

**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF INSTITUTIONAL CAPACITY CHALLENGES
AND PROSPECTS IN THE IMPLEMENTATION OF ROAD
PROJECTS: A CASE STUDY OF ADDIS ABABA CITY ROADS
AUTHORITY
(2004/5-2008/9)**

**BY
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**JUNE 2010
ADDIS ABABA**

**ADDIS ABABA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION
AND DEVELOPMENT MANAGEMENT**

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PROSPECTS IN THE IMPLEMENTATION OF ROAD PROJECTS: A CASE
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Haile Dissassa

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ABBREVIATIONS AND ACRONYMS

| | |
|---------------|--|
| AACRA | Addis Ababa City Roads Authority |
| BMS | Bridge Management System |
| BoFED | Bureau of Finance and Economic Development |
| BOT | Build Operates and Transfer |
| CU | Coordination Unit |
| DoCTPC | Departments of Communication Transport, Post and Construction |
| DPR | Department of Federal Roads |
| DUR | Department of Urban Roads |
| DVLA | Driver & Vehicle Licensing Authority |
| EEA | Ethiopian Economic Association |
| ERA | Ethiopia Roads Authority |
| GHA | Ghana Highway Authority |
| GIS | Geographic Information System |
| GMS | Government Management System |
| GOU | Government of Uganda |
| IA | Implementing Agency |
| LG | Local Government |
| MDGS | Millennium Development Goals |

| | |
|----------------|---|
| MDR | Major District Roads |
| MoFED | Ministry of Finance and Economic Development |
| MoWHC | Ministry of Works, Housing and Communication |
| MPWT | Ministry of public works and Transport |
| NH | National Highways |
| NHAI | National Highways Authority of India |
| NPMRMP | National Prioritized Main Roads Maintenance Program |
| NRSC | National Road Safety Commission |
| ORRAAMP | Office for the Revision of Addis Ababa Master Plan |
| PAS | Principal Arterials |
| PMS | Pavement Management System |
| PSCAP | Public Sector Capacity Building programmed |
| QAP | Quality Assurance Plans |
| RAFU | Road Agency formulation Unit |
| RFP | Request for Proposal |
| RMF | Road Maintenance Fund |
| SH | State Highways |
| UNCED | United Nations Conference on Environment and Development |

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ABSTRACT

This paper assessed the factors that challenged institutional capacity challenges and prospect of the Addis Ababa City Roads Authority in the implementation of Road projects for the last five years (2004/5-2008/9).

In this regard the research raises the question on what institutional Capacity and capacity buildings are and how they should be understood, the road project in the city government of Addis Ababa, whether built by contractors or by AACRA own task forces to accomplish as per the established schedule? Does AACRA prepare training policy and professional development program to its employees? How does AACRA cope up with the increasing demand of the road access in the inner city and expansion area? Is AACRA well equipped with materials, rules and systems that can enhance its performance? Does the organizational set up of AACRA help to accomplish its duties & responsibilities? Does the city government of Addis Ababa allocate enough budgets to AACRA?

It further presents findings from a review of selected road sector projects aiming at institutional capacity building.

The main objective of this research is to identify and recommend the most convenient means's and strategies to develop institutional capacity of Addis Ababa City Roads Authority. Accordingly, it has assessed the basic characteristics and reform experiences of the same, discussed different concepts and principles and finally proposed the appropriate strategies of institutional capacity building.

To this end, the primary data collected, using structured questionnaires and interviews, from three sample project sites and sample customers were analyzed. Results of the data analysis show that, institutional capacity of AACRA has been affected by complex bureaucratic structure and decision-making, inadequate allocation of resources, the salary levels is often low and not competitive with salary level of the private sector. Apart from

facing problems with recruiting and retaining qualified staff, the low salary levels make the institute prone to corruption. Therefore, the paper proposed that institutional capacity building should be seen as an instrument for creating effective and efficient institutional and management arrangements.

In addition to these the paper proposes decentralized system in the road sector of Addis Ababa, and gives especial concern to training and development and also advises the Authority to contract out the whole road projects except the maintenance part. Finally, the authority has to engage itself in regulatory job and gives due attention on building the capacity of local consultant and contractors.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Research

Road transport is, and will remain, the dominant mode of transportation of goods and people in Ethiopia. In the context of Ethiopia's geography, pattern of settlement and economic activity, it is needless to say that such a means of transport plays a crucial role in facilitating economic development. The need for people to move, utilize the natural resources, improve agricultural production and market condition, access to social facilities, land utilization and sustainable growth, are required road transport as a catalyst.

Even though road transport is the lifeline of the Ethiopian economy, relevant institutions were not organized in a manner suitable to undertake the required road construction. Road construction though started in Ethiopia during the reign of Minelik II; the road networks remained quite limited.

In Addis Ababa City, the history of road development begins with the inception of the city during Minelik II and Empress Taitu in 1887. Minelik initiated the construction of the first two roads in the city as well as the road stretching from Addis Ababa to Addis Alem and another one in the city from his palace to British Embassy in 1902(AACRA,2000: 51).

In order to increase the working capacity of the road construction the first roller was imported in 1904 and was pulled by many people for its operation. However the road networks were limited due to the absence of concerned institutions and lack of capacities.

On the other hand, much of the roads which were especially built by fascist Italy during the 1936-1941 Italian occupation were aimed at consolidating the fascist rule. By 1941 about 7000 kilometers of roads had been constructed. After liberation Construction of new roads and maintenance remain stagnated.

But after the establishment of Imperial Highway in 1951, development of Ethiopia's highway had revitalized (Newsletter13, 2009:1). Consecutively in 1952 the 'Road Building Works Department' was established under the Addis Ababa Municipality to accomplish the road Construction Activities. The Department continued till the over throw of the Haile Sillase's regime by the Derg. But no fundamental changes of the department structures were made during the Derg regime (AACRA, 2000: 51).

Following the change of government in Ethiopia in 1991 the country developed and ratified a new constitution that made Addis Ababa a chartered city. Since then, the Addis Ababa City Government has established the 'Bureau of Works and urban Development' with in the bureau the road construction department has also organized to carry out the road construction and maintenance works. However, the work that has been done by the department had not brought any significant change for the last seven years to the Addis Ababa city road network (AACRA, 2000: 51).

By proclamation No 7/1998, the city government of Addis Ababa established the Addis Ababa city Roads Authority to be administered by board of directors to construct, maintain and administer the road works in the city. Since then the AACRA commenced its operations and currently it works with 782 permanent and 515 Contract employees using 98 machineries, 77 Trucks and 108 Light –Vehicles. The Addis Ababa city Roads Authority had undergone three major reorganizations and change of names during its existence.

These are:

- i, under municipality:- Department of Road and Construction Works (1942-1993)
- ii, under the 'Bureau of Works and Urban Development'- Department of Road Construction (1993-1998)
- iii, under the City Government of Addis Ababa:- Addis Ababa City Roads Authority (1998-present)

Yetemgeta (2007:185) pointed out that the Ethiopian civil service institutions were found to be traditionally managed and operating below capacity and this caused the institution to be incompatible with the required national development policies and strategies. To address

such problems various studies which led the government to develop civil service reform programs have been conducted. Based on this reform program the Addis Ababa City Road Authority has started to improve the roads network expansion project since 2004.

But it has been difficult to get the results as expected from the major changes/reforms as successful organizational change by itself is a complex phenomenon with potentially devastating consequences if not done correctly (ibid, 2007:185).

The data shows that the road network of Addis Ababa had approximately 2814km of which 1280km Asphalt, 1534 km gravel roads in 2009(AACRA, 2010).In addition to this, according to the Addis Ababa City Roads Authority 2008/9 report, the city road network coverage was 10.34 percent from the built up area of 25 hectares of land/urbanized areas/.

As has just been noted, after the establishment of the Addis Ababa City Roads Authority and the reform program many road development strategies and programs have been designed and maintenances have also been done. However, the road networks have not kept pace with the growth and development of the Addis Ababa city both in quality and length.

Therefore, this paper tries to assess how institutional capacity building principles are incorporated in to the formulation and implementation of road projects by the Addis Ababa city Roads Authority (AACRA).

1.2 Statement of the Problem

Addis Ababa is the capital city of Ethiopia, the diplomatic center for Africa (AU,ECA) regional head quarters like UNDP, UNICEF, UNESCO, UNHCR, FAO and ITU .The population of the Addis Ababa City is estimated to be 3,650,889 The city is divided in to 10 sub cities and 99 kebeles for administration purpose (BOFED 2007:1). The City of Addis Ababa is also central to modern economic and social activities because infrastructure services are found relatively in a better situation than any other city in Ethiopia. However, the rehabilitation of road network, as well as the task of building institutional and financial capacities for their continued maintenance is the most critical challenges confronting the Addis Ababa City Roads Authority.

The paper presented by Tigist (2006:8) on United Nations Conference on Trade & Development describes, that the notable successes registered in the past few years in

Ethiopia the administration structures were decentralized at wereda (district) level, although their weak institutional capacities, including lack of financial, technical, and trained man power remained a challenge.

Similarly, status report of the Ministry of Finance and Economic Development (MOFED) (2006:6) indicated that, lack of capacity is recognized by the government of Ethiopia in terms of not having the required number and quality of institutions, working systems and human resources as the chief impediment that Stand in the way of realizing its development objectives and attainment of the millennium development goals.

According to the strategic plan of AACRA, the authority has set a target to increase the total road network coverage to 20-25 percent by the end of 2020 from the current 10.34 percent of road network coverage (AACRA, 2009:25).

But often the construction has not kept pace with the growth in demand; it also considers the constructions Standards are often low. The city development plan for 2001-2010 (2002:28)has point out that challenges of construction and maintenance of roads in Addis Ababa are of poor quality and low standards. There have been linkages and lack of alternate short – cut routes and insufficient side walks.

At this juncture, the Study on the bulletin of the Ethiopian Economic association (EEA) has revealed that, more institutional capacity is needed to generate credible strategies, policies and programs to transform higher expenditure levels in to positive road development outcomes (Bekele, 2007:45).

In addition, MoFED (2006:6) stated that, the public sector capacity building program (PSCAP) is being implemented to strengthen government institutional capacity across the board at (Federal, Regional, and Wereda levels).

Thus the purpose of this paper attempts to asses and analyze institutional capacity challenges and prospects of Addis Ababa City roads authority in the implementation of road projects. More specifically at its most basic level, this paper set out to answer the following six questions, which comprises the framework of the study problems.

1. Are road projects in the City Government of Addis Ababa, accomplished according to established schedules?

2. Does AACRA has training policy and professional development program for its employees?
3. How does AACRA cope with the increasing demand of the road access in the inner city and expansion areas?
4. Is AACRA equipped with materials, rules and systems that enhance its performance?
5. Does the organizational setup of AACRA help accomplishing its duties & responsibilities?
6. Does the city government of Addis Ababa allocate enough budgets to AACRA?

1.3. Research Objective

1.3.1 General Objective

The general objective of the study is to assess and analyze the Addis Ababa City Roads Authority institutional capacity, challenges and prospects in the implementation of road projects and recommend strategies for application regarding institutional capacity building.

1.3.2 The Specific Objective

- To identify factors that affect AACRA's performance to complete the road project as per the plan schedules.
- To assess the performance trends of the Addis Ababa City Roads Authority in the implementation of road projects.
- To propose ways in which institutional capacity building could be improved to ensure the performance of AACRA.

1.4 Significance of the Research

As it is stated in the statement of the problem, currently, the Addis Ababa City Roads Authority may not satisfy the needs of road service due to slow road construction, poor maintenance and failure to implement according to the planned schedule, besides, lack of capacity, shortage of parking space in the narrow streets and inefficient traffic management, these are among the major drawbacks of the Addis Ababa city Roads Authority.

Moreover, at present the complex bureaucratic structures and decision making; the public sector salary levels are often low and not competitive with salary levels of the private sector. Apart from facing problems with recruiting and retaining qualified staff, the salary levels make government organizations prone to corruption and misappropriation (Odeek, 2009: 1-2).

Any organization has to pay serious attention on the above issues, because the positive or negative result of the organization mainly depends on its institutions capacity buildings. To realize this, the study will assess the institutional capacity challenges and prospects in the implementation of road project in Addis Ababa City Roads authority. In addition to these, the study investigates the functioning of the system and mechanisms to increase productivity and Institutional performance as a whole.

Therefore, the Understanding of the causes of the challenges and prospects will be of paramount importance to the policy makers, planners, and stakeholders and particularly to Addis Ababa City Roads Authority.

With this in mind, the researcher believes that this study has the following significance:

1. It helps to trace out the achievements of the Addis Ababa road sector development.
2. It examines the level of implementation and indicates the main institutional capacity problems of the Addis Ababa city roads Authority.
3. It helps to produce recommendation based on data collected for productive and effective implementation of these important projects.
4. It may contribute to further effort needed for implementation of institutional capacity building program in the city Government of Addis Ababa in general and benefits individuals who would like to conduct further research and investigations on similar issues, in particular.

1.5 Scope of the Study

This study is based on the city Government of Addis Ababa Roads Authority institutional capacity challenges and prospects on the implementation of road projects focusing on projects implemented by AACRA's own force, local and foreign contractors, but did not include community road. The scope of the study was limited to five institutional capacity dimensions. Such as: operating systems and procedures, human resource (qualified staffs),

facilities, equipments & technologies, budgets and organizational structure. Moreover, the study focuses on the place and implementation project to AACRA. Finally the time of the study is also limited to five years (2004/5-2008/9).

1.6 Methodology of the Research

The appropriate research methodology is very important for the scientific assessment of the claims made by a study. Bearing this in mind, the appropriateness of the methodology, research design, sampling, types and sources of data, data collection process and data analysis are presented here.

1.6.1 Type of the Research

The type of research applied in this study is descriptive because it discloses what, when and how the Addis Ababa City Road Authority managed and executed the road project in the city government of Addis Ababa and also describes its institutional capacity challenges and prospects. This research relays on secondary data from AACRA's computed during 2004/5 to 2008/9.

1.6.2 Sampling Design/Technique

In conducting this research the sampling techniques were random and purposive sampling technique this is because due to the population was large and widely dispersed the researcher chooses the nearest project sites. And the study was drawn its sample from Addis Ababa City Roads Authority, and contractor's project sites. Regarding the sample size, from 39 Road project sites 1 project site that is carried out by the authority's own task force and 2 from private contractor's (Enyi construction and Hazyi construction Ltd) totally 3 project sites were selected. As far as an individual respondents is concerned 9 from authority and 6 from private contractors totally 15 management members participated.

On the other hand 40 professionals from the authority and stakeholders, 20 from private contractors totally 60 professional staffs were also parts of the study, 6 stakeholders are also included under professional staff and 100 community/customers (20 from each project sites) are taking as respondents. And the respondents are randomly selected.

1.6.3 Types and Sources of Data

In order to achieve the objective of the research, both primary and secondary data were used. The primary data has obtained using three instruments; observation, interviews and questionnaires. This is because of the topic that is related to road construction obliged researches to move and assess different project sites. The three different questionnaires were distributed to management members, professional staffs of the AACRA, Private contractors of two project sites, and city dwellers/customers, drivers/ who were around the office of AACRA and project site and willing to complete the questionnaire. Information was also gathered from officials in the AACRA, Addis Ababa urban development and works Bureau, Addis Ababa capacity building Bureau, and Ethiopian roads authority (ERA).

The secondary data was collected from the annual reports of AACRA, Ethiopia roads authority (ERA), the central statistical authority, Bureau of finance and economic development, unpublished and published books, journals, news papers, magazines, regulations, proclamations and the internet.

1.6.4 Data Collection Tools/Instrument/

The research depends on primary sources and data collection instruments, such as, questionnaire, interview and observation are used. Structured questionnaires with a limited number of open ended questions were distributed to a randomly selected 60 professional staffs, a series of structured questionnaires were distributed to 100 (community members/customers/pedestrians, drivers) and 15 management members and 6 stakeholders participated in filling the questionnaires. The questionnaires were pre tested in order to eliminate some ambiguities. The questionnaires were then translated it into Amharic (local language) and distributed to the respondents. In addition to these, a series of open-ended structured interviews posed to 2 individuals carefully selected for their knowledge, experience & position.

Moreover the research used a detailed observation form to record what is seen and heard at a project sites. The information may be about the ongoing road project activities, processes, and observable results. In general, using the three data gathering tools all together will assist the research from the limitation of one method to counter balance by the benefit of the others. Finally, the data collected has been tabulated and analyzed.

1.6.5 Data Analysis

The primary data collected from the questionnaires, interviews and the secondary data obtained from Addis Ababa City Roads Authority for the year 2004/5-2008/9 has been processed, classified and tabulated by using computer software .The methodology that has used to analyze the data and interpret the result was descriptive data analysis. Thus measures such as percentage, ratios and the organized data in the form of tables, figures, and graphs have been used to summarize the findings, conclusions and recommendations.

To the end, the landmark of the study that the questionnaire responses are tallied and the necessary analysis and conclusions are drawn and recommendations made.

1.7 Organization of the Thesis

The thesis is organized into four chapters. The preceding chapter is an introductory part, which includes the back ground, statement of the problems, objectives signification of the research, scope of the research as well as methodology and methods of data processing and analysis .Chapter two highlights the related review of literature on institutional capacity of the road sectors with due emphasis to international experience and practices in Addis Ababa. Chapter three interprets and analyzes the data collection from primary and secondary sources. Chapter four is devoted to conclusion and recommendation.

1.8 Limitations of the Study

The absence of information related to human resource development in terms of their number, type and other related factors, made this study difficult. Also it was hard and tiresome to get permission from the Bureau to conduct this research. The other problem was to convince the respondents about the aim of the study and to get the feedback in time.

Therefore, shortage of time was the main problem that the researcher had faced.

CHAPTER TWO

LITERATURE REVIEW

The assumption here is that developing knowledge in related field will serve the researcher how to handle and contribute to the research properly. For this point of view, the research reviews the most relevant literature on this subject as follows:

2.1 The Concept and Definition

Before proceeding further, there is a need to define certain conceptual terms that will be used extensively in this study. The concepts are Institution, capacity, Road, project, Intuitional Capacity, capacity Building and institutional capacity building

.2.1.1 Institution

Institution is amorphous term because it has no limitation on scope. There are financial institutions, educational, democratic intuitions Glovinsky (1998:5). Therefore it is almost impossible to understand from a single disciplinary orientation. This is because political scientists, sociologist's anthropologists, organization theorists, economist and other disciplines stress different aspects of it. However, well accepted among the various social science disciplines is that 'without people, language, and collective intentionality an institution can never exist' (APPIAH, 2007:8).

The concern of the study is to understand the effects of a particular type of institution, namely, the Addis Ababa city roads authority in the implementation of road projects. The definition we seek for is therefore geared towards the understanding of how the institution of Addis Ababa roads authority is created, evolved and function to develop the road network for the city Government of Addis Ababa.

The definition provided by North (1990:1) Institutions is the rules of the game in a society or, more formally, are the humanly devised Constraints that shape human interaction.

On the other hand, Harris (2006:4) notes that formal intuitions, like legal rules, are always and necessarily embedded in deep, informal social structures, involving such factors as trust, duty, and obligation, which have to be studied substantively.

North's definition leans heavily on the regulative aspects of an institution and suppresses the developmental Collective intentionality behind the creation of institutions. Even more importantly, formal institution of the state goes beyond enactment of the rules of the game. Rules, by themselves cannot have any impact on developmental goals if they are not embedded in human and material resources.

According to Glovinsky (1998:5) the definition of <Institution is a system of rules and Structures evolved to serve a purpose in society>. Moreover, Glovinsky (1998:6) define institution in terms of the organizations as they are comprised of, and the set of rules which hold these organizations together. The rules are institutions parameters, defining the relationships between the players. The organizations are the institutions tangible features delineating, as it were, the game board and playing pieces.

Further more, Glovinsky (1998; 6) generally said that, there are seven defining aspects to an organization: it serves a Purpose, It performs functions, it uses systems, it has a structure, it has staffs, it has facilities and equipment and it has an operating budget.

According to Young (1994, 1999, 2002) as cited by Rarieya (2009:8) the term institution refers to systems of rules, decision making procedures, and programs that give rise to social practices, assign roles to participants in these practices and guide interactions among the occupants of the relevant role.

Different authors and literatures define institution in different ways however the study relays on the definitions given by Glovinsky (1998: 5).

2.1.2 Capacity

Browne (2002:2) defines capacity as the ability to perform functions, solve problems, and set and achieve objectives.

Similarly UNDP, as cited by Obadan (2005:2) Capacity is the ability of individuals and organizations or units to perform functions effectively, efficiently and sustainable manner.

According to Obadan (2005:2) the concept of capacity has been defined as the Power of something to perform or to producer. More over Webster's New world dictionary, define the word Capacity as the ability to Contain, absorb room for holding content or volume or the ability or qualification for, or do something. In general, capacity is both easy and hard to define, a generic definition, at its simplest, includes both the attainment of skills and capabilities to use them. But the answers to the questions "which skills" and "whose capabilities? Are much more Complex because each development Context is unique, and none is static (Browne, 2002:3).

