 26 and 44 year old. This indicates the majority of the respondent is in most active age level and thus can understand and familiar enough to the issues under study. Consequently are in a well position in providing facts about study town.

Regarding sex of the respondents, unexpected trend reflected from the female respondents. They were not willing to respond while requested. This is by reflecting their low or/and absence of detail knowhow regarding plan and design implementation and management activities of the town they are living in. As a result of this the majority of the respondents 79 persons which accounts 88 percent are male and only 12 percent (11 persons) are female. This is also presented hereunder in the following figure 3.1.

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<sup>6</sup> The subject matter under study is technical by nature and believed to capture respondents with minimal/slight knowhow and exposure to the issues. Thus respondents intentionally focused are engineers/planners, developers, managers/rulers, local construction work men, contractors, literate, etc at various occupation & institutions these believed to have request/interest/responsibility/role/involvement/affected in the near past.

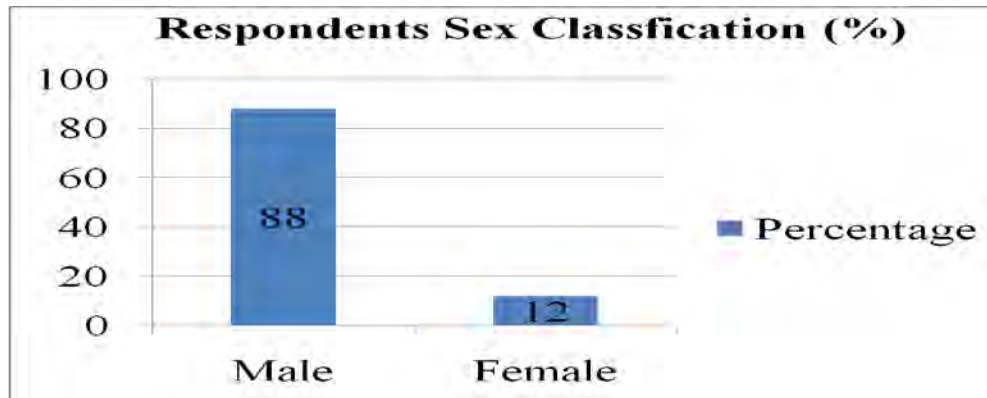


Figure 3.1 Sex classification of respondent

Source: Field Survey

### 3.2 EDUCATION LEVEL AND PROFESIONAL BACKGROUND OF THE RESPONDENTS

Concerning educational situation of the respondent the researcher exerted an effort as much as possible to engage literate people as the issue under study is technical. This is performed by classifying the respondent's educational status/level into four sub category (grade eight and below, grade 9 up to 10/12, diploma, and finally degree and above). The result is presented here under in the figure 3.2.

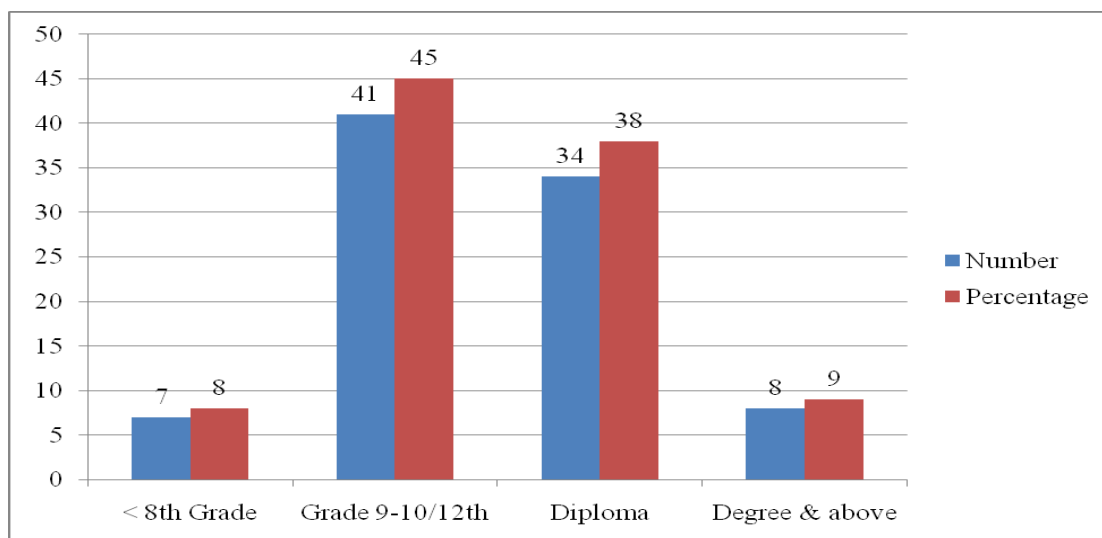


Figure 3.2 Showing the Education Level/ Status of the Respondent

Source: researcher survey data.

As one can clearly understood from this above data, it is possible to conclude that the effort pre-planned to attain and capture literate residents in the process of survey is succeeded. Accordingly, only 8% of the respondents are found in the category of grade 8 and below, 45 % are grade 9-10/12 and are the majority, following this 38 % are diploma holders and finally, 9% of the respondents are attained

their first degree and above. This also implying possibly the entire respondents can deliver, argue, suggest and comment on study subject matter and whatever issues of their home or/and working town Dilla.

Furthermore, this targeting literate informant was extended to even their educational background/professions through classification in similar four categories. These are Non-certified (these with grade 10/12 and below), Planner/Engineer<sup>7</sup>, Natural Science, and Social Science. In this regard the survey result revealed that 48 respondents which account 53% are laid in the first category (Non-Certified). Then, 10% are Engineers/Planners, 11% are Natural science, and the rest 26% is social science in their educational profession/background. For further clarification the result is presented here under in the table 3.3.

<b>Respondents'</b>	<b>Non-Certified</b>	<b>Engineer/Planner</b>	<b>Natural Science</b>	<b>Social Science</b>	<b>Total</b>
<b>Number</b>	48	9	10	23	90
<b>Percentage</b>	53	10	11	26	100

Table 3.3 Showing the Educational background/profession of the Respondent

Source: researcher survey data.

### 3.3 OCCUPATION OF THE RESPONDENTS

Likewise, the others similar demographic situations presented above the respondents' occupational status is also assessed in much generalized way by categorizing into four broad divisions and the survey result is presented below in the table 3.4 as follows.

<b>Respondents'</b>	<b>Government Employee</b>	<b>Self Employee/Traders</b>	<b>Private Firm Employee</b>	<b>Unemployed<sup>8</sup></b>	<b>Total</b>
<b>Number</b>	34	47	4	5	90
<b>Percentage</b>	38	52	4	6	100

Table 3.4 Showing the Occupational Status of the Respondent

Source: researcher survey data.

As shown in the table 3.4 the majority of the respondents 47 persons captured during survey have been traders/self employers which accounts 52 percent, followed by government employee 34 persons (38 percent). According to the 6 percent (5 persons) respondents they have no permanent job and participating here and there in every temporary or daily activities as soon as provided for their

<sup>7</sup> Engineers/planners are from zonal (urban dev't department, design & construction supervision office), Dilla housing dev't project office, and municipalities. While Natural, Social Sciences and the rest are among regular residents & delegated politicians in which all of them expected as they had involvement directly or indirectly on the study subject matter.

<sup>8</sup> Unemployed are these have no permanent job and participating here and there in every temporary/daily activities. They are mainly local carpenters, masons, brokers, etc.

existence, thus taken as unemployed. Respondents found in this category are like carpenters, masons, brokers, etc. Finally, only 4 percent of the respondents became employee of private firm and are the list.

### 3.4 RESPONDENT YEARS OF STAY IN DILLA TOWN AND MARITAL STATUS

Respondents'	Number of years lived in Dilla (by year)				Total
	≤ 5	6-10	11-15	≥16	
<b>Number</b>	0	7	34	49	90
<b>Percentage</b>	0	8	38	54	100

Table 3.5 showing number of years the respondents stayed in the Dilla town.

Source: researcher survey data.

The majority of the people captured in the survey (54%) are described as they have been living in the Dilla town for more than 16 years. Moreover, as a few respondents among these expressed it is their born place/town though is not presented in the analysis table for the sake of simplicity. Following this 38 percent also lived for long period of time 11-15 years old and only 8 percent of them are lived for 6-10 years. Unfortunately, no respondent have been found that lived for 5 years and below duration category. From this again one can simply recognized these informants are in a very well position regarding any realities in the Dilla town in general and the research's subject matter in particular.

Concerning the marital status of the respondents it is identified that 96.7 percent of them have been get married and living together with their families, and only 3.3 percent of them have never been married. Among all respondents captured in the survey possibly no one found under the rest categories of marital status like widowed, divorced, and others. For further clarification the detail is attached here under in the table 3.6.

Respondents'	Marital status of the respondents					Total
	married	unmarried	widowed	divorced	others	
<b>Number</b>	87	3	-	-	-	90
<b>Percentage</b>	96.7	3.3	-	-	-	100

Table 3.6 Showing the Marital Status of the Respondent

Source: researcher survey data.

## **4. OVERVIEW OF DILLAS' PREVIOUS PLANNING, IMPLEMENTATION AND MANAGEMENT TRENDS**

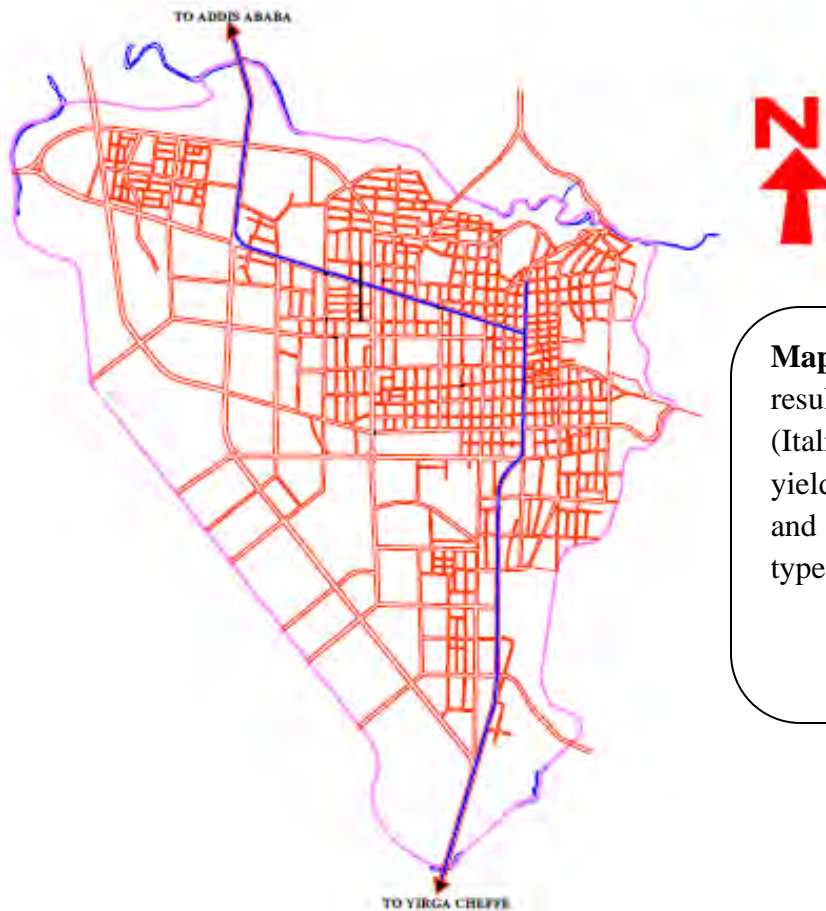
### **4.1 THE FIRST 1967 PLAN**

As various informant of Dillas' resident described, in the history of Dilla town urban spatial plan had prepared for the first time in the year 1967 by foreign (Italian) professionals. This plan named master plan had prepared based on a multi-disciplinary approach that had incorporated socio-economic and physical studies. This master plan had included road network study and land use plan. Topographically, it was found out that the present shape of the town is mainly dictated by this 1967 plan, and printed a clear morphology of the present Dilla which is completely grid iron shape especially to these areas developed during this 1967s by Italian consultant plan implementation period.

*Regarding implementation* of this 1967 master plan produced by Italian consultant the overall survey result pursuit for research purpose ascertained that it was successfully implemented. It is witnessed that both by oral informants as well as by NUPI (1998), before the 1967 plan the settlement of Dilla town was mainly concentrated only at present major center of the town. But with the completion of the said plan the development followed the major axis of the town.

It is the result of this first time plan implementation that yielded today's Dilla triangular urban shape and two types of (grid iron and radial) type of road network. The triangular urban shape is due to the physiographic characteristic of the town. Dilla is bounded by the steep hills from the east and the rivers from the northern and southern parts of the town (Lagadara and Chicu respectively) that forced the timely plan makers to produce such triangular urban shape then thus became today's Dillas' town urban shape following implementation of this 1967 plan. This triangular urban shape is further intensified by the existence of the major axis road (the national Addis Ababa to Moyale Highway) which enters the town from the south part and leads to west-northward after making a right angle turn at the center of the town and passes through by dividing the town in to two equal parts.

The current existing urban road network shape dictated and ascertained the same; which is superimposed by radial major roads. The former grid iron type road network system were intended to parcel internal parts of the town and used for local roads in the residential blocks; while, the later radial type system road network is used for major roads which have intensive traffic loads.



**Map 3.2** Shape of Dilla Town Map: result of the first time plan by foreign (Italian professionals) implementation yielded today's triangular urban shape and two types of (grid iron and radial) type of road network.

Source: Dilla municipality

Further important issues have to be raised in relation to the implementation of this 1967 by Italian plan is its outcome on land-use and functions. In this regard it is identified that the general land use pattern of the town was characterized predominantly by mixed urban land use functions mainly residence, commerce and agriculture. In this 1967 master plan commercial functions were proposed on a fairly or evenly distributed manner. The major urban center functions are organized along the two major axes created by the national highway. The major two types of land use patterns resulted from implementation of this 1967 plan were the built- up area and agriculture mixed with forest land use. The major roads are well defined by buildings of the same height which are non storied buildings.

According to oral informants of Dillas' residents, the implementation processes of the 1967 plan were participatory; but none of the informant captured can witnessed weather its preparation process were participatory or not. Residents were participating in the various activities of plan implementation, especially while new local roads are opened. These participations were includes awareness creation, agitations, contributions of different resources and participation like labor, equipments for road opening and clearing purposes, and even extended up to naming of each road through concusses. While the opening of one new road is completed by implementing body together with the surrounding residents through participatory approach, the naming of that road given immediately. The naming is assigned starting from major axes road (national Addis Ababa to Moyale asphalt Highway which

passes by penetrating the town into two equal parts) will given numbering (1<sup>st</sup> road, 2<sup>nd</sup> road, 3<sup>rd</sup> road, ... 14<sup>th</sup> road, 15<sup>th</sup> road, etc) in an ascending manner in both direction. Even still today these names are functional and in utilization by most of today's Dilla town residents.

*Regarding improper implementation and distortion of plan*, though it is conceived as the majority of its implementation was successful; there exist some distortion and improper implementation as envisaged in the 1967 by Italian professionals. As the existing current developments of the town clearly dictated and NUPIs (1998) report presented, except that the town has developed in shape proposed by the master plan of 1967, the land-use distribution in the town was not as it was envisaged. In the master plan of 1967 commercial functions were proposed in a fairly and evenly distributed manner; however the existing distribution of commercial functions shows that they are concentrated in only one portion of the town serving only a segment of the population, suggested some elements of change in the following 1998 plan by NUPI.

Moreover, the figures here below revealed neglected areas; but proper attention were given in the said previous plan; implying improper implementation and inefficient development management. The very poor/inaccessible roads and deteriorated areas in the older part of the town were well proposed at the planning period while no change even still today.



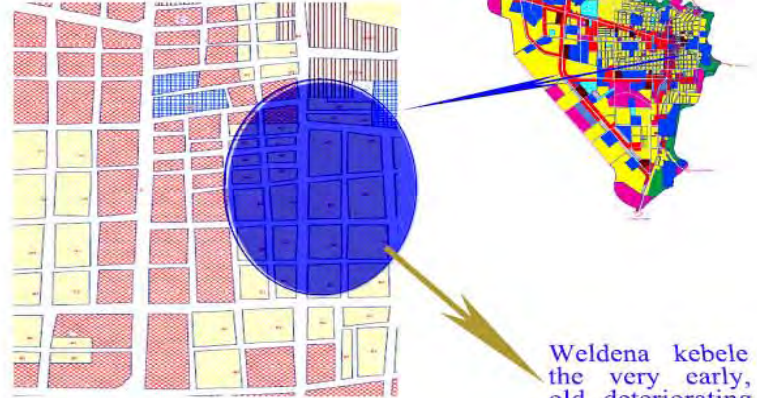
The very narrow road at the very early town area still not opened as envisaged in the plan proposals.



