



Addis Ababa University
College of Business and Economics
Department of Public Administration and Development
Management
Master of Art Public Management and Policy

**The Achievements and Challenges of 20/80 Condominium Housing Project in
Lemi Kura Sub-City, The Case of Yeka Tafo site, Addis Ababa Ethiopia**

By: Getaneh Nigussie

Advisor: Dr. Jemal Abagissa

June /2022

Addis Ababa-Ethiopia

Addis Ababa University
College of Business and Economics
Department of Public Administration and Development Management

**The Achievements and Challenges of 20/80 Condominium Housing Project in
Lemi Kura Sub-City, The Case of Yeka Tafo site, Addis Ababa Ethiopia**

By
Getaneh Nigussie

Advisor: Dr. Jemal Abagissa

**A thesis submitted to the Department of Public Administration and Development
Management of Addis Ababa University in Partial Fulfillment of the requirements for the
Degree of Masters of Art Public Management and Policy (MPMP)**

March /3/2022

Addis Ababa, Ethiopia

Statement of Declaration

I **Getaneh Nigussie Mekonnen** the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

Declared by:

Name: _____

Signature: _____

Date: _____

Confirmed by Advisor:

Name: _____

Signature: _____

Date: _____

Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

Approval

As members of the Board of Examining the Final MSc, thesis open defense, we certify that we have read and evaluated the thesis prepared by **Getaneh Nigussie** under the title "**The achievements and challenges of 20/80 Condominium Housing Project in Lemi kura sub-city, the case of yeka Tafo site, Addis Ababa Ethiopia.**" and recommend that the thesis be accepted as fulfilling the thesis requirement for the **Degree of Master of Art Public Management and Policy.**

Approved by Board of Examiners

_____	_____	_____
Chairperson	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Advisor	Signature	Date

Final Approval and Acceptance

_____	_____	_____
Department PADM	Signature	Date

Acknowledgments

I would like to thank the Almighty God for the good health and wellbeing that were necessary to complete this thesis. Secondly, I wish to express my sincere thanks to Dr. Jemal Abagissa, my advisor, for his patience, motivation and continuous support. I am also grateful to our kindly wife **Eden Alemu** for her nonstop encouragement, support and attention. Finally, I would like to thank all individuals who were willing to have interview and provided me the data that was important ingredients for successful completion of this thesis.

List of Acronyms

AAHDPO = Addis Ababa Housing Development Project Office.

AAHPO = Addis Ababa Housing Project Office.

AAIHDP=Addis Ababa Integrated Housing Development Program

CSA = Central Statistics Agency

EPRD=Ethiopian People's Revolutionary Democratic Front

HPF = Housing Provident Fund Program

IHDP = Integrated Housing Development Program

PMBOK= Project Management Body of Knowledge

MDG = Millennium Development Goals

GTPI= Growth and Transformation Plan One

MOFED = Ministry of Finance and Economic Development

MWUD = Ministry of Work and Urban Development

PMI = Project Management Institute

UN-HABITAT= United Nation Human Settlements Program

GTZ=the German Technical Corporation

Table of Contents

Statement of Declaration.....	i
Approval.....	ii
Acknowledgments.....	iii
List of Acronyms	iv
Table of Contents	v
List of Table	viii
List of Figure.....	ix
List of Graph	x
Abstract	xi
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	2
1.3 Research Questions	4
1.4 Objective of the Study	6
1.4.1 General Objective	6
1.4.2 Specific Objectives	6
1.5. Significance of the Study	7
1.6 Scope of the Study.....	7
1.7 Organization of the Paper.....	7
1.8 Definition of Operational Terms	7
CHAPTER TWO	8
REVIEW OF RELATED LITRATURE	10
2.1. Theoretical Literature Review.....	10
2.1.1. Introduction	10
2.2. The Management of Construction Projects	11
2.2.1. Nature of Construction Projects	12
2.2.2. Nature of Condominium housing projects in Addis Ababa	17
2.2.3. The Challenges those Affective Condominium Housing Project.....	19
2.2.4. Countries Experience in Terms Of Condominium Housing Project United Kingdom	

.....	21
2.3 History of Ethiopian Urban Housing during Various Governments	22
2.4. The Role of Government in Providing Housing	24
2.5. The Problems of urbanization and Housing in Ethiopia	28
2.6 Empirical Literature Review	31
2.6.1 The housing problem in Addis Ababa	31
2.7. Conceptual Framework	33
CHAPTER THREE	34
RESEARCH DESIGN AND METHODOLOGY	34
3.1 Research Design.....	34
3.2 Target Population and Sample	34
3.2.1 Population of the Study Area	34
3.2.2. Sampling Frame	35
3.2.3. Sample Size and its Determination.....	36
3.2.4. Sampling Technique	37
3.3. Data Sources and Data Collection Methods.....	38
3.3.1. Data Sources	38
3.3.2. Techniques of Data Collection Tools	38
3.3.2.1. Semi structured Questionnaires (In a Quantitative and Qualitative Ways)	38
3.3.2.2. Key Informant Interviews.....	39
3.3.3.3. Secondary Data Collection	39
3.3.4. Method of Data Analysis and Interpretation	39
3.4 Ethical Consideration	39
CHAPTER FOUR.....	40
DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	40
4.1. Introduction	40
4.2 Response Rate	41
4.3. Demographic Characteristics of Sample Respondents.....	41
4.3.1. Sex of the Respondents	42
4.3.2. Age of the Respondents	42
4.3.3. Educational Background of the Respondents	43

4.3.4. Work Experience of the Respondents	44
4.3.5. Occupation of the Respondents	45
4.3.6. Location of the Respondents	45
4.4 The Critical Analysis Regard to the Questionnaires and Interviews.....	46
4.4.1 Factors that Affect the Condominium Housing Projects in Terms of Time	47
4.4.2. Factors that Affect the Condominium Housing Projects in Terms of Cost.....	49
4.4.3. Factors that Affect the Condominium Housing Projects in Terms of Quantity	52
4.4 Results of interview Data	53
CHAPTER FIVE	55
SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION	55
5.1 Introduction	55
5.2 Summary of Finding.....	55
5.3 Conclusion.....	57
5.4 Recommendations	58
Bibliography.....	61
Appendix One	65
Appendix Two.....	70
Interview questions	71

List of Table

Table 4.1: Respondent by organization response rate	41
Table 4.2: Shows the frequency and percentage of age of the respondents	42
Table 4.3: Shows the frequency and percentage of Occupation of the respondent of the respondents	45
Table 4.4: Shows the frequency and percentage of Location of the respondent of the respondent of the respondents.	45
Table 4.5: Time factors affecting on the project performance respond results	47
Table 4.6: Cost factors affecting on the project performance respond results	49
Table 4.7: Quantity factors affecting on the project performance respond results	52

List of Figure

Figure 21: Conceptual Framework.....	33
Figure.3.1: Map of Study Area.....	36

List of Graph

Graph 4.1: Shows the frequency and percentage of gender of the respondents	42
Graph 4.2: Shows the frequency and percentage of Educational background of the respondents	43
Graph 4.3: Shows the frequency and percentage of work Experience of the respondents	44

Abstract

The study achieved its goals by offering answers to the fundamental questions. The purpose of this research is to evaluate the accomplishments and challenges of the 20/80 Condominium Housing Project in Lemi Kura Sub-city, with a focus on the Yeka Tafo site in Addis Ababa, Ethiopia. For the study's completion, both primary and secondary data were gathered. Data was collected through structured questioners, interviews, and an office document review, all of which were created using factors described in the literature. A total of 180 questionnaires were distributed, with 174 respondents filling them out and returning them, accounting for 96.6 percent of the total. In addition to the surveys, interviews were performed with eight members of the client's management team, as well as a consultant and a contractor from the project office and all of them were interviewed. Furthermore, secondary data were collected from Addis Ababa housing project office five years annual plan of 20/80 Condominium housing project and the study area of project sites, central statistical agency, five years infrastructures plan and population project for Ethiopia. The reason why the researcher used different data sources was to increase the reliability and validity of data. This in turn enhances the quality of the research findings up which the conclusion can be drawn made.

The data collected was examined using both quantitative and qualitative methods. The frequency and percentage techniques were utilized to examine the data using SPSS software. The analysis determined whether the government meets its goal of constructing 20/80 condominium housing units in the Lemi kuria sub-city on the yeka tafo site. Categorize the key factors that affect the project's time, cost, and quantity performance. According to the results of the open ended question, the majority of respondents believed that the project did not achieve its set objectives because of untimely release of funds, poor construction process follow-up, poor management system, inaccessibility of construction materials related to supply, transportation, and delivery for the project, and corruption. In general, but especially vital, all project participants must coordinate their efforts to build a large number of dwellings in order to create a more developed housing delivery system. Due to the increase in population, the demand for housing in the city is currently very strong. As a result, all interested parties should support the condominium housing project's construction in order to realize the project's objectives. Finally, this research offers its own recommendations for improving the project's performance.

Key words: project Performance, time, cost and quantity factor.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

One of the three most basic human requirements is housing. According to the United Nations Universal Declaration of Human Rights (1948), Article 25 (1): “Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care” (Mekonen, 2008). This implies that everyone has a right to live in a house that fulfills the minimum standards i.e. the house should be accessible; there should be access to safe drinking water, electricity, and etc. However, in Ethiopia most of the houses have no such facilities. According to (Mekonen, 2008), even in the capital city Addis Ababa, where 80% of the total housing stock is found, most of the housing units are old, dilapidated, and substandard, overcrowded and have no kitchen, toilet, and bathing facilities. Hence, they are not fit for healthy life.

The Ethiopian government launched the Integrated Housing Development Program to address the housing scarcity and provide poor and middle-income individuals with a home that satisfies minimum criteria (kitchen, toilet, and bath facilities) in order to satisfy the country's poverty reduction goals. Condominium buildings are currently being built to this purpose. The word "condominium" is derived from two Latin roots that indicate "shared ownership or control." It refers to a legal form of ownership rather than a specific building or dwelling, according to the Hawaii Real Estate Commission. (2009). “A condominium is a multiple-unit dwelling in which separate and distinct ownership of individual units and joint ownership of common areas” according to the Encyclopedia Britannica. The Federal Democratic Republic of Ethiopia's Condominium Proclamation Number 370/2003 defined condominium as a building for residential or other purposes with five or more separately owned units and common elements, in a high-rise building or a row of houses, and includes the building's land holding.

After the successful completion of the Bole Gerji pilot apartment's development in the years 1999-2002, AAHDPO, formerly known as IHDPO, was established. The low-cost housing project was founded on a bilateral agreement between the Ethiopian and German governments to provide technical, managerial, and financial assistance. The German Agency for Technical

Cooperation-International Services (GTZ-IS) was tasked with providing technical and management support to the initiative. The first pilot project in Addis Ababa was carried out by (GTZ-IS) in partnership with the Ethiopian Ministry of Federal Affairs using low-cost technologies. This project presented practical and technically competent construction alternatives based on prefabricated building elements.

The program adapted low-cost technology through alternative construction methodologies (use of prefabricated building components), lowered building standards to acceptable standards for low-cost housing, and used a monotonous building typology and mass construction to achieve its main goal of affordability and job creation (GTZ-IS, 2005). Contractors and small businesses were also encouraged to participate in the scheme. Contractors are characterized as individuals with low capital investment who may require financial and management assistance in order to run their firm effectively (GTZ-IS, 2005).

Construction is a dynamic process with no two projects ever being the same. Even if you have years of experience, each job has its own set of challenges and obstacles. Project monitoring and control are necessary to achieve project goals, regardless of how well you do during the pre-construction stages. The primary causes, effects, and overall implications of cost overruns on the Addis Ababa city administration's governmental 10/90, 20/80, and 40/60 housing projects are analysed. Cost is one of the most crucial considerations throughout the project management life cycle, since it is one of the most vital parts of a project and the driving force of project success. Despite its evident importance, it is not uncommon for a construction project to fall short of its goals due to fiscal constraints (Memon et al, 2010). (Al-Najjar, 2008) defines cost overruns as the difference between the initial contract award amount and the actual contract value. During the construction phase, practitioners generated this version. It is vital to the project's success that the relevant factors that produce this disparity are identified. Cost overruns in construction projects are common in both rich and developing countries like Ethiopia, but they are especially common in poor countries like Ethiopia, where cost overruns might exceed 100% of the estimated cost. (Azhar.2008) As a result of friendly, business-related, and political growths that bring about city aggregation and growth of abundant centres, changes in land use, and metamorphosis from country to metropolitan patterns of arranging and government, home has enhance a major public issue in principal part institutions about the realm. Housing is a basic human necessity in many parts of the globe, but allure growth poses a serious trouble for two

together city society and societies. To varying qualities, the question endures in two together developed and underdeveloped countries.(Nesru.S,2007)

Ethiopia's capital, Addis Ababa, has seen significant population growth as a result of immigration and natural growth. As a result, housing demand is put under even more strain. However, the rate at which housing is being built is insufficient to accommodate such a big population. The bulk of Addis Ababa residents live on low and inconsistent wages. As outcome, both government and private real estate developers' available housing is out of reach for low-income residents. As the outcome, a large number of families are forced to live in kebele houses or private rental dwellings. (Wondosen S,2013).Also Addis Ababa, the capital city of Ethiopia as well as the capital city of Africa and also it is the largest seat of international organization, remain with high population which is accounted for 5,006,000 and increased by 4.42% from 2020 (Macro trends. net cities 2021 Addis Ababa population).

Time is an extremely important issue in construction. Together with cost and quality, it is a primary objective of project management and a major criterion by which the success of a project is judged (Charmer K, 1990).

Time covers the structuring, sequencing, duration, estimating and scheduling of activities and/or work packages, including the assignment of resources to activities, establishing project deadlines and monitoring and controlling their timely execution. These aspects should be played on a critical path diagram. (IPMA, 2010)

According to (PMBOK, 2013) Project Time Management includes the processes required to manage the timely completion of the project. Project Time Management processes comprises; Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Resources, Develop Schedule Control Schedule. According to Addis Ababa Housing Project Office (AAHPO- 2016), Addis Ababa City Administration has delivered 105,000 houses to tenants in the last 10 years. Annually, the administration allocates over 6.3 billion birr for the construction of 10/90 and 20/80 condominiums. More than 860,000 of Addis Ababa's dwellers have registered in the 10/90 and 20/80 housing schemes. The office had initially planned to construct 335,000 houses in the five years of GTP II. However, no new construction has been undertaken due to waiting the approval of city council to start anew 20/80 housing project, considered ideal for construction due to high cost overrun. Currently, there are over 130,000

houses already in progress across several coroners of the city. Yet several houses are lagging behind schedule, often blamed on power interruption, poor capacity of some contractors and mismanagement in supervision and procurement procedures.

In this thesis, towards the performance of governmental 20/80 housing project undertaking by Addis Ababa city Administration specifically Lemi Kura Sub City in yeka Tafo condominium project sites, cost is among the major considerations throughout the project management life cycle and can be regarded as one of the most important challenge of a project and the driving force of project success.

Despite its proven importance, it is not uncommon to see a construction project failing to achieve its objectives within the specified cost (Integrated Development Plan, 2016). (Al-Najjar, 2008) defines cost overruns as the change in contract amount divided by the original contract award amount. This alternative happens during building stage by way of experts. Identifying the contributory determinants that perform this difference is an important aspect to secure the project accomplishment. The issue of performance in construction projects is very dominant in both developed and developing countries likes Ethiopia, but this trend is very severe in developing countries like Ethiopia, where these overruns sometimes exceed 100% of the anticipated delay performance and change in transferring the condominium users to third person or rich peoples due to enabling to pay the rest of percentage payment expected.

In terms of quantity, it is a property that can exist as a multitude or magnitude, which illustrate discontinuity and continuity. Quantities can be compared in terms of "more", "less", or "equal", or by assigning a numerical value in terms of a unit of measurement. (<https://en.wikipedia.org>)

1.2 Statement of the Problem

Ethiopian cities' housing conditions are a result of the interaction of urbanization and population considerations. High rates of population growth and migration to urban areas led in overcrowding of dwelling units and the emergence of squatter communities. Inadequate housing production has become one of Ethiopia's defining traits. Although the scope of such issues varies per city, for example high density, sanitation issues, and unhealthy living conditions, and insecurity of tenure are some of the common constraints of urban areas. (UN-HABITAT, 2007)

Different previous studied literatures such as:(Fetene N, 2008); United nation human settlement

program, 2011; World Bank, 2013; (Zinabuandgetachew,2015) 2015; Addis Ababa city saving House Development, (Alebel .W. Berihu, G and Simon F, 2016) proven that Housing projects are entrapped by various types of causes, some are- inadequate or inefficient equipment, tools and plants, unreliable sources of materials on the local market, inadequate manpower (e.g. in terms of numbers, poor training, lack of training, etc.) delayed payment to contractors, subcontractors and/or suppliers, rework required due to poor work or the wrong materials used by contractors, change of work scope or changes in material specifications, poor communication among stakeholders (e.g. slow responses to site queries, late receipt of drawings, etc.) disputes among the parties involved in the project (clients, contractors, consultants), high inflation, insurance and interest rates , contractor's work load, bureaucracy, site accidents Ethiopia. The previous study identified is that, Addis Ababa City Administration housing Project program delivers their progressed the houses to tenants behind the schedules due to most houses required additional budget to finalized the project, that is initial estimated cost is less than the actual cost at completion due to unidentified root causes.

Ethiopia's shelter required is 'tween 900, 000 and 1,000,000 parts in urban regions, and an supposed 225, 000 home parts are necessary an old age to meet the Millennium Development Goals apiece 2015. The youth Ethiopia's society the one reports in addition 50% under the age of 18 accompanying an extreme study of human population rate that could visualize Ethiopia's society reach 100 heap by 2020 is dawdling large pressure on demand for brisk dwelling provision. It is supposed that only 30% of Ethiopia's total home stock is in fair condition, while the staying 70% is down and out total substitute. As a result Addis Ababa city presidency has begun an ambitious of shelter explanation and city center improve program (UN-residence, 2011).