2.1.3 Institutional Capacity

Obadan (2005:2) define Institutional Capacity refers as to the available organizational structures and processes which facilitate the achievement of developmental goals.

In addition, Browne (2002:2) noted that institutional Capacity involves laws, procedures, systems and customs. Van de Meene (2000:3) refers Intuitional capacity as the ability of the whole institution from individuals through to organizations and the legislative and policy instruments used to undertake a task.

2.1.4 Capacity Building /development/

The concept of capacity building in the literature is understood in different ways. In these paper Capacity building and capacity developments are used interchangeably.

Capacity building ' at the start of the 1990^s – it was proposed as an improvement on the prevailing practice of technical assistance, which served more to fill capacity gaps than to build sustained country capacity (capacity Building in Africa , 2005:7).

By 1991 the term capacity Building had evolved within the United Nations Development program (UNDP).

UNDP, as cited by Marine Biodiversity Wiki (2009:1)Capacity Building is defined as the creation of an enabling environment with appropriate policy and legal frame works institutional development, including community participation (of woman in particular) human resources development and strengthening of managerial Systems , adding that , UNDP recognizes that capacity Building is a long term continuing Process, in which all stakeholders participate (ministries, local authorities NGOS and water user groups ,

Professional association academics and others). By 1992, capacity Building becomes a central concept in Agenda 21 and in other UN Conference on Environmental and Development (UNCED) agreements.

According to Wakely (1996:1) Capacity building is stated as:

It is part of the new Jargon that expresses the not-so new concepts that were embraced and championed by Habitat II and several of the other international events that preceded it “empowerment” “enabling” “partnerships” and “Support” “decentralization”, “devolution”, “deregulation” and “privatization”.

Further more he define, capacity building is the business equipping all actors to perform effectively both in doing their own thing in their own field and level of operation, and in working in collaboration or partnership with others operating in others fields and at other levels. It is an essential component of both empowerment and enabling.

On the other hand, defining capacity Building retrieved from <http://www-gdrc.org/uem/> accessed on (3/10/2009) states, capacity Building is much more than training and includes the following.

Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.

Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).

Institutional and legal framework development, making of legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

Wakely (1996:1) responds for the question what is capacity Building?

To many people capacity building means training or human resource development, certainly this is a very major component of it. However, if decision-makers, managers, professionals and technicians are to operate at full capacity, they need more than just their own abilities. They need an institutional and organizational environment conducive and supportive of their efforts, energies and capacities,

Capacity Building efforts will succeed only where they take adequate account of the prevailing local politics and institutions, and are country owned rather than donor driven.

Marine Biodiversity Wiki (2009:1) describes capacity building as having three levels (individual, Institutional and system).

Individual level of capacity building refers to the process of changing attitudes and behaviors imparting knowledge and developing Skills will maximize the benefits of participation, Knowledge exchange and ownership.

Institutional level of capacity building focuses on the overall organizational performance and functioning capacities, as well as the ability of an organization to adapt to change. Systemic level of capacity building emphasizes the overall policy framework in which individuals and organizations operate and interact with the external environment.

Wakely (1996:4) describes that; capacity building should be a continuous, flexible and responsive process that involves all stakeholders. It is not a one-off event that is undertaken and 'ticked off' as having been achieved and then forgotten, or the activity of a particular group of specialist to whom it can be abandoned. There are institutions and organizations that rightly specialize in supplying Capacity building service.

Further more, in order to be effective capacity building must enroll all three aspects; human resource development organizational development and institutional development Wakely (1996:2).

On the other hand, Browns (2002:3) describes that, Capacity development needs to take account of the global environment which increasingly impinges on the capacity of countries, to address the challenges of development. People, goods, finance, technology

and information are moving across the globe in unprecedented quantities and frequencies. The ramifications of globalization can be positive or negative, but they can not be ignored. The globalization of the skilled labor market, the opportunities and adversities of more open external markets, and the impact of the digital divide, all have important consequences for the development of Capacity.

With regard to the overall capacity development, Brown (2002:4) point out that, for every goal, there are at least 10 kinds of national Capacity to be developed these are:

The Capacity to set objectives: based on an understanding of the national and local contexts, requires sound data and information about current needs and targets vulnerable groups;

The capacity to develop strategies: requires a clear prioritization of needs, an understanding of the develop strategies: processes which can contribute to meeting them and the development of meaningful benchmarks to determine progress;

The capacity to draw up action plans: based on an agreed strategy, requires a detailed listing of required action, identification of the parties involved in carrying them out, and a clear timetable;

The Capacity to develop and implement appropriate policies: requires design of policies and methodologies for effective and accountable policy implementation;

The capacity to develop regulatory and legal frameworks; requires adapting national laws and regulations for compatibility with relevant global conventions;

The capacity to build and manage partnerships: requires full and constructive consultation among key stakeholders (based on appropriate incentives). To secure commitments by the organizations and entities to be involved in the implementation of the action plan;

The capacity to foster an enabling environment for civil society; the success and sustainability of development initiatives require the participation of all relevant stakeholders, particularly the more vulnerable;

The capacity to mobilize and manager resources: requires a quantification of the resources (human, financial and other) that are needed for implementation, and requires that these resources be mobilized and put at the service of the plan;

The capacity to implement action plans; requires that those responsible for carrying every part of the plan be appropriately selected, that they be aware of their responsibilities, and know to whom they are accountable for performance;

The capacity to monitor progress; requires that people and mechanisms be put in place to enable the measurement of agreed benchmarks and indicators; provides for feedback to ensure that objectives and strategies are adjusted so that progress is realized and sustained.

2.1.5 Institutional Capacity Building

Glovinsky (1998:5) define Institutional Capacity Building as the Process of providing the organizations or an institution with the capabilities and the resources necessary for each to satisfactorily serve its purpose within the institution. Specifically, an organization's Capabilities and resources are the systems, structures, staff, facilities and equipment, and operating budget it needs to perform the functions related to serving its purpose. An organization can be said to be satisfactorily serving its purpose if it produces its deliverables in an effective, efficient and responsive manner.

Odeek (2009:3 identify that, institutional capacity building also has to do with two types of capacity that are emphasized: tangible and the non tangibles. The tangibles include physical assets such as infrastructures, machinery, natural resources, health of the population and education. Organizational structure and systems, legal frameworks and policies are also included in this category we can refer to the tangibles as hard capabilities.

The intangibles, on the other hand have to do with social skills, experience and creativity: social cohesion and social capital: Values and motivation: habits and traditions: institutional culture etc... and hence may be referred to as soft capabilities these are normally difficult to quantify. Others may term these capabilities as core' capabilities as they refer to the creativity, resourcefulness and capacity to learn and adapt of individuals and social entities.

Glovinsky (1998:8) identify two approaches to build institutional Capacity. One approach- more common with aid agencies (But more different and therefore less successful) – focus on upgrading on organization's capabilities and resources. The other approaches (more common with the private sector, and typically more successful) – focuses on the organization's systems, re-designing them to suit the capabilities and resources which can realistically be Expected to Exist by the end of a project period.

2.1.6 Road and Road Classification

According to Advanced Learner's Dictionary of Current English (1963:854) Road is defined as specially prepared way, publicly or privately owned, between places for the use of pedestrian's riders, vehicles. On the basis of this definition, roads are standardized according to their level of traffic volume, services required for different modes of transport, length and width of the road, type of Connection and land use (activity) that they are going to serve. Basically, hierarchy refers to the level of importance of the street.

Accordingly, the roads treated in the revised Addis Ababa master plan are classified under the Following categories (ORAAMP, 2002:21-22).

1. Principal Arterials Street (PAS)

These are routes for continuous flows of through traffic on principal networks of high level traffic mobility, including intra-urban and inter- urban public transport line. These streets are the most important traffic line which connects major residential areas, city sub centers, main city center and industrial areas by transmitting to or receiving from another principal arterial, sub arterial and collector street system.

The width of principle arterial streets of the revised master plan in built-Up and the expansion areas will be 30,40,50,60,100,120 meters. In the built-up areas, there are exceptions for the 25m (where there is difficulty of widening) is a principle arterial.

2. Sub-Arterial Streets

These types of streets serve lower level of interurban mobility than the main arterial streets and connect adjoining areas. Sub-arterial streets are subordinate to the principal arterial the width of sub-arterial streets in the expansion and built up area will be 25 and 20 meters depending on the availability of space & importance of the street. There are also exceptions where the 30 m width is sub-arterial for its lower importance.

3. Collector Streets

There are minor public streets used to collect and distribute the through traffic to and from local streets and provide access to arterial streets. Usually they are located in residential neighbor hoods, business areas and industrial areas. Access is fully allowed even from abutting properties including parking, loading & unloading except in peak hours.

4. Local Streets

These are streets for access to residence, business or other abutting property's there is relatively small volume of traffic, which terminate along their length and there is no public transport rout in these streets. Local streets are unrestricted for parking and pedestrian movements (ORAAMP, 2002:21-22).

2.1.7 Project

Glovinsky (1998:5) define project as a set of inter-related tasks amenable to unified management which is aimed at achieving specific objectives within a given budget and a given period.

According to the course program design implementation and evaluate (PADM 702)

project can be identified depending Up on how new resources committed to them related to exiting economic activities first the largest type of project, around which project analysis grew Up, involves new investment . They often include a new organization, financially independent of existing organizations secondly; there are expansion projects which involve repeating or extending an existing economic activity with the same output, technology and organizations. Thirdly, there are updating projects which involve replacing or chaining some elements in an existing activity without a major change or output. Under the road project of Addis Ababa City Government the three types of projects are being applied.

2.2 Dimension of Institutional Capacity Building

The dimensions of Institutional capacity building have been presented in different ways.

Obadan (2005:2) identify the dimensions of Capacity as both human and institutional, with skilled human resources, leadership and vision, viable institutions, financial and material resources, effective work practices, including systems processes, procedures and appropriate incentives.

Human capacity refers to the stock of trained, skilled and productive individuals Capable of performing the essential tasks necessary for a country to achieve its development goals.

On the other hand, institutional capacity refers to the available organizational structures and processes which facilitate the achievement of developmental goals. Human capacity is, however, central to development, nevertheless, institutional capacity complements the human factor and both are mutually reinforcing. They are not ends in themselves as they are only of valves are placed at the service of the wider sweaty.

Among development practitioners, capacity has traditionally been conceived in two dimensions human resources and organizational functions Capacity Building as it has most commonly been referred to-therefore involved human resource development and organizational engineering, or ‘ institutional Building’ with the particular reference to the

public sector .The organizational dimension significantly Extended that of human resource development, since it implode the need for management skills that reached beyond the technical Browne (2007:2).

Odeek et al (2009:3) identifies that, Institutional Capacity Building Encompasses three main activities (i) skill upgrading (ii) procedural improvements and organization strengthen. Thus, road transport related institutional Capacity Building refers to investment (iii) in people, institutions and practices that will enable developing countries and Countries with economies objectives in transition to achieve their road transport development.

There fore, from the above mentioned ideas it is possible to confine the dimension of institutional capacity Building in to two pillars, such as human and institutional /organizational other ideas could be incorporated under those pillars.

2.3 Performance Indicators

Institutional capacity has to be measured using the system of performance indicators relating to achievements and progress. In this regard, the international Bank for Reconstruction and development (2004:7) describes that performance indicators are measures of inputs, processes, outputs, out comes and impacts for developments projects, programs, or strategies, when Supported with sound data collection perhaps involving formal surveys analysis and reporting, indicators enable managers to trace progress, demonstrate results, and take corrective action to improve service delivery .

In these regard, Joy (2007:83) advises that:

As the boss of the site you should know what exactly the team leaders and other employees are doing every day and how they are doing. You must go to them daily and monitor the performance, and, where necessary, guide them before any damage is done. You should know the daily progress in every area of work, measure it and compare it with the programmed, and take steps not to fall behind schedule.

However, at the construction site, you will always face pressure of work and lack of time. This is an easily manageable problem. Time

management is an art which you can easily learn and practice if only you want. Many of us waste a lot of our time and shamelessly say” no time even to breath” Learn how to use the whole of your time and in the best way.

In addition to these, World Bank, as cited by Odeek et al (2009:8) described that in the assessment of the projects performance and results, the World Bank rating system were considered and are used. The following factors are considered:

- Out come – consists of three factors: Relevance, effectiveness and efficiency
 - Relevance- the projects objectives in relation to Country needs and institutional priorities
 - Effectiveness - the extent to which the development objectives have been achieved.
 - Efficiency- the extent to which the objectives have been achieved without using more resources than necessary.
- Sustainability - the likelihood that the estimated net benefits will be maintained or Exceeded over the life of the project
- Institutional development impact – the extent to which the project improves the ability of a country to make better use of its resources

2.4. Challenges encounter In Institutional Capacity of Road Sector

2.4.1 Problems Related to management practices.

The paper presented by Negede (2005:4) on the 6th International Conference on managing pavements highlights the challenges of Road asset management as,

- i, The continued need for organize and collecting reliable, and appropriate data to support, GIS, pavement management system (PMS) and Bridge management system (BMS),

- ii, paying attention to organization and systems (increased efficiency, avoidance of duplication of efforts and reserves, and alignment of local initiatives with sub-national and national objectives) and getting the performance indicators right and continuously measuring and reporting them etc.

MoFED (2006:6) on Ethiopian status Report on the Brussels program of Action for Least Developed countries described that:

Lack of capacity is recognized by the Government of Ethiopia in terms of not having the required number and quality of institution, working systems and human resources as the chief impediment that stand in the way of realizing its development objective and attainment of the MDGS.

In addition to this ERA(2009:42) identifies the Problems related to Contract procurement is that, the employer Communicates its requirements and intentions to the bidders through a request for proposals (RFP) and the tender documents, all of which require proper procurement planning problems arising at the procurement stage of the project cycle.

Further more ERA (2009:44) explains the Contract administration and implementation problems as follows:

The construction phase is where the cumulative effects of matters overlooked during the procurement and design stages are reflected. One of the major problems observed, on the part of the contractors, is delay in mobilization due to the time they require to order, manufacture and purchase products from international market whilst meeting the import and other regulations of the country.

Frequent re-working is required during construction either due to the contractors' negligence or a lack of skilled manpower familiar with technical specification and drawings. Furthermore, some Contractors may try to maximize their profit at the expense of the quality of the works and can prefer to maintain their cash flow through unhealthy financial management practices.

Variation orders issued to the contractor as a result of changes in original design or scope of works can drive the project towards additional cost and extension of time (both to the works and service contracts.) The employer's failure to ensure provision of access to site can add significantly to claims for extension of time. Poor record keeping rules out any proper review and determination of contractor's claims or substantiation of costs. The utilization of different resources, the unavailability of published unit costs and local indices create problems in managing price escalation between bid submission and construction completion period.

Contractors do not give due consideration to environmental and safety issues during construction while follow up and on-site monitoring of projects lacks frequent enough visits.

2.4.2 Problems Related to Human Capacity.

Bekele (2007:45) stated that some constraints in the construction industries are:

While planning in large scale like road project, concern is often raised about the ability of the sector to absorb large amounts of public spending due to insufficient structural and institutional capacity.

On the other hand the Problems related to project design ERA (2009:43) identifies that:

The lack of mechanism to enforce accountability of consultants, the quality of the design documents is still low. The consequences of this are being felt during contract implementation and these are significant. The basic problem seems to stem from unsatisfactory quality assurance plans (QAP) on the part of the consultants. Some consultants do not properly implement their QAP on the project, though they submit one for appraisal to the client. Consultants prepare design documents with insufficient design data; surveying data can be inaccurate and prepared out of line with the requirement of the specifications for the project.

Consultants do not carry out sufficient investigation to present a comprehensive design. Specifications are often poorly drafted and

utilization of locally available materials is not taken into account when specifying the material needs for the project. Estimated quantities in the designs often vary significantly from the actual quantities needed on the project. There is insufficient or limited consultation with the local authorities at project design stage. Final designs are usually subject to change during implementation when local authorities introduce their master plans. These often affect the design cross section, alignment, etc and as a result, contractors claim additional costs and extensions of time, whilst new designs are prepared.

Moreover Bekele (2007:45) suggested that, improving the business climate is also an issue at hand. Looking at the worldwide construction market, recently the Gulf area is taking the lion's share due to the consistent rise in oil prices which in turn has inflated construction costs. In this regard the lack of performing contractors and financial constraint due to the high price increase in construction cost could be a major challenge for Ethiopia.

So, therefore, human capital is a key component in the course of generating road development. The availability of skilled manpower is crucial in the delivery of services: provision of adequate road ; thus capacity building effort needs to be more, institutional capacity is needed to generate credible strategies, policies and programs to transform higher expenditure levels into positive road development outcomes (Bekele, 2007:45).

2.5. Experiences of Road Reforms in Some Countries

Experience sharing is essential to improve once performance in many perspectives. In this regard, an attempt is made to take lessons from the following countries.

2.5.1 Experience in the Field of Institutional Reforms

Uganda.

In the case study of Uganda Experience Kumar (2000:3) describes that, the key focus of the reform program is to restructure Government's involvement from direct provision of transport services to provide policy guidance and a clear legal framework. Since 1996 donor's conference on roads infrastructure development and maintenance, major

institutional reform have been designed to allow efficient and professional implementation .The institutional reforms put in place as part of the RSDP basically focus on :

- Commercializing /contracting of technical services delivering on a performance basis under hard budgetary Constraints
- Separating planning /financing functions from procurement and implementation
- Assuring policy and regulation functions continue to be provided by the Ministry of Works, Housing and Communication (MoWHC).
- Providing stable and secure funding for road maintenance, and
- Decentralizing delivery of road transport service, particularly with regard to maintenance of district urban and community roads.

The government structure of Uganda consists of two tiers-Central Government (GOU) and local Government (L.G). The GOU executes its functions through ministries, which receive their mandate from the parliament. The LG structure consists of 50 districts, governed by autonomous district councils and 64 urban areas governed by autonomous urban councils. The Urban councils consist of one city council (Kampala), 12 municipal councils and 51 Town Councils (the number of districts has been increasing over the past year and are expected to be around 55 by July 1, 2001).

One of the key institutional reforms pursued by the Road Sector Development Plan (RSDP) is to increase private sector involvement in road management. Pursuant to the privatization program, the Government has decided to form a road Agency by 2002 to supervise the road network. In the transition period, Road Agency Formation Unit (RAFU) was established in September, 1998 to manage the implementation of the RSDP in the ministry as a performance-oriented organization as it paves the way for formation of the Road Agency. RAFU Functions administratively as a quasi-autonomous executing agency under the authority of the MoWHC.

To ensure efficiency, RAFU is staffed with a core of highly qualified professional technical specialists engaged on a performance contract basis services of additional consultants and contractors are procured on an as needed basis Currently RAFU has a staff of 44, with 20 professional persons (half of whom are international consultants). It is anticipated that at full operation stage, RAFU would have a staff of about 80 persons. All staff, including both

professional and support staff, is hired through formal competitive procedures, and employed mostly on a one-year contract, to extend for a maximum period of three years based on annual performance.

RAFU is administratively established outside the MoWHC framework, with its functions and operations supervised by a management Committee (MC). Membership of this committee consists of the minister, MoWHC as the Chairman and permanent Secretary (PS). MoWHC, the Engineer –in chief, MoWHC and Director, RAFU as the members. The Committee meets on a regular basis to discuss performance and strategic planning reports prepared by RAFU. The Committee is responsible for appointment of RAFU staff and annual performance review.

For effective implementation of the RSDP , Government has set up a Steering Committee (SC), supported by a full time Coordination Unit (CU) (performance evaluation unit), to monitor and coordinate the RSDP and RAFU activities. The SC consists of the Ps MoFPED as the Chairman and officials from the ministry of public service (MoPS) and MoWHC as members.

Lao people's Democratic Republic (Lao PDR)

In the case of Lao PDR, Gwilliams (2007:11) explains that, the history of road transport sector in Lao PDR is one of a progressive shift from the creation of physical infrastructure to the creation of the physical and human resource capacity to sustain that infrastructure.

Road administration in Lao PDR depends heavily on a system of delegated, decentralized implementation developed over a period of years by Ministry of Public Works and Transport (MPWT) working together with key development partners, maintenance of the national road system as well as management of the implementation of investment in provincial and lower order roads is delegated to the provincial Departments of Communication Transport, Post and Construction (DOCTPCs) which are headed by DCTPC staff .

The MPWT is delegating further tasks to the provinces including financial management and responsibility for signing contracts for civil works. Such delegation, which relieves training, stimulated capacity development.

INDIA

A Report on Road sector in India presented by Choudhry et al(2001) described that, the functions relating to development, maintenance and management of National Highways are carried out by the Central Government under the provisions of National Highways Act, 1956. The act has been amended in June, 1995 to permit private sector participation. The national Highways Act, 1956 empower the Central Government, to enter into agreement with any person for development and maintenance of National Highways. The person may be an individual, partnership firm, joint venture, consortium or any other form of legal entity, Indian or foreign, capable of financing from own resource or funds raised from financial institutions, banks, open market etc, designing and building the project and operating and maintenance it, collecting fee from users during an agreed period which together with construction period is termed as concession period. Upon expiry of the concession period, the right of the person to collect the fee and his obligation to operate and maintain the project will cease and the facility will stand transferred to Central Government. All policy matters relating to National Highways are decided by the Ministry of Surface Transport.