Very old aged kebele owned houses within public roads sides of way just at the immediate or adjacent asphalt road.



Another roads situation non-accessible even for emergency and delivery services around the same area due to the same reasons.



Weldena kebele the very early, old, deteriorating town area roads proposals on the 1998 plan.



Area waiting for immediate intervention through relevant possible approaches in which residents are suffering for both accessibility and livability problems.



Figure 3.3 pictures presenting current situation of the very early Dilla town especially Wedena kebele roads are not opened and developed, existing houses as well as the area of the town is very deteriorated and subject to various social and economic problems. while relevant attention was given in the both town plan proposals.

Source: on site photo by researcher

The access provision in the very older part of the town (kebele 07, 08, 03 in the former structure and today's Weldena kebele) is very poor and not opened, developed and managed as proposals in the 1967 plan as well as plans after ward till to date. Even where there is an access road to this oldest area of the town, the right of ways width of the road is not maintained as proposal in the plan. As a result of this, even emergency vehicles like ambulance, fire brigade car, cannot enter and serve these areas. Majority of the houses in these area are of poor quality and hence they need to be replaced by good standard houses i.e. waiting for area intervention through upgrading and/or renewal; just the later is more recommendable. For further information and site location the situation is presented in the attached map 3.6 on page 57.

Furthermore, it was identified that development of manufacturing industries also not as in accordance with 1967 plan. This is explained by NUPI 1998 report as follows: "Manufacturing industries are found to be distributed all over the town, and currently there are not sufficient green areas and recreation areas. These developments are not in line with the proposals of the previous master plan".

The last but not the list issue identified here is documentation problem of the municipality that could be related with management trends of local administrating bodies. There is no any written document both text as well as spatial plans regarding the 1967 plan by Italian consult at all level of municipality as well as any other concerning institutions like zonal urban development department. In addition to this there cannot be found any person (leaders as well as technical staff) even planning team themselves that have any knowhow and information about this huge activity of 1967 plan. The researcher assessed and exploited the above data completely from sources out of the said institutions like from NUPI office, on site observation of the existing developments and oral informants among Dillas' residents.

## **4.2 THE CURRENT (ON IMPLEMENTATION PROCESS) DILLA TOWN PLAN**

### **4.2.1 OVERVIEW OF ITS PREPARATION**

Next to 1967 plan by Italian professionals, Dilla had got the chance and an opportunity to be selected together with 40 towns in national level in the year 1998 to have urban physical plan preparation by National Urban Planning Institute (NUPI); indicating remarkable level of Dilla town across a country. This plan was the second time plan through history of the town; and Development Plan in kind.

As it is described in this planning process summary text document by NUPI introductory part on page ii, the institute started the plan preparation process by nine team members each from different technical departments namely: physical planner, technician, survey supervisor, historian, architect planner, social planner, geologist, urban economic planner, and rural economic planner; and completed in September 1998. In addition to these direct participants of plan preparation process it is reported that other staffs of the institute have also rendered important supervisory and advisory services at various stages of the project.

Indeed, it is very much important to appreciate the intuition of the country at a time and thus overall contribution of this development plan by NUPI over the today's Dilla, is unforgettable. It is after testifying of this positive contribution, here afterward some basic gaps and problems which exerts negative impact directly or indirectly for successful implementation of the said plan.

As the same source (NUPI) most of the data used for preparation of this development plan were gathered through two field work (topographic survey team for base map preparation and socio-economic study team). This data for existing situation study were conducted between May 7 to June 6/1996; while the first aerial photograph used for preparation of topographic map or base map was conducted in 1986. From this one can simply recognized very much time gap had been consumed between the two very important and decisive basic sources of data's collection period of time employed for plan preparation.

Superimposing this fact with the Dillas' actual problem regarding accuracy of base map of the current plan on implementation process, the base map preparation process had taken too long time. This could be the root cause for inaccuracy of the base map, not precisely incorporated new housings, afterward developments, built structures and some other features as well as different improvements flourished later this aerial photo of the town utilized for the base map preparation; the case is more serious on expansion areas.

One important issue that could pull attention in connection with this 1998 plan preparation by NUPI as a planning gap is the gap observed while the socio-economic aspect study of the Dilla's influence area was undertaken. Urban-urban and urban-rural linkages and overall socio- economic assessment and analysis have to be critically undertaken and incorporated into overall proposals of each planning issues through application of reasonable forecasting based on the identified realities. These have to include among others:

- identification of the potential of the urban centre and its hinterland and projections of future development potential,
- Develop mechanisms to promote the economic base, propose linkages of rural-urban and urban-urban interactions,
- Determine the land needed for different functions based on population and economic growth projections considering for these potentially can enter from hinter lands from influence areas.

Thus, Identifying areas of urban-urban linkages, types and magnitudes of linkages, developing appropriate criteria to evaluate and prioritize areas with strong linkage, analyze the nature and magnitude of services rendered by various urban based service providers and manufacturing establishments, analyze factors affecting urban-rural interaction, analyze type of agricultural and natural resources supplied to the urban centers under consideration, identifying woredas that supply agricultural and natural resources to the urban centers, analyzing the means of transport and communication that facilitate linkages, analyzing factors that constrain urban-rural linkages, analyzing

migration patterns, human resource flow; and labor mobility, etc would not be over passed in all areas that have direct influence on the study town.

According to NUPIs 2006 Urban Planning and Implementation Manual, Rural-urban ties are common to most urban centers. While proposing the above service level, special effort is again needed to take into account the hinterland population that is beneficiary of those services that are provided in the urban centers. Some services (Market centers, high schools, etc.) by their nature cannot be restricted to the urban population alone. The weekly market that is a very common urban service in all centers accommodates a very large number of rural population that travel long distances to sell their produces there. It is hence very essential to take into account the similar factors during the planning process.

However, as it had reported in the NUPIs planning report page 1, though they had identified and taken in to consideration various urban centers and woredas around Dilla, the two weredas (Uraga and Odo shakso) of Borena zone under Oromia regional state the necessary data and information have been not collected and analyzed during planning period. This can exert their own stress on infrastructure and service supplies and rendering by the municipality and various institutions in the town during plan implementation period.

For instance, if we take the case of Dilla hospital, the amount of people served in this institute from the said influence or hinter land area of Borena zone of Oromia region but not incorporated in the planning activities during data collection and analysis period in the past consecutive years are presented as follows here under.

<b>Period</b>	<b>Total People served</b>	<b>People from Borena zone</b>	<b>Percentage</b>
2002 EC	31,078	1,651	5.32
2003EC	32,712	1,875	5.73

Table 3.7 Sample stress on town’s institutions by people from influence areas (Borena zone).

Source: Dilla University Hospital

Therefore, this above table clearly indicated the stresses can exert on services and deliverable activities of towns' municipality and institutions. The case is not limited to Dilla hospital only, but also similar situation that is stresses from these influence areas are common on the many other social services/infrastructures of the entire town. These include health posts, higher and medium level clinics, high schools, preparatory schools, transportation systems and facilities, etc delivered potentially both by government as well as individuals; including marketing services and facilities; thus was a major gap at planning period.

Another identified problem among others in relation to the 1998 plan preparation process gap by NUPI is the very low or/and very weak participation of the community and stakeholders in the plan preparation period. Among 90 individuals engaged in the questionnaire survey for this research work only 16 persons which are 18 percent of the total respondents had responded as they had informed and

participated in the plan preparation process; while the rest 82 percent had responded that they had never participated and have no any information. Furthermore, among those 18 persons that has responded as they were participated in the planning process their participation was limited just in the public meeting in the hall during presentation of the already finalized proposals. For question delivered for these respondent in the same questionnaire to know the reason for not participate, all of them circled the same answer which is they had not invited at a time.

However, in the Urban Development Plan Preparation Manual by Ministry of Works and Urban Development of Federal urban Planning Institute, it is clearly illustrated word by word as: all affected parties could participate in the decision to prepare plans. Adopting a system whereby *Notice of Preparation* could be given to those who will be affected, in addition to general notification of the public, adds to the transparency and rationality of the plan preparation process. Presentation of findings should be clear with little or no technical jargons. Various professionals should analyze the different data and present their findings to the public. Sufficient time should be given for public participation. Methods that could be used to promote public participation include:

- Advertisement using mass media (local news papers, radio, and television),
- Posting posters at public meeting places,
- Sending Notice Of Preparation (NOP) letters to affected parties and person who could contribute to the plan preparation process,
- Soliciting opinions from knowledgeable persons and professional societies, the elderly, community representatives, politicians, etc,
- Appropriate methods should be employed to record public opinions, and
- The goals and objectives formulated after the public hearings should be made known to the public before commencing the next plan preparation stage.

Therefore this low or/and insufficient public and stake holders participation has its own contribution on the overall performance of both plan preparation and implementation; like the public can not have common understanding of the purpose and goals of the plan proposals, thus then may not agitated and motivated in implementation as of expected, may not favor and support the data collectors by imposing their sensitive problems in a grass root level and generally can limit their contributions.

Absence of implementation strategies and means is another problem during preparation of this plan as well as afterward that facilitates its implementation. As described by Philip R. Berke (2006), the planning process is nothing without plans being implemented. Each provision in the planning policy should have a corresponding means of implementation. Plan making bodies or/and there should be a body that facilitates the implementation and a means to realize plans. In addition to this, urban plans and design should accompany with Phasing of developments. Urban development takes long period of time, hence the development areas, activities and services have to be phased properly. This may

encompass Sequence of areas to be developed, Connection of activities, the finance and other services needed at each stage, Time schedule of the tasks, Stakeholders and responsible bodies.

However, nothing is observed regarding the means and strategies for the implementation in the endeavor of this research survey in the context of Dilla town plan. Gifawosen Gebre (Ato), Dilla main municipality's land development and administration process collaborator/head, Abara Salfa (Ato), member of plan preparation and monitoring team, and other respondents at interviewing sessions ascertained that none of time especial consideration, attention/affirmative action given to advocate implementation of proposals in the plan since its approval. They also reproaching and criticizing regional planning and monitoring bureau/institute for their inability to facilitate and organize various implementation strategies and monitoring means let alone through workshop and training; even through simple meeting to awake political decision makers. The only means and way of plan implementation is in a usual routine activity when there might exist request for various developments.

The next gaps identified in this planning process by NUPI are these related with absence and/or insufficient land allocation/proposals in the plan. These are presented as follows:

❖ Absence of land proposals for different important social services like:

- kindergarten,
- Open spaces,
- Plot for protestant church,
- Green areas,
- Plot for recreation, are critical current problems.

According to Gifawosen Gebre (Ato), there is no and/or very insufficient land proposals for the above mentioned social services. As a result of this, today (December 2012, at time of interviewing) there exist seven land request/questions by different seven protestant churches at hand that waiting for further decision from external concerning bodies due to absence of land proposals or/and allocation in the land use plan.

❖ The three major centres which they pointed out in the written document of the proposal as major spots or core development centres are not well identified.

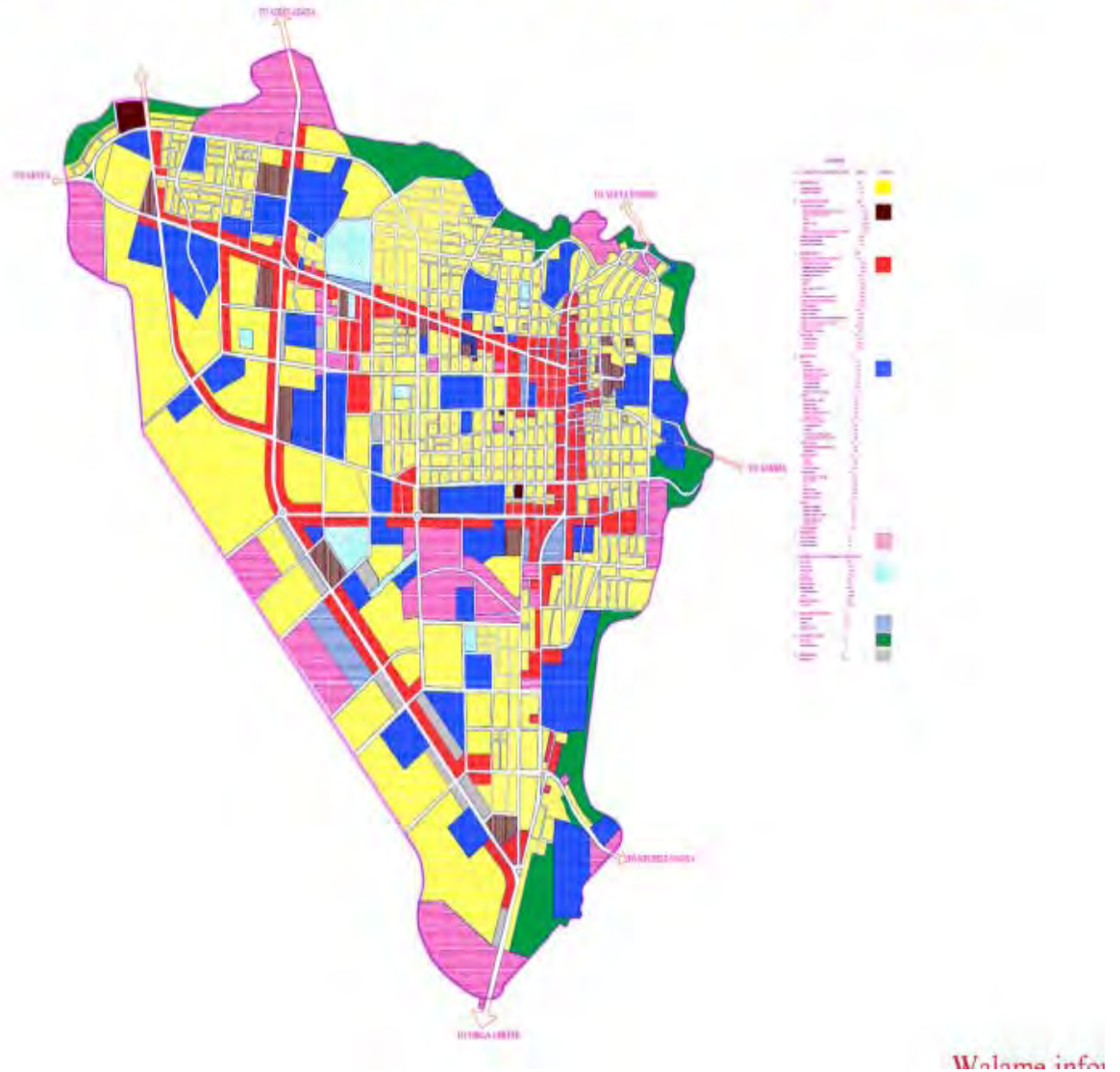
❖ Poor land budgeting

- Excess land proposal for parking, besides Debemu building, in front of stadium and aside bus station. Excess land proposal for Orthodox Church.

❖ Absence of land allocation or proposal for municipal cemetery.

❖ Absence of plot allocation for public toilet and shower as well as solid waste collection pits.

# Dilla Town 1998 Plan Proposal



Map 3.3 Dilla town currently on implementation process land use plan prepared by NUPI and submitted in september 1998. Plan dated out in 2007 and serving till today and for further unknown future years;

Plan lacks various land proposals and/or insufficient proposals mentioned here above in this sub title for social and economic functions;

Even some proposals in the legend are not indicated in the proposals of the plan (for example municipal cemetery).

❖ Absence of proposed area for local market and insufficient proposal for general market.

“General and local market area in the Dilla town development plan proposal is Sufficient and appropriate.” Were one among other questions provided in the research questionnaire for residents of Dilla town. All the respondents answered this question as they disagree: (66% strictly disagree and 34% disagree). Thus, the whole respondents as well as existing on ground reality ascertaining insufficient attention given for Dillas' early potential as a market center. As a result of this currently public road around general market area is serving out off the intended service and become market place. The following pictures are presented here under in figure 3.4 as follows to witness afore-said case.