Provision of able, affordable and appropriate dwelling for low profit households is plainly in short supply. The entertainers in this place productiveness are also few and skilled seems expected a slightest interest of other for-profit businesses housing planners to support low proceeds residence units. Because of their boom not sure and high earnings home markets, these private sector builders may have the ability and ability set to offer the depressed-wage homes wanted to ease, not completely partially, the country's shelter deficiency. (UN-Habitat, 2016)

A research done by (Ababa S, 2018) conducted on the assessment of the determinants of 40/60

housing project performance in Ayat site in Addis Ababa. Therefore, the researcher studied and evaluated the performance of project in the implementation of cost and time management that are participated on 40/60 saving house project in Addis Ababa. However, the factors those determine time, cost, and quantity might be vary for 20/80 housing project. This paper try to assess the achievement of the condominium housing project and the main factors related to time, cost, and quantity on construction in Addis Ababa city administration Lemi Kura Sub City in yeka Tafo condominium project sites.

1.3 Research Questions

This study attempts to answer the following research questions:

1. Did the government achieve the objective of construction of 20/80 condominium housing in Lemi kuria sub- city in yeka tafo site?
2. What are the main factors that affect the projects in terms of time?
3. What are the main factors that affect the project in terms of cost?
4. What are the main factors that affect the project in terms of quantity?
5. What are the main challenges affecting the performance of the project?

1.4 Objective of the Study

1.4.1 General Objective

The main objective of the study is to assess the performance of condominium housing project and factors that determine the project with time, cost and quantity in Addis Ababa city administration Lemi kura sub - city in yeka tafo site 20/80 condominium house project.

1.4.2 Specific Objectives

The specific objectives of this thesis are:

- To assess whether the government achieve the objective of construction 20/80 Condominium Housing in Lemi kuria sub- city yeka tafo site?
- To identify the main factors that affects the projects in terms of time?
- To investigate the main factors that affect the project in terms of cost?
- To assess the main factors that affects the project in terms of quantity?
- To identify the main challenges affecting the performance of the project?

1.5. Significance of the Study

The goal of this thesis is to show the constraints of condominium housing project building in specific sections of Addis Ababa. This article is meant to provide academic information, and the study will pique scholars' interest in conducting further research on the difficulties. Finally, the findings and recommendations of this study will use help those concerned bodies discover solutions.

1.6 Scope of the Study

The Scope of this thesis research is on the achievement and challenges of 20/80 condominium house project in Lemi Kura Sub City, Yeka Tafo site and the main factors related to time, cost, and quantity on construction. It is clear that quality also another factor that determines the condominium house project. But this factor excluded from the objectives of the study because of the condominium houses are not transferred for the residential. The Integrated Housing Development Program have three housing program (10/90, 20/80 and 40/60), from this program the study will really on 20/80 program. This program has many projects in the Addis Ababa city. The study will delimited related to time is from the beginning of the project i.e. 2016 to 2020.

1.7 Organization of the Paper

The first chapter covers the background of the study, the statement of the problem, the research question, and the study's objectives, the significance of the research, the scope of the study, the organization of the paper, and the definition of operational terms. The next chapter covers the

significance of the research, the scope of the study, the organization of the paper, and the definition of operational terms.

The second chapter presents a review of linked literatures pertaining to theoretical (conceptual) and empirical evidence in order to demonstrate what is already known and what research gaps need to be addressed in order to address the problems of condominium housing project difficulties. The third chapter discusses the research strategy and methodology, as well as a description of the research area. The fourth chapter deals with the presentation of data as well as the analysis of that data. Finally, in Chapter 5, crucial conclusions and recommendations are offered based on the study's findings.

1.8 Definition of Operational Terms

Condominium:-is a term used to describe a type of housing tenure in which each resident household owns their own apartment but has equal ownership and responsibility for the building's shared areas and utilities, such as corridors, heating systems, and elevators. Individual pieces of land do not have individual ownership. Every homeowner on a condominium site owns all of the land on the property. (UN-habitat, 2011)

Project: - It's a temporary project that aims to support of highest quality-of-a-kind brand, help, or effect. Projects' temporary personality indicates that they have different first and last. When the project's goals have happened achieved, or when the project is finished because allure goals will not or cannot be skillful, or when the project is not any more wanted, completely is attained. A project can further be finished if the customer (client, sponsor or champion) wishes to stop the project (Harold Kerzner, 2004)

Performance: - The accomplishment of a given construction projects against the contractual cost, time and quantity standards.

Time: - the persisted series of life and occurrences that occurs in an seemingly irrevocable sequence from ancient times, through the, into the future. It is a component bulk of differing measurements used to order occurrences, to equate the event of occurrences or the pauses between bureaucracy, and to measure rates of change of quantities in material real world or in the intentional knowledge. Time is frequently referred to as a fourth dimension, in addition to three relating to space ranges. (<https://en.wikipedia.org>)

Cost: - To an economist, the cost of producing any good or service is its opportunity cost. In everyday living, all man-made choices have alternatives. Therefore the opportunity cost of obtaining a commodity is the foregone utility which could have been derived from the forgone alternatives. Cost is best described as a sacrifice made in order to get something. In business, cost is usually a monetary valuation of all efforts, materials, resources, time and utilities consumed, risk incurred and opportunities forgone in production and delivery of goods and services.

(<https://www.researchgate.net>)

Quantity:-is a feature that can endure as a large group or size that portray stop and continuity.

Quantities maybe distinguished in agreements of "more", "less", or "equal", or by designating a mathematical profit in agreements of a unit of calculation.

(<https://en.wikipedia.org>)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature Review

2.1.1. Introduction

Humans require housing as one of their most basic needs. However, the relationship between adequate housing supply and affordability practices is complicated. Uncontrolled rapid population expansion from high rates of natural increase and quick rural to urban migration, along with low levels of income, has resulted in a strong demand for urban housing in less developed countries cities, creating a serious challenge of housing supply and affordability. Ethiopian cities, like those in other developing countries, have a weak economic foundation. Most Ethiopian cities and towns suffer a slew of issues, including an acute and rising housing shortage. However, because of differences in physical conditions, economic development, and cultural preferences, housing challenges may vary from city to city. (UN-Habitat, 2016)

Therefore, the function of housing is the most important economic resource to Addis Ababa residents than any other urban cities of our country. One of the key development concerns of the twenty-first century is the increasing progress of urbanization in developing nations, which is accompanied by a lack of sufficient and cheap housing. Ethiopian cities, like most African cities, have spatial, physical, and socioeconomic conditions that fall well short of what is required to sustain the city's livelihood. The development of housing project which is suitable to the majority of residents has significant role in urban development by rectifying housing problem, creating job opportunity, enhancing saving culture and overcoming the problem of dilapidation and urban suffocation. Hence, special attention should be given to housing projects in urban development activities. That is why, the Addis Ababa city administration launched grand low cost condominium housing projects through integrated housing development program (IHDP) in 2004 to minimize housing backlog, slums and to provide decent shelter to middle and low income groups. So far, 175,898 houses haven already been completed and transferred to beneficiaries (AAHDPO, 2015)

2.2. The Management of Construction Projects

Hundreds of thousands of condominium houses have already been developed by the FDRE administration in partnership with regional governments across the country, with a specific focus on the federal capital, Addis Ababa. The House of People's Representatives of the FDRE formally announced the beginning of a program called "Integrated Housing Development Program" through Condominium Proclamation NO 370/2003. (IHDP) "The Ministry of Urban Development and Construction wants to construct 500,000 housing units, create 400,000 job opportunities, and reduce the number of slum inhabitants by half from 60percent to 30 percept by the conclusion of Growth and Transformation Plan One (GTPI) throughout the country" (MoudC,2013)

In addition, the scheme aims to modernize the city's core by razing existing slum districts and erecting condominium towers (Cheren&Sewnet.2012). The IHDP also plans to create temporary jobs, encourage individuals to establish saving habits, and economically empower urban inhabitants, as well as assist the domestic construction industry in developing their capabilities (Mahder, 2013)

The administration of construction projects is very similar to the management of similar projects in other sectors (Hendrickson, 2015) "A lot of the stuff in the PMBOK guide applies directly to construction projects" (PMI,2007).Even though construction project management is comparable to other types of project management in many ways, it has several distinct characteristics that set it apart from other types of project management, such as software development. In contrast to the administration of many other projects, project managers in construction projects are frequently changed from one phase to the next, and some may specialize in only one phase of the project. (Source: PMI, 2007). According to CIB (2002), project management in construction is largely responsible for coordinating experts in the project team so that they can efficiently provide their best efforts to the project. Managing construction projects necessitates an understanding of the design and construction process in addition to project management and general management skills (Hendrickson, 2015). Communication skills and the ability to lead a team are also essential for successful construction project management (Chen, June, 2009).

Construction management (CM) is defined as the planning, scheduling, evaluating, and controlling of construction tasks or activities in order to achieve specific objectives by

effectively allocating and utilizing appropriate labor, material, and time resources in a manner that minimizes costs and maximizes customer/owner satisfaction, according to (Jackson, 2004) . Although this definition covers the function of construction management, it does not explain the discipline or profession of construction management. This is due to the fact that construction management is more than a single task or activity. It is usually delivered by a construction management team and consists of numerous duties. A single member of a construction management team who performs any one of the CM duties is considered to be undertaking construction management at the same time. Jackson et al, 2004. (CMAA,2001) the phrase "construction management" is defined as the process of professional management applied to the planning, design, and construction of a project from start to finish in order to regulate time, scope, cost, and quality. Construction management is the use of an integrated system and procedures by a group of specialists to achieve the owner's project objectives. Construction management is successful when it achieves the project team's goals by striking the right balance between cost, schedule, and quality. All three elements are linked and influence one another. (CMAA.2012)

2.2.1. Nature of Construction Projects

Construction project management differs from other project management in a few ways. The distinctions are primarily due to the nature and characteristics of construction projects. It is critical to take these variances into account while managing building projects. Construction projects are usually capital intensive, complex; and require significant management skills, involvement and coordination of a wide range of experts in various fields (CIB.2002).

- ❖ Are usually carried out outside, making them vulnerable to a variety of factors such as weather and traffic (Gould F.& Joyce N, 2003).
- ❖ Must consider the geography and conditions of the project site, as well as the project's relationship to the environment. (Project Management Institute (PMI), 2007).
- ❖ Are governed by a number of laws and regulations aimed at ensuring public safety and reducing environmental effect. (Bennett F. L, 2003).
- ❖ Construction projects, in comparison to most other businesses, require a lot of labor and consume a lot of resources and physical instruments. (Mengesha W, 2004)

In general, project management for construction projects is an integrated process that focuses on the project lifecycle from start to finish. Its core task is to strike a balance between competing project objectives for time, money, and output (scope/quality). Meeting these goals necessitates the use of all areas of knowledge and procedures. (PMI, 2003) gives a guide to the project management body of knowledge (PMBOK) that covers nine knowledge categories that are applicable to all projects. These are the knowledge areas.

Project Integration Plan

In the integration management process, prioritizing competing objectives and alternatives is critical. The goal of project plan development is to establish a consistent, cohesive document that can be utilized to guide project execution and control. (Gupta, 2008). As seen in the diagram below, integration management focuses on bringing all of the regions together into a single whole. As a result, the project integration plan assists us in determining how to combine the project's various components into a unified entity.

Project Scope Management Plan

It is a method of ensuring that the project contains all of the work that is required and excludes the work that is not required in order to properly execute the project. Scope was planning, scope definition, and WBS PMI creation are all part of this planning knowledge area (2004).

Project Time Management Plan

When you start a project, you know how long it will take to finish it. If a project is completed on time and on budget, both the sponsor and the contractor will benefit. There should be a comprehensive project time management plan in place in order to accomplish it. Project time management (PMI) is the process of tracking and controlling the amount of time spent on a project (2003). Work that is behind schedule or completed late in comparison to the baseline or contract timetable. Although this will increase the project's cost and has an impact on its scope and quality. Executing a project on time and on budget, on the other hand, will provide the agreed-upon (scope) and fulfill the quality requirements, as well as create value by meeting organizational market needs and achieving project outcomes (PMBOK, 2013).

Time overruns have a negative impact on the project by raising expenses. The customer's related expenses include consultant fees, payment for head office follow-up, revenue loss, and reimbursement to the contractor if the time overrun is caused by the client. The contractor's

expenses include those related with the management and maintenance of temporary buildings, project and head office administrative costs, the cost of extending performance and advance payment assurances, and revenue loss (Assaf, 2006).

According to PMBOK (2013) a schedule performance index (SPI) is a technique for measuring schedule time efficiency and is represented as a ratio of earned value to anticipated value. It assesses how effectively the project team uses their time.

$SPI = EV/PV$ is the equation. Where EV is a measure of work accomplished stated in terms of the budget permitted for such job. The permitted budget for the work to be completed for an activity or work break down structure component, excluding management reserve, is referred to as the planned value (PV). If the SPI number is less than one, it means that less work was accomplished than expected. If the SPI number is larger than one, it means that more work was accomplished than was anticipated. A project is finished on time if the SPI value is equal to 1. (Roger Gibson, 2008)

Project Cost Management Plan

The cost of a project is the most important consideration. Every project activity necessitates some investment of time and money. As a result, each activity's spending should be anticipated and forecasted in order to determine the project's budget. The goal of a project cost management strategy is to figure out how much money each task will require. For the length of the project, project cost management is the act of reducing project costs while maintaining acceptable levels of quality and scope of deliverables. A detailed description of client objectives, project requirements, quality expectations, resource constraints, funding structure, acceptance test details, administrative milestones, and the anticipated delivery date are all examples of project information that forms the foundation of a progress monitoring and cost management system Parviz is a character in the film (2002).

Project Cost Management refers to the activities involved in planning, estimating, budgeting, financing, funding, managing, and controlling expenses so that the project may be finished within the budgeted time frame. Cost overrun, on the other hand, is described as work that is over financed or over budget in comparison to the cost baseline or expected cost (PMBOK, 2013).

According to PMBOK (2013) the Cost Performance Index (CPI) is a tool for measuring the cost efficiency of budgeted resources for accomplished work, and it is stated as a ratio of earned value to actual cost. $CPI = EV/AC$ In this equation,

- ❖ Earned Value (EV) is a measure of work done stated in terms of the budget for that activity?
- ❖ Actual cost (AC) is the cost incurred for work done on an activity during a certain time period. The EV measures the overall cost incurred in completing the task.

If the CPI value is less than one, there is a cost overrun for finished work.

If the CPI number is more than one, there is a cost associated with the run of performance to date. A project is finished within the authorized budget if the CPI value is equal to 1.

According to (Robel Assefa, 2015), cost overruns have evident consequences for key stakeholders and the construction sector in general. According to (Keane, 2015), cost overruns suggest more expenditure, resulting in a worse return on investment. The additional costs are passed on to the end user in the form of enhanced lease or rent rates or pricing. Cost overruns, according to professionals, imply an inability to give value for money, which might ruin their reputations and result in a loss of self-belief, reposed in them by clients. To the contractor, it indicates a loss of profit due to non-completion, as well as an offense that, if committed, might damage his or her prospects of getting future work. Cost overruns might result in project abandonment and a decline in building activity, a negative reputation, and an inability to acquire project finance or securing it at a higher cost owing to new risks, according to the industry. According to (Owolabi, 2014), the following are the major consequences of cost overruns: company or firm liability to insolvency and bad debt, under-utilization of man-power resources, plants, and equipment, increased project cost due to time extension, which then increases project costs, and project abandonment.

Project Human Resources Management Plan

Humans manage projects. Any project may have a variety of resources, including both human and material. Any project, regardless of its size or type of resources, cannot be completed without human knowledge and expertise. As a result, every project should have a well-prepared human resource management plan. HRM is critical in projects, and it differs from HRM in the general environment due to the unique characteristics of projects and project-oriented companies.

Because projects are by their very nature transient and one-of-a-kind, HRM is likewise distinct and more challenging than HRM in traditional businesses, according to Huemann.ET. al (2006).So there should be a well prepared project plan which is based on the type of the project.

Project Communications Management Plan

A project communication plan is a method that ensures that the necessary information is given to the appropriate person at the appropriate time. Deliverables are project plans. As a result, the communication tools used reflect the need to demonstrate a clear grasp of both the project's objective and the expected outcomes. A project communication plan defines how information in the project is communicated from one point to another in detail. Pitchard believes that a well-prepared communication plan is critical to the success of any endeavor (2004). Communication is required to connect the many stages of a project as well as to encourage progress within each level. Poor communication is so important to project management that it can be viewed as a major risk that jeopardizes the project's success. Martin is a student at the University of (2006).

Project Risk Management Plan

In projects there are different kinds of risks and uncertainties that can be an obstacle for achieving the objective of the project. So in any project this risk and uncertainty should be planned before the execution of the project. As one part of the project management body of knowledge areas, the main objectives of project risk management is to increase the probability and impact of events that are positive to the project and decrease the probability and impact of events that are negative to the project. Risk planning includes risk identification, qualitative and quantitative risk analysis, and risk response planning PMI (2004).

Procurement Management Plan

Procurement management is one of the most important bodies of knowledge areas in project management and which is one of the most important part in determining the success of a given project. So preparing a good project procurement plan is very essential. If properly planned it increases the probability of the success of a project and if not it may be one of the failure factors in projects. Morris and Pinto (2007) defined it as a set of processes interlinking vendors, producers, and customers along the supply chain with its attendant work activities, actors, organizations and technologies. Housing, as many people may perceive it, does not mean shelter only, it means more than that. Housing is one of the basic necessities for human survival. It has

manifold social, economic, and cultural implications beyond the basic functional aspect of shelter. As 19 UN Habitat (2010 b) defines housing is the living environment, which protects man from harsh physical and social conditions, neighborhood, the physical structure and, all services and facilities needed for the physical and social well-being of the family or the individual. This definition implies that the concept of housing includes, in addition to the dwelling shelter, accessory physical and social infrastructures as well as neighborhood social networks that have implications on the social, political and cultural lives of households. In a broad sense, housing indicates the welfare and quality of life of a society as one can judge the life standards of a society by looking at the housing structure and condition of that society. From economic point of view, houses are stable assets that form 20 to 50 percent of the reproducible wealth in most countries (dejene.2007). Further; housing is intimately related with family life and is a pillar of household satisfaction and social stability. The housing sector is thus an integral part of the overall economy of societies rather than limited to the issue of social welfare (Solomon, 2005).