The central Govt. has decided that the policy of privatization of National Highways will be implemented by the National Highways Authority of India (NHAI). In exceptional cases, the Central Govt. may also assign the functions of implementing agency (IA) to the states.

NHAI was established under the National Highways Authority of India Act, 1988 but was operationalized in February 1995. The authority is an Autonomous Body with executive responsibility for the development, maintenance and operation of those National Highways and associated facilities vested in it by the Ministry of Surface Transport. It is intended to take over the management of the entire National Highways on agency basis in a phased manner. The Authority has been entrusted with the execution of the highway projects under ADB-III as well as OEC-III. In addition, NHAI will also be implementing other externally aided projects like World Bank-III and maintenance thereof. NHAI will also be responsible for implementation of the policy of privatization highway sector.

In addition to this, the need for reform and restructuring of the highways sector is stated by Choudhry, K. (2001:23) that, the national Highway Authority of India (NHAI) Act would have to be amended for empowering NHAI to grant build operate and transfer (BOT)

concession to private entities. More teeth may also need to be provided to NHAI and BOT concessionaires for managing and maintaining highways and the appurtenant lands.

There is also modifying the structure and manner of operating of NHAI to make it more conducive to play a major role in the development of highways through BOT contracts (2001:5)

2.5.2 Experience in the Field of Financing.

Uganda

Regarding funding for road improvement and maintenance Kumar (2002:8) stated that, the Government of Uganda recognizes the need to develop a sustainable financing mechanism for road maintenance. In June 1994, the Government agreed with the donors on a National prioritized Main Roads Maintenance program (NPMRMP). According to the program, the Government would gradually increase its contribution to road maintenance and, in turn, donors would initially assist in eliminating the maintenance backlog. The NPMRMP was later integrated in the RSDP in 1996/97. The RSDP estimated that the annual road maintenance expenditure would level off at about US\$44.0 million. The Government is committed to increase its funding by US\$4.0 Million annually with a target of fully financing road maintenance by the year 2004/05.

During the period 1996/97 to 1998/99, the budget allocations to the road sector was uses 159 billion (US\$143.0 Million), or on an average annual basis of US\$53 billion (US\$48 million). The disbursement under the RSDP reflected a strategy focusing on preservation and selective upgrading of the existing road assets and resulted in the following expenditures during the three year period; improvement of main paved and gravel roads 42 percent: maintenance of main roads 36 percent: maintenance of district roads 18 percent: urban roads 1 percent: and institution and capacity building 2percent. Budget allocations to the road sector have increased from 4.3percent in 1994/95 to 9.6 percent in 1999/00.

The policy makers in Uganda extend the standard public economics arguments against setting up earmarked sector specific «Funds» suggesting that earmarking distorts resource allocation and impairs flexibility in the revenue structure. Within the normal budget framework, Uganda has been able to commit greater resources for road maintenance (per

kilometer of road network) over the past few years as compared to some countries with a <<Secure >> road fund.

For instance, in 1999, Zambia a main road network of 17,000 km disbursed about \$2 million from the road fund for maintenance; Ghana with 13,000 km of main roads disbursed \$39 million; Ethiopia with 16,000 km of main roads disbursed \$12 million. These numbers compare with a disbursement of \$32 million in Uganda with a main road network of 9,500 km in that year.

INDIA

In India regarding funding plan for development of roads Choudhary et al (2001:11) stated that, roads are primarily funded through budgetary allocations. Central government provides funds for national Highways and State Government for other roads. Presently the total allocations, central and state, available for road development are to the tune of Rs110bn, which is just 42 percent of total transportation revenues received by the government. This implies the inefficacy of our system, which consumes 58 percent of the total revenues received by the transportation sector.

For funding NHDP, annuity based model is primarily been adapted. NHAI proposes to finance its project by a host of financing mechanisms. Sees Diesel petrol is expected to provide RS 20bn annually for national Highway development program. The state is also getting Rs9.62bn for development of state road. A dedicated road fund has been created the central Govt. it is expected that the total collations in the fund will be to the tune of around Rs50bn. The allocations from the fund would be as shown:

- 50 percent of the process from additional excise due to on diesel allocated for development of rural road
- Of the remaining balance, 57.5 percent would be provided for national highways, 27 percent for state roads, 3 percent for development of roads of interested and economics importance and 12.5 percent for railway safety works such as rail roads over bridges manning of level crossings etc.

In budget 2001-02, government has increased the allocations for development of roads by 93 percent Rs 87.27bn

By sitting its independent companies, Moradabad Toll Bridge Company and Vadodara Hotel toll road.

Company for getting sops getting funds from the markets. Through Build, Operator and Transfer schemes by providing necessary regulatory frame work for assessing private financing. The various BOT schemes include

- SPV's (special purpose Vehicles)
- Annuity
- Shadow tolling

The funds would be managed by the following agencies:

Ministry for rural development for component meant for rural roads.

Ministry of surface Transport (Most) for remaining funds meant for national Highways, state roads, roads for interstate and economic importance and rail safety works.

Lao PDR

Gwillians(2007:12-13) describes that, the in order to reform the former institution and to put the new maintenance culture on sustainable footing, the Road Maintenance Fund(RMF) was established in 2001 , to be managed partly by representatives of major road users. The RMF's establishment thus introduced an element of transparency in to road financing and was instrumental in the introduction of longer term performance based contracting for routine maintenance on parts of the national network. However, control over the program's composition and financial allocations remained with the minister or director of roads.

The RMF collected its first revenues in February 2002, consisting of payment of fuel taxes collected by the provinces, revenue from road tolls, annual heavy vehicle fees, and fines for overloading. The target was for RMF to finance maintenance for all categories of road, throughout the country, by2009 mainly through regular increases in the fuel tax. In practice the increase in the tax rate has fallen behind the original schedule, and tax rate is low by international standards in developing countries with such founds.

Moreover, most of the fund's revenues are committed as the government's counterpart contribution to maintenance programs that SIDA and the World Bank finance (World Bank

2004). For the RMF to operate as originally intended and to act as an effective instrument to ensure adequate maintenance of the road network, it needs to secure an increased revenue flow. The RMF may also consider taking responsibility for quality control. The fundamental problem is that the improvement in the average state of the roads in recent years has resulted from large amounts of development assistance for maintenance. Donors may not be willing to continue such assistance in the absence of the GOL's willingness to maintain or improve the Country's road network. Bray (2006) has calculated that an average annual expenditure of \$48 million will be required to sustain the road system after the backlog has been addressed, and that such a sum is likely to exceed available resources on current policies. The RMP-2 project Appraisal Document estimated continuing needs at a lower figure of \$ 30 million but even this is not near to being funded by domestic finance by 2009. Consequently, the likely constrained program of maintenance, even if optimized in allocation, will result in deterioration of the road network beyond that which is desirable.

GHANA

Andre ski (2005) explains the Ghana's road fund establishment and its function as follows:

In 1985 Ghana was one of the first countries in Africa to establish a Road fonder an administrative arrangement (Legislative instrument). However road maintenance continued to face difficulties such as irregular and insufficient releases, inadequate financial management system and in 1997 a "second generation" Road fund came in to place through a Road fund Act. This established a Board with private and public sector participation. However, this legislation makes no provision for an independent secretariat. The legislation provides for the following Board.

The fuel levy provides about 90 percent of Road fund revenues with tolls, transit and license fees providing the rest. Between 1996 and 2003 the fuel levy varied between 3.7 and 6.5 equivalent US cents per liter.

Road Fund Agency Allocations

Five agencies benefit from the Road Fund, namely:

Ghana Highway Authority (GHA)

Department of Feeder Roads (DFR)

Department of Urban Roads (DUR)

National Road safety Commission (NRSC)

Driver & Vehicle Licensing Authority (DVLA)

Financing of the Road fund should also be put in the context of overall road sector financing in recent years, the Road fund contributes 25 percent Development partners 44 percent with Government Consolidated fund the remaining third. Given the new terminology, it is only natural that Development partners contribute primarily to the development budget. However, this can lead to sub-optimal utilization of resources where better economic returns are obtained from maintenance.

2.5.3 Experience in the field of human resource

Lao PDR

According to Gwilliam (2007:16) the experience of the road sector capacity building is stated that, in addition to physical capital development depends critically on institutional and human capacity to deliver desired policy outcomes. The core responsibility for creating that capacity rests with government, and many capacity-development activities can be implemented by governments using their own resources.

Capacity development in the Ministry of Public Works and transportation (MPWT) has been approached in a systematic way identifying three levels of capacity development namely:

Institutional, which concerns, the incentives, norms, laws, rules or policies that enable organizations and individuals to achieve development goals. This has included clarification of the roles of agencies within the GOL as well as reforming the role of the private sector as maintenance contractors, technical consultants, and trainers.

Organizational, which concerns the process and systems enabling task-oriented organizations to manage resources, perform functions, and achieve and sustain outcomes. This level has included activities to

enhance the capabilities of contractors, consultants, and training institutions as well as those of the various levels of administration in the MPWT

Individual, which concerns, targeted skills and the knowledge necessary for individuals to perform functions. (Gwilliams 2007:16).

GHANA

In Ghana according to Odeek et al (2009:10) the previous efforts to restructure the ministry in different forms did not produce any significant improvement in institutional arrangements. The African Development Bank's financing included some capacity building components of a short-term nature to facilitate project implementation. The impact of such assistance was limited in scope and not sustained and needs to be strengthened. However, Bank financed studies and projects have assisted in transfer of skills from consultants and contractor engaged during implementation.

2.5.4 Experience Regards to Road Net work and Road Conditions

Data on Ghana's road network is given in table below generally, about half the network is in good condition. Many visitors to Accra are pleasantly surprised at how good the city's main proved roads are. Another interesting statistic is how few unpaved trunk and urban roads are in good condition. Only about a third of the feeder road network is in good condition.

INDIA

Choudhary (2001:4) reported that, India has one of largest road networks in the world (over 3 million km at present) for the purpose of management and Administration, roads in India are divided in to the following five categories:

National high ways (NH) primary Road system

State Highways (SH) secondary road system

Major District Roads (MDR)

Others District Roads (ODR)

Others village Roads (VR)

The National Highways are intended to facilitate medium and long distance intercity passenger and freight traffic across the country. The state highways are supposed to carry the traffic along major centers with the state. Other district Roads and village Roads provide villages accessibility to meet their social needs as also the means to transport agriculture produce from village to near by markets. Major district Roads provide the secondary function of linking between main socials and rural roads.

| Category | Length (in kms) |
|-------------------------|------------------------|
| National Highways | 52,000* |
| State Highways | 1, 28,000 |
| Major District Roads | 4, 70,000 |
| Village and other Roads | 26, 50,000 |
| Total Length | 33,000 |

The total road length in India is more than 2.25 million kilometers today which half is paved. This compares favorably with the U.S that has 6.24 million Km of total road length (3.63 million km paved) Compared to this, china has a total road length of 1.03 with demand outstripping the supply and due to changes in nature of goods moved, the modal share of road transportation has increased substantially.

This has led to introduction of new, larger capacity, trucks. Most highways do not have the adequate bearing capacity for multi-axle and tandem trucks. This has led to rapid deterioration of road surface quality in many areas.

Over the years, the augmentation and maintenance of the road network has suffered from a prolonged neglect owing to the inadequate budgetary allocation. Recognizing the transport growth and inadequacy of budgetary outlays to address this constraint, the government of India decided in 1995 to invite private investment in the highways sector. Several policy measures have since been announced for commercialization of highways based on user charges. A detailed framework for awarding the first highway project on 'Build, operate and Transfer' (BOT) basis is still being evolved.

Owing to the emphasis on rural connectivity, the road network in India has grown remarkably from 1.4 km in 1981 to over 3.3 km in 1999, making it the third largest in the

world, though its quality remains poor and neglected. There are yet no expressways in India. The national highway network is 52000 km long and carries 40 percent of the total traffic. Less than 2 percent of the national highways are four-lane, about 60 percent is two-lane and the remaining 38 percent are single-lane. The state highways have an aggregate length of 137,000km and less than 1 percent of these are four-lane while about 22 percent are two-lane and 77 percent are single-lane.

Inadequate capacity, poor maintenance, lack of bypasses for circumventing urban areas, octroi /tax barriers, road side encroachments and mixed traffic are the principal causes of congestion that slow down the movement of traffic and increase the consumption of fuel(ibid:25).

UGANDA

Kumar (2002:10) noted that, Uganda's road network consists of national (classified) roads, district, urban and community access roads. The national road network consists of 9,500 km. of which 2,200 km are bitumen and 7,300 km are gravel: the district road network consists of 8,500 km gravel and 14,700 km earth surfaced roads: urban roads consist of 600 km bitumen , 940 km gravel and 1,460 km earth surface: and community roads are 30,000 km and predominantly earth surfaced.

Over the past decade, the Government, with the assistance of development partners, has invested heavily in the classified road network, which has resulted in an increase in percentage of fair to good road conditions from 50 percent in 1990 to about 70 percent in 1999 : for the district roads, it is estimated that about 50 percent are in poor or very poor condition 40 percent in fair condition and only 10 percent in good condition ¹⁸ : urban roads are in a similar state of disrepair as district roads with only 5percent in good condition (excluding Kampala roads) and almost 60 percent in poor to very poor condition. As for the community access roads, the corresponding indicators are 86 percent, 90 percent and 5 percent in poor (or very poor), fair and good condition, respectively.

2.6 Contributions of Road Development in Economic and Social and Aspects

2.6.1 Economic Benefits of Road Development

An efficient network and transport system, which enables the exploitation of economies of scale and to reduce a country's vulnerability to shocks, is essential to promote and sustain

Economic growth as well as to fight against poverty in broader terms. Moreover it facilitates the increase of volume and efficiency of trade and widens the market lack of access to transport network restricts poor communities from market participation, decision, making processes and constrains their economic opportunities as well as limits their access to social service.

The predominance of smallholder agriculture in Ethiopia indicates the importance of good access to markets transshipment center for their produce and in put supply. As Ethiopia faces food security problems, access to market and road infrastructure and Transport and services in order to reduce isolation of communities and to create a link to regional and national markets is essential. Statistics indicates that some 60 percent of farmers are estimated to be more than half a day's walk from all weather roads.

It is with this trust that the Government of Ethiopia has intensified its road sector development program (RSDP) Which tackles the constraints of social development arising the constraints of social development arising from lack of inadequacy of infrastructure (MOFED, 2006:8-9).

In addition to these Bekele (2007:36) states that, improved road infrastructure an assist with promoting economic growth in the following ways:

Road transport provides physical access to resources and markets,

It widens the market and increases efficiency in Exchange /trade

Efficient road transport services reduce the prices of domestic and promote competitiveness in local and international markets.

Expansion of road network Contributes to economic diversification, enabling exploitation of vulnerability to shocks.

“A community without roads does not have a way out” A poor man, Juncal, Ecuador.

Moreover, when the condition of some road reactions improved traffic movement also increased at higher rate (Bekele, 2007:39)

Furthermore, Road transport cost is heavily dependent on the condition of the roads in the country when the condition of a particular road deteriorate transport tariff per ton/km automatically double and triples depending on the level of deterioration. Consequently, high transport

cost would have an effect on the selling price of commodities. On the other hand transport tariff per ton/km would dramatically decline when the condition of the road improves.

A better road network can enable distribution posts to be located much nearer those in need.

“If we get the road, we could get everything else: community center, employment, post office, water, telephones “a young woman, little bay Jamaica.

According to Ethiopia road Authority RSDP performs and MDGS transport indicators Report (2008:9) shows that, as the proportion of roads in poor condition has dropped, the overall condition of the sample road network has improved, with significant impact on the consumption of resources (fuel. Spare parts tires, lubricant oil)

Beside these one of the objectives of the road sector development program (RSDP) has been to provide Economic opportunity through increased employment in road works; total employment had increased from 9948 in 2000/01 to 44,319 in 2006/07 and average annual growth rate of over 57 percent had registered over seven years.

According to the World Bank (2005:24) four capacity building achievements in the road sector summarized as:-

- ◆ Development of private sector construction industry, including support for the training of Contractors.
- ◆ Greater stability and transparency of funding for the sector
- ◆ Strengthening of key sector organizations, including the relevant ministry, highway authority and related departments, to plan, execute, monitor, and account for national goods programs
- ◆ Development of technical skills in modern road design, construction, and repair.

2.7. The Achievements of Addis Ababa City Roads Authority in the Implementation of Road Project (2004/5-2009)

2.7.1 Background of the Addis Ababa City Roads Authority.

The Addis Ababa city Roads Authority (AACRA) was established in march 15,1998 by proclamation of administer No. 7/1998 with the objective of administering construct roads and undertake other related activities in the city Government of Addis Ababa . It commenced its operation with 781 permanent and 510 contract employees having 98 different machineries and 77 various types of trucks that was manager by expatriate professionals and supervisors (AACRA, may :2009).

2.7.2 Vision and Mission of Addis Ababa City Roads Authority.

Vision

Enabling the Addis Ababa City to have efficient and reliable transport services so that it could sustain being political city of Africa and center of international organizations and to be a model to other cities with both management and service delivery capabilities.

Mission

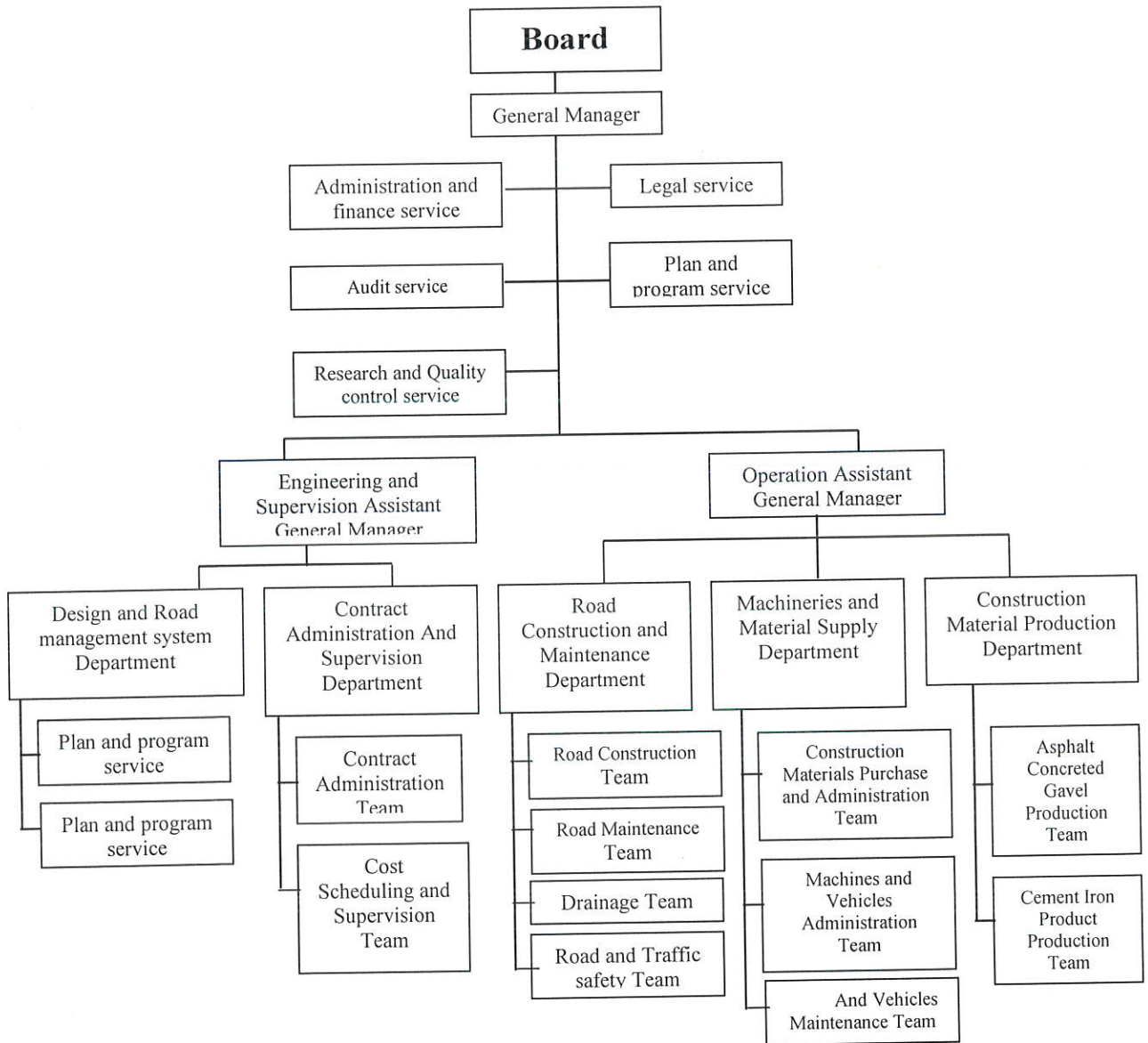
The mission of AACRA emanates from the purpose it established under proclamation No.7/1998 Accordingly, AACRA's mission is to be a safe, effective, efficient and fully integrated road Authority which will best meet the needs of the residents of the city of Addis Ababa, at improving levels of service and Reducing costs of living for economic and social development, Whilst being Environmentally & Economically sustainable

2.7.3 The Reform Practice in the Addis Ababa City Roads Authority

Addis Ababa city Road authority is one of a huge institution with in the city Government of Addis Ababa. However all activities that is roads constriction, maintenance and others related activities are centralized in the authority. Even if AACRA, as an institution cannot totally avoid centralized activities, it can delegate activities which can be efficiently be performed by sub city level with out affecting the interest of entire authority and there by reducing unnecessary cost and delays.