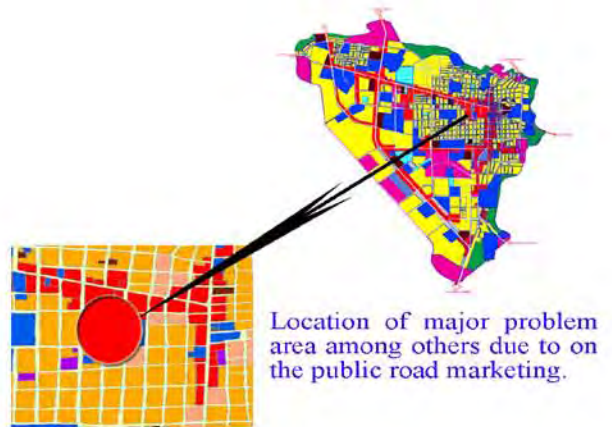
Public road, aside of Michle building completely occupied with on road marketing, due to absence of general & local market development in the plan proposal.



Marketing on the public road aside of muslim's mosque at the imediate/adjuent to major asphalt road.



Another faction of market on the other public road of the same locality.



Location of major problem area among others due to on the public road marketing.



Also another faction of market on the other public road around available insufficient general market.



Similarly another faction of market on the other public road completely posing problem of accessibility .

Figure 3.4 = pictures indicating current real situation of sample accessibility problems by on public roads marketing due to insufficient and/or lack of plan implementation & development management in accordance to proposals in the plans.

Fig. 3.4 Marketing on the public roads.

Source: on site pictures by researcher.

#### 4.2.2 THE CURRENT PLAN AND DESIGN IMPLEMENTATION SITUATION

The purpose of managing urban development is to ensure that plan is implemented which is prepared on the basis of comprehensive existing realities critical analysis and projections for specific period of time. Then this is translated in to the serious of actions to be accomplished during the planning period and is corner stone for all given urban activities and is a huge investment. Everyone with any stake be it direct beneficiaries, responsible body, as well as facilitators have to have clear/sufficient understanding, role, effects, outcome and hazards that might imposed on the fore coming futures of the town unless managed rigorously. Development plan among other urban planning approaches is a short period of time plan, usually ten years time duration compared to master plan and structural plan etc, with the objective of managing land supply and overall socio-economic development of the given areas. It is more detail than the master plan and more suitable for implementation.

As it is clearly stated in this Dilla's town plan preparation summary text report of NUPIs in the very beginning of the introductory part in page ii, this plan were also meant to serve as a main instrument in guiding the towns development for 10 years (1998 to 2008).

Whereas the case is not going on as it was envisaged. Currently the Dilla town plan that found on the process of implementation is finalized and handed over on September 1998 is aged beyond fourteen years, and still waiting for serving again for unknowns years of the future. Standing on this reality, it is not exaggeration to one to conclude that Dilla's town development is surprisingly without any plan. This problem is further intensified and aggravated by negligence and absence of attempt to provide and have details planning (short term and medium term) that are critically important to facilitate and strengthen the implementation of the said development plan. Moreover, it is observed that in the 14 years age of this Dilla's town development pan which was believed to serve only 10 years, no one evaluated, updated, prepared action plan, and even monitored for a single period of time.

Development planning activity should have time perspective. The future oriented-ness of planning has been one of the contentious phenomena in planning theory and practice. There have to be trend to prepare plans for short time spans so that uncertainties could be minimal. Short-term plans are directly linked to yearly fiscal budgets. Short-term planning is concerned with projects which, if executed, will fulfill the objective of medium-term then thus longer term planning exercises; hence, short-term planning is basically project planning; therefore, it should clearly define the objectives to be achieved, who will undertake the implementation, sources of finance and time schedule divided into quarters or similar time spans as the budget expenditure report.

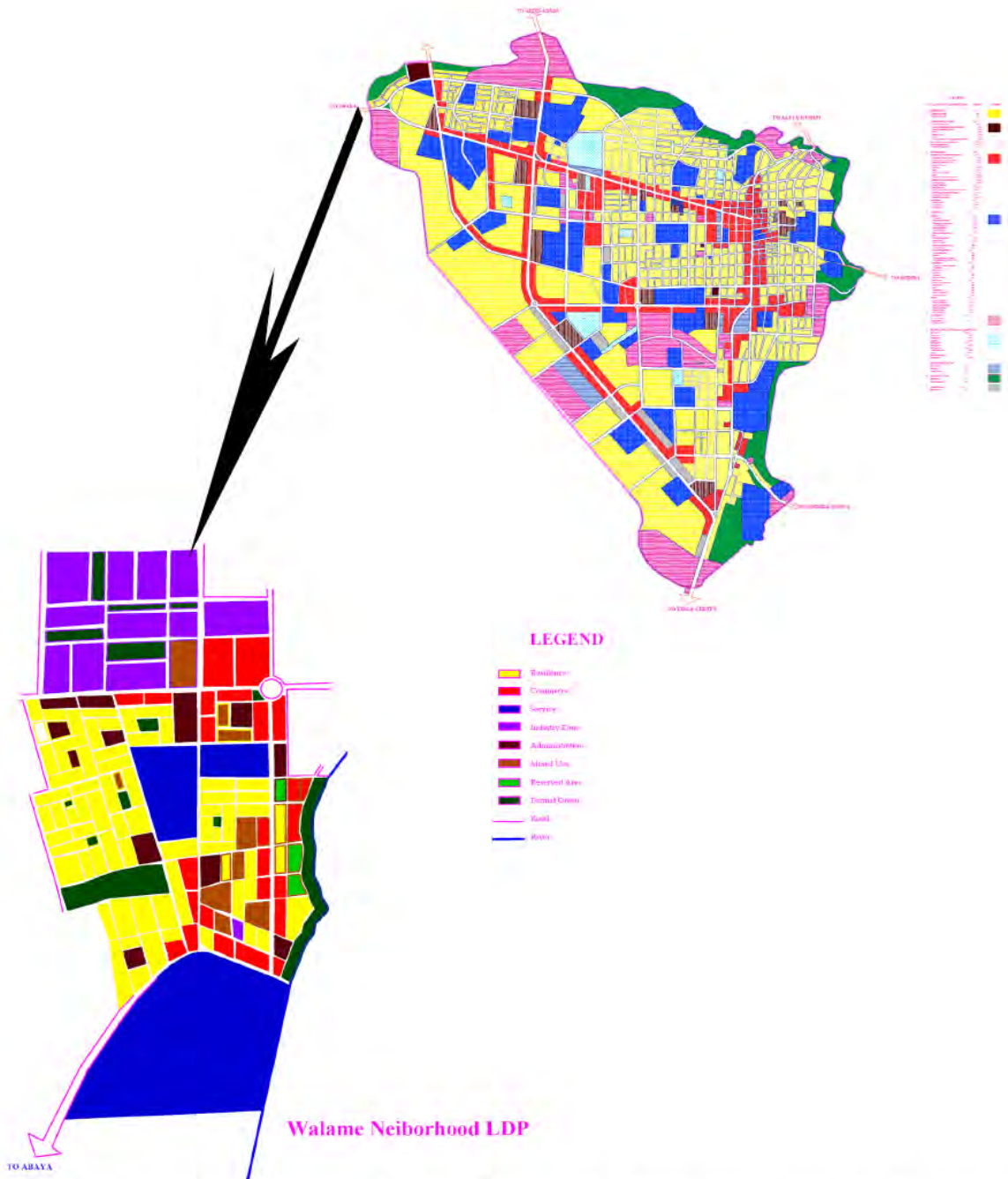
Medium-term planning is usually concerned with a five-year development agenda. This is basically the main development plan for an urban area: its local development plan. Such plans consist of development priorities in a spatial framework. The priorities are agreed-upon statements of official development objectives. Problems should be identified together with means for addressing them. Medium-term planning is a strategic framework for development; the guidelines that ensue from it provide the basis for resource allocation. It is/might be the base among the many others problems for

the overall unsuccessful implementation of Dilla town plan that call the very intuition and priority of the researcher.

#### **4.2.3 SOME EFFORTS TO DETAIL PLANNING AND URBAN DESIGN**

Two local development plans are prepared for different two localities or neighborhoods of Dilla town to support and facilitate the implementation of the aged out development plan of the town by year 2007/8 named “Walame sub-kebele local development plan” and by 2009 named “Haroresa neighborhood local development plan” by local government own force through history of the town. It is the first time effort, and the intuition employed to exercise and interpret the planning theory and practice, which is the philosophies of the need for further planning implementation means and strategies through detail plans and short term urban projects is encouraging; even though the case is emanated and enforced them due to uncontrolled natural increase of the overall town after consumed development proposals in the existing plan and it is after time were the year for current development plan is out dated.

The former 2007/8 “Walame sub-kebele local development plan” is local development plan prepared by zonal work and urban development department professionals in collaboration with the Dilla municipality; and is sufficiently detailed plan and rigorously performed one. It is an expansion area plan in the immediate boundary of the town in the west direction of the town which were not incorporated in to the 1998 town development plan by NUPI for unknown reason, while is the very urbanized area and currently one sub-kebele of the Dilla town by own self among the total twenty seven sub-kebeles three under each nine kebeles. This sub-kebele (neighborhood) is much known kebele or area in the town by informality and illegal land transaction from one to other residents without any consent by all levels of towns' municipalities as well as local government of Dilla town, especially till establishment of the kebele administration in accordance with new proclamation for restructuring urban centers around 2005/6. This informality is further aggravated due to the establishment and expansion of Dilla University and still stayed with great challenges, though the local governments of various levels effort there.



Walame Sub kebele local development plan prepared by zone urban development department experts in collaboration with Dilla municipality at 2007/8;  
 On the expansion area of Dilla town at the imediate boundary.  
 Is well detailed plan, but not yet implemented except industry zone parcelation and infrastructure provision;  
 None of the industry yet developed;  
 Well urbanized neighborhood without legal ownership title and all residents are still informal/illegal.

Map 3.4 Walame sub-kebele Local Development Plan.

Source: Dilla Municipality

The later “Haroresa neighborhood local development plan” is a local development plan prepared at 2009. It was intended to support and facilitate the implementation of the 1998 plan by BUPI. This was mainly due to completion of 1998 plan envisaged service year and absence of any detailed means of implementation. This “Haroresa” neighborhood local development plan was a detail plan for a specific area included in the 1998 plan by NUPI, and is prepared by Dilla town municipality plan preparation and monitoring team/process staff. Its approval was made by regional plan preparation and monitoring bureau after analysis and assurance of important planning procedures and techniques. This plan was envisaged to comply with and could base the 1998 plan as it had intended to facilitate the implementation of this whole town plan. While, the whole work become paper work and unimplemented; just stayed on the shelf becoming home for dust.

## **5. DILLA TOWN PLAN AND DESIGN IMPLEMENTATION PROBLEMS**

### **5.1 DIFFICULTIES IMPOSED TO IMPLEMENT LOCAL DEVELOPMENT PLANS**

Both management wise and technique wise (related with plan adjustment and implementation) problems are laid upfront and waiting for immediate action to come up with reasonable and sufficient plan implementation. and/or at least to keep things not to going more hazardous from all concerned parties even beyond the Dilla municipality and town administration or local government up to zones government as well as regional state. The former managerial solutions are at very more critical in the case of “walame local development case” and have to be extended towards the later “haroresa local development plan” situation. The identified up frontier problems had begun and emanated with and from the very beginning of the areas, plan preparation process, site allocations/proposals, etc and long aged; requiring rigorous and careful interaction and activities of various level of decision makers. Their details are presented as follows here under:

#### **5.1.1 WALAME LOCAL DEVELOPMENT PLAN IMPLEMENTATION PROBLEMS**

**5.1.1.1 Boundary delineation:** In this development plan implementation activity the major problem among others observed is absence of clear delineation of the boundary. Some parts of the said plan areas shares its physical geographical boundary with Oromia regional state around Dilla University’s main compass; and till today there is no clearly delineated boundary for the two different regions and thus subject to various an authorized developments. The case might be seen beyond rural urban conflict and may treat as boundary question among two different regions. Residents in that area are utilizing the existing resources, building their houses and investing on different development activities without any consent from both regional local governments, thus never contributing anything for and also stunt the areas proper development as well as management. When one from Dilla town administration asked them for any important activities and participation they are responding as they are under Oromia regional state and when they requested from the Oromia's regional state on the other hand they responding vice versa. The condition is happened intentionally to abuse the revenue of the

municipality that are expected from the area through various means of collection and are stayed neutrally.

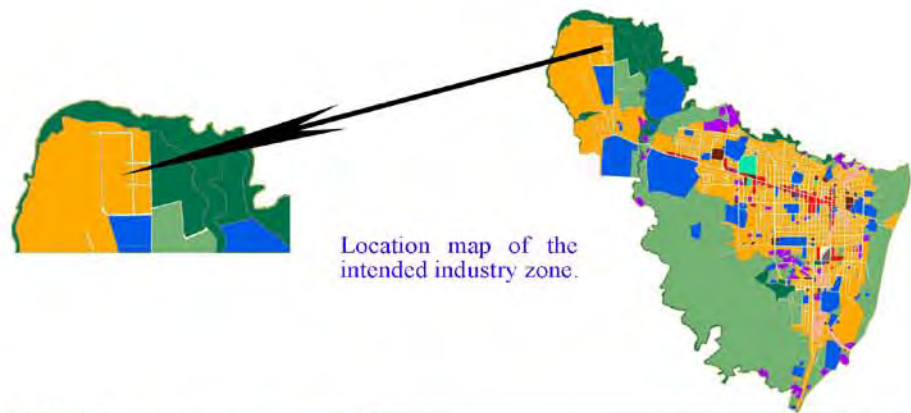
**5.1.1.2 Non-utilized industry zone:** The very wide site or land (78 hectare) proposed and allocated within this locality for industrial activities especially for large industries at the year 2004/5 is supplied with all important infrastructures needed for the development of industries like electric power, potable water, road, etc, and invested a huge amount of public capital. It was intended and aimed the direct introduction and investing of various investments through direct mobilization, invitations and even direct contacts of potential investors both locals and from any other places. However, the reality on the ground tells not only none of the envisaged goal had been meeting yet. But also no one responsible body who dealing with concerning this the huge amount of public capital already vested on.

Totally, as one can see from the image here under there is no even one developer and/or investor entered to the site, the pre-invested infrastructures by public is getting deteriorated. The relocated former or any other farmer is not utilizing the free land even for temporal activities like urban agriculture, etc. The case seems all of the concerned and responsible bodies have had already forgotten the issue and going to get more deteriorating.

Local participation is critical, and community's needs and aspirations should be the leading goals in the process of urban planning in general and determination or allocation of development areas in particular. Sometimes the selection of development directions may not be in line with the community interest that creates some sort of dissatisfactions and conflict of interest. Problem of incongruity between the public interest and professionals/political ruler's decision is a main cause for this under utilization of industry area as respondents' opinion while interviewed.



Curent situation of road infrastructure in the industry zone, which were developed by investing remarkable public capital, deteriorating after aging 8 years old, none of the developer invest there.



Location map of the intended industry zone.



Electric power infrastructue curent situation in the industry zone, similarly developed by investing huje public capital, already deteriorated out after 8 years old, none of the developer invest there.

Figure 3.7 =indicating situation of unutilized Industry zone spent huge public capital, currently deteriorating out after 8 years and above aged, waiting for imediate remedy.

Source: on site pictures by the researcher.

Figure 3.5 Unutilized Industry zone

**5.1.1.3 Informality:** Almost all of the residents under this locality, except a very few individuals by their own need so as to use their houses as a collateral, (imagine it is one sub-kebele among twenty seven sub-kebeles in the town three under each main kebele), are waiting for the municipality and city government decision to get formal ownership deed. According to some informants in this locality they had delivered written requests to municipality as well as city government for many times repeatedly and not get legalized till the survey period of this research, though there exist a bright hope now and in the near past consecutive years. Thus, waiting for the positive respond by preparing themselves to provide whatever they requested to pay and fulfill. As a result of this informality the town municipality, local government of the town in particular and the country in general are in a position of huge amount of resources loss, which was exploited from these residents through various means of resource mobilization and collection methods. Furthermore, the residents are also suffering for different economic, social as well as psychological losses (as they expressed at interviewing session). Therefore, the zonal and city governments as well as the municipality of Dilla town have to employ all possible means and exercises the legally given power and responsibilities of deciding on resources under their political jurisdiction. They have to act and establish the local laws and regulations in the frame of federal and regional laws, then expected to come up with relevant actions as much as possible without further time dalliance. Here under the case is presented in the following figure 3.8 for the sake of further clarification.



Well developed road infrastructure in the well urbanized Walame neighborhood in which all residents have no legal title deed and are informal.



developments and commercial activities in the Walame neighborhood, which is known by informality/ilegality in the Dilla town.