Project Stakeholder Management

At first, the victory or disappointment of extend depends on the conveyance of your venture to the partners. But, who are your partners? Partners incorporate not as it were the venture requester, but too group individuals who have worked on extend temporary workers, providers, clients or the open, and numerous other individuals inside and outside to the organization. Not all partners are rise to within the eyes of the project. Classifying who could be a partner in a extend and how they are included within the handle will make beyond any doubt everybody gets the data they have to be known no more, no less. (<https://www.workfront.com>)

2.2.2. Nature of Condominium housing projects in Addis Ababa

The term condominium derives from the Latin phrase "dominion with others" or "shared dominion," which means "joint sovereignty over an area." Condominium owners jointly own their projects' common property, which includes parks and parking spaces. Condominium is derived from the Latin words con, which means "with," and dominium, which means "control." In essence, condominium means sharing ownership of a piece of property with other people. A condominium is a multilevel building constructed in an area divided into functionally structured sections, whether horizontally or vertically, that constitute as units that can be owned and used separately, primarily for housing and supplemented with common equipment, common facilities,

and common land. Condominiums are divided into two halves, according to the definitions above. The first section consists of a collection of individual houses known as units. The second section contains the building's common parts. Structural elements, as well as mechanical and electrical services, are examples of common elements. A condominium unit is frequently legally described as a space of air or three-dimensional spaces situated inside the walls, roof, and floor of a condominium construction, as well as the ceiling. An accessory unit is a unit, whether or not it is part of a structure, that is built for use with any primary unit, whether as a garden, garage, vehicle parking space, storage space, swimming pool, laundry, stairwell, corridor, or for any other function, and that is represented on a strata plan as such. The individual or persons who possess legal title to a unit are referred to as unit owners. A mortgagee or a trustee named in a deed of trust may not be considered a unit owner. Condominium unit co-owners have exclusive ownership rights to their unit as well as the right to share the condominium development's common features with other co-owners.

In general, a unit owner is the person who owns a condominium unit jointly or in common interest, including the exercise of voting rights. A lessee of a unit is presumed to be a unit owner. The land on which the building sits, the lobby, public halls, access roads, and parking lots, as well as the electrical, mechanical, heating, and air conditioning systems that supply the structure, are all common features. Common land is land used under an undivided common right and a piece of land used under an undivided common right that has an apartment building built over it, as established by the building license. By this idea, all strata title holders have a share of ownership in the land, which is computed based on the proportional comparative worth of each stratum title unit's area, as well as a share of ownership in common equipment and common facilities. A portion of a condominium that is inseparably owned for shared usage in one integrated function with condominium units is referred to as common equipment. Foundation, column, wall, floor, block, roof, stair, lift, pipes, electricity system, gas, and communications are examples of this. A property that is not part of a condominium but is inseparably and jointly held for joint usage is referred to as a common facility. Meeting rooms, parks, landscaping, social buildings, religious buildings, parking spaces, and playgrounds are examples of these, as are boat docks, clubhouses, gardens, tennis courts, and swimming pools, and separate or integrated parking space with condominium building construction. A condominium or strata corporation constituted under provincial statute is referred to as a condominium corporation. The types of

condominiums are divided into two categories: leasehold and freehold.

Leasehold Condominium

A Leasehold Condominium is formed on property for which the declarant only has a leasehold interest in title and has obtained the approval of the holder of real title to build the condominium on the grounds. (MemeLinn, 2014).

A leasehold condominium is similar to a regular condominium in that it is built on property leased by the developer rather than owned by the developer. To qualify as a Leasehold Condominium, the declarant must have a leasehold interest in land that encompasses the whole proposed condominium complex, and while unit "owners" may refer to themselves as such, they actually only have a leasehold interest in their units. The declaration must be signed by both the lessor (owner) of the lands and the declarant (lessee) and the lessor's approval will be necessary if any modifications are made to the declaration after registration. The Leasehold Condominium was created to provide land usage and revenue generation for organizations such as hospitals and colleges that are unable to sell their holdings.

Freehold Condominium

The word "freehold" is frequently used to refer to a type of condominium in which one owns more of the property than in another type of condominium. A freehold condominium is one in which the declarant's title is not leased and is transmitted to the unit owners. The condominium is built on property to which the declarant possesses title and can transmit it to purchasers of condominium units. This signifies that the owner genuinely owns the unit and does not only have leasehold interest in it.

2.2.3. The Challenges those Affective Condominium Housing Project

The city administration was inspired by the Federal government's commitment to "Cities without Slums" by 2020 (Millennium Development Goal) and a 50percent reduction in poverty by 2015 (MDG). The development of housing program, in particular, intends to reduce housing inadequacies in the city by 50% in the next five years by focusing on poor and middle-income inhabitants. It is also planned to ensure that around 30% of the recipients are women, as well as to create jobs and encourage the building industry. Projects encounter in various problems in order to fulfil the above-mentioned desired objectives successfully and efficiently. Among the

obstacles is the city's weak economy, which makes it difficult for the city to meet the vast number of housing demands, offer urban services, and provide jobs for the fast rising population. The existing market is unable to meet the need for low-cost housing in sufficient quantities at a reasonable price for a substantial number of unmet housing needs (Mekonen Wube Ermed, 2008),

(Kidst, 2014) also stated that some of the challenges of condominium housing projects in resources management:

- The existing financial model that supports the program is unsustainable. Securing funding is required to continue the work and satisfy the aggressive completion deadlines. Starting projects necessitates significant cash and capital outlay from city government coffers, which are already overburdened, according to reports.
- The rising cost of construction materials has also increased the cost of housing projects. As a result, this massive project has been cited as one of the factors driving up the cost of construction materials.

The other major issue is affordability. According to (Gumbo .T , 2010), even if poor/low-income people win the lottery to purchase government-built condominium houses, they fail to make the required 20% down payment, and the houses are given to the next person on the waiting list owing to a lack of funds. According to the World Bank, 80% of the population receives less than 1,000 ETB each month. According to the same report 30% of the population earns less than 400 ETB each month (Bisrat, 2008). The dependency ratio is a major issue because for every ten employed people, there are three dependents (UN-HABITAT,2008) .To sum up, according to (AAHDPO, 2012 report) the main challenges of condominium housing projects are:

- a lack of effective implementation tactics
- a problem with housing finance for the poor
- a lack of efficient professional and institutional management
- a lack of practical construction technology abilities,
- Insufficient financial and personnel resources, as well as
- Quality issues, particularly in the electrical and sanitary industries.

If these issues are not addressed, the program's long-term success and ability to meet its goals of slum reduction and prevention, economic growth, and improved living circumstances for low-income people will be jeopardized.

2.2.4. Countries Experience in Terms Of Condominium Housing Project

United Kingdom

Since April 2013, new property buyers in the United Kingdom have been eligible to obtain an equity loan of up to 300,000 pounds. For the first five years, the equity loan is interest-free and it can be repaid over a 25-year mortgage. When an average monthly wage is compared to the monthly house mortgage payment, it becomes clear that many residents can afford it.

Germany

The quality and expense of housing in different German cities varies substantially. The average German household earns around 43,596 EUR per year. 16.64percent of the population makes more than 92,571 EUR, 42.79percent earn more than 62,431 EUR, and 78percent earn more than 43,596 EUR, according to 2015 statistical data. The average house purchase price in Germany is relatively modest. The price per square meter ranges from 1,500 to 2,500 EUR. A 30-square-meter property (a modest apartment) costs roughly 60,000 EUR on average, whereas a 100-square-meter flat costs around 250,000 EUR. In Berlin and Munich, prices are often up to 50% higher than in other cities. Banks often provide financing for 60-70percent of the purchase price as a mortgage loan.

China

In a number of China's main cities, high housing costs are a serious issue. For moderate and low-income households, housing affordability has been a serious issue since 2005. In 2004, house prices climbed at a pace of 17.8percent per year, nearly twice the rate of wage growth, which was 10%. The Chinese government formulated favourable policies, designed and implemented large housing schemes, and introduced the Housing Provident Fund Program in an attempt to increase housing supply for middle and low-income families (HPF). HPF provides a framework for potential buyers with a source of income to save and eventually buy a unit housing. In China, the HPF contained a subsidized savings program tied to a retirement account, as well as subsidized mortgage rates and house purchase price concessions. The public housing program

provides housing with 60,110 sq. m at cheap costs that are usually 50-70percent lower than the market price for residents who make an annual income between 30,000 and 70,000 RMB, which is for middle to low income households

Namibia

The National Mass Housing Program began in 2013 with the goal of constructing 185,000 affordable homes across the country by 2030. At least 8,800 housing units would have to be developed and 10,200 plots would have to be serviced in the first two years. (Ndimbira, 2014) (Mekonnen Wube, Feb 2015, Pohamba.2014).

South Africa

After 1994, the housing policy that arose was the result of a negotiated agreement. A formal mass housing concept has been set out under the Reconstruction and Development Programme, driven by one-time individual capital subsidies, with the goal of giving redress for the black community who were deprived of appropriate housing under apartheid (Huchzermeyer, 2001). In Johannesburg, South Africa, two bedroom villa houses were sold for only 360,000 Rand between 2008 and 2010. Housing prices in 2016 range from 478, 203 to 1.93million Rand. When housing costs are compared to a monthly income of 21,007 Rand, a 30-year mortgage payment is unaffordable for the vast majority of city dwellers. However, there are alternative schemes for lower income level in South Africa.

2.3 History of Ethiopian Urban Housing during Various Governments

Land and housing development in Ethiopia were controlled and owned by a few individuals and groups in the first half of the twentieth century. The land owning elite led the housing supply, with less than 1% of the population owning more than 70% of the arable land, on which 80% of the peasants were tenants.

Renting housing was the only choice for low-income families, and it was done outside of any institutional oversight or planning system. In 1962, for example, only 1,768 people owned 58 percent of the land in Addis Ababa, amounting to nearly 10,000m² of land per person, resulting in 55 percent of housing units being rented. Despite much debate and documentation, government urban housing and land initiatives did not materialize into completed projects deal with the serious housing shortage the administration showed no national commitment to low-

income land and housing development, and there was no unified policy or action on land and housing availability.(UN-Habitat, 2011).

As a result of the political turmoil that saw Emperor Haile Selassie overthrown by the Derg in 1974, the land and housing situation in Ethiopia changed dramatically. Proclamation No. 47, titled "Government Ownership of Urban Lands and Extra Houses" was issued in July 1975, and it nationalized all urban land in an attempt to impose a more equitable distribution of wealth across the country. The Agency for the Administration of Rental Houses introduced two new typologies in the housing sector: government-owned rental units and kebele Housing, which is handled by Kebele Administration Units, the smallest government administration unit working at the neighborhood level. Approximately 60% of housing in Addis Ababa was rented during this time, with Kebeles accounting for 93 percent of total rental accommodation. The nationalization resulted in a large fall in the rental price for low-cost rental accommodation, ranging from 15% to 50% for occupants paying less than ETB 300 per month (USD 23). In Addis Ababa, the rents of 80% of the city's inhabitants were decreased by 30%. The centralized government was in charge of housing supply, but it was far insufficient to fulfill the high demand. Due to low effective demand, low national housing investment rates, and regulatory constraints in the supply of land, funding, and building supplies, only one tenth of the expected dwellings in Addis Ababa were finished between 1975 and 1995.(UN-Habitat,2011c).

Ownership of urban lands, rental housing, and supplementary houses was controlled by the Derg administration (a person is not allowed to have more than one house). As a result, the government took over ownership of all urban land and extra houses in an effort to ensure an equitable distribution of wealth across the country. Housing supply was unable to match the high demand, resulting in significant housing shortages and poor housing conditions in all Ethiopian cities. (Teshome T, 2008).

The 'Derg' relaxed its grip on housing supply in the late 1980s by permitting private house owners and tenants of public buildings to sell and exchange their homes, albeit the government retained a high level of control and remained the primary driver of housing production. "Residential buildings could only be produced by state enterprises, municipal governments, housing cooperatives, and individuals who build dwellings for their own consumption," according to Proclamation No. 292 of 1986, effectively excluding large-scale private sector

housing developers from meeting the high demand. High rates of rental housing continued to characterize the housing supply. Rental housing represented for 60% of Addis Ababa's total housing stock by the mid-1980s. Low rental rates resulted in little to no investment in housing, causing housing quality to deteriorate further. In the heart of Addis Ababa, the housing situation was the worst. According to a 1985 analysis report prepared for the Teklaymanot Upgrading Scheme by the Municipal Technical College, the average house had a floor area of 20m², 35% of all houses had only one room, and 39% of the urban population lived in overcrowded housing that lacked basic services such as potable water and sanitation.(ibid).

Ethiopia has been experiencing market-oriented reforms, structural adjustment policies, decentralization of government institutions, and an agricultural development-led industrialization program since the fall of the "Derg" by the Ethiopian People's Revolutionary Democratic Front (EPRDF) in 1991. In 1994, a rural development policy known as the Land Reform Program was introduced in response to the new constitution and federal system of government. This aimed to decentralize urban planning responsibilities and encourage secondary cities to recruit rural migrants in order to relieve strain on the already scarce housing supply in Addis Ababa and other large cities. At the same time, Addis Ababa established its first housing strategy, which included the government's practice of keeping public ownership, but it expected that the housing market alone would meet the need for cheap homes among the low-income people.

2.4. The Role of Government in Providing Housing

Housing-improvement initiatives continue to be a key source of worry. In a fiscally restricted environment, social investments have not traditionally been emphasized at the municipal or national government levels. Furthermore, in an era of decentralization, municipal or subnational government agencies are frequently confronted with increasing obligations in the absence of adequate capital transfers or statutory powers to generate local income. For instance, there are frequently ineffective municipal taxing systems and financial tools for capturing land-value rises that could improve municipal revenue could result in higher housing funding. Despite the essential roles they play in allowing impoverished urban inhabitants to save and borrow, community-based finance options are also inadequate and distant from mainstream financial institutions. Evidence demonstrates that providing urban amenities increases land values and, under certain circumstances can encourage private housing investment.(UN-Habitat.2015c p.16).

International organizations play a critical role in housing help. Absent governments and poor performance by other actors produced a strategic gap, which finally led to housing being disregarded as a priority in the international development agenda. Despite the benefits of appropriate housing, such as improved health and the environment, numerous donor organizations have shifted their lending away from housing.

To ensure long-term financial sustainability, the donor community is an important partner in stimulating innovation in housing finance, affordable home designs, urban service delivery, and municipal tax collection. Moreover, the donor community can better encourage hybrid value chains, in which private sector enterprises collaborate with microfinance institutions and citizen groups to reduce the cost of housing production. (ibid).

As the state has diminished in many developing nations, the private sector has been left to take the lead in official housing supply, which has primarily served the more profitable and solvent top 1% of the population, providing them with preferential access to services and the finest location. Most housing is still provided by the informal private sector in developing nations at lower income levels, through partnerships between households and local artisan builders, frequently in conjunction with informal land sub-dividers or customary owners, as in Sub-Saharan Africa. (UN-Habitat, 2016)

The enabling method aimed to organize the construction industry in four ways: removing monopolies, increasing small business entry, easing import constraints, and promoting research. Long permission delays, competition limitations, and public monopolies were all criticized in this strategy. Support for small-scale building with dedicated credit methods was also recommended. Many governments have reformed the construction industry, but the focus has been on companies who build for the middle class rather than the poor majority. The property lobby has profited from public-private partnership (PPP) housing projects, persuading governments to prioritize formal developments over practical measures to help the poor. This is how consortia with international contractors appear in Accra or Lusaka. Have benefited from tax exemptions, duty-free imports, subsidized or free land, advantageous financing, and so on instead of the majority of houses being provided by small local builders (ibid).

The Camera Chileans de Construction was a driving force behind the creation of the original capital subsidy scheme in Chile. In certain countries, such as Algeria, support to formal

contractors has resulted in an oversupply of upper middle and high class dwellings. Major construction projects in Addis Ababa, Dubai, and Doha, as well as many other cities in China and India, are aimed at the middle class as well as luring foreign corporations.

Smaller contractors, on the other hand, have got little of the assistance recommended, despite the fact that they construct the majority of the house builders have instead often felt the strong hand of bureaucracy or ineptitude preventing them from effective home supply, as they remain unrepresented in policymaking consultations and absent from following programmers' (UN-Habitat 2015b). Housing must be placed at the center of urban policies if cities' developing futures are to be viable. With rapid population increase, high levels of poverty, and widespread urban inequality, it is clear that housing is inextricably linked to urbanization and should be considered a socioeconomic necessity. Housing policies implemented using the enabling approach during the last 20 years has failed to provide adequate and affordable housing.

Governments have backed away from direct supply without giving the markets and regulatory framework enough thought to allow other players in the process to step up and offer appropriate and affordable housing. Housing is reemerging as a significant sector after a lengthy period in the wilderness. (UN-Habitat 2013a).uses it is critical to remember that the informal sector is the primary source of housing for the 60-90percent of people in developing countries.

Single craftsmen and small-scale building contractors are the primary suppliers of housing to the majority; continuing to disregard them in favor of the relatively limited formal sector supply would be country productive. Many households in developing nations, particularly in Sub-Saharan Africa, are unlikely to ever be able to sell their homes. As a result, secondary housing markets are rare, making it difficult for individuals to cash in on the value of their home in times of need or to upgrade to more expensive housing. As a result, in many emerging nations, the “housing ladder,” which is so fundamental in traditional property processes, is weak to non-existent. Any arguments about households moving up the housing ladder are unlikely to be useful.(ibid).

Private organizations, such as cooperatives, should be permitted to establish themselves as development agents and resource mobilization methods more easily and affordably, according to the government. Because they encourage people to mobilize and reduce the expenses associated with low-income housing, cooperative housing groups have been emphasized as significant actors in the UN Habitat Agenda and the World Action Plan. (UN Habitat, 2016).