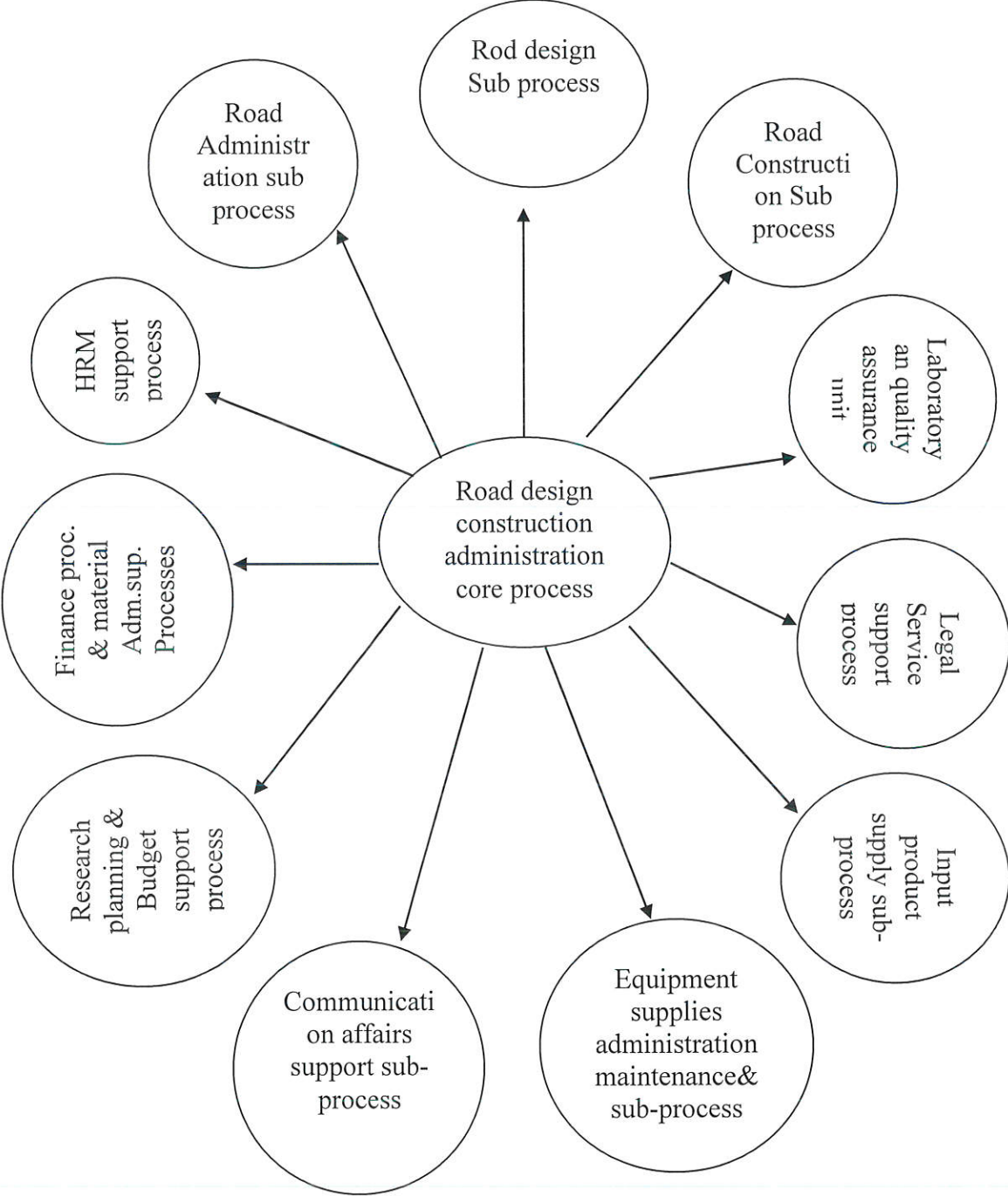
Like any other public institution found in Addis Ababa, the AACRA implements the civil service reforms since 2004. since then the authority is undertaking various activities in relation to the reform program so as to bring the intended organizational transformation. These include Development of strategic plan, development and installation of different systems, work process improvement at quirk wins level and Business process reengineering (BPR).etc By doing these, the authority has change its organizational structure as follows:

**Figure 1: The Former Organizational Structure
Of Addis Ababa City Roads Authority**



Source- AACRC Communication Affairs Support Process (2010)

Figure 2: The Current Organizational Structure of Addis Ababa City Roads Authority



Source: Addis Ababa City Roads

Authority communication affairs support process, 2010

Structure of Addis Ababa City Roads Authority as per the authority's establishment regulation, the authority has:

- An executive Board
- A General manager
- The Necessary teams and implementers

According to the proclamation No 7/1998 an executive Board of Addis Ababa city Roads authority is established by the executive committee of the Council. The Chairman of an Executive Board is the chairman of the council. In order

to balance the gender bias the word 'Chairman' should be replaced by 'Chairperson.

As far as the reporting system is concerned, a general manager is accountable to the executive Board. And the Core process and support process team leaders are accountable to a general manager.

4 The staff and Human Resource Development of Addis Ababa city Roads Authority.

4.1 Staff of Addis Ababa City Roads Authority

The staff or a skilled work force is vital to deliver the plans and objectives of the road sector. In spite of the fact that based on its structure AACRA has permanent and Contract 782 and 510 employees respectively.

The following table illustrates the staff composition in educational levels.

Table 1 Classification of AACRA employee by Educational Levels

| No | Educational level | Employment | | | |
|----|------------------------------------|------------|----------|-------|---------|
| | | Permanent | Contract | Total | Remarks |
| 1 | MA/M.SC | 7 | 1 | 8 | |
| 2. | BA/B.S.C | 53 | 28 | 81 | |
| 3. | College Diploma | 66 | 49 | 115 | |
| 4. | Vocational skills Certificate | 147 | 18 | 165 | |
| 5. | Below 12 or 10 th grade | 509 | 414 | 923 | |
| | Total | 782 | 510 | 1292 | |

Source: AACRA HRM Process Team, 2009.

As indicated in the above table, the total employee of AACRA in 2009 was 1292, out of which 782 or 60.5 percent was permanent. From the total permanent employees 60 or 7.7 percent were professional and 66 or 8.4 percent diploma and technical & vocational skill certificate holders. The major 84 percent of AACRA staff members were non professional or unskilled.

In addition to the scarcity of skilled professionals, there are turnover which is initiated by the choice of an employee.

The following table shows an employee turnover with in five years period in AACRA.

Table 2: Employee Turnover, in Addis Ababa City Roads Authority (2004/5-2009)

| Year | Number of employee Turnover | | | | | | | | |
|--------|-----------------------------|---|----|----------|---|----|-------------|---|-----|
| | Permanent | | | Contract | | | Grand Total | | |
| | M | F | T | M | F | T | M | F | T |
| 2004/5 | 9 | 1 | 10 | 8 | - | 8 | 17 | 1 | 18 |
| 2006 | 14 | 4 | 18 | 45 | - | 45 | 59 | 4 | 63 |
| 2007 | 10 | - | 10 | 7 | 1 | 8 | 17 | 1 | 18 |
| 2008 | 5 | - | 5 | 7 | 1 | 8 | 12 | 1 | 13 |
| 2009 | 14 | - | 14 | 12 | 2 | 14 | 26 | 2 | 28 |
| Total | 52 | 5 | 57 | 79 | 4 | 83 | 131 | 9 | 140 |

Source: AACRA HRM Support Process, 2010.

According to table 2, from the total 140 turnover 57 or 40.7 percent was found among the permanent employee. From the table above 11 permanent employees on an overage leave the authority each year. Thus the turnover of skilled professionals can pose a risk to the authority, due to the loss of trained man power.

2.7.4.2 Human Resource Development.

Starting from the civil service reform program in the City Government of Addis Ababa, AACRA has been providing different training programs to its employees. But, the data of employees that have been trained in different training programs in each year is not available in AACRA.

However, the information and reports gained from Alemgena training and testing center and the limited data from AACRA shows that, some employees have been offered postgraduate opportunities and short term training programs as follows.

Table 3 Number of Trainees and Place of Training

| Year | Training Center or place | | | | | Total Trainee |
|--------|--------------------------------------|-----|--------------------------|------------------|----|---------------|
| | Alemgena Training and Testing center | ERA | Computer Training center | Higher Institute | | |
| | | | | BA | MA | |
| 2004/5 | 24 | - | - | 2 | - | 26 |
| 2005/6 | 39 | - | - | 1 | 2 | 42 |
| 2006/7 | 12 | - | - | - | 1 | 13 |
| 2007/8 | 10 | - | - | - | 1 | 11 |
| 2008/9 | 13 | 2 | 29 | - | 2 | 46 |

Source: AACRA HRM support process (2010) and Ethiopia Road Authority Alemgena Training and Testing Center.

2.7.5 Road Project Performance in the City of Addis Ababa (2004/5-2009)

Since the establishment of AACRA in march 15,1998 by proclamation No 7/1998 and After the initiated of civil service reform program in the city Government of Addis Ababa the Authority has started constructing various road projects. The main objectives of the road network expansion programs are to provide service which is comfortable for vehicles, pedestrians, and to establish road maintenance, improve the Existing road standards and fasten the development of the city (AACRA 2000:51).

In order to achieve its objective the city Government has allocated the budget. The allocation of budget and the road net work coverage has increased each year; As a result of these, the authority has been implementing its programs with respect to construction and maintenance. The constriction of total road length from 2056km in 2003/4 has been increasing on the average of 132.5 km each year, between 2004/5-2008/9 and the constructed road arrive d at 2814 km of Road length.

Table 4: Annual Trend of Road Length by Category (2004/5-2008/9)

| No | Category | Unit of measurement | Annual Trend of Road Length by Category | | | | |
|-----|---------------------------|---------------------|---|--------|--------|--------|--------|
| | | | 2004/5 | 2005/6 | 2006/7 | 2007/8 | 2008/9 |
| 1. | Total asphalt road length | Km | 778 | 850 | 990 | 1049 | 1280 |
| 1.1 | Arterial road | “ | 327 | 352 | 477 | 512 | 652 |
| 1.2 | Sub arterial road | “ | 119 | 139 | 145 | 151 | 211 |
| 1.3 | Collector road | “ | 180 | 182 | 187 | 193 | 209 |
| 1.4 | Local road | “ | 152 | 177 | 181 | 193 | 208 |
| 2. | Gravel Road | Km | 1368 | 1400 | 1453 | 1488 | 1534 |
| 3. | Total Road length(1+2) | “ | 2146 | 2250 | 2443 | 2537 | 2814 |

Source: AACRA Planning, Research and budget support process (2010)

Figure 3: Annual Trend of Road Length by Category

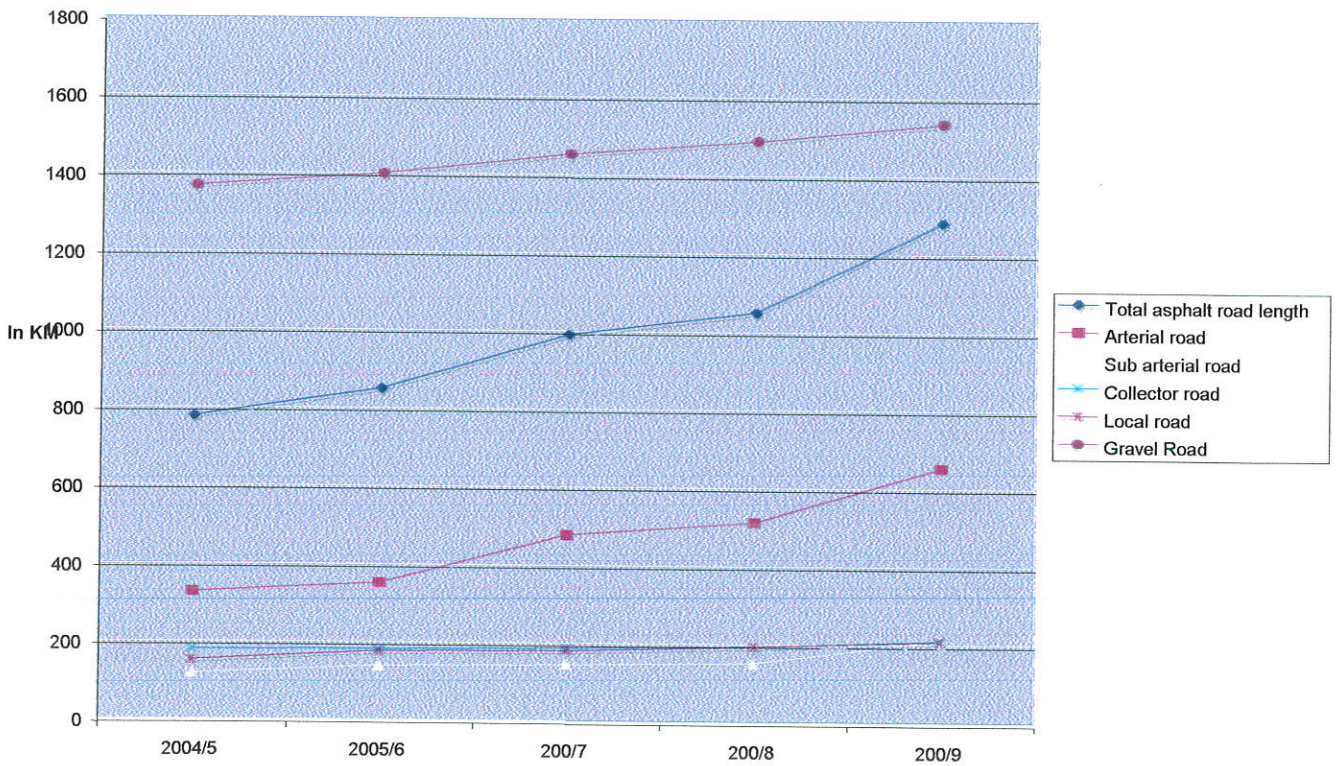
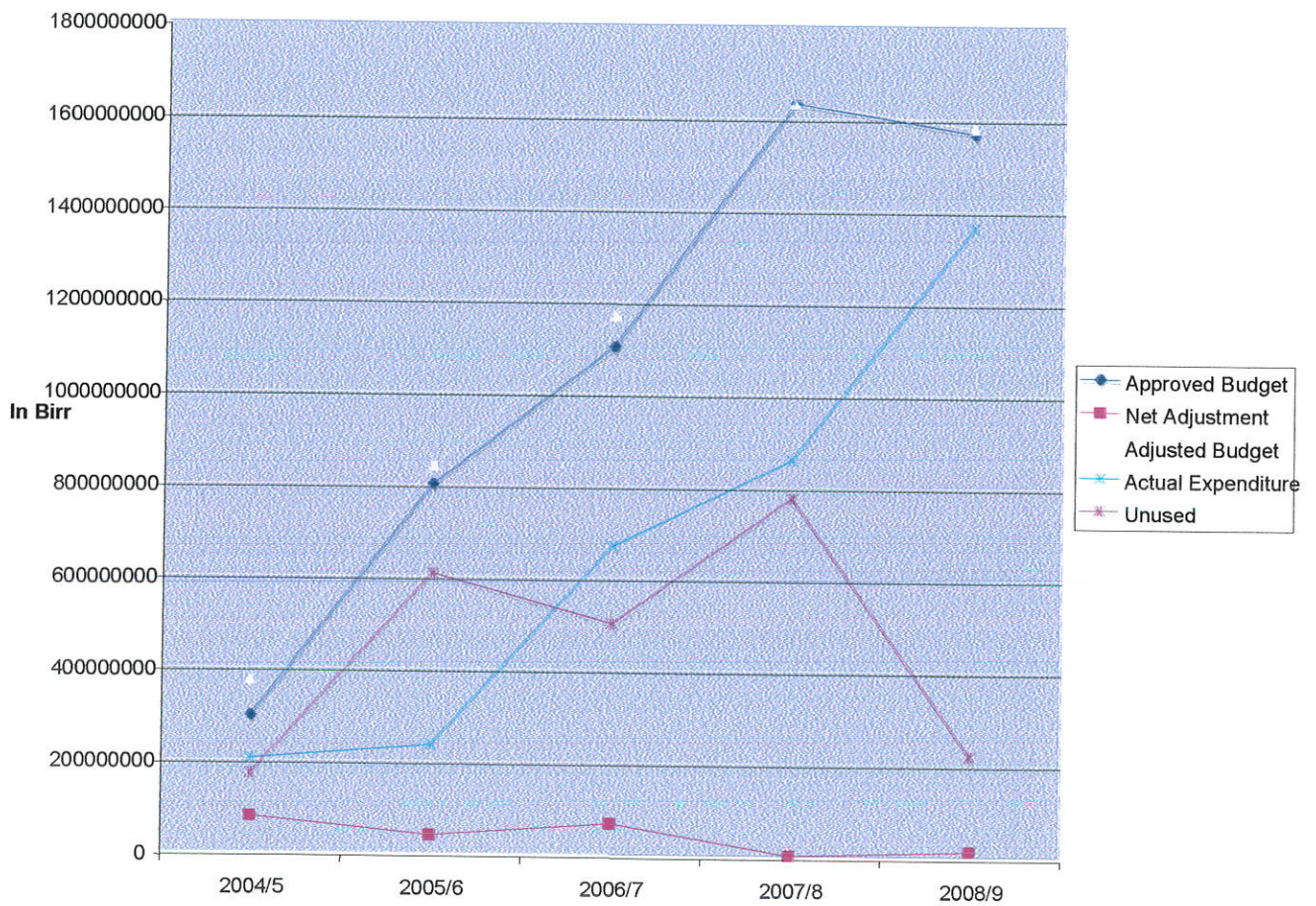


Table 5: Capital Expenditure in Million Birr by Addis Ababa City Roads Authority (2004/5-2008/9)

| year | Approved Budget | Net Adjustment | Adjusted Budget | Actual Expenditure | Unused | % |
|--------|-----------------|----------------|-----------------|--------------------|------------|-------|
| 2004/5 | 297038250 | 78291268 | 375329518 | 204387787 | 170941730 | 45.54 |
| 2005/6 | 801152454 | 40086635 | 841239089 | 234712537 | 606526552 | 72.09 |
| 2006/7 | 1101220590 | 67451257 | 1168671847 | 668878158 | 499793689 | 42.76 |
| 2007/8 | 1630873766 | 1444301 | 1632318067 | 858120478 | 774197589 | 47.43 |
| 2008/9 | 1566917000 | 11836821 | 1578753821 | 1362063507 | 216690314 | 13.72 |
| Total | 5397202060 | 199110282 | 5596312342 | 3328162467 | 2268149874 | 40.53 |

Source: Bureau of Finance and Economic Development, 2010, Addis Ababa.

Figure 4: Capital Expenditure by Addis Ababa City Road Authority 2004/5-2008/9



As table 5, shows, the Actual Expenditure includes compensation for the displaced city dwellers and others .Concerning right- of way , the issuance of urban land and housing administration regulation no.1/1999, Article 6, and sub article 6.1 has set criteria and procedures to implement the cost replacement and land substitution processes. The yearly expenditure for right of way payment is shown in the following table.

Table 6: Replacement Cost for Right of Way (2004/5-2008/9)

| No | Year | Finance | | | |
|-------|--------|------------------------------------|--------------------------|-------|---------|
| | | Budget Allocation for Road project | Payment for compensation | % | Remarks |
| 1. | 2004/5 | 375,329,518 | 44 203 897 | 11.77 | |
| 2. | 2005/6 | 841,239,089 | 49334 856 | 5.86 | |
| 3. | 2006/7 | 1,168,671,847 | 148,729,380 | 12.73 | |
| 4 | 2007/8 | 1,632,318,067 | 119 420 023 | 7.32 | |
| 5. | 2008/9 | 1,578,753,821 | 162 772 665 | 10.31 | |
| Total | | 5,596,312,342 | 524,460,821 | 9.37 | |

Source: AACRA, planning, Research and budget process (2010) and Bureau of Finance and Economic Development 2010.

As indicated in table six above the right of way payment was 9.37 percent on the average per annum from the adjusted budget and this is the result of unplanned construction have been existed in the city government of Addis Ababa.