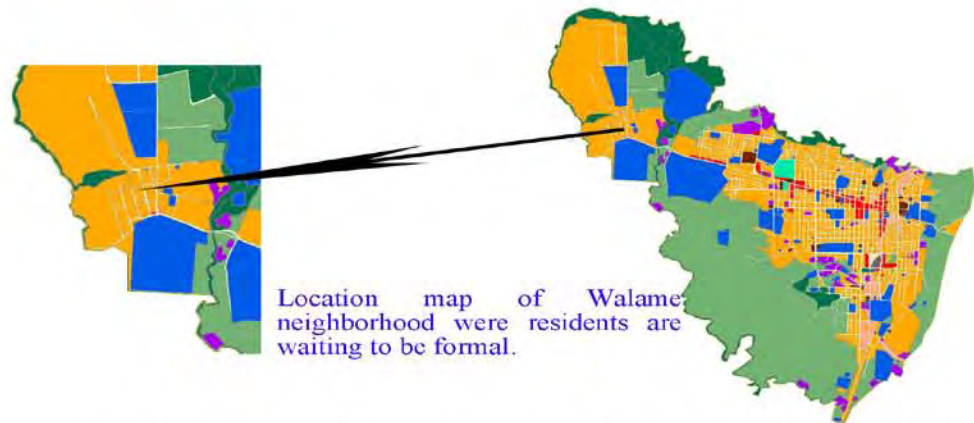


Figure 3.8 =Walame, very urbanized locality without legal title deed and are informal till today.

Source: on site pictures by the researcher.

Figure 3.6 Walame, informal settlement till today.

Source: on site picture by the researcher.

### 5.1.2 HARORESA LOCAL DEVELOPMENT PLAN IMPLEMENTATION PROBLEMS

❖ Miss match with or/and not comply with ancestor whole town plan.

- The prepared plan is not comply with or never mach with the parental whole town development plan of 1998 by NUPI, in which the need and initiation for this detailed local plan were for the sake of facilitating the implementation of it.
- It never considered the very wide developments emerged through provided plot of land by municipality in the same and one year prior to its preparation (just considered as vacant land).
- The road networks proposed in the new LDP shifted for not less than 10 meters and in some cases of existing structures this shift far up to 30 meters.

❖ The very wrong positioning of developments and existing structures

- Even including the existing national asphalt road and highway with almost equivalent age of the town, the non available developments and structures are placed as it are found on this road, which are never match with realities on the ground (see attached map 3.5 below).
- Non available high-tension line, rather smaller electric power supply way/line taken and considered as high-tension line and then the huge amount of land (15metres to each side and totally 30metres) left as vacant due to this wrong concession in this local development plan.

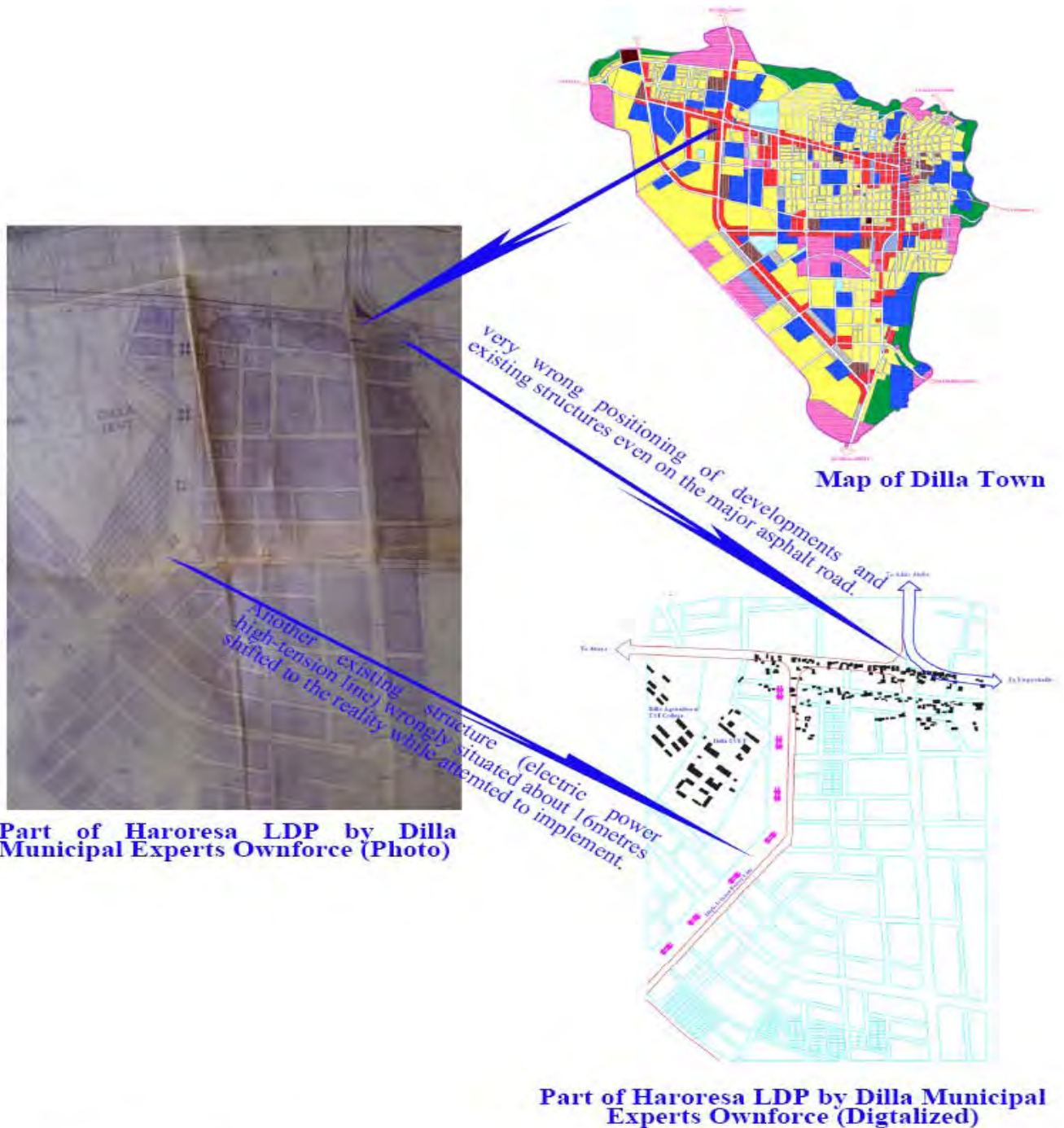
❖ Absence of important and relevant documents production that describe the preparation processes and considerations as well as ways and means for implementation. The only produced documents are blue prints of land-use and road network maps both existing and proposed with a scale of 1:5000 and 1:2000. Even there is no verbal text summary report, no soft ware, etc.

❖ Unfeasible proposals

Due to absence of rigorous consideration and production of base map for existing developments and structures proposals of both roads as well as plots for housing are overlapping with developments already there and/or extended to the sites (like high tension line, etc) which are conventionally prohibited and impossible to implement.

Generally, initiation and beginning of the intuition and efforts employed to support and facilitate the implementation of the total town's development plan through further detailed approach and short term urban projects is appreciable, due to negligent and reckless persons among plan making and implementing bodies in the municipality to planning pre-conditions and considerations, together with management problems the very scarce public resource (fiscal, personnel and material) are extravagated in the case of this local development plan. Surprisingly, these technical faults and gaps were had to be identified and rehearsed during approval period by regional planning institute, but no one do that. As a result of this the produced “Haroresa” local development plan can never be implemented and currently

thrown down there in to dustpan and become paper work and just stayed on the shelf becoming home for dust.



Map 3.4 Part of Haroresa local development plan, not comply with existing developments and features as well as ancestor town plan; then unfeasible proposals and stayed unimplemented. Source: Dilla municipality

Map 3.5 Haroresa sub-kebele Local Development Plan

Source: Dilla municipality and digitalized by researcher.

## 5.2 PLAN VIOLATION

The successful implementation of a given town development plan as well as other kinds of planning approaches can be constrained and hampered not only by the gaps and problems connected with plan preparation processes and short falls in relation to its implementation means and important facilities. But also it can be seriously hampered and distorted by people (both beneficiaries as well as implementing bodies) deliberately or/and unknowingly. Superimposing the issue with Dillas' town development plan long aged-ness (currently 5 year) after completion of envisaged serving year (1998-2008) the problem is obvious and wide.

As the survey engaged during this research work indicates the distortion/violation of town's development plan for various activities is widely happened and on happening trend and adapted issue. It is very difficult to state and provide each and every distortion potentially happened across the town since the period plan began implemented. Thus, the case is possibly viewed and winded up in to two potential aspects for the sake of consistency towards research objectives and research questions.

The first one is the distortion and alteration of proposals on the plan due to emergence and arrival of new, huge, high value, etc public and private projects. These are mainly land allocations/proposals not given or/and insufficiently allocated in the entire development plan. These types of plan violations are performed mostly through the consensus of various levels of decision makers and taken as not crime. Rather is a problem due to un-incorporation in to the plan through updating after permission and envisaged development had been commenced. The second category of plan distortion/violation is alterations made on pre-planned uses of the town's development plan by people (both plan implementing bodies and developers/residents) deliberately and/or through good-faith activities by various unknowns and known or/and can be guessed reasons.

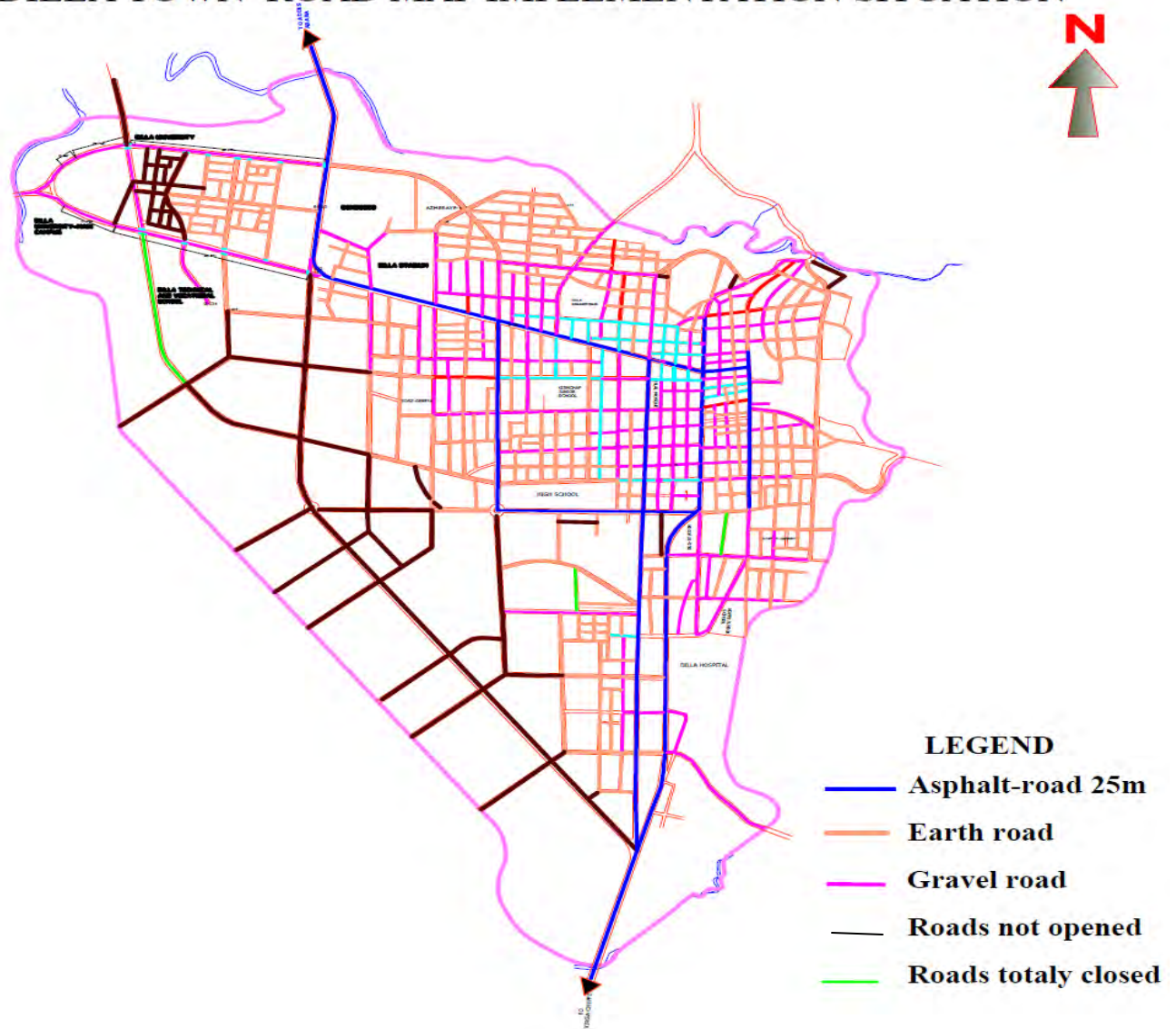
It is the latter category of plan alteration attracts emphasis of the researcher due to its overall negative impact on the social, environmental, aesthetic, economic, etc aspects of the current as well as more increasingly becoming problematic in the futures of the town. Here under is some but not all of the observed and identified plan violation practices: by selfish, careless, negligent, reckless, corrupt, and elsewhere persons be is resident, developer, plan implementing bodies (shares highest role) are presented as follows due to the need for pin pointing the co sequencing hazardous as well as the importance to rehearse (these with possibilities) or/and establish the means not to continue the case, by providing its extent for these interested to utilize this research work.

- Proposed for formal green purpose----changed to residential purpose in Sesa sub-city aside trade and industry office of the sub-city.
- Proposed for car parking----changed to commercial services (fuel stations and hotels in Sesa sub-city in-front of stadium.
- Proposed for health service----changed to commerce in Bedecha sub city the case of Mahlet hotel (Mola Golja).

- Proposed to administration-----changed to residence in Sesa sub city in front of Donbosco church.
- Proposed for commercial activity----changed to residential purpose in Haro-wolabu sub-city at the back side of Get-smart hotel.
- Proposed for library-----changed to commerce in Haro-wolabu sub-city aside of town public library.
- Proposed for cattle market-----changed to residence in Haro-wolabu sub city, within state of no cattle market in the whole town for existing high demand.
- Proposed for industrial activity----changed to residential purpose in the Haro-wolabu sub-city at the back side of Nejat (Jibril) garage.
- Proposed for elementary school----changed to residential purpose in Haro-wolabu sub-city in front of 70 kuteba.
- Proposed for residence-----changed to cattle fattening-----again changed to religious purpose in Haro-wolabu sub-city underneath of 70 kuteba.
- Proposed for residence-----changed to education purpose in the Haro-Wolabu sub city the case of Hanbyul School.
- Proposed to car parking----changed to commercial activity in Haro-wolabu sub-city aside of Debemu building.
- Proposed for industry---- changed to residential activities in Haro-wolabu sub-city in front of 70 kuteba.
- Proposed for industry-----changed to administration in Haro-wolabu sub-city in front of 70 kuteba.
- Proposed for play lot----changed to residence in Haro-wolabu sub city aside 70 kuteba.
- Proposed for residence-----changed to industry in the Haro-wolabu sub city (dry coffee mill) at west side around bus station.
- Proposed for administration----changed to commercial activities in Haro-wolabu sub city at west side around bus station.
- Proposed for horticulture purpose----changed to religious activity the case of keranio-kidisna protestant church in the Bedecha sub-city.
- Proposed for residential purpose----changed to religious activity the case of Aboy Orthodox Church in the Bedecha sub-city.