The participation of all stakeholders in the creation and implementation of the New Urban Agenda will determine its success. Housing regulations and legislation will benefit from the efforts of all levels of government, as will ensuring that everyone has access to decent housing. By forming partnerships with locals, civil society organizations will be important in ensuring access to suitable housing and infrastructure. The private sector will play a critical role in mobilizing resources to provide a variety of housing options, including rentals, preservation, and rehabilitation, as well as expanding the affordable housing stock. The donor community will play a critical role in bringing housing to the forefront of the international development agenda and rallying support for it.(Ibid).

2.5. The Problems of urbanization and Housing in Ethiopia

Since 2004, the Ethiopian government has been rolling out a national housing project to solve the country's urban housing challenge. While the project has made some gains, there remains a housing deficit, especially in urban areas. Ethiopia has one of the lowest proportions of citizens living in urban areas: only 16.7 percent. However, things are changing and the country is now urbanizing at an annual growth rate of 3.49 percent. The combination of high population and urban growth rates, coupled with a high prevalence of urban poverty, has placed enormous strain on Ethiopian cities, especially when it comes to adequate and affordable housing. Almost 50 percent of city slum dwellers live below the poverty line and their hardships are enormous (Mekonnen w, 2015). Broadly, 80 percent of the populace lives in sub-standard ghetto lodging that needs either total substitution or critical updating. In Addis, ghetto tenants live in congested houses that have no get to streets, sanitation and essential foundation. In spite of the fact that numerous ghettos zones are gradually vanishing in Addis, there are still numerous of them concentrated within the inward city zones. The lodging challenge remains expansive the current lodging shortfall is between 900,000 and 1,000,000 units in urban zones, and as it were 30 percent of the current lodging stock is in reasonable condition, with the remaining 70 percent in require of add up to substitution. In Addis Ababa alone, 300,000 lodging units are required to meet the shortfall. A need of well-established urban improvement pointers have too been one of the major limitations in decision-making, arrangement detailing and arranging handle at all levels of the country's metropolitan regions.(AberaLulessa.2015).

Affordable housing plan, since the dispatch of the reasonable lodging venture in 2004, most of the country's urban zones have been in a state of essential change in terms of physical, socio-economic and spatial perspectives and most of them presently brag a lodging venture. The program may be a huge scale approach to address the current lodging shortfall, the destitute quality of the existing lodging stock, and the longer term lodging needs due to proceeded urbanization. The government has been building condominium houses as portion of its Coordinates Lodging Improvement Program. Ordinarily, these houses are four story buildings with essential highlights interior. They are built both within the center of cities or in fringe zones at moo taken a toll. The houses, not favor structures, are made of concrete and steel and have common clothing and butcher regions. 2,948 condominium houses are being built at five

destinations within the current monetary year within the Sengatera, Crown, Ehil , Nigid, Asko and Visitor Nigid zones and 25 temporary workers and specialists are working to finalize the condominium houses (Yohannes.2015). Concurring to the EHDA (2015), in all areas, condos have been traded to their proprietors by way of a computer based lottery system. When enrolling for the lottery, candidates select which condominium area, sub city and unit sort they slant toward. Thirty percent of lodging units are allocated to women. There are no exceptional courses of action for the elderly or disabled, in show disdain toward of the reality that in case their names are drawn inside the lottery they got to start with choice in choosing a ground floor condominium. Specifically, there's no pay affirmation system in put but lottery members must be able to illustrate that they have lived in Addis for at smallest six months. Up to January 2014, over 800 million dollars was reserved for the lodging wanders in cities over Ethiopia. Many 22,000 condos were given over to beneficiaries in 2014 alone, and the government expects to trade 76,000 houses to individuals this year. The development of 65,000 houses commenced in 2013 and development of the same number of houses will start this year. According to the MUWD (2013), Addis Ababa has received priority due to the high demand for housing. Close to one million individuals that seek condos have been registered since 2012 in Addis Ababa only, and in the last few years, the city administration has completed thousands of condos in the central part of town, although most of the big condo compounds have been built on the outskirts. Since housing demand remains high, the city administration aims to build more homes in the capital. However, the housing shortage continues to be a major problem for city residents. Sintayehu Bushe, a resident of the Yeka Sub-City in Addis Ababa, said he has been waiting for the government's houses for the past six years now. "I don't think enough houses are being built. I know lots of other people who are waiting for close to ten years now," he said adding that he can no longer afford to pay for the house he is renting for 1,500 birr (close to 75 USD). The city's current lodging extend features an objective of building 400,000 condominium units between 2010 and 2015. In spite of the fact that the program has not met its unique targets it has built 171,000 lodging units to date. This has expanded the number of property holders, who would not have possessed a domestic in their lifetime, and profited the lodging advertise by expanding the supply of proprietor involved lodging and rental units. Typically an accomplishment, considering the already restricted capacity of the Ethiopian lodging segment. There are, be that as it may, a number of unexpected challenges confronting the program. The

foremost challenge is the affordability of the units for low-income family units, with the taken a toll increments within the cost of condominium houses regarding them now not an choice for numerous moo- wage family.(Mekonnen.w,2015)

The program aims to produce low-cost but not low quality housing. Nonetheless, there are concerns over the quality of the built environment, in particular the quality of construction finishes and infrastructure. For example, there have been reports of burst sewerage pipes that leaked through all floors and wide spread cracking of wall plaster. The expected life span of the units is 100 years, although local professionals and residents doubt the validity of these predictions. Construction quality is affected by micro and small enterprises seeking to make additional profit by using cheaper substandard fixtures, such as doors and door handles, as well as the low levels of construction skills and capacity, which is somewhat understandable considering the vast numbers of recently employed inexperienced contractors and builders necessary for projects of this scale. Following quality issues with early condominium projects, consultants have been hired to carry out quality supervision and monitoring. Quality checks on building materials have been implemented alongside monitoring of structural frame quality, crucially important in the earthquake-zone city of Addis Ababa (Un- habitat, 2011).

Alongside construction quality, construction delays are a major issue facing the program. The productivity of the construction phase has not been as efficient as planned during the program's implementation thus far due to gross material shortages, a lack of adequate infrastructure, and poor construction management delaying completion by as much as a year on some sites. Approximately 50 per cent of condominium sites are behind schedule because of delays in the building of Infrastructure. The solution to this problem is to start the construction of infrastructure prior to, or alongside, the housing units so as to avoid the delays that cause the entire development to hold up. The most significant material inefficiency has been in the quantity of cement over the past two years. The government has commissioned the building of multiple cement factories across the country to lessen the burden on the existing three, to reduce their imports of up to one million tons of cement and iron bars from as far away as Turkey and the Ukraine, and deal with the surging demand of materials for condominium projects (ibid).

To improve construction efficiency and reduce costs, the government is currently investigating alternative building technologies and systems. They are concentrating their efforts on increasing

the use of local construction techniques and materials, and promoting private investment in the national production of cement, glass, and iron. Research is currently being conducted on alternative materials; in particular, on the greatest challenge that of finding an alternative material to cement, for the partition walls of the buildings, to avoid the delays it currently causes and to reduce costs. One of the other major challenges facing the project concerns post occupation management and monitoring, which have received very little attention to date. The program has no systems in place for post occupancy engagement on issues such as community cohesion, maintenance of communal areas, and the establishment of community groups and community based management of facilities (UN-habitat, 2011).

2.6. Empirical Literature Review

2.6.1. The problem of housing in Addis Ababa

Addis Ababa, the capital city, is generally youthful having been built up as it were one hundred and twenty a long time prior. It is found within the state of Oromiya and contains a populace of approximately 3.4 million, ten times larger than the moment biggest city within the nation, Desperate Dawa. Within the past ten a long time Addis Ababa has risen from a city of self-built single-story homes, to a city of high rises. This development is set to proceed as within the coming 15 a long time the populace is anticipated to develop by 3.8 per cent per year (UN habitat, 2011p.2). The major issue facing Addis Ababa is lodging deficiency and standard. The think about of coordinates lodging improvement program (IHDP) embraced in 2006 shown that the lodging shortage within the urban region of the nation is 900,000 out of which 450,000 is the share of Addis Ababa also 50% of the urban lodging stock is in destitute or unsalvageable condition. The number of family units of urban range at national level is 3,009,285 and families in Addis Ababa are 651,970. The normal national house hold measure within the urban range is 3.9 whereas the Addis Ababa house hold estimate is 4.1 and people per lodging unit are 5.5 with an normal floor zone per individual is around 12m²(CSA 2007).Housing which constitutes a living space with physical structure and basic foundation offices isn't as it were one of the essential necessities but too a right for human creatures to survive. The housing situation of Addis Ababa in spite indicates that housing shortage, poor quality of housing and poor living and working environment have remained as a critical problem of the majority of the population for more than 30 years. Measures taken to alleviate the problem by public and private sectors could

not bring about a solution especially from the need of the poor.

The city administration had difficulties to supply standard housing, in quantity as well as in quality terms, and basic services. Scarcity of financial resource is the main factor for its inefficient performance in the sector. Housing construction by the private sector was also unsatisfactory for the reason that the construction cost of the units is unreachable to the low income group of the city (Azeb.K.2007). By and large, based on the over hypothetical and experimental writing audit information, the analyst of this paper will think about depends on the common goals meaning the challenges of condominium lodging ventures in Addis Ababa with reference to the chosen sub cities and organizations.

2.7. Conceptual Framework

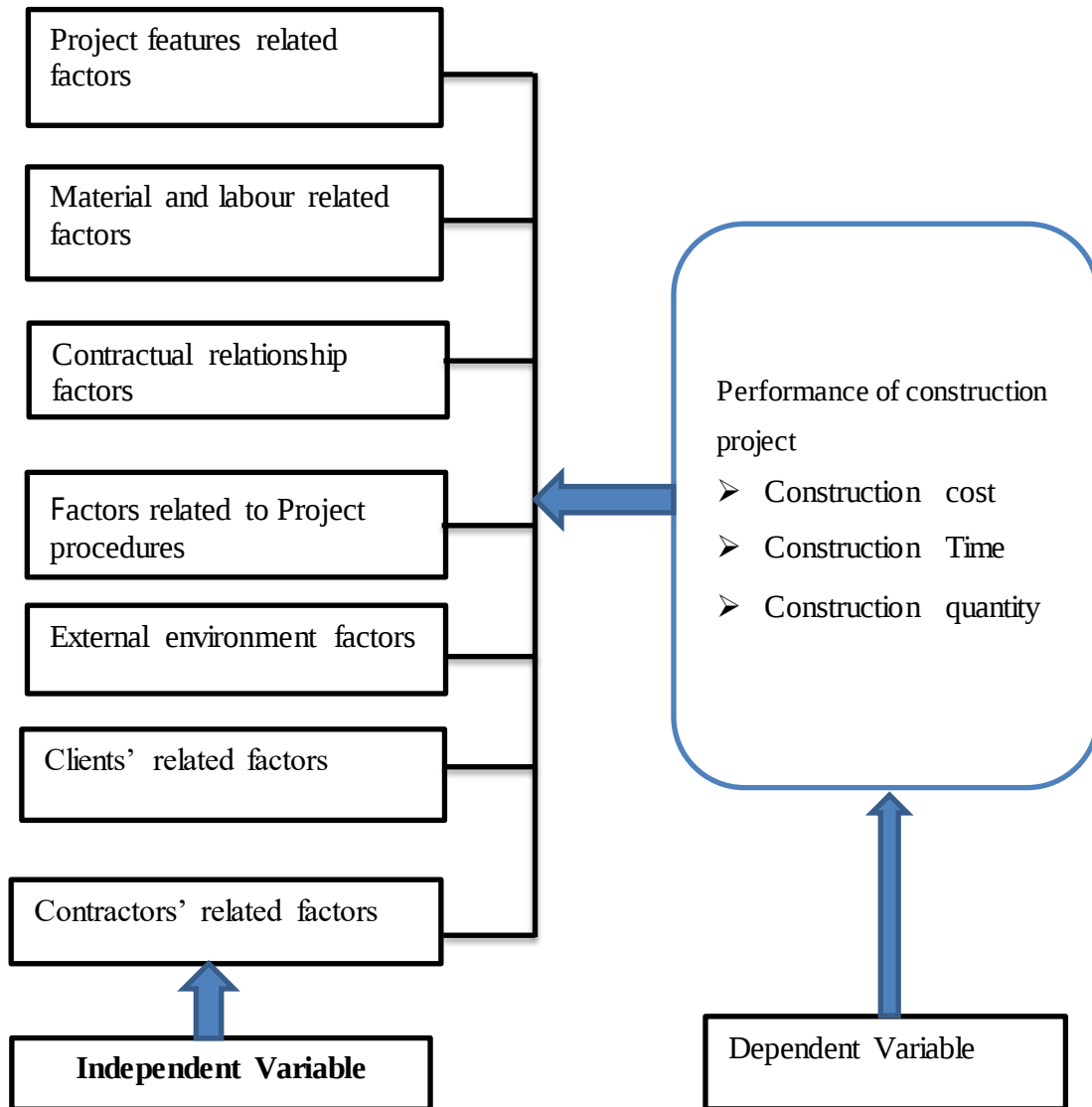


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

Research design is defined as a master plan that specifies the methods and procedures for gathering and analyzing the required data. A research design is essentially a study's structure or plan that serves as a guide for gathering and interpreting data. It is a set of instructions for completing a study. The blueprint for data collecting, measurement, and analysis is the research design. It is, in fact, a map that is typically created to guide the investigation.(Gibaldi,2009).

To answer the research questions, this thesis used a mixed research approach. Mixed methods research is a kind of investigation that involves gathering both quantitative and qualitative data, combining the two types of data, and employing different designs that may include philosophical assumptions and theoretical frameworks. The underlying premise of this technique is that combining qualitative and quantitative methodologies yields a more comprehensive understanding of a study subject than either strategy alone.(Ibid).

As a result, for the thesis, the researcher will use a qualitative and quantitative primary data survey design, which accomplished through questionnaires and interviews, as well as secondary data from published and unpublished sources. This aided in determining the primary factors that influence the progress of condominium housing projects (from the initiation up to closing of the project). By design, this study falls into the descriptive study category. In real-life scenarios, descriptive research gives an accurate assessment of the features of a certain individual, event, or group (Saunders M. P., 2007) As a result, this research uses descriptive statistical methods of analysis such as frequencies, percentages, and averages.

3.2 Target Population and Sample

3.2.1 Population of the Study Area

According to Adams *et al.* (2007) described that the target population as the population from which the researcher would like to generate his or her results. (Neuman, 2011) also defined a target population as the specific collection of elements that will be studied. The focus of this research is the Lemi Kura sub city, Yeka Tafo Site housing project. Another essential aspect of

this study is the population which is located within this study area. As the data obtained from the Addis Ababa Housing Development program project-5 office shows 330 populations who are working in the project parties (stakeholders) in Addis Ababa Housing Project Office and Integrated Housing Development Program, contractors and consultants, client, the commercial bank of employees and different enterprises working with the project. These project stakeholders are further likely to respond to the researcher's questions.

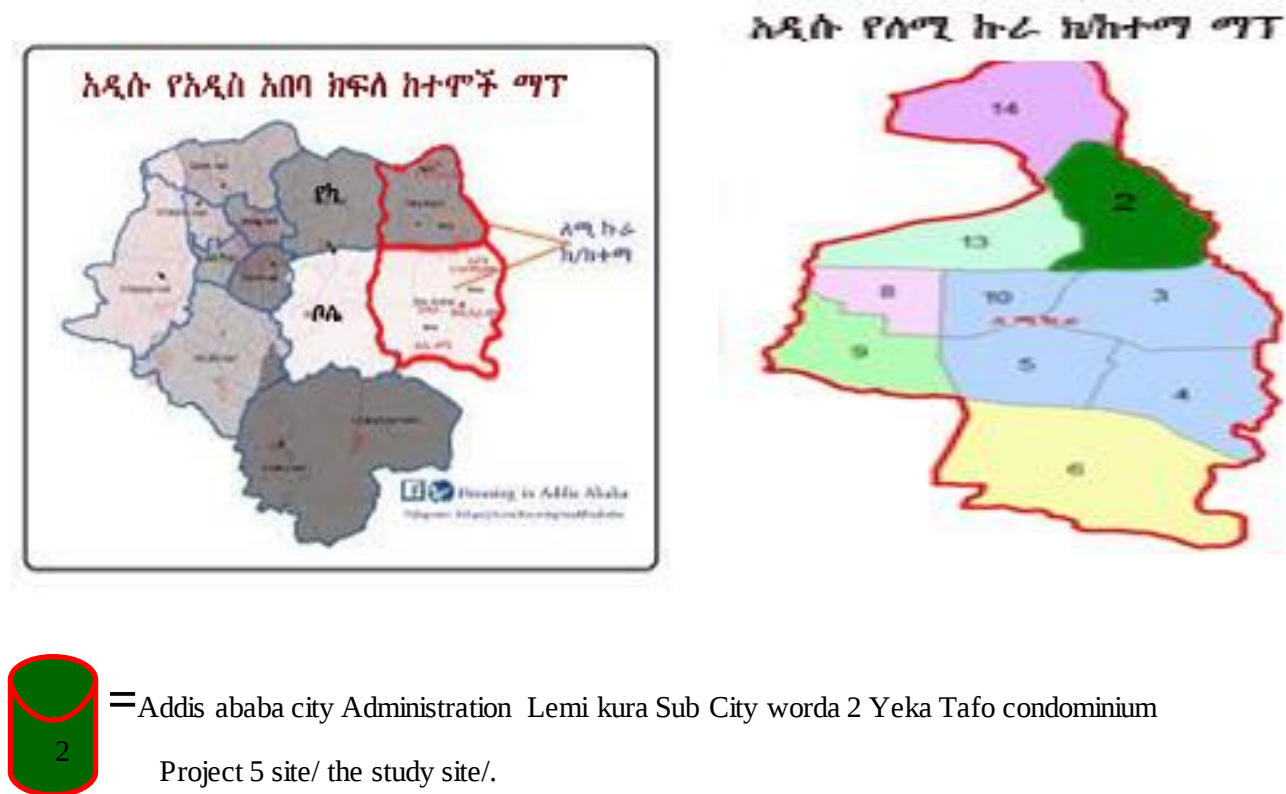
3.2.2. Sampling Frame

According to (Fowler, 2014) clarified in research, any sample procedure or technique will give some individuals a chance to be included in the sample while excluding others. Thus, individuals who will be included in the sample represent a sample frame. In simple terms, a sample frame refers to a list of elements from which the sample may be drawn (Adams, 2007).