Besides, the ‘right of way’ payment has created a shortage of financing to the road construction.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section of the study analysis the data collected and presents the research findings in line with the specific objectives of the research. The data collected from the research sites were tallied and systematically organized in items and tables.

In general descriptive method of analysis was used in most cases. However, simple numeric expressions such as frequencies percentages as well as ratios indices were also utilized to back the descriptions.

3.1 Characteristics of Respondents

Addis Ababa City Roads Authority has 12 years of experience since its establishment as an authority to undertake a new, rehabilitation/upgrading and maintenance of road projects in the city. Regarding the two firms (Enyi construction Ltd and Hazi construction Ltd) contractor's and professional respondents that have more than 3 Years of work experiences and they are involved in a new and rehabilitation upgrading road projects.

In addition to this, the customers and/ or clients are selected randomly at the gate of the AACRA office and around the project sites. Most of the respondents have been living more than six years in Addis Ababa. This gives them a good opportunity to know about AACRA's deed.

The sample respondents were 175, divided in to three groups, namely management members, professional staffs of Addis Ababa City Roads Authority and private contractors and the city dwellers / customers.

Table 7: Distributed and Returned Questionnaire

| No | Data Source | Distributed and Returned Questionnaire | | |
|----|---------------------------------------|--|----------|------|
| | | Distributed | Returned | % |
| 1 | Management members | 15 | 11 | 73.3 |
| 2 | Professional staff | 60 | 52 | 86.6 |
| 3 | Addis Ababa City dwellers (customers) | 100 | 79 | 79 |
| | | 75 | 142 | 81.4 |

The above table shows that, the returned questioners are greater in number. So it can be taken as a representative sample to analyze the data.

Table 8: Distribution of Respondents by Sex.

| Sex | Respondents | | |
|--------|--------------------|--------------------|---------------------------|
| | Managements Member | Professional staff | City dwellers (customers) |
| Female | 2(18.2%) | 6(11.5%) | 30(38%) |
| Male | 9(81.8%) | 43(82.7%) | 44(55.7%) |

As can be seen in table 8, males are about three times in numbers than females in this sample. The largest differences are among the management and customers.

Table 9: Distribution of Respondents by Educational Level

| Respondents | Educational Level | | | | | | |
|-------------------------|-------------------|-------------|----------|-----------------|----------|---------|--------|
| | >10/12 grade | Grade 10/12 | TVET | College diploma | BA/ BSC | MA/ MSC | PhD. |
| Management | - | - | - | - | 8(72.7) | 3(27.3) | - |
| Professional staff | - | - | - | - | 46(88.5) | 2(3.8%) | 1(1.9) |
| City dwellers/customers | 3(3.8%) | 7(8.9) | 10(12.7) | 20(25.3) | 33(41.8) | 5(6.3%) | - |

The above table shows that all respondents except the customers are university graduates. But most of the customers are college diploma holders and above.

Table 10: Distribution of Respondents by Work Experience

| Respondents | Work Experience | | | |
|--------------------|-----------------|-----------|-----------|-------------|
| | >1 years | 1-2 years | 3-5 years | Above years |
| Management members | - | - | 5(45.5%) | 6(54.5%) |
| Professional staff | 2(3.8%) | 11(21.2%) | 31(59.6%) | 8(11.5%) |

Table 10 describes that the work experience of all respondents from management and most professional staffs have 3-5 years and above. So in addition to their educational level their work experience plays an important role in the provision of information.

Table 11: Distribution of Customer Respondents by Occupation

| S.No | Occupation | No |
|------|---|-----------|
| 1. | Student | 1(1.3%) |
| 2. | Civil servant | 41(51.9%) |
| 3. | Businessman/women in the private sector | 11(13.9%) |
| 4. | Employee in NGO | 4(5.1%) |
| 5. | Housewife | 5(6.3%) |
| 6. | Unemployed | 3(3.8%) |
| 7. | Taxi and other car driver | 6(7.6%) |
| 8. | Employee in the private sector | 7(8.9%) |

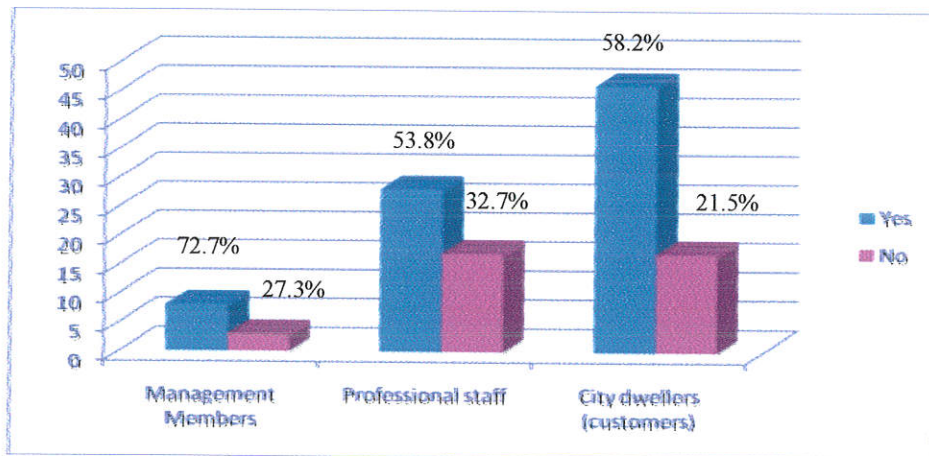
As might have been expected in urban area, except few, almost all members of the social strata found in the city dwellers were included as respondents. However most of the respondents 51.9 percent are civil servants.

3.2 Management Practice

Under this topic certain basic aspects of management functions like planning, organizing, staffing, coordinating and controlling are dealt with. In the questionnaire the question raised to management members were that, did you organize a team to conduct a survey? Out of 10 respondents 63.6 percent responded as survey doesn't organize. In the same way 76.9 percent professional staff respondents were also support the response replied by management members.

Figure 5: Responses Related to Public Forum on Road Development

Did AACRA conduct public forum on road development in Addis Ababa?



As can be seen from the Chart above, in each group most of the respondents have confirmed that AACRA has been organizing public forum annually on road development issue.

Table 12: Responses Related to the Participation of the City Dwellers on Road Development Activities

| How do you rate the participation of the city dwellers in road development? | Respondents | |
|---|--------------------|--------------------|
| | Management members | Professional staff |
| Very good | 2(18.2%) | 1(1.9%) |
| Good | - | 5(9.6%) |
| Fair | 7(63.6%) | 323(63.5%) |
| Poor | 2(18.2) | 12(23.1%) |
| Very poor | - | - |

From the table above, it is possible to see that 63.6 percent of management members and 63.5 percent of professional respondents rated the degree of the City dwellers participation in road project development as fair. On the other hand, 18.2 percent and 23.1percent of management members & professional staff respectively responded that the city dwellers participation in road development were poor. Probably this is because as it was indicated in table 12 the frequency of public forum organized by AACRA is very low.

Table13: Responses Regarding Practical Aspects of Management Functions

| Statement | Degree of Impact | | | | |
|--|------------------|-----------|--------------|-------------|--------|
| | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None |
| Delay in progress payments by the AACRA to contractors. | 1(1.9%) | 42(80.8%) | 7(13%) | 1(1.9%) | – |
| Delay in issuance of change orders (Variation orders) by AACRA. | 2(3.8%) | 37(71.2%) | 11(21%) | 1(1.9%) | – |
| AACRA’s poor communication with government institutions and private contractors | 3(5.8%) | 23(44.2%) | 23(44.2) | 2(3.8%) | 1(1.9) |
| Poor coordination by AACRA with the various parties involved in the road project | 3(5.8%) | 33(65%) | 15(28.8) | – | 1(1.9) |
| Slowness in decision making process by AACRA | 1(1.9%) | 38(73.1%) | 10(19.2) | 2(3.8%) | 1(1.9) |
| Excessive bureaucracy in the AACRA’s administration | 2(3.8%) | 34(65.4%) | 14(25.9) | 1(1.9%) | 1(1.9) |
| Insufficient communication between AACRA and designer during the design phase | 2(3.8%) | 20(38.5) | 26(50%) | 3(5.8%) | – |
| Design change | 5(5.8%) | 36(69.2%) | 7(13.5%) | 3(5.2%) | – |

| | | | | | |
|---|---------|-----------|----------|---------|---|
| Ineffective planning and scheduling of project by AACRA | 3(5.8%) | 37(71.2%) | 11(21.2) | 1(1.9%) | – |
| Poor site management and supervision by AACRA | 3(5.8%) | 7(13.5%) | 39(75%) | 3(5.8%) | – |

In the above table the ten statements can be summarized in to two aspects as a general concept on management; efficiency and effectiveness. All of the statements except item number 7 and 10 professional respondents reacted by showing the degree of impacts as moderator in management practice. On the other hand 80.8 percent of professional respondents replied as there is delay in progress payment to contractors, 71 percent delay in issuance of change order, 44.2 percent of poor communication and 63.5 percent of poor coordination, 73.1 percent slowness in decision making, 65.4 percent of Excessive bureaucracy, 69.2 percent of design change and 71.2 percent infective planning and Scheduling.

According to this result, there are a lot of management practice that affect the efficiency and effectiveness of AACRA .But in case of item7 and 10 the most of the respondents 50 percent and 75 percent respectively replied as insufficient communication between AACRA and designers during the design phase, however, poor site management and supervision by AACRA was taken as the moderate option.

In addition, the customers were asked to rate the effectiveness of AACRA’s planning and scheduling of road project for the last five years, 53.2 percent of the respondents suggested that its effectiveness was moderator. More over, the customer respondents were also asked to replay the effectiveness level of AACRA’s Response to queries from its clients, 59 percent of the respondents indicated that the responsiveness of AACRA is slow. More over 78.7 percent of respondents by the city dwellers noted that the length of time taken to complete the road projects had been long. The performance evaluation reports also show that the current construction project experienced in implementation delays and most of the projects were behind schedule.

Table 14: Delays in Road Project Implementation by Private Contractors:-

| no | Project | Road L. in meter | Starting time | Contracted Completion time | Actual completion time | Length of delays | Total time taken |
|----|--------------------------------------|------------------|---------------|----------------------------|------------------------|------------------|------------------|
| | Yeshi Deb-Ambo road | 5900 | Mar. 2006 | Mar. 2007 | Dec2009 | 2.10 years | 3.10 years |
| | Gofa kamp-mekanisa RR.sq | 2200 | May 2006 | May 2007 | Dec2009 | 2.7 years | 3.7 years |
| | No3 bus - Bsr. G/briel-Tel.Desse.H | 4100 | July 2007 | Dec. 2008 | Dec.2009 | 1 year | 2.6 years |
| | Yekatit 12 sq.-finchober-Semen Hotel | 1600 | Sep.2006 | Sep.2007 | Mar. 2010 | 2.6 years | 3.6 years |
| | Cocacola Bus stop-Abenet-T/haymanot | 2500 | June 2006 | Jan. 2009 | Mar. 2010 | 1.3 year | 3.9 years |
| | Megenagna-kebena-4kilo-Minilik H. | 5800 | May 2006 | Dec. 2008 | Mar. 2010 | 1.3 year | 3.10 years |

From the above table, the private contractors of item 1 is Midroc construction Ethiopia Ltd., item 2 Eniy constriction Ltd., and item 3-6 China road and bridge construction corporation. The project listed above shows that, the level of delays in project completion.

On the other hand, road project implementation by AACRA own force such that:

- The project of 1700m road length construction (Axum Hotel to Bole 2nd.School) started in 2007 and completed in2009.
- The project of 5900m road length construction (Adewa Bridge-Gedera H) started in 2005 and completed in 2009.

- The project of 967m road length Saris (coca cola) area started in 2005 and completed in 2009.

Source: AACRA Research, Budget and Planning process unity 2010.

There is a saying by the city dwellers about AACRA’s delays in project implementation that is, “Surprised China” ቻይናን ገረመው.

“Tortoise Construction” ኤሊ ኮንስትራክሽን

“Daily focuses” የቀን ቅኝት

From the above findings, one can observe that hand caped management was half hearted to be effective and efficient. This was because, lack of proper planning, lack of managerial skills and the under competent knowledge of managers on planning, and coordinating.

From the above findings, one can observe that hand caped management was half hearted to be effective and efficient. This was because, lack of proper planning, lack of managerial skills and the under competent knowledge of managers on planning, and coordinating

Table 15: Responses Regarding Management Practice in Relation to Staffing

| STATEMENT | Strongly Disagree | Disagree | No Opinion | Agree | Strongly Agree |
|--|-------------------|----------|------------|-----------|----------------|
| 1. Subordinates are allowed to participate in planning | 2(3.8%) | 7(13.5%) | 32(61.5%) | 10(19.2%) | - |
| 2 .Promotion is based on merit | 3(5.8%) | 14(26.9) | 22(42.3%) | 13(25%) | - |
| 3. The right person is assigned to the right job. | 3(5.8%) | 13(25%) | 29(55.8%) | 6(11.5%) | 1(1.9%) |
| 4. Superiors have the necessary qualifications. | 3(5.8%) | 8(15.4%) | 8(15.4%) | 31(59.6%) | 2(3.8%) |

| | | | | | |
|---|----------|-----------------------|----------|-----------|---------|
| 5. Superiors are capable of solving the work-related problems of their subordinates | 1(1.9%) | 14(26.9%) | 5(9.6%) | 31(59.6%) | 1(1.9%) |
| 6. Superiors have sufficient training | | 2(44.2%) ³ | 7(13.5%) | 20(38.5%) | 2(3.8%) |
| 7. Job vacancies can be easily filled by qualified persons from internal sources | 19(36.5) | 26(26%) | 3(5.8%) | 3(5.8%) | 1(1.9%) |

The next thematic area to be analyzed was about the human resource part. Regarding this, in the table 14, some issues were raised to respondents. Do subordinates were allowed to participate in planning? 61.5 percent of the professional respondents did not take opinion and 19.2 percent strongly agreed and 13.5 percent disagreed. However, the majority of the respondents seem to take the agreement position. But, the 27 percent management respondent disagreed, while 36.4 percent had no opinion and 36 percent agreed.

The second item in this table was asked to check whether promotion was based on merit. In the same item 42.3 percent of respondents did not give any opinion, but 25 percent agreed and in the contrary 26.9 percent and 5.8 percent of respondents disagreed and strongly disagreed respectively. This shows that the majority of the respondents have disagreed. On the other hand, 45 percent of the management respondents agreed on this position.

The next question presented to the respondents was about placement of the right person to the right job. In this regard 55.8 percent did not take opinion, however 25 percent disagreed. The next item was about supervisors qualifications. 59.6 percent of the professional staffs agreed on the statement. The management respondents also agreed on the statement.

The item relating to supervisors compatibility of solving the work related problem of their subordinates was asked 59.6 percent agreed on the statement. In relation to this the next item said superiors had sufficient training 44.2 percent disagreed that there is no sufficient training. The management respondents 55.4 percent agreed on the above statement. The other statement in this table was whether job vacancies can be easily filled by internal staff. Concerning this statement, 50 percent of the professional respondents disagreed and

63.6percent disagreed. This shows that the internal staff did not have qualified personnel for the required vacant place.

In General, statement in the table shows that the human resource was below its required Components of management, lack of transparency in the side of management, but when we compare the response of management with that of professional staff in most cases, the management response magnified the positive side of the management practice.

Table 16: Response Regarding Decentralization Motivation and Participation Systems

| | Statement | Strongly Agree | Agree | Disagree | Strongly Disagree |
|---|--|----------------|-----------|-----------|-------------------|
| 1 | My pay adequate to cover my cost of living | 1(1.9%) | 2(3.8%) | 8(15.4%) | 40(76.9%) |
| 2 | In my organization recruitment is done in a transparent manner. | — | 25(48.1%) | 23(44.2%) | 2(3.8%) |
| 3 | Selection for staff training is done in a fair and transparent manner | — | 11(21.2%) | 35(67.3%) | 5(9.6%) |
| 4 | My boss is exemplary to his subordinates. | 5(9.6%) | 36(69.2%) | 8(15.4%) | 1(1.9%) |
| 5 | My boss is politically neutral in conducting official duties. | 7(13.5%) | 6(11.5%) | 33(63.5%) | 5(9.6%) |
| 6 | Apply a system of delegation and decentralization on the development and maintenance of road sector. | 16(30.8%) | 21(40.4%) | 10(19.2%) | 3(5.8%) |
| 7 | Contract out total road project works to the private sector | 27(51.9%) | 9(17.3%) | 12(23.1%) | 3(5.8%) |

According to the above statements in the table 76.9 percent of professional staffs strongly disagree and 15 percent also disagree. That is, 91.9 percent of professional respondents disagreed.

Beside, the next item asked was whether recruitment was done fairly and transparently. Concerning this, 48.1 percent of the professional respondents agreed while, the 67.3 percent disagreed to the statement.

The following statement presented referred to the political stance of the leader. In this case, 63.5 percent of the respondents have shown that. The next item presented to know whether a system of delegation and decentralization on the development of road sector exists. 40 percent and 30 percent of professional respondents agreed and strongly agreed respectively to this idea. In the same way the management respondents 45 and 27.3 percent agreed and strongly agreed on the same idea. 40 percent of the city dwellers respondents also agreed 12.7 percent were also strongly agreed that the Addis Ababa road sector was highly centralized that was not participatory in management practice.

In addition to this, to know whether the Addis Ababa city roads Authority contracts out total road project works to the private Sector was asked. 41.9 percent strongly agree and the management respondents were replied that 45.5 and 27.3 percent strongly agree and agree respectively. Beside the city dwellers of 38 and 17 percent were agree and strongly agree respectively.

This indicated the Addis Ababa city roads Authority seem less participatory in delegation, out source and other practices which are the heart of participation in the modern society.

From the above findings the researcher had his own arguments to put on his study. Based on the field observation, the urban mismanagement was because of lack of skill and lack of feedback and the management members are not proactive.

3.3 Human Resource Development

Human resource is an essential element in the process of development and development with out qualified and skilled Human resource is also unthinkable. That means one can not separate one from the other. Human resource development, as the process of equipping individuals with the understanding, skills and access to information, knowledge and enables them to perform effectively. Regarding human resource the response given by the three groups of respondents are summarized in the following table.

Table 17: Response Regarding Human Resource

| Statement | Respondents | Level of Agreement | | | | |
|---|--------------------|--------------------|-----------|------------|----------|----------------|
| | | Strongly Disagree | Disagree | No Opinion | Agree | Strongly Agree |
| Employees successfully implement plans | Management members | | 2(18.2%) | 7(63.6%) | 2(8.2) | |
| | Professional staff | 1(1.9%) | 12(23.1%) | 18(34.6) | 18(34.6) | 3(5.8%) |
| There is lack of qualified staff in some specialized jobs | Managements | – | – | – | 8(72.7) | 3(27.3) |
| | Professional | – | 3(5.8%) | 28(53.8) | 38(73.1) | 7(13.5) |
| I often ask a rework of the assignment done by my subordinates | Management | | 2(18.2%) | 5(45.5) | 2(18.2) | 1(1.9%) |
| | Professionals | – | 3(5.8%) | 28(53.8) | 18(34.6) | – |
| AACRA prepared training & development policy to boost employee capacity | Professionals | 1(1.9%) | 7(13.5%) | 18(34.6) | 24(46.2) | 2(3.8%) |
| Although they may be qualified some employees do not have a positive attitude in serving their customers (the public) | Management | – | – | 6(54.5) | 5(45.5) | – |
| Disciplinary problems are high | Management | – | – | – | 4(36.4) | 7(63.6) |

Regarding Human resource efficiency and quality, the study, asked respondents. The first item in table 17 was about question of agreement on employees whether or not they successfully implement plans. 34.6 percent of the professional respondents agreed that the performance of the staff is satisfactory. But 63 percent of the management respondents should neutral position. This means the management respondents did not support the quality of the staff.

The management respondents were also asked are there performance gap between what you expect from your subordinate and their actual performance? Regarding this 100 percent of the respondents from management replied that there is a gap.

There fore, the quality of the staff is under question for the requirement of the Job to be performed. More over, to strengthen the above statement the next question was related to the qualified staff in some specialized jobs. 73 percent agreed upon lack of qualified staff in certain specialized areas. This means there is actual gap to perform what has been planned.

One of the indicators for measuring quality is rework or redundancy of one work. Regarding this the professional respondents were asked how often the rework assigned is done by the subordinates. 34.6 percent agreed but the management responds (18.2 percent) agreed with the rework.

The next item was whether the AACRA has training & development policy to develop its employees. 46.2 percent professional respondent agreed on this statement.

To measure their attitude the management respondents were asked, although they may be qualified, some employees may not have a positive attitude in serving their customers. 45.5 percent agreed on the statement. In line with this, most of the employees had high disciplinary problems. 63.6 percent strongly agreed while 36.4 percent of the management respondents give the same response.

This shows that almost all the management respondents agreed there is high dispensary problem. In fact discipline is one part of quality problem.

