



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT /PADM/

Challenges of Sebeta Urban Plan Implementation

BY

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BY

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DECLARATION

I, Ebissa Leta Gamechu Registration number **2459/11** do hereby declare that, affirm here with my own words that except those materials I Cited in this thesis are my original works, and have not been presented in any other University. All sources of materials that are used for the thesis have been highly acknowledged.

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Acronyms

ADLI:	Agriculture Development Led Industrialization
BPR:	Business processing re-engineering
BSC:	Business Scored Card
BWUDO:	Bureau of Works and Urban Development of Oromia
CSA:	Central Statistical Authority
EDRG:	Democratic Republic Government
EC:	Ethiopian Calendar
ECSU:	Ethiopia Civil Service University
EMA:	Ethiopia Mapping Agency
ENSA:	Ethiopia National Security Agency
FGDs:	Focus Group Discussions
FUPCO:	Federal Urban planning coordinating office
FUPI:	Federal Urban Planning Institute
GIS:	Geographic Information System
GPS:	Global Position System
GTZ:	German Technical cooperation
IDP:	Integrated Development Plan
KII:	Key informant interview
LDP:	Local Development Plan
LDMO:	Land Development and Management office
MUDC:	Ministry of urban Development and Construction
MWUD:	Ministry of Works and Urban Development
NGOs:	Non-Governmental Organizations
NUPI:	National Urban Planning Institute
OUPI:	Oromia Urban Planning Institute
RGC:	Rural Gross Center
RUPI:	Regional Urban Planning Institute
WB:	World Bank

Definition of Key Terms Used

Kebele: Urban dwellers association the smallest local administration unit (Sebeta revised Structural plan Report 2012)

Norm: is an accepted standard in the urban plan preparation and implementation (Oxford English Dictionary)

Plan Evaluation: A method of assessing the financial, social and environmental implication of plans and the level of achievement of the goals established during the preparation of the plan.(The books that prepared by Ministry of Finance Guide lines for Monitoring and Evaluation of public sector projects, June 2008 Addis Ababa) (p.37)

Plan implementation: The systematic method of transforming plans into practical actions. (The books that prepared by Ministry of Finance Guide lines for Monitoring and Evaluation of public sector projects, June 2008 Addis Ababa) (p.64)

Plan Violation: Implementing the urban plan without considering the proposed land use (Urban land plan Proclamation No. 574/2008 of the federal government of Ethiopia).

Planning Process: A step by step activities undertaken in the preparation of urban plan by plan making body. (Theories of Public organization 6th edition An Integrated approach by William N.Dunn)

Principles: A set of spatial rules, planning law or regulations etc. which should be applied in the settlement making process (Ministry of Federal Affairs Urban Development Policy, March 2005 Addis Ababa) (p.14)

Standard: The required or agreed level of quality and quantity for usually when thinking of as being correct and written into law.(The Federal Negerit Gazeta Urban land lease holding Proclamation No 721/2011)

Structure Plan: A long-term regional, physical, environmental, socioeconomic, spatial and urban management vision and statutory tool for urban development. (The text book FUPI's analysis (2006 P. 12).

Urban Plan: All plan types used to guide the development of an urban area or structural plan, local development plan or basic plan of an urban center including annexed descriptive

documents which are legally endorsed by the authorized body and have legally binding effect (Instruction of Urban land regulation oromic Version Proclamation No 5/2008)

Urban planning: is the art of shaping the physical environment of urban areas to meet various needs of the dwellers or the different urban plan typologies prescribed in the relevant urban planning laws. (Instruction of Urban land service delivery oromic Version Proclamation No 6/2008)

Megelata Oromia: the Oromia newspaper that proclaimed government proclamation daily or weekly publication news and articles. (Megelata Oromia 1998)

Abstracts

Sebeta has long history about its originated when the researcher access its back ground. So, Sebeta city has got a structure plan in 2007. The prepared plan was forwarded to guide and make very fast its economic development of the city for 10 years, 2017. However, the prepared structure plan has a multi challenged problem. There are complaints from various societies that there is poor structure plan implementation in the city. As a result, the land resource of the city was extravagantly utilized and exposed for wastage by the technical staff, administrators /especially kebele leaders/ and brokers.

*Furthermore, the plan was subjected to modification before its planning period. Hence, the above mentioned problems have made force to do the researcher to make research on this topic. Thus, the general objective of this study is to examine the major problems associated with the implementation of the Sebeta city structure plan and to identify the problem that affect the proper implementation of the development plan with particular attention to its technical aspects. Accordingly, to look into the issue deeply, the study used **qualitative** research approach. Relevant data were gathered from stakeholders by using interview as a major data gathering tool. The finding of the study disclosed that the structure plan was not properly implemented and lacked plan evaluation, monitoring.*

Hence, one can easily see irregular and irrational development as well as incompatible land uses in the Sebeta city. The cause for the poor plan implementation was spread out from both the plan preparation and its implementation.

Therefore, although the Administration has taken some measures to alleviate the poor plan implementation, it could not consider as enough action. Up on the findings the researcher has forwarded the following recommendations: preparing implementation guidelines, providing capacity building and performing periodic monitoring and evaluation, preparing action area plan, and implementation phase and correct the problem of compensation payment practice that raised from land owners/ native farmers/ and etc.

Based on the findings, the researchers have forwarded the following recommendations: preparing implementation guidelines, providing capacity building and performing periodic monitoring and evaluation, preparing an action area plan, and implementation phase, and correcting measures.

Key words:-Challenges of urban Plan implementation.

CHAPTER ONE

1. INTRODUCTION

Cities, as places of knowledge and creativity, are the driving forces behind economic and social development, and will continue to be in the future as noted in Deutscher Städtetag the German Association of Cities (2013).

Sebeta city is one of the larger cities in Oromia and the most populated city among the cities surrounding Addis Ababa City Administration. The city has a very strong linkage with Addis Ababa City Administration, physically, economically, and the transport linkage is very high.

The economy is an engine for the growth of cities or towns. Cities are the centers of industry, business activities, innovation and technology diffusion, concentrated social services, and better infrastructures compared to rural areas. On the other hand, they are characterized by a large unemployment force, environmental pollution, etc.

1.1. Background of the Study

Urban development plan is designed to regulate the use of land and other physical resources for public interest with objective of increasing the quality of life and wellbeing of people living in cities; to put into practice the government policy that benefits nations' interest.

The concept of traditional urban development planning originated principally from architectural and public health engineering. It was previously named town planning and concerned with physical development (Gallion, 1986 cited in Bekele, 2010).

This means that urban planning in its traditional concept was primarily dealt with physical arrangement of city structure and land use regulations. Some of the changes were: developing a theoretical underpinning to the study of urban physical structure, changing in the involvement of professionals involved in urban planning, planning method, the way urban plan has responded to the rapid change.

In connection with urban development planning, some findings indicate that modern urbanization started in Entoto during the regime of Menelik II. The modern type of urban development planning was done for Addis Ababa during the Italian period. From its beginning, urban planning in Ethiopia has had its own problems. (Taggebe B. 1976, Amharic version).

The cities of Ethiopia, like most cities in developing countries suffer from many challenges caused by poor land development and management policies including poor planning, slow provision of infrastructure and services, poor land information systems and slow land transaction procedures (Belachew 2010).

The purpose of this study was to explore the major causes of discrepancies between urban plan implementation of the Sebeta City Administration. Sebeta is one of the Oromia Cities that emerged before the Italian invaded Ethiopia in 1935. Administratively, Sebeta is found in Oromia special zone, surrounding Finfinie and geographically situated at about 24 km west of Addis Ababa along Jimma road. Sebeta City got the status of municipality in 1953. The word Sebeta in Afan Oromo language is a piece of cloth that women tie round their waist to keep their body titer, strong and firm. According to some oral traditions it is believed that Abba Jifar II of Jimma, on his journey to Finfinne observed the rounded path of the area and called it Sebeta (OUPI, 2007).

The city is located within an approximate geographical coordinates of 8053'38.50"N_8059'58.17"N latitude and 38035'11.91"E_38039'33.75"E longitude. With regard to relative location, it shares common boundaries with Addis Ababa in the north, North east and Burayu city in the north, and rural villages of Sebeta Hawas district to the South and west (OUPI, 2007).

Based on the population and housing census conducted III 2007 by Central Statistics Authority (CSA), the total population size of the City was more than 400,000. The population size of the city was without considering the surrounding satellite City. However, according to the census made by CSA 2007, the total population resides in Sebeta City were as mentioned above more than 400,000 of which 197,490 were male and the remaining 202,510 were female. The source further indicates that there were 299,163 households and, 100,837 housing units found in the City.

Sebeta city is one of the fast growing cities in Oromia National Regional State known to be a center of industry, business, social, and cultural, institutions for the region and the nation as a whole, attracting investments in various sectors. The city has endowed with naturally attracting resources; including Malka Sebeta Irrecha celebration site, Gara Furi muda ceremony, Suba forest, Wachacha hills, center of more than 20 spring water manufacturing center, Sebeta

summer palace situated within Getesemani Nunnery monastery compound and the like are few to be mentioning. /Source Sebeta Cultural and Tourism Office/

On the other hand Sebeta city is becoming very important due to its closeness to the capital city, the capital of Ethiopia which serves as residential quarter for those working in the capital city causing demographic pressure on Sebeta city. As a result, today Sebeta city faces a number of social and environmental constraints that hinder its rapid growth and development, and this, diminishes the weight of its potential contribution to the region. Moreover, the linear urban growth intensified by illegal settlements has also contributed a lot to the urban problems. (Minwuyelet M., 2005) and (Fanta K., 2016).

Accordingly, the Oromia Urban Planning Institute (OUPI) in collaboration with Sabata city administration has launched a structure plan revision project to Sebeta City in March 2010 E.C. The revisions of Sebeta structure plan is one of the solutions that the institute have undertaken, as a response to these changes and problems. The new structure plan is believed to make the city and its surroundings conducive for all residents; to decide the growth direction of the city, the city land use, drainage patterns.

In order to revise the structure plan of Sebeta city, one team with three sub-groups from OUPI has deployed to Sebeta city. The first sub-groups of the team members perform reconnaissance survey delineating the boundary of the city. The second subgroup is base map preparation team using both ground surveying and quick bird satellite image. The third sub-group focuses on regional and urban physical situation, urban hinterland, spatial and land use, regional and urban socio-economic condition.

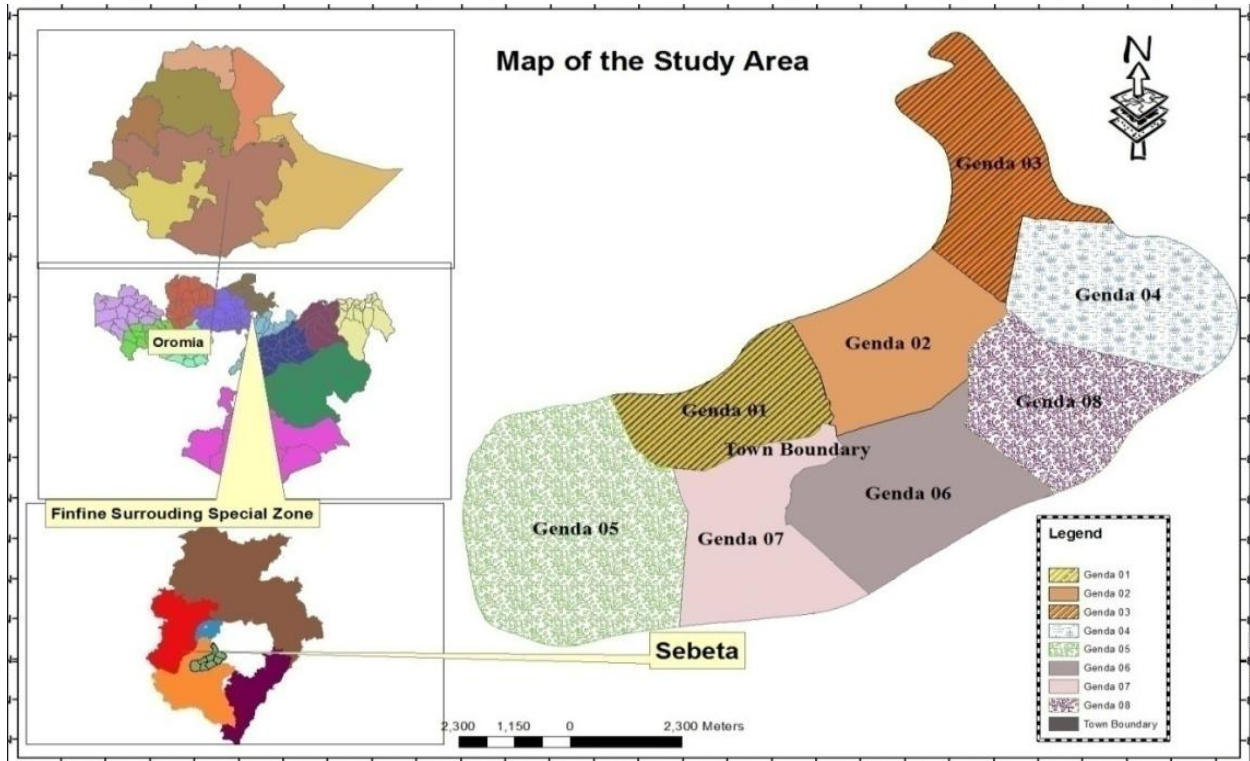


Figure 1- Location Map of Sebata City 2021

The present Sabata town consists of ten major neighborhoods kebeles including Sabata(01),Alemgena (02),Wolete (03), Furi (04),Dima (05), Dalati (06), Roggie (07), Karabu (08), Garabollo (09) and CafieHora (10). The other six kebeles will be added in the near future to Sebata City Administration from the neighbors Sebata HawasWeredas. The proposal is already finished; it is waiting for the decision of higher body/Oromia Region State decision/.

1.2. Statement of the Problem

The purpose of this study was to explore the major causes of discrepancies between urban plan implementation of the Sebata City Administration under the topic of “Challenges of Sebata Urban Plan Implementation”. Urbanization without proper urban management system encounters challenges of overcrowding, inadequate infrastructures, inadequate housing and transportation problems and urban decay. Since urbanization is inevitable phenomenon, the right responses towards the challenges and threats of urbanization would be changing them in to opportunities by managing urban centers based on effective plans.

The existing structure plan the City set out its vision and targets for the prospect year 2010, Prepared in 2000, and the plan got statutory approval by the city government. However, the

urban plan faced so many challenges during its implementation that should be solved immediately.

So, in order to tackle these challenges, the spatial aspect of the city urban plan has been modified by the Oromia Urban Planning Institute in 2006 E.C. Even though it has been modified, the challenges have not been yet solved forever.

In addition, several urban development strategies and policies have been formulated after the preparation of the urban plan.

Furthermore, new growth directions have emerged as a result of various economic, demographic and several infrastructure development initiatives like the national Railway and large scale manufacturing industries.

On the other hand, some of the proposed land uses have been exhaustively implemented, carrying out land use changes in order to cope up with the new demands of developments of the city, new technologies are being introduced by different sectors of land administration to implement the strategy of urban land development and management.

Accordingly, some of the proposed land uses have been exhaustively implemented, new functions like large manufacturing industries, carrying out land use changes in order to cope up with the new demands of developments of the city, new technologies are being introduced by different sectors of land administration to implement the strategy of urban land development and management.

However, a study conducted by HabtamuL.(2011) and Desta (2010) indicated that though urban plan can be viewed as positive it lacks proper implementation. The major causes of poor urban plan implementation in the country include lack of skills, commitment, technical and material capacity of the municipalities.

Concerning implementation efforts of urban plans in Sebeta, most urban centers have faced difficulty in implementing the proposed land use plan. According to the implementation report of the sebeta Land development management office, most of the prepared urban plan for urban centers are failed to transfer graphics into the ground. As a result, most urban plans are left aside or outdated before their implementation.