To obtain reliable and the necessary response about the chosen research area, it is necessary to have a basic understanding and experience with current condominium housing issues, but there were difficulties in using an organize or group homogeneous target population to gather the necessary data. Therefore, as a better alternative, the more professional, experience, qualified, responsible, and voluntary people associated with the subject are purposefully will take to reply to the survey and interviews. As a result, the concerned bodies from the Lemi Kura sub city, Yeka Tafo condominium housing site who are contractors and consultants, client, the commercial bank of employees and different enterprises working with the project are more experienced to respond the questionnaires and interviews.

Figure.3.1: Map of Study Area

As it indicated on the figure.1 bellow, the newly Addis Ababa sub cities increased to 11 from 10 a year ago. The Lemi Kura sub city indicated by the boundary by red color and. Lemi kura sub city is one of the newly established sub city of Addis Ababa city administration. It has been established by taking 6 worda from yeka and also 4 from Bole sub city in 2020. Totally the sub city shared 10 worda from Yeka and bole sub cities. Lemi- kura is located south of Bole sub city and partially south of Yeka sub city. My study site is found in worda 2 and indicated by green colour.



3.2.3 Sample Size and its Determination

The sample size is the segment or a subset of the population to which the researcher has been selected with due cares and intends to generalize the result of the study to the entire population .Due to financial and time limitation that may face the researcher, the study taken the sample size to represent the whole population.

It concerns with the objective of gathering sufficient information that can effectively address the research questions and enhance the validity and reliability of the study. Therefore the total

numbers of the stakeholders of Lemi Kura sub city, Yeka Tafo Site housing project are 330 who are working in different area of the project. Thus, this study used a sample size determination formula given by (Yamane, 1967) as cited in Glein D. (2013). The reason to choose the Yamane's sample size determination formula is that the sample is more representative of the entire population and it increases the reliability and accuracy of the finding.

The relation is shown as below:
$$n = \frac{N}{(1 + Ne^2)}$$

Where **n** is the representative sample size, **N** is the total population, and **e** is the desired level of precision. For a 95% confidence level, the researcher selected the representative samples. Based on this, the total populations are 330 Yeka Tafo condominium housing projects Site and then the sample(n) is select as follows.

$$n = \frac{330}{(1 + 330(0.05)^2)} = 180$$

$$n = 0.05 \times 0.05 = 0.0025$$

$$n = 0.0025 \times 330 = 0.825$$

$$n = 0.825 + 1 = 1.825$$

$$n = 330 \div 1.825 = 180$$

$$n \approx 180$$

3.2.4 Sampling Technique

There are at least two main types of sampling techniques, which are, probability and non-probability sampling. The probability sampling method stems from the probability theory, which is based on random selection (Maree, 2012). According to (Sunder, 2009) with probability samples, the chance or probability of each case being selected from the population is known and is usually equal in all cases. Accordingly, probability sampling is often associated with the survey and experimental research strategies. The non-probability sampling method is a method of case selection other than random selection (Singleton, 1993) how purposive sampling works is that the researcher used purposively chooses as samples mainly because it meets specific characteristics. Therefore, a researcher was used non-probability sampling techniques. Therefore

the researcher used purposive sampling to select the respondent of the questionnaire and key informant interviewee.

3.3 Data Sources and Data Collection Methods

3.3.1. Data Sources

The sources of data for this study were both primary and secondary sources of data. The primary data will collect through questionnaire for survey method from the sample respondents and interview from key informant interviewee's. The secondary data will use from both published data such as books, statistics, various researches and internet sources, and unpublished data, such as an organization's manuals and reports and information from the Addis Ababa housing project office central statistics agency and other sources and the details were summarized as follows.

3.3.2 Techniques of Data Collection Tools

There are many methods used to collect data when one conduct research and the choice of methodology depends on the research problem in question and most importantly the research philosophy or assumptions guiding the entire research process. This study used both qualitative and quantitative methods of data collection. Among quantitative methods, a structural survey in the form of closed ended and open-ended question employed. For qualitative methods, semi-structured interview will also use to investigate and identify the achievement and challenge of 20/80 condominium house project in Lemi Kura suby Site, Yeka Tafo condominium site.

3.3.2 .1 Semi structured Questionnaires (In a Quantitative and Qualitative Ways)

There are three key sections to the questionnaires. The first section focused on the respondents' personal information, such as their educational level, sorts of job descriptions and experience, and so on. The second section of the questionnaire will focus on gathering information from chosen respondents concerning factors that affect condominium housing projects during the project phase through a closed-end questionnaire. The third portion of the questionnaire looks at gathering information from sample respondents of the population using open end questionnaires in order to improve closed ended questionnaires.

3.3.2.2 Key Informant Interviews

The researcher has employ an important interview with the highest experienced members of the condominium housing project officials and those officials are taken from different department such as project contractors and consultants, client, the commercial bank of employees and different enterprises working with the project and their numbers are 8 respondents.

3.3.3.3 Secondary Data Collection

In order to complement and make sense of the efforts of primary data acquired via surveys and interviews, published data sources connected to condominium housing (20/80) developments in Addis Ababa will be used. These figures are compiled using information from the Central Statistics Agency, the Addis Ababa Housing Project Office, the Integrated Housing Development Program, and the internet, among other sources.

3.3.4 Method of Data Analysis and Interpretation

To evaluate data from primary and secondary sources using various methodologies, descriptive statistical methods of analysis will use, such as frequencies, percentages, averages, and so on, and the findings will be documented and present in tabular format. Finally, the research findings will analyze and used to formulate conclusions and suggestions.

3.4 Ethical Consideration

Human participants in research create unique and complicated ethical, legal, societal, and political challenges. Research ethics is concerned with the investigation of ethical dilemmas that arise when people are asked to participate in research. The first goal is to keep human participants safe. The second goal is to make sure that research is done in a way that benefits people, groups, and society as a whole. Finally, the third goal is to assess the ethical soundness of individual research activities and projects, looking at problems such as risk, confidentiality, and the informed consent process (Saunders and Lewis, 2007). As a result, participants' privacy, secrecy and anonymity have all been assured.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents, data presentation, and analysis and discuss the findings based on different data sources regarding the achievements and challenges of 20/80 Condominium Housing Project in Lemi kura sub-city: The case of yeka Tafo site, Addis Ababa Ethiopia.

The data was mainly collected from the questionnaires and interviews which were distributed to Lemi kura sub-city Project five yeka Tafo site Condominium housing project, and Project office for housing development in Addis Ababa. A total of 180 questionnaires were given while 174 respondents were filled and returned which accounts to 96.6percent. In addition to the questionnaires, there were interviews conducted with eight management of client, consultant and contractor project office and all of them were interviewed. Furthermore, secondary data were collected from Addis Ababa housing project office five years annual plan of 20/80 Condominium housing project and the study area of project sites, central statistical agency, five years infrastructures plan and population project for Ethiopia. The reason why the researcher used different data sources was to increase the reliability and validity of data.

The data analysis is grouped in to four major sections; these are personal information of the respondents, some secondary data related to the study, detail analysis regard to the questionnaire and interviews in a combined manner and finally summary of the findings, because the content of the questionnaires, interviews and secondary data have the same objectives regarding to the research study.

4.1 Response Rate

Table 4.1: Respondent by organization response rate

Respondent organization	Interviews Response	Questionnaire distributed	Questionnaire returned	Response rate
Manager	1	1	1	0.57%
Consultant	1	1	1	0.57%
Contractors	2	37	36	20.68%
Banker employee's	2	31	30	17.2%
Enterprise Works	2	110	106	60.9%
TOTAL	8	180	174	100%

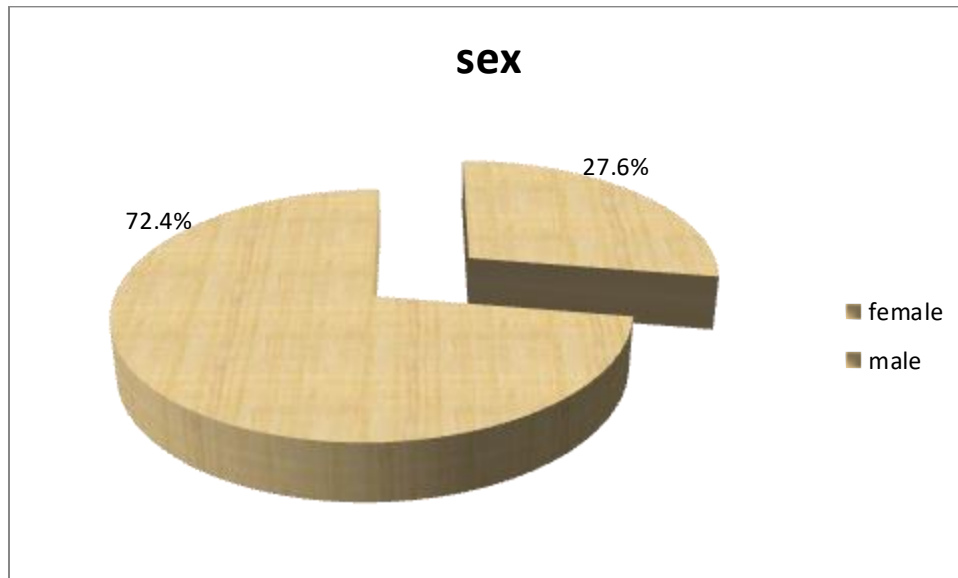
Sources: From survey Data November/2021 According to the above table 4.1 the researcher collected interview information from 8 key informants of the project and distributed 180 questionnaires for the purposively selected respondents in terms of their related profession and experiences. Out of which the distributed questionnaires 174 respondents were filled the questionnaires properly and returned on time. The remaining 6 questionnaires 2 respondents were not properly filled and the rest 4 respondents were not back the questionnaire. Therefore, the general response rate for the questionnaire account was 100% present.

4.2 Demographic Characteristics of Sample Respondents

The data collection has undergone the issues on the achievement and challenges of 20/80 Condominium housing project in Lemi Kura sub city: The cause of Yeka Tafo site Addis Ababa Ethiopia. The general information of the respondents those were asked namely, sex, age, educational background, work experience, occupation and the current location of the respondents were critically discussed as follows using tables and graphs.

4.2.1 Sex of the Respondents

Graph 4.1: Shows the frequency and percentage of gender of the respondents



As shown in graph 4.1 above, among the total respondents 174 (27.6%) of the respondents female and (72.4%) respondents were male. Therefore, result shows that the numbers of male respondents were surprisingly much higher than female respondents. That means that number of female in construction of condominium is too small in the organizations. This needs much emphasis in future study.

4.2.2 Age of the Respondents

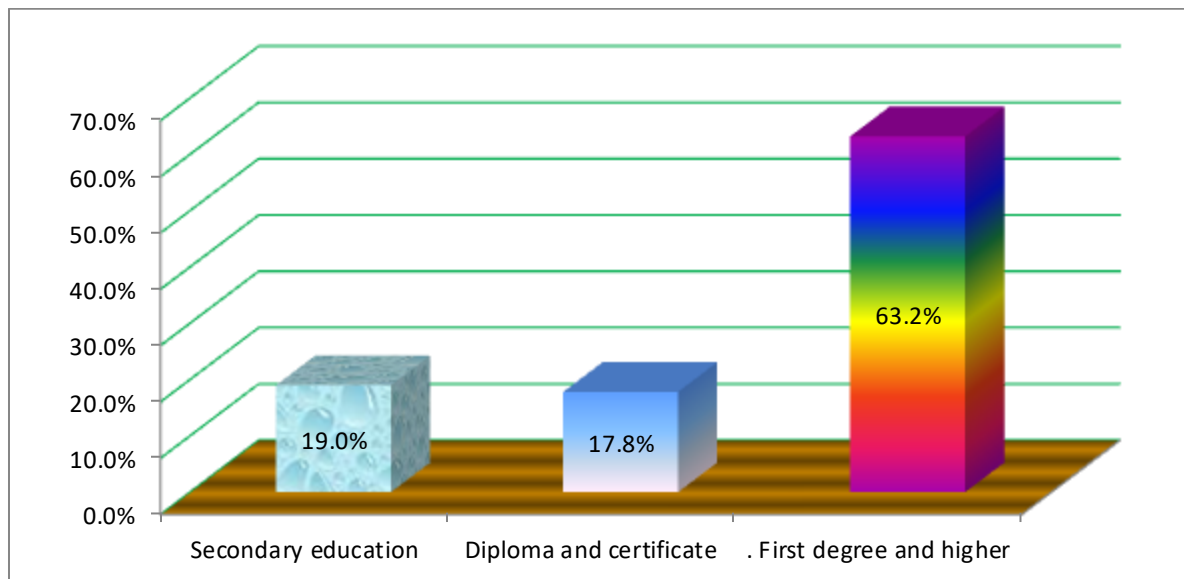
Table 4.2: Shows the frequency and percentage of age of the respondents

age of the respondent		
age	Frequency	percent
21-23 years	19	10.9
24-30 years	93	53.4
31-35 years	44	25.3
36-50 years	18	10.3
Total	174	100.0

Table 4.2 above shows that 19(10.9%) of respondent's age were 21-23 years, 93 (53.4%) of respondent's age were 24-30 years, 44(25.3%) of respondent's age were 31-35 years and the remaining only 18(10.3%) of respondent's age 36-50 years. The result shows that 53% of respondent's ages were between 24-30 years. This means the majority of the 53% of respondent's ages were found under young age category. This indicated that the majority of the project workers were full of youngsters that made the project enhance its goal.

4.2.3. Educational Background of the Respondents

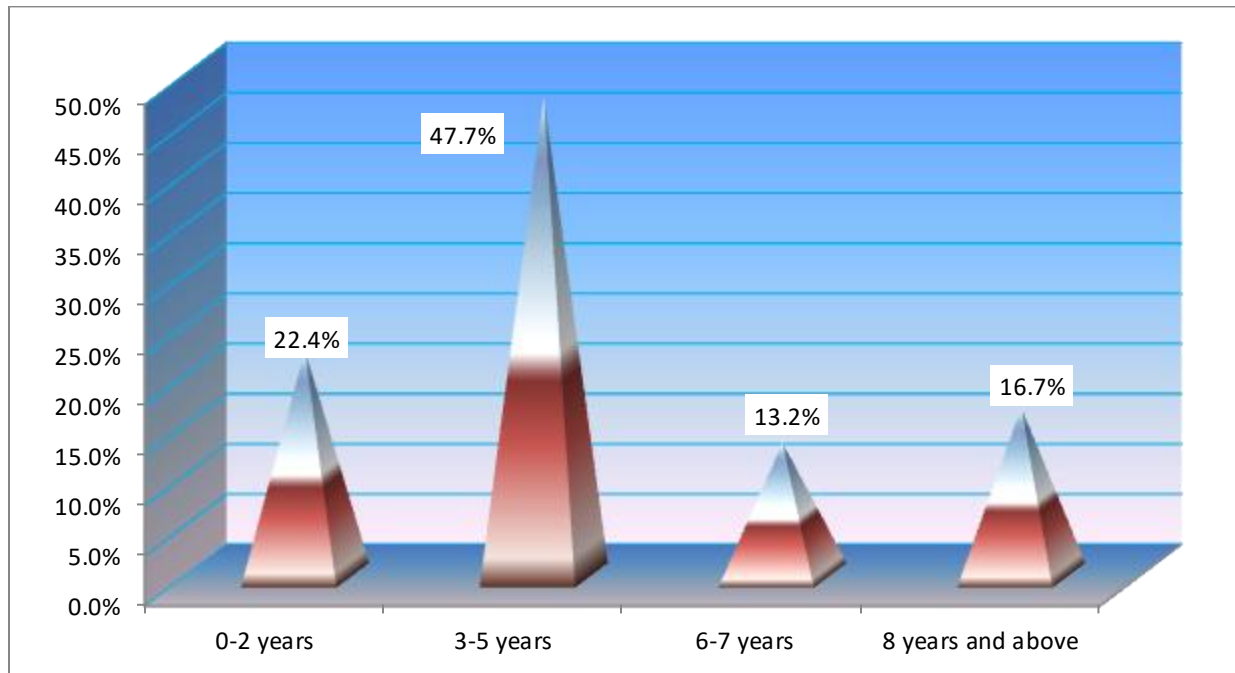
Graph 4.2: Shows the frequency and percentage of Educational background of the respondents



The above graph 4.2 shows that 33(19.0%) of respondents educational background were Secondary educational level, 31(17.8%) of respondents educational background were Certificate and Diploma and the remaining 110(63.2%) respondent's educational background were First degree and above. The result showed that the majority 63.2% of respondent's educational backgrounds were First degree and above. This is also another opportunities to enhance construction project of condominium.

4.2.4 Work Experience of the Respondents

Graph 4.3: Shows the frequency and percentage of work Experience of the respondents



Graph 4.3 above result shows 39(22.4%) of respondents Work experience was 0-2 years, 83(47.7%) of respondents work experience was 3-5 years, 23(13.2%) of respondents 3-5 years were Contractors, 30(17.2) of respondents were 6-7 years and the remaining 29 (16.7%) of respondents 6-7 years were 8 years and above. The result indicated the majority or around 47.7 % of respondents work experience were 3-5 years and which means that the project workers had less work experiences that might the project faces different challenges in the whole construction process.

4.2.5 Occupation of the Respondents

Table 4.3: Shows the frequency and percentage of Occupation of the respondent of the respondents

Occupation of the respondent		
Occupation	Frequency	Percent
Manager	1	.6
Consultant	1	.6
Contractor	36	20.7
Banker employee's	30	17.2
Enterprise Workers	106	60.9
Total	174	100.0

Table 4.3 above result shows 1(.6%) of respondents was project manage, 1(.6%) of respondents was Consultant, 36(20.7%) of respondents were Contractors, 30(17.2) of respondents were Banker employee's and the remaining 106 (60.9%) of respondents were Enterprise Works. The result indicated that the majority or around 60.9% of respondents were Enterprise Workers of the construction projects.