- Totally closed road:
  - 15 meter wide road in Haro-wolabu sub-city from 70 kuteba to abattoir;
  - 15m wide in Bedecha sub city at east side of bus station;
  - 25 meter wide road in Haro-wolabu sub-city from Dilla university new compass entering Dilla technical and vocational agricultural college.
- Roads Totally Unopened:

**DILLA TOWN ROAD MAP IMPLEMENTATION SITUATION**

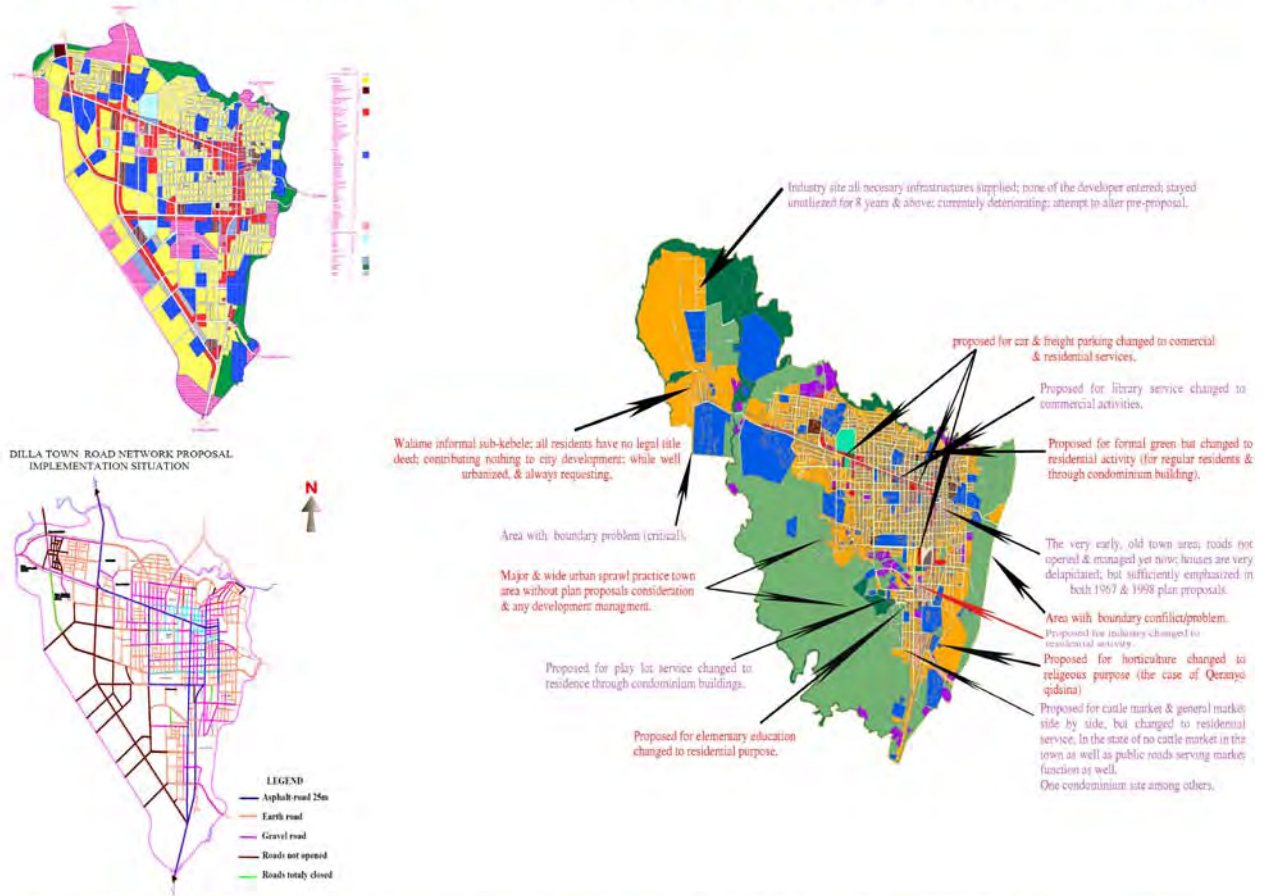


Map 3.6 Dilla town road implementation situations

Source: on site survey by researcher.

## Dilla Town 1998 Plan Proposal

## Dilla Town Current Land Use Situation



Maps showing Dilla town basic plan proposals (land-use & road network), situation of implementation & on the ground current conditions

Map 3,7 Presenting sample plan violation and its site locations.

Source: on site survey by researcher.

➤ On road (within roads' sides of way) developments:

- Jemila (Kedir Bergichos') G+3 building from northern direction.
- Debemu G+3 building from northern part.
- Dashen bank G+3 building from western direction.
- Continuous non storied houses across road along dashen bank to Dilla water supply enterprise at the western side.

Encroachment to the public roads side of way by majority of the residents is the very obvious activities and could not be exaggeration if one might say the case is severe in Dilla than other towns in the country. It is up to the developer/residents weather set-back maintained or not. Municipality at all levels (both sub-city and main municipality) had not been begun enforcing zoning ordinance in general and maintenance of site lay out requirements like setbacks. Similarly, building constructions weather in accordance to approved working design and/or standard residential house plan (in the case of massive land supply by the municipality) is also kept silent and is up to developers. In general, majority of the residents built their building especially fence and shop encroaching the public road side of way at least in a centimeters. It was one question of the questionnaire for this research which says “local roads are maintained and conserved in accordance with town plan in your locality.” 37percent of the total respondents responded strictly disagree, 18 percent disagree, 18 % agree, and 27% responded strictly agreed.

Furthermore, according to data obtained from Gedeo zone finance and economic development (Ato kebede Gamo), 3,051,176.10 Ethiopian birr paid for these residents with different built structures within public road side of way in the form of composition till January 2011 for 14.5KM in the town asphalt road project<sup>9</sup>. This is not the only amount of money paid as composition for the said project, but there exist more other money paid since January 2011 in which data cannot obtained due to absence of informant person in the town (shifted to another work place), unpaid money due to shortage of the budget, and another on the process of estimation yet going to be paid. Here under the following figures of few only modern and high raised buildings are presented so as to support with evidence the reality on the ground.

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<sup>9</sup> Asphalt road project is a within Dilla town 14.5 KM long concrete paved road construction project by zonal government with collaboration to communities to easing the overcrowdings stress exerted on the available roads due to inevitable transportation demand increase in the town and commenced in 2006/7 and till on progress.



Jemila G+3 building situated to about 4.2metres (3m on the ground & 1.2m extended cantilever above first floor) on the public road sides of way.



Dashen bank G+3 building situated to about 1.2metres from west side on the public road sides of way.



Part of Debemus' G+3 building constructed on the public sides of way.

Figure 3.9 = presenting plan implementation trends of the town encroaching in to public roads sides of way even while high raised buildings were constructed.

Source: on site photos by the researcher.

## 6. URBAN DESIGN PRACTICE IN DILLA TOWN

Currently, government of Ethiopia designed and implementing especial policy and strategies to change the very appalling images of the very early and oldest central areas of the cities these deteriorated due to its long aged especially government owned houses through massive constructions of apartment or condominium buildings. The program is too much extensive in Addis Ababa and launched throughout the country's regional capital cities as well as numerous small but medium sized regional urban centers.

The central theme of this program, beyond readymade solution for housing problem, among many others were “revitalization of the slum areas in the inner city created due to the deterioration of the physical, social, and economic amenities as a result of old age”. In this regard, Dilla town is the one among other Ethiopian cities the slumization had been found in a critical level.

According to NUPI 2006<sup>10</sup>, the revised Addis Ababa City Development Plan and the Millennium Development Goals Needs Assessment Study asserted word by word both verbally and in the table as follows. Dilla is taken as a sample town for the category of large town (50,001 – 100,000 population). In this category, 36% of the housing units do not have kitchens, 22% have no toilets, and 16% have no access to potable water. 29% of the housing stock is owned by kebele and the number of people living per room is 2.4, which is bigger than the international standard. 36% of the houses are mud floored, 91% are of mud wall, and 14% are of thatched roofs. The study revealed the slum situation of Dilla town together with other towns of different levels in Ethiopia as follows.

Urban Level	City/Town	Houses characteristics and conditions								
		Number	No of kitchen (%)	No of toilet (%)	No of water (%)	Kebele owned (%)	persons per room	Mud floor (%)	Mud wall (%)	Thatched roof (%)
Small Towns	Bedeno	809	35	61.8	10	35.8	4.3	87.8	-	-
	Mankusa	731	78	73.5	99.5	6	3.9	98.6	-	-
Medium Towns	Axum	6,714	34	60	22	3	2.6	76	16	9
	Asosa	3,660	35	19	39	9	2	34	92	89
Large Town	<b>Dilla</b>	<b>5,745</b>	<b>36</b>	<b>22</b>	<b>16</b>	<b>29</b>	<b>2.4</b>	<b>36</b>	<b>91</b>	<b>14</b>
Cities	Adama	25,016	24	25	1	29	2.2	50	83	5
	Dessie	17,430	25	40	2	36	1.9	71	91	5
	Harar	17,445	23.8	28.7	0.9	39.8	2.86	54	66.5	16.2
Metropolis	A. Ababa	380,300	26	25	11.5	40	2.1	52	83	1.3

Table 3.9: Basic Data of slum condition on Sample Towns

Source: FUPI urban upgrading & renewal manual- page 24

<sup>10</sup> Ministry of Works and Urban Development, Federal Urban Planning Institute, September 2006, Urban Upgrading and Renewal Manual, Addis Ababa, Ethiopia; cited from a paper presented at World Urban Forum in September 2004 in Barcelona, Spain and the revised Addis Ababa City Development Plan and the MDG Needs Assessment.

Indeed, Dilla town had got an opportunity to build numerous apartments with in the town similar to many other Ethiopian towns since 1998EC through condominium buildings. This were especial moment and eternal gift to Dilla to practice and implement the theory and concept of urban design weather in the very oldest areas of the city or else were if it were managed or handled innocently, since reviving of such witnessed deteriorated oldest urban areas by municipality own force is unthinkable issue till today due to limited financial capacity and other many factors. There had been no effort observed to manage the development of Dilla town with detailed urban design project; and all expected informants expertise and rulers responded as they have no exposure and knowhow about urban design concepts and theories.

Here under, some important data of the whole apartment or condominium buildings planned and started implemented in the Dilla town presented in the following table. Note that the information here are the actual performance situation till survey period (March 2012) to this research work, the construction work were on progress in some project sites.

Ser No	Site Name	Project Year	No of Block	Quantity of Purpose		Completed	Transferred	Remark
				Residence	Commerce			
1	70 kuteba A	2005	7	64	10	7	All	Dilla University
2	70 kuteba B	2006	2	30	-	2	All	Dilla University
3	Police	2006	4	54	6	4	Partially	» + resident
4	Mulu-wongel	2006	3	36	6	-	-	
5	Green park	2006	3	42	3	2	Partially	1ceased (footing)
6	Tena-kela	2006	2	27	3	-	-	ceased
7	Buna-gebeya	2006	6	81	9	-	-	On construction
8	Donbosco	2006	2	24	3	2	All	Soled as it is
9	Keft-gebeya	2006	9	114	6	-	-	All ceased
10	Hanbyul	2006	8	96	15	-	-	All ceased
11	Mituma	2007	8	96	12	-	-	All ceased
12	Nahom	2007	14	168	21	-	-	All ceased
<b>Total</b>			<b>68</b>	<b>832</b>	<b>94</b>	<b>17</b>	<b>11</b>	

Table 3.10 describes the situations of apartment (condominium) buildings in the Dilla town.

Source: Dilla town Housing Development Project Office.

As one can understood from this above table, what has observed in the reality is to the contrary in relation to the envisaged over all goals and objectives. The overall performance of it is bounded by bundles of problems. The available apartment buildings are situated here and there in a very fragmented manner: only 2 blocks situated in three distinct sites, 3 blocks in a two distinct sites, etc. None of them are placed or built in a much deteriorated oldest areas of the town. Some of them are situated in very far towns' future expansion areas of no infrastructure.



2006Ec only two blocks of condominium building at Green Park site (formal green in plan proposal) situated in a fragmented manner, construction work yet not completed.



2006Ec only three blocks of condominium building at Mulu-wengel site, in a state of no site problem for massive development.



2006Ec only two blocks of condominium building at 70 Kuteba B site, not yet completed & transferred to public institute as they are.



2007Ec Nahome site G+3 condominium buildings construction level & situation, ceased & transferred to the public/not to the resident.



2006Ec Kebt-gebeya site (cattle market in the plan proposal, in a state of no cattle market & place in the town) condominium buildings construction level & situation, ceased & transferred to the public/not to the resident.



2007Ec Mituma site (industry & residence in plan proposal) 8 blocks condominium buildings situation & construction level, terminated even parts of footings not constructed, currently all reinforcement bars in the footing columns cut off & taken away.

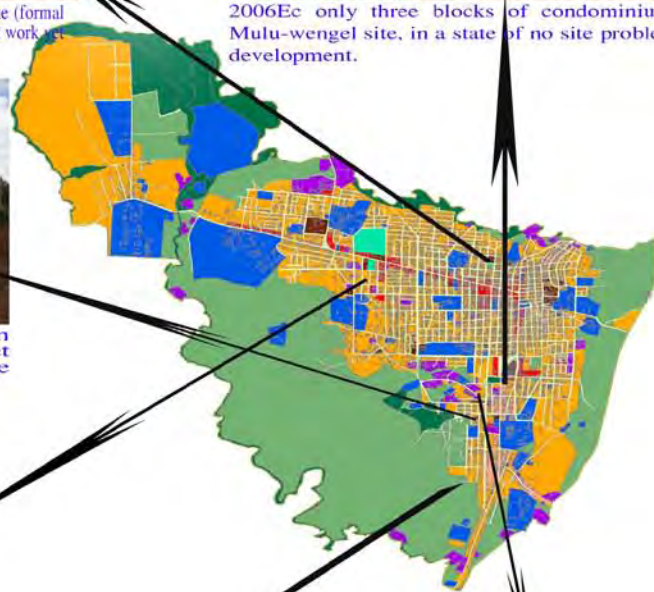


Figure 3.10 sample pictures indicating site locations and situations of the apartment (condominium) buildings: how it is situated in a very scattered and fragmented way just 2 or 3 blocks only in a site, due to absence or/and lack of Urban Design concept and related reasons in the state of no site problem in the town to build in a massive way. Majority of projects constructions currently founding level due to very poor project management system, in which all the contractual agreement are terminated and sold to public institutions/not for residents as they are.

Figure 3.8 Situations & locations of apartment/condominium buildings.

Source: On site survey and picture by researcher.

Sites for its construction is poorly selected in unsuitable soil character (very swampy black cotton soil) without due consideration in advance within state of no shortage of sites (the case of Hanbyul). Majority of its constructions (estimated more than 85%) are not completed per time schedules and till today, even some of them are get repaired before had transferred to users let alone commencing its functioning, indicating quality problems. Majority of them did not transfer to envisaged users per vision of the government (to these with housing affordability problems); even these transferred are not to the residents but to the government institutions: meaning dumping of money from right side pocket to the left side pocket of the same person (public or/and government pocket). None of housing unit for commercial purpose had transferred till today, except these sold to Dilla University, since what so ever in the site of agreement had to be transferred in a package.

All blocks (22) of the 2007 on two sites (Mituma and Nahom) which accounts 32.4 percent of the total housing project are completely ceased their construction work in the state of majority of them just only constructed their structural footing and much of them with parts of the footings which are sub structures only. Moreover, there exist a number of blocks in which their construction ceased at various level. Majority of this categories are ceased after completion of structural parts (footing, columns, slabs, parts of wall work, and something as roof cover); while the rest are ceased at state of below such conditions; and are sold to the public institutions as they are. Currently reinforcement bars on these footing are taken away or stolen by thieves: implying additional further management problems yet to date and absence of guarantee for the future.

Site selection problems, construction quality problems, ignorance of public/residents demand in site selection, rooms for land ownership through informal/illegal way, after all project management problem among others are premier factors for the overall failure of the project. Among 90 respondent engaged in the survey with questionnaire for this study through question “safety and quality of the construction projects in the town especially “drainage and condominiums<sup>11</sup>” are maintained and managed by local government in your locality”; 50 persons which accounts 55 percent responded as “strictly disagree”, 16 persons (18 percent) responded as “disagree”, 16 persons (18 percent) as “strictly agree” and only 8 persons (9 percent) responded as they “agree”.

This is the reason why almost all housing units just sold to government institutions (mainly Dilla university and Yirgacheffe Union), even some of them bought by owner himself which is zonal government (that’s why the writer like to say money from right side pocket to the left side pocket of the same body); potentially unable to transferred to the residents as per pre-envisaged; (residents never demand it).

In general, from these above presentations under this sub title which is “urban design practice in Dilla town” one can possibly conclude that Dilla town had lost unforgettable huge opportunity and potentials in which the entire town were possess a remarkable change in both physical as well as socio-economic

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<sup>11</sup> Two construction projects, drainage line funded by ULDPF and condominium houses funded by regional government are huge construction projects by Dilla municipality in which residents and some stakeholders expressing uncomfortable feeling in relation to quality, safety, comply with town plan, etc and its management problem in general.

changes if it were managed through thorough application of urban design theories and concept together with regular monitoring and evaluation of project management problems. The problems are not limited only to the absence of urban design application and implementation; rather is a lost in all dimensions in relation to the overall goals and objectives pre-envisaged by federal as well as regional state: such as housing the poor, urban sprawl reduction or promotion of dense urban developments, employment creation, so on and so forth. Furthermore, the condition continues becoming headache rather than benefiting the local government (Gedeo zone administration), because the all project cost released for entire project had extravagated here and there by all bodies these entered various agreements and put hand in while are all disappeared know; currently their cost is subtracted from zonal annual budget in each fiscal year and exerted high question how to bring the situations in to proper manner. This by itself calling for engagement of proper and deep research how things have to be, i.e. proper exploration of the means and ways through research based methods how the extravagated public money have to be re-covered back as well as how the already ceased projects would be completed and serves the expected publics.