The above mentioned problems of urban development plan implementation are also true in Sebeta City Administration. As the main development corridor of Sebeta is now entertaining rapid urbanization, commercial and industrial development, and population pressure while the overall City's development lacks proper guidance of urban plan in the presence of plan. Thus, there are complaints from various stakeholders that there is poor urban plan implementation in the City.

Moreover, the revised urban plan is currently subjected to modification and other changes before its planning period. Still there are planning activities in the City to revise the urban plan. Although the municipality of the Sebeta City Administration has been tried taking several measures to alleviate the main obstacle for proper urban development plan implementation, the problem has been continuing in the City.

1.3. Objective of the Study

The general objective of this research is to assess the challenges of urban plan implementation in Sebeta city Administration.

1.3.1. Specific Objectives of the Study

1. Analyze factors that affect urban plan implementation practices in the Sebeta city Administration.
2. Evaluate the current level of urban development plan implementation of against to urban development standards.
3. To propose possible solution to improve urban plan implementation at Sebeta City Administration.

1.4. Research Questions

To address the problem stated above the following research questions are raised. These are:

1. What are the major limitations of urban development plan of the Sebeta City Administration?
2. Why Sebeta City Administration Urban Development Plan is not implemented as per the plan?
3. What are the current status/ level of urban development plan implementation of Sebeta City administration?
4. What measures were taken to improve urban development plan implementation of Sebeta City Administration?

1.5. Significance of the Study

This study may have the following contributions:-

1. It may aware high level officials to know the basic problems of urban plans in Sebeta City Administration.
2. It may help to have clear direction to put in to practice the existing directives, rules and regulations.
3. The study can also help Sebeta City Administration in coordinating different stakeholders towards the implementation process by bridging the gap between urban plan proposal and its' implementation. This study can be considered as an addition to the limited literature in the area.

1.6. Scope of the Study

This Study is delimited geographically to Sebeta City Administration; conceptually it is delimited to all-inclusive urban development plan, structure plan and contingency plan. It is hoped the study will bring the discrepancies between urban development plan and its' implementation into light. As a result, the outcome of this study will help in identifying the overall challenges of plan implementation.

1.7. Limitations of the Study

No study can be free from limitations; thus, this study is not unique from other studies. The major challenge the researcher faced while data gathering was being reluctant to fill and return back the distributed questionnaires.

In specific forms, the limitations listed in the following ways:-

- Lack of cooperation from some expertise of the city to fill the distributed questionnaires
- Take long time to fill the questionnaire back the distributed questionnaires
- Poor data organizing system almost in all the city administration sectors and municipal office.
- Lack of finance and time to undertake the FGD with all stakeholders and with major actors of urban plan development.
- Inconveniences of the study site because of COVID-19.

1.8. Organization of the Study

Chapter one deals with background of the study, statement of the problem, significance of the study, delimitation, limitations and definitions of key concepts. Chapter two is committed to review of the related literature and conceptual framework of the study. Chapter three discusses the research design and methods employed; sampling types and techniques used, data gathering tools, validity and reliability of the study and ethical issues. Chapter four presents major findings in line with basic research questions. Chapter five presents conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter aims to provide an overview of theoretical structures for issues concerning Challenges of urban development planning implementation, Challenges of urban development planning implementation in Ethiopia, Urban development planning, Defining urban development planning and implementation, The need for urban development planning, Experiences urban development planning approaches, Experiences urban development planning Implementation, urban development planning and implementation in Ethiopia, urban development planning and implementation in Oromia region, urban development planning and implementation in Sebeta city, Urban planning approaches in Ethiopia, Legal frame work of urban development planning implementation in Ethiopia, Legal frame work of urban development planning implementation in Oromia Region, Concepts of compensation and Concepts of compensation In Ethiopia local practices, are all covered in the subsections of the chapter, and In the legal history and institutional structures in the respective levels are updated and extensively reviewed in Oromia – as a region and Sebeta City as a case study. Finally, the research concluded with some closing remarks

2.2. Theoretical Framework

Urban planning is reliable to have been evolved and considered to be as old as the history of human civilization. However, the standard, development and quality of planning show a discrepancy from time to time and from place to place.

The concept of traditional urban planning originated principally from architectural and public health engineering. It was previously named as city planning and concerned with the physical development (Gallion, 1986 cited in Banti F. 2012). This means that urban planning in its traditional concept was primarily dealt with physical arrangement of city structure and land use regulations.

Concerning the evolution of modern urban planning, it is traced back to industrial revolution to respond to social, economic and environmental problems aroused due to the growth of many

industrial cities in a dispersed manner. The growth of industrial cities has brought invention and development of transport which later contributed a lot for further growth of urbanization. To this end, the modern urban planning practices became popular in Europe and North America. Accordingly, a comprehensive urban planning, the general welfare of the citizens in respect to health, convenience and comfort began to apply until the 1950's (Hall, 1992).

Based on the above Concept, therefore, urban planning approach is in a continuous change. As time path, many adjustments were made in the planning field as usual to the other disciplines. Some of the changes were: developing a theoretical underpinning to the study of urban physical structure, changes in the involvement of professionals involved in urban planning, planning method, the way urban plan has respond to the rapid change. Therefore planners approach on the extent of planning should be in line with the global situation. That is why different planning approaches have been exercising in the world (Minas H, 2002).

2.3. Defining Urban Development Planning and Plan Implementation

Urban planning is considered as an art of shaping and guiding the physical growth of the city creating building and environments to meet the various needs and to produce healthy condition for both rich and poor to live, to work, and to play or relax, thus bringing about the social and economic well-being for the majority of mankind.

Urban Planning is a technical and political process concerned with the development and use of land, protection and use of the environment, public welfare, and the design of the urban environment, including air, water, and the infrastructure passing into and out of urban areas, such as transportation, communications, and distribution networks.

Urban planning as a branch of architecture dealing with the design and organization of urban space and activities besides determining and drawing up plans for the future physical arrangement. It aimed to improve the physical condition of urban areas for decent habitation from the fact that a beautiful city produces a better society. O.K Hiraskar (2007 P.1). "It is planning with a spatial or geographical component in which the general objective is to provide space to structure of activities" Hall (1993).

Plan implementation is carrying out a plan through time by resources like the budget. Plan implementation is the systematic method of transforming development plans into practical

actions. It is the most difficult part of the planning process in both developed and developing countries Birke (1996).

While there are several different types of urban plans, this research paper focuses on: -

1. **Comprehensive, 2.structure planning, and 3.contingency-based** methods.
2. **Comprehensive Planning:** - A comprehensive plan can be defined as a long-range plan intended to direct the growth and physical development of a community for a 20 to 30 year or longer period. Ideally, and if feasible, it is appropriate to try to prepare a comprehensive plan for the ultimate development of a community. This will allow for ultimate utility, transportation, and community facilities planning, and therefore can aid in a more time and cost-effective planning and budgeting program. The plan usually includes policies relevant to the development of various physical elements in the community such as transportation, housing, recreation, and public facilities. It provides for the distribution and relationships of various land uses. The plan also serves as a basis for future physical development recommendations. These recommendations are supported by a set of goals and objectives drawn from existing conditions and the desires and aspirations of the citizens. Is logically one that always begins from new, and is always ready to start from scratch with a straightforward partnership between means and ends.

The idea of comprehensive planning, also known as land use planning, is closely linked to a community's economic development.

A Strategic planning, or all-inclusive solution, has its origins in America and can be used to plan the potential development or decline of a local community by setting guidelines for the process. They are concerned with the proper use of land. And comprehensive plans are created to address issues such as land use compatibility, natural resource management and preservation, the identification and preservation of historically significant lands and structures, and infrastructure demand planning.

Also is a legal framework that is intended to be enacted into legislation by some type of municipal government to act as a policy guide for community planning decisions. The central theory in the philosophy of comprehensive planning is that it is an ongoing process.

They provide a review of the current situation as well as a discussion of possible developments, priorities, and objectives.

The key elements of comprehensive plans are typically land-use trends, housing requirements, population, roadways, and other infrastructure issues. The process of creating a strategic plan should be a community-wide endeavor, with goals and a timeline for implementation established. (Habtamu, L. 2011)

Comprehensive planning is critical because it recognizes the community's overall growth while also addressing local issues. In this regard, it aims to please society by using land wisely and avoiding urban incompatibilities.

Purpose of a Comprehensive Plan- The comprehensive plan should be used as a guide for public decisions that affect the physical development and maintenance of the municipality. For example, the plan may be used as a basis for:

1. Development of detailed physical plans for sub-areas of the municipality;
2. Analysis of subdivision regulations, zoning standards and maps, and other implementation tools;
3. The location and design of thoroughfares and implementation of other major transportation facilities and programs;
4. Identification of areas to be served with utility development or extensions;
5. The acquisition and development of sites for community facilities;
6. The acquisition and protection of major open space;
7. Provision of a framework by which short-range plans (zoning requests, subdivision review, site plan analysis), and day-to-day decisions can be evaluated with regard to their long-range benefit to the community; and,
8. Preparation of zoning regulations so that they can be adopted in accordance with a comprehensive plan. / Alan M. 2008 P. 3/
9. **A structure plan** Structure planning can be defined as a process resulting in plans that typically show how broad development or change scale in the landscape will be physically arranged on the ground. It is intended to provide a broad structure for intended changes, which provides more certainty for stakeholders as to the bigger picture physical

environment to be created, but leaves some flexibility for detail and the design of the constituent pieces so they can evolve over time./www.tba.co.nz/kete/planning/summery.html/

Is a mechanism for guiding the creation or redevelopment of a specific area by specifying potential development and land use trends, open space zones, the configuration and nature of infrastructure, and other main features? It has its origins in the United Kingdom (also known as "brownfield" developments).

It is implemented at the country or sub-regional level and has a wide scope, including social and economic issues as well as land use issues. They're extremely generalized, which lets them retain their versatility. One or more maps are used in the structure plans. For areas being built or redeveloped, plans or diagrammatic representations of the proposed layout, features, character, and links are required. Individual lot boundaries or the physical type of buildings and structures are usually not described in detail on maps or plans. Textual explanations of the problems are generally included with the maps.

Structure planning is a method for integrating, holistically, and orderly management of the consequences and demands of construction or redevelopment.

They're often associated with new-growth areas, but they can also be used in redeveloped areas ("brownfield" development).

Structure plans will provide a level of clarity about potential levels of growth, allowing the cost of infrastructure and services, as well as any necessary effect mitigating steps, to be quantified.

If the framework plan encompasses a wide area that will be occupied for an extended period, Consider provisions that stage creation to reduce negative effects and encourage coordination and reliability in service delivery, as well as realistic and efficient implementation.

Some structure plans go into great detail about the amenities, facilities, and spatial configurations that are planned for the city. This offers a high level of certainty, but it can limit the flexibility with which adjustments to the structure plan can be made, particularly if the structure plan is part of a larger legislative document.

The resulting plan modifications could expose the structure plan to new challenges and be costly in terms of delays. The structure planning method requires merit or distinction time to advance from start to finish. Landowners and speculators will make implementation difficult at this time

by subdividing and selling land in the structure-planning field. The scale, form, or ownership pattern of the new land parcels will be incompatible with future uses.

By identifying the propensity to choose the path of future growth and articulating how this transition will be handled, structure plans will lay the groundwork for activity center change.

Planning is no longer seen as a haphazard series of events put together to accomplish an aim. Achieve any potential technological drawing; rather, in a cyclical phase, the interconnectedness of decision areas is recognized.

Planning is not solely concerned with the development of objects, but rather with a continuous process that starts with the establishment of social goals and attempts to achieve them through the use of environmental change.

There is constant analysis to demonstrate the results of recent decisions and how they contribute to the direction being steered (McLoughlin, 1965, cited in Brain Field).

The Purpose and Use of a Structure planning: - Structure planning can be used at any geographic level - site, local, regional. The level of details may vary depending on the scale. For example, areas of protection for natural values may be larger for a regional scale application than on a site by site basis. /www.tba.co.nz/kete/planning/summery.html /

Contingency- is can be defined as dealt with by planning, which defines unique responses to potential future situations. It is made up of a series of if-then statements that describe the solutions that will be used as needed.

A contingency plan is a plan devised for an outcome other than in the usual (expected) plan. It is often used for risk management for an exceptional risk that, though unlikely, would have catastrophic consequences. Contingency plans are often devised by governments or businesses. For example, suppose many employees of a company are traveling together on an aircraft which crashes, killing all aboard.

The basic Purpose that I want to use these three approaches is: - A comprehensive plan is an attempt to establish guidelines for the future growth of a community. And structure planning is particularly useful as it enables more certainty than broad land use zoning tools under district plans or other Resource Management Act Framework. Lastly Contingency planning should focus on the most important risks; those that have the potential for significant damage. The aim of

contingency planning is to minimize the impact of a significant foreseeable event and to plan for how the result will resume normal operations after the event.

2.4. The Need for Urban Development Planning

Urban planning is very relevant because if it is implemented formally, it creates urban areas that are economically vibrant, socially viable and livable, and spatially interconnected and connected. In this regard, how governments use urban planning differs from country to country, but they all serve the same purpose: to achieve certain goals (Desta, 2010).

Urban planning focuses on design and regulation of the uses of space that focus on the physical form, economic functions, and social impacts of the urban environment and on the location of different activities within it. Because urban planning draws upon engineering, architectural, and social and political concerns, it is variously a technical profession, an endeavor involving political will and public participation, and an academic discipline. Urban planning concerns itself with both the development of open land ("Greenfields sites") and the revitalization of existing parts of the city, thereby involving goal setting, data collection and analysis, forecasting, design, strategic thinking, and public consultation.

Cities were deliberately designed during the Renaissance to achieve public circulation and provide fortification against invasion. ([www.answers.com/topic-city planning](http://www.answers.com/topic-city%20planning))

During the industrial revolution, urban planning was seen as a critical concern and a key tool for mitigating the negative consequences of urbanization and industrialization.

In recent years, urban planning has been used to guide urban growth efforts and as a tool to resolve less serious urban problems.

As a result, the planners' main concern at the time was improving the physical condition of towns to allow for decent habitation, since a beautiful and well-planned community creates a prosperous society (AkaIe, 1996). Furthermore, the new planning strategy has its own set of fundamental values and growth principles.

Strategic, holistic, and the need for urban-rural harmony; dynamic, versatile, and sustainable; participatory and inclusive are the main planning concepts of the structure plan. This produces strong emotions or strong, consistent images in the mind, indicating that urban planning has an

objective reality or has been designed to serve human beings for many years. Those global and national experiences are used as a mechanism to **overcome** our plans.

2.5. Global Experiences on Urban Planning and implementation Approaches:

2.5.1 Experiences on Urban Planning Approaches

Urban planning methods used at various times in the cities of various countries around the world attested to the fact that a world view underlying the theories and methodology of a scientific topic has changed dramatically in response to urbanization and related problems in urban areas. Due to technological advances and changes in living styles, the cyclical process of urban planning, and recent global patterns of decentralization, a shift in planning approach occurred (Akale, 1996).

Therefore, urban planning is passed through several stages and complex processes from the traditional planning approach to the current structure planning and integrated development planning approach. These approaches are widely spread in the Ethiopian experience of urban planning practices. City-wide long-term urban plans (master plan, growth plan, structure plan, etc.) are three main top-down planning approaches or hierarchies that are widely used in now a day's in the world, etc.), a long-term strategic/ comprehensive development plan for the city, and a local development plan (FUPI, 2006).

As a result, from conventional planning to current structure planning and sustainable development planning, urban planning goes through many phases and dynamic processes In the Ethiopian experience of urban planning activities, these methods include several carefully planned pieces.