4.2.6 Location of the Respondents

Table 4.4: Shows the frequency and percentage of Location of the respondent of the respondent of the respondents.

Location of the respondent		
Location	Frequency	Percent
Project office or site in Lmi kura sub-city in project 5 Yeka Tafo site	126	72.4
Project office for housing development in Addis Ababa	48	27.6
Total	174	100.0

Table 4.4 above result indicated that 126(72.4%) of respondents were work in Project office or site in Lmi kura sub-city in project 5 Yeka Tafo site, and the rest 48(27.6%) of respondents were engaged Project office for housing development in Addis Ababa, The result showed that the majority or around 72.4% of respondents were work in Project office or site in Lmi kura sub-city in project 5 Yeka Tafo site.

4.3 The Critical Analysis Regard to the Questionnaires and Interviews

This analysis part specifically answers the research questions stated in section 1.3 of chapter one on page five as "Did the government achieve the objective of the construction of 20/80 condominium housing in Lemi kuria sub- city in yeka tafo site? And "What are the main factors that affect the condominium housing projects in the selected sub city of Addis Ababa?" to response these questions the researcher of this thesis focus on the major variables that affects the construction of condominium housing projects such as critical failure factors related to time, cost, and quantity through data collected from questionnaires and interviews to answer the research questions effectively.

Did the government achieve the objective of construction of 20/80 condominium housing in Lemi kuria sub- city in yeka tafo site? As gained from open ended question, the majority of the respondents believed that the project did not successfully achieved its set objectives due to unreleased of finance in appropriate time, the weak follow up of the construction process, poor management system, inaccessible of construction materials related to supply, transportation and delivery for the project and corruption were the hindrance of the project not to archived its objectives as planned. In addition the data gained from interview also showed that majority of the interviewee agreed the project didn't achieve the number of houses, specified time and limited cost as planned to achieve its set goal.

4.3.1 Factors that Affect the Condominium Housing Projects in Terms of Time

Table 4.5: Time factors affecting on the project performance respond results

No	Time factors	Frequency and Percent	scales					Total
			SA	A	UD	D	SD	
1.	Clients, consultants, and contractors were poorly managed on site?	F	48	97	29	29	0	
		P	27.6	55.7	16.7	16.7	0	
2.	Mistakes made throughout the construction process. ?	F	42	97	0	35	0	
		P	24.1	55.7	0	20.1	0	
3.	Slow decision making on a project is the most important issue?	F	7	102	17	48	0	
		P	4.0	58.6	9.8	27.6	0	
4.	The project was poorly planned, scheduled, and managed?	F	55	71	16	32	0	
		P	31.6	40.8	9.2	18.4	0	
5.	Slow response regarding to testing, inspection and progress payment to contractors.	F	32	89	17	36	0	
		P	18.4	51.1	9.8	20.7	0	
6.	Lack of good management and leadership in planning, leading and controlling the project activities by project Owner?	F	20	95	0	43	16	
		P	11.5	54.6	0	24.7	9.2	
7.	The project office achieved its objective of the construction specified time?	F	32	47	0	64	31	
		P	18.4	27.0	0	36.8	17.8	

In table 4.8 in the first row above regarding to Clients, consultants, and contractors were poorly managed on the site 48(27.6%) were strongly agreed, 97(55.7%) agreed and 29(16.7%) were disagreed. From this result one can understand that the majority 55.7% of the respondents accepted the presence of Clients, consultants, and contractors were poorly managed in the

condominium housing construction process. With respect to row 2 the question to respondents said that Mistakes made throughout the construction process 42(24.1%) were strongly agreed, 97(55.7%) were agreed and the remaining 35(20.1%) disagreed. From this point view the result indicated that according to the majority response there were different mistakes which were happened in the condominium housing construction process. Concerning row 3 slow decision making on a project is the most important issue? 7(4%) were strongly agreed, 102(58.6 %) were agreed, 17(9.8%) were responded undecided and the rest 48 (27.6 %) were disagreed. From this result about 58.6 % respondents agreed that there were a problem of slow decision making process during the whole activities of the construction project. In row 4 about the question of the project was poorly planned, scheduled, and managed 55(31.6%) were strongly agreed, 71(40.8%) agreed, 16(9.2%) undecided and the remaining 32(18.4%) disagreed. Here the majority 40.8% agreed that the planning, scheduling and managing activities were poor and these problems lead the project face problem of achieving its objectives. Relating to row 5 Slow response regarding to testing, inspection and progress payment to contractors 32(18.4%) strongly agreed, 89(51.1%) were agreed, 17(9.8 %) undecided and 36(20.7%) disagreed. The result showed that the majority 51.1% agreed that there were problems of giving active response related to testing, inspection and improving payment to contractors. In row 6 which is there was lack of good management and leadership in planning, leading and controlling the project activities by project Owner 20(11.5%) strongly agreed, 96(54.6%) agreed, 42(24.7%) disagreed and 16(9.2%) were strongly disagreed. According to the majority 54.6% response indicated that there were a problem of good management and leadership in planning, leading and controlling the project activities by the project Owner. Regarding on row 7, the project office achieved its objective of the construction specified time? 32 (18.4%) strongly agreed, 47(27%) were agreed, 64(36.8%) disagreed and the rest 31(17.8%) strongly disagreed. The result showed that 36.8% of the respondent believed that the project office did not achieve its objective in the specified time. This indicated that the project has been delayed by five years as compared with the plan which stated that, on the plan of the project G4 and G7 buildings has to be completed 10 and 18 months respectively. Amazingly majority of the interviewee also agreed the construction didn't completed in the planned time due to difficulty of the land for construction, the complexity of the bureaucracy and lack of commitment for the success of the project were responsible factors during construction.

4.3.2 Factors that Affect the Condominium Housing Projects in Terms of Cost

Table 4.6: Cost factors affecting on the project performance respond results

No	Cost factors	Frequency and Percent	scales					Total
			SA	A	UD	D	SD	
1	Costs and difficulty of the project are underestimated.	F	16	128	15	15	0	
		p	9.2	73.6	8.6	8.6	0	
2	Engineering, procurement, and financing are the hindrance issues of the project?	F	53	84	21	16	0	
		P	30.5	48.3	12.1	9.2	0	
3	Materials shortage and high expenses, as well as delays in delivery, are all factors to consider distribution to project	F	93	81	0	0	0	
		p	53.4	46.6	0	0	0	
4	Changes in design and specifications made by the owner or his agent during the	F	57	116	1	0	0	
		p	32.8	66.7	.6	0	0	
5	Inadequate number and modern equipment	F	34	95	29	16	0	
		p	19.5	54.6	16.7	9.2	0	
6	Unexpected ground condition and in complete project information.	F	31	65	13	32	33	
		p	17.8	37.4	7.5	18.4	19.0	
7	Inflexible government rules and regulations leads to slow decision making on the projects	F	83	62	0	14	15	
		p	47.7	35.6	0	8.0	8.6	
8	Poor selection of competent consultant and reliable contractor to carry out the work of project	F	60	81	1	16	16	
		p	34.5	46.6	0.6	9.2	9.2	
9	Inadequate information and communication technology exercised by project participants?	F	32	74	36	32	0	
		p	18.4	42.5	20.7	18.4	0	
10	Poor sub-contractors activity.	F	79	47	16	16	16	
		p	45.4	27.0	9.2	9.2	9.2	

In the above table 4.9 the first row regarding to the question of Costs and difficulty of the project are underestimated? 16(9.2%) were replied strongly agreed, 128(73.6%) were answered agreed, 15(8.6%) were respond undecided and the remaining 15(8.6%) were said disagreed. The result indicated that 73.6% agreed that costs and difficulty of the project were underestimated. The interview result also indicated the increasing/the variation of cost construction materials through time was the obstacles of the construction.

Engineering, procurement, and financing are the hindrance issues of the project? 53(30.5%) were strongly agreed, 84(48.3%) were agreed, 21(12.1%) were answered undecided and the rest 16(9.2%) were disagreed. From this result one can understand that the majority 48.3% of the respondents accepted engineering, procurement, and financing are the obstacles of the project in the construction process. With respect to row 3 the question said materials shortage and high expenses, as well as delays in delivery are all factors to consider distribution to project locations. 93(53.4%) were strongly agreed, 81(46.6%) were agreed. Based on the majority 53.4% answered shortage of materials, high expenses and delays in delivery were the factors of the construction process. Concerning row 4 the question Changes in design and specifications made by the owner or his agent during the construction phase? 57(32.8%) were strongly agreed, 116(66.7%) were agreed, 1 (6.6%) were responded undecided. According to the majority 66.7% respondents agreed that there were a problem of change of design, specifications made by the owner or his agent during the construction phase. In row 5 about the question of there was inadequate number and modern equipment? 34(19.5%) were strongly agreed, 95(54.6%) agreed, 29(16.7%) were undecided and 16(9.2%) disagreed. From this result we can understand that 54.6% agreed that there were insufficient number and modern equipment. Relating to row 6 Unexpected ground condition and in complete project information 31(17.8%) strongly agreed, 65(37.4%) were agreed, 13(7.5%) were undecided, 32(18.4 %) were disagreed and the remaining 33(19 %) were answered strongly disagreed. Here the majority 37.4% of respondents agreed that there were problems of unpredicted ground condition and in complete project information happened in the construction process. In row 7 which is inflexible government rules and regulations leads to slow decision making on the projects 83(47.7%) strongly agreed, 62(35%) were agreed, 14(8%) disagreed and 15(8.6%) were strongly disagreed. The result indicated that the majority 47.7% of the respondents strongly agreed that uncompromising government rules and of the government regulations lead to slow decision making on the construction. This implies that, the slower the

decision of the government on improvements of much tied rules and regulations, the cost of the construction will be escalated. Regarding on row 8, Poor selection of competent consultant and reliable contractor to carry out the work of project? 60(34%) strongly agreed, 81(46.6%) were agreed, 1(6%) were undecided 16(9.2%) answered disagreed and the rest 16(9.2%) strongly disagreed. The majority 46.6% respondents agreed that there were problems of Poor selection of competent consultant and reliable contractor to carry out the proper work of the project. From this we can analysed that, incompetent and ill qualified consultants of the project may incur to additional costs to the construction and the probability of damaging soon. Regarding row 9 the question inadequate information and communication technology exercised by project participants? 32(18.4%) strongly agreed, 74(42.5%) were agreed, 36(20.7%) undecided, and 32(18.4%) were disagreed. The result indicated that 42.5% of the respondents agreed that there were inadequate information and communication technology used by project participants during the construction process. From this we can see that back ward means of communication as well as miss information on the construction process can brought additional and unforeseen costs of construction. Row 10 Poor sub-contractors activity 79 (45.4%) strongly agreed, 47(27%) were agreed, 16(9.2%) undecided and 16(89.2%) and the rest 16(9.2 %) were strongly disagreed. The result showed that 45.4% of the respondents strongly agreed that there was a problem of Poor sub-contractors activity in the construction process. From this we can conclude that, subcontracting of the projects for less experienced contractors aimed with only maximizing profits automatically results for poor construction which in turn Leads to additional costs on time and finance.

4.3.3 Factors that Affect the Condominium Housing Projects in Terms of Quantity

Table 4.7: Quantity factors affecting on the project performance respond results

No	quantity factors	Frequency and Percent	scales					Total
			SA	A	UD	D	SD	
1.	The project achieved the amount of condominium houses to be constructed as planned?	F	56	66	3	31	18	
		P	32.2	37.9	1.7	17.8	10.3	
2.	Increasing cost of materials and lack of supply are problems for project failure to achieve the numbers of condominium house.	f	53	79	1	30	11	
		p	30.5	45.4	.6	17.2	6.3	
3.	The structures of the land and its property cause to minimize the number of condominium houses.	f	79	49	17	28	1	
		p	45.4	28.2	9.8	16.1	.6	

In the above table 4.7 the first row regarding to the question of the project achieved the number of condominium houses to be constructed as planned? 56 (32.2%) were replied strongly agreed, 18(10.3%) were answered agreed, 3(1.7%) were respond undecided, and 31(17.8%) were said disagreed and the remaining 66(37.2%) strongly agreed. The result indicated that 37.2% of the respondents strongly disagreed that the project did not achieve the numbers of condominium houses as planned due to administration problem, shortage of finance and materials, lack of work experience specially contractor, consultant and project manager and not improving the design though time as obtained from open ended questions. This idea also supported by the information gathered from the interview on the project office i.e. only 68% of the houses were built. Regarding on row 2, increasing cost of materials and lack of supply are problems for project failure to achieve the numbers of condominium house 53(30.5) strongly agree, 79(45.4)

agreed, 1(6) undecided, 30(17.2) disagree and the rest 11(6.3) strongly agreed. The outcome showed that 45.4 of the respondents agreed that increasing cost of materials and lack of supply are problems for project failure to achieve the numbers of condominium houses. This implies that, the inflation of material costs as wells shortage of supplies definitely affected the project in building the planned number of houses on time with in the given budget. The last row 3 in table 10 the structures of the land and its property cause to minimize the number of condominium houses. 79(45.4%) strongly agreed, 49(28.2%) were agreed, 17(9.8%) were undecided, 28(16.1%) disagreed and 1(.6%) were strongly disagreed. The result showed that the majority 45.4% of the respondents strongly agreed that there were problems of the structures of the land and its property cause to reduce the number of condominium houses. From this we can deduce that, the structure of the land and its property affected the number of houses to be constructed. This finding also confirmed by the researcher on field work as the site is located on the river side as well as the typology of the land is not suitable mainly for construction of G7 Buildings. This affected for the number of houses to be constructed on the site.

4.4 Results of interview Data

Eight key informants with a position of Manager, Consultant, Contractors, Bank's employee and Enterprise Workers of Yeka Tafo site condominium housing construction were interviewed. The first question they asked that how do you evaluates the status of condominium housing project performance against the objectives? As the finding gained from the interview, the project is not going as per the set objective. Initially, the plan was to build 8700 units of houses till the time. But, about 5958 of it were completed and no transferred houses until this research has undertaken. It is less than the intended plan. They think that the government could not achieve what it planned at the beginning and the prospect will be questionable. The second question rose for the interviewee what are the major weaknesses of condominium housing construction projects in terms of time, and cost and quantity in Limi Kura sub-city yeka Tafo site and they answered difficulty of the land for construction, the complexity of the bureaucracy and lack of commitment for the success of the project were responsible factors during construction.

The next question presented for interviewee was, Is there any fluctuation cost of construction material to run easily the construction of condominium housing? They said that the increasing of cost construction materials through time and the security situation of the country were the

obstacles of the construction. How do you understand the coordination and communication of project stakeholders? Was also another question invited for the interviewee and they replied that there was lack of work coordination between the contractor and the enterprises of the project. The other question was what do you suggest about the effectiveness of the project consultant and contractors to achieve its objectives? And they answered that lack of skilled manpower and most of the professional workers hindered by corruption. This condition challenged the project not to invited competent and experienced workers. Does government follow well flexible methods and systems in purchasing, finance and supply management to speed up the project activities? Was also additional question presented for the interviewee and most of them said the purchasing system was not effective and the supply of different materials were not modernize which lead the project inefficient in its performance.

The last interview question was what are the main problems observed in the construction of condominium housing project? And the majority of them gave administration problem, shortage of finance and materials, lack of work experience specially contractor, consultant and project manager and not improving the design though time were the challenges of the project. Another common challenge of such a condominium house project as most of the informants agreed that, the land property ownership issue still remained as the critical problem of the project particularly for Yeka Tafo site. This is due to the fact that the area of the site has located on the rural areas where most the area is situated on the farm land of the settler's which is source of their lively hood.

Therefore, unless, there will be an integrated strategy for the settlers of the area on the site, construction condominium houses on the peripheral area will be full of challenges and this needs further research so as solve this problem.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The main objectives of this research is to assess whether the government achieve the objective of construction 20/80 Condominium House in Lemi kuria sub- city Yeka Tafo site and also identify the major factors affecting the construction of condominium housing in terms of time (It is the length of time that extends the project duration),cost escalation(changes in the cost or price of specific goods or services in a given economy over a period) and quantity (the numbers of houses planned to build) of the project based on the character of the project participants. Using a mixed concurrent triangulation strategy and giving emphasis to quantitative aspects, the study investigated the performance of the construction of condominium housing projects and pointed out the suggestions of this research study. Using relevant theoretical and conceptual frameworks developed in chapter two, the analysis and interpretation of primary and secondary data has led to key findings, which the researcher believes have effectively answered the two research questions posed under section 1.3 of chapter one on page five. The following summary of findings, conclusion and recommendations, which are carefully informed by analysis and interpretation of data are drawn or made.

5.2 Summary of Finding

This study is focused on the achievement of the condominium housing project and the main factors related to time, cost, and quantity on construction in Addis Ababa city administration Lemi Kura Sub City in yeka Tafo condominium project sites. The study resulted in important findings, some of which addressed the main aim and objectives of the project planned to achieve. Therefore, based on the results obtained, the following major findings have been made in accordance with the objectives of this thesis research.

The response obtained from questionnaire and interview help the efficiency of the project owner, consultants, contractors, banks employee and enterprise workers towards the performance of the project and factors affect the project. The finding of the research gained from the information given by the respondents briefly explained as follows.

- ❖ The majority of the respondents believed that the project did not successfully achieved its set objectives due to unreleased of finance in appropriate time, the weak follow up of the construction process, poor management system, inaccessible of construction materials related to supply, transportation and delivery for the project and corruption were the hindrance of the project not to archived its objectives as planned.
- ❖ In terms of time the majority of the respondents accepted that poor management of Clients, consultants, and contractors, mistakes which were happened during the construction process, slow decision making process during the whole activities of the construction, weak performance in planning, scheduling and managing activities, problems of giving active response related to testing, inspection and improving payment to contractors, problems of good management and leadership in planning, leading and controlling the project activities by the project Owner were responsible factors that challenges the project performance to achieve its set objectives.
- ❖ Related to cost result of the finding indicated that underestimation of costs and difficulty of the project, engineering, procurement, and financing were the obstacles of the project, shortage of materials, high expenses and delays in delivery, problem of change of design, specifications made by the owner or his agent during the construction phase, insufficient number and modern equipment, problems of unpredicted ground condition and in complete project information happened in the construction process, uncompromising government rules and regulations leads to slow decision making on the construction, problems of Poor selection of competent consultant and reliable contractor to carry out the proper work of the project, inadequate information and communication technology by project participants during the construction process and problem of Poor sub-contractors activity in the construction process were the challenges of the project in achieving its objectives.
- ❖ Regarding quantity the majority of the respondents agreed that project did not achieve the numbers of condominium houses as planned due to administration problem, shortage of finance and materials, lack of work experience specially contractor, consultant and project manager and not improving the design of the project though time, increasing cost of materials and lack of supply and the structures of the land and its property were the main

problems for project failure to achieve the numbers of condominium houses as planned the beginning of the construction.