The other view is in human resource development that the quality of the employee seems under requirement because there is a gap of qualified personas for some specialized

positions. The quality of the personnel not updated, once they enter to the job they are seizing the place as land owners. There fore, updated personnel by relevant training are necessary.

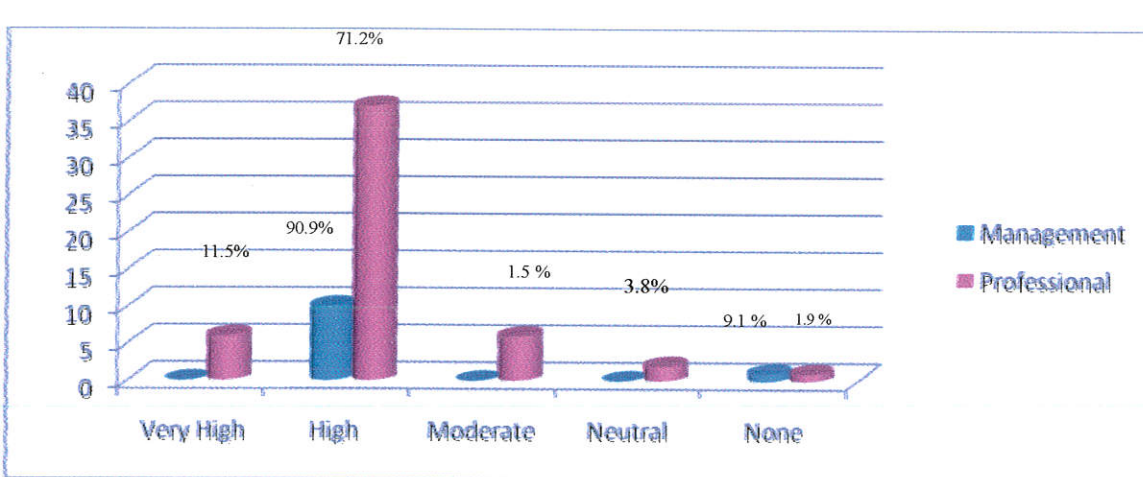
Respondents have suggested the following remarks on the improvement of man manpower:

- ◆ Implement better salary scheme,
- ◆ Design various incentives mechanisms,
- ◆ Avoid nepotism during hiring and promotion of employees,
- ◆ Plan both short and long term training and development program

3.4 Financial Resource Allocation and Utilization

One of the critical factors for successful implementation of the road project is adequate allocation and effective utilization of budget. However, Bekele (2007:45) noted, that financial constraint due to the high price increase in construction cost could be a major challenge for Ethiopia.

Figure 6: Responses Regarding Difficulties in Financing the Road Project by the AACRA

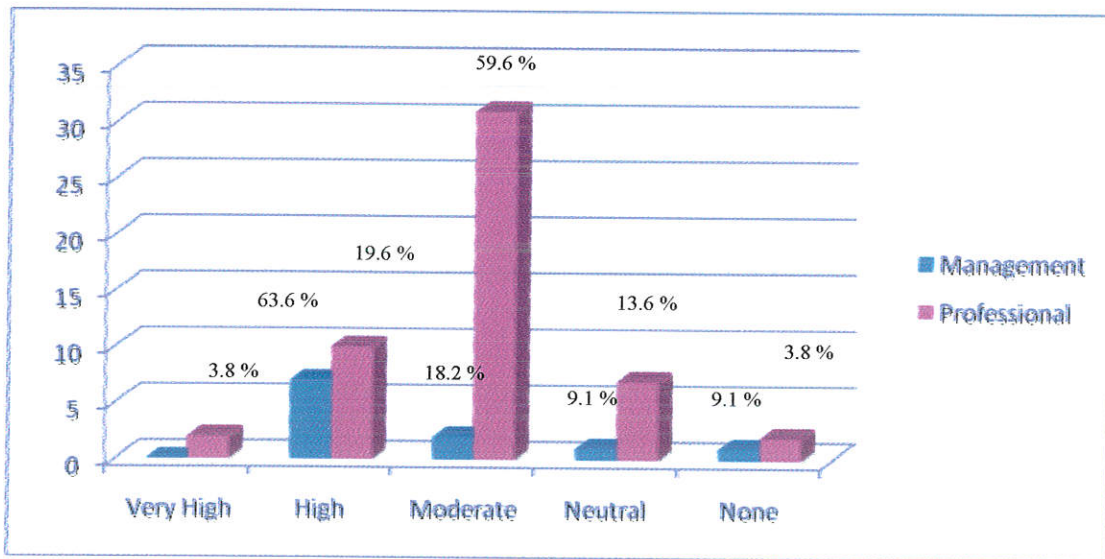


Financial resource is the blood line in any organization. Regarding this in AACRA a question was presented to find out whether enough budget have allocated to training and development. In this regard 44.2 percent professional respondents disagreed. And 54 percent and 45 percent of Management respondents disagreed and strongly disagreed

respectively. This means almost all management respondents agreed that there is no enough budget allocation.

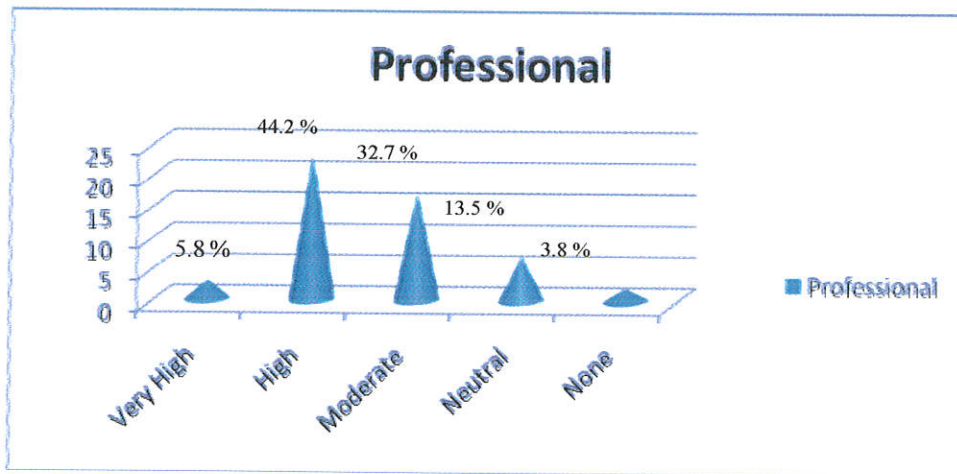
In line with this the question raised to the respondents is that, AACRA have adequate resource to carry out the task and responsibility revolved? 40.4 percent of professional staff respondents disagree and 81.8 of management respondents also disagreed. The next item, difficulty in financing the road project by the AACRA was asked. 71.2 percent professional staff and 90.9 percent of management members rated as high meaning the AACRA has a great difficulty in financing road projects.

Figure 7: Response Regarding the Capacity to Utilize the Allocated Budget for the last Five Years



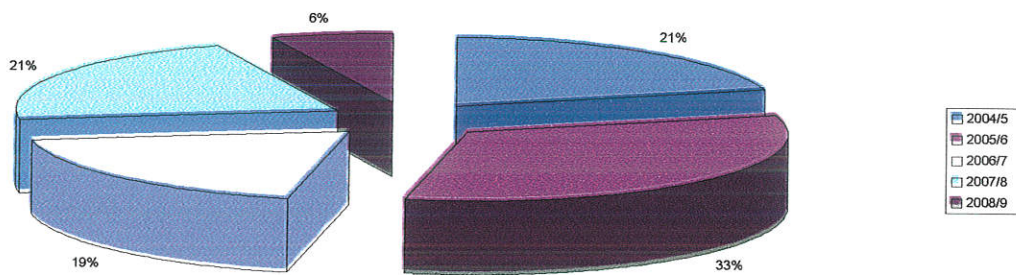
As indicated on the figure above, the capacity to utilize the allocated budget for the last five years were described 59.6 of professional respondents rated as moderate, 63.6 percent management respondents rated high.

Figure 8: Response Regarding Miss Utilization of Financial Resource



In line with this, respondents were asked to find out miss utilization of financial resource. In this regard 44.2 percent professional respondents rated high and 46.8 percent customer respondent stated high.

Figure 9: Unused Budget



Regarding financial resource beside the scarcity they have no wise utilization system. There is under and miss utilization of the allocated resources due to lack of capacity, and probably other ethical problems.

In considering their system, the first is that they are not automated by modern technology; they have not consistent system and flexible programmers to up date themselves.

From the officials interviews and other respondents (management members, professional staffs and customers) the following main points are forwarded on the effective utilization of budget:

- ◆ Budget has to be utilized according to the planed objectives,
- ◆ Apply a close supervision and control mechanisms on the project site,
- ◆ Improve the capacity of finance management on the utilization of capital budget,
- ◆ Search and adopt various fund raising mechanisms.

3.5 The Supply and Availability of Materials & Equipments to the Project.

Table 18: Response Regarding the Supply and Availability of Materials & Equipments to the Project.

| Statement | Respondents | Degree of Impute | | | | |
|---|--------------------|------------------|-----------|-----------|----------|---------|
| | | Very high | High | Moderator | Neutral | None |
| Shortage of Construction materials required | Management members | 1(9.1%) | 6(54.5%) | 4(36.4%) | - | - |
| | Professional staff | 4(7.7%) | 27(51.9%) | 19(36.5%) | 1(1.9) | 1(1.9%) |
| Changes in materials types and specifications during construction | Managements | - | 2(18.2%) | 6(54.5%) | 3(27.3%) | - |
| | Professional | 2(3.8%) | 16(30.8%) | 26(50%) | 7(13.5%) | 1(1.9%) |
| Delay in material delivery | Management | 1(9.1%) | 7(63.6%) | 2(18.2%) | 1(9.1) | - |

| | | | | | | |
|--|---------------|----------|-----------|-----------|----------|---------|
| | Professionals | - | 27(51.9%) | 22(42.3%) | 2(3.8%) | 1(1.9%) |
| Late procurement of materials by Administration | Management | 2(18.2%) | 7(63.6%) | 2(18.2%) | - | - |
| | Professionals | - | 24(46.2%) | 25(48.1%) | 2(3.8%) | 1(1.9%) |
| Shortage of equipment, trucks and machineries required | Management | - | 5(45.5%) | 3(27.3%) | 1(9.1%) | 2(18.2) |
| | Professionals | 3(5.8%) | 24(46.2%) | 19(36.5%) | 3 (5.8%) | 2(3.8%) |
| The availability of modern technology | Management | - | 7(63.6%) | 3(27.3%) | 1(9.1%) | 2(18.2) |
| Miss –utilization of materials and equipments | Professionals | 2(3.8%) | 37(71.2%) | 9(17.3%) | 3(5.8%) | 1(1.9%) |

As can be seen from the table, the results given by both respondents are similar. And it can also be seen from the table that 54.5 percent and 51.9 percent of management and professional staff respectively indicates the shortage of construction materials required in the road sector.

With regard to changes in material types and specifications during road construction 54.5 percent the members of management respondents replied as moderator and 27.3percent as neutral. In the same way 50 percent of professional respondents were also replied as moderator and 30.8 percent as high.

As far as the delays in material delivery are concerned the majority of management and professional staff 63.6 percent and 51.9 percent was respectively replied as high. This is the result of late procurement of materials by AACRA’s administration. As it is indicated in the above table 63.6 percent and 46.2 percent of management and professionals respectively replied that as high degree of late procurement of materials and equipments to the road projects.

Table 19 shows that, 45.5 percent of the management and 46.2percent of the professional stuff and 51.9 percent of the city dweller respondents grouped the shortage of equipment, trucks and machineries required to the road project as high.

On the other hand, the above table revealed that AACRA, enjoys with the availability of modern technology 63.6 percent of management respondents' support this idea.

From the above table it is possible to understand that, 71.2 percent and 53.2percent of professional and customers were rated as high miss-utilization of materials during the implementation of road projects.

Regarding the effective utilization of material resources, the respondents' comments are summarized as follows:

- ◆ Avoid traditional experienced manpower and replace it with skilled and trained personnel,
- ◆ Proper management of machineries and materials for the project activities is necessary.

3.6 Systems of works

Among many component parts of institutional capacity building, developing modern ways of doing things, utilizing and applying improved procedures and establishing applicable rules and regulations are of the most significant .In this connection wiki (2009:3) states, Institutional and legal framework development, making of legal and regulatory changes that enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

Table 19: Response Regarding Systems of Work or Procedures

| No | Question | Strongly Agree | Agree | Disagree | Strongly Disagree |
|----|---|----------------|----------|----------|-------------------|
| 1 | In your organization meetings are always effective | – | 9(17.3) | 40(76.9) | 2(3.8) |
| 2 | In your organization there is no interference with your job from higher level authorities | – | 18(34.6) | 31(59.6) | 2(3.8) |
| 3 | Performance evaluation helps you to improves your job | 4(7.7%) | 44(84.6) | 3(5.8) | 1(1.9) |
| 4 | In your organization team work is encouraged | 16(30.8) | 28(53.8) | 6(11.5) | 2(3.8) |

From the table above, it is possible to see that for item one and two, 76.9 and 59.6 percent of professional respondents disagree on the effectiveness of AACRAS' meeting and the absence of interference from higher echelon to the lower one respectively. On the other hand 84 percent of the respondents were found to agree on the usefulness of performance evaluation to the improvements of employees' job. Similarly, the above table indicates that 53.8 percent of respondents agreed on the encouragement of team work in AACRA. As a matter of facts keeping and preserving those practices are taken as the important aspects of working system.

In addition to this in the case of correcting mistakes and reconciling discrepancies in the contract documents and delays have been observed by 44.2 percent of professional respondents. This practices influence the efficiency and effectiveness of Addis Ababa City roads authority in the implementation of road projects.

More over, due to the lack of proper working system and procedure 43 percent of the customer respondents rated the time taken to complete road projects as have been long. This lengthy time resulted in additional cost due to currency fluctuations on the road

project and consequently it affects the capacity of AACRA in the expansion of road Networks.

3.7 Organizational Structure and Performance.

According to Tilaye (2007:22) many civil service Institutions have redesigned and reorganized their structure in order to align their mission and their organizational settings to the needs of clients or customers.

Table 20: Response Relating to Organizational Structure and Performance.

| Statement | Respondents | Degree of Agreement | | | | |
|--|--------------------|---------------------|----------|---------------|-------------|---------------------|
| | | 5.Strong ly Agree | 4.Agree | 3. No opinion | 2. Disagree | 1.Strongly Disagree |
| There is a fair distribution of work loads in my department. | Management members | 3(27.3%) | 2(18.2%) | – | 5(45.5%) | – |
| | Professional staff | – | 38(73.1) | – | 11(21.2) | 2(3.8%) |
| Job positions are given appropriate grade. | Managements | – | 3(27.3%) | 1(9.1%) | 7(63.6%) | – |
| | Professional | – | 8(15.4%) | – | 41(78.8) | 3(5.8%) |
| I have clearly defined job description | Management | 2(18.2%) | 4(36,4%) | 2(18.2%) | 3(27.3%) | – |
| | Professionals | – | 21(40.4) | – | 29(55.8%) | 2(3.8%) |
| The organizational | Management | – | 1(9.1%) | 4(36.4%) | 5(45.5%) | 1(9.1%) |

| | | | | | | |
|--|---------------|---------|----------|----------|-----------|----------|
| structure has good (promising) career ladder | Professionals | – | 8(15.4%) | – | 40(76.9%) | 3(5.8%) |
| There is frequent restructuring that create instability. | Management | – | 7(63.6%) | – | 4(36.4%) | – |
| | Professionals | – | 37(71.2) | – | 13(25%) | 2(3.8%) |
| There is good participation of employees in the restructuring process. | Management | – | 2(18.2%) | 2(18.2%) | 6(54.5%) | 1((9.1%) |
| | Professionals | – | 2(3.8%) | – | 48(92.3) | 2(3.8%) |
| There is a chance of regrading job positions. | Management | – | 2(18.2%) | 4(36.4%) | 4(36.4%) | 1((9.1%) |
| | Professionals | – | 4(7.7%) | – | 43(82.7) | 3(5.8%) |
| Work flows are structured properly | Management | – | 4(36.4%) | 4(36.4%) | 3(27.3%) | – |
| | Professionals | – | 23(44.2) | – | 24(46.2%) | 5(9.6%) |
| My superior participates me when there are new changes in the structure and system | Professionals | 1(1.9%) | 11(21.2) | – | 36(69.2) | 3(5.8%) |

Based on the above data 73 percent and 27.3 percent of professional staff and management respondents respectively replied that, there is a fair distribution of work with in and among departments. To the contrary 78.8 percent of professional staff respondents disagree on the grade given to job position, meaning, that the grades and job positions were not commensurate. In addition, from the same group 76.9 percent respondents disagree and 45.5 management respondents also disagree to the question rose that, the organizational structure has good (promising) career ladder. On the other hand both groups of respondents

were agreed on the frequent restructuring of AACRA .In this regard, most of the professional respondents noted that the management did not participate them in the process of restructuring.

In general during the implementation of road projects, the main challenges of Addis Ababa city roads authority has pointed out by the three group (management members, professional staffs and city dwellers) respondents are summarized as: scarcity of finance, price escalation ,lack of skilled man power, shortage of constriction materials, and lack of machineries, shortage of capable local contractors/consultants/on the field area, design change, reallocation of displaced city dwellers, high turn over of professionals, lack of integration or synergy with other sectors such as :Addis Ababa water sewerage Authority, Ethiopian Electric Power Corporation, and Telecommunication Corporation and etc.

On the other hand, the major suggestions provided by the respondents are: Apply a good plan and efficiently supervise the road project, provide enough and quality materials to the project, apply decentralized system in the sector of Addis Ababa city roads authority, update the personnel with modern practice, plane short and long term training and development to AACRA's employee, promote community participation ,extend working time to 24 hours ,establish integration with other sectors(Addis Ababa water sewerage authority, Ethiopian electric power corporation, and Telecommunication corporation).

Chapter Four

Summary, Conclusion and Recommendation

4.1 Summary of Findings

Yetemgeta (2007:185) pointed out that the Ethiopian civil Service Institutions were found to be traditionally managed and operating below capacity and this caused the institution to be incompatible with the required national development policies and Strategies. To address such problems various studies have been conducted which led the government to develop civil service reform programs. Based on this reform program the Addis Ababa City Road Authority has been undergoing various changes to improve the roads network Expansion project since 2004.

Essentially all efforts have been made in order to enable the authority to perform better. On top of this based on the analysis and interpretation of the data, the following major findings have been identified.

4.1.1 Implementation of Road projects vs planning and scheduling

About 71.2 percent of planning and scheduling of Road projects by Addis Ababa city roads authority were ineffective. It is also 69.2 percent of professional staff respondents agreed on the designing change of road project. In addition to that, the data collected from management members showed that 63.6 percent of late procurement and delay in delivery of materials to the road project affects the schedule of road projects. More over 78.7 percent of respondents by the city dwellers noted that the length of time taken to complete the road projects had been long. The performance evaluation reports also show that the current construction project experienced in implementation delays and most of the projects were behind schedule.

The entire road projects were not implemented according to the schedule. The factors underlying these problems were properly understood from the result of the interview conducted with the head of planning, budgeting and study process owner of AACRA and other officials and is summarized as follows:

- Lack of proper project planning and consistency in execution,
- Late possession of site,

- Price escalation,
- Shortage of finance,
- Weather change,
- Shortage of construction material, lack of machineries
- Professional turn over,
- Inclusion of new works and change in design were the major problems that gave rise for the aforementioned delays.

4.1.2 Training and development Policy of Addis Ababa City Roads Authority

The result of the study indicated that Addis Ababa city Roads Authority has prepared the training and development policy to its employee capacity building. However it is pointed out that 100 percent of management respondents indicated that there is a gap between the capacity and the actual performance of employees. In addition to this, significant number of management and professional respondents believed that AACRA has the shortage of qualified manpower (Skilled, seem skilled labors). Not only this but also the study showed that, 11 skilled and qualified employees on the average leave the organization per annum and this high turn over of employees remain a serious draw back on the capacity of AACRA. This indicated that more has to be done to change the condition of human resource capacity.

4.1.3 Performance Trends of Road Project Implementation

As it was mentioned earlier, Addis Ababa is the capital city of Ethiopia, diplomatic center for Africa and head quarters of many international organizations. The City has also a center for modern economic and social activities . As a result of this the city demands better road networks. In recognition of the fact, Addis Ababa City Roads Authority has started to improve the road network expansion project since 2004. In this regard the study showed that the performance of the road project implementation for the last five years (2004/5-2008/9) were evaluated by the city dwellers. Regarding the road sector development 72.2 percent of customer respondents have evaluated and suggested a little of improvement where as, 17.7percent of customer respondents have evaluated and suggested a little of improvement in Addis Ababa road sector development. Though, the performance was

found to be in progress since five years, there still remains a lot and needs many efforts to be exerted in order to meet the demand.

4.1.4 Availability of Constriction Material

In order to ensure the performance capacity of AACRA, there should be special attention on tangible categories such as like, infrastructure, natural resource, equipments and materials. In this regard, the study indicated that 51.9 percent of customers and professional staffs, and 54.5% of management respondents suggested that, AACRA has a high amount of shortage in construction materials for road projects implementation. All these shortcomings contribute to the ill performing of AACRA.