2.6. Urban Planning and Plan Implementation in Ethiopia

2.6.1 Urban Planning in Ethiopia

In terms of urban planning practice in Ethiopia, it is still in its infancy, but it has a fascinating history (MWUD, 2007). Urban planning has been conducted for more than sixty years, with various governments placing varying emphasis on it (Benti F. 2012). Even though urban planning has been practiced for over 60 years, service delivery remains fragmented and uncoordinated, with the government paying less attention (Teka, 2004).

Despite its short history, it has gone through a fascinating transition from foreign-dominated urban planning to regional yet centralized activities. During the Italian occupation of Ethiopia, the first modern urban planning practice was developed. Until 1974, well-known architects and designers such as Le Corbusier, Patric Abercrombie, C. Polony, and other expatriate urban planners were active in the planning of Addis Ababa's urban plan.

The expatriate planners' lesson is that they prepared the plan based on the colonial context; they did so without understanding the local context, and they prepared it based on their needs.

As a result, there was a significant gap between what was planned and what was happening. Thanks to the massive policy steps taken by the new regime, the change in government and political structure in 1974 resulted in an immediate and unprecedented increase in the growth of Addis Ababa and other urban centers (which prohibited private investment and participation in urban development). Furthermore, the rural population's inability to move to their own compound has resulted in a slow pace of urban development and poor urban planning practice (ORAAMP, 2000).

After a long period of neglect, National Urban Planning Institute (NUPI) was finally founded in 1987. (NUPI) has changed the status quo of a less favorable attitude toward urban planning and growth; and has promoted the urban plan as a key urban development tool, contributing significantly to the management and control of development activities.

As a result, NUPI was renamed Federal Urban Planning Institute (FUPI) and is now known as The Federal Urban Planning Coordination Office (FUPCO) is regarded as the country's top urban planning institute. Proclamation **No 317/87** declared officially by government. Its tasks included developing urban plans for urban areas. providing training to the key player involved in plan planning as well as advisory services in plan preparation.

FUPI has prepared master and development plans for more than 120 urban areas before the creation of regional urban planning institutes in four regions Ministry of Works and Urban Development (MWUD, 2006). Of course, progress is being made around the country, and there has been a noticeable rise in interest in urban planning and its application in recent years.

2.6.2 Urban Planning in Oromia

Before the establishment of the current government, urban planning practice in Oromia is similar with the national experience and performed by National Urban Planning Institute (NUPI) has prepared master plans for four towns in the oromia, namely Asella, Adama, Negele Borena, and Batu, as well as development plans for 15 towns, excluding Sebeta. These are: Woliso, Fitcha, Nekemte, Jimma, Ambo, Chiro, Robe, Bishoftu, Shashemenne, Gimbi, Metu, Goba, Agaro, Dembidolo, and Modjo (NUPI, 2002).

After that, Sebeta is involved in urban planning like other cities. And Sebeta creates an urban plan like any other city to conduct massive duties with many unimplemented tasks. Urban planning was managed by the current government's Bureau of Works and Urban Development of Oromia (BWUDO) in cooperation with NUPI. With a small number of experts and surveying tools, the office assisted in the design of municipal plans and base maps for towns and cities. Later, NUPI shifted its attention from preparation to the establishment of four urban planning institutes in four regions, each of which is equipped to prepare urban plans for their and cities in their regions.

The Regional Government of Oromia founded a specialized urban planning institute named Oromia Urban Planning Institute (OUPI) under the Bureau of Works and Urban Development of Oromia (BWUDO) in 2006 as one of the four regions. The key goal of establishing OUPI was to encourage and facilitate planned development in the region's urban areas, as well as to provide advice to the government on urban issues. The institute was established by regulation no 67/2006 (Megeleta Oromia, 2006)/means the Oromia newspaper that proclaimed government proclamation daily or weekly publication news and articles/. It also aimed to provide capacity-building assistance to zonal and urban centers on issues related to the planning and implementation of urban plans.

It also aimed to promote a balanced urban structure by developing urban plans that ensure planned growth of urban centers and strong links with their rural hinterlands, which serve as the region's center of rapid development.

Progress of Oromia Region's Urban Planning Efforts: Since the establishment of OUPI in the region, many towns have received development and structure plans. As a result, the institute has prepared 42 structure plans, 236 growth plans, and 20 Rural Gross Center (RGC) plans over the

last few years (OUPI, 2011). These plans acted as important urban planning tools, assisting in the management and regulation of development activities. However, major issues were discovered during the planning and execution of the urban plan for the city center. The issues are almost identical in the other regional states.

2.6.3 Urban planning in Sebeta City

Urban plan prepared for several major cities and towns of Oromia could not be fully implemented due to host of reasons and Sebeta has no exception. Being one of the fast growing city of Oromia, with population of more than 400,000 and attract huge investment, the first partial plan for the then Sebeta town, (at present kebele 01) was prepared in 1967 by the Ministry of interior.

At the same time, Bureau of Works and urban Development of Oromia has prepared development plan for Alam Gana kebele 02 ,Wolete/03/ and Furi/04/ in 1998 EC, then in 2002 EC Dimma kebele /05/ Dallatti kebele /06/ and also Roggie kebele /07/ Karabu kebele /08/ and Gara Bolloo kebele /09/ lastly Chafie Hora/10/ established in 2010 EC. All thgese 10 kebeles prepared their annual plan that comes from Bureau of Works and urban Development of Oromia through Sebeta Municipality. All kebeles prepared their annual plans fully but they not implemented as it have planned so there is challenge as author mentioned on the topic of my thesis. These challenges are partially: - Lack of ability to perform the plan, lack of commitment, turnover of kebele leaders, corruption, and Oromia region not consider kebeles as government office when monitoring and evaluation and also the municipality have underestimated kebele's roles and responsibilities in city plan development.

2.7. Urban Planning Approaches in Ethiopia

In Ethiopia, various forms of urban planning techniques have been used to direct the growth of the urban center. In reality, all planning methods are based on the experience of developed countries and are similar in theory but vary in practice. This is because political situations have an effect on urban development in developing countries, including Ethiopia.

All urban planning approaches, including master plans, Development plans, Structure Plans, Local Development Plans (LDPs), Integrated Development Plans (IDPs), and others, put a strong emphasis on land use considerations. Various planning techniques result in a wide range of

plans. However, contexts, contents, formats, time horizons, legal status, and the spatial levels that a proposal is intended to represent vary.

Master Plan: As the name implies it is the Master or the whole plan of the city or compressive document which contains physical designs of cities and which guides the physical development of a city for certain period of time. The most important task is how to implement Master Plan. In Ethiopia all urban centers need plans to guide their developments, due to lack of capacity only few plans were prepared; even then there was no clear method to set priorities. Because of the effort was more on plan-making than on creating the environment for proper implementation of plans. It is a long-term physical/spatial planning document with accompanying maps (land use and road network at scales of 1:2000 and 1:5000) and explanatory text of studies (environmental, spatial, demographic, economic, and social as well as physical infrastructures) (as long as 20 years).The master planning methodology was used to prepare most development plans in Ethiopia, which were planned for many urban centers. As a result of the rigid design of the schedule, the majority of these plans was not usable as intended and was placed on shelves (FUPI, 2006).

Development Plan: This is a medium-term plan that assumes the prepared plans will be introduced during the planning period. This is the most effective planning method since it considers each and every idea and shows them on a spatial plan. These plans are usually prescriptive in nature, meaning that their contents are predetermined ahead of time. The main aim of this approach is to go into great detail regarding the major problems that are discussed in the strategy (Belachew, 2002).

This form of plan is created for towns with a limited population and is intended to direct temporary town growth while a larger plan is being developed. It employed a small number of professionals and covered a restricted area of urban land, enabling the town administration or any other urban governing body to effectively administer and execute the plan. The planning took into account two factors: a land-use map at a scale of 1: 2000 and a socio-economic study that included physical analysis, demographic surveys, urban and hinterland economy, social and infrastructure service, and so on.

The structure plan: - is inextricably related to global and national plans, initiatives, and policies, as well as sub-regional and regional plans on the one hand, and Sectorial Development Plans, Local Development Plans, and Integrated Infrastructure Plans on the other.

It consists of a Spatial Development Plan that specifies the general locations and spatial frames for major urban functions' physical usage.

It connects the city proper to the surrounding area and country. It's also the spatial representation of assumed and anticipated economic and social changes, which are the product of the procedures and steps outlined in this paper." Based on FUPI's analysis of the text (2006 P. 12).

According to the proclamation of 2008, a structural plan is a legally binding plan that is commonly used in Ethiopia's urban centers.

It is envisioned as a long-term (10-year) urban plan that addresses the most pressing development concerns. Surprisingly, there are no uniform rules for the preparation of structure plans in the world, and the standards of the components that appear on structure plans are not uniform across the country. As a result, the components visible on the structure plans are not standardized. Other detail plans were required as part of the framework plan, which made the implementation process simpler. Drainage maps, constraint maps, service maps, density maps (building code maps), road network maps, and so on.

According to FUPI (2006), the structure plan is implemented by information plans for areas that are under a lot of stress. Its implementation plan necessitates broad public engagement as well as political commitment from local governments. This is due to the fact that public engagement is one of the most important features and criteria of a structured plan.

Action Planning: Action planning is a participatory method for designing a relatively short-term strategy with fewer specifics and a problem-solving approach to achieve a few goals in a given area using available resources. It urges community participation at all levels as a key to success and using local adaptations of experiences from other contexts. The action planning strategy has some drawbacks when it comes to execution.

The first is urban property, which could be jeopardized if it is not secured and well-served outside the planning era. Another issue with this approach is the lack of financial capacity and managerial commitment to carry out the plan proposal (Benti F, 2012). In Ethiopia, action plans

are primarily used as a roadmap for urban planning before master or development plans for the urban region are completed. Despite its importance, it has been criticized for failing to respond to non-spatial urban problems and for lacking local inter-sector development linkages.

Integrated Development Planning (IDP) is a South African idea, the type of urban development planning falls under the performance-oriented planning category. IDP, on the other hand, is a mechanism by which municipalities create a five- or ten-year strategic development plan. It directs and advises all local planning, budgeting, administration, and decision-making.

The municipality's potential was taken into account during the construction of the IDP.

Because of the active involvement of stakeholders at different stages of the process, this approach is often referred to as an implementation-oriented approach. will address the dilemma that occurs during the plan's execution. The research phase, plan phase, project phase, integration phase, and monitoring and assessment phase are the five stages (MWUO, 2006).

The Local Development Plan (LDP) is a framework for transforming a general plan into a comprehensive proposal based on the structure plan. "The aim of LOP is to indicate the specifics of selected development areas based on land use model conditions and other relevant criteria." Dejene (cited in Benti F.2012). LDP is applied in selected areas based on their distinctive contribution to the towns and cities development along with the provision of regulations and urban design proposals NUPI (Benti F.2012)

LDP also refers to a lower-level urban plan that is created within the context of a structured plan that is based on a particular area of an urban center for immediate implementation. FUPI (2006)

As a result, the LDP is a valuable method for putting the structure plan proposals into action.

As a result, the preparation of LDP in Ethiopia has a very short history and plays a minor role in urban growth.

2.8 Experience on the Challenges of Urban Plan Implementation

In general, the implementation of an urban development plan is the most difficult and time-consuming stage of the urban planning process in developing countries. Many obstacles and resistances from the community and institutions are likely to arise at this point, affecting the plan's outcome and, ultimately, the living conditions of the entire urban population. Poor urban

plan execution has resulted in a waste of money, time, and human resources on the part of the planning bodies, posing a serious challenge to the government. Rizwan and Obaidullah (2006).

As a result, while a plan is a tool for guiding and managing the growth of an urban center, it is useless for urban development if it is implemented incorrectly.

Effective and full implementation of the plan, however, would bring and support developmental activities. Abdal-Majid I (1993) in his part elaborated that, there are two important difficulties in implementing master plan proposals. The first one is that the plan has not been used as a positive planning tool to try to influence private sector activity. The second one is that the municipality has limited power to carry out development or acquire land to facilitate development. According to the data obtained from / www.kfump.edu.sa/, in many developing countries, implementation of urban development plan faces serious obstacles ranging from political to economical; from financial to institutional; and from physical to socio - cultural factors.

2.9. Challenges of Urban Development Plan Implementation in Ethiopia

Rapid urbanization's drastic results are visible in Africa's cities and peri-urban areas. The peri-urban area and those who live in the peri-urban interface are the main zones of direct influence as cities develop. Even though cities function as growth engines in most developed countries, High urban populations put a strain on natural resources and leave "ecological footprints" on peri-urban areas by providing opportunities for employment, education, information, and technology transfer, and ready markets for industrial and agricultural products (Rees, 1992; Rees and Wackernagel, 1994).

Converting farmland and watersheds to residential uses has detrimental implications for food security, water supply, and human health. Several watercourses have low quality, with pollutant levels exceeding WHO requirements. Pesticide pollution from urban agriculture, sawmill residues, and manufacturing industry residues, to name a few. NUPI was a leader in carrying out urban plan preparation and implementation based on requests from regions before the establishment of the Regional Urban Planning Institute (RUPIs) in the country. However, the main field of assistance was sparse, consisting solely of road openings (NUPI, 2002). Based on an interim assessment conducted by NUPI (the implementing body) for 11 towns in 1997 and 1998, the problems of urban plan implementation were divided into **three** categories:

1. **The issue of plan preparation:** Are in the preparation of base maps, the presence of physical features that are not incorporated on the base map, graphic representation and coding issues, coding mismatch between plans prepared at different scales (1:5000, 1:2000), and the allocation of incompatible land uses land demands for unexpected operations, land use and road proposals that do not match the topographic situation, growth area focused planning strategy, creating unrealistic plans, lack of integration of institutions during urban plan preparation. There is a lack of coordinate data attached to urban plan papers, and the graphical and written dimensions are out of sync.
2. **Limited technical and managerial capacity:** In several towns and cities, a lack of technological and managerial capability can be cited as the primary cause of inappropriate plan execution. Examples include a lack of qualified surveyors to place graphic reality on the ground, an inability to handle rural-urban conflict, and so on.

Using local instruments for plan execution, being only interested in temporary land construction, being unable to control the unlawful occupation of open spaces, and lacking strong managerial strength for managing urban plans are just a few examples (Habtamu L. 2011). He emphasized the role of the unseen hand in controlling the plan implementation process, as well as the incompetence of plan implementation bodies. This segment of society must carry out the old plan rather than adopting the new one, which could result in the new plan being relegated to the status of a desk plan.

3. **Problems related to land-use reform:** In Ethiopia, land use reform is one of the most difficult aspects of implementing an urban plan. Benti (2012) conducted a study on the challenges of plan implementation in Gelan town. He concluded that there is a big implementation obstacle in terms of is land-use reform. In comparison to the structure plan, it results in land use violations. In general, land uses cannot be modified without the permission of the plan-making body. Aside from that, any land-use change should be monitored and managed by the plan implementation body in a timely manner.

2.10. Legal Framework of Urban Planning and Plan Implementation in Ethiopia

The source further explained that urban planning legislation did not exist until the promulgation of the establishment of the National Urban Planning Institute in 1987 by Proc. No 317/1987.

Proclamation decentralizes the power preparing their respective structure and local development plans and also for certified private consultants which are determined by law (Federal Negarit Gazeta No. 16th May 2008).

In comparison with the previous government, the current government has launched a comprehensive urban development policy as one of the pillars of ADLI, which helps urban centers to be guided by an urban plan, so as to fasten the development of urban areas as well as to create better linkages with rural areas. Moreover, the comprehensive policy helps the urban areas to realize the idea that cities and towns are the engines of economic growth and offer socio-economic opportunities.

To put it in a nutshell, despite the different proclamations announced, the urban planning preparation and implementation process has been affected by the change in the government. This could be evident by the fact that policy changes by the government based on political views might affect the planning process of the country.