After all, the critical theme that the researcher spent the scarce time resource here is doe to two basic reasons. The first and the major one is the upfront laid management problems here in the study town, in which the same is true in the overall plan implementation and management, while seems abstract for time being and un-doubtfully become concrete in the near future, which is the core theme of this research. The second one is the opportunity lost by the entire town in particular and as a country in general felt the researcher to worrying in the all futures as an urban designer.

## **7. SUMMARY OF MAJOR CAUSES FOR PLAN AND DESIGN IMPLEMENTATION PROBLEMS**

### **7.1 INSTITUTIONAL CAPACITY OF IMPLEMENTING BODIES**

There exists a number of issues observed and potentially raised concerned with responsible bodies that expected to implement and facilitate town plan at local level; weather their role level might vary (the very premier/accountable for municipality and facilitator/collaborator for zonal urban development department) both are given legal power of responsibility with accountability. Here under in this sub topic due attention is given for the short falls observed in Dilla municipality's capacity attempted to provide in detail and later related gaps of zonal urban development department will be forwarded.

**7.1.1 Poor documentation of the plan resources:** the mayor, managers, heads and collaborators, as well as employees of the municipality at all levels (main and sub city) have to know the plans, considerations and proposals in the plans. Moreover, regular discussions and evaluations have to conduct on the basis of what were planned, what have achieved and expected to, etc. Whereas, the municipality had not totally documented even the summary of the plan report (text). The researcher

was seriously looking for it, but did not get it throughout the town either at the offices or hands of any employee as well as leaders both town level and zonal urban development department; and was got from federal planning institute under ministry of works and urban development. Maps are also not found and not well filled were it may found. Municipalities Land Development and Administration Process and Plan Preparation and Monitoring Processes/teams are especially expected to fully equipped with complete plan documents; while are not at all. Soft copies and other supportive documents like audio-visual and photos are just a dream; even for these local development plans prepared by the municipality expertise own force in the near past year (2008 and 2009). When some of the plans belongs at hand their handling are very poor, for instance land-use plan at Land Development and Administration Process/Team has been worn-out and is difficult to one to read it. Other maps such as infrastructures, utilities maps, road network maps are totally absent in the same team/process office as well as the municipality at all.

Therefore, in the state of absence of fully documented plan resources, it is difficult to judge that the municipality is following and running in accordance with planned proposals. It is also doubtful to say that the professionals as well as the concerning bodies have well know-how about the towns plan.

**7.1.2 Human/personnel resource=availability:** as it can clearly understood from table 3.10 presented here under the available human resource in both institutes is extremely too few and can possibly say absent; of course, the case in the municipal is happened during this research engagement period in which much of the employee (7 professionals among stated three processes) are destroyed due to ongoing reform of municipalities. The situation is severe in Plan Preparation and Monitoring, and Design and Construction Supervision Process/Team cases in both institutions in which premium role expected in facilitating implementation of the plan through detail planning projects, plan monitoring, evaluation, updating, incorporating potentially mandatory changes, etc.

Process and Position	Dilla municipality		Zone Urban DD	
	Actual Need	Exist	Actual Need	exist
<b>Plan preparation and monitoring process</b>				
Process head/collaborator	1	-	1	-
Town planner	2	-	1	-
Surveyor	2	1	2	1
Drafts man	-	-	1	-
Geographer/geologist	-	-	1	1
Sociologist/economist	1	1	1	-
Civil engineer	1	-	1	-
Urban engineer	-	-	1	-
Secretary	1	1	1	1
Driver	-	-	1	-
<b>Total</b>	<b>8</b>	<b>3</b>	<b>10</b>	<b>3</b>
<b>Land Administration Process</b>				
Process head/collaborator	1	1	1	1
Town planner/manager/economist	1	1	-	-
Urban manager/economist/geographer	-	-	1	-
Civil/urban engineer/surveyor	2	1	1	-
Civil engineer	1	-	-	-
Electrical/computer engineer	1	1	-	-
Architect/town planner	2	-	-	-
Secretary	1	1	1	1
Driver	1	-	1	-
<b>Total</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>2</b>
<b>Design and construction supervision process</b>				
Process collaborator/head	1	1		
Architect	1	1		
Civil/structural/construction engineer	1	-		
Sanitary/hydraulic engineer	1	-		
Surveyor	1	1		
Building/urban/civil engineer	4	-		
Driver	1	-		
Secretary	1	1		
<b>Total</b>	<b>11</b>	<b>4</b>		

Table 3.11 –available manpower of plan implementing bodies.

Source: Dilla municipality and Gedeo zone urban development.

**7.1.3 Human/personnel resource=Skill:** it is another but very critical issue observed as causes for successful plan implementation problem in the Dilla municipality. Haji Buser (Ato) is one developer among many others in the Dilla town. He had come up with his G+3 mixed use development project proposal including detail working design of the entire building and get approval from all responsible bodies. While he commences to build this project in accordance with supplied ownership title deed part of the building entered in to the public road side of way and enforced to re-adjust the already given title deed, i.e. the title deed given on non available land in reality on the ground. This adjustment is done repeatedly for more than four times on the same land by the same staff but by different professionals. Four professionals made similar mistakes in which they all are surveyed wrongly and delivered wrong title deed and finally it were by fifth surveyor correct surveying were performed. The case is not only limited to Ato Haji Buser but also observed similar problems at many other developers; to list some of them (Jemila building of Ato Kedir Bergicho G+3 building, Ato kefialew Tesfaye G+3 building, Ato Ayele Degu G+4 building, Dilla Wubet Association G+2 building,) and others not specified. As it have presented in this research paper under sub title of Plan Violation many of buildings even high rise buildings are encroached in to the public road just due to this and other related reasons.

The skill gap of plan implementing bodies in the Dilla municipality is also clearly observed and reflected on the activities of “Haroresa local development plan preparation” process; which is prepared by them, but thrown down without any contribution and totally unimplemented as discussed in the previous topics in detail in this thesis paper. Moreover, this skill gaps are also extended and potentially reflecting even on the simplest other office works of information documentations, computer applications, utilizations, etc including other supportive work divisions like personnel Administration, Development Plan Preparation and Follow-up, beyond technical expertise of implementing teams. From this one can possibly understand to what extent poor skill of plan implementing bodies hampering the implementation of town plan. Here under the case is attached by the following images for the suck of witness.

Consequently, the assignment of the required profession as process/team leader is also contributing to the problem. Implementation of the plan as usual project requires comprehensive project managerial skill which in turn requires high level of professional back ground. However, all plan implementing process/team leaders (the main municipality as well as three sub-municipalities) of Dilla town are vocational and technical school graduates appointed by politicians by neglecting minimum criteria in the structure which requires BSc and masters as a minimum.



First time title deed given on march 25/2001Ec, 434 square metre, void due to wrong surey in to public road side of way due to skill gap of available man power.



Second time title deed by other exper of tthe same staff on the same site on april 2002Ec, 378 square metre, void by the same reason.



Location of Ato Haji Buser's G+3 building authorized project site.



Thrid time title deed, by other expert of the same staff on the same site on May 2002Ec, 351 square metre, void by the same reason.



Fourth time title deed, by other exper of tthe same staff, on the same site on July 2002Ec, 346.5 square metre, void due to the same reason.

Figure 3.10 indicating sample mistake made by available human personel due to skill gap while implementing and managing different developments of the town in accordance to prposals on the plan.

Figure 3.9 sample mistakes due to skill gap of available man

Source: Dilla municipality Design & Construction supervision team/process.

**7.1.4 Planning and implementing facilities and equipments:** the fourth major factor which hampered and still hampering the effective plan implementation of the town is shortage or limited equipment and facility that are important for both implementation as well as preparation of plan. These include surveying instruments, construction materials, drawing instruments, computer programming, vehicles, etc. The following table reveals the availability of these important planning implementation facilities and equipments in the Dilla municipality and zonal urban development department for planning bodies.

Ser. No	Equipment and Facility	Dilla Municipality	Zone UDD	Remark	
1	Construction machinery	Dozer	1	-	
		Grader	1	-	
		Roller	-	-	1 rural road office
		Dum Truck	1	-	
		Tractor	2	-	Not functioning
		Loader	1	-	
2	Surveying Instruments	Total Station	1	1	
		Theodolite	1	-	Not functioning
		Leveling	1	-	
		Range pole	4	3	
3	Drawing Instruments	Drawing table-Flexible	-	-	
		Rapdiography (set)	1	-	For 7 persons
		Plotter	-	1	
		Blue Printer	1	-	Not functioning
		Photo copy	-	-	Office level
4	Computer Program	Lap-top computer	-	1	
		GIS, LIS, ...	-	-	
		AutoCAD	available	available	
5	Vehicles	Automobile/car	-	1	Office level
		Motor Cycle	-	-	
		Bike	-	-	

Table 3.12 –available planning and implementation equipments and facilities.

Source: Dilla Municipality & Zonal Urban Development department

The need for the plan making and implementing equipments are clearly described and stated for each work divisions (Plan Preparation and Monitoring, Land Development and Administration, and Design and Construction Supervision) technical teams in the working manuals for them by regional bureaus with kinds and numbers needed. For instance, the 22 in kinds and 95 in number equipments are stated that are needed for both different institutions (Municipal and Zonal level for each) Plan Preparation and Monitoring team only just for engineering services, let alone construction machineries and transportation services equipments which are mandatory and stated in the same manual on the other

pages. In the similar manner these equipments and facilities are stated in kind and number for the rest others technical work divisions (Land Development and Administration and Design and Construction Supervision) while none of it availed, thus is problematic to render envisaged functions. Here under its detail.

ተ.ቁ	የሰቃይ ወይም የመሃሪያው ዓይነት	ብዛት	አጠቃላይ		ጠቅላይ		የጠቅላይ
			ብር	ግ	ብር	ግ	
N/ የፕላንና ስኬት ማረጋገጫ							
31	ቶታል ስኬት	10					
32	Differential/Rover GPS	2					
33	Hand held GPS	2					
34	የፊደል መገናኛዎች	20					
35	ድሪብ	8					
36	የገጽ ጠረጴዛ	3					
37	ወርክ ስኬት	4					
38	ሰርቪየር ቤዝስ የGIS ሶፍት ዌር	1					
39	የምስል ማተካሰቢያ ሶፍት ዌር (ERDAS, Arcview)	2					የጠቅላይ የግብይት የግብይት የግብይት
40	የሳተላይት ምስል(Satellite imagery)						
41	ኢ ቤር ስኬት	1					
42	ብሉ ፕሪንት ማሽን	1					
43	ጂኦፕላንሜትር(geoplanometer)	8					
44	A <sub>0</sub> size Roller paper cutter	1					
45	A <sub>0</sub> size cutter	1					
46	ፕሎተር / ትልቁ /	2					
47	Graphic table 36" x48" (digitizer)	1					
49	ባለ30 ሜትር	5					
50	ባለ 50 ሜትር	5					
51	ፕላን ካቢኔት(Plan cabinet)	2					
52	ፕላን ሆልደር(Plan holder)	10					
	ሐ/ ለመስክ ለቤት አገልግሎት የሚውል ተሽከርካሪ	6					

ማሳሰቢያ : ለዞኖችና ለከተሞች የሥራ ሂደቶች ከመጠን ልዩነት በስተቀር ተመሳሳይ ሉዲስቲክ ያስፈልጋቸዋል::

Figure 3.9 demand of planning and implementation equipments and facilities both for municipality and ZUDD.

Source: BPR Manual for Plan Preparation & Monitoring Process by regional bureau page 105

**7.1.5 Financial capacity and utilization:** municipality has collecting its revenue only from voluntary payers and from these comes to their office during request for municipal services on their own demand or desire. There exist no systems, means and strategies to enforce these undesired, unruly and unwilling to pay on demand and regularly in expected period of time till survey period for this research work. In addition to this, due to absence of land inventory, monitoring information system there is no

information and data for “who have to pay how much” and “who paying how many” and “who are not paying at all” in accordance with approved tariff rates. Furthermore, there exist neighborhoods like Walame sub-kebele in which all residents are paying nothing but requesting repeatedly to do so; whereas supplied all services and infrastructures expected from the municipality and utilizing without any contribution.

There exist a high number of residents and users throughout the town which are not paying anything to the lands they are utilizing for a long period of times just given a category of land without legal documents (Sened Alba Yizotawoch). Ato Gfawosen Gebre, the collaborator of Dilla main municipality’s land development and administration process, expressed that the total 471 land owners across the town (233 individuals from Harowolabu sub city, 123 individuals from Sesa and 115 individuals from Bedecha sub city) had registered in this week following the advertisement made by them to be registered and then after could be legalized. Among these land owners without any legal title deed much of them owned land more than 500 square meters. For instance one among them owned 1196m<sup>2</sup>, 943m<sup>2</sup>, 928m<sup>2</sup>, etc. Therefore, it is too simple to imagine the amount of money not collecting by the municipality just only from this category, let alone throughout the age of the town even at each fiscal year.

Allocation of the available budget for plan implementation and facilitation issues has found with a little or rear attention. For instance, among the total 6,104,308 recurrent budget of the municipality's fiscal year, budget allocated for plan preparation and monitoring team/process is 64,197 birr which is 1.05 percent; for land development and administration team/process 98,000 birr which is 1.62 percent; for cadastre and land information team/process 61,573 birr which is 1.01 percent; and green area developments and social services 216,700 birr which is 3.55 percent of the total.

Besides improper consideration to implementation issues during budget allocation period, releasing<sup>12</sup> allocated budget for implementing bodies on their request is also reported as problematic. Ato Abera Selfago, member of plan preparation and monitoring process at the interviewing session for this research expressed that allocated budget by the municipality for entire team/process is administered by Dilla town finance and economic development office, released with high challenges and most of time could not be obtained as due request in time and quantity. According to him, as a result of this problem of already allocated budget release the team/process have kept idle without any activity let alone planning and implementing activities, even were have no A4 size paper.

Fund raising effort for effective plan implementation issues like plan monitoring, evaluation, detail planning projects, raising capacities of implementing bodies, supply of equipments, etc from potential sources and means had unusual practices.

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<sup>12</sup> Budget for implementing bodies allocated by municipality kept at hands of town finance and economic development office, expected to be released as soon as request by team/process collaborators.

## **7.2 GAPS DURING PLANNING PROCESS**

The gaps in or during process of plan preparation observed in the Dilla context had contributed some for its successful plan implementation problems. These includes the mismatch of base maps in some areas of the town due to time consumed between aerial photo utilized for planning purpose and the time of plan prepared. The other gap related with law attention for influential near hinter land areas of Oromia regions due to lack of information (as described on text report of NUPI) exerted stress on services and infrastructures of the town. The participation of the residents during planning process was not sufficient and thus contributed its own role in relation to overall awareness creation, then thus lack of belongingness and conflicts while one tries to implement it.

## **7.3 ABSENCE OF MEANS FOR IMPLEMENTATION**

These are issues concerned with facilitating means for proper implementation of the plan both during preparation period as well as implementation periods. These includes among many, prioritizations and a time frame for identified actions, an allocation of responsibilities for actions, a schedule of capital improvement with major sources, a description of land development regulations or incentives to be adopted, detailed plans or/and local development plans, phased projects, programs and action plans etc. These all are not facilitated and attempted in the context of Dilla town.

## **7.4 ABSENCE OF PLAN MONITORING, EVALUATION AND UPDATING**

As the name itself implied “Plan Preparation and Monitoring Process” the regional government clearly stated and described on the working manuals for implementing bodies at all levels (regional, zonal as well as town municipal) they are responsible and then accountable in the absence of discharging these responsibilities, are expected to employ timely and periodical plan monitoring and evaluation to update these accepted or rehearse otherwise on the basis of changes that can and/or might observed through the monitoring and evaluations. In generally speaking, is their mandate and responsibility to follow up the implementation of the plans. However, the development plan of Dilla had not totally monitored and evaluated through its entire history by any of responsible body, let alone by regional bureau but also by zonal urban development department too.