4.1.5 Institutional Setup of Addis Ababa City Roads Authority

According to Tilaye kassahun (2007:22) many civil service Institutions have redesigned and reorganized their structure in order to align their mission and their organizational settings to the needs of clients or customers.

However, the study indicated that, 36.4 percent of the management respondents were replied as the structure of AACRA doesn't correspond with its goals /objectives/working method, 71.2 percent of professional respondents were also agreed on the frequent restructuring creates instability among employees, 76.9 percent of professional respondents again described that AACRAS' organizational structure hasn't good (promising) career ladder to its employee. This is one indication that the AACRA should have done its organizational structure carefully to relate with its real mission, vision and mandates.

Apart from these, the study showed that all of the three groups of respondents agreed up on the delegation and decentralization of road sector development in Addis Ababa city Government.

4.1.6 Allocation of Budget to Addis Ababa City Roads Authority

About 90.9 percent of management and 71.2 percent of professional respondents felt that AACRA has been facing difficulties in financing the road project. Similarly, Miss Utilization of financial and material resources was also high. On the other hand the AACRA's capacity to utilize the allocated budget for the last five years (2004/5-2008/9) was rated by 59.6 percent by professional respondents as moderate, where as 63.6 percent

of management respondents rated this statement as high. Nevertheless, the Bureau of finance and economic development financial document shows that, the financial performance of AACRA has below from the rate given by management respondents. The table here below depicted the situation regarding the budget performances of AACRA.

Table 21: Capital Expenditure by Addis Ababa City Roads Authority (2004/5-2008/9)

| year | Approved Budget | Net Adjustment | Adjusted Budget | Actual Expenditure | Unused | % |
|--------|-----------------|----------------|-----------------|--------------------|------------|-------|
| 2004/5 | 297038250 | 78291268 | 375329518 | 204387787 | 170941730 | 45.54 |
| 2005/6 | 801152454 | 40086635 | 841239089 | 234712537 | 606526552 | 72.09 |
| 2006/7 | 1101220590 | 67451257 | 1168671847 | 668878158 | 499793689 | 42.76 |
| 2007/8 | 1630873766 | 1444301 | 1632318067 | 858120478 | 774197589 | 47.43 |
| 2008/9 | 1566917000 | 11836821 | 1578753821 | 1362063507 | 216690314 | 13.72 |
| Total | 5397202060 | 199110282 | 5596312342 | 3328162467 | 2268149874 | 40.53 |

Source: Bureau of Finance and Economic Development, 2010, Addis Ababa.

As has been noted above, the trends of budget allocation to AACRA for the road projects has been increased on the average by 27.26 percent per annum, but performance capacity remains constant. The highest under utilized budget was indicated during the care taker Administration of Addis Ababa. This indicates that they were not politically empowered to carry on huge projects. They are just assigned to stabilize the city. Therefore, the scarcity of resources coupled with miss utilization and under utilization of resources resulted in inefficiency and limited performance. In addition to this some projects which are carried out by AACRAs'own force has terminated in the middle of construction works. For instance, project like Gerji ring road square to wereda 17 health centers can be sighted as example.

Hence, this is the most serous capacity problem of AACRA which needs to be considered.

4.2. Conclusion

In light of the basic questions raised at the beginning of the study, the literature and the major findings summarized above, the following conclusion have been made.

In this thesis, attempts have been made to assess the factors that possess institutional capacity challenges and prospects of Addis Ababa City roads authority in the implementation of roads projects.

As it was mentioned earlier capacity is fundamental to strengthen institution and it is a vital resource which enables institutions to identify and analyze its problems, formulate solutions, and implement them. It is reflected in the combination of human resource, organization and systems that permits an institution to achieve its development goals. However, the context analysis showed that many factors affecting the institutional capacity of Addis Ababa City roads authority still persist.

One of the most critical issues in AACRA is lack of capacity, and shortage of qualified and skilled professionals to the proper planning and designing of roads project. Due to this reason the designs of AACRAS road projects have been frequently changed and also failed to meet the established schedule. As a result of this, the completion period of projects had long and lagged behind the planned schedule. And most of respondents agreed up on that the selection of training were unfair as it lacked transparency. However, the activities of staff development and training, except a few attempts, are insignificant as compared to the need, are found to be poor.

Similarly, the fund allocated for training & development program is extremely limited.

In addition to these, limited administrative capacity, and inadequate equipment and working facilities have been identified as the problems.

In the same vein, the absence of incentive mechanism coupled with low salary pay to an employee was also seen as another cause for not being able to retain qualified professionals.

The research has identified that, 28 permanent and contract professionals out of which 11 permanent employees on the average leave AACRA each year. The turnover of skilled

professional can pose be a risk and a painful challenge to an authority. So, the authority has to do much in order to change the condition of human resource capacity.

On the other hand, the actual performance of the individual is not only the determinate factor, for institutional capacity building, but also the surrounding structures, systems, rules, values equipments and materials provided to the institution can possess the capacity.

Accordingly, the city dwellers and professional staff also viewed that AACRAS' utilization of financial and materials resources have been exposed to wastage. In this regard AACRA needs to improve those setbacks and see its practice again and again.

Moreover, another problem that was identified during the study is that the structure has not been well organized, it is in a frequent restructuring process and also the structure lacks (promising) career ladder to its employee. This ill organizational structure creates discomfort and instability among employees.

Despite this, the study revealed that, the organizational structure of road sectors of the city government of Addis Ababa has to be decentralized and devolved to the three tiers of government. This enables to create conducive environment to work with the community at the grass root level and enhance participation. On the other hand the study indicated over the last five years, that the road sector development program is achieving satisfactory progress against its objectives. Substantial improvement has been achieved in re-opening much of the main road networks and rehabilitating other arterial routes.

Considering all these, One may conclude that, the capacity and related problems may be alleviated through time, the problems in some corners are so serious and that may not allow to take time .This requires AACRA's quick and urgent effective interventions and utilization of the available time to strengthen the technical, managerial, organizational and administrative capacity, which contribute to the efficient road development and expansion of road network and ultimately to poverty reduction.

4.3. Recommendation

Based on the findings and Conclusion, the researcher forwards the following suggestions.

- Feasible planning and designing in the road sectors are fundamental to effective performance. For this to happen, proper data collection, investigation and environmental considerations in assessing projects are essential. To realize these, the authority should be developing strategic training and capacity building based on human resource development policy of AACRA. By doing this the authority could minimize the road project from frequent change of design.
- For the effectiveness of road projects, like Uganda and Lao people's Democratic Republic(Lao PDR) experience, the Addis Ababa City Roads Authority should be developing a system of delegation and decentralized the road sector to the three tiers of (Addis Ababa city government, Sub city and Wereda or Kebele) administrative level.
- High turnover of professionals have observed within AACRA. This might be professionals are unhappy with the work or salary and it can also unsafe or unhealthy conditions. In addition to this, even though the staff has high loyalty to the organization, absence of a clearly defined performance criteria and quality based career promotion prospects serve as disincentives to good performance. There fore, in order to motivate and retain professionals the authority should be create a system of incentive mechanisms in short and long term plan.
- Producing skilled people for example, is only half of the battle, the other half is to recruit, retain and use them, not so much by high pay but ensuring that they have productive jobs. To realize this authority should facilitate decent and satisfying work and secure conditions to its employee.
- Integration is a crucial element in the implementation of road construction. In this regard, the authority should be creating conducive environment to integrate with partner agencies like: Telecommunication, Water and Electric power authority in a sustainable manner. This could enable to improve the quality of road condition.

- As it is well known, Road sectors required a huge amount of resource, in these regard AACRA should work hard to increase budgetary allocation to road projects. In addition to these, the authority should improve data base and the working system of financial management to utilize the budget properly.
- The experience of Uganda, Lao PDR, and India, shows that road constructions have been outsourcing to private contractors/ consultants. By the same taken, AACRA should be contract out the whole projects of new Road constructions and big maintenance, so the authority should be limit its responsibility only to routine maintenance under the road category of sub-arterial, collector and local streets.
- One of the municipal functions is the provision of transport to the city dwellers. And the Addis Ababa Transport branch office mandates has also concerned with road transport. This means that, the works of roads and transport sectors are highly interrelated and dependent on one another. Thus the Addis Ababa city roads authority should be merge institutionally with the transport sector of Addis Ababa, by doing this the short comings of AACRA's budget allocation will be minimized and able to establish fund raising and enables to sustain the road maintenance funding. In addition to these, like the experience of Ghana, India and Lao PDR AACRA with the collaboration of ERA should be establish revenue from road tolls, annual heavy vehicles fee and fines for overloading, transit and license fees.
- In general developing sustainable arrangements for financing, the road authority should be strengthens managerial accountability, performance monitoring and developing users' participation, are some of the areas requiring further attention

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Appendices

Addis Ababa University
Faculty of Business and Economics
Department of Public Administration

Questionnaire to be completed by professional Staff of Addis Ababa City Roads Authority and private Contractors.

Dear Respondent,

This is a research that aims at investigating the factors that possesses” **Institutional Capacity Challenges and prospects of Addis Ababa City Roads Authority (AACRA) in the implementation of Road projects in Addis Ababa**”. This is an independent research to be conducted in public Administration (MPA) by a prospective graduate student from AAU.

This questionnaire is designed to collect all relevant data that enable the researchers to achieve the core aim stated above.

The researcher earnestly request respondent to exercise utmost good faith and objectivity in responding to the items raised in the questionnaire. Please note that there is no right or wrong answer. The only correct answer is your frank opinion. Do not put your name in the questionnaire. The intent is not finding out who thinks what, but instead, to learn about your views in general.

Thank you in Advance for your kind cooperation.

Part One: Personal Data:

Instruction: Please fill in the blanks or Mark(x) where you think is a appropriate in the space provided.

- 1. name of the project/organization_____
- 2. position-----
- 3. Sex: Male Female
- 4. Number of year served to the present organization contractors
Below 1 Year 1-2years 3-5years above 5years
- 5. Educational level
 BA/BSC MA/MSc PhD
- 6. Field of Study -----

Part Two: Regarding Management Practices

Have you participated on a survey conducted on the effectiveness of road project implementation in the city government of Addis Ababa?

- Yes No

Did AACRA conducted Public forum on road development in Addis Ababa city?

- Yes No

2.1. How often it is conducted, (if it is conducted)?

- Quarterly semiannually annually other

Please specify _____

How do you rate the participation of the city dwellers in road development activity?

- Very good good fair poor very poor

se Show by mark(x), the degree of impact with the following statement.

| Statement | Degree of Impact | | | | |
|--|------------------|-------------|-----------------|-------------|-------------|
| | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None (1) |
| Delay in progress payments by the AACRA to contractors. | | | | | |
| Delay in issuance of change orders (Variation orders) by AACRA. | | | | | |
| AACRA's poor communication with government institutions and private contractors | | | | | |
| Poor coordination by AACRA with the various parties involved in the road project | | | | | |
| Slowness in decision making process by AACRA | | | | | |
| Excessive bureaucracy in the AACRA's administration | | | | | |
| Insufficient communication between AACRA and designer during the design phase | | | | | |
| Design change | | | | | |
| Ineffective planning and scheduling of project by AACRA | | | | | |
| Poor site management and supervision by AACRA | | | | | |

Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE | 2. DISAGREE | 3. NO OPINION | 4. AGREE | 5. STRONGLY AGREE |
|---|----------------------|-------------|---------------|----------|-------------------|
| Subordinates are allowed to participate in planning | 1 | 2 | 3 | 4 | 5 |
| Promotion is based on merit. | 1 | 2 | 3 | 4 | 5 |
| The right person is assigned to the right job. | 1 | 2 | 3 | 4 | 5 |
| Superiors have the necessary qualifications. | 1 | 2 | 3 | 4 | 5 |
| Superiors are capable of solving the work-related problems of their subordinates. | 1 | 2 | 3 | 4 | 5 |
| Superiors have sufficient training. | 1 | 2 | 3 | 4 | 5 |
| Job vacancies can be easily filled by qualified persons from internal sources | 1 | 2 | 3 | 4 | 5 |

6. Please indicate your choice by putting an (x) mark under the appropriate column against each statement

| Statement | Strongly Agree | Agree | Disagree | Strongly Disagree |
|--|----------------|-------|----------|-------------------|
| 1 My pay adequate to cover my cost of living | | | | |
| 2 In my organization recruitment is done in a transparent manner. | | | | |
| 3 Selection for staff training is done in a fair and transparent manner | | | | |
| 4 My boss is exemplary to his subordinates. | | | | |
| 5 My boss is politically neutral in conducting official duties. | | | | |
| 6 Apply a system of delegation and decentralization on the development and maintenance of road sector. | | | | |
| 7 Contract out total road project works to the private sector | | | | |

Part three: Regarding Human Resource

1. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE 2. DISAGREE 3. NO OPINION 4. AGREE 5. STRONGLY AGREE | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. Employees successfully implement plans | | | | | |
| 2 There is lack of qualified staff in some specialized jobs | | | | | |
| 3 I often ask a rework of the assignment done by my subordinates | | | | | |
| 4 AACRA prepared training & development policy to its employee capacity | | | | | |

2. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice

| Statement | Degree of Impact | | | | |
|---|------------------|----------|--------------|-------------|----------|
| | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None (1) |
| Improper technical study by the AACRA’s staff during the bidding stage | | | | | |
| Poor qualification of AACRA’s staff assigned to the road project | | | | | |
| Delay in performing by the AACRA’s/engineer and staff | | | | | |
| Slow response from the AACRA’s/ engineer to contractors inquiries | | | | | |
| Low level of equipment- operator’s skill | | | | | |
| Shortage of manpower (skilled, semi-skilled labor) | | | | | |
| Poor qualification of the technical staff assigned to the road project site | | | | | |

Part three: Regarding Human Resource

1. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE 2. DISAGREE 3. NO OPINION 4. AGREE 5. STRONGLY AGREE | | | | |
|--|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. Employees successfully implement plans | | | | | |
| 2. There is lack of qualified staff in some specialized jobs | | | | | |
| 3. I often ask a rework of the assignment done by my subordinates | | | | | |
| 4. AACRA prepared training & development policy to its employee capacity | | | | | |

2. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice

| Statement | Degree of Impact | | | | |
|---|------------------|----------|--------------|-------------|----------|
| | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None (1) |
| Improper technical study by the AACRA’s staff during the bidding stage | | | | | |
| Poor qualification of AACRA’s staff assigned to the road project | | | | | |
| Delay in performing by the AACRA’s/engineer and staff | | | | | |
| Slow response from the AACRA’s/ engineer to contractors inquiries | | | | | |
| Low level of equipment- operator’s skill | | | | | |
| Shortage of manpower (skilled, semi-skilled labor) | | | | | |
| Poor qualification of the technical staff assigned to the road project site | | | | | |

Part Five:- Regarding the supplies of Materials & Equipment

4. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice

| Statement | Degree of Impact | | | | |
|--|------------------|-------------|-----------------|----------------|-------------|
| | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None (1) |
| Shortage of construction materials required | | | | | |
| Changes in material types and specifications during construction | | | | | |
| Delay in material delivery | | | | | |
| Late procurement of materials by the administration | | | | | |
| Shortage of equipment, machineries and trucks required | | | | | |
| An employee s are provided by necessary tools and equipments to do their job | | | | | |
| Miss utilization of materials and equipment | | | | | |

What suggestion do you have on the effective utilization of material resources

Part Six: - Regarding Operating Systems or Procedures

Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| Question | Strongly Agree | Agree | Disagree | Strongly Disagree |
|---|----------------|-------|----------|-------------------|
| In your organization meetings are always effective | | | | |
| In your organization there is no interference with your job from higher level authorities | | | | |
| Performance evaluation helps you to improves your job | | | | |
| In your organization team work is encouraged | | | | |

2. Indicate your choice by putting an “x” mark on the space Provide below.

| No | Statement | Degree of Impact | | | | |
|-----|---|------------------|------|----------|---------|------|
| | | Very High | High | Moderate | Neutral | None |
| 2.1 | Failure to apply rules and regulations within the organization | | | | | |
| 2.2 | Delay in correcting mistakes and reconciling discrepancies in the contract document | | | | | |

Part Seven: - Regarding Organizational Structure and performance

The following questions are related to the structure of your organization.

Please indicate your agreement by putting a mark (x) on the space provided.

| | Question | Strongly Agree | Agree | Disagree | Strongly Disagree |
|---|--|----------------|-------|----------|-------------------|
| 1 | There is a fair distribution of work loads in my department. | | | | |
| 2 | Job positions are given appropriate grade. | | | | |
| 3 | I have clearly defined job description | | | | |
| 4 | The organizational structure has good (promising) career ladder. | | | | |
| 5 | There is frequent restructuring that create instability. | | | | |
| 6 | There is good participation of employees in the restructuring process. | | | | |
| 7 | There is a chance of re grading job positions. | | | | |
| 8 | Work flows are structured properly | | | | |
| 9 | My superior participates me when there are new changes in the structure and system | | | | |

10. What are the major challenges and opportunities of your organization in the implementation of road projects?

1 Opportunities

.....

2. Challenges (If any) -----

Addis Ababa University
Faculty of Business and Economics
Department of Public Administration

Questionnaire to be completed by management members of Addis Ababa City Roads Authority and private Contractors.

Dear/sir,

This is a research that aims at investigating the factors that possesses “**Institutional Capacity Challenges and prospects of Addis Ababa City Roads Authority (AACRA) in the implementation of Road projects in Addis Ababa City government**”. This is an independent research to be conducted in public Administration (MPA) by a prospective graduate student from AAU.

This questionnaire is designed to collect all relevant data that enable the researcher to achieve the core aim stated above

The researcher earnestly request respondents to exercise utmost good faith and objectivity in responding to the items raised in the questionnaire.

Please not that the information and views you provide will be very important for the success of the research purpose and will be kept anonymous.

I thank you in Advance for your kind cooperation, in giving your precious time to answer this questionnaire.

4. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE | | | | |
|--|----------------------|---|---|---|---|
| | 2. DISAGREE | | | | |
| | 3. NO OPINION | | | | |
| | 4. AGREE | | | | |
| | 5. STRONGLY AGREE | | | | |
| 4.1 Subordinates are allowed to participate in planning | 1 | 2 | 3 | 4 | 5 |
| 4.2 Promotion is based on merit. | 1 | 2 | 3 | 4 | 5 |
| 4.3 The right person is assigned to the right job. | 1 | 2 | 3 | 4 | 5 |
| 4.4 Superiors have the necessary qualifications. | 1 | 2 | 3 | 4 | 5 |
| 4.5 Superiors are capable of solving the work-related problems of their subordinates. | 1 | 2 | 3 | 4 | 5 |
| 4.6 Superiors have sufficient training. | 1 | 2 | 3 | 4 | 5 |
| 4.7 Job vacancies can be easily filled by qualified persons from internal sources | 1 | 2 | 3 | 4 | 5 |
| 4.8 Apply a system of delegation and decentralization on the development and maintenance of road sector. | 1 | 2 | 3 | 4 | 5 |
| 4.9 Contract out total road project works to the private sector | 1 | 2 | 3 | 4 | 5 |

Part three: Regarding Human Resource

1. Are there performance gaps between what you expect from your subordinates and their actual performance?

Yes

No

2. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE 2. DISAGREE 3. NO OPINION 4. AGREE 5. STRONGLY AGREE | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 2.1. Employees successfully implement plans | | | | | |
| 2.2 Subordinates are allowed to participate in planning | | | | | |
| 2.3 There is lack of qualified staff in some specialized jobs | | | | | |
| 2.4 There is lack of qualified staff in some specialized jobs | | | | | |
| 2.5 I often ask a rework of the assignment done by my subordinates | | | | | |
| 2.6 Although they may be qualified some employees do not have a positive attitude in serving their customers (the public) | | | | | |
| 2.7 Disciplinary problems are high | | | | | |

Part Four:- Regarding Financial Resource

Does enough budget is allocated for training and development in your organization?

Strongly Agree (1) Agree (2) No opinion (3) Disagree (4) Strongly Disagree (5)

Does your organization have adequate Resources to carry out the task and responsibilities involved?