2.10.1 Legal Framework of Urban Planning and Implementation in Oromia Region

Although the role to derive legal proclamation is vested to the federal government, the regional government can have its own proclamation within the framework of the federal government in this regard, Bekele (2010) pointed out that in Oromia region, since 2003, urban planning and management has received better attention than ever; hence, the following legal frameworks were derived and applied:-

- Urban local government, proclamation No. 65/2003
- Establishment of Oromia urban planning institution, Pro. No 67/ 2006.

There is also a proclamation for the establishment of the Bureaus of Oromia land and environmental protection, proc. No 147/2009. In Oromia, the role of implementing urban development plans was vested in the regional BWUD office.

However based on the current work procedure or Business Processing Re-engineering (BPR), the power to evaluate and monitor urban plan implementation is given to OUPI. Then and onwards, although it is not sufficient the OUPI has been performing monitoring and evaluation weather the prepared urban plan is effectively implemented or violated.

2.11. Conceptual Frame Works

Planning can be thought of as a continuous process that starts with the identification of problems and ends with the creation of proposals to address those problems.

Planning is a dynamic process that is subject to change depending on the effects of planned land uses on the city's and hinterlands' overall growth, as well as the compatibility of land uses with one another.

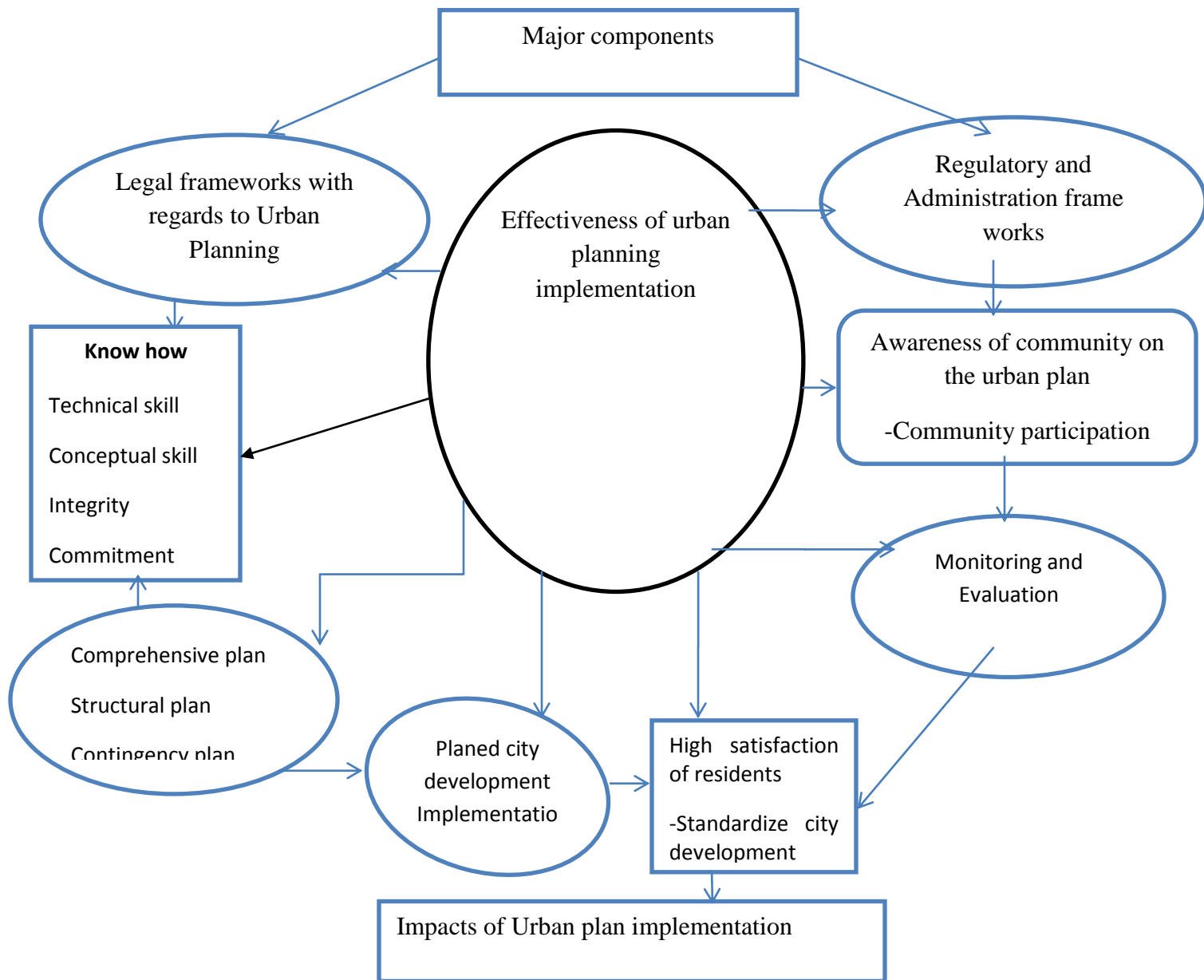


Figure 2. Conceptual frame work

Source: Modified from the concept of literature review

The legal frameworks of urban development planning and the regulatory and administration frameworks are the cornerstones of urban development plan implementation. The legal framework is all about the legal basis of the urban plan and its implementation, but the regulatory and administrative framework is the mechanism of controlling whether the urban plan is implemented according to the legal framework of the urban development plan.

When the legal framework is violated for different reasons, legal action will be taken as a knowhow on three majors plan kinds. The regulatory and administrative framework can be enhanced through creating awareness of the community about urban planning and by ensuring community participation. These demand the willingness and the monitoring and evaluation of the community at different hierarchies.

Society or communities are expected to make sure that monitoring and evaluation is conducted appropriately. Planners are required to have the necessary knowledge and skills to develop urban development plans. If they fail to do urban plans in line with the legal frameworks of urban planning, they will be questioned by the law.

Thus, they should take into account as city is planned development implementation is go well, and upgrade their knowledge as city get economic, social and political impacts for personal advantages. Ultimately, the impact of urban development implementation brings satisfaction to all stakeholders and major actors. Effective and efficient urban development plan implementation leads to the satisfaction of stakeholders or satisfaction of residents.

The city generates a large amount of money by attracting potential investors. The stakeholders, mainly residents, get an opportunity to live in a city with better infrastructure, Standardize city development and this in turn maximizes the level of their satisfaction. These are some of the possible ultimate impacts of urban development plan implementation. All these connection leads to the prosperity or suitable city life and called the effectiveness of urban planning implementation is fulfilled.

CHAPTER THREE

3. DESCRIPTION OF THE STUDY AND METHODOLOGY

3.1. Research Design

Qualitative research was employed for this study. I frame our research in terms of narrative because I believe that by doing so I am able to see different and sometimes contradictory layers of meaning, to bring them into useful dialogue with each other, and to understand more about individual and social change. By focusing on narrative, I am able to investigate, not just how stories are structured and the ways in which they work, but also who produces them and by what means, the mechanisms by which they are consumed, and how narratives are silenced, contested or accepted. All these areas of inquiry can help us describe, understand and even explain important aspects of the city. It is my hope that this study will contribute to this multilevel, dialogic potential of narrative research. From journal of Molly A. {PP.4}

In the rest of this Introduction, we explore further the popularity of narrative research, its diverse histories and its theoretical contradictions, in an effort to describe both its complexity, and the possibilities for working productively within that complexity.

The purpose of qualitative research is more descriptive than predictive. The goal is to understand, in depth, the viewpoint of a research participant. Creswell (2005), in quantitative studies, generalization is often a goal, which leads to a need for random samples, but in qualitative studies, researchers typically and purposely select participants with the potential for giving rich data that would lead to a deep understanding of the phenomena under study.

Yin (2003) argued that "the qualitative study is preferred in examining contemporary events but when the relevant behaviors cannot be manipulated". He further stated that the strength of the case study approach is its ability to examine a "full variety of evidence – documents, artifacts, interview, and observations" (p. 8).

Qualitative researchers attempt to know various scopes of reality, behaviors of people in a group, how people in a group suppose, act together, and what kinds of harmony or norm are prevailing, and how these dimensions come together naturalistically and holistically. Qualitative researchers contend that it is essential to "get close" to their objects of study during participant observation so that they can understand for themselves the subjective dimensions of the

phenomena they study. In qualitative research, the researcher is said to be the "instrument of data collection." Rather than using a statistical tools or measuring device, the qualitative researcher asks questions, collects the data, makes explanations, and records what is observed; regularly tries to understand the people he is observing from the participants or actors opinion.

As you now know, a qualitative study involves the analysis of language and non-verbal in observations and interviews, the analysis of current and historical documents, and even the analysis of oneself. This chapter explores several qualitative research tools, such as interview, focus groups, observation, and ethnography. It is important to remember that these tools can be used across the various research methods.

The study mainly focuses on **SIX** kebeles. The kebeles were selected purposefully for two main reasons. Firstly, the prepared structure plan is implemented in these kebeles. Secondly, they are the largest new and expanding areas of the city. It is therefore, the hope of the researcher that the analysis based on these kebeles will help to explore several issues that are related to the challenges of plan implementation in Sebeta City in general and on the selected kebeles in particular. These are Dimma (05), Dalati (06), Roggie (07), Karabu (08), Garabollo (09) and ChafieHora (10) kebeles. From each kebele, the kebele leaders respondents were 24 because four/4/kebele leaders were selected from each kebele.

The data was collected from senior dwellers, Oromia urban development planning experts, from Sebeta city administration urban planning office experts. They are totally 21 in number.

3.2. Source and Types of Data

The study methodology will incorporate the both the qualitative and quantitative research design and likewise, a combination of methods including both primary and secondary data collection techniques have been used. Primary data were collected from different government and non-government organization, as well as local community and community representatives. In addition different secondary data were collected from Different literature like books, urban planning policies, guidelines and standards, and government reports to support and triangulate the primary data. Different similar projects were also reviewed to gain the experience at international and national level. In addition to the aforementioned data sources this study has also make use of city base map to analyze the distribution of social service institutions in the city.

To collect data: Check list, interview, observation, FDG official report, minutes of meetings, journals, policy documents, proceedings and books from secondary data sources.

1. **Checklist:** To get reliable information related to the level of structure plan implementation, checklist was given to Sebeta town municipality and LEPO of the City. This helps to identify the current status of structure plan implementation, causes for the improper implementation and land use against the proposed land use category.
2. **Interview:** It consists of face to face, FGD and key information Interviews/KII/. The supplementary data was collected using structural questionnaires. The interviews were designed and interviewed to concerned groups. The respondents were selected with regard to their close link to the formal urban plan implementation purposes. The interview guides was prepared in two separated forms (to town senior dwellers and to kebele leaders officials). The schedules were designed structurally and semi-structurally and the selected officials had been interviewed after translating into oromic language. The flexible oral discussion was undertaken face to face with different officials.

Face to face interview: it was administered to a total of six farmers ' respondents. Semi-structured interview questions were prepared on similar topics to quickly reveal a wide range of ideas.

Key informant Interview: It was used to collect in-depth information about the preparation and implementation of the structure plan of the town. A total of three key informants were used in this study. Individuals with better knowledge and experience on urban plan implementation and preparation process were selected and contacted to obtain the relevant data.

The information gathered through KII was used to triangulate and supplement the data collected from Sebeta town municipality and LEPO/Land and environmental protection office/. Open-ended discussion was undertaken to gather the required information from the informants.

Focus Group Discussion (FGDs): When there is only a one-shot opportunity for data collection, focus groups may be a reasonable alternative to conducting a number of individual interviews. Focus groups bring together a group of six to ten people who, under the guidance of a moderator, engage in a group question-and-answer discussion. There are some situations in which focus groups have advantages over interviews. The primary advantage of focus groups is the

opportunity for group interaction. The "synergistic group effect" (Stewart & Shandasani, 1990) provides information that individual interviews cannot.

People's behaviors and attitudes are not made individually in isolation, but in a social context. A focus group can be invaluable for observing and analyzing social influence. For this reason, focus groups are frequently used to study purchasing decisions, advertising effectiveness, and voting behavior.

The data were collected from two types of focus groups. The first one was FGD performed with six individuals from the Dimma, Delati, Roggie, Karabu, Garabollo and Chafie Hora administrations and the second was with 10 professionals who were participated in the structure plan preparation.

3.3. Sampling Focus Group Discussion

Selecting members of a focus group is never random, so intentional decisions must be made to achieve the best group composition in light of the research question. There are times, for example, when the research question calls for a focus group homogeneous on particular characteristics; at other times, the research question may call for a focus group composition designed to reflect heterogeneity on variables of interest. When the issue is complex, Krueger (1994) recommends that you have no more than seven participants in a focus group.

As a moderator the researcher spent some time helping participants to relax, explained the purpose of the study, what is expected of participants and what would happen to the results, negotiated a length for the discussion and asked that everyone respects this as it can be very disruptive having people come in late, or leave early and assured the participants about anonymity and confidentiality. Accordingly, six kebeles' chairpersons took part in the FGD.

3. **Observation:** It was carried out through systematic observation of major land use categories to evaluate and compare the proposed and implemented structure plans.

Site observation also made to gain detail insights particularly on development processes, infrastructural conditions, speculated Urban plan development and land use were enable the researcher look and support data with photograph. It was employed to gather additional data from the field through non participant observation using behavioral observation scale on

development of land by different investors and the related process in the study area so as to capture a great variety of speculated land photograph was taken using digital camera.

4. **Digital Camera:** Digital camera was used to collect information related to land use violation in the structure plan.
5. **Desk Review:** Desk review is the only source of secondary data for this study. It includes published documents such as plans, proposals, minutes and official annual reports and un-published documents such as policy documents, scholarly works, manuals, and proceedings and so on.

3.4. Validity of the Research

Threats to validity and reliability are almost not possible to entirely overcome; rather the effects of these can be minimized by giving attention to validity and reliability throughout the research (Cohen et al 2007).

In the past, validity was concerned with ensuring that a chosen instrument measured what it was meant to measure yet more recently validity has included other concepts.

For example, in qualitative research validity might be addressed in a number of ways including data source, methods and researchers' triangulation, the quality of the structured interviews and their ability to elicit honest and considered responses and the objectivity of the researchers (Winter 2000). Maxwell (1992) argues that qualitative researchers should be careful not to fall into the trap of quantitative measures in regard to validity and expect to demonstrate concurrent, predictive, convergent, criterion related validity.

In qualitative research it is imperative for a researcher to take the accurate records of what occurs in the experience being studied, so that it can be associated with what actually occurs in each of the site under study, i.e. there must be a degree of correctness and range of coverage. Qualitative research will make an effort to record the multiple interpretations of the phenomenon being studied and this is its real strength. On the contrary, semi-structured interviews as a research method can weaken research reliability giving different meanings on different times (Brock-Utne 1996).

The researcher tried to maximize the trustworthiness of the study in three ways: by using low inference descriptors, by maintaining interpretative validity and by establishing trusting atmosphere with participants.

The first two strategies were used while interview session and the later one had been used during sites observations. Low inference descriptors refer to verbatim or direct quotations. Direct quotations were commonly used at the level of unit of analysis. The participants' exact words were provided in direct quotations. Thus, the reader can experience the participants' actual language, emotions and personal meanings.

The strategy employed to ensure the interpretative validity of the study was that participants' feedback or member checking. For this purpose, first, viewpoints, feelings, and experiences of the participants' were exactly understood by the researcher; and then, the meanings attached by the participants were described accurately as much as possible. Furthermore, for cross-checking purpose data source triangulation, namely semi-structured interview, field observation and document analysis were used.

To ensure the validity of interview, the interview guide questions were carefully designed and a few questions amended as the result of the pilot check. Interview guide questions were aimed at the participants' level of understanding and were phrased in words that were meaningful to the participant and that was to avoid the use of academic jargon or technical terms.

So that each stage of the interview was clear to the respondents; the respondents were also allowed to take their time and answer in their own way; they were kept to the point and the matter in hand, the effects of power was minimized by establishing in advance good relationship; trust and consensus, to enhance openness and shared beliefs on the real purpose of the study.