5.3 Conclusion

This study is conducted the achievements and challenges of 20/80 Condominium Housing Project in Lemi kura sub-city, The case of yeka Tafo site. The study participants were Manager, Consultant, Contractors, Bank's employee and Enterprise Workers.

Did the government achieve the objective of construction of 20/80 condominium housing in Lemi kuria sub- city in yeka tafo site? Delay of finance from the government , the weak follow up of the construction process, poor management system, inaccessible of construction materials related to supply, transportation and delivery for the project and corruption were the hindrance of the project not to archived its objectives as planned.

What are the main factors that affect the projects in terms of time?poor management of Clients, consultants, and contractors, mistakes which were happened during the construction process, slow decision making process during the whole activities of the construction, weak performance in planning, scheduling and managing activities, problems of giving active response related to testing, inspection and improving payment to contractors, problems of good management and leadership in planning, leading and controlling the project activities by the project Owner were factors of the project in terms of time.

What are the main factors that affect the project in terms of cost? Underestimation of costs and difficulty of the project, engineering, procurement, and financing were the obstacles of the project, shortage of materials, high expenses and delays in delivery, problem of change of design, specifications made by the owner or his agent during the construction phase, insufficient number and modern equipment, problems of unpredicted ground condition and in complete project information happened in the construction process, uncompromising government rules and regulations leads to slow decision making on the construction, problems of Poor selection of competent consultant and reliable contractor to carry out the proper work of the project, inadequate information and communication technology by project participants during the construction process and problem of Poor sub-contractors activity in the construction process were the challenges of the project in related to cost in achieving its objectives.

What are the main factors that affect the project in terms of quantity?

The project did not achieve the numbers of condominium houses as planned due to administration problem, shortage of finance and materials, lack of work experience specially contractor, consultant and project manager and not improving the design of the project though time, increasing cost of materials and lack of supply and the structures of the land and its property were the main problems concerning quantity which lead the project fail to achieve the numbers of condominium houses as planned the beginning of the construction.

Generally, the study revealed that the Addis Ababa condominium housing project implementation is extremely low compared to the housing demand. The project planned to build 8700 houses. But until this research conducted only 5958 were built and the implemented only 68 percent which indicated that the project did not achieve its objective. The study found that it has exhaustive factors for the weak implementation of the construction of condominium houses. Although the main challenge for the implementation is accounted to the government, both the consultants, contractors and all stakeholders have their contribution. As a result, the government should consider other ways to meet demand.

5.4 Recommendations

As summarized in the above parts Lemi kura sub-city, yeka Tafo site 20/80 Condominium Housing Project has so many weaknesses especially on its capacity building activities, the selection of competitive project participants such as contractors, consultant and MSCE and the management of the project.

Suggestions are forwarded based on the result on the study:

- ❖ To achieve the intended goal of the project the government should release the appropriate finance in time, use effective strategy to follow up of the progress of construction process, improving the whole management system of the project and create good conditions to accessible construction material supplies, transportation and delivery system for the project and avoiding corruption.
- ❖ The performance and facts of condominium housing projects need to call other concerned bodies for collaboration of the public and private sector at large because the

government capacity is not enough in providing adequate houses though it promised to build many condominium housing to the society.

- ❖ The project should establish strong mechanisms that can eradicate the problems related to Clients, contractors and consultant ineffectiveness to avoid the impacts that contribute for not to achieve its set goal.
- ❖ The project should give more emphasis in avoiding different mistakes happened in the construction process those are responsible for the delays problems related to time.
- ❖ The government should pay special attention in facilitating a comprehensive national housing policy by providing land, funds, discounted interest rate and infrastructures to allow the private sector and the individual citizens to solve the housing deficit.
- ❖ The government should invite other private projects to participate in the construction of condominium housing project to satisfy the need of the society for example, inviting associations and individuals and private investors should be considered to support them overcoming the financial problem by facilitate loan fund, minimize lease payment and encouraging private projects by tax free for land and construction Equipment's, government should have created simple, flexible systems by reducing strong bureaucratic challenges to involve in housing projects.
- ❖ To basically reduce the problem of slow decision making process, the government should apply strong monitoring and supervision activities during the whole activities of the construction project.
- ❖ The project improves the problem of planning, scheduling, managing and controlling activities through the construction process to achieve its intended objectives. In addition project Owner, consultants and contractors often meet weekly for discussions which make them to have a chance for monitoring, updating and controlling the progress of the construction project during implementation and that help them to solve problems, evaluate current performance and improve future work plan.
- ❖ The government support the condominium project by creates different mechanism to minimize the increasing of market cost and avoiding problems related to land.
- ❖ The contractor of the project should use adequate number of construction materials and modern equipment, take proper sample soil examination before typology to reduce the

problems of unpredicted ground condition and in complete project information happened in the construction process.

- ❖ The government should use flexible approach in implementing rules and regulations which lead to slow decision making during the construction process procurement competent and experienced consultant to carry out the proper implementation of the project.
- ❖ The project will use and available adequate information and communication technology by project participants during the construction process to avoid cost related problem.
- ❖ Government should check the relationship between project consultants and contractors. Because it can lead to corruption and highly affect the quantity performance of the project.
- ❖ The result gained from open ended question showed that there is high government bureaucracy in the project management especially in purchasing, finance and supply management affects the projects not to complete within specified time, cost and quantity. Therefore the government should give more emphasis to improve the state problems above.
- ❖ To summarize the recommendation part, all concerned bodies/stakeholders of the project should coordinate each other to successfully achieve the construction of quantity houses for the better and developed housing delivery system. Currently the demand of house in the city is very high due to the increment of population. Therefor all concerned bodies should support the construction of the condominium housing project to successfully achieve their intended goals.

Bibliography

- AAHDPO. (2015). AA HDPO. Retrieved from www.aahdpo.gov.com.
- Ababa S. (2018). *Determinants of project performance; The case of 40/60 housing projects in Ayat site*. addis ababa Ethiopia: St.mary's University school of graduate studies faculty of Business.
- Abera Lulessa. (2015). *the country's metropolitan areas, Study, Plan and Budget Core Process Leader of the government housing project*.
- Adams, J. K. (2007). *Research methods for graduate business and social science students*. SAGE publications.
- Alebel W Berihu G and Simon F. (2016). *Paper prepared for presentation at the "2016 world bank conference on land and property" The World Bank " managing urban land for low cost housing for Africans cities: the impact of the government condominium scheme in the Ethiopia"*. Washington DC.
- Al-Najjar. (2008). *Al-Najjar, (2008). Factors Influencing Time and Cost Overruns on Construction Projects in the Gaza Strip. Master Factors Influencing Time and Cost Overruns on Construction Projects in the Gaza Strip. Master of Science in Civil Engineering, Faculty of Engi*.
- Assaf, S. A.-H. (2006). Causes of delay in large construction projects. *international*, page,349-357.
- Azeb K. (2007). *Housing for the Poor in Addis Ababa -2006 – 12*. Addis Ababa.
- Azhar Farooqui & Ahmed. (2008). *Cost Overrun Factors In Construction Industry of Pakistan. Paper presented at the First International Conference on Construction in Developing Countries*.
- Bennett, F. L. (2003). *The management of construction: A project life cycle approach*. Burlington: Butterworth- Heinemann.
- Bisrat, K. (2008). *Public Housing: The Condominium Approach*. addis ababa.
- Charmer K. (1990). *Construction Contracts: Law and Management*. Retrieved June 2015 <https://books.google.com.sa>, book.
- Chen P Partington D & Qiang M, C. (June 2009). Cross-cultural understanding of construction project managers' conceptions of their work . *Journal of Construction Engineering and Management*, 477-487.

- CMAA. (2012). *Time Management Guideline*.
- Fetene N. (2008). *Causes and effects of cost overrun on public building construction projects in Ethiopia*. Master's Thesis, Faculty of Technology, and Addis Ababa University. Addis Ababa.
- Fowler, F. (2014). *Survey research methods*. 5th ed. Boston: Sage Publications.
- Gibaldi, J. (2009). *MLA handbook for writers of research papers* 7th ed. New York.
- Gould F.& Joyce N. (2003). "*Construction Project Management – 2nd Edition – Pearson*.
- GTZ-IS, .. (2005). *Low cost housing technical manual*, Ministry of Federal Affairs. Addis Ababa.
- Guideline, T. M. (2012). CMAA.
- Gumbo, T. (2010). *Microfinance Institutions and Urban Housing in Addis Ababa: challenges and prospects for sustainable poverty alleviation*.
- Gupta, A. N.-A. (2008). *Knowledge based project planning*. Washington DC: university of Maryland general research.
- Harold Kerzner. (2004). *Advanced project management, best practices on implementation*. " 2nd edition, New Jersey, John Wiley & Sons, Inc.
- HDPO, A. (2015). Retrieved from www.aahdpo.gov.com.
- Hendrickson. (2015). "*Project Management for Construction*".
- Huchzermeyer, M. (2001). *Consent and Contradiction: Scholarly Responses to the Capital Subsidy model for informal settlement intervention in south africa*. south africa.
- Jackson, B. (2004). *Construction Project Jumpstart*.
- Keane, P. J. (2015). *Delay analysis in construction contracts: (2nd ed.)*. Caletka.
- Kidst M. (2014). "*Assessment on the Performance of Integrated Housing Development program with particular reference to the program objective*. Addis ababa.
- Mahder, H. (2013). *Welfare Impact of the Condominium Housing Program in Mekele*. Mekele.
- Maree, K. &. (2012). *Survey and the use of questionnaires*. . (In Maree, K., ed. First steps in research. Pretoria: Van Schaik.
- Mekonen Wube Ermed. (2008). *Shelter Development: Increasing Affordability of Housing to the Low-Income Families in Addis Ababa, Ethiopia*. Town planner. Addis Ababa Housing Construction project office Ethiopia.
- Mekonnen Wube, M. (Feb 2015). *Almost 50 percent of city slum dwellers live below the poverty*

- line and their hardships are enormous an urban planner.*
- MemeLinn. (2014). Nature of condominium. *Jornal name Mandalay university Research jornal*, page 1-5.
- Mengesha W. (2004). *Performance for public construction projects in developing countries: Federal road and educational building projects in Ethiopia*. Norwegian University of Science & Technology: .
- MoFED, M. (2008). *Dynamics of growth and poverty in Ethiopia: (1995/96-2004/05)*. Addis Ababa, Ethiopia.
- Ndimbira. (2014). *Mass housing a rip-off*, Retrieved from <http://observer24.com>. Namibia.
- Nesru S. (2007). *Meeting the housing demand of the urban poor through the provision of condominium housing in Addis Ababa*. Addis Ababa, Ethiopia: The case of Arada sub city (unpublished master's thesis).
- Neuman, W. (2011). *Social research methods: Qualitative and Quantitative methods*. 7th.
- Owolabi, e. a. (2014). *Causes and Effect of Delay On Project Construction Delivery Time*. International Journal of Education and Research, Vol. 2 No. 4 April 2014.
- PMBOK. (2013). *A guide to the Project Management Body of Knowledge (5th ed)*. PMBOK Guide.
- Project Management Institute (PMI). (2007). *Construction extension: To the PMBOK guide third edition (2nd Ed.)*. Newtown Square.
- Robel Assefa. (2015). *Schedule Delay Identification and Assessment on Addis Ababa's Light Rail Transit Construction*,. Addis Ababa institute of Technology Master of Science Thesis.
- Roger Gibson. (2008). *Construction delays extensions of time and prolongation claims (2nd ed)*. USA.
- Saunders, M. P. (2007). *Research Methods for Business Students*. England.
- Singleton, R. S. (1993). *Approaches to social research*. London.
- Sunder, M. L. (2009). *Research methods for business students (4th Ed)*.
- Teshome T. (2008). *Appraisal of housing typologies in Addis Ababa*. VanDijk.
- UN habitat. (2011). *Condominium Housing in Ethiopia: The Integrated Housing Development Program. Situation analysis of informal settlements in Addis Ababa*:. Nairobi.

- UN Habitat. (2016). *Housing at the Centre of the New Urban Agenda Brochure*.
- UN-HABITAT. (2007). *Situation analysis of informal settlements in Addis Ababa: Cities without slums program*. Nairobi.
- UN-Habitat. (2016). *World Cities Report*. Nairobi Kenya.
- UN-Habitat, & H. (2016). *Housing at the Centre of the New Urban Agenda Brochure*.
- UN-HABITAT, U. (2008). *about the conceptual meaning and definition of condominium housing: international consensus*. Nairob.
- UN-habitat, U. (2011). *Condominium Housing in Ethiopia: The Integrated Housing Development Program. Situation analysis of informal settlements in Addis Ababa*. Nairobi.
- Wondosen S. (2013). *An empirical investigation on the opportunity and challenges to the private real estate developers: the case of Addis prefabricated houses manufacturing industries s.c. Housing problem in Addis Ababa.*
- Yamane, T. (1967). *Statistics, An Introductory Analysis (2nd ed)*. New York: Harper and Row.
- Zinabu and getachew. (2015). *Causes of contractors cost overrun in construction projects in the case of Ethiopian construction for thesis purpose*.

Appendix one
Addis Ababa University
College of Business and Economics,
Department of Public Administration and Development Management
Master's Program in Public Management and Policy
Sample Questionnaire Distributed for stockholders
Respondents

Research Title:- The achievement and challenges of 20/80 Condominium Housing Project in Lemi kura sub-city, The case of yeka Tafo site, Addis Ababa Ethiopia.

Dear respondent,

My name is Getaneh Nigussie, a Masters student in Department of Business and Economics collage supervised by Dr. Jemal Abagissa Addis Ababa University. As part of the requirement for the award of the Master's degree, I am expected to undertake a research study on the achievements and challenges of 20/80 Condominium Housing Project in Lemi kura sub-city, The Case of Woreda 2 Administration/ yeka tafo site / in Addis Ababa. The information that you respond shall be used as a primary data in this study and I promise that the information gathered will be used fully and with due attention for academic purpose only and I would like to assure you that the data collected will not be misused anyways. Therefore tried to state clearly with Amharic language that help the respondents to understand each questions and to give their own answer about youth unemployment.

I really appreciate your cooperation and I want to remind you that your response will be of great help for this study. You can ask me if there is a need of additional paper if the space provided is not sufficient and if any need to add something about this issue, please contact me by:

Mobile. No 0913139303 / 0961065151.

General Instructions:

- No need to write name.
- Please put tick (✓) in closed ended questions.
- Please feel free to express in open ended question as possible

Thank you for your participation

1: Demographic characteristics of the respondents:

The background information of the respondents: Tick the most appropriate answer based on the given information in the box and writes the correct information for open ended questions in the spaces provided.

1. Sex:

1. Male 2. Female

2. Age:

- 1= 18-20 ☐ 2= 21-23 ☐ 3= 24-30 ☐ 4= 31-35 ☐ 5= 36-50 ☐

3. Education back ground:

1. Illiterate ☐ 2. Primary education ☐
3. Secondary education ☐ 4. Diploma and certificate ☐ 5. First degree and higher ☐

4. Work experience

1. 0-2 years 2. 3-5 years 3. 6-7 years 4. 8 years and up

5. Occupation

1. Manager 2. Consultant 3. Contractor 4. Banker employee's 5. Enterprise Works

(Please specify)

6. The current location of your job

1. Project office or site in Lmi kura sub-city in project 5 Yeka Tafo site
Condominium housing project.
2. Project office for housing development in Addis Ababa

Thank you for your participation

Getaneh Nigussie

February 2022 Addis Ababa,

Ethiopia

2. Questionnaire for the respondents

2.1 Questions related to factors affecting the project in terms time, cost and quantity;

For the following questions, please put (□) mark in the box corresponding to your preferred response using the scale below:

SA: Strongly Agree A: Agree UD: Undecided D: Disagree SD: Strongly Disagree

No	Factors affecting Project in terms of time	Scale				
		SA	A	UD	D	SD
1	Clients, consultants, and contractors were poorly managed on site.					
2	Mistakes made throughout the construction process.					
3	Slow decision making on a project's most important issue.					
4	The project was poorly planned, scheduled, and managed.					
5	Slow response regarding to testing, inspection and progress payment to contractors.					
6	Lack of good management and leadership in planning, leading and controlling the project activities by project Owner.					
7	The project office achieved its objective of the construction?					
Factors affecting Project in terms of cost						
8.	Costs and difficulty of the project are underestimated.					
9.	Engineering, procurement, and financing are The hindrance issues of the project?					
10.	Materials shortage and high expenses, as well as delays in delivery, are all factors to consider distribution to project locations.					

11.	Changes in design and specifications made by the owner or his agent during the construction phase.					
12.	Inadequate number and modern equipment					
13.	Unexpected ground condition and incomplete project information.					
14.	Inflexible government rules and regulations leads to slow decision making on the projects					
15.	Poor selection of competent consultant and reliable contractor to carry out the work of project					
16.	Inadequate information and communication technology by project participants.					
17.	Poor sub-contractors activity.					
No	Factors affecting Project in terms of quantity					
18.	The project achieved the construction of condominium houses as planned?					
19.	Increasing cost of materials and lack of supply are problems for project failure to achieve the numbers of condominium house.					
20	The structures of the land and its property cause to minimize the number of condominium houses.					