Strongly Agree (1) Agree (2) No opinion (3) Disagree (4) Strongly Disagree (5)

Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| No | Statement | Degree of Impact | | | | |
|-----|---|------------------|----------|--------------|-------------|----------|
| | | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None (1) |
| 3.1 | Difficulties in financing the project by the AACRA | | | | | |
| 3.2 | The capacity to utilize the allocated budget for the last five years | | | | | |

Part Five:- Regarding Materials & Equipment

1. Please indicate your choice by putting an (x) mark under the appropriate column against each statement

| No | Statement | Degree of Impact | | | | |
|----|--|------------------|----------|--------------|-------------|----------|
| | | Very High (5) | High (4) | Moderate (3) | Neutral (2) | None (1) |
| .1 | Shortage of construction materials required | | | | | |
| .2 | Changes in material types and specifications during construction | | | | | |
| .3 | Delay in material delivery | | | | | |
| .4 | Late procurement of materials | | | | | |
| .5 | Shortage of equipment, trucks and machineries required | | | | | |
| .6 | The availability of modern technology | | | | | |

Part Six: - Regarding Operating Systems or Procedures

1. Do you get complaints from the customers?

Yes

No

If yes, which of the following kinds of complaints do you receive? (please rank. Rank in order of seriousness of the complaint. A rank of 1 indicates the most serious problem)

The decision making process is too bureaucratic and inefficient

Employees do not provide efficient service to the customers

Employees are not always available on their job

Employees are corrupt

Employees do not have the necessary skills to perform their duties

Other (Specify & rank)

2. Is there a regular independent audit of AACRA's accounts, the results?

of which widely disseminated? Yes No

If no, why? _____

3. Is there a formal publication of performance standards for key services delivered by AACRA?

Yes

No

If no, why? -----

If yes, what are the standards you use?

4. Please indicate your level of agreement to each statement by putting an "x" mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE 2. DISAGREE 3. NO OPINION 4. AGREE 5. STRONGLY AGREE | | | | |
|---|--|---|---|---|---|
| 4.1 There are detailed step-by step procedure manuals that help me accomplish my job. | 1 | 2 | 3 | 4 | 5 |
| 4.2 Information is available to me whenever I require it . | 1 | 2 | 3 | 4 | 5 |
| 4.3 There is real delegation of authority to lower levels | 1 | 2 | 3 | 4 | 5 |

Part Seven:- Regarding Organizational Structure

Please indicate your choice by putting an (x) mark under the appropriate column against each statement

| | statement | 5.Strongly Agree | 4.Agree | 3. No opinion | 2. Disagree | 1 Strongly Disagree |
|----|--|------------------|---------|---------------|-------------|---------------------|
| .1 | There is a fair distribution of work loads | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| | in my department. | | | | | |
| 1.2 | Job positions are given appropriate grade. | | | | | |
| 1.3 | I have clearly defined job description | | | | | |
| 1.3 | The organizational structure has good (promising) career ladder. | | | | | |
| 1.4 | There is frequent restructuring that create instability. | | | | | |
| 1.5 | There is good participation of employees in the restructuring process. | | | | | |
| 1.6 | There is a chance of re grading job positions. | | | | | |
| 1.7 | Work flows are structured properly. | | | | | |

How do you rate the significance of the contribution of the following factors to the existence of the performance gaps you observe in your organization?

| Type of performance Gap | Level of Seriousness (Tick) | | | |
|--|-----------------------------|-------------|--------------------|--------------------|
| | Very Significant | Significant | Not so Significant | Not a Contribution |
| 2.1. Lack of motivation and a proper attitude towards work | | | | |
| 2.2 Lack of appropriate skills | | | | |
| 2.3. Poor system design | | | | |
| 2.4 Lack of control/accountability | | | | |
| 2.5 Inadequate incentive system | | | | |
| 2.6 Lack of established procedures/manuals | | | | |
| 2.7 High turnover of employees | | | | |
| Other causes (please specify &rate) | | | | |
| | | | | |
| | | | | |
| | | | | |

3. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE 2. DISAGREE 3. NO OPINION 4. AGREE 5. STRONGLY AGREE | | | | |
|---|--|---|---|---|---|
| Our employees are capable of providing the right services to our customers (the public) | 1 | 2 | 3 | 4 | 5 |
| Skilled and qualified employees leave the organization quite often | 1 | 2 | 3 | 4 | 5 |
| The structure of the organization does not correspond with goals/objectives/working methods of the organization | 1 | 2 | 3 | 4 | 5 |

In your opinion, what are the major constraints that inhibit your organization's performance?

.....

.....

.....

What are the major challenges and opportunities of your organization in the implementation of road projects?

Opportunities

.....

.....

.....

Challenges (If any)

.....

.....

.....

3. Please indicate your level of agreement to each statement by putting an “x” mark on the number of your choice.

| STATEMENT | 1. STRONGLY DISAGREE 2. DISAGREE 3. NO OPINION 4. AGREE 5. STRONGLY AGREE | | | | |
|---|--|---|---|---|---|
| 3.1 Our employees are capable of providing the right services to our customers (the public) | 1 | 2 | 3 | 4 | 5 |
| 3.2 Skilled and qualified employees leave the organization quite often | 1 | 2 | 3 | 4 | 5 |
| 3.3. The structure of the organization does not correspond with goals /objectives/working methods of the organization | 1 | 2 | 3 | 4 | 5 |

4. In your opinion, what are the major constraints that inhibit your organization’s performance?

5. What are the major challenges and opportunities of your organization in the implementation of road projects?

5.1 Opportunities

.....

5.2. Challenges (If any)

Ababa University
Faculty of Business and Economics
Department of Public Administration

Questionnaire to be completed by customers/Addis Ababa city dwellers.

Dear Respondent,

This is a research that aims at investigating the factors that possesses “**Institutional Capacity Challenges and prospects of Addis Ababa City Roads Authority (AACRA) in the implementation of Road projects in Addis Ababa**”. This is an independent research to be conducted in public Administration (MPA) by a prospective graduate student from AAU.

This questionnaire is designed to collect all relevant data that enable the researchers to achieve the core aim stated above.

The researcher earnestly request respondents to exercise utmost good faith and objectivity in responding to the items raised in the questionnaire. Please note that there is no right or wrong answer. The only correct answer is your frank opinion. Do not put your name in the questionnaire. The intent is not finding out who thinks what, but instead, to learn about your views in general.

Thank you in Advance for your kind cooperation.

Part One: Personal Data

Address:

Sub city _____ Kebele _____

Sex: Male (2) Female (1)

Number of year/s lived in the area

Below 1 year (4) 1-3 years (3) 4-6 years (2) above 6 years (1)

Educational level

Below 10th grade or 12th grade (old curriculum) 2. 10th grade or 12th grade (old curriculum)

Technical and Vocational Training 4. College diploma

University graduate BA/BSC 6. Post graduate MA/MSC 7. PhD

Occupation;

1. Student 2. civil servant

3. Businessman/woman in the private sector 4. Employee in NGO

5. House wife 6. Unemployed

7. Taxi and other car driver 8. Employee in the private sector

Part Two: Regarding Management Practices

How do you think the effectiveness of AACRA'S communication with parties (EEPC, ETC, AAWSA) directly or indirectly involved in the process of road project implementation?

Very High (5) High (4) Moderate (3) Low (2) Very Low (1)

How do you rate the effectiveness of AACRA's response to queries from customers?

Very fast (5) Fast (4) Moderate (3) Slow (2) Very slow (1)

What is the level of your agreement on contract out of the total road project works to the private sector?

Strongly agree (5) Agree (4) No opinion (3) disagree (2) strongly Disagree (1)

How do you rate the effectiveness of AACRA'S planning and scheduling of road project for the last five years?

Very High (5) High (4) Moderate (3) Neutral (2) None (1)

Has AACRA conducted public forum? Yes (2) No (1)

How do you evaluate the participation of the city dwellers in road development activities?

Very good (5) Good (4) Fair (3) Poor (2) Very poor (1)

Part three: Regarding Human Resource

How do you rate efficiency and hard work by staff of AACRA?

Very High (5) High (4) Moderate (3) Low (2) Very Low (1)

How do you rate Shortage of manpower (skilled, semi-skilled labor) AACRA?

Very High (5) High (4) Moderate (3) Low (2) Very Low (1)

Does the AACRA assign poor qualification of technical staff to the project sites?

Strongly Agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

Do you have any suggestions for improving the shortage of manpower in AACRA?

Part Four:- Regarding Financial Resource

How do you rate the degree of Difficulties in financing the project by AACRA?

Very High (5) High (4) Moderate (3) Neutral (2) None (1)

What do you rate miss utilization on financial resource by AACRA?

Very high (5) high (4) undecided (3) Neutral (2) none (1)

Do you have any suggestion for improving on the AACRA's utilization of the budget?

Part Five:- Regarding Materials & Equipment

Do your suggestion does the Authority have Shortage of equipment and facilities required?

Strongly Agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

What do you rate miss utilization on materials & equipment by AACRA?

Very high (5) high (4) undecided (3) Neutral (2) none (1)

Do you have any suggestion for improving on the AACRA's utilization of the material & equipment?

Part Six:- Regarding Operating Systems or Procedures

How do you rate the length of time the Authority's took to complete the road project?

Very Long (5) Long(4) Moderate(3) Low(2)- Very Low(1)

How do you think the performance standard of the road project implementation by this authority has changed during the past five years?

| | | | | |
|-------------------------|----------------------------|-----------------------|------------------------|-----------------|
| Has improved a lot 5 | Has improved a little 4 | Have not changed 3 | Have deteriorated 2 | Don't Know 1 |
| | | | | |

Do you know if there is corruption in AACRA in the process of road project implementation?

| | |
|-----|---|
| YES | 1 |
| NO | 2 |

Part Seven:- Regarding Organizational Structure and Performance

What is your general assessment of the Authority's performance in the implementation of road project for the last five years?

| | | | | |
|----------------|-----------|--------------|-----------|----------------|
| Very good 5 | Good 4 | Average 3 | Poor 2 | Very poor 1 |
| | | | | |

What is your level of agreement to apply a system of delegation and decentralization on the development and maintenance of road sector?

Strongly Agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

In your opinion what are the problems or constraints faces the AACRA?

- (a) -----
- (b) -----

Do you have any suggestions for improving the performance standard in the implementation of road project by the staff of AACRA?

- (a) -----
- (b) -----

Appendix :iv Addis Ababa University
Faculty of Business and Economics
Department of Public Administration

Interview guides

Name of the organization: _____

Contact Person: _____

Position: _____ Date And Time: _____

Back ground

The purpose of the research is to investigate the factors that possesses “Institutional capacity challenges and prospects of Addis Ababa city Roads Authority (AACRA) in the implementation if road project in Addis Ababa”. This is an independent research to be conducted in public Administration (MPA) by a prospective graduate student from AAU.

The interview is designed to gather the necessary information that enables the research to achieve the purpose stated above.

There for, to enrich the research, researcher is now looking your assistance and kindly requests your precious time to go through this interview and share opinions.

Tank you very much in advance for your time.

1. current programs/Activities

1.1 How do you plan, implement and evaluate the road project.

1.2 Did you conduct feasibility study before the beginning of road construct?

1.3 To what extent do you consider your organization’s program/activities successful (i.e. satisfaction level)?

2. Implementation successes

2.1 What do you think enable or could enable your organization to successfully engage in its activities (or achieve its objectives)?

- What are the strength and opportunities of your organization?

3. Implementation challenges.

3.1 What do you think were or are the main obstacles your organization faces when trying to engage in its activities (or achieve its objectives)?

- What are weakness and threats?

4. Over all situation/ needs of your organization

4.1 What are the strategies issues anticipated for the future?

**በአዲስ አበባ ዩኒቨርሲቲ ቢዝነስና ኢኮኖሚ ፋካልቲ
የሕዝብና ልማት አስተዳደር**

ለአገልግሎት ተጠቃሚዎች የተዘጋጀ መጠይቅ

የዚህ መጠይቅ ዋና ዓላማ የአዲስ አበባ ከተማ መንገዶች ባለስልጣን በመንገድ ፕሮጀክት ሥራ አፈፃፀም ላይ ያለውን ተቋማዊ ብቃት የሚፈታተኑ ችግሮችንና ተስፋዎችን በመመርመርና በማጥናት ለችግሮች የመፍትሄ ሀሳቦች ማቅረብ ሊሆን፤ ጥናቱ በአዲስ አበባ ዩኒቨርሲቲ በህዝብና ልማት አስተዳደር ትምህርት ክፍል የድህረ ምረቃ ትምህርት ማሟያ ጥናት ነው።

በዚህ መሠረት ይህ መጠይቅ ከላይ የተጠቀሰውን ዋና ዓላማ ለማሳካት የሚያስችል አግባብ ያለው መረጃና አስተያየት ለማስባሰብ እንዲረዳ ታስቦ ተዘጋጅቷል።

ስለዚህ እርስዎ የባለስልጣኑ መ/ቤት በራሱ ሀይል እና በኮንትራት በሚያሰራቸው የመንገድ ሥራ ፕሮጀክት አፈፃፀም ላይ የሚሰጡት አስተያየት ለጥናቱ ከፍተኛ ጠቀሜታ ስለሚኖረው አስተያየትዎን በሀቀኝነትና በግልፅነት እንዲያከፍሉኝ ፈቃድዎን በአክብሮት እጠይቃለሁ ።

እዚህ ላይ ለማስገንዘብ የምፈልገው ለመጠይቁ ትክክለኛ እና ስህተት የሆነ መልስ የለም፤ ሆኖም ትክክለኛው በሀቀኝነትና በግልፅነት የሚሰጡት ምላሽ ብቻ ነው። የመጠይቁም ዓላማም ማን ምን ያስባል የሚለውን ለማወቅ ሳይሆን ከሚሰጡት አስተያየት ጠቃሚ ትምህርት መቅሰም ነው።

- 3. የግል ድርጅትና /ንግድ ያለው
- 6. የቤት እመቤት
- 7. ስራ የሌለው/ያልተቀጠረ
- 8. በማሽከርከር ስራ ላይ የተሰማራ

ክፍል ሁለት :- የሥራ አመራር ተግባራትን በተመለከተ

1. የባለስልጣኑ መ/ቤት በመንገድ ስራ ላይ ከሌሎች መ/ቤቶች (መብራት ሀይል ፣ውሀ፣ እና ቴሌ ወዘተ) ጋር ያለውን የግንኙነትና ውጤታማነት ደረጃ እንዴት ይመዘኑታል?

- 1. በጣም ዝትተኛ
- 2. ዝቅተኛ
- 3. ተመጣጣኝ
- 4. ከፍተኛ

5. በጣም ከፍተኛ

2. የባለስልጣኑ መ/ቤት ከተገልጋዩ ህብረተሰብ የሚቀርብለትን ጥቆማ ወይም ጥያቄ ለመመለስ ያለውን ቅልጥፍና እንዴት ይመዘኑታል?

- 1. በጣም አዝጋሚ
- 2. አዝጋሚ
- 3. ተመጣጣኝ
- 4. በጣም ፈጣን
- 5. ፈጣን

3. የመንገድ ስራን ሙሉ በሙሉ ለግል ተቋራጭ ቢሰጥም ምን ይመስልዎታል?

- 1. በ.አልስማማም
- 2. አልስማማም
- 3. ሀሳብ የለኝም
- 4. እስማማለሁ

5. በ እስማማለሁ

4. የባለስልጣኑ መ/ቤት የመንገድ ስራ ዕቅድና ጊዜ ባለፉት 5 አመታት ያሳየውን የሥራ ውጤታማነት እንዴት ይመዘናሉ?

- 1. ምንም
- 2. የደበዘዘ
- 3. ተመጣጣኝ
- 4. ከፍተኛ
- 5. በጣም ከፍተኛ

5. የባለስልጣኑ መ/ቤት ህዝባዊ ስብሰባዎችን ያዘጋጃል ?

- 1. አዎ
- 2. አያዘጋጅም

6. በመንገድ ልማት ስራ ላይ የከተማውን ነዋሪ ተሳትፎ እንዴት ይገመግማሉ?

- 1. በጣም ዝቅተኛ
- 2. ዝቅተኛ
- 3. መካከለኛ
- 4. ጥሩ
- 5. በጣም ጥሩ

ክፍል ሦስት : የሰው ሀይሉን የሚመለከት

1. የባለስልጣኑ መ/ቤት ሠራተኛን ብቃትና ጥንካሬን እንዴት ይመዘኑታል?

- 1. በጣም ዝቅተኛ
- 2. ዝቅተኛ
- 3. መካከለኛ
- 4. ከፍተኛ
- 5. በጣም ከፍተኛ

2. የባለስልጣኑን መ/ቤት የሰው ሀይል እጥረት (የሰለጠነ መለስተኛ ባለሙያ) እንዴት ይመዘናሉ

- 1. በዝቅተኛ
- 2. ዝቅተኛ
- 3. መካከለኛ
- 4. ከፍተኛ
- 5. በጣም ከፍተኛ

3. የባለስልጣኑ መ/ቤት በመንገድ ሥራ ፕሮጀክት ላይት ላይ ብቃት የሌላቸው ሙያተኞችን በማሰማራት ረገድ ያለዎት የአስተያየት ደረጃ

- 1. በጣም አልስማማም
- 2. አልስማማም
- 3. መካከለኛ
- 4. እስማማለሁ
- 5. በጣም እስማማለሁ

4. የሰው ሀይሉን በማሻሻል ረገድ ያለዎት አስተያየት

ክፍል አራት የገንዘብ ሀብት በተመለከተ

1. የባለስልጣኑን መ/ቤት ለመንግድ ስራ ፕሮጀክቶች ገንዘብ በመመደብ ያለውን ችግር/እጥረት እንዴት ይመዘኑታል?

- 1. ምንም
- 2. የደበዘዘ
- 3. መካከለኛ
- 4. ከፍተኛ
- 5. በጣም ከፍተኛ

2. በባለስልጣኑ ያለውን የገንዘብ ሀብት አጠቃቀም ላይ ስለማባከን ያለዎት የዕምነት ደረጃ እንዴት ይገልጹታል ?

1. ምንም 2. የደበዘዘ 3. መካከለኛ 4. ከፍተኛ 5.

በጣም ከፍተኛ

3. የባለስልጣኑ የገንዘብ ሀብት አጠቃቀም ለማሻሻያ ያለዎትን አስተያየት ቢገልጹ

ክፍል አምስት :- የማቴሪያልና መሣሪያዎች እቅርቦት በተመለከተ

1. ለመንገድ ግንባታ አስፈላጊ የሆኑ ማቴሪያሎች እና መሣሪያዎችን እጥረት አለ?

1. በጣም አልስማማም 2. አልስማማም 3. ሀሳብ የለኝም
4. እስማማለሁ 5. በጣም እስማማለሁ

2. ባለስልጣኑ ያለውን የንብረት አጠቃቀም በማባከን ላይ ያለዎትን የዕምነት ደረጃ እንዴት ይገልጹታል?

1. ምንም 2. የደበዘዘ 3. መካከለኛ 4. ከፍተኛ
5. በጣም ከፍተኛ

3. የባለስልጣኑ የማቴሪያልና መሣሪያ አጠቃቀም ለማሻሻል ያለዎት አስተያየት

ክፍል ስድስት :- የአሠራርና የአፈፃፀም ስርዓት በተመለከተ

1. በእርስዎ አስተያየት የመንገድ ፕሮጀክቶች የግንባታ ሥራ የማጠናቀቂያ የጊዜ ርዝማኔን እንዴት ይመዘናሉ?

- 1. በጣም አጭር 2. አጭር 3. መካከለኛ 4. ረጅም 5. በጣም

2. ላለፉት አምስት ዓመታት ጊዜ ውስጥ የመንገድ ፕሮጀክት ሥራ አፈፃፀም ደረጃ እንዴት ያያሉ?

- 1. አላውቅም 2. እየወረደ ነው 3. ለውጥ የለውም 4. መጠነኛ መሻሻል ያሳያል 5. ከፍተኛ መሻሻል ያሳያል

3. በመንገድ ፕሮጀክቶች አፈፃፀም ሂደት በባለስልጣኑ መ/ቤት ሙስና ይኖራል ብለው ያስባሉ? 1. አዎ 2.

አላስብም

ክፍል ሰባት :- የባለስልጣኑን አደረጃጀትና ስራ አፈፃፀም በተመለከተ

1. በአጠቃላይ ላለፉት 5 ዓመታት የባለስልጣኑ የመንገድ ስራ አፈፃፀም እንዴት ይገመግማሉ?

- 1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

2. ባለስልጣኑ ስልጣኑን ሙሉ በሙሉ በማዕከል ከመያዝ ይልቅ ወደ ክፍለ ከተማ የተወሰነውን በማውረድ በኩል ያለዎት አስተያየት

- 1. በጣም አልስማማም 2. አልስማማም 3. ሀሳብ የለኝም 4. እስማማለሁ 5. በጣም

እስማማለሁ

3. በአጠቃላይ በእርስዎ እምነት የባለስልጣኑን መ/ቤቶች ላይ የሚያስተውሉት ችግሮች ምንድናቸው ብለው ያስባሉ ?

1. _____

2. _____

3. _____

40 የባለስልጠኑን የመንገድ ፕሮጀክቶች አፈፃፀም ለማሻሻል የሚረዳ አሰራር ካለ ቢገልፁ

1 _____

2.

3.

ለሰጡኝ ገንቢ አስተያየት ከልብ አመሰግናለሁ !

Declaration

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in my university and all the sources of materials used for the thesis are duly acknowledged.

Declared by

Haile Dissassa

Signature



Date

6 JULY 2010

Submission Approval Sheet

This thesis has been submitted for examination with my approval as university Advisor.

Confirmed by the advisor

Name: Prof. Chakradhar Dash

Signature: Chakradhar Dash

Date: 07 July 2010