The consistency of responses was also maintained. Thus, the researcher hopes that the opportunity for respondent validation was maintained and possible attempts were made to minimize the researcher's bias. The respondents were given the opportunity to read the summary of the research in order to ensure if their viewpoints were exactly understood and reflected or misinterpreted by the researcher. Thus, it maximized the certainty of the research findings.

The researcher explained to the people in the group being studied that he was a researcher. The duration of the observation was relatively short; the researcher was conscious of the impact of a

short duration on the sites that could cause him to miss some important insights because he was already a cultural ‘insider’. In order to overcome this problem, the researcher suspended his prior assumptions and looked at the sites what was going on as a marginal native.

Not to be misled by ‘front stage’ behavior (what people want us to see) rather than ‘back stage’ behavior (covert behavior), the researcher established in advance a climate of trust.

3.5. Confidentiality and Ethics

Social research requires the need to work with openness and straightforwardness (Denscombe, 2003), making certain an ethical approach to the collection of data. Accordingly, all participants in this research were asked for their informed consent before taking part in the research and all were guaranteed confidentiality and anonymity. Thus, the researcher promised and took full responsibility for the confidentiality of the data and participants’ identity.

The purpose of the research was explained along with the procedures to be followed; the length of time it will take the participant to complete the interview; and the extent to which the results will be kept confidential. They were also informed that participation was voluntary and the participant could withdraw at any time when he feels discomfort for any reason.

The interviewer took notes and repeatedly emerged themes word for word, and agreed not to paraphrase participants’ responses to save respondents’ time and to conduct the debriefing task right after the end of the interview. In short, four ethical demands were met for the study: the purpose of the study was explained; oral consent from informants to participate in the study was obtained; confidentiality concerning informants was assured; and finally, the data about the informants is to be used for research purposes only. Conducting interviews and debriefings with informants takes about 90 minutes on average. While writing the research report, the researchers used codes represented by capital letters to ensure the anonymity of the participants and to minimize any type of fear.

3.6. Sampling Technique

The research techniques were selected on the basis of the objectives and research questions. The sampling technique of this study was purposive and snow ball sampling as a key non- probability sampling. The case the researcher want to select such like sampling is to get many information from the respondents that the researcher I was Categorized by four groups like: The data was

collected from senior dwellers , Oromia urban development planning experts , from Sebeta city administration urban planning office experts.

Criteria for Selecting the Study Area: the study City was selected purposefully for different reasons: first, the researcher knows the background about the area which would serve the researcher to accessible the necessary data. The second reason is lack of recent research work specific to the study area in relation to urban plan implementation.

3.7. Method of Data Analyses

All interviews will be recorded and transcribed and transcripts will be analyzed through immersion in the data involving close reading and several re-reading and will be resulted in the emergence of several related themes.

Qualitative data obtained through face to face interview, key informant interview and FGD are analyzes by interpreting and describing. Observations on major planning issues and all secondary data sources will be analyzed by using description; whereas to comparison of the proposes and implement land will analyzes by GIS analyst is tools, Quantitative data will be analyzed by using ,percentage, standard deviation and t-test.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1. Discussions

INTRODUCTION

This chapter presents findings of the study and interpretation that are based on objectives of the study such as procedures of challenges of urban plan implementation, involved, challenges that hinder urban land management system for land owners and suggested response options in order to address the challenges. Data interpretation starts from the presentation of characteristics of respondents that were relevant to the study.

4.2. General Information about the Respondents

The Sebeta City and its surrounding areas are attracting investments in various sectors, mainly in 7 sectors and the investors are about 714, to show one by one:-manufacturing industry 359, Agro Industry 90, Service sector 67, Commercial sectors 120, Hotel and Tourism 52, Real state 17, and Flower factory 9. (source Sebeta Investment office 2012)

Because they have comparative advantages of being along the main regional, national, and international corridors; they have huge urban and rural population base to serve. On the other hand, these areas are facing huge development pressures. The existing urban plan of the city was prepared in 2000 EC by Oromia Urban Planning Institute for the 10 years planning period (2000-2010EC). Therefore, the participants or respondents information summarized as follows.

Table 1. Response rate of FGD and Interview

S/N	Respondent	Number of Participants	Data gathering Techniques
1	Kebele Leaders	6	FGD
2	OUPI planers	8	Interview
3	Senior dwellers	3	Interview

Data Taken from Field visit.

Therefore, the participants of FGDs are concerned; from three bodies participants one from six kebele leaders their members are 24, Oromia urban planning institute planners 8 and native farmers are 24 were participated. These include kebeles chairperson and kebele cabinie members from each six kebeles mainly Dimma(05), Dalati (06), Roggie (07), Karabu (08),Garabollo (09) and ChafieHora (10) kebeles. Moreover, the urban plan preparation team that consists of eight professional were participated in FGDs. Of those involved in the urban plan preparation eights are males took place in the FGDs.

The key informants include three senior experts who have been working at the Oromia urban planning institute; the rest, five technical staff at the Oromia urban planning institute are officers. The other planners from Sebeta city municipality and the plan office who have known how so many things from the urban plan preparation to its implementation period participate by giving data and information.

Table 2.Response rate of KII

S/N	Respondent	Number of Participants	Data gathering Techniques
1	Sebeta city LDMO experts	4	KII

Source: Data Taken from Field visit

Additionally, the key Informant Interview/KII/ face to-face interviews were conducted with 1 Sebeta city land management office land compensation expert and 3 other senior experts totally 4 are participated.

Table 3.Educational Status of respondents of government officials

S/N	Respondent	Number of Participants	Educational status					%
			Below grade 12	Diploma	BA/BS Degree	Masters	PHD	
1	Dwellers	3	3	-	-	-	-	100
2	Kebele leaders	6	-	-	6	-	-	100
3	Sebeta city LDMO experts	4	-	-	3	1	-	100
4	OUPI planers	8	-	-	3	5	-	100
	Total	21	3	-	12	6	-	100

Source: Data Taken from Field visit.

Table 4: Educational status and sex of respondents.

S/N	Educational status	Number of Participants	Sex (%)		
			male	Female	Total
1	Below grade 12	3	3	-	3
2	Grade 12	-			
3	Certificate	-	-	-	-
4	Diploma	-	-	-	-
5	BA/Bs degree	12	8	4	12
6	Masters	6	4	2	6
7	Above Masters	-	-	-	-
	Total	21	15	6	21

Source: Data Taken from Field visit.

Problems Related to the Plan Preparation Process

What are the major limitations of the urban development plan of the Sebeta City Administration?

For the above basic research question, lack of strategic focus and prioritization, poor base map, non-implementable land use proposal, disparity between the existing and proposed land use, lack of clear planning outputs were identified as major weaknesses of Sebeta City Administration for urban plan development/preparation. The details are discussed below.

1. Lack of Strategic Focus and Prioritization

According to the principle of urban planning, a city should have its own plan implementation strategy. Among the plan implementation strategy, selecting strategic focus point by the municipality is the one and the most important. The municipality chooses certain area based on priority setting.

The KII stated that "lack of prioritizing strategic focus areas characterizes the Sebeta City Structure Plan Implementation". The informants further stated:

The municipality of the city literally tried to attempt all problems of the city and plot provision without any strategy. Consequently, it resulted in the unsuccessful and improper plan implementation and posed a serious obstacle during the implementation of the plan.

2. Poor Base Map and Lack of Updating

The kebeles' chairpersons complained that the municipality sent the prepared plan to kebeles and kebeles used a "copy and paste" plan. Kebeles like Dimma (05), Dalati (06), Roggie (07), Karabu (08), Garabollo (09) and ChafieHora (10) kebeles have an isolated development plan a year before the urban plan preparation.

One of the Kebeles' Chairpersons stated:

During the base map preparation, the proposed land uses of these Kebeles were not resurveyed, rather they were merged without appropriate geo-reference points. This has brought a total land use shift from its original geographical setting. Such problems could have been corrected during the updating process (first phase of data collection process), but the planners of OUPI carelessly ignored and used the base map for proposing the structure plan as it was. The situation later created potential problems during implementation of the plan. The problem stated above is one of the major causes of the improper implementation of the structure plan of the study site.



Figure 3 . Plate showing poor data collection and its resultant effect on personal residential areas.

Source : (Photo taken by author 2021).

As observed on the sample plate stated above, such problem is so wide throughout the city because of the shift of coordinates because of the negligence of the professionals. That giving the construction license. To get more information, the researcher interviewed individuals who are considered affected by the problem.

The first informant is the owner of this residential home. He stated:

During the preparation of the structure plan the building was under construction and we told them for what purpose he built. I was told us as the road passes far behind my house, but the road divided my house into two equal parts.

The expert from LDMO stated:

The structure plan preparation lacks clear planning outputs. For instance: the difference between the three residences (pure, mixed and special) land uses is not clearly defined which makes the plan more difficult for implementation. This holds true for the other land uses described in the plan.

Besides, information obtained from the KII confirmed:

There is mismatching of land use code and color, drainage and safety zone which are not well addressed, poor graphic presentation and allocating land for development outside the boundary etc. are the major pitfalls of the planning output. All the above described points have clearly showed that the problems mentioned above affect the quality of the plan which hinders implementation.

Problems Related to Plan Implementation

Research question 2: Why Sebeta City Administration Urban Development Plan is not implemented as per the plan?

Implementation of the revised structure plan of Sebeta city in general and target study `area in particular was haphazard and uncoordinated and lacks any controlling mechanism from the municipality and other concerned regional offices. The municipality ignored the advantages obtained from effective plan implementation and could not attain the responsibility vested on it by the government when unlawful acts made by its own technical staff. Issues related to plan implementation problem in the study site include: plan violation, inadequate capacity of the municipality, poor land data management, Lack of Local Development Plan (LOP), adverse

impact of city's expansion, informal settlement. These are explained in detail while Focus Group Discussion with residents of the city as follows:

1. Plan Violation

The participants reported that the structure plan violation is largely observed at different localities without any legal background. "The violations were made based on the needs of individuals or collective decisions". In this case, residential site has been changed into commerce and commercial site is changed into industrial and industrial sites to residence. Regarding plan violation in the city, the discussants confirmed no corrective measures were taken to prevent the land use plan from illegal activities.

In fact, the problem seems to be the refusal to implement the provisions found on proclamation No. 574/2008 of the federal government.

As to the information obtained from the FGD discussants, plan violation was the day to-day activities executed by the residents, local government officials, and brokers who are involved in illegal land business. Farmers also sell their land because of the insignificant compensation payment. This practice has its own negative impact on plan implementation.

Among the violated areas: changing land use from residence to commerce and vice versa, from commerce to industry, from green area to residence, from industry to housing are worth mentioning. For instance, areas mentioned to be violated include, Wato area, from Amgana kebele, boundary areas with Addis Ababa from Walatie / 03/ kebele and Karabu/08/ and Tracon area from kebele Furi /04/. Other examples include the roundabout at Butajira Way; and the referral hospital under construction on the main high way asphalt road are few to mention. Thus, all informants assured the presence of plan violation in their respective boundaries (kebeles).

Besides, there are so many plan violations in the study site. A few examples are housing construction without considering the buffer line set for the high tension line around Waletie area. But, based on the norms and standards of urban planning, high tension line should be buffered and protected from any construction. But not implemented as per the master plan. The other example is riparian settlement very close to river against the standard. But, the standard set for urban planning obliged to buffer any water body from any sort of construction on its both sides.

This is aimed at protecting the natural environment from destruction and pollution. Thus, the situation observed in Waletie locality is out of the norms, since the settlement is very close to the river. Many domestic animals like donkey have taken by flood and also small children are dying by water erosion yearly.

2. Inadequate Capacity and Lack of Commitment to implement the urban development Plan

Institutional capacity building is another important strategy to implement the prepared plan. Capacitating an institution may be in manpower that the city has and materials used for implementing the proposed land use. The inadequacy of these may result in failure to achieve the intended goal. FGD discussants confirmed that many employees get the chance to work in Sebeta City Administration by blood relation or by other benefits like bribe without enough knowledge, experience, skills and education. In Sebeta city there is inadequate manpower with relevant educational background. As to the personal evaluation of a participant from the Department the Construction and Design:

Out of the required number of employees, almost half professionals have skill related gaps. It has its own impact on service delivery for the residents. In addition to that, the required numbers of employees are not employed because of different reasons. This resulted in work burden and poor service to the customers.

Kebeles' Chairpersons added:

There is only one technical staff that performs duties related to building roads, giving permission on construction issue, and other technical problems. Likewise there is no enough surveying instruments to implement the prepared plan. At the present time the type of equipment that the city uses for technical purposes include only one Total Station, four GPS and Tapings.

On the other hand, lack of commitment of those administrators could be taken as basic cause for poor plan implementation in the city. Any illegal activities that affect the development of the city should be controlled by the effective managerial activities of the city. But instead of respect the plan proposal for its successful accomplishment, the higher officials in all kebeles were participated in improper plan implementation. Therefore the implementation process was failed

which lead to the failure of the urban plan. The effective the managerial strength the effective will be the implementation.

3. Poor land data management system

According to the residents view one possible cause of poor plan implementation is the poor land management system. This includes:

Lack of cadaster map and land banking system, poor coding system to identify one plot from the other and lack of check and balance on land provision system for the beneficiaries, lack of land inventory and more. In fact cadaster has significant contribution for the municipality of the city. It gives more efficiency in the distribution of information, and for better decision making with a large information base, without cadaster it is impossible to plan and implement development projects, and control squatter settlement or illegal construction.

4. Lack of Detailed Plan

Urban plan implementation problem may possibly happen due to the lack of detail plans. Belachew (2002) vividly indicated that preparation of a detail plan is essential for every kind of implementation work. Any work of plan implementation has to be supported with detail plans otherwise it will be problematic to implement plans.

The structure plan is guided by the Local Development Plan (LDP) since the structure plan shows only the major land uses. The major land use should be interpreted by the LDP and LDP by parcelation work. In this case, LDP was not executed in the structure plan implementation of Sebeta city in general. However, LDP was prepared for six kebles recently like: Dimma(05),Dalati (06), Roggie(07), Karabu (08),Garabollo (09) and ChafieHora (10) kebeles localities five year before the structure plan preparation. Thus, the spatial planners who were participated in the structure plan preparation used to superimpose the LDP of the Six localities mentioned above on the structure plan.

An expert in the area commented:

In fact the prepared LDP by itself had the problem of coordinate data which later resulted in the shift of contour lines. Therefore, since the coordinate data is the basic tool for implementation of urban plans, data attached with the structure plan lacks accuracy and this later lead to produce a shift on implementation effort. This is because; the smallest error that was created in the

process adds up itself and gets magnified at city level. Thus it is of paramount importance to secure coordinate data from error that facilitates the detail operational activities to be taken during implementation.

He continued his comments as follows:

In principle, LDP has its own work procedures and prepared after adequate socioeconomic study conducted on it. To the case in point, nothing was done for Sebeta city's structure plan implementation as a whole, but simply parcelation work was done used to provide plots of land for the residents. Hence, the absence of LDP is therefore, the potential problem for the improper implementation of the plan.

5. Illegal Occupation of Land

Informal settlement as its name implies is occupying plots of land illegally without considering the formal procedures. It may happen due to the excessive bureaucracy of the local government. It is needless to mention that an illegal settlement is executed on the farmers land in the outskirts of the city.

As the information obtained from the interviewed resident:

Informal settlement in the study site was started before the preparation of the structure plan.

The main problematic areas in this regard are the boundary line with Addis Ababa city Administration. The kebele chairperson confirmed that the reason for the informal settlements in their respective kebele might be associated with the absence of land delivery in Addis Ababa and the imbalance between land supply and demand. The other source of the problem for the informal settlements was done by those who are engaged in land selling business.

Almost all open spaces that could have been used for some urban activity are observed to be illegally occupied by individuals. The occupation of open space would reduce the proportion of land that can be used as infill and will increase the proportion of area to be reserved for expansion areas.