As it had been discussed in detail in this research paper under literature review part, absence of monitoring and evaluation of plan implementation is a root causes for repetitive and continuous implementation problems. This is because of it is the very means to identify timely the problems of implementation, to know the actual implementation situation on the ground in accordance with envisaged planning goals/objectives, to take appropriate measures on identified problems, to make necessary improvements and plan updates that can necessitated due to new demands emerged across time and for the near futures even by forecasting it.

Monitoring and evaluation of plan implementation is a potential means by providing real truth and factual information about its progress and extent of the overall situation. This actual information will be a base and important ground for plan revision partially or/and totally need for the new plan

preparation in the future according to the extent of real situation. However, in the context of Dilla this scientific theory and practice is never functioned and became just theory; hence lack of it had contributed a lot to ineffective implementation of the Dilla plan being together with other problems discussed here above. It is this absence of periodic monitoring and evaluation became a root cause for staying *Dilla without any plan for more than 5 solid years* (the current on implementation plan dated-out on the year 2008), and might stay for more additional years in the state of current situation in which the new plan preparation had commenced in the year 2009 by Ethiopian Civil Service University while switched on and off till today (March 2012) survey period for this research and yet not completed.

The writer of this research also have interest and in a position to comment critically all responsible bodies (the consultant/Ethiopian Civil Service University, the client/both Dilla town Administration and Municipality, as well as all stakeholders) to engage rigorous existing base map incorporation through aerial photo or/and modernized satellite images and strict follow up of it, as the time elapsed is already far distant since the existing situation studies and structures survey activities were employed. This is because, the same problem were observed during the process of current on implementation planning period by NUPI, were the time elopement between aerial photo and plan making period was 10 years, resulted miss-match of many existing structures and non-incorporation of many structures in to the plan; thus one of the major cause for improper plan implementation as already discussed in the former portion of this paper.

## **7.5 STAKEHOLDER PARTICIPATION AND INTERFERENCE**

The term stakeholder participation regarding urban development and plan issue can be viewed in many dimensions. Here the focus is given to the need for role of relevant stakeholder towards capacity building of the implementing bodies, especially the expertise of the municipality.

As it is clearly stated and acted by the federal as well as regional governments strategies, laws, regulations and manuals, the federal, regional and zonal level institutions are mandated to build the capacities of lower level institutions through training and any other relevant means; though the regional and zonal institutions given further mandate of plan making and monitoring for small towns. Furthermore, any stakeholders at each state level have to play their own role expected from them to the proper management and development of urban centers by identifying gaps through continuous periodic monitoring then setting priorities. They have to provide technical assistance to ways of widening and collecting revenues, ways in budget allocation and utilization, plan monitoring, evaluation, following up its preparation process so as to minimize the gaps being in a position of ownership, personnel (professionals) assignment/dedication and management, etc.

In this regard, the regional bureau for works and urban development provided much capacity building training on various urban management and development issues. According to information through discussion from municipality for this research work, such trainings are limited to other issues of urban management and developments, but not and very limited on issues related with plan implementation, monitoring, evaluation, updating and the likes.

In addition, direct interferences by authorize bodies as well as direct and indirect ways, means and self initiation of interferences by residents and other secondary stakeholders have to be provided in the cases when improper implementations and violation of plan practices observed, since the town plan is the property of the whole residents and these stakeholders. As the case in the Dilla context reveals this issue of direct and indirect interferences by developing sense of belongingness is falls far down and not habited trend.

Accordingly, the issues of urban spatial plan became and believed as technical phenomenon to these many stakeholders but with day to day activities of maintaining primarily stated in the plan. Many of the stakeholders especially those delegated or assigned and non-professionals to perform urban management and development in local urban government level lacks precise focus and vision, which is the achievement of pre-determined objectives in the entire town plan namely its successful implementation after all.

## **7.6 BOUNDARY DELINEATION**

The other major issue imposing difficulty to the proper implementation of plans in the context of Dilla is absence of clear boundary delineation among town administration and the surrounding farmer association (the case of Gola farmer association from eastern part), and in a certain western part of the town with Oromia region of Borena zone Abaya woreda. The later boundary conflict with Oromias' Abaya woreda case is the challenge requiring the interference of different high level decision makers; and discussed in detail under the sub title of “Difficulties for Local Development Plan Implementation”, and thus no need of go through in detail for suck of avoiding repeated-ness; but the writer commented the need for relevant action as much as possible without time dalliance.

It is the former, absence of clearly boundary delineation resulted sort of urban-rural conflict with Gola farmer association to the east part of the town going to exploit here in detail. The communities in this town boundary area are permanently stayed for long period of time with legal ownership and use right under the stated farmer association, while the town encroached to them through expansion which normal truth in the theory and practice of urbanization and then included them in to town's administration boundary in the town development plan. The inclusion activity of them in to planning boundary is believed and performed in the year 1998 (today's 16 years old back), currently is very wide both in width and length following the boundaries of the said farmer association and well urbanized area, but not identified specifically in hectare by municipality these creating complain and conflict; as information of Dilla municipality Land Development and Administration team members w/ro Sisay Sahle and Ato Tamrat Dukale.

The overall plan implementation activities in this area are exposed to great challenge among the responsible town administrators and both the farmer administrators as well as residents in the area. As a result of this these communities are neither contributing to the town development activities nor for rural farmer association. They are also obstacle many of development activities that might propose in the entire areas of the town; thus require immediate measure though awareness creation and consensus

building with the interference of concerning bodies; rather than staying silent considering and deciding the case as taboo (not to touch).

## **7.7 ILLEGAL/INFORMAL SETTLEMENTS**

Illegal or informal developments are development mainly at out-skirt and expansion areas of the town without any consent and permit by any concerned authorities haphazardly without due consideration of the town development plan. The majority of such kind of settlements is more observed in the western and south-west part of Dilla town under Haro-wolabu sub city's of all three kebele administrations; though it exists in the other parts of the town in a few extents. The second part of the town with high practice of informality is found under Sesa sub city named Walame sub-kebele/neighborhood around Dilla university main compass; in which all residents in this neighborhood have no legal title deed but is very urbanized one, as its detail discussed under sub title of local development planning previously in this paper.

The survey conducted through questionnaire for the purpose of this thesis work revealed as, among the total 90 residents engaged throughout the town, 42 persons which covers 46 percent of the total respondents answered as they “agree”, 16 persons (18 persons) “strongly agree”, 24 persons (27 percent) “have no information”, and only 8 persons (9 percent) answered “disagree”; for the question “there exist land holding and housing informally/illegally without any consent from municipality in the town of your locality”. Similarly, for the question “your reason for the proliferations of this informality”; 50 persons (55 %) responded “absence of supply by municipality”, 32 persons (36 %) “Land trade”, 8 persons (9 %) answered two and above reasons including their own comments “land trade, absence/non strictness of regulating body, and need for wide land”.

This informality as it are in the expansion areas for future developments on public land in a very scattered manner could impose a great challenges in the near and far futures of the town plan implementation processes.

## **PART V**

### **4. CONCLUSION AND RECOMMENDATIONS**

#### **4.1 CONCLUSION**

In this research work, so far it had tried to assess the trends and situations of implementation of urban development plan, practical challenges for its implementation and major causes for such challenges in the context of Dilla. To understand as well as to ascertain the reality of the aspects of implementation in a better way, we have gone in to the available literatures to look for conventional comprehensive practices and theories to provide base for individual judgments.

The writer of this paper have also tried to assess the local context of planning practices with target view of implementation concerns in accordance with Dilla context, implementation trends and potential causes that playing significant role in hampering the successful implementation of urban plan in the country. In this regard lack of civic participation, absence of detailed operational plan, absence of incorporating means for implementation in to planning process, deficiency of political intentions and support, and lacking resources and knowhow are problems enumerated in connection with planning processes. Similarly, major problems enumerated especially with high influence on the plan implementation and also majority of them contributing a lot for plan preparation problems are: lack of qualified personnel (both technical and managerial), lack of standards for implementation, lack of proper legal frame work for implementation, mismatches between graphic presentation and explanatory text, lack of plan monitoring and evaluation, lack of institutional set-up, lack of clarity of responsibilities between different institutions engaged to the plan implementation, lack of finance, problems in base map preparation, and absence of detail operational plans, insufficient/lack of land use control (zoning ordinance, sub-division regulations, property taxes, etc), reservation to development management, lack of conformity between plan formulation and public investment (production of over ambitious plan), and problems related with land administration (abused open spaces, informalities, unsecured land tenure and speculations), are very common and pressing upfront problems of the country.

The study attempted many efforts as much as possible to explore and dig out the practical challenges which had hampered and challenging the effective implementation of urban plan in the context of Dilla town. Thus, the overall findings revealed that, there exist a lot of factors contributing their own roles to such ineffective implementations. These factors are conceived and summarized in to two major categories, in which each can be further categorized to many other small sub-categories as discussed and presented in detail under main body of this paper.

The first broad possible category is these problems associated with plan making bodies. These include all levels of authorized and responsible plan preparation and monitoring institutions and are federal, regional, zonal as well as municipal (at extent) levels. This is mainly due to two basic reasons: the gaps

then problems observed while plan work is performed and absence of rendering the envisaged services from them which are very important for proper implementation of the plan. Thus the following major problems and gaps are observed in this regard in the case of Dilla town plan implementation:

- Too much time elopement between existing data study (aerial photo) and actual plan preparation period;
- Miss match of graphic (spatial) presentation and with reality on the ground;
- Lack of incorporating existing various structures in to new prepared plan;
- Lack of covering all potential influence areas during existing situation study time;
- Low participation of the residents in the planning process;
- Absence of implementation strategies/means;
- Insufficient/excess/poor land allocation or proposals for some social activities;
- Absence of land allocation or proposals for some social activities;
- Unfeasible proposals;
- Un implementable LDP production;
- Non/wrong consideration of existing structures;
- Lack of important plan documents production.

The second broad category of problem for ineffective plan implementation is these problems associated with direct implementing bodies at the local government level (the Dilla municipality at the top level and Zonal urban development department). The following major problems and gaps are observed in accordance with this in the context of Dilla town plan implementation:

- Stay by pillowing the out dated plan and implementing it without any updating or improvement;
- Implementing plans in the state of absence of plan and related documents;
- Poor handling of the existing documents;
- Plan violation or alteration;
- Absence of stakeholder participation and interference for facilitating proper implementation as well as actions to unauthorized practices;
- Lack of applying land-use control: zoning ordinances, site lay-out requirements...;

- Problems of proper development management:
  - Lack of attention to older parts of the town,
  - Lack of attention to already infrastructure supplied industry zone,
  - Low attention to mushrooming informal/illegal settlements,
  - Absence or silence to boundary and urban-rural conflict areas,
  - Absence of land and development inventory,
- Absence of effort to support plan implementation by possible detail plans, action plans, and short term projects;

Exploring the major causes for improper implementation and staying un-implemented was one of the basic research question pre-determined in this study. Hence the survey engaged in this regard revealed us there are various factors contributing to it; here under the following are summarized as the major one among many others.

- Shortage of skilled manpower;
- Skill gap of available implementing professionals;
- Shortage of plan implementing equipments and facilities;
- Insufficient institutional financial capacity:
  - Inefficiency in mobilizing potential bases,
  - Low attention in budget allocating to plan implementation issues,
  - Inefficient utilization of allocated budget.
- Gaps during planning process;
- Low level of stakeholder participation/interference (initiating, capacity building, monitoring, etc);
- Lack of means and strategies for implementation;
- Lack of initiations to revise, amend, update plan and to prepare operational detail plans;
- Absence of plan monitoring and evaluation;
- Lack of clear boundary delineation with surrounding farmers associations;
- Uncontrolled informal/illegal developments;

- Lack of coordination between implementing bodies, even within the municipality;
- Absence/poor documentation of plan implementation resources.

Finally, it is suffice to conclude that Dilla town the second largest town in the region exercising very rapid development, running within state of tremendous plan implementation problems just through eternal gift of god; the current on implementing process development plan had been played a symbolic role than promoting and shaping its medium and long term vision. Enthusiasm on urban plan in guiding the overall development of the town looks fall far and the situation have to be changed in concerning responsible bodies across the town that is why Dilla is continuo fifth year today implementing out-dated plan.

## **4.2 RECOMMENDATIONS**

The following recommendations are forwarded as a result of the conclusions drawn regarding situation of plan implementation of the town. The recommendations, if implemented are, believed to bring about positive changes to the proper implementation of the town, then thus management of the town development towards predetermined goal, objectives and visions designed in accordance with its potentials and opportunities.

### **4.2.1 FOR PROBLEMS OBSERVED WITH PLAN MAKING PROCESSES**

The gaps observed during planning process by both town wide development plan by NUPI as well as local development planning by local government own force contributed a lot in hindering effective plan implementation of the town. Therefore, these observed gaps could be eliminated through the following measures:

1. Plan making bodies have to use up-to-date and recent map information and aerial photo for the acquisition of accurate topographic maps and existing realities so as to incorporate all features and structures on the ground;
2. Conduct and cover social and economic linkages study from all possible influential areas during existing situation study period and then properly forecasted it to be parts of the proposals;
3. Graphic or special representations should be consistent with other implementation strategies, planning goals, objectives and text report;

4. Plans should supported by mare professional jargon implementation strategies, action plans and detailed local development plans; which gives clear clue and directions on possible actors and financial matters and it have to approved and legal bindings. Furthermore, implementation tools must be developed before starting implementation like rules and regulations regarding space and service standards, typologies of layouts and buildings, building bylaws, requirements from applicants for plan approval during both new construction as well as their improvement, regulations providing power and stating functions of institutes;
5. During planning ways how public participated should sufficiently be clarified, transparent, accountable and legally binding to create maximum control of people over implementation, through clear scheme of regular forums to gain cooperation among plan preparing bodies, the implementing bodies and beneficiaries (residents, private sectors, government bodies, community organizations) to maximize level of real participation targeting at reversing or rectifying the immediate mistakes of implementation by joint evaluation.
6. There should exist regular planning process evaluation schemes especially at the middle and end of planning period.
7. Local government have to built and act very strong interaction and coordination within and across plan making bodies with the sense of ownership through steering committee of local planning professionals or any other relevant means to own basic planning considerations and minimization of some visible gaps and mismatches after all;
8. Every documents of planning processes like text summary reports (executive summary, development management and control summary, policy issue summaries), spatial drawings or graphic presentations (land-use plans, road networks, drainage plans, utilities plans, expansion area plans), videos, CD, etc have to be produced and summated to implementing bodies as well as other relevant authorities at local level. Such documents should be in the hard copies as well as in soft copies.

#### **4.2.2 FOR PROBLEMS OBSERVED WITH PLAN IMPLEMENTING BODIES**

Municipalities have encountering technical, managerial, institutional capacity problems. Many professionals engaged in development plan implementation are modest training (vocational technical training) back ground that must likely to have little capacity either to understand (what, when, how, how much, and whom to implement) the plan prepared or they are nonexistent. Therefore, responsible body at all state level (regional bureau, zone administration, zonal urban development department, Dilla town administration or office of the mayor and his members) shall apply relevant measures as soon as possible to rectify the situations and the overall towns' development management after all. These measures among others have to encompass:

1. Designing organizational structures that best fit professionals and experiences to the capacity and potentials of Dilla town, and skilled professionals had given priority while employing per demand;
2. Upgrade the capacities of implementing bodies so as to carry out implementation, monitoring, evaluation and curative activities through both short term as well as long term continuous trainings, workshop, and seminars;
3. Dilla city government have to give special attention urgently prior to any other issues for the preparation of new development plan, since the current on implementation plan is accounted 5<sup>th</sup> year beyond dated-out its envisaged service year;
4. Strengthen and activate land and property information (cadastre or GIS) structure/department, and then strong relevant action to illegal/informal settlements;
5. Municipality revenue collection practices have to improved, widen and cover all possible sources, expenditure plan should consider plan implementation and means to facilitate it;
6. Design the way and means for creation of awareness, a clear vision of implementation and to capacitate politicians, elected representatives, people about implementation, monitoring, and their role and responsibilities in protecting abuse and benefits of plan in present and future generations;
7. Plan implementation evaluation, monitoring and land use regulation especially site lay-out requirements application should be part of the fiscal year development plan of especially regional bureau and zonal UDD, then direct intervention could under taken on unauthorized practices and its results have to be available to the public;
8. Zonal UDD and municipality have to initiate and develop believes on importance of detail planning, local development planning, timely revision of the plans, other planning approaches that would possibly best fit to Dilla's potential, and other important means and strategies that can foster proper implementation;
9. Every documents produced during planning processes such as text summary reports (executive summary, development management and control summary, policy issue summaries), spatial drawings or graphic presentations (land-use plans, road networks, drainage plans, utilities plans, expansion area plans), videos, CD, etc have to be available at the offices and hands of each implementing bodies as well as other relevant authorities at local level at various production scales and should properly administered. Such documents should be in the hard copies as well as in soft copies. It can be collected form source institutions like NUPI, and from these who participated in the planning process;
10. Equipments and facilities for planning and implementation have to be purchased and/or availed through various means such as borrowing, cooperation with NGOs, UDSSs, etc even for other benefits like capacity building;

11. Area with problem of boundary delineation have to given proper solution through joint representatives or committee through involvement and collaborator of Gedeo zone administrator (head), SNNPRS administrators/representatives and thorough discussion with Oromia region Borena zone administrator, and urban-rural conflict discussion with Dilla Zuria woreda administrators;
12. Especial team as a steering committee have to established in zonal level distinctly or supplementary to their routine work which are directly guided by and report to zonal administrative head with pre-enumerated SMART<sup>13</sup> goal and mandates that could explore the basic problems and then ascertain the real development of unutilized industry area while supplied full infrastructures.
13. Further research on impact of plan on the Dilla town.