2.2. Open-ended Questions for contractor, consultant, client/manager, bank employee's and enterprise works

1. Do you think that the project office achieved its objective in the construction of 20/80 condominium houses? If not would you like mention those factors affecting the success of the project?
.....
.....
.....
2. What are the major factors that affect 20/80 condominium housing projects in general?
.....
.....
.....
3. Do you think that only government can achieve the supply of condominium housing compared to the high demand?
.....
.....
.....
4. What are the external factors that influence the performance of condominium housing project construction?
.....
.....
.....
5. What is your understanding about the purchasing, finance and supply management in light of the persistence of the projects?
.....
.....
.....
6. What do you suggest about the challenges of condominium housing projects construction in general?
.....
.....

Appendix Two

Interview Guide for Key Informant Interviews

Interview questions for Addis Ababa Housing Project Office project 5 site contractor, consultant and client/manager

Dear Respondent

First, I would like to extend my gratitude for taking time and volunteer to interview. The main purpose of this interview is to assess the determinants of urban youth unemployment. The information that you respond shall be used as a primary data in the research which are conducting as partial requirements of master's degree at Addis Ababa University under College of public management and police in the department of public administration and development management.

Therefore, the information gathered will be used fully and with due attention for academic purpose only and I would like to assure you that the data collected will not be misused anyways.

I really appreciate your cooperation and I want to remind you that your response will be of great help for the study. Finally, you can ask me if there is a need of additional paper if the space provided is not sufficient and if any need to add something about this issue.

General Instructions:

- Write your office and work department
- No need to write name.
- Please feel free to express the interview question as possible

Thank you again for your cooperation in advance.

Getaneh Nigussie

Mobile .No. 0913139303 / 0961065151

Interview questions

1. How do you evaluate the status of condominium housing project performance against the objectives?
.....
.....
2. What are the major weaknesses of condominium housing construction projects in terms of time, and cost and quantity in Limi Kura sub-city yeka tafo site?
.....
.....
3. Is there any fluctuation cost of construction material to run easily the project of condominium housing?
.....
.....
4. How do you understand the coordination and communication of project stakeholders?
.....
.....
5. What do you suggest about the effectiveness of the project consultant and contractors to achieve its objectives?
.....
.....
6. Does government follow well flexible methods and systems in purchasing, finance and supply management to speed up the project activities?
.....
.....
7. What are the main problems observed in the construction of condominium housing project?
.....
.....

አዲስ አበባ ዩኒቨርሲቲ የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

በሕዝብ አስተዳደር እና ፖሊሲ ውስጥ የሕዝብ አስተዳደር

እና ልማት ማፎካይዝ ማስተር ፕሮግራም ናሙና መጠይቅ

የጥናቱ ርዕስ:- “በአዲስ አበባ ከተማ አስተዳደር በለሚ ኩራ ክፍለ ከተማ የ20/80 የጋራ መኖሪያ ቤቶች ፕሮጀክት ስኬት እና ተግዳሮቶች የየካ ጣፎ ጣቢያ ሳይት ጥናት”

በአዲስ አበባ ከተማ አስተዳደር በለሚ ኩራ ክፍለ ከተማ ወረዳ 2 የ20/80 የጋራ መኖሪያ ቤቶች ግንባታ ፕሮጀክት 5 ስር የየካ ጣፎ ሳይት ላይ የሚካሄድ ጥናት ነው።

ስሜ ጌታነህ ንጉሤ ይባላል በአድስ አበባ ዩኒቨርሲቲ በቢዝነስ እና ኢኮኖሚክስ ትምህርት ክፍል የሁለተኛ ድግሪ ተማሪ ነች። በመሆኑም መመረቂያ ፀሐፊውን በአዲስ አበባ ከተማ አስተዳደር በለሚ ኩራ ክ/ከተማ ወረዳ 2 /የካ ጣፎ ሳይት/የ20/80 የጋራ መኖሪያ ቤቶች ግንባታ ፕሮጀክት 5 ስር የየካ ጣፎ ሳይት ላይ ጥናት በማካሄድ ላይ እገኛለሁ። ስለሆነም እርስዎ የሚሰጡኝን ትክክለኛ እና ገላጭ መረጃ የጥናት ፅሁፊን ታማኝነት እንዲኖረው የሚያደርግ ሲሆን ይህንን የፅሁፍ መጠይቅ በመሙላትዎ ምንም አይነት ችግር ሊደርስብዎት እንደማይችልና የጥናቱም አላማ ለመመረቂያ ፅሁፍ የሚውል መሆኑን ላረጋግጥልዎት እወዳለሁ።

ከዚህ ጥናት የሚገኘው መረጃ በጥንቃቄ የሚያዝ ሲሆን ጥናቱ ከተጠናቀቀ በኋላ ውጤቱን የማሳወቅ ይሆናል። ይህንን የፅሁፍ መጠይቅ በመሙላት ፈቃደኛ በመሆንዎ እጅግ አድርጌ አመሰግናለሁ። እባክዎ ተጨማሪ ማብራሪያ ካስፈለገ በዚህ ስልክ ቁጥር ይይደውሉልኝ። ስልክ. 0913139303 / 0961065151

ማሳሰቢያ:-

1. ስም መፃፍ አያስፈልግም
2. ለጥያቄዎቹ በተዘጋጁ ሳጥኖች ውስጥ የራይት (✓) ምልክት ያድርጉ
3. እባክዎን በተቻለ መጠን ለክፍት ጥያቄዎቹ በነፃነት ሀሳብዎን ይግለፁ።

ስለ ትብብርዎ ከልብ አመሰግናለሁ።

1. የግል መረጃ /Personal Background

1.1. የታ:እባክዎን በጥያቄዎቹ ፊት ለፊት ባሉት ሳጥኖች ውስጥ ገላጭ የሚሉትን አማራጭ የራይት(□) ምልክት በማድረግ ይምረጡ እንዲሁም በክፍት ቦታዎች ላይ ትክክለኛ ሀሳብዎን ይግለፁ፡፡

1.1 ሴት ☐ 2. ወንድ ☐

1.2. ዕድሜ:

1. 18-20 ☐ 2. 21-23 ☐

3. 24-30 ☐ 4. 31-35 ☐ 5. 36-50 ☐

1.3. የትምህርት ደረጃ:

1. ማንበብና መጻፍ የማይችል ☐ 3. የመጀመሪያ ደረጃ ትምህርት ☐

2. ሁለተኛ ደረጃ ትምህርት ☐ 4. ዲፕሎማ ☐ 5. ዲግሪና ከዚያ በላይ ☐

1.4 የስራ ልምድ:

1. 0-2 አመት ☐ 2. 3-5አመት ☐

3. 6-7 አመት ☐ 4. 8 አመት እና ከዚያ በላይ ☐

1.5 የሙያ ሁኔታ

1. ሥራ አስኪያጅ ☐ 2. አማካሪ ☐

3. ሥራ ተቋራጭ ☐ 4. የባንክ ሠራተኛ ☐ 5. የድርጅት ሰራተኞች/Enterprise workers ☐

1.6 የሚሰሩበት ቦታ

1.በለሚ ኩራ ክፍለ ከተማ የፕሮጀክት ጽሕፈት ቤት ወይም ጣቢያ በፕሮጀክት 5

የየካ ጣፎ ሳይት የጋራ መኖሪያ ቤቶች ግንባታ ፕሮጀክት ☐

2. በአዲስ አበባ የቤቶች ልማት ፕሮጀክት ጽ/ቤት ☐

2. ለፕሮጀክቱ ሠራተኞች የተዘጋጀ የጽሁፍ ናሙና መጠይቅ

1. በፕሮጀክቱ ላይ ተጽዕኖ ከሚያሳድሩ ምክንያቶች ጋር የተዛመዱ ጥያቄዎች በጊዜ ፣ በወጪ እና በብዛት ለሚከተሉት ጥያቄዎች እባክዎን ከዚህ በታች ያለውን ምልክት በመጠቀም ከመፈጠሩ ምላሽ ጋር በሚዛመድ (✓) ላይ ምልክት ያድርጉ።

1. በጣም እስማማለሁ 2. እስማማለሁ

3. አላወቅም 4. አልስማማም 5. በጣም አልስማማም

ተ.ቁ	ከጊዜ አኳያ በፕሮጀክቱ ላይ ተጽዕኖ ከሚያሳድሩ ምክንያቶች/ችግሮች	በጣም እስማማለሁ	እስማማለሁ	አላወቅም	አልስማማም	በጣም አልስማማም
1.	ደንበኞች፣ አማካሪዎች እና ሥራ ተቋራጮች በግንባታው ላይ ደካማ አፈፃፀም አላቸው?					
2.	በግንባታው ሂደት ውስጥ የሚፈጠሩ የአሰራር ስህተቶች አሉ።					
3.	በፕሮጀክቱ በጣም አስፈላጊ በሆኑ ጉዳዮች ላይ ፈጣን ውሳኔ የመስጠት ችግር ይታያል።					
4.	የፕሮጀክቱን ስራዎች በማቀድ፣ በጊዜ በመወሰን እና በማስተዳደር ላይ ክፍተት አለበት።					
5.	የፕሮጀክቱን ስራ ሙከራ፣ ግምገማ እና የኮንትራክተር ማሻሻያ ክፍያን ላይ ፈጥኖ ምላሽ ያለመስጠት።					

6.	የፕሮጀክት ተግባራትን በባለቤቱ በማቀድ ፣ በመምራት እና በመቆጣጠር ረገድ ጥሩ አስተዳደር እና አመራር እጥረት ይታያል።					
7.	የፕሮጀክት ጽህፈት ቤቱ የግንባታውን ዓላማ አሳክቷል።					

ተ.ቁ	ከወጪ አኳያ በፕሮጀክቱ ላይ ተጽዕኖ ከሚያሳድሩ ምክንያቶች/ችግሮች	በጣም እስማማለሁ	እስማማለሁ	አላወቅም	አልስማማም	በጣም አልስማማም
8.	የፕሮጀክቱ ወጪዎች እና የግንባታ አመቺነት ችግሮች ግምት ውስጥ አልገቡም።					
9.	የኢንጂነሪንግ፣ ግዢ አስተዳደር እና የፋይናንስ አፈፃፀም በፕሮጀክቱ ሂደት ላይ ተፅዕኖ አላቸዉ።					
10.	የቁሳቁሶች እጥረት እና ወጪዎች መጨመር፣ እንዲሁም አቅርቦት መዘግየት፣ ለፕሮጀክቱ መጓተት ምክንያቶች ናቸው?					
11.	በፕሮጀክቱ ግንባታ ሂደት በባለቤቱ ወይም በተወካዩ የተሰሩ የዲዛይን እና የስራ ዝርዝሮች ማሻሻያዎች ይታያሉ?					

12.	በቂ ያልሆነ የህንጻ መሳሪያ ቁጥር እና ዘመናዊማሽንመሳሪያዎች ኔግሪቲ ኔላጋ					
13.	ያልተጠበቀ እና ያልተሟላ የፕሮጀክት መረጃ አለ።					
14.	የማይለዋወጡ የመንግስት ህጎች እና መመሪያዎች በፕሮጀክቱ አሰራር ላይ አዝጋጃ ጤናዊ ወች					
15.	የፕሮጀክቱን ሥራ ለማከናወን ብቃት ያለው አማካሪ እና ታማኝ ተቋራጭ የማቅረብ ክፍተት አለ?					
16.	በፕሮጀክቱ ተሳታፊዎች በቂ ያልሆነ የመረጃ እና የመገናኛ ቴክኖሎጂ አለ?					
17.	በፕሮጀክቱ ንዑስ ተቋራጮች ላይ ደካማ እንቅስቃሴ ይታያል					

ተ.ቁ	ከብዛት/ከቁጥር አኳያ በፕሮጀክቱ ላይ ተጽዕኖ ከሚያሳድሩ ምክንያቶች/ችግሮች	በጣም እስማማለሁ	እስማማለሁ	አላወቅም	አልስማማም	በጣም አልስማማም
18.	ፕሮጀክቱ በተያዘለት እቅድ መሰረት ጤናዊ መሳሪያዎች ላይ					
19.	የቁሳቁሶች ዋጋ መጨመር እና					
20.	ግንባታ የሚካሄድበት ቦታ የመሬት ዓይነትና ባህሪ ሊገነቡ የታቀዱ ቤቶችን ቁጥር ይቀንሳል።					

ለፕሮጀክቱ ሠራተኞች እና ባለ ደርሻ አካላት የተዘጋጀ የገለጻ ጥያቄ

1. የጋራ መኖሪያ ቤቶች ፕሮጀክት ጽ/ቤት በ20/80 የጋራ መኖሪያ ቤቶች ግንባታ ዓላማውን ያሳካ ይመስልዎታል? ካልሆነ በፕሮጀክቱ ስኬት ላይ ተጽዕኖ የሚያሳድሩትን ምክንያቶች ቢጠቅሱልኝ?

-----የ20/80

2. የጋራ መኖሪያ ቤቶች ፕሮጀክት ተጽእኖ የሚያሳድሩ ዋና ዋና ምክንያቶች ምንድን ናቸው?

3. የጋራ መኖሪያ ቤቶች አቅርቦት ከፍላጎት ጋር ሲነጻጸር መንግስት ብቻውን ሊያሳካው ይችላል ብለው ያስባሉ? -----

4. የጋራ መኖሪያ ቤቶች ግንባታ አፈፃፀም ላይ ተጽዕኖ የሚያሳድሩ ውጫዊ ሁኔታዎች ምንድን ናቸው? -----

5. ከፕሮጀክቶቹ ስኬት አንጻር ስለ ግዢ ሂደት፣ ፋይናንስ/በጀት አጠቃቀም እና ግብዓት አቅርቦት አስተዳደር ላይ ምን ግንዛቤ አለዎት?-----

6. በአጠቃላይ የጋራ መኖሪያ ቤቶች ግንባታ ፈተናዎች ምን ምን እንደሆኑ ቢጠቁሙኝ?

ለቁልፍ መረጃ ሠጪዎች (ሥራ አስኪያጅ፣ አማካሪ፣ ሥራ ተቋራጪ)

የተዘጋጀ የቃለ - መጠይቅ መመሪያ

በአድስ አበባ ከተማ አስተዳደር ፕሮጀክት 5 የለሚ ኩራ ክፍለ ከተማ ወረዳ 2 የካ ጣፎ ሳይት ለሥራ አስኪያጅ፣ ሥራ ተቋራጭ እና አማካሪ የተዘጋጀ ቃለ መጠይቅ

ሥሜ ጌታነህ ንጉሴ ይባላል በአድስ አበባ ዮኒቨርሲቲ በቢዝነስ እና ኢኮኖሚክስ ትምህርት ክፍል የሁለተኛ ድግሪ ተማሪ ነች። በመሆኑም መመሪያ ፅሁፌን በአዲስ አበባ ከተማ አስተዳደር በለሚ ኩራ ክ/ከተማ ወረዳ 2 የ20/80 የጋራ መኖሪያ ቤቶች ግንባታ ፕሮጀክት 5 ስር በሚገኘው የየካ ጣፎ ሳይት ላይ ጥናት በማካሄድ ላይ እገኛለሁ። ስለዚህ እርስዎ የሚሰጡኝ ትክክለኛና ገላጭ መረጃ የጥናት ፅሁፌን ታማኝነት እንዲኖረው የሚያደርግ ሲሆን ይህንን ቃለ መጠይቅ በመሙላትዎ ምንም አይነት ችግር ሊደርስብዎት እንደማይችልና የጥናቱም አላማ ለመመረቂያ ፅሁፍ የሚውል መሆኑን ላረጋግጥልዎት እወዳለሁ።

ከዚህ ጥናት የሚገኘው መረጃ በጥንቃቄ የሚያዝ ሲሆን ጥናቱ ከተጠናቀቀ በኋላ ውጤቱን የማሳውቅ ይሆናል። ይህንን የፅሁፍ መጠይቅ በመሙላት ፈቃደኛ በመሆንዎ እጅግ አድርጌ አመሰግናለሁ። መጠይቁን ሲሞሉ የሚከተሉትን ትዕዛዛት ይከተሉ። እባክዎ ተጨማሪ ማብራሪያ ካስፈለገ በዚህ ስ.ቁጥር ይይደውሉልኝ። 0913139303/0961065151

ማሳሰቢያ፡-

1. የሚሰሩበትን መስሪያ ቤት እና የስራ ክፍል ይግለፁ
2. ስም መፃፍ አያስፈልግም
3. እባክዎን በተቻለ መጠን በቃለ መጠይቁ ላይ ሀሳብዎን በነፃነት ይግለፁ።

መጠይቁን በመሙላት ስለተባበሩኝ እጅግ አድርጌ አመሰግናለሁ!!!

የቃለ መጠይቅ ጥያቄዎች

1. የጋራ መኖሪያ ቤቶች ፕሮጀክት ግንባታ አፈጻጸሙን ከዓላማው አንፃር እንዴት ይገመግሙታል?

.....
.....

2. በለሚ ኩራ ክፍለ ከተማ በየካ ጣፎ የጋራ መኖሪያ ቤቶች ፕሮጀክት ግንባታ ሳይት ላይ ከጊዜ፤

ከዋጋእናከብዛትአንጻርየሚስተዋሉድክመቶችምንድንናቸው?.....

.....

3. የጋራ መኖሪያ ቤቶች ፕሮጀክት ግንባታ ለማስኬድ የግንባታ ቁሳቁስ የዋጋ መናር አለ ብለው ያስባሉ?

.....

4. የጋራ መኖሪያ ቤቶች ፕሮጀክት ከባለድርሻ አካላት ጋር ያለውን ቅንጅታዊ አሰራርና ተግባራት እንዴት ይረዱታል?.....

.....

5. የፕሮጀክቱን አላማ ከማሳካት አንፃር የአማካሪ እና ተቋራጮች ብቃት እንዴት ያዩታል?

.....

6. የፕሮጀክቱን እንቅስቃሴዎች ለማፋጠን መንግሥት በግዥ፣ በገንዘብ እና በአቅርቦት አስተዳደርውስጥየተሻለዘዴዎችንእናስርዓቶችንይከተላልብለውያስባሉ?.....

.....

7. ከጋራ መኖሪያ ቤቶች ግንባታ አኳያ ዋና ዋና የሚሏቸውን ችግሮች ምን ምን ናቸው?

.....