This resulted in the increasing of the number of farmers to be displaced from their land and the cost of infrastructure to develop the city. Therefore due control by the municipality over these kind of land occupation should be made and these spaces should be considered as vacant.

6. Boundary Dispute with Addis Ababa City Administration

The department head of the Design and Construction department stated:

There is a boundary conflict with the Addis Ababa City Administration, and this is because of the lack of clear boundary demarcation and the interest of the City Administration to encompass the surrounding areas. During plan preparation, stakeholders were not participated in the delineation of the adjacent boundary of Sebeta city with the Addis Ababa city. For this purpose, the overlapping shown the no man's land, which gives a chance for informal land occupation (land scrambles) and was exposed to informal and squatter settlements as well as land speculation. With regard to boundary conflict, the case of Furi area is a good example on how the land was grabbed by the informal settlements. The problem has been solved by the management body and a technical staff assigned by both parties to handle such matters. Hence, it is by agreement that the problem has been handled.

Similarly, the chairpersons of two kebeles emphasized the importance of solving such types of conflicts between cities by saying:

These localities are found bordering Addis Ababa city. The interest of individuals in occupying land in an illegal way is very high in these areas. Besides, the interest of the two city administrations is also high, and most of the time, there has been a conflict of interest due to the absence of a clear-cut boundary. Therefore, the value given to these areas by individuals resulted in illegal occupation of the land. The area of overlap is also found around the Jamo site in Addis Ababa, where special interests of the people as well as the Addis Ababa City Administration are found.

What is the current status/level of urban development plan implementation by the Sebeta City administration?

The former urban plan is revised.

The first and all-inclusive urban development plan was prepared in 2000, and the plan got statutory approval by the City Administration. However, the structure plan faced so many challenges to being implemented. So, in order to tackle these challenges, the spatial aspect of the city structural plan was modified before it was implemented at full scale by the Oromia Urban Development Planning Institute in 2006 E.C.

What were the basic justifications for the modifications to the 2000 Sebeta City Development plan?

Expert 1 from Oromia Urban Development Planning Institute responded:

The fundamental reason for the revision of the plan was that new growth directions have emerged as a result of various economic, demographic, and several infrastructure development initiatives like the national railway and large scale manufacturing industries.

Expert 3 from the Oromia Urban Development Planning Institute stated:

Some of the proposed land uses have been exhaustively implemented. In order to cope with the new demands of the city, new technologies are being introduced by different sectors of land administration to implement the strategy of urban land development and management. These are the reasons for the modification of the former plan before its full implementation.

Expert 2 from Oromia Urban Development Planning Institute summarized the basic facts for the modification of the plan as follows:

- *The planning period of the city structure plan has been completed.*
- *To cope with the new technology that is being introduced,*
- *To accommodate the new urban development policy directions,*
- *To fill in the land use gaps that have been observed and to make it relevant to present day needs as well as the future.*
- *To provide compatible land uses that cope with the newly initiated developments,*
- *incorporate suitable modifications into the strategy and set targets adhering to the overall vision mission of balanced development.*

Urban planning has a clear and logical procedure which needs to be followed in plan preparation and implementation. Any under estimation or ignoring of the planning steps to be followed will adversely affect the implementation of a plan. If we want to have a good and feasible plan, we should follow scientific methods of plan development. The researchers asked the experts of the region about the quality of urban development plans at a theoretical level.

According to the interview conducted with OUPI planners, the following procedures should be followed during the urban development plan preparation:

- Survey study
- Base map preparation
- Updating and physical data collection
- Conduct public meetings at kebele/grassroots level
- Data analysis and in house presentation
- Public presentations and
- Submitting deliverables to the municipality.

The procedures stated above are the most important guidelines in which each and every professional should follow. The reason is that missing one of these procedural steps would affect the planning process and underestimate the issue of accountability and transparency. So, in order to make the plan more participatory, the need to follow the procedure is very essential.

In other words, urban planning has a clear and logical procedure which needs to be followed in plan preparation and implementation. Any under estimation or ignoring of the planning steps to be followed will adversely affect the implementation of a plan.

Level of Stakeholders' Participation in the urban Plan

Awareness raising, people's participation is very essential for the implementation of urban development plans in general and structural plans in particular. It has become essential to work with the public and to organize and use local and international experience. The implementation process should ensure the involvement of various stakeholders, preferably by institutionalizing participation events.

Resident 'B' explained the level of participation of stakeholders in the structural plan of the city as follows:

The stakeholders' participation in urban development as well as structural planning is very minimal. As a result, its implementation is low. Professionals in the area, prominent personalities, investors, urban residents, and neighboring peasants had to participate in order to increase the sense of ownership.

Resident 'C' gave emphasis on the importance of stakeholders' active participation in the urban development plan and its implementation by saying:

In the urban plan preparation process, the first step to be done is to ensure stakeholders' participation. A structure plan needs active stake holders' participation from the initial planning stage all through implementation, monitoring and evaluation. The ideas forwarded by the stakeholders have a significant input into the plan.

The department head of the Design and Construction Department in the municipality signifies the inadequate stakeholders' participation which has created various kinds of problems in the implementation of the plan. He argued:

All activities in the city development plan are going to achieve what the stakeholders need. Therefore, efficient plan implementation should include them. Substantial evidence in this case is that if educational situations are proposed in a given plan, and if the municipality wants to construct a school, it is the role of the public at large to implement it because everybody benefits from that building school. Accordingly, inadequate stakeholders' participation could set back the achievement of the intended objectives.

The OUPI (2009) structural manual document supports the idea raised by the residents. According to the structure plan manual used by OUPI (2009):

Structure plan preparation and implementation should be consultative and participatory where sector organizations and institutions are concerned and play a role. Sector physical and socio-economic development programs should be integrated both at the planning and implementation stages. At the implementation stage, structure plan proposals should be scaled down and detailed out in LDP's. This again should be prioritized and incorporated into fiscal plans and sector institutions and municipalities together with the required annual budget.

Therefore, any plan making body who is engaged in the plan preparation and implementation should need to ensure the necessary participation level of the community and institutions to achieve the intended planning outputs. This is due to the fact that inadequate plan participation in the structure plan preparation can be the main obstacle in the implementation process.

In line with the above concept, stakeholders' participation in the structure plan preparation and implementation of Sebeta city is poor and the municipality of the city could not do what was expected of it.

The Extent of Stakeholder Integration

Integration of the stakeholders in the urban planning activities is the other most important input in the preparation and implementation of urban plans. For proper urban plan implementation, there should be necessary stakeholder integration. The extent of integration can be vertical or horizontal. Horizontal integration is with sector offices of the city, whereas vertical integration is with offices at zonal or regional levels.

In this regard, different issues were raised for informants, especially for those government officials at the city level. Theoretically, informants have a clear understanding of the need for stakeholders' integration into urban development plan implementation, but in practice, the opposite is true. Issues with their city, especially with the plan making body. One of the top officials working in the City Administration confirmed:

The horizontal and vertical integration of the Sebeta Municipality regarding the structure plan implementation is quite weak. The culture of working together between different government offices and the planning office at the city level is not adequate enough. As a result, the municipality of the city has implemented the prepared plan without any integration with sector offices of the city and the plan making body. This mechanism makes sebetas backward and many of the dwellers feel displeasure.

In the case of the integration of the municipality with the kebele administration, the chairpersons of the six kebeles confirmed that their integration is limited to controlling the land from illegal occupation by using the land enforcement team. They have said this is probably a major success in the history of the Sebeta City Administration in general and the kebeles in particular.

Plan Implementation Efforts

The participants in the FGDs indicated that the prepared plan needs effort and commitment from all actors involved in the plan. If the plan is supported by the necessary effort, it could be easily implementable. One of the FGD participants explained that the political willingness and commitment of the top leaders of the City Administration is very low. Another participant added:

"the former Mayor and house representative head were not very familiar with the contents of the City's development plan".

Similarly, an interviewee from the LDMO department confirmed:

It is difficult to implement the prepared plan in some parts of the city due to the lack of efforts made by the city's government officials that are working at the city and kebele levels. They failed to control land wastage, to manage tenure security and to handle different corruptions committed on land by different individuals and groups at different times.

A participant from the head of the Monitoring and Evaluation department of OUPI confirmed:

The efforts of the city administration must start by mobilizing the local government/kenbeles/as well as residents of the city to maximize efficiency the optimum use of land in the city and to envision sustainable socio-economic development of the city.

An interview with the participants from LDMO and the municipality revealed that some progress has been achieved regarding implementation of the plan. For instance, a Plan Implementation Committee was formed and headed by the Mayor of the City. This committee has been engaged in building roads and opening up new ones. However, both interviewees confirmed that some of the plan implementation efforts were without considering the proposed plan.

Implementation Strategies

According to the structure plan manual used by (OUPI, 2009), structure plan strategic implementation is one of the key principles in the urban plan implementation process. The structure plan implementation strategy should systematically serve to identify, prioritize, and address socio-economic and urban development issues and to outline intervention approaches and implementation programs to be undertaken to achieve the intended goal.

In this regard, one of the key informants from the Sebeta City Administration plan office explained the existing problems and forwarded the solution as follows:

There is no clearly defined city development plan strategy in the case of Sebeta. The absence of an implementation strategy affected the whole developmental endeavors of the city. It also opened the way for the traditional way of plan implementation and, thereby, ineffective utilization of scarce urban land. The municipality has continued to provide plots of land for various purposes. The municipal office is usually criticized for not having a clear

implementation strategy for the realization of structure plan implementation, especially in the ways they provide land for different activities. Thus, the municipal office should have its own strategic intervention area on selected plots of land to exercise planned development.

Similarly, a professional involved in the structure plan preparation stated:

The municipality of the city has followed no implementation strategy except the evaluation of a four-month discussion with workers. What the municipality did was actively participate in parcelation work without consulting the LDP, which led to extreme plan violations. Accordingly, if the condition is tolerable in such a fashion, the prospect of the structure plan's future prospect will be bleak.

Monitoring and Evaluation Practices

Previously, monitoring and evaluation of urban plans was done by the Bureau of Works and Urban Development Office of Oromia (BWUDO). However, after the civil service provision reform made by all the governmental institutions called Business Processing Reengineering (BPR), Business Scored Card (BSC), some activities previously carried out by BWUDO were given to the Oromia Urban Planning Institute (OUPI).

This is for two main reasons: First, the plan preparation is carried out by OUPI, and second, the plan preparation process is not an end process and has its own stages. Therefore, all these stages should be performed by similar institutions, the plan preparing body. Even though the power of monitoring and evaluation has been given to OUPI, the institution has not really been exercising its responsibility of performing monitoring and evaluation. As my respondents express, the intervention of the top officials are high, even doing routine work by program becomes difficult from time to time.

However, after a year, the institute has established one department and executes its role by using the existing professionals who used to be assigned to urban plan preparation. In fact, establishing an independent department which is concerned with monitoring and evaluation of the plan can be taken as an encouraging initiative made by the OUPI. However, until now, the department has not given function in its own capacity for various reasons. Therefore, much more is expected from OUPI to control land wastage and plan violations.

Interviewee "A" commented:

The initiation made by the institute alone has nothing to do with controlling land violations, but putting it into practice is what should be expected so as to protect the scarce land resources in the urban areas. In fact, reluctance and absence of the implementation manual, inadequate budget, as well as unscheduled work are observed in the department and are the critical problems that should need to be addressed. Interview "D" made his judgment by saying that:

The monitoring and evaluation system for the proper implementation of the urban plan in the city has been poor, inconsistent and failed to provide corrective measures by the concerned body. The failure of timely evaluation and monitoring has resulted in a loss of obtaining technical gaps reflected in the plan. The overlap between government and political work is also one of the most challenging factors of Sebeta City's development plan implementation.

Some administrative measures taken by the Municipality to improve the situations
Research question 4: What measures were taken to improve urban development plan implementation of Sebeta City Administration?

For effective structure plan implementation in the city, the municipality took several administrative measures in order to alleviate the problems related to land abuse. Documents confirmed that the following administrative actions were taken by the municipality.

1. Appearing Those Participated in the urban Plan Violation in Front of Justice:

The Sebeta Municipality clearly indicated that the technical staff of the municipality took part in plan violations. As a result, most of them were jailed and disappeared due to corruption charges related to illegal land business and plan violations. Recently, any information regarding Sebeta city's land was hidden somewhere, so the current employees hardly know anything related to plots of land.

On top of this, the municipality has now established its principle that any land provision in the city should be done by management staff.

- 2. Demolition of the Informal Settlement:** Another measure taken by the municipality to prevent poor plan implementation is the demolition of the informal settlement in order to reshape the wrongly implemented plans. In this regard, the LDMO of Sebeta city stated that the municipality began to verify documents, area codes, block as well as plot

numbers in areas where informal settlements are highly pronounced. If the plot of land is found to be wrong, the municipality takes various measures, including demolition of the constructed unit. The demolition of housing units used by the municipality is not really a controlling mechanism in some cases, rather strengthening the monitoring system is. This means the municipality needs to work more on prevention rather than cure. Community participation can bring good results in protecting the illegal settlements by informing the Sebeta land management office, Sebeta Administration security office, and Sebeta police station.

3. **The illegal settlement committee was established** to control illegal settlements from different sectors, like the municipality, LDMO, police, court, and mayor's office. Sebeta city prepares the acting plan. It further states that of the five regular work days, one day is allocated for monitoring and evaluation, and one day for discussion and putting together the weekly direction. This mechanism is now fruitful in controlling problems related to informal occupation of land. It shows how much the current municipal officials are committed to exercising their duties and responsibilities.
4. **Establishing Legal Enforcement Body at Kebele Level:** In each kebele, there are groups named "legal enforcement bodies" that control any construction without the permission of the kebele administration. The legal enforcement body has contributed a lot to controlling any illegal construction without a building permit from the design and construction office. Furthermore, this group is also responsible for checking whether the documents for the individual plot of land are legal or not.
5. **Repeated Discussion with Addis Ababa City Administration on Boarder Conflicts:** The information obtained from unpublished report indicates that Addis Ababa City Administration has entered into the jurisdiction of Sebeta city account for 512 hectare of land without any agreement made with the city and the regional government.

Accordingly, without any communication linkage with Sebeta city, the Addis Ababa city has adopted policy frameworks as these areas are under its jurisdiction, the conflict on land still continues and difficult to forecast the coming situations, but interference of the third party would be an important strategy. Part of the Addis Ababa city /Wereda/ discuss with sebeta part /Kebele/

how we control the illegal settlement and how we care public security is the fruit full discussion is the recent best opportunity that must continue to the future.

Impacts of urban plan on development of Sebeta City:-

It is obvious that the discussions presented above revealed that the proliferated urban development plan constructed on unauthorized public land impacted the development of the City in multi-dimensions.

- Considering the magnitude and scale of the housing deficit and the lack of concerted action or an inadequate response of the city government, there is no doubt of the positive role that informal housing on unauthorized public land play in housing thousands of the city residents.
- Violation of the city plan. The unauthorized constructions highly abused the land use plan of the city. This hampered development of the city as the integration of the formal settlements with unplanned settlements constructed on unauthorized public land is difficult.
- Environmental degradation. The ineffective plan development plan impacted the environment in violation of the city plan. There were informal settlements occupied urban lands proposed for urban green and buffer areas. This directly degrades the urban environment. There were also improper waste disposal systems in the settlements, which negatively affect the environment. Beyond that most settlements were exposed to flooding as the city was surrounded by chains of mountains and no drainage lines that could accommodate the runoff in rainy seasons.
- The city government's response, the demolition of the illegal settlements, resulted in social and economic crises.
- In general, the proliferation of ineffective plan development plans in sebeta city had economic, social, environmental, and legal impacts which cumulatively hampered the development of the city.