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<sup>13</sup> SMART is to mean pre-determined specific, measurable, accurate, real and time bounded goal and objective that have to be met to rehabilitate and ascertain the early vision of Dillas' industry zone; since it have comprehensive and tremendous return/effect on the whole town socio-economic development.

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APPENDICES

QUESTIONNAIRE FOR RESIDENTS/DEVELOPERS/PLAN VIOLATORS

በከተማ ነዋሪዎች እና አስተማሪዎች የሚሞላ መጠይቅ

የዚህ መጠይቅ ዓላማ ስነ-ምግባራዊ ምርመራ ብቻ (just for academic purpose only)

በመሆኑ በመጠይቁ የሚሰበሰበው መረጃ ስለሌላም ሆስታይት ወይንም ስለሆነም ተጠያቂ ይሆናል። በተጨማሪም ምሳሌዎችን ለመሰጠት አጠቃላይ ይሆናል።

መልስዎን በሰጥኑ ወይንም የ"✓" ምልክት ያድርጉ፤ በቀረቡ ምርጫዎች ካልረኩ በጥያቄ ሥርዓት አስፈጻሚ ከሆኑት ጋር ጥያቄዎን ጠቅሞ በመጥቀስ ማብራሪያ ይጻፉ።

1. በቅርብ ዓመታት የዲሳ ከተማ ማዘጋጃ ቤት /ዋና ማዘጋጃም ሆነ የክፍለ-ከተማ ማዘጋጃ ቤቶችን/ ለመኖሪያ ቤትም ሆነ ለማንኛውም ልማት ቦታ ጥያቄ ወይም ግንባታ ፈቃድ ጥያቄ ሂደት ያደገዎታል?

አዎን  አይደለም

1.2 መልስዎ አዎን ከሆነ የጥያቄዎ ጊዜ መስተንግዶ እንዴት አገኙት?

ፍጹም አበረታች ነው  አበረታች ነው  ሃሳብ የሰጠም   
ደካማ ነው  ፍጹም ምሳሌ አይሰጥም

2. መራት ለመኖሪያም ሆነ ለሌሎች ልማታዊ ሥራዎች በማዘጋጃ ቤት እየተሰጠ ነው።

ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም   
አልስማማም  ፍጹም አልስማማም

3. በአካባቢዎ የወሰነ ሰውነት መንገዶች በከተማዎ የአድገት ፕላን/ማስተር ፕላን መሠረት ተከብረዋል።

ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም   
አልስማማም  ፍጹም አልስማማም

4. በአካባቢዎ የመንገድ ክፍተት ድንጋይ/ጠጠር ማንጠፊያ ሥራ በፕላን መሠረት ተሰርዖታል።

ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም   
አልስማማም  ፍጹም አልስማማም

5. በከተማዎ አንዳንድ ግንባታዎች መንገድ ላይ ወጥተው ይገኛሉ።

ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም   
አልስማማም  ፍጹም አልስማማም

6. በአካባቢዎ ስኬታማ ወይንም ለመጫወቻ/ስራዘን መናፈሻ ወዘተ የታወቁ ክፍት ቦታዎችና አደባባሮች ተከብረዋል/ለምታል።

ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም   
አልስማማም  ፍጹም አልስማማም

7. በከተማ በተለይም ወሰን አካባቢ ከማዘጋጃ ቤት እወቅና ውጪ መራት ይደዘዛል/ቤት ይገነባል። ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም

አልስማማም  ፍጹም አልስማማም

8. በከተማ ፕላን ለአንዳንድ አገልግሎቶች የሚሆን ቦታ በበቂ አስታዎችም /ለምሳሌ ለቤተክርስቲያን፣ ለቀብር፣ ለገበያ፣ ወዘተ/።

ፍጹም እስማማለሁ  እስማማለሁ  አሳወቅም

- አልስማማም  ፍጹም አልስማማም   
 9. የመንገድ ላይ መብራት በአከባቢዎ ተዘርግቷል/ይጠገናሉ።  
 ፍጹም አስማማለሁ  አስማማለሁ  አሳወቅም   
 አልስማማም  ፍጹም አልስማማም
10. የልማትና እንሸራሸሪዎች /ግንባታዎች ጥራታቸውና ደህንነታቸው አስተማማኝ ናቸው፤  
 /ለምሳሌ የግለሰብ ፎቆች፣ ኮንዶሚኒየም ቤቶች፣ የጎርፍ መሄጃ ቦቶች፣ ወዘተ/።  
 ፍጹም አስማማለሁ  አስማማለሁ  አሳወቅም   
 አልስማማም  ፍጹም አልስማማም
11. ማዘጋጃ ቤቱ ትላልቅ የባለሀብቶች/ፎቆች ግንባታዎች በሕዝብ መንገድ ላይ እንዳይወጡ  
 እና በሚጠበቀው ጥራት፣ ደህንነትና ዉበት እንድንገነቡ ይቆጣጠራል/ይገመግማል/ይመራል።  
 ፍጹም አስማማለሁ  አስማማለሁ  አሳወቅም   
 አልስማማም  ፍጹም አልስማማም
12. በአከባቢዎ የመጠጥ ዉሃ መስመር ተዘርግቷል/ዉሃ ቀርቧል።  
 ፍጹም አስማማለሁ  አስማማለሁ  አሳወቅም   
 አልስማማም  ፍጹም አልስማማም
13. በአከባቢዎ የከተማዉ ፕላን ያለመከበር/መዛባት የታየበት አለ።  
 ፍጹም አስማማለሁ  አስማማለሁ  አሳወቅም   
 አልስማማም  ፍጹም አልስማማም
14. የገበያ ቦታዎች /ዋናዉም ሆነ ትናንሽ ጉልቶች/ ከዲላ አቅም አንጻር በቂና ሚቹ ናቸው።  
 ፍጹም አስማማለሁ  አስማማለሁ  አሳወቅም   
 አልስማማም  ፍጹም አልስማማም
15. የከተማዉ የዕድገት ፕላን/ካርታ/ማስተር ፕላን በተዘጋጀበት ወቅት እርስዎ ተሳትፏዉ ነበረ?  
 አዎን ተሳትፏላለሁ  አይ አልተሳተፍኩም
- 15.1 የጥያቄ ቁጥር 16 መልስዎ አዎን ከሆነ ተሳትፎዎ በምን መልኩ ነበር?  
 የከተማ አጠቃላይ እዉነታ/ችግር ስየታ ወቅት   
 በጥናት ውጤት አዳራሽ ላይ ገለጻ ወቅት   
 በሁለቱም ተግባራት ወቅት
- 15.2 የጥያቄ ቁጥር 16 መልስዎ አይደለም ከሆነ ምክንያትዎ ምንድነዉ?  
 አልተጋበዝኩም  መሳተፍ አልፏለሁም   
 ሌላ ምክንያት ካለዎት ይግለጹ-----
- 16 የከተማዉ የዕድገት ፕላን/ካርታ/ማስተር ፕላን አተገባበር/አፈጻጸም ውይይት ላይ ተሳትፏዉ  
 ያዉቃሉ?  
 አዎን ተሳትፏላለሁ  አይ አልተሳተፍኩም
- 16.1 የጥያቄ ቁጥር 17 መልስዎ አዎን ከሆነ በምን ደረጃ ነዉ የተሳተፏት?  
 በከተም አቀፍ ደረጃ  በክፍሉ-ከተማ ደረጃ  በቀበሌ ደረጃ
- 16.2 ስምን ያህል ጊዜ ነዉ የተሳተፏት?  
 አንዲ ቢቻ  2ጊዜ  3-5ጊዜ ይሆናል  ከ6 ጊዜ በላይ
- 16.3 የጥያቄ ቁጥር 17 መልስዎ አይደለም ከሆነ ምክንያትዎ ምንድነበር?  
 አልተጋበዝኩም  መሳተፍ አልፏለሁም   
 ሌላ ምክንያት ካለዎት ይግለጹ-----
- 17 በከተማ ዉስጥ ማዘጋጃ ቤት በማያወቀዉ መንገድ/በሕገ-ወጥ መሬት መያዝ መብራክት  
 ምክንያት ምንድነዉ ብለዉ ያምናሉ?  
 ማዘጋጃ ቤት ስለማይሰጥ  የማዘጋጃ ቤት ክፍያ ስለምበዛ



**QUESTIONNAIRE FOR PLAN PREPARATION AND IMPLEMENTATION PROCESS/TEAM:**

1. How many times Dilla town had got an opportunity to prepared/have/ urban physical plan/design through its history (including the current at hand); and who were prepared it?

Plan prepared for	By the year	By whom? Institution(s) prepared it
1 <sup>st</sup> time plan		
2 <sup>nd</sup> time plan		
3 <sup>rd</sup> time plan		
Others (if any)		

2. Who initiated these plan preparation?

2.1 The 1<sup>st</sup> time plan-----.

2.2 The 2<sup>nd</sup> time plan-----.

2.3 The 3<sup>rd</sup> time plan -----.

2.4 Other (please specify) -----.

3. What were the types or kinds of these plans prepared and delivered at each preparation periods? (Master plan, Development plan, Structural plan, Local development plan = urban design, Neighborhood plan ...)?

3.1 The 1<sup>st</sup> period plan: -----.

3.2 The 2<sup>nd</sup> period plan: -----.

3.3 The 3<sup>rd</sup> period plan: -----.

3.4 Others (please specify):-----.

4. What were the detailed accompanying documents: both spatial drawings and text summary reports? (**Spatial drawings:** land-use plans, transportation or road network plans, drainage plans, utilities plans, expansion area plans... **Summary Reports:** executive summary, development management & control summary, policy issue summaries ...).

4.1 The 1<sup>st</sup> period plan: -----.

4.2 The 2<sup>nd</sup> period plan: -----.

4.3 The 3<sup>rd</sup> period plan: -----.

- 4.4 Others (please specify):-----.
5. Where actions for implementing designs/plans clearly identified? -----.
  6. Where the actions for implementing plans/designs prioritized? -----.
  7. Where timelines for implementation identified? -----.
  8. Where organizations with responsibility to implement plans/designs and policies identified? -----  
-----.
  9. Where needs and sources of funding to implement the designs/plans identified? -----  
-----.
  10. Was there a timetable for updating design/plan? -----  
-----.
  11. Was there a timetable & strategy for monitoring & inventorying design/plan change & violation? --  
-----.
  12. Was there timetable for updating the plan based, on results of monitoring & inventorying changing  
conditions? -----.
  13. Was there an executive summary? If yes, to what extent detailed or do you think is it sufficient  
implementing guidance summary? Describe the major gaps.-----  
-----.
  14. Are clear illustrations used in the executive summary (pictures, diagrams, etc.)? -----  
-----.
  15. Is spatial information clearly illustrated on maps? -----.
  16. Are all kinds of spatial designs/plans produced in clear and detail manner (present and future land-  
use, transportation, water & sewer ...)? -----  
-----.
  17. Are supporting documents included with the plans/designs (videos, CD, GIS, etc.)? -----  
-----.
  18. Are horizontal connections with other local plans/designs and programs explained? -----  
-----.
  19. Is a process for intergovernmental coordination explained for providing infrastructure and  
services? -----.
  20. Do the plans/designs explain the support and involvement of key public agencies as well as  
community? -----.

21. Your position regarding implementation performance of plans/designs?

Successfully implemented  partially implemented

Improperly implemented  some are unimplemented

22. What do you think as a major gap of plan preparation in relation to Dillas' potential & opportunities?-----  
-----.

23. Is there a gap between prepared spatial plan/design and in reality on the earth or any missed activity during preparation?-----  
-----.

24. Do you think that absence of Dilla's identity enhancement is due to whether the problem of plan/design preparation and/or implementation? -----  
-----.

25. Is there any special consideration/support while new urban plan/design approved and awarded, prior to its implementation to facilitate its successful implementation? If yes, describe the provided support in kind and amount (financial, technical, material, etc.)

25.1 From regional/federal government? Yes  No

25.2 From zonal government (Gedeo zone administration)? Yes  No

25.3 From zone urban development department? Yes  No

25.4 From any other body: NGO, community group, etc. (please specify)? Yes  No  -

26. Especial supports delivered by local government (Dilla city administration) for successful plan/design implementation? Please describe.

26.1 Financial support? Yes  No

26.2 Supports in coordination: (stand force, committee, institutionalization, etc.)?

Yes  No

26.3 Any effort in mobilizing and coordinating the residents & community of the town?

Yes  No

27. What is the total spatial area coverage of the town according to current physical urban plan? -----  
-----.

28. What is the total area of land that is newly incorporated or included in to Dilla town administration due to urban expansion in the current urban plan, which was not part of the outdated plan? -----  
-----.

29. What were the procedures followed while these newly included areas taken as part of Dilla administration?

29.1 Regarding public/residents mobilization & consent? -----  
-----.

29.2 Regarding existing developments (built & not built; land identification and registration)?-----  
-----.

30. How and when plan/design monitoring & inventorying made by your team?

30.1 In the expansion area? -----.

30.2 In the whole town? -----.

30.3 To permit investment projects? -----.

30.4 Responses or/and actions on un-authorized change by violators? (Supporting evidence)-----  
-----.

31. Is there any kind of plan(s) or design(s) prepared by your team own-force?

Yes  No

31.1 If yes, what kind & how many? -----  
-----.

31.2 If no, what are the major reasons? -----  
-----.

32. Have you any plan at hand to prepare, update, invent and monitor the plan/design for the fiscal year or near future? -----.

33. In general, plan/design implementation, administration and management regulation policies at hand your team following (laws, codes, standards, regulations, etc.)? Attach the copies.

34. Who is responsible for construction follow-up/supervision after building permit handover? -----  
-----.

35. What are the major reasons for on-public road constructions of buildings especially high-rises buildings? -----  
-----.

36. What are the reasons for on-road constructions by most residents and/or roads not opened according to the plans? -----  
-----.
37. What are the reasons for absence of squares and on square monuments? -----  
-----.
38. What is the role of your process/team after handed over development/building projects permit? ----  
-----.
39. What do you think the major problems of plans/designs implementation in the context of Dilla town?
- 39.1 Financial-----  
-----.
- 39.2 Technical-----  
-----.
- 39.3 Material/Technical Equipments -----  
-----.
- 39.4 Human power (technical staff) -----  
-----.
- 39.5 Administrative/political-----  
-----.
- 39.6 Others (please specify)-----  
-----.
40. Please give your professional suggestion & basic inputs for new design proposal going to proposed on this research (to enhance Dillas' identity & successful plan/design implementation)!-----  
-----  
----- (you can attach spatial planning or verbally, taking enough time).

41. Machinery & Equipment demand & availability of the team that facilitate your performance

Ser.	Machinery & Equipment Type	Demand	Existing
1	Construction machinery	Dozer	
		Grader	
		Roller	
		Dum Truck	
		Tractor	
		Loader	
		Compactor	
		Water Sprinkler	
		Asphalt breaker	
		Other (specify)	
2	Surveying Instruments	Total Station	
		Theodolite	
		Leveling Instrument	
		Staff reading	
		Range pole	
3	Drawing Instruments	Drawing table-Flexible	
		Rapdio grapy (set)	
		Plotter	
		Photo Copying machine	
		Blue Printer	
		Other (specify)	
4	Computer Program	Computer	
		GIS, LIS, & Cadastre	
		AutoCAD	
		Others (specify)	
5	Vehicles	Automobile for team	
		Service Bus	
		Motor Cycle	
		Bike	
		Others (specify)	

Respondent's Name: ----- Head approved: Name -----

Date -----

Date -----

Signature -----

Signature -----