4.3. Summary of Major Findings

INTRODUCTION

This chapter presents findings of the study and interpretation that are based on objectives of the study such as procedures of urban Plan Implementation system, stakeholders involved, challenges that hinder urban plan Implementation system for urban development purposes and suggested response options in order to address the challenges. Data interpretation starts from the presentation of characteristics of respondents that were relevant to the study.

- ❖ The Sebeta City Administration Urban plan is not implemented as per the plan. As a consequence, the residents feel dissatisfied; furthermore, the city could not provide the basic infrastructures and services to the dwellers.
- ❖ Plot of land was performed without considering the structure plan. In addition to that the land use proposal of the study area was not based on relevant data; as a result there is a disparity between the proposed urban development plan and the existing land uses
- ❖ Environmental sensitive areas of the city could not get attention and hence subjected for violation. In accessible part of the land or steep slope areas of the city are used for residential purpose. Schools were constructed outside the proposed areas. Some are compatible and others are not.
- ❖ The land use plan proposal on the structure plan didn't consider the existing trend and reality of the land use on the ground. One of the ultimate goals of urban planning preparation and implementation is allocation of plots for various land use functions in a rational manner in order to ensure efficient utilization of the scarce resource of land and leading to an improved quality of urban dweller's life. The reason is changing land use from residence to commerce and vice versa, from commerce to industry, from green area to residence, from industry to housing is worth mentioning.
- ❖ The settlement area in the city lacks basic services which are important for the well-being of the society. Some of the missed land use categories include: open space and play lots, lots for vehicles, playground etc. which are the most important aspect for positive life in the urban areas.
- ❖ The current level of plan implementation in the study area is poor and it cannot guide the fast urban growth of the city. As a result, the city in general and the study site in

particular is experiencing multiple problems related with its spatial and physical development. Because Out of the required number of employees, almost half professionals have skill related gaps. It has its own impact on service delivery for the residents. In addition to that, the required numbers of employees are not employed because of different reasons. This resulted in work burden and poor service to the customers.

- ❖ For effective structure plan implementation in the city, the municipality did not take as such administrative measures to reduce the problems related to land abuse therefore any who disappeared due to corruption charges related to illegal land business and plan violations without any compromise just make in front of justice as get legal punishment.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

As it is clearly stated in the main body of the study, the plan implementation problems of Sebeta city emanated first from the plan preparation process. The problems related to plan preparation, among others, include: lack of considering the existing land use, shift of contour lines, proposing incompatible land for many purposes, modification of land use without paying appropriate attention to the procedures to be followed, absence of necessary land use deliverables to the municipality, extravagant use of urban land, inadequate attention given to environmental sensitive issues, and so on.

On top of this, there was weak integration between the plan making and plan implementing bodies. Besides, the plan implementing body, therefore, lacks the necessary capacity in terms of enough qualified personnel and working materials, coupled with problems related to poor plan implementation.

In terms of public participation, although the structure plan preparation needs wide participation of the community, Sebeta structure plan inadequately include stakeholders and sector offices found in the city. Hence, the plan making body was unable to obtain necessary information during data collection which is valuable for the plan preparation and implementation.

On the other hand, there is lack of commitment of the management committee of the municipality to comment to the proposed plan that costs too much. This has resulted in land speculation on the pretext of investment and other purposes. This in turn has brought about the emergence of brokers/speculators in illegal land business. For that matter, it can be said that the brokers are the managers of the land by de facto.

Meanwhile, Since the OUPI has got the responsibility to undertake urban planning monitoring and evaluation, the institute has given less attention to these than the other daily work duties. This vividly shows that the institute is unable to exercise the responsibility bestowed on it from the government. Unable to execute the power vested on it which implies that the institute has no mechanism to gather feedback from the municipality on the cause of poor implementation which later serves as a lesson to improve its activities on the other urban centers.

The problems that were indicated in the foregoing imply that the structure plan of Sebeta city is embarrassed by a lack of skills and inadequate operational detail plans that could serve as implementation tools. The problems have resulted in weakening to bring about the desired level of urban plan implementation. As a result, it is mandatory to incorporate those operational details into the plan preparation process, which would facilitate and ease the implementation processes of the city.

To realize desirable structure plan implementation that really guide the fast development of the city, there should at least be a municipal engineer at every kebeles of the city who will be working on detail plan preparation and subsequently implementing it on to the ground.

The number and qualifications of the professionals in the city determine the level of efficiency in transferring the graphic reality accurately to the ground. If the prepared plan is not directly transferred to the ground, the city structure will be affected.

To sum up, the structure plan that was prepared for Sebeta city has lacks necessary principles set as guidance for urban planning. Based on the major findings of the study, it is possible to conclude that from the widespread and complex structure plan preparation and implementation problems of the Sebeta city, the plan could not guide the fast urban growth and its tremendous population increment and industrial development.

As a result, the city didn't obtain the economic and social benefits because of the inappropriate implementation of the urban plan. In other words, the urban land was abused by different groups and the expected amount of revenue is not collected. Furthermore, the dwellers are not satisfied by the existing social services and the city's infrastructures.

5.2. Recommendations

Based on the above stated conclusions and findings of the study, the following recommendations are forwarded for the plan making body and the Sebeta city Municipality.

Sebeta city Administration is recommended:-

1. Prepare Implementation Guidelines

Lack of Implementation guidelines highly affects the municipality for proper implementation of the structure plan. However, the absence of implementation guidelines forced the municipality to

implement the plan in customary ways which facilitate to conduct the implementation of the plan in a haphazard manner. Hence, OUPI should have to prepare implementation guidelines to simplify the implementation processes of the plan. One of the problems for improper implementation of the structure plan in the Sebeta city is the quality of planning output. Therefore, problems related to coding system, legend, color standards, conventional symbols, identification of land use category and the like should need to improve.

2. Strengthen and Ensure Public and Sectorial Participation on Planning Issues

The residents of the city are the ultimate beneficiaries of the prepared plan. However, resistance may emerge during plan implementation, because plan implementation stage is the toughest stage in the urban planning process. Inadequate public participation could be taken as the cause for improper plan implementation of the Sebeta city.

Due to the above fact, the municipality of the Sebeta city should focus on mobilizing the city dwellers to take part and support the implementation of the structure plan. What was experienced in the last two or three years planning period in the Sebeta city was that few officials were considered themselves as a sole implementer, the makers and breakers of the plan. Hence, the municipality of the city should integrate the sector offices and the residents of the city to act together in urban plan implementation issues.

3. React to the Structure Plan Violations:

Plan violation in the Sebeta city is the day to day events. So as to properly and legally implement the urban plan the duty to control plan violation should be the major task of the municipal office and the OUPI. Since land is a scarce resource, timely interference on controlling plan violation would save wastage of land. Therefore, the OUPI should exercise its responsibility vested on controlling urban plan violations. Since plan violation is the agenda in the, Sebeta municipality should have to take sound action in order to protect those proposed areas. By doing so, the municipality and other responsible organ contribute their part to create sustainable city and sustainable resident as well. To bring the desired result the role of OUPI should boldly interfere and reflect on those plan violation areas which are violated in the city. The existing proclamation lacks clarity in terms of the measure to be taken on urban plan violations. On the other hand, although, the plan making body have the right to evaluate and monitor the prepared plan which

was given to it by local government internal circulation. Since internal circular cannot be a legal framework, it should be supported by the legal documents

Furthermore, the existing proclamation is too general which needs other policy documents for its implementation. Most of the regulations in the proclamation and standards have been considered to be too static and inflexible. For this reason, the concerned body should prepare additional legal framework which clearly shows the roles and responsibilities of institutions and individuals as well in urban planning and implementation.

4. Provide Regular Capacity Building training

Periodic provision of capacity building to the Sebeta municipality on technical aspects for effective urban plan implementation should have ultimate value. For instance, training on relevant urban planning concepts and implementation procedures to be followed is very crucial to alerting professionals and their administrators. It has multiple advantages for professionals to update their knowledge and for administrators too. The municipality experts left the work to kebeles instead of capacitating the officers at kebele levels. It is better to strengthen the institutional capacity of the Kebeles' to minimize the wide spread problems in the city. Strengthening institutional capacity is also possible through providing necessary skill for the implementers (technical staff) by way of adapting update technologies related to GIS. This helps to control those problems related to skill gap of the professionals for proper structure plan implementation. Likewise, both responsible institutions (the LDMO and the municipality) in the city should recruit additional technical staff, and providing periodic training for them is also crucial.

5. Improve the Commitment of the Local Government on Planning Issues

Since Sebeta is situated geographically very close to Addis Ababa City, one of the fastest growing cities in Oromia, it has an immense development opportunity. To utilize these opportunities, the Sebeta Ciy Administration should work in collaboration with the Addis Ababa City Administration on different development issues.

This can be borrowed from experts with high conceptual and technical skills. By doing this, the municipality can make the city competitive, industrialized and comfortable for all residents to live in. The problem with the Sebeta city municipality is its lack of commitment to fully

implementing the plan. Thus, actions need to be taken to enforce the proposed change into practice.

In order to improve the effectiveness of structure plan implementation, the municipality should have to use some localities as the action area plans for promotional site to exercise for better implementation. Action area plan needs prioritizing the proposal that is best to implement. The prioritization of proposals should be done keeping in view the real needs of the people of Sebeta city in general and focus kebeles in particular and capacity to implement. Therefore, adoption of strategy to first prioritize the proposals contained in the plan and then implement them accordingly is a good strategy to be followed by the municipality

6. Undertake Regular Monitoring and Evaluation:

After the accomplishment of the prepared plan for the city, realistic implementation of the plans has not been performed as would have been expected. In such a situation, appropriate monitoring and evaluation could minimize the problem that might happen.

Monitoring and Evaluation is therefore an important stage in the structure plan preparation and implementation to correct any distorted plan. Therefore, the city should have appropriate timing and program to perform plan monitoring and evaluation. Regular monitoring and evaluation contribute a lot to assess the problems and give remedial solutions before the matter get out of hand.

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Appendix

INTRODUCTION

This Interview and FGD questionnaire is prepared to collect data for the preparation of a thesis in partial fulfillment of the Masters of Arts in Public management and policy Studies at Addis Ababa University in 2020/2021. The objective of this questionnaire is to identify the impacts of different activities like challenges of urban development planning implementation and land compensation payment practice, on the farmer's life in Sebeta city.

This questionnaire is used only to collect data needed for this study and will be no means be given to the third party without the consent of the respondents.

Thank you in advance for filling this questionnaire!

Part one: - Background Information of the respondents.

Interview Questions with Sebeta dwellers

1. Gender: - Male Female
2. Age: - below 20 20-30 31-40 41-50 above 50
3. How much live surrounding Sebeta city: -5-10 years 15-25 years 25-30 years
Above 30 years

1. Would you tell me when and how sebeta town was established?

2. Had the municipality of the City made discussion on your inclusion to the city?

3. Is there any additional correction that have to be taken belongs by government officials why the urban plan implementation have achllenge in Sebeta city Administration?

4. As your opinion what the solution must take by the government?

5. Was there a part of the structure plan copy pasted for the public even at kebele's level to assure transparency during preparation of the plan? Or public participation is there? A) Yes B) No If "No" why?

6. How do you mention your work relation with the municipality in the process of implementation of the structure plan at your kebele jurisdiction?

7. How many technical staff does there in your kebele? How they control the technique department in question related to land provision?

8. Is there any plan violation in your kebele? A) Yes B) No

If "yes" can you describe the site?

9. What is the effect of plan violation on developmental activities?

10. What corrective measure have you taken to alleviate the problems?

11. Is there any leadership commitment as a whole in city?

12. Is there any capacity building may be annually or quarterly in Urban Development Plan implementation to strength the skill of professional's?

13. What do you think that the economic impact of the city get? Financially or physically?

Part one: - Background Information of the respondents.

1. Gender: - Male Female
2. Age: - below 20 20-30 31-40 41-50 above 50
3. Education: -below diploma diploma degree
MA/MSc PHD/3rd degree
4. Work experience: - less than one year 1-2 3-5 6-10 above 10
5. Position:-manager core process leader expert
Case team leader other

Points of KII Discussion with Kebele's Administrations of the Sebeta City

1. What are the major limitations of urban development plan of the Sebeta City Administration?

2. Why Sebeta City Administration Urban Development Plan is not implemented as per the plan?

3. Was there a part of the structure plan copy pasted for the public even at kebele's level to assure transparency during preparation of the plan? Or public participation is there? A) Yes B) No If "No" why?

4. How do you mention your work relation with the municipality in the process of implementation of the structure plan at your kebele jurisdiction?

5. How many technical staff does your kebele? How did you control the technique department in question related to land provision?

6. Is there any plan violation in your kebele? A) Yes B) No

If “yes” can you describe the site?

7. What is the effect of plan violation on developmental activities?

8. What corrective measure have you taken to alleviate the problems?

9. Is there Any additional correction that have to be taken belongs to urban plan implementation in Sebeta city Administration?

10. Is there any leader ship commitment as a whole in city?

11. Is there any capacity building may be annually or quarterly in Urban Development Plan implementation to strength the skill of professional’s?

12. What do you think that the economic impact of the city get? Financially or physically?

Points of Interview Discussion with Oromia works and urban Planning Institute professionals /Master planner or Planner/ who took place in Sebeta City Structure plan preparation.

1. For first time when urban planning in Oromia start?

2. What are kinds of urban planning? Have their own name? Specify!

3. Is there any urban planning those divided by kind? How much or which are them? Specify.

4. What are the common problems of urban planning as Oromia region?

5. In what fields are you involved during the plan preparation of Sebeta city?

7. Do you think the prepared structure plan guides the fast development of the City?

A) Yes B) No

If "No" why do you think?

8. What was your role in Master plan preparation as one planner?

Did you present your feedback for the planner on areas which need planning interventions?

A) Yes B) No

If "no" why?

If "yes" are you sure that your feedback was included in the spatial plan?

9. Please indicate any problem you faced during the structure plan preparation?

10. If you are an urban planner what were the procedures you followed in Sebeta city Plan Preparation?

11. What were the challenges or good chance you faced in preparing Sebeta Structure Plan?

How would you address the problem of the above challenges?

12. Was there enough stakeholder participation in the plan preparation? A) Yes B) No

If "yes" please list the stakeholders involved in the plan preparation?

13. What are the major land use plan related deliverables that you submit to the City?

14. Do you think that the prepared structure plan have the capacity to guide the fast development of Sebeta town? A) Yes B) No

If "Yes" in what way

If "No" why?

15. Could you mention any problem any good opportunity you faced during the preparation of structure plan of the City?

16. Do you think that the plan is implementable in all aspects?

17. Is there any leader ship commitment as a whole in city?

18. Is there any capacity building may be annually or quarterly in Urban Development Plan implementation to strength the skill of professional's?

19. What do you think that the economic impact of the city get? Financially or physically?

Question with Sebeta Land Development Management office /LDMO/

1. Is there land plan Implementation as Sebeta city?

2. Is there any Land plan violation in the Sebeta? A) Yes B) No

If "yes" which types of land uses are frequently violated?

2. What do you think the cause for Land plan violation in Sebeta?

4. In case of plan violation, what kind of corrective measures have been taken?

5. How did the surrounding peasant land included as part of City's administration?

6. Is there any boundary conflict with the surrounding town, wareda's or city on land? A) Yes B) No

If "Yes" what is/was the cause?

7. How do you solve the boundary conflict problem? _____

8. Which department office is responsible to implement the Land plan?

9. Are there any guiding principles in regard to urban plan implementation given to the office; as standards and norms? A) Yes B) No

If “No”, what is the resulting effect on implementing urban plan?

10. Do you think that the Sebeta City Administration has enough municipal manpower / capacity to implement, monitor and evaluate the prepared structure plan? A) Yes B) No If "No" why?

If yes, could you please indicate their number and profession below?

11. Does the office allocate enough budgets to run the task? A) Yes B) No

12. What is the role of the mayor's office in plan implementation?

13. Have the Land Administration office enough surveying instruments to implement the prepared plan? A) Yes B) No

If you have any Ideas

14. Has the City municipality any strategy for effective implementation process of the Structure plan in line with the planning period? A) Yes B) No

If Yes, what kind of strategy

If "No" how can it be possible to assess and control the progress of plan implementation?

15. If there is an integration (vertical and horizontal) in implementing the form a mental picture of plan With sector offices, plan preparing institute and utility providers, A) Yes B) No

If yes, with which of these?

- a. Federal government
- B. Regional government.
- C. Regional Bureau of Works and Urban Development
- D. Regional Urban Planning Institutes/U nits
- E. District/ Zonal Administration
- F. Respective sectorial institutions
- G. Federal Ministry of Works and Urban
- H. Sister city (which)
- I. Communities
- J. Others (specify)

16. Which institution, office or bureau is responsible for monitoring and evaluation of the Prepared plan?

17. was there any monitoring and evaluation performed in the City? A) Yes B) No

18. In what time schedule that monitoring and evaluation of the plan implementation process of the City is carried out?

- A. Every four months
- B. Every six month
- C. Every nine months
- D. Every year
- E. Undefined or if any you want to mention_____

19. What problems were identified during monitoring and evaluation?

20. What kind of corrective measure taken?

21. Please, list if land use change or plan modification in the City.

No	Land use change				Compatibility with neighbor land use
	from	Area (m ²)	to	Area (m ²)	

22. What are the major deliverables of the structure plan?

23. Have you ever faced any problem during implementation due to the absence of one or more deliverables? A) Yes B) No

If “yes” please state the problems

24. Are socio economic reports for structure plan preparation conform with the spatial plan submitted to the City? A) Yes B) No

25. What problems are encountered due to the absence of conformity of socio economic reports to the base map?

Please specify Proportion of implementation of different land uses in the Sebeta.

No	Land use	Proposed	Implemented	Remarks
1	Administrative			
2	Commercial			
3	Industrial & storage			
4	Tourism / historical			
5	Recreations			
6	Social service			
7	Infra-structure			
8	Open space/greenery			
9	Others (specify)			

26. What are the major problems during the plan implementation in Sebeta?

27. What measures have been taken by your office to address these problems?

28. Are there illegal settlements in Sebeta? A) Yes B) No

If yes, which part of the City is highly exposed?

29. Do you think that the expansion of the City towards the neighboring Peasant Administration affect plan implementation? A) Yes B) No;

If yes what kind of solution has been taken by the City administration and what do you think is a possible solution to minimize the problem?

30. Does land provision for investment in line with the urban land use system presented on the structure plan? A) Yes B) No

If "No" why?

31. Is there any leadership commitment as a whole in city?

32. Is there any capacity building may be annually or quarterly in Urban Development Plan implementation to strength the skill of professional's?

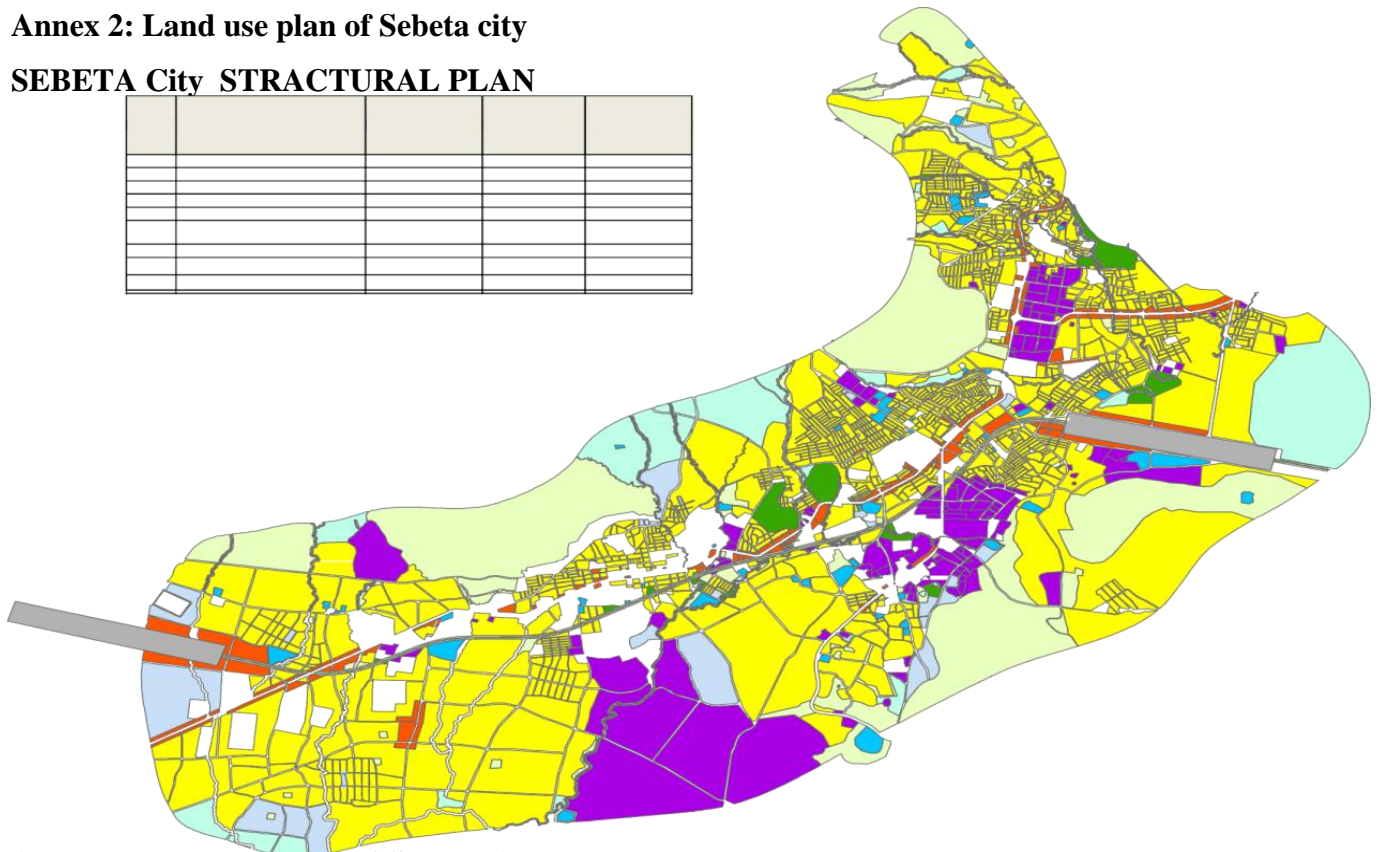
33. What do you think that the economic impact of the city get? Financially or physically?

Annex 1 Name of informants

S/N	Name	Occupation	Remark
1	Tola Galashie	dwellers	
2	Hundessa Nageso	“	
3	Girma Magersa	LDMO	
4	Girma Bonsa	“	
5	Adunga Danda’a	“	
6	Abebe Mazmur	“	
7	Ebissa Adera	Cons.& design office	
8	Samu’el Tafa	“	
9	Lisanawarq Tafari	“	
10	Isayes Mokonin	“	
11	Bizayahu Fekedu	“	
12	Debela Chaka	Kebele 02	
13	Nimona Legesa	“	
14	Yohanis Asefa	“	
15	Keneni wendimu	“	
16	Ejersa Mokonin	Kebele 01	
17	Degefa Abebe	“	
18	Asefa Lamessa	Kebele 03	
19	Abdela Ayelaw	“	
20	Badeso Geremu	“	
21	Fatiya Jabbo	Kebele 04	
22	Akelu Kebede	“	
23	Tujar Tibesoo	Kebele 08	
24	Mulushet Abonah	“	
25	Mesfin Haile	Kebele 06	
26	Razia AbeFira	“	
27	Abera Lamessa	Kebele 05	
28	Gedisa Jiraata	“	
29	Bekele Ashu	LDMO	
30	Moges Getachaw	Finace	
31	Worku H/Giyogis	“	
32	Alamu Iticha	Education	
33	Gedisa Bekele	OUPI	
34	Girma Asefa	“	
35	Dani’el W/Gabri’el	“	
36	Benti Fura	“	

Annex 2: Land use plan of Sebeta city

SEBETA City STRUCTURAL PLAN



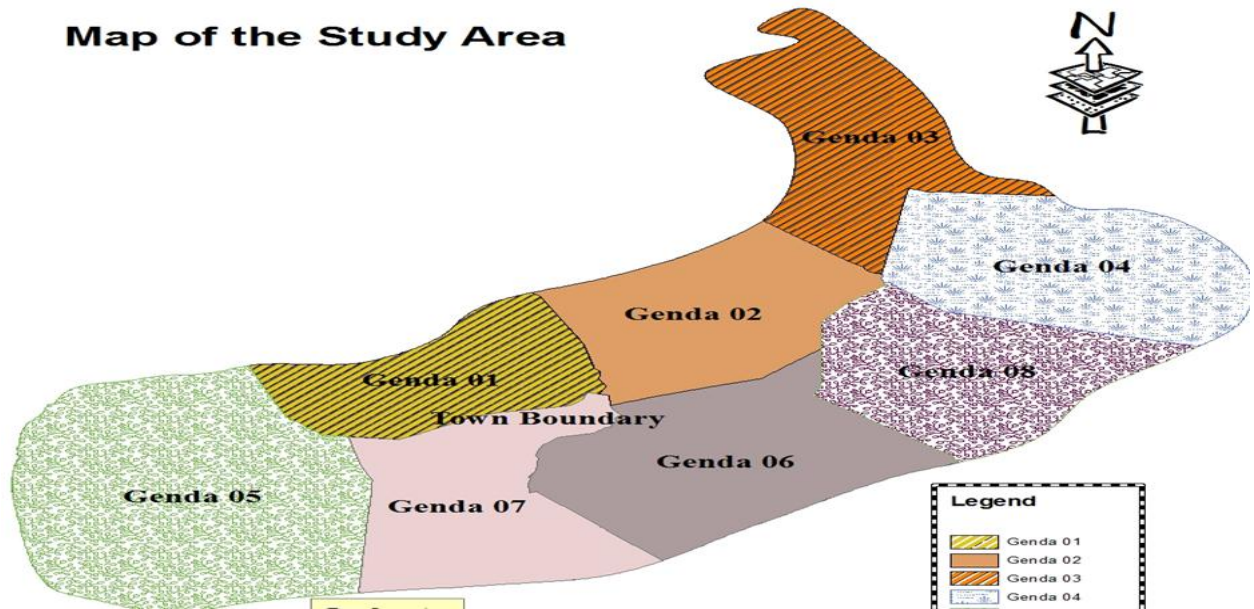
Annex 3: Land use Area of Sebeta city

No	Land use Type	Area(m ²)	Area(Hec)	%age
1	Residence and Mixed use	43000043.09	4300.00	24.57
2	Commerce and Business	6073588.16	607.36	3.47
3	Social Service	5691645.95	569.16	3.25
4	Green and Environmetal	81564354.49	8156.44	46.60
5	Administration	1222130.66	122.21	0.70
6	Industry and manufacture	12403438.94	1240.34	7.09
7	Road and transport	13349783.91	1334.98	7.63
8	Water Bodies	3117042.63	311.70	1.78
9	Reserved area(For unseen devt)	9641459.57	964.15	5.51
	Total area	175031079.69	17503.11	100.00

Source: Sebeta City Land development management office.

Annex 4 The Particular map of Sebeta area with its kebele's

Map of the Study Area

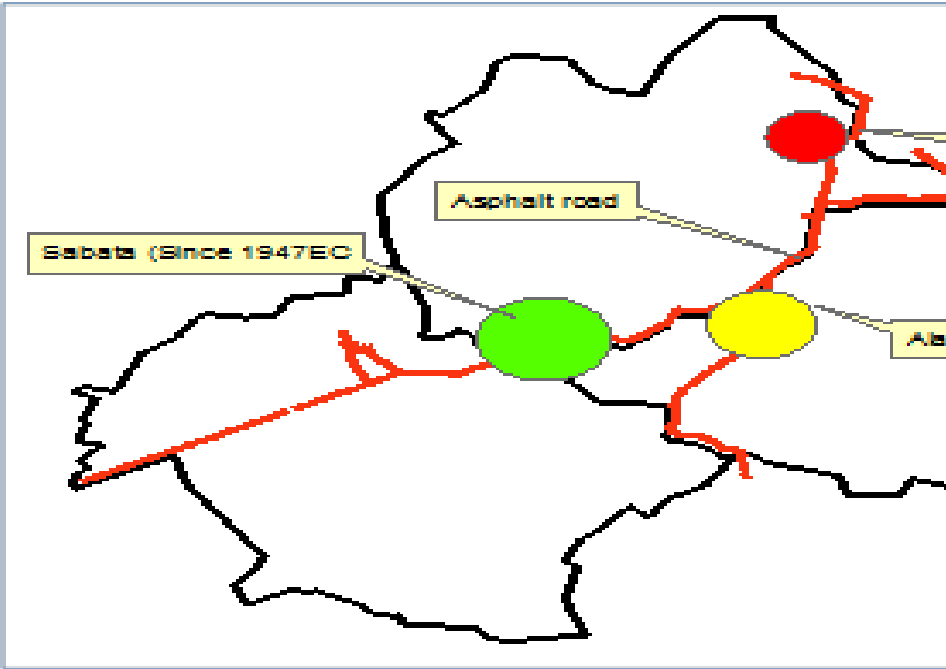


Annex-5 Sebeta farmers interview Respondent.



(Source: Photo taken by the author 2021.)

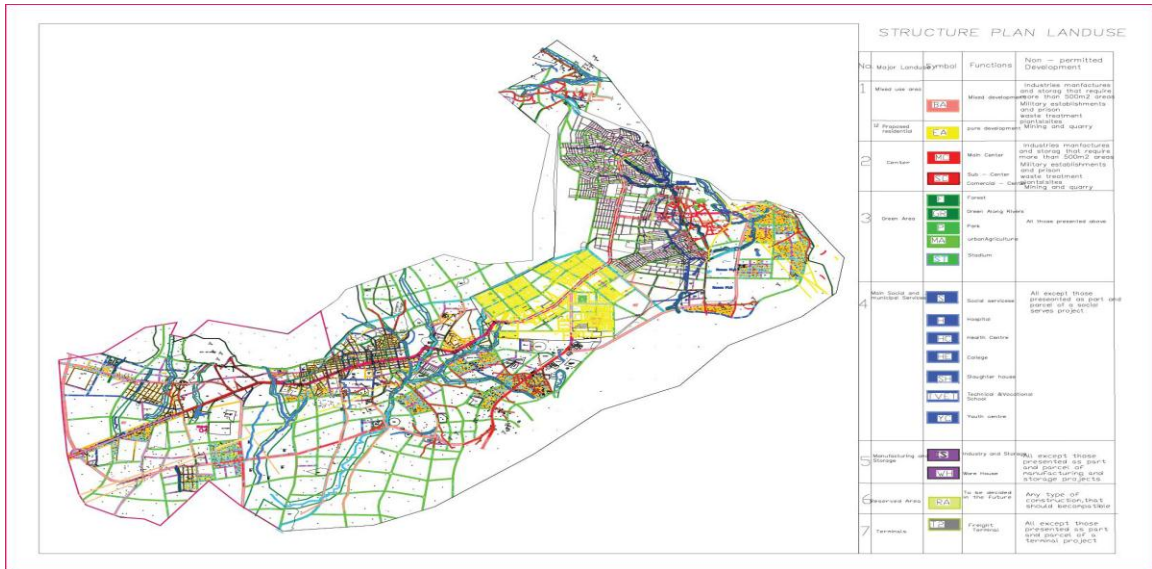
Annex 6 Early historical nuclei of Sebeta City



Annex-7 Alamgana- Birth site of Sebeta City in 1935



Annex-8 Poor data collection and disjointed contour lines Map.



Source: Sebeta City Administration

Annex 9-The correct Sebeta Land use